

## Item 7.1

<b>Report to:</b>	NHS Hull Clinical Commissioning Group Board
<b>Date of Meeting:</b>	28 <sup>th</sup> May 2021
<b>Subject:</b>	Workforce and Organisational Development Update
<b>Presented by:</b>	Emma Kirkwood, Head of Human Resources
<b>Author:</b>	Will Clement, Organisational Development and Learning & Development Lead / Emma Kirkwood, Head of Human Resources.

**STATUS OF THE REPORT:**

To approve	<input type="checkbox"/>	To endorse	<input checked="" type="checkbox"/>
To ratify	<input type="checkbox"/>	To discuss	<input type="checkbox"/>
To consider	<input type="checkbox"/>	For information	<input type="checkbox"/>
To note	<input checked="" type="checkbox"/>		

**PURPOSE OF REPORT:**

The report sets out the key workforce and organisational development themes and pieces of work during the 2020/21 period.

**CONTEXT**

The report will focus on the key themes of the NHS People Plan, the current Organisational Development (OD) Strategy and the impact of Covid-19

**RECOMMENDATIONS:**

a To note and endorse the recommendations.

**REPORT EXEMPT FROM PUBLIC DISCLOSURE** No  Yes

If yes, grounds for exemption  
(FOIA or DPA section reference)

**CCG STRATEGIC OBJECTIVE**

This report supports the Quality and Safety Strategic Objective and the CCG's responsibility as an employing organisation to fully consider all employment matters.

<b>IMPLICATIONS:</b> <i>(summary of key implications, including risks, associated with the paper),</i>	
Finance	The CCG OD strategy is delivered within a set budget.
HR	The recommendations set out in this paper support the aims of the OD strategy and will form the investment and development direction for embedding the desired culture, strengthening workforce engagement and performance management, identifying talent and planning for organisational succession.
Quality	Improving workforce potentially influences quality orientation through the development and embedding of a continuous improvement approach and thinking disciplines. Strengthening the organisational climate optimises employee engagement and supports release of creative, innovative potential to achieve our strategic workforce aims.
Safety	Poor performance management and low levels of employee engagement result in less organisational effort, lower levels of realised performance, poor retention and higher turnover, and volatile rigour in health, safety and wellbeing.

**ENGAGEMENT:** *(Explain what engagement has taken place e.g. Partners, patients and the public prior to presenting the paper and the outcome of this)*

N/A

**LEGAL ISSUES:** *(Summarise key legal issues / legislation relevant to the report)*

None identified.

**EQUALITY AND DIVERSITY ISSUES:** *(summary of impact, if any, of CCG's duty to promote equality and diversity based on Equality Impact Analysis (EIA). All reports relating to new services, changes to existing services or CCG strategies / policies must have a valid EIA and will not be received by the Committee if this is not appended to the report)*

	<b>Tick relevant box</b>
An Equality Impact Analysis/Assessment is not required for this report.	x
An Equality Impact Analysis/Assessment has been completed and approved by the lead Director for Equality and Diversity. As a result of performing the analysis/assessment there are no actions arising from the analysis/assessment.	
An Equality Impact Analysis/Assessment has been completed and there are actions arising from the analysis/assessment and these are included in section xx in the enclosed report.	

**THE NHS CONSTITUTION:** *(How the report supports the NHS Constitution)*

The report supports delivery of Principle 3 of the NHS Constitution. The NHS aspires to the highest standards of excellence and professionalism.

4a. Staff – your rights and NHS pledges

The NHS pledges to:

- provide a positive working environment for staff and to promote supportive, open cultures that help staff do their job to the best of their ability
- provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and communities
- provide all staff with personal development, access to appropriate education and training for their jobs, and line management support to enable them to fulfil their potential
- provide support and opportunities for staff to maintain their health, wellbeing and safety
- engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families (pledge)
- to have a process for staff to raise an internal grievance (pledge)
- encourage and support all staff in raising concerns at the earliest reasonable opportunity about safety, malpractice or wrongdoing at work, responding to and, where necessary, investigating the concerns raised and acting consistently with the Employment Rights Act 1996.

**NHS HULL CCG BOARD REPORT 28<sup>th</sup> May 2021**  
**WORKFORCE & ORGANISATIONAL DEVELOPMENT UPDATE**  
**2020 - 2021**

**1. INTRODUCTION**

- 1.1 The purpose of this report is to provide the NHS Hull Clinical Commissioning Group Board (CCGB) with a summary of the key workforce and organisational development themes and pieces of work during the 2020/21 period.

**2. CONTEXT**

The report will focus on the key themes of the NHS People Plan, the current Organisational Development (OD) Strategy themes and the impact of Covid-19.

- 2.1 **The national NHS People Plan 2020/21** was launched in March 2020 and set out actions to support transformation across the whole NHS. It focuses on how we continue to look after each other and foster a culture of inclusion and belonging, as well as action to grow our workforce, train our people, and work together differently to deliver patient care. The principles underpinning the action through 2020/21 must endure beyond that time.

- 2.2 The People Plan sets out practical actions for employers and systems, as well as the actions that NHS England and NHS Improvement and Health Education England will take, over the period. It includes specific commitments around:

2.2.1 **Looking after our people** – with quality health and wellbeing support for everyone

2.2.2 **Belonging in the NHS** – with a particular focus on tackling the discrimination that some staff face

2.2.3 **New ways of working and delivering care** – making effective use of the full range of our people's skills and experience

2.2.4 **Growing for the future** – how we recruit and keep our people, and welcome back colleagues who want to return

- 2.3 Members of the HR Humber team worked collaboratively with the HR Director community within Humber Coast and Vale to ensure that the CCG local people plan built on and enhanced the ICS people plan. The Humber CCG People plan set out a number of strategic themes and tactical actions that align to the national people plan commitments. The plan also combined the enhancing culture plan, EDI Workforce Plan, Respond and recover model and the HR Activity Programme to form one overall plan for 21/22 and beyond.

- 2.4 A review of the Humber CCG people plan confirmed that 43% of actions were completed in the first quarter of 2021 and 26% were in progress or imminently due to commence. Given the development of the ICS it was agreed that some tasks would be put on hold until the HR function of the ICS is developed as these are activities that would support the future state of the ICS. This equates to 25% of activities in the plan. It should be noted that the actions put on hold were not activities mandated in the national people plan.

- 2.5 The impact of Covid-19 on HR / Workforce and Organisational Development was significant. In response to the workforce team played an active part in the respond

and recover project. Whilst the routine work of the team needed to continue, the HR response to Covid-19 included:

- 2.5.1 The development of a Risk Assessment Framework to assess individuals risk levels and action,
  - 2.5.2 The development of a revised personal plan to support employees during Covid-19.
  - 2.5.3 Developed a range of employee and manager support and guidance. This included Health and Wellbeing, working from home including DSE / H&S risk assessments, balancing working from home and childcare, how to manage employee relations matters remotely and a maternity guide. Guidance was also produced on the recording of sickness absence related to Covid on ESR for national reporting.
  - 2.5.4 The facilitation of staff members to access priority Covid-19 testing.
  - 2.5.5 The facilitation of front-line staff to access the Covid-19 vaccination programme via Occupational Health.
  - 2.5.6 Supporting the employment and redeployment of CCG to support the Covid-19 response. This included co-ordinating rapid DBS checks, the production of assurance reports for pre-employment checks to support the transfer of staff and the development of an MoU to support the redeployment of employees across organisational boundaries in a timely and safe manner to deal with Covid-19.
  - 2.5.7 Issuing key worker letters to CCG staff to facilitate access to childcare etc.
  - 2.5.8 The FAQ document covers questions in 17 alphabetical sections, from Agency Workers to Working from Home. The section titled Terms and Conditions was the most frequently used in response to queries received as it contains questions relating to Annual Leave, Overtime and Maintaining Round the Clock Services. In addition, the full list contains guidance in certain areas i.e., bereavement support.
  - 2.5.9 Working in Partnership, the HR team has worked at a local and regional level with Trade Union colleagues on matters related to the redeployment of staff, including the memorandum of understanding, working arrangements, the application of local and national terms and conditions, homeworking and health and wellbeing.
- 2.6 The Covid-19 situation has a significant effect on the delivery of the OD strategy for all three CCGs. In summary they include as much of the interventions provided were face to face and involved group, team and individual facilitation. The OD Strategy presented to the Board in 2019 still stands in a thematic sense; however, deployment methods in some areas have changed. As the Organisational Development and Learning and Development Lead (OD and L&D Lead), works across three CCGs, Hull, East Riding of Yorkshire and North Lincolnshire, the numbers and interventions presented include all three CCGs.
- 2.7 **Virtual Coaching**, one way to support our staff through this period was to offer virtual coaching to all staff. In the period until March 2021, 105 hours of coaching has been undertaken. Virtual coaching is provided via Microsoft Teams with the aim of providing sustainable actions for the individual being coached to produce enhanced performance.
- 2.8 **Virtual Learning Sessions – ‘Preparing for Normal’** sessions were provided for both Leaders and Managers about viewing and potentially re-viewing strategy and tactical plans. It was designed to aid leaders and managers to pause and consider what their ‘new normal’ may be like and to understand how working

practices may change in an agile environment. As an output of this session, a variety of teams have approached the OD and L&D Lead to facilitate.

### 2.9 **Virtual Learning Sessions – An Introduction to Emotional Intelligence**

These sessions were provided to all staff with the objective to connect to our emotions and understand them. The session would also aid in having a strategy for dealing with your emotions and that of others.

### 2.10 **Virtual Learning Sessions – Appraisal Training**

Traditionally this would be the time to perform appraisals for all CCG staff. As this is pay affecting from next year, getting appraisals right is seen as important. This year, all appraisals can be performed and logged with the use of our ESR system. There has been a significant need for an introduction to appraisals. A full support pack has been provided at all staff which includes:

- 90 Minute virtual training for managers and appraisees
- Up to date guidance on delivering effective 1-2-1's
- Guidance on performing a meaningful appraisal
- Point by point guidance on how to input appraisals into ESR
- Short videos on how working with ESR and accessing appraisals for both managers and appraisees

## 3. **INFORMATION**

### 3.1 **Organisational Development (OD) Update 20/21**

3.2 The three key themes of the existing OD Strategy are:

- **Leadership & Management Development**

It is recognised that the development of leaders and managers is essential for the continued success of the CCG. With future changes imminent, it will be essential to enable our leaders and managers to show agility, create positive change and make quality decisions while enabling their people.

- **Employee Engagement & Wellbeing**

The current climate has had a significant impact on our people through changes in the way we work. While the Respond and Recover Project provided support through the pandemic, it is essential that health and wellbeing continue and strengthen. As we return to work on an agile basis, physical and psychological safety will be key drivers. For this to happen, it is essential everyone has access to right interventions and programmes when required. While it is difficult to provide a 'just in time' response, interventions have been delivered quickly and in line with requirements.

- **High Performing Culture**

While working arrangements initially will have impacted some performance, Covid safe workplaces and the ability to work virtually will have supported teams. While creating a culture virtually is difficult, it is not impossible. Interventions have been run to guide leaders, managers and teams through a changing work environment. In some instances, the OD and L&D Lead has aided directorates and teams to re-focus on their key priorities through understanding their people better.

3.3 **Leadership and High Performing Cultures.** Currently there are two cohorts of the Leadership Programme running due to oversubscription. Managers and Leaders from across the 3 CCGs are engaged ensuring networking opportunities and diverse discussions. The Management Essentials Programme contains new and aspiring managers from the 3 CCGs. Fourteen people in total are attending the Management Essential programme with a current waiting list. The new cohort will commence in September 2021.

Both programmes are currently run virtually with a view to run face to face for the more emotionally charged sessions after June 21<sup>st</sup> 2021. There is high commitment from both programmes considering the virtual nature.

To further support our managers and leaders, the HR Bitesize sessions continue to run. These consist of the following programmes:

- Virtual Induction and Probation
- Virtual Performance Management
- Managing Absence in a Virtual Environment
- Managing Recruitment and Selection Virtually
- Honest Conversation

Initially, these sessions were to support our people through the lockdown period. Measurement has shown that these 90-minute bitesize sessions are popular and will therefore continue to run. The 'pick and mix' options suit managers and allow for a 'just in time' solution. Further to this, the OD and L&D Lead is to introduce these sessions for new managers either promoted or moving into our CCG.

3.4 **Coaching.** Since the first lockdown began on March 23 2020, the OD and LD Lead provided a significant amount of coaching to enable people work through the changing circumstances. This has been offered and accepted throughout the CCG. To March 2021, 105 hours of 1-2-1 coaching has been provided.

To further support the requirement for coaching, NHSE/I provided 10k to each CCG for health and wellbeing support. Through the Staff Health and Wellbeing group, it was agreed that 4 Hull CCG staff would attend a Level 7 (Masters) certificated Coaching & Mentoring Programme. The programme is due to begin in June 2021. The NHS Leadership Academy have also provided free places on their certificated Level 5 Coaching and Mentoring where a number of Hull CCG colleagues have applied and been accepted.

The need for trained coaches is evident, the attendance on the programmes above will ensure that a solid coaching culture is built for Hull CCG and indeed across the system. Through differing levels of qualified coaches, we can further support all our people in attaining high performance.

3.5 **University of Hull Partnership – Leading Through Change**

To provide diversity and an academic viewpoint, the OD and L&D Lead engaged with the University of Hull, specifically Dr Tom Hoyland. Leading Through Change provided a 3-part series of 90-minute virtual session with the purpose of providing a contemporary learning to aid leaders and managers benchmark their approach.

While this was aimed at managers and leaders, this was open to all CCG staff. Approximately 140 staff attended the events with positive feedback. Further to this, the OD and L&D Lead is scoping a series of programmes in partnership with the University of Hull to further enhance capability.

### 3.6 **Next Steps**

A Learning and Development Prospectus has been created and delivered to all staff in the CCG. The prospectus outlines programmes and learning interventions for all our staff. It is important that our leaders and managers continue to develop through this transition stage. OD support is offered to all our managers, leaders and teams through a programme of development.

Full support is offered while we work in an agile and virtual environment through the interventions mentioned above.

### 3.7 **Employee Engagement & Wellbeing**

Through the Respond and Recover project, the OD and L&D Lead provided a significant number of interventions designed to enable staff to work from home, perform and moreover, keep well. As we move to an agile working environment, development will continue as listed below. Throughout the pandemic the following have been provided:

- Circulation of template wellness action plans from MIND to help manage mental health and wellbeing and for staff to explore with their line managers
- Mental Health First Aid champions who are trained to support staff
- Adoption of 'virtual wobble rooms' – Mental Health First Aiders from across the 3 CCGs support each other virtually when required
- Coaching and Mentoring provided by the OD and L&D Lead
- Hull CCG will benefit from a 10k NHSE/I payment – as mentioned above, an amount will go towards building a coaching culture. Other suggestions from the Hull CCG Staff Health and Wellbeing Forum were mindfulness courses and a refresh of the 'Room with a View' which will contain contemporary books on wellbeing
- Sessions on Personal Resilience
- A free Health and Wellbeing talk was provided by Jamie Peacock and well attended.

### 3.8. **Next Steps**

The OD and L&D Lead will be providing a 'one stop shop' of all health and wellbeing tools, apps and websites for all our staff to access. This will be communicated via the Team Brief and in the Friday communications. Moreover, the OD and L&D Lead will be bidding for monies from NHSE/I to potentially provide an Employee Assistance Programme (EAP). EAP's support our people in a variety of ways including confidential advice on personal and financial wellbeing.

Current Mental Health First Aiders will have the opportunity to attend an enhanced version of the training to further support our people.

To review workforce outputs to identify further priority areas and develop or procure where necessary. Promotion of the wellbeing materials available will continue to



ensure that all staff (new and those potentially returning to the CCG) remain aware of what is available to support them.

### 3.9. High Performing Culture

The OD and L&D Lead recently presented to the System Development Group regarding support towards the ICS. In general, the presentation was supported. Support is available for teams and groups throughout the year ensuring business as usual performance is maintained.

Coaching provides an element of support and is being strengthened as per point 4. The OD and L&D Lead encourages functional leads to include OD in their plans either at Place, Region or ICS. It is appreciated that support may be required to aid leaders maintain performance while building a sustainable view for the future. This will allow teams and groups to work through a facilitated dialogical approach to meet their aims and objectives.

## 4. Human Resources and Workforce Update 20/21

### 4.1 Our Workforce Metrics – 1/4/20 – 31 March 2021

	Total
Headcount	111
Turnover	1.47%
Vacancy Rate (based on data from the finance system)	8.5%
Employee Relations cases	4 Sickness Cases 4 Grievances
Number of recruitment exercises	20

Average turnover rates within NHS Hull CCG are low, therefore not giving any cause for concern. Ongoing work to improve staff engagement, health and wellbeing and organisational culture support the key commitments in the NHS People Plan in respect of staff retention.

The sickness absence data for NHS Hull CCG between 1 April 2020 and 31 March 2021 is below:

Absence	Total
Average sickness %	2.0%
Total number of FTE days lost	601.1

The CCG regularly reviews reasons for absence and all sickness is managed in line with the organisation's Attendance Management Policy which can be found at [www.hullccg.nhs.uk](http://www.hullccg.nhs.uk). The CCG have set a local target for reducing sickness absence and the ongoing work to improve staff health and wellbeing supports this aim.

#### 4.2 Staff Consultation

Recognising the benefits of partnership working, Hull CCG is an active member of the Humber CCG Social Partnership Forum. The aim of the Partnership Forum is to provide a formal negotiation and consultation group for the CCGs and the Unions to discuss and debate issues in an environment of mutual trust and respect.

#### Trade Union facility time 2020 -2021

Trade union facility time	
Number of Relevant Union Officials during 2019/20	1
Full Time Equivalent employee number	1
Percentage of time spent on facility time	1-50%
Percentage of pay bill spent on facility time	
Total cost of facility time	£3,891
Total pay bill	£5,689,968
Percentage of total pay bill spent on facility time	0.07%
Paid trade union activities	
Time spent on trade union activities as a percentage of paid facility time	8%

#### 4.3 Looking after our people, *quality health and wellbeing support for everyone*

Throughout the 20/21 the HR & OD team have been proactive in supporting employee's wellbeing. Recognising that fostering employee's wellbeing is good for the employees and for the organisation. Early guidance documents regarding working from home and wellbeing were issued to employees alongside the development of personal plans and a Covid-19 risk assessment. The personal plans are regularly reviewed and updated to assess employee's wellbeing needs. Updated 1:1 forms were also developed and communicated out to ensure that 1:1's were meaningful and covered employee wellbeing.

Employees were regularly encouraged to book annual leave in the normal manner to maintain a healthy work life balance.

The CCG introduced fortnightly virtual team briefs to keep employees up to date, there are regular segments to support employee's wellbeing. Sessions have included, Mental Wellbeing in the Workplace, promoting the MIND Wellness Action plan, HSE stress risk assessments and Mental Health Awareness Week. The NHS Wellbeing Apps have been promoted in team briefs and in the weekly newsletters to employees. The team briefs also include regular check ins with staff. Employees are

asked to rate how they are feeling on a scale of one to five and any low scorers are offered further support.

The CCG has mental health first aiders that employees have been encouraged to access throughout the year. Further to these internal interventions the CCG has provided external wellbeing sessions. Jamie Peacock MBE delivered a session on Health and Wellbeing focusing on everyday changes to lifestyle to improve health and wellbeing. A further Leadership Masterclass was delivered by Dr Tom Hoyland, a programme focused on the emotional aspects of leadership with a focus on the virtual environment.

All staff have been offered the flu vaccination via Occupational Health and those staff who were identified by the CCG as being frontline have also been offered the COVID-19 vaccination. There was a 100% uptake of the Covid-19 vaccination for staff identified as frontline staff.

The HR team has formed a working group to look at preventing and tackling violence against staff with the review of Violence Charters. As part of this work there has been an agreed Acceptable Behaviour statement approved by the Senior Leadership Team.

#### 4.4 **Next Steps**

- 4.4.1 The HR team is currently implementing the national carers passport to support those with caring responsibilities and also the national health passport to support those with health conditions.
- 4.4.2 Work is ongoing to strengthen and support enhanced mental health first aiders working across the Humber CCGs and the provision of support for mental health first aiders.

#### 4.5 **Belonging in the NHS, *focus of the discrimination that some staff face***

As an employer NHS Hull CCG recognises and values people as individuals and accommodates differences wherever possible by making adjustments to working arrangements or practices.

We actively work to remove any discriminatory practices, eliminate all forms of harassment and promote equality of opportunity in our recruitment, training, performance management and development practices. Policies and processes in place to support this include:

- Staff Induction
- Bullying and harassment
- NHS Code of Conduct for Managers
- Health policies

4 policies were reviewed/developed through to approval in 2020 - 21:

- Grievance
- Other leave
- Learning and Development
- Statutory and mandatory Training

Our policies are available at [www.hullccg.nhs.uk](http://www.hullccg.nhs.uk)

- 4.6 As a Disability Confident Level 2 employer, and a member of the This Ability Steering Group and Learning Disability Partnership, Hull CCG is committed to supporting people with a disability or health condition to find, and stay in, work. To support the recommendations set out by the Stevenson and Farmer Review we have also incorporated actions required to support staff with mental ill health or poor well-being into their overarching Health and Wellbeing plan.

We actively encourage people with disabilities to apply for positions in our organisation and have a commitment to interviewing job applicants with disabilities where they meet the minimum criteria for the job. When candidates are invited to the interview they are asked to contact the HR Team if they require any reasonable adjustments to be made. Staff members who have a disability will be supported with any reasonable adjustments required where recommendations may be made regarding working environment, working patterns, training and development or referrals to other agencies such as Access to Work. Occupational Health will also provide support to staff if they acquire a disability, or should an existing disability or health condition worsen, to enable them to continue in their current role.

Staff members who have disabilities have the opportunity to discuss their development through our Personal Development and Review process. An equality impact analysis is undertaken on all newly proposed Human Resources policies to determine whether it has a disparate impact on disability and, where identified, action is considered to mitigate this.

Should circumstances change with an employee's disability status during their employment then the framework within the Attendance Management Policy would be used. The Attendance Management Policy provides an opportunity through Return to Work interviews to discuss additional support needs which can be sought from Occupational Health if required.

- 4.7 Following ongoing research and discussions at both a national and regional level there is a move towards a just and fair culture. Direction from NHS employers and the People Plan confirmed the aim was to move towards promoting dignity and civility in the workplace. As part of the wider Enhancing Culture programme driven by the Organisational Development and Learning and Development Lead, a working group was set up with trade union officials to start the review and formulate the Dignity and Respect in the Workplace Policy in line with the principles established at the regional Social Partnership Forum. The trade union officials had extensive input throughout the review to ensure any lessons learnt from cases were included. As a result a number of changes were made to the policy including and emphasis on speaking out early, the inclusion of Freedom to Speak Up Guardian Wellbeing Guardian, and Mental Health First Aiders, provided clarity on definitions of what Bullying, Discrimination and Harassment are and included guidance on recognising what is and what is not bullying.

- 4.8 During 20/21 the leavers survey has been refreshed allowing for completion online. It is sent to both those leaving the organisation as well as those who are going on secondment. The survey enables the CCG to understand reasons for leaving and identify any improvements in employee experience. Given the low level of leavers since the launch of the survey there has only been 1 survey completed so the findings are limited. It is hoped that we will be able to report trends in quarter 3 of the 2021/22 year.
- 4.9 The HR Humber team play an important role in the achievement of the equality, diversity and inclusion objective 'To be an employer with a well-supported workforce and Board that represents our population'. To support, the HR Humber team have carried out a review of their recruitment processes ahead of the new NHS Jobs site launching in May 2021. All Humber CCG job adverts are now shared with each other and shared within diversity and inclusion groups to help the adverts reach a wider more diverse audience, this includes over 100 VCS organisations and community groups via the 'Forum' newsletter. To aid in making the recruitment process more accessible the HR Humber team have access to a document to audio function via ERY CCG to allow for alternative application forms to be used as well as regularly delivering recruitment and selection training which has a large focus on the Equality Act, reasonable adjustments during the recruitment process and the benefits of a diverse workforce along with training on removing unconscious bias. To improve employee experience applicants now have access to the applicant portal via ESR and a survey is currently being developed to gather feedback on the recruitment experience to look for improvements.

The has been an ongoing focus to build manager capability to embed ED&I good practice including the delivery of full recruitment and selection training and a range of HR Bite-size training sessions that consider unconscious bias and equality issues whilst following key HR processes, for example managing attendance, performance management, honest conversations, induction and probation and recruitment. Attendance at the training has been mixed.

The revised recruitment training covers ED&I considerations including a larger focus on the equality act and protected characteristics, discrimination, benefits of having a diverse workforce, unconscious bias, legislation, the use of reasonable adjustments, disability/two ticks scheme and how to consider equality issues during virtual recruitment.

#### **4.10 Next Steps**

4.10.1 Undertake Employee Survey in Autumn 2021.

**4.11 New ways of working and delivering care, *making effective use of the full range of our people's skills and experience***

During 20/21 all employees rapidly had to embrace new ways of working due to Covid-19 restrictions. Towards the end of 20/21 the CCG started to consider the adaption to a future state by taking into account the 'how' we work and providing an opportunity to reflect on the challenge and our response to this; and using the insight to build and shape new ways of working to deliver business objectives whilst balancing the needs of people.

Utilising individual personal plans and risk assessments, CCG employees and their managers agreed appropriate ways of working that met personal and organisational needs alongside the national requirement to work from home where possible. The majority of employees have effectively delivered their work in an agile manner, utilising a mix of covid19 secure office working where a business / personal need was identified, and homeworking all supported by comprehensive packages of virtual training and OD / HR interventions. This was underpinned by the digital support to facilitate the new ways of working.

Following the roadmap our of lockdown set by the government the CCG made the decision to look to embrace an agile working programme. The HR Humber team have developed an agile working policy and scoped a work programme which includes IT, Culture, High Performing Culture, Learning and Development and Health and Safety. This new way of working is currently in the engagement and consultation stage.

- 4.11 During 2020/21 there was a requirement to temporarily redeploy people into different roles or work on alternative projects that made use of their skills and experiences. For example, support was given to the rapidly redeploy staff into the system vaccination deployment centre. Working in partnership with trade union colleagues we were able to deploy a recruitment process using expression of interest. Process guides, communications and contracting arrangements were rapidly deployed to ensure the process was open, transparent and fair.
- 4.12 Other Initiatives developed that will change future ways of working include the new NHS Jobs and ESR candidate portal, guidance around changes to the EU Settlement Status guidance and the HR Humber team developed models for Apprenticeship roles and short-term agency workers.

#### 4.13 Next Steps

- 4.13.1 Approve agile working policy and deploy programme plan.
- 4.13.2 Support the ICS development and associated workforce responsibilities
- 4.13.3 Deploy the manager BI Dashboard (ESR) for future ICS state.

#### 4.14 **Growing for the future, *how we recruit and keep our people, and welcome back colleagues who want to return***

In 2020/21 turnover rates were low. However, with the ICS transition the CCG may see turnover increasing. The CCG has a generous overall benefits package

including NHS Pension, annual leave, training and development opportunities and access to NHS discounts. This is emphasised at the recruitment stage.

- 4.15 The HR Humber team have had a focus on the recruitment experience during 2020/21 and undertaken a review and adapted the onboarding process and induction process so that new and returning employees feel welcomed to the CCG. The HR team developed bespoke guidance and provided support on recruiting virtually during Covid-19. Other improvements made included information about special class status, the policy around reckonable service and giving clarity on the future direction of the ICS. In addition, a focus group has taken place to look at the induction process during Covid-19.
- 4.16 The session was facilitated by the OD and L&D Lead with the support of members from HR Humber. The 4-Sight technique was utilised with staff members to draw out their experiences and to inform changes. Outputs were:

#### **Hindsight**

1. Provide up to date Organisation charts
2. Create a manual of key contacts / people and a who's who
3. Provide information on key committees / board meeting details
4. What commissioning is / how we do it and why.

#### **Foresight**

1. Information on what an ICS is
2. Senior manager to welcome new members of staff
3. Create a 'How we look after you' section – H&WB First Aiders
4. How to work virtually session.

#### **Insight**

1. Invite to H&WB Groups
2. Positive elements of what is happening now (L&D / Groups).

#### **Oversight**

1. Regular feedback – maybe inductee groups getting back together
2. Contact with Manager to encourage development and recognition.

The OD and L&D Lead will work with members of HR Humber to consider the feedback with a view to enhancing out induction offering.

- 4.17 An updated PDR form and 1:1 form was launched in 20/21 to ensure that good quality conversations were happening between line managers and employees. The 1:1s include the opportunity for employees to raise any concerns and to have a regular health and wellbeing conversation.
- 4.18 The CCG has a flexible working policy and retirement policy that allows for individuals to retire and return. This policy alongside the pre-retirement course

which in 2020/21 17 employees attended provides independent advice on flexible retirement options.

#### **4.19 Next Steps**

4.19.1 Introduce mid-career conversations for all staff.

4.19.2 Develop and promote the total rewards statement for 2021.

4.19.3 Continue to embed the PDR and 1:1 process including discussions around personal plans during the transition year.

4.19.4 Implement the ICS In-year recruitment principles and process to ensure a fair, open and transparent process to recruitment.

### **5. RECOMMENDATIONS**

5.1 It is recommended that:

5.1.1 The CCG Board note and endorse the OD update and support the next step phases outlined in section 3.6 and 3.8.

5.1.2 The CCG Board note and endorse the HR and Workforce update and support the next steps set out in section 4.4, 4.9, 4.13