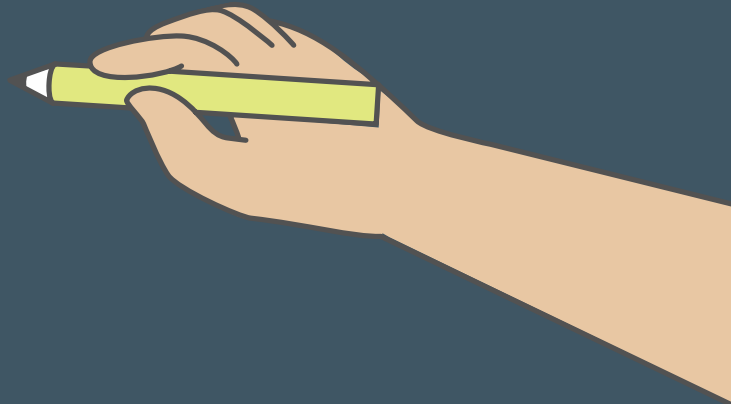
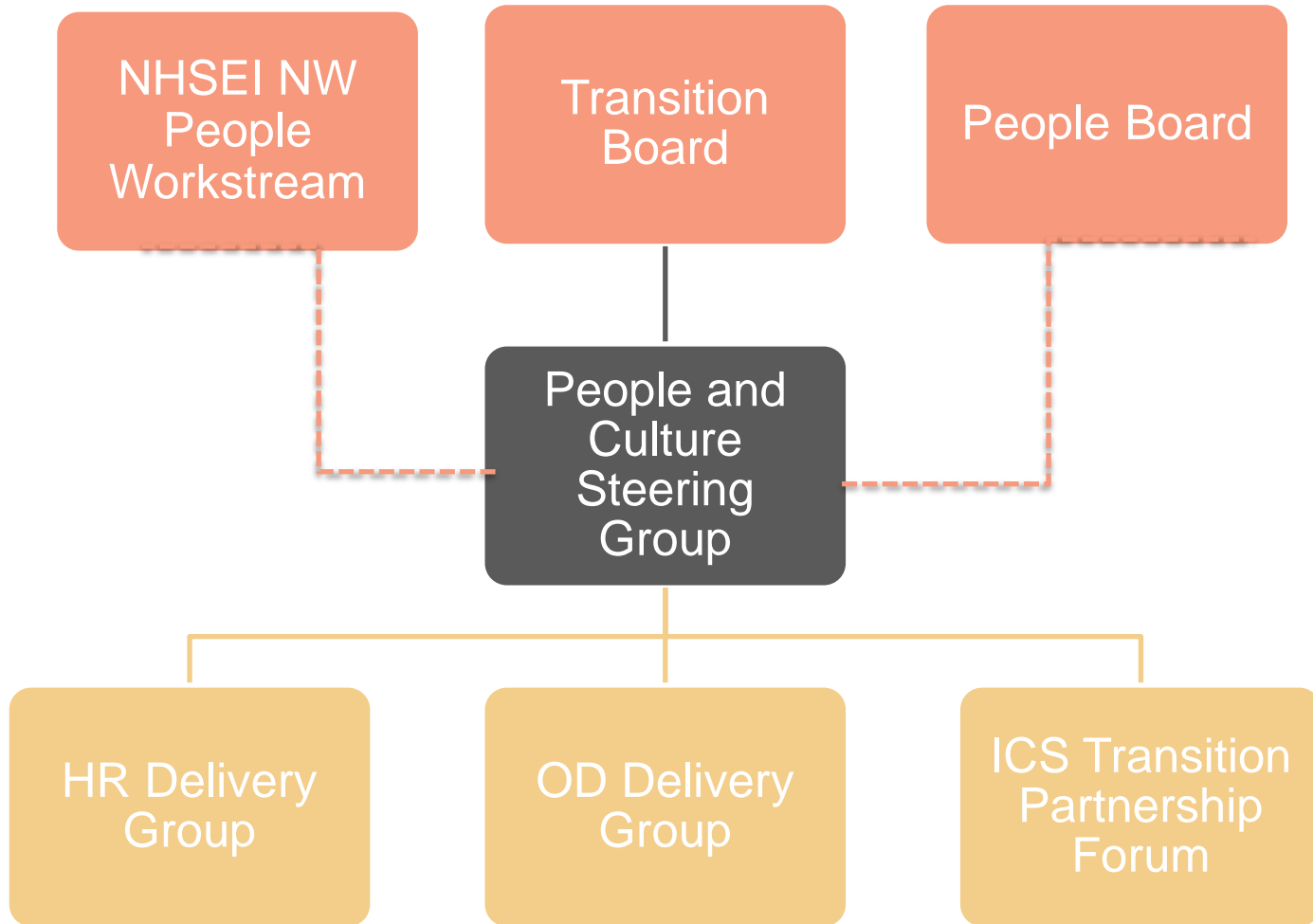


GM ICS DEVELOPMENT PEOPLE AND CULTURE WORKSTREAM INFRASTRUCTURE REVIEW

AUGUST 2021



PROGRAMME INFRASTRUCTURE



GM ICS PEOPLE AND CULTURE STEERING GROUP

PURPOSE, ROLE AND WAY OF WORKING

The GM **ICS People and Culture Steering Group** will oversee the delivery of ICS objectives related to workforce / people within GM in line with regional and national timescales in a way appropriate to GM context that takes full consideration of local consultation and engagement. Working between National, regional and Local colleagues to clarify the process to be followed, timescales and specific responsibilities at Local, Regional and National Level.

The GM **ICS People and Culture Steering Group** will achieve this by:

- 1) Develop a People Plan and function for the Greater Manchester Integrated Care Board (Organisational)
- 2) Supporting the safe transition of our people to the new ICS structure
- 3) A whole system People Plan for Greater Manchester

GM ICS PEOPLE AND CULTURE STEERING GROUP

PURPOSE, ROLE AND WAY OF WORKING

The GM ICS People and Culture Steering Group will:

- **Track progress of Workforce key metrics / milestones** to ensure that specific actions are delivered and we focus on the overall aims of the change programme, including sustainable change and taking our people with us. Where necessary the group will prioritise the most important actions to be delivered against given timeframes.
 - **Identify and monitor GM workforce risks and concerns**, ensuring mitigation and escalation where necessary.
 - **Identify and channel resources**, as appropriate to deliver the transformation.
 - **Determining the approach within GM (in accordance with any North West/national guidelines) for affected staff** and ensuring there is a support package for staff who are affected by the change process.
 - **Oversee engagement with trade unions at GM level**
 - **Ensure that any GM legal and HR challenges are addressed**, in partnership with regional and national colleagues, supporting people within GM to adapt to the changes and ultimately to think, work and behave differently.
 - **Provide assurance** to the Transition Board that all sender organisations are able to meet the workforce requirements of the **readiness to operate checklist** to establish the ICB on the 1 April 2022.
- **The GM ICS People and Culture Steering Group will provide assurance to the Transition Board** and sender organisations and provide updates to the GM people board and NW workstreams throughout the process.
 - **The GM ICS People and Culture Steering Group will set the tone, role modelling the People Promise** and key principles of partnership and inclusion.. All members should model the behaviours and culture set out in the People Plan, noting that throughout this change process it is key that staff feel valued.

GM ICS DEVELOPMENT PEOPLE AND CULTURE STEERING GROUP

MEMBERSHIP, QUORACY, AND FREQUENCY

Role	Name
Chair/SRO ICS People & Culture Workstream	Janet Wilkinson & Craig Harris
ICS People and Culture Programme Director	Jane Seddon
OD Programme Director	John Herring
Nominated Sender Exec Lead (with local workforce accountability)	X 12
EDI Specialist	Sharmila Kar
NHSEI	Andrea Anderson
Director of Communications	Clare Norman
Transition Comms Lead	Anna Cooper-Shepherd
Project Manager	Eram Hussain
Specialist Input	By invitation
Secretariat	Pam Sambrook
Staffside representative	TBC

Quoracy: At least 5 members of the group including the chair or a nominated deputy
Frequency: Monthly with informal check-ins
Deputies: Expected in the case of non attendance of key representatives.
Review: As required

NATIONAL ENGAGEMENT PRINCIPLES

CORE PRINCIPLES:

The overarching principles that apply throughout the transition period and which were agreed in partnership with national trades unions are:

People Centred Approach - in line with the People Promise

- Thinking about the needs of patients and the impact on our people as a first step and amending plans if necessary
- Taking a supportive talent-based approach with colleagues impacted by the changes
- Seeking to provide stability of employment/engagement
- 'One NHS Workforce' inclusive change approach supported by the employee commitment
- Working in partnership with trade union colleagues

Compassionate and Inclusive

- Openness and transparency of process and actions
- Taking action to increase the diversity of the new ICS workforce and particularly the leadership
- Co-creation at the appropriate level
- Individual behaviours
- Supportive Change Approach

Minimum Disruption

- Taking the minimum position to enable the change to happen and setting the direction for future evolution by the new ICS NHS Bodies
- Keeping policy as simple as possible and testing thinking against these principles
- Working together to avoid unnecessary duplication of effort and achieve greatest value - based on the principle of subsidiarity
- Implementing the employee commitment

Subsidiarity

- Functions and accountability move based on the principle and where the work should be carried out to ensure the enablement of continuous improvement and partnership responsibility to the ICS ambitions, through a population health management approach across all functions
- People follow the function in line with the employee commitment for people below board level
- Organisation design at national and regional level should mirror the legislative approach and be as minimally prescriptive as possible

WORKING IN PARTNERSHIP WITH TRADE UNIONS

The ambition is for Trade Unions to be consulted at a national, regional, ICS and employer level

ICS

In anticipation of becoming an employer ICS's are encouraged to establish a partnership arrangement which enables effective employer partnership working with local trade union representatives.

Employer

There are legal requirements involved in consulting on these changes as well as locally negotiated HR and change policies and best practice principles for a change of this scale. Effective consultation and partnership working at employer level will be vital to ensure organisations successfully manage the risks and challenges associated with the transition.

Organisations involved in the transition, in partnership with their relevant trade union representatives will therefore:

- be responsible for the effective management of the transition at local level;
- be conversant with any relevant policies, procedures and guidance, including and nationally agreed guidance;
- agree locally how national guidance will be communicated and translated into CCG and/or system level HR plans;
- avoid local disputes by using the range of partnership working arrangements available.

It is recognised that due to the size of their organisations some CCGs do not have local union representatives. In such circumstances the relevant area or regional Trade Union representatives should be engaged and consulted to agree appropriate representation and consultation forums are available and established during the transition process

WORKING IN PARTNERSHIP WITH TRADE UNIONS

In partnership with our union colleagues the following infrastructure is proposed to ensure robust partnership working is taking place across Greater Manchester:

- A union representative to have a seat on each workstream group to codesign and inform the ICB and the closedown of sender organisations.
- ICS Transition Partnership Forum to be established to effectively support staff, whether directly employed, assigned, or seconded to functions that will be impacted by organisational change arising from the 2021 Health and Care Bill, by minimising uncertainty and maximising employment stability, limiting employment changes and working to the principles of simple, local and evolution.

ICS Transition Partnership Forum – Draft Terms of Reference

- Have a clear focus on equality, diversity and inclusion and maximise opportunities to enhance diversity at a system level.
- To clarify which people are in scope for the transition and share data on that group and the sender organisations.
- Define what is meant by 'board level'.
- De-risk change for staff through protections to terms and conditions.
- Facilitate a strong staff and employer/ICS voice in the transition process.
- Provide a forum for candid conversations where members can raise issues arising at a local or system level in confidence.
- Co-produce organisational change workforce related documentation to facilitate consistency of approach across Greater Manchester
- To understand the transfer mechanism and ensure correct legal and organisational change processes are followed, for example staff consultations.
- Communicate relevant messages on the transition process.
- Support timely and effective partnership working to support the implementation of transition arrangements.
- Ensure a consistent and coordinated approach in delivery of workforce change between the ICS, place, and organisational levels.
- Work together to identify opportunities for improving employment practices that the creation of the new statutory bodies provides.
- Consider the impact of the implementation of non-legislative arrangements.
- Support the ICS to create their own internal partnership structures and have them up and running from day one, sharing good practice and learning.
- To ensure sender organisations are fully represented and feedback is provided at a local level particularly where the sender organisation does not have a local representative.

SUGGESTED MEMBERSHIP

Role	Name	Responsibilities
Joint Chair	Lead AO & James Bull (Unison)	Accountable officers to chair on behalf of accountable officers for all sender organisation with delegates responsibilities.
Executive Lead for People and Culture	Janet Wilkinson	
ICS People and Culture Programme Director	Jane Seddon	
OD Programme Director	John Herring	
Local union representatives from sender organisations	TBC	Local representatives are accountable for liaising locally within their organisation partnership forum and/or with the workforce to enable them to have clarity of local issues, ICS development and feedback back progress at a organisational level.
Regional union representatives	TBC	Regional representatives are accountable for liaising locally within their buddy organisation with the workforce to enable them to have clarity of local issues, ICS development and feedback back progress at a organisational level.
EDI Specialist	TBC	
Transition Comms Lead	Anna Cooper-Shepherd	
Project Manager	Eram Hussain	
Secretariat	Pam Sambrook	