



Northern, Yorkshire and Humberside  
Digital and Information Forum

**15<sup>th</sup> May 2026**

1.0 James Rawlinson – NYHDIF Chair Welcomed everyone to the meeting

## **2.0 Creating a digital skills and workforce strategy for the region – Paul Foster, Laura Mumby**

Laura outlined the development of a regional digital skills and workforce plan, building on previous national recommendations and assessing their continued relevance. The aim is to move beyond isolated organisational efforts and create a coherent, region-wide approach to digital workforce development.

Year one focuses on establishing strong foundations, including centralised resources to support career fairs, outreach, and talent pipelines. This will include shared materials such as digital-career leaflets, role-profile explanations, and information to help organisations attract people into digital roles in health.

The plan also emphasises strengthening collaboration and professional networks, expanding existing groups (e.g., transformation, clinical systems) and creating new ones, particularly in data. A central register of networks will help staff find and join relevant communities of practice.

Paul highlighted the need for organisations to embed the strategy locally, aligning it with workforce planning, recruitment expectations, and professional standards. There is recognition that this work links closely with national conversations on digital professionalism, and that the region has an opportunity to influence that agenda.



PF LM Digital  
Workforce Action Plan

### **3.0 Emerging Leaders Cohort 2 – learning that we can all benefit from – Hayley Lockwood and colleagues**

Hayley reflected on a leadership programme and highlights three core behaviours—trust, alignment, and accountability—describing them as an interconnected system rather than separate principles. As the document states, these behaviours “*keep coming up time and time again, trust, alignment and accountability.*” Trust is seen as the foundation, built through open and transparent communication about goals, vision, and challenges. From trust comes alignment through shared purpose and understanding, and once these are in place, accountability “*naturally comes*” within teams. When accountability weakens, trust and alignment deteriorate, leading to blame and fragmentation.

These behaviours are presented as essential across digital transformation, partnership working, team culture, and even personal relationships. The speaker argues that transformation is not primarily about technology or governance but about “*creating conditions for the organisation for teams, for leaders to operate as one system.*” Tools such as the benefits matrix, the “power of three,” and structured communication models (the why, what, and how) help reinforce clarity, prioritisation, and impact. Vulnerability—being open about weaknesses—is highlighted as a key enabler of trust and alignment.



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Tell 15th May 2026.ppt

### **4.0 DDaT Jobs Market in Freefall and the 10 Year Plan – James Rawlinson – 10mins**

James reminded everyone of the link on the NYHDIF page to all digital jobs advertised on NHS Jobs.

The conversation also surfaced significant workforce challenges across NHS organisations, including inconsistent job roles, variable expectations, and pay disparities of up to 70% for similar senior digital roles. Concerns are raised about recruitment practices that limit fairness and internal progression, particularly the use of agencies for senior posts. Participants suggest that regional insights could inform national work on digital professionalism and career development, and stress the need to involve HR and

workforce teams to address structural inconsistencies and improve the attractiveness and equity of NHS digital careers.

Overall, the themes point to a need for cultural change, standardisation, and more transparent workforce practices, grounded in the foundational behaviours of trust, alignment, and accountability.



JR  
NHS\_DDaT\_Market\_Ar

### **5.0 Interweave Tender update – Ian Clucas – 5mins**

Ian gave a brief update



IC Transition Contract  
thinking v2.pptx

### **6.0 Benefits collection and analysis in practice - Rory McPherson, Humber FT**

Rory talked through some of the benefits and advantages of the system. Saying that the aggregated data gave a good overview of where programmes and projects were.

### **7.0 10-year plan Insights report – John Mitchell**



JM NYHDIF Member  
Insights- FP.pptx

### **8.0 CIO Live feedback report – John Mitchell**



JM CIO Touchbase  
Slides 05 May 26.pptx