

North East London People and Culture Strategy 2024 to 2028

Working together to create meaningful work opportunities and employment for people in North East London – now and in the future.

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Foreward

North East London (NEL) is a vibrant, diverse and distinctive area of London steeped in history and culture. Our workforce is made up of over 130,000 people who serve a population of over 2.2 million across seven boroughs, with a predicted population increase of 13% over the next ten years. Working in hospitals, GP practices, pharmacies, care homes, town halls and other people's homes, as well as community centres, and in many different locations and environments, these people are at the heart of our health and care services, doing incredible work to keep our population healthy and well. They are compassionate, bold and innovative, too.

Our people are diverse in every sense of the word – we are the most diverse Integrated Care System in the country with over half (53%) of the population identifying as Black, Asian or from an ethnic minority. We value the contribution of all of our people. This is a strategy for every one of them – and it is our ambition that we approach everything as **one workforce**.

As a system, we are one of the biggest collective employers in North East London, we know the importance of improving employment standards across health and care, including our role as an **Anchor Institution**, and the connection we have to improving the health and wellbeing of our local population. The majority of our workforce is our local population, too. We put tackling issues relating to employment, health and wellbeing and diversity challenges at the core of this strategy.

There is no denying that our health and care services face significant financial pressures and a workforce crisis. We know we have a workforce that feels overstretched and often undervalued. We understand the importance of the voluntary, community and social enterprise (VCSE) sector and the invaluable contribution of thousands of unpaid Carers and volunteers. Our people have had to show immense fortitude over the last few years, and we thank every single one of them for this.

This strategy outlines our challenges and how we plan to overcome them to achieve our ambition and full potential through current and future actions. We recognise that we must be flexible to respond to emerging demands and population health needs.

The plan for our health and care services is ambitious and innovative, and our actions must be effective, coordinated and sustainable – so that the changes we make can support our workforce and our services in the years to come. That is the focus of this People and Culture Strategy.

Our workforce commitment is ***‘to work together to create meaningful work opportunities and employment for people in NEL – now and in the future.’***

We will do that by focusing on how we attract, retain, innovate and lead our people.

Weaved throughout these priority areas is cultural change. We are committed to creating a more compassionate and inclusive leadership culture, bolstering collaboration and inclusivity where wellbeing matters. We want North East London to be a place where all our people would be happy to live and work, and the socio-economic fabric of our communities is positively changed for the better.

This strategy is our platform for working together to deliver that change at a system and local level.

It creates the shared ambition, aims, priorities and values by which we can all work together to deliver for our health and care workforce and ultimately improve the care and services we provide.

This strategy has been created following extensive engagement with staff, residents and patients and has been guided by key national and local drivers that include:

- [NHS People Plan](#)
- [NHS Long Term Plan](#) and supporting [NHS Long Term Workforce Plan](#)
- [The State of Adult Social Care Sector and Workforce in England](#)
- The NHS as an [Anchor Institution](#)
- [ICS People Function](#) guidance by NHSE
- Health inequalities within North East London population
- North East London workforce information
- [Interim North East London Integrated Care Strategy](#)
- NEL [Joint Forward Plan](#)

We look forward to delivering this strategy and the benefits that this will bring.

Diane Herbert

Chair, Workforce and Remuneration Committee,
North East London ICB

Francesca Okosi

Chief People and Culture Officer, North East
London ICB

Overview of North East London

ICS integrated care partnership's ambition

Work with and for all the people of north east London to create meaningful improvements in health, wellbeing and equity.

Our People Vision

We want North East London (NEL) to be a diverse and vibrant place to live and work, where people want to build careers in health and social care. We want a skilled **'one workforce'** who are supported to live healthy, productive working lives and are empowered to collaborate across all our partners, making a difference to the lives of people in our local communities.

Our Workforce Commitment

To work together to create meaningful work opportunities and employment for people in NEL - now and in the future.

People Strategic Objectives

Strategic objectives support our vision under the themes of: **Attract, Retain, Innovate and Lead.**

Priorities

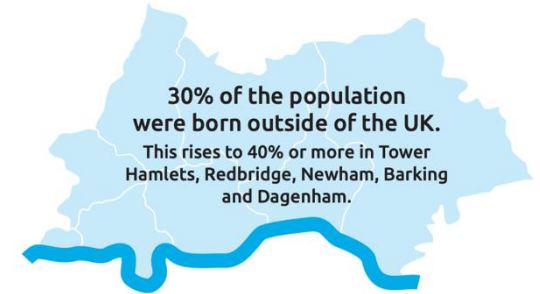
We will support the vision and transformation ambitions of NEL ICS through priorities aligned to the people and culture strategic objectives.

Activities

Activities, their outcomes and impact are aligned to the priorities with timescales of 0-4 years.

Our people and culture ambition: We want NEL to be a place where...

1. All our NEL people would be **happy to live and to work.**
2. Our residents from NEL can find **easily accessible routes into work** and to develop and flourish in careers of their choice in NEL health and social care, in environments where they feel empowered, cared for, healthy, valued and included.
3. The **socio-economic fabric of our communities is positively changed** for the better as more and more NEL residents **progress, succeed and prosper** in their NEL health and social care careers and have the best staff experience.
4. There are **attractive work opportunities for people at all socio-economic levels** from skilled health and social care professionals to the unpaid volunteer or carers just starting to find paid employment, those returning to work, or looking for a job with meaning, can find fulfilling work opportunities and portfolios that meet their aspirations and give them the flexibility to fit in with their lifestyles.
5. People can be jointly trained to **work interchangeably between health and social care** facilitated by exploring opportunities to help to bring about better parity in health and social care pay and benefits, so that all our workforce can have greater affordability to meet cost of living and inflation increases.
6. Our health and social care **employers 'grow our own' by creating new roles and non-traditional entry pathways** in collaboration with our schools and education providers, creating a **continuous pipeline of new joiners** to our health and social care workforce, through apprenticeships and re-designed roles.
7. Shortages in our workforce supply are mitigated by pooling together our talented health and social care workforce resources into an **integrated transformational, motivated and productive 'One Workforce for NEL Health and Social Care'** that seamlessly **works across** traditional boundaries and has the right skill sets to support re-designed health and social care pathways which will help to achieve better prevention, address inequalities and deliver care closer to home, with best outcomes for all our NEL residents.
8. Our **workforce supply** is collectively **planned** and where **digitalisation and AI** are used to innovatively **re-engineer health and social care delivery pathways** in a way that will enable our workforce to respond to future population demand over the next 10 years.
9. It is known as the **best place to work in health and social care**, where our residents who come to work in NEL health and social care **make a choice to stay** in the system on a long-term basis because all our organisations offer **flexible careers** with clear **opportunities** to progress, with **compassionate and inclusive leaders** and **cultures that are safe, inclusive, anti-racist and empowering.**

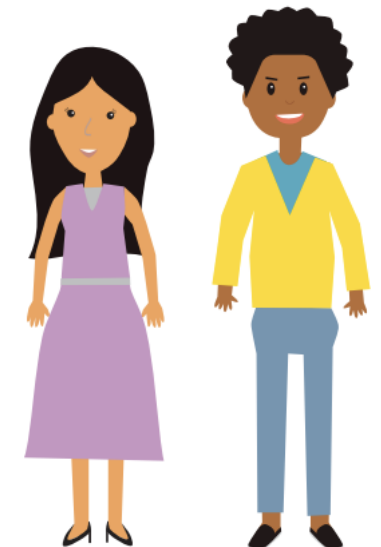


More than **1 in 4** people in north east London live in areas ranked in the most 20% deprived in England.

Our population is young

Relative to England we have a greater proportion of people under the age of 39.

The vast majority of our working age population (75%) are employed but we also have some high levels of unemployment coupled by local health and care workforce gaps.



North East London is the **second largest health economy** in England, with a population of **over two million people** and a predicted **population increase of 13%** over the next ten years.

Our people picture at North East London



132,765 Workforce employed across...

Our partnership: Organisations in north east London are increasingly working together to integrate care – though groups of providers coming together to provide mutual support and address inequalities and variation in access, experience, and at each of our seven places to ensure that we fully integrate health and care services for local people.



1
Care Provider Group

This brings together providers of care and support across a number of areas including digital innovations, data capture, mutual aid, service improvement and sharing best practice



8
Local authorities

- Barking & Dagenham
- City of London
- Hackney
- Havering
- Newham
- Redbridge
- Tower Hamlets
- Waltham Forest



276
GP practices

Our 276 GP practices have come together as 49 Primary Care Networks which bring together GP practices across north east London to improve primary care services and meet the changing needs of the community



8
local Healthwatch

Acting as a health and care champion, providing independent advice and support for local people



377
Pharmacies

Matt to liaise with Raliat



3
NHS hospitals trusts

- Providing secondary care, working together:
- Barking, Dagenham, Havering and Redbridge University Hospitals Trust
 - Barts Health NHS Trust
 - Homerton Healthcare NHS Foundation Trust



1,200+
voluntary and community sector organisations

The north east London VCSE Alliance brings together all of our voluntary and community sector organisations and provides a vital role in reaching our wider communities, alongside being a provider of services.

2

NHS Foundation Trusts

- Providing mental health and community services, working together plus Homerton (listed above providing community services
- East London Foundation Trust
 - North East London Foundation Trust



1
Integrated Care Partnership

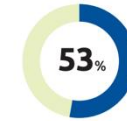
of local authorities and ICB, with a broader partnership of all partners

1

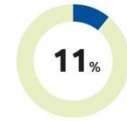
Integrated Care Board (ICB)

Our ICS People and Culture Strategy will ensure there is a system wide plan to underpin the delivery of our new Integrated Care Strategy and Joint Forward Plan, through adopting a joined up 'One Workforce' across the system that will work in new ways and be seamlessly deployed for the delivery of health and care priorities. The strategy will focus on increasing support for our current workforce through the implementation of inclusive retention and health and well-being strategies, and creating innovative, flexible and redesigned health and care careers.

6 Our diversity is our strength



NEL



England

Secondary Care has a 9% vacancy rate and 13% attrition rate, with 4,428 vacancies by 2028. Internationally sourced nurses make up 36% of hires, compared to national average of 30%.

Primary Care has an aging workforce, with variations in training and investment identified across boroughs, which is affecting retention. There is a 7% recruitment (new starter) rate across GPs and nursing and 10% attrition rate.

Social Care has a vacancy rate at 11% and 20% attrition (34% for nursing). Total number of roles is expected to increase to 52,000 by 2025, which is an increase of 5,000 vacancies.

Background and context

As an Integrated Care System (ICS), we have a statutory role in delivering NHS services to the population of North East London. This section provides an overview of our national context that has been considered and factored into developing and delivering this People and Culture Strategy.

North East London ICS

This strategy has been developed within the context of significant changes to the national and local health and social care landscapes with the formalisation of Integrated Care Systems in 2022. Integrated care systems (ICSs) are partnerships that bring together NHS organisations, local authorities and others to take collective responsibility for planning services, improving health and reducing inequalities across geographical areas. Whilst ICSs have existed in one form or another since 2016, they were formalised as legal entities with statutory powers and responsibilities under the 2022 Health and Care Act. Statutory ICSs comprise two key components:

1. Integrated care boards (ICBs): statutory bodies that are responsible for planning and funding most NHS services in the area.
2. Integrated care partnerships (ICPs): statutory committees that bring together a broad set of system partners (including local government, the voluntary, community and social enterprise sector (VCSE), NHS organisations and others) to develop a health and care strategy for the area.

Working through their ICB and ICP, ICSs have four key aims:

- Improve outcomes in population health and healthcare
- Tackle inequalities in outcomes, experience and access
- Enhance productivity and value for money
- Help the NHS support broader social and economic development

The establishment of the North East London (NEL) ICB in July 2022 marked the right time to reset and engage with our stakeholders and partners across the ICP to develop a relevant and updated NEL People and Culture Strategy which seeks to deliver on our vision to have ‘One Workforce’ across NEL. Previous barriers to the ‘One Workforce’ concept, such as the absence of governance structures for effective coordination and cooperation, the risk of lack of trust between system partners, siloed planning approaches and the historical reinforcement by NHSE’s short-term performance

targets, should be eradicated by the establishment of NEL ICS.

This People and Culture Strategy has been developed in close alignment with the NEL [Interim Integrated Care Strategy](#) through broad engagement, including with our health and wellbeing boards, place-based partnerships, and provider collaboratives.

ICS People Function

The publishing in 2021 of [‘Building strong integrated care systems everywhere: guidance on the ICS people function’](#) defined the role of the ICS in the delivery of the People Outcomes of the NHS People Plan and is intended to help NHS system leaders and their partners support their ‘One Workforce’ to ‘Have more staff, working together better in a compassionate and inclusive culture – and help make their local area a better place to live and work’. There are ten outcome-based functions that the people function must deliver:

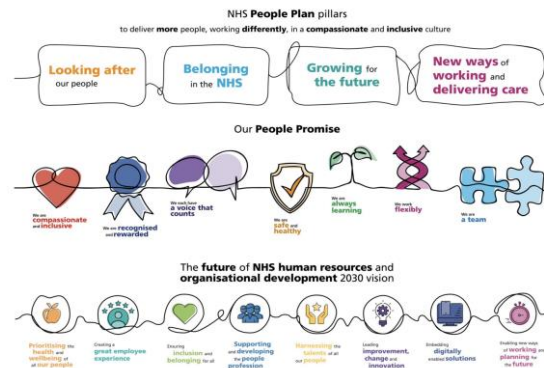
1. Supporting the **health and wellbeing** of all staff (alignment to the NHS People Plan: Looking after our people)
2. **Growing the workforce** for the future and enabling adequate **workforce supply** (alignment to the NHS People Plan: Growing for the future)
3. Supporting **inclusion and belonging** for all and creating a great experience for staff (alignment to the NHS People Plan: Belonging in the NHS)
4. Valuing and supporting **leadership** at all levels and **lifelong learning** (alignment to the NHS People Plan: Belonging in the NHS)
5. Leading **workforce transformation** and **new ways of working** (alignment to the NHS People Plan: New ways of working)
6. **Educating, training and developing** people, and managing **talent** (alignment to the NHS People Plan: Growing for the future)
7. Driving and supporting broader **social and economic development** (cross-cutting theme within the NHS People Plan)
8. Transforming **people services** and supporting the people profession (cross-cutting theme within the NHS People Plan)
9. Leading coordinated **workforce planning** using analysis and intelligence (cross-cutting theme within the NHS People Plan)
10. Supporting **system design and development** (cross-cutting theme within the NHS People Plan)

Our system People and Culture Strategy recognises the critical role of the ICB and the expected outcomes. Our People Pillars, ambitions and activities connect with these and prioritise our focus

over the next five years to deliver against our national requirements, including our role as an [NHS Anchor Institution](#).

NHS People Plan

“More people, working differently, in a compassionate and inclusive culture” is the ambition of the [NHS People Plan](#). The NHS People Plan is the workforce strategy for delivering the [Long-Term Plan](#) for the NHS. Published at the end of July 2020, the priorities and actions are organised around four pillars:



Our system People and Culture Strategy aligns with the NHS People Plan, the [NHS People Promise](#) and the NHS People Vision 2030.

NHS Long-Term Plan and supporting NHS Long-Term Workforce Plan

In 2019, the [NHS long-term plan](#) (formerly known as the 10-year plan) was published, setting out key

ambitions for the service over the next ten years. The plan identifies several clinical priorities chosen for their impact on the population’s health and where outcomes often lag behind those of similar advanced health systems. These priorities include cancer, cardiovascular, maternity and neonatal health, mental health, stroke, diabetes and respiratory care. There is also a strong focus on children and young people’s health.

The supporting [NHS Long Term \(Workforce\) Plan](#) published in June 2023 sets out the case for change by identifying the rising demographic pressures, changing burden of disease, high number of vacancies across the NHS workforce, and the NHS’s firm reliance on temporary staffing and international recruitment to fill service gaps and ensure safe staffing levels. This plan outlines actions to address an expected shortfall of between 260,000 and 360,000 staff by 2036/37 with an expansion in training, changes to ways of working, and improvements to culture that will increase the NHS permanent workforce over 15 years.

The demand for the skills and dedication of healthcare workers will only grow in every country worldwide. So, we need to end the over-reliance on recruitment from overseas, reinforcing the need to draw on the broadest possible pool of talent by increasing alternative routes into NHS careers with more people able to get a nursing or medical degree through an apprenticeship. The NHS Long Term Workforce Plan realises the benefits of addressing the workforce gaps, which will mean helping patients by reducing the NHS backlog and boosting

the economy by helping get people back to work. This plan is concerned with improving the monitoring of staff morale, working differently to maximise the benefit of new tech, therapies and treatment and retaining staff – by boosting flexibility in roles and supporting the wellbeing of our staff, thus ensuring fewer staff leave the NHS. It sets out the case for a more strategic, long-term approach to NHS workforce planning. It outlines this approach and proposes actions to be taken locally, regionally and nationally in the short to medium term to address current and future workforce challenges.

In summary, it identifies the following three areas for focus:

1. **Train:** growing the workforce through increasing education and training and increasing the number of apprenticeships and alternative routes into health care roles.
2. **Retain:** working to improve culture and leadership across NHS organisations and better support staff throughout their careers to ensure that the NHS keeps more of its staff.
3. **Reform:** improving productivity among the workforce by ensuring staff have the right skills to take advantage of new technologies that will provide patients with the care that they need more efficiently and effectively, and by expanding enhanced, advanced and associate roles to offer modernised careers, with a stronger emphasis on the generalist and core skills



needed to care for patients with multi morbidity, frailty or mental health needs.

However, beyond this, the plan does not cover the social care workforce. Workforce challenges in social care have a knock-on effect on the entire health and care system and the people who rely on social care services, contributing to delayed discharges, increased waiting times for treatment, and greater pressure on emergency and acute services. Without a sister workforce plan for the social care sector (which currently has 152,000 vacancies), there is a real risk that the ambitions set out in the NHS Long Term Workforce Plan will not be achievable.

Adult Social Care Workforce in England

The [State of Adult Social Care Sector and Workforce in England report](#) was published in November 2023. This report provides a comprehensive analysis of the adult social care workforce in England and the characteristics of the 1.52 million people working in it. Topics covered include recent trends in workforce supply and demand, employment overview, recruitment and retention, demographics, pay, qualification rates, and future workforce projections. This report highlights recruitment and retention as key challenges that will impact on Social Care workforce nationally. With there currently being 152,000 vacant posts a day and 390,000 people left their

roles last year, demonstrating the scale of the recruitment and retention issue. NEL is anticipating to have 5,000 vacancies by 2025.

Skills for Care identify five factors that are key to retaining adult social care staff, in direct response to the findings within this report. They are:

1. **Pay:** Being paid more than the minimum wage
2. **Contracts:** Not being on a zero-hours contract
3. **Hours:** Being able to work full time
4. **Training:** Being able to access training
5. **Qualifications:** Having a relevant qualification (such as an apprenticeship)

Having an inclusive recruitment strategy will also assist with the challenges associated with workforce demographics, which international recruitment is currently assisting with, but is not sustainable. The outcomes and factors to address the challenges within this report, are being considered and will factor into our five-year delivery plans to achieve our people and culture strategic ambitions.

Considerations for NEL People and Culture Strategy

The landscape for ICS people functions is complex and ambitious. We are committed to driving the delivery of NHS, Social Care and system strategies, prioritising our work across these aspects to ensure local benefits are realised.

North East London System Challenges and Solutions

Our system people and workforce strategies need to be sufficiently innovative, adaptable and flexible to leverage the collective strengths implicit in the rich diversity of our local NEL population towards developing a joined up, 'One Workforce' for health and care employers.

In developing this Strategy, we recognised that there is not yet an available National Workforce Strategy for Social Care. Still, we draw upon the NHS People Plan, which underpins the key themes from the NHS Long Term Plan and the supporting NHS Long Term Workforce Plan and apply these jointly to integrated workforce solutions and plans across both our NEL Health and Social Care Workforce.

Our [Joint Forward Plan](#) was published in June 2023. This has been developed at a time of enormous challenges for health and care services. The demands and expectations of services are ever-increasing alongside significant financial and workforce constraints. The cost of the healthcare we provide in this system is greater than our level of income, and the gap is widening. This Joint Forward Plan sets out the range of actions we are taking as a system to address the urgent pressures currently facing our services, the work we are undertaking collaboratively to improve the health and care of our population and reduce inequalities, and how we are developing key enablers such as our estate and digital infrastructure as well as financial sustainability. In terms of People and Culture focus, Leadership at NEL, 'One Workforce' and 'local employment and workforce' are priorities across the system within this plan.

Through the thorough review of influential context, system-wide strategies and engagement journey across NEL, various system challenges have been identified that have been considered and prioritised for our People and Culture Strategy. A high-level overview of these are:

Challenge	Description		
Skills shortages	Significant gaps in skilled professionals across all healthcare sectors.	Workforce Wellbeing	Low morale and high burnout rates.
Recruitment and Retention	High turnover rates and challenges in attracting new talent.	Technology Utilisation	Inadequate use of technology for workforce management.
International vs Local Recruitment	A conflict exists between the ambition to hire locally and the current reliance on international staff.	Borough-Level Disparities	Variations among trusts, locations, and specialties necessitate targeted, localised strategies.
Financial Sustainability	Over-reliance on costly temporary staff.	System workforce plans and data	Lack of dedicated workforce analysis resources hindering comprehensive planning. Fragmented workforce data across different sectors, leading to accessibility issues. Absence of consensus on data definitions and methodologies, creating discrepancies.
Diversity and Inclusion	Workforce not reflective of NEL's diverse population.	People and Culture governance	An outdated governance framework that no longer fits the purpose. Clarity on delivery.
Skill Mismatch	Existing skills may not meet future healthcare demands.		
Public and Staff Engagement	Historic lack of engagement with staff and the public in decision-making.		

Significant system-wide workforce gaps exist for skilled professionals across NEL secondary care, primary care and social care. There is a reliance on high-cost bank and agency staff to cover vacancies, with costs generally exceeding the London average. These workforce supply shortages contribute to significant and persistent challenges with recruitment, retention, high turnover, low staff morale and high burnout across NEL Health and Social Care.

NEL borough unemployment rates present a considerable opportunity and potential supply for attracting and bringing unemployed people from our local populations into a system-wide health and care workforce. There is significant diversity in the ethnic mix, profile and composition of NEL unemployed populations that varies in complexity from borough to borough and includes under-represented groups.

Future solutions identified by the system

We want to create a springboard for a new and different system workforce model to help arrest the downward spiral. When exploring the challenges further, the system engagement identified solutions and priorities for the duration of this strategy. These will be incorporated within the detailed supporting delivery plan but are summarised below:



Our journey to creating this strategy

This strategy builds on the progress of earlier work in North East London when, in 2020, we developed our workforce strategy around four key themes responding to the *NHS Long-Term Plan*. At this time, we agreed on a key priority “to create meaningful work opportunities in health and care for people in North East London now and in the future”. Our newly revised strategy sets out our renewed vision for our health and care workforce in North East London (NEL).

This strategy has been developed within the context of changes both nationally and locally, with the establishment of the Integrated Care Board (ICB) being the right time to reset and engage with our stakeholders and partners across the system, to develop a relevant strategy which seeks to build on good work already achieved and deliver on our people vision to have **one workforce** across NEL.

To have a truly integrated people strategy, consideration of existing strategies and data, and the views of all system partners must be represented. The collective response to the pandemic’s impact helped highlight the benefits of integrated working. During this time, we came together as a system to share our workforce across services, recruit and train staff to deliver our vaccination programme to our residents and develop a single health and wellbeing offer to all health and care staff ‘Keeping Well NEL’. We also established partnerships to deliver our Mayoral health and care academy programmes to secure posts for local people into health and care.

All these initiatives highlighted the strength of our partnerships in action, and it is upon this fundamental principle that we move forward to develop our People and Culture Strategy to ensure that we provide services in the right place at the right time to our residents. We currently work collaboratively to increase workforce supply, meet specific challenges and have highly innovative programmes across health and care to test and develop integrated roles. This is key in developing our future workforce for NEL.

We need to work harder and faster to foster this shift in culture to best serve our population whilst building on these best practice examples. Partners in NEL are clear that we need a radical new approach to how we work as an integrated care system to tackle what we are facing today and secure our sustainability for the future. This revised strategy has been developed simultaneously and in close alignment with the Interim Integrated Care Strategy through broad engagement, including with our health and wellbeing boards, place-based partnerships and provider collaboratives.

Since September 2022, we have engaged across the system, having conversations and holding events with our workforce to give people their say on what they wanted to see in our strategy. We held workshops, mini hackathons and individual sessions with our partners, engaging with our NEL residents through various Place-based community events, such as the Tower Hamlets ‘I Can Be’ programme for women, young people and BAME groups, ‘Work Redbridge’ programmes and other job fairs, as well as incorporating feedback from the Big Conversation.



We discussed our ambition, aims and priorities for our strategy and what success would look like, considering existing collaborative initiatives at Place and Neighbourhood that could be scaled up. Key themes were collated and formed the bedrock of the co-design of our NEL System-wide People and Culture Strategy and is later being adapted into a strategic delivery plan. The five key themes from the stakeholder engagement were:

- Clearly defined career pathways
- Greater flexibility
- Parity in health and social care pay and benefits
- Leadership and culture that reflects local community
- Focus on Equality, Diversity & Inclusion





These themes have been factored into our People and Culture Strategy. Our in-depth demographic analysis of our NEL populations on a borough-by-borough basis, with a review of available NEL system workforce and unemployment data and analysis of the NHS Long Term Workforce Plan, informed our thinking.

We are committed to ‘work together to create meaningful work opportunities and employment for people in NEL – now and in the future’. Our priorities involve working together to address the key themes from our engagement activity, whilst also delivering on our commitment towards the NHS People Plan, NHS Long Term Plan and our role as an Anchor Institution.

This strategy will continue to be closely aligned to the NEL Joint Forward Plan and the interim NEL integrated care strategy and will be updated at regular intervals to ensure our ambition becomes reality.

People and Culture Pillars

Our context, system challenges and local engagement outcomes have informed this People and Culture Strategy. Our strategy will focus on the delivery of our people vision and workforce commitment through our four priority pillars:

Our People Vision	We want North East London (NEL) to be a diverse and vibrant place to live and work, where people want to build careers in health and social care. We want a skilled 'one workforce' who are supported to live healthy, productive working lives and are empowered to collaborate across all of our partners, making a difference to the lives of people in our local communities.
Our Workforce Commitment	To work together to create meaningful work opportunities and employment for people in NEL - now and in the future.
Our four priority pillars and ambitions	<div data-bbox="495 499 2114 671">  <h3>Attract (the offer)</h3> <p>Helping our local populations to choose to work in Health and Social Care, (H&SC) supporting their entry into tailored roles and apprenticeships, giving them the best start in employment to enable them to become valued members of our workforce and to thrive with successful careers that are meaningful to them.</p> </div> <div data-bbox="495 683 2114 855">  <h3>Retain (best place to work)</h3> <p>Helping our NEL partners to become 'employers of first choice' for our diverse NEL Health and Social Care workforce by creating work environments with safe, inclusive, and empowering cultures which enable all staff to progress and maximise their potential.</p> </div> <div data-bbox="495 866 2114 1038">  <h3>Innovate (new ways of working)</h3> <p>Working in a collaboration across the NEL system to develop joined up solutions and to establish the right cultures, protocols and systems to enable the pro-active planning, development, management and deployment of a productive 'One Workforce for NEL' that will deliver excellent services to our residents.</p> </div> <div data-bbox="495 1050 2114 1222">  <h3>Lead (leadership orientation)</h3> <p>Building a compassionate, equitable and inclusive leadership collectively across NEL Health and Social Care that reflects the diverse communities it serves, leads by example supported by developed talent pipelines to maximise our staff's potential and develop the next cohort of leaders.</p> </div>
Enablers	<ol style="list-style-type: none"> 1. Funding 2. System, Place and Neighbourhood Partners 3. Digitalisation – Systems and Workforce 4. Data – Health & Population 5. Dashboard – NHS: WRES/WDES, Adult social care workforce data, Local Authority 6. Collaborative Working (including staff networks and staff side)
Delivery	Co-delivery at sector, locality and system level

This strategy does not state the full breadth of work to be undertaken but outlines priorities based on our commitments and acknowledging where we can add value by working at a system level.

Our People and Culture Priorities

Our four pillars showcase our priority ambitions and activity over the next five years. Within the first twelve months, our key priority will be to enhance our ways of working and governance as a system, to be able to put in the foundations in place for our four pillars to be released by the end of 2028. This will include an agreed joint five-year delivery plan that is developed in collaboration for North East London and each partner leading system projects.



Attract (the offer)

Helping our local populations to choose to work in Health and Social Care, (H&SC) supporting their entry into tailored roles and apprenticeships, giving them the best start in employment to enable them to become valued members of our workforce and to thrive with successful careers that are meaningful to them.

First year priorities

- 1. Attraction** - We will work with partners to **understand the barriers** to employment in health and social care for our local residents, exploring existing **support programmes, further potential** and developing **innovative attraction** mechanisms to support key areas of workforce shortage across the system.
- 2. Recruitment** - We will **identify differences and barriers** of our **recruitment processes** and **simplify the application** process across NEL.
- 3. Plans** – We will collaboratively create **attraction, recruitment and induction plans** across NEL.

Priority areas for North East London action:

- We will have further engagement with under-represented groups for non-traditional entry routes to H&SC including via the Voluntary sector.
- We will expand Apprenticeships routes beyond just entry roles and increase collaboration and pipeline with schools, colleges and community groups
- We will develop and deliver action plans with partners and local authorities that our workforce which is most affected by increased inflation and cost of living are supported and engage local authorities for discussions on housing.
- We will align, simplify and improve current recruitment practices/methodology across NEL, addressing differences in approach and supporting the one workforce concept (including staff sharing agreements).
- We will develop and procure a system-wide database that will capture applicants at first interview to channel into next available opportunities.

Success measures:

- An increased levels of applications from our local residents.
- Reduction in levels and time of recruitment across NEL.
- Influenced the provision of support for residents in achieving skills and knowledge for a career in Health and Social Care,
- Increased representation from all age ranges and backgrounds in our workforce
- There will be a year-on-year fall in vacancy rates in outer London boroughs
- Year on year Improvement in WRES and WDES data
- Increase the number of residents entering health and social care employment.



Retain (best place to work)

Helping our NEL partners to become 'employers of first choice' for our diverse NEL Health and Social Care workforce by creating work environments with safe, inclusive, and empowering cultures which enable all staff to progress and maximise their potential.

First year priorities

- 1. Career pathways** – We will focus on developing **open and transparent career pathways** (from temporary to permanent employment) for all NEL Health and Social Care (H&SC) employees, supported by clear, agreed performance objectives and individual training and development plans that promote life-long learning.
- 2. First choice** - We will focus on developing an **employment offer** that supports our current and future staff to **balance their working and personal lives**.

Priority areas for North East London action:

- We will establish an overview of existing OH and well-being offers across NEL, building on Keeping WellINEL and develop options and implementation approached across all ICS H&SC organisations.
- We will review our respective performance management systems and processes and share and implement best practice.
- We will develop, share and establish flexible working offers
- We will develop best practice for inclusion and wellbeing initiatives across NEL.
- We will collaborate to agree framework and process for collation of system-wide workforce 'real time' workforce data across all H&SC employers in NEL and agree preferred option for NEL system-wide Workforce Dashboard and strategic workforce planning.
- We will review and develop our on boarding and induction approach to avoid turnover during year one of employment.
- We will create a core system of buddying and mentoring support which will be rolled out across NEL Health and Social Care organisations.

Success measures:

- Reduction in turnover of staff across Health and Social Care
- Increase retention level system-wide
- Increase number of residents working in NEL Health and Social Care
- Improved staff experience on pulse and staff surveys
- Reduction in bank spend



Our People and Culture Priorities



Innovate (new ways of working)

Working in a collaboration across the NEL system to develop joined up solutions and to establish the right cultures, protocols and systems to enable the pro-active planning, development, management and deployment of a productive 'One Workforce for NEL' that will deliver excellent services to our residents.

First year priorities

1. **System OD and Culture Programme** – we will build a **programme** for all NEL Health, Social Care and Voluntary Sector leaders to build bridges and **develop a system-wide culture of shared values** including trust, relationship building, collaborative and seamless working, open and transparent information sharing, and to agree how leaders will come together to address their common challenges.
2. **Pathways** - in collaboration with Employers and HEIs, we will **develop education and career progression pathways** to support the needs and advancement of **young people, women, Carers and other targeted under-represented groups** who will join the Health, Social Care and Voluntary Sector across NEL.

Priority areas for North East London action:

- We will co-design behavioural framework that underpins our system-wide shared values and integrate this into everything we do.
- We will co-design new roles, flexible portfolios and new apprenticeship and placement opportunities, with a move away from fixed shift patterns.
- We will work together to develop and establish a pathway from bank and temporary staffing to permanent employment.
- We will scope and develop joined up plans for workforce digitalisation and systems interoperability to support system-wide protocols (including use of technology and automation).
- We will put partnership agreements in place which will enable the flexible deployment and management of joint, integrated teams from across our Health, Social Care and Voluntary Sector.
- We will lobby for parity on Inner/Outer London allowance regional discussions, which will lead to the development of a system-wide plan for all employers to gain (London Living Wage (LLW) accreditation and cost implications.

Success measures:

- Portfolio skills development and options enabling staff to access varied roles across H&SC.
- An increase in the movement of staff between health and care organisations for career progression and staff deployment.
- Improvement in staff experience evidenced by staff survey results.
- Increased staff length of service in organisations across NEL.
- Reduction of reliance on temporary staff and a decrease in international recruitment as opportunities for local residents improve and career paths are flexible and varied.



Lead (leadership orientation)

Building a compassionate, equitable and inclusive leadership collectively across NEL Health and Social Care that reflects the diverse communities it serves, leads by example supported by developed talent pipelines to maximise our staff's potential and develop the next cohort of leaders.

First year priorities

1. **Leadership behaviours and framework** - We will promote system-wide implementation of the upcoming National **Leadership Competency Framework**.
2. **Training and development** - We will implement an essential **system-wide package** of mandatory EDI, Cultural Sensitivity, Anti-Racist, Compassionate and Inclusive Leadership and Unconscious Bias **training for all in leadership positions** including aspiring leaders.

Priority areas for North East London action:

- We will implement Core system-wide Leadership Skills Development and Coaching Programme including Team Management skills.
- We will create a core system of buddying and mentoring support which will be rolled out across NEL H&SC organisations.
- We will continue to champion and lobby for Inner/Outer London high-cost area supplement parity through regional discussions.
- We will collaborate with Local Authorities on developing Key Worker Housing.
- Develop a framework of protocols and partnership agreements to enable the flexible deployment and management of joint, integrated teams across Health, Social Care and Voluntary Sector employers.

Success measures:

- Positive participant experience in leadership courses using the competency framework.
- A reduction in formal employment relations cases in organisations.
- Continuous Improvement in WRES and WDES data.
- Increase staff length of service in organisations across NEL.
- Reduction in sickness absence



Delivery

This is a strategy which sets out our ambition and aims as a system. Delivery of this strategy will be through a five-year delivery plan that is designed and enacted upon by all key partners within NEL. The NEL People Board will oversee delivery of the strategy.

This is an exciting and challenging time for NEL ICS. We have committed to an ambitious people and culture agenda and intend to achieve our priorities through a collaborative approach.

A five-year delivery plan will be co-designed and agreed, and a programme established as a system to drive the priorities forward for these to be enacted by 2028. We have identified key priorities that we wish to achieve within the first twelve months. These have been agreed to ensure the foundations are in place, for the long-term priorities to be built upon. The delivery of NEL-wide priority action areas may be dependent on the allocation of funding and recruitment into the ICB People and Culture Function.

Examples of success measures are described within the previous section of this strategy. A People and Culture Strategy dashboard will be created to ensure progress can be monitored and reported accordingly throughout the governance framework (opposite). This will include metrics agreed within the ICS Outcomes Framework for the employment and workforce priority.

The Sub-groups will commit to continued engagement with staff and the public to ensure the priorities and associated actions remain fit for purpose during the five-year duration of this strategy.

People Services across NEL ICS will continuously review their services to ensure ability to deliver on our strategic ambition as a system.

Our People and Culture Strategy will be governed by the North East London People Board and delivered through pillar sub-groups. Membership will be decided upon at the NEL People Board and will have representation from across the system.

It is envisaged that each sub-group will have a Senior Responsible Officer/Chair from the NEL ICS. Progress, barriers, risk and opportunities will be reviewed and managed through the governance framework as described below.



Thank you for taking the time to read our People and Culture Strategy for 2024-2028.

If you would like to provide any feedback on this strategy or raise a query, please contact us via the North East London ICB website.

