

**SUMMARY  
REPORT**

**Meeting Date:**  
31 October 2023

**Enclosure Number:**

<b>Meeting:</b>	<b>Manx Care Board</b>		
<b>Report Title:</b>	<b>WORKFORCE AND CULTURE UPDATE</b>		
<b>Authors:</b>	Leanne Urwin – Workforce and Culture Manager		
<b>Accountable Director:</b>	Teresa Cope, Chief Executive Officer		
<b>Other meetings presented to or previously agreed at:</b>	<b>Committee</b>	<b>Date Reviewed</b>	<b>Key Points/ Recommendation from that Committee</b>

**1. Introduction**

The Workforce and Culture project (“the project”) is in place to deliver on Sir Jonathan Michael’s 25th recommendation, which states:

*“A fit for purpose workforce model needs to be developed to reflect the emerging needs of the new model of care. It should maximise the potential skills available within the workforce as well as the opportunity to recruit and retain high quality professionals. It will then increase the attractiveness of the Isle of Man as a career destination.”*

**2. Work streams for Year 3 (February 2023 – February 2024)**

The Transformation board approved the following work streams for the project for year 3.

1. Recruitment and Retention
2. Continuous Development
3. Career Pathways
4. Skills Audit
5. Cultural Development
6. Equality, Diversity and Inclusivity (EDI)
7. BMA Survey support
8. Workforce Planning

**3. Update on Workstreams**

**3.1 Recruitment and Retention Strategy**

Workforce and Culture in collaboration with OHR have commenced work, on the Manx Care Recruitment and Retention Strategy, this will be aligned to the recent approved People, Culture and Engagement Strategy. The 4 Pillars of the Recruitment and Retention strategy are proposed to be:

- ♥ Attract
- ♥ Recruit

- ♥ Retain
- ♥ Develop

A stakeholder engagement session is planned for November with a draft strategy document being produced and the governance route via People and Culture Committee by the start of the December. The Strategy is anticipated to come to Manx Care Board for approval in February 2024.

### **3.2 Continuous Development**

Workforce and Culture continue to embed the Manx Care Values that were relaunched in 2022 and supporting the delivery of the Manx Care Induction which continues to be led by either the CEO or the Deputy CEO. There continues to be roll out of CARE for leader's workshops and supporting teams and leaders to use the CARE values Personal Development Plans.

### **3.3 Career Pathways, Skills Audit and Workforce Planning**

In October 2023, Workforce and Culture submitted a board paper to the Transformation board for approval to set milestones for the remainder of year 3 and for years 4 and 5. The purpose of this approval was the way in which these workstreams would be delivered. The paper was approved and Workforce and Culture will now carry out these 3 workstreams in unison for each team/service area with Manx Care.

A suite of resources has been created by the workforce and culture, which include templates for Team Organigrams, Skills Audit, Mapping Career Pathways, and reporting pro forma.

At the end of each interaction the service areas will be provided a Workforce plan that will include:

- ♥ Simple Demand and Capacity Review
- ♥ Team/Service Organigram
- ♥ Career Pathways for the Service Area
- ♥ Skills Profile for current workforce
- ♥ Skill Analysis of current workforce – Highlighting gaps for development
- ♥ Final Workforce Plan and Recommendations for future delivery
- ♥ Future Workforce plan
- ♥ Risk profile
- ♥ Governance Proforma

This work will begin in the first proof of concept area in October 2023. A full schedule of service areas to be completed will be shared in January 2024. The schedule for delivery will be determined by Strategic direction for both Transformation and Manx Care.

### **3.4 Cultural Development**

Workforce and Culture are continuing to support colleagues across Manx Care with culture reviews and action plans for development. Ongoing culture support is being provided to:

- ♥ Isle of Man Ambulance Service
- ♥ Facilities Team
- ♥ Social Care Senior Leadership Team

Cultural reviews, include engagement with colleagues within in the team, via one to ones or drop in sessions, facilitated sessions/meetings, surveys to monitor current culture and the creation of team charters.

### 3.5 Equality, Diversity and Inclusion (EDI)

Workforce and culture have recruited and developed the role of EDI champions for Manx Care, and continue to support the development of appropriate support groups across the organisation. A key objective for the Interim People Director for Manx Care who commences on 1<sup>st</sup> November 2023 will be to progress this agenda and establish representative networks across the organisation.

### 3.6 BMA Barometer of Care Survey Support

Workforce and Culture continue to support the findings of the BMA barometer of care survey, This is currently including research and support into the following solutions to address the findings

- ♥ Freedom to Speak up Guardians
- ♥ Civility Saves lives
- ♥ Reverse Mentoring

## 4. Other work currently being carried out by Workforce and Culture to support Manx Care

### 4.1 Improved communication initiatives for our people across Manx care

Working in collaboration with the Manx Care Communication team Workforce and culture are developing information that is available via share point, redeveloping the Manx Care induction pack, creating a signposting tool for support to include all areas staff can access when additional support is needed such as staff welfare, and contact officers.

### 4.2 Meeting with Operational Managers

It was recognised by Workforce and Culture team that predominantly interactions are with senior leaders across the organisation, and that to increase the visibility of workforce and culture team and imbed the initiatives that are being rolled out relationships needed to be built with operational managers therefore a forum to allow this has now been created and the inaugural meeting has taken place.

### 4.3 Manx Care Staff Survey

The Manx Care Staff Survey was launched in October and will remain live until the 31<sup>st</sup> December 2023. Current completion of the staff survey in the first 3 weeks of it being live is 12%. Workforce and Culture will be on tour across Manx Care in November and December to encourage further engagement across the organisation.

#### Recommendation for the Committee to consider:

Consider for Action	<input type="checkbox"/>	Approval	<input type="checkbox"/>	Assurance	<input checked="" type="checkbox"/>	Information	<input checked="" type="checkbox"/>
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It is recommended that the Manx Care Board note the content of this report,

Is this report relevant to compliance with any key standards? YES OR NO

State specific standard

<b>IG Governance Toolkit</b>	No	
<b>Others (pls specify)</b>		
<b>Impacts and Implications?</b>	<b>YES or NO</b>	<b>If yes, what impact or implication</b>
<b>Patient Safety and Experience</b>	No	
<b>Financial (revenue &amp; capital)</b>	No	
<b>OD/Workforce including H&amp;S</b>	Yes	The People Culture and Engagement Strategy outlines 5 Ambitions which the Manx Care Board is committed to deliver against.
<b>Equality, Diversity &amp; Inclusion</b>	Yes	The People Culture and Engagement Strategy (Ambition 2) identifies the key EDI ambitions and deliverables for Manx Care.
<b>Legal</b>	No	