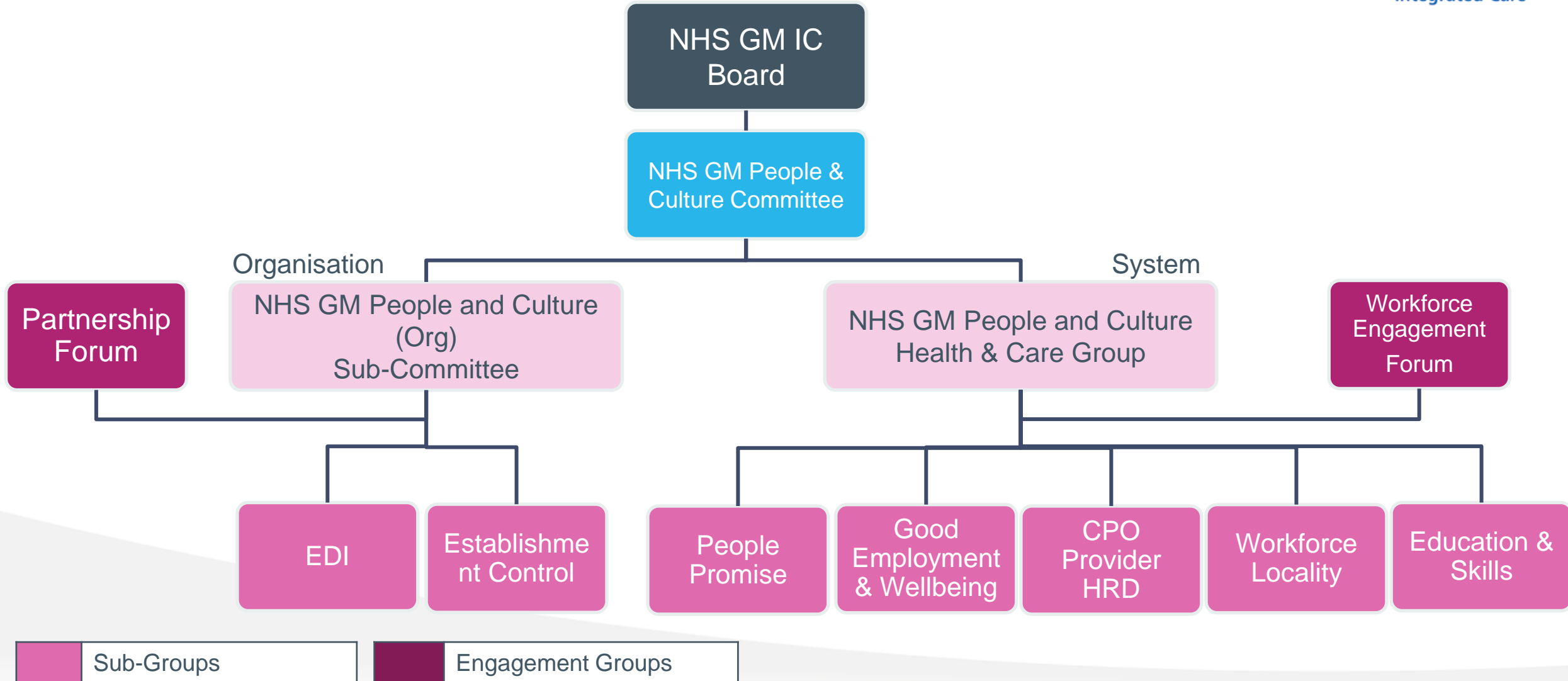


Appendix One – P&C Committee Action Plan

People and Culture Governance



Action Plan



Greater Manchester

Recommendation	Proposed action	Implementation date	Update
1. Review Committee's priorities	Identify and adopt 3 priorities for the next six months	October 2024	Approved.
2. Develop a narrative on a page	Draft to be reviewed in Oct and approved in Dec.	December 2024	Approved.
3. Develop an escalation map	Draft to be reviewed in Oct and approved in Dec.	December 2024	Approved.
4. Introduce greater scrutiny of the BAF risk	BAF considered at the beginning of the meeting and members agreed to ensure greater scrutiny.	Complete	N/A
5. Build learning into our approach/agenda	Cttee members to reflect and discuss at October's meeting.	October 2024	Complete.
6. Bring our values to life	Introduced a member meeting reflection item.	Complete	N/A
7. Develop a TOR on a page	Final draft to be approved in Oct.	October 2024	Approved.
8. Review how the agendas structured	Three-way split between BAU, escalations and Cttee priorities.	October 2024	Complete
9. Develop a business cycle that is driven by the TOR.	Approve approved and to be implemented from Oct.	October 2024	Complete
10. All agenda items to link with delivery of the ICB strategy	Incorporate into cover sheets and implement from Oct.	October 2024	Complete

Terms of Reference on a page (updated)



Greater Manchester

Purpose	Key duties	Membership
<p>The purpose of the People and Culture Committee ('the Committee') is to obtain assurance, on behalf of the Board, that the health and care workforce across the Greater Manchester integrated care system is <u>sustainable</u> and is supporting the <u>transformation of services in line with the ICS strategy</u>.</p> <p>The Committee also obtains assurance on the above for NHS GM (ICB) workforce through the People and Culture Sub-Committee.</p>	<ul style="list-style-type: none">• Strategy and planning:<ul style="list-style-type: none">- Review the <u>People and Culture Strategy Delivery Plan</u> and monitor progress with its implementation- Review delivery of workforce elements of NHS System Oversight Framework, People Plan and Long Term Workforce Plan, with a focus on efficiency and effectiveness.- Review plans for <u>system development</u>, including development of places, collaboratives and system leadership, and monitor progress in implementing them.• Workforce performance and experience:<ul style="list-style-type: none">- Review <u>workforce themes or hotspots from across the system</u>, including within places and across sectors including social care and VCSE.- Review the results of the annual <u>staff survey and any other staff surveys</u> and proposed system-wide action plans- Review reports from the <u>Freedom to Speak Up Guardian</u> regarding activity from across the system• Equality, diversity and inclusion:<ul style="list-style-type: none">- Review workforce elements of the system's <u>Equality, Diversity and Inclusion Strategy</u> prior to its submission to the Board, and monitor progress with its implementation, including review of <u>WRES, WDES, and Gender Pay Gap reports</u>.• Strategic risks:<ul style="list-style-type: none">- Review and monitor <u>BAF risks</u> that have been assigned to the Committee, and the Committee's <u>Strategic Risk Register</u>.• Sub-committees and system groups:<ul style="list-style-type: none">- Oversee the work of the People and Culture Sub-Committee, which obtains assurance on statutory duties regarding NHS GM staff- Receive reports from the NHS GM Health and Care People and Culture Group.	<p>Main committee members:</p> <ul style="list-style-type: none">• Non-Executive Member, NHS GM• Non-Executive Member, NHS GM• Chief Executive Officer, NHS GM• Chief People Officer, NHS GM and Chair of the NHS GM Sub-Committee<ul style="list-style-type: none">• NHS GM Partner Member• Chief Nursing Officer, NHS GM• Chief Medical Officer, NHS GM• Director of Finance, NHS GM• Director of People Services, NHS GM• Director of OD and Culture, NHS GM• Director of EDI, NHS GM• Director of Social Care NHS GM• Deputy Place Based Lead, NHS GM• Provider Chief Executive and Chair of the NHS GM Health & Care Group• Provider HR Director• Primary Care Board representative• Mental Health Provider representative• Higher Education Institution representative• VCSE representative• Trade union representative (WEF)

Revised priorities for 2024/25:

1. Delivery of the People and Culture Strategy, with a focus on the Good Employment Charter and advancing equality, diversity and inclusion.
2. Delivery of system leadership activities, in support of the Single Improvement Plan.
3. Driving workforce efficiency and sustainability, working with NHS providers to focus on workforce and financial sustainability and technical career pathways.

Risk to the People Strategy: Inconsistent approaches and siloed working

- **Capacity and resource:** Limited resource to focus on delivery of this work at a system level, when there are lots of competing priorities.
- **Ownership and accountability:** All partners need to understand and own their role in supporting delivery, otherwise the strategy will not be delivered effectively across the whole system.
- **Lack of collaboration:** If system partners, including local authority and VCSE, do not work in partnership and share resources, then progress will be limited.
- **Lack of integrated governance:** If we do not have an integrated approach to quality, workforce and finance then we will not have long-term sustainable solutions

Context driving the priorities: GM has unwarranted variation across its 10 localities and a very large financial deficit

- **Poor population health:** Only 55% of the population is in “good health” and the health of the population is projected to deteriorate over the next five years.
- **Unwarranted variation:** The system has unwarranted variation of quality of care and life outcomes across the 10 localities.
- **Large deficit:** Poor health drives higher demand for health care which increases costs and contributes to the system deficit.

Successes: Establishing foundations for success

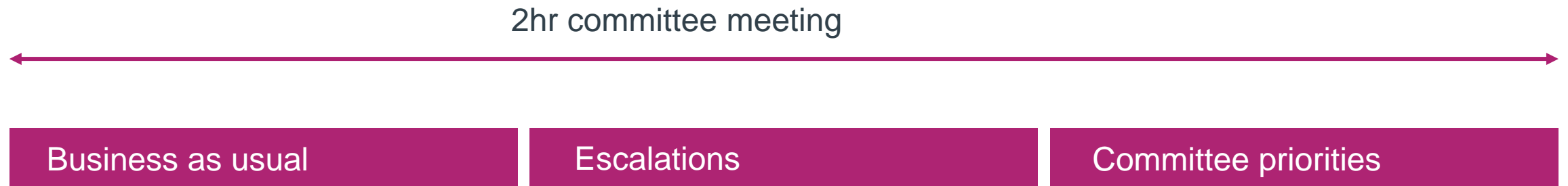
- ✓ **Ways of working:** Co-designed ICP ways of working to create foundations for partnership working and well established P&C Strategy.
- ✓ **Good employment:** Huge progress in increasing membership and supporters in health and care.
- ✓ **Wellbeing:** established GM approach to wellbeing, with a wealth and support and resources, including the GM Wellbeing Toolkit.
- ✓ **Integration:** A strong network of workforce leaders who come together every year at our annual Workforce Summit.
- ✓ **Addressing inequalities:** Launched a new Disability Framework including self-assessment tool and reasonable adjustment pilot. Multiple Disadvantage Framework currently being rolled out.
- ✓ **Growing & Developing:** Investment in the development of our VCSE workforce, including the creation of a Workforce Hub for the sector.

Future plans: Transformation to deliver workforce sustainability

- **Strategy development:** Refresh our P&C Strategy, with input from stakeholders across the system, to ensure the right priorities are in place to support partnership working, with clear and measurable KPIs driving what success looks like.
- **System Delivery Plan:** Plans are in place to develop a more robust approach to capturing activity taking place to delivery the strategy at different levels, including with our system programmes/clinical pathways.
- **Workforce performance and experience:** Drive and evidence improvements in NHS provider workforce performance and experience (including inequalities) through improved oversight arrangements, including clarifying roles, information flows and escalation paths, and sharing best practice.
- **One workforce approach:** Taking a system view to achieve or exceed 2024/25 workforce targets, including through developing system culture and leadership.

(8) and (9) New agenda structure and business cycle

The GGI recommend that agendas have three aspects, allowing the Committee to conduct business as usual, to manage escalations and review progress to deliver priorities. Going forward, meetings will be structured as follows:



P&C Committee Work Plan

DRAFT

December 2024

Standing Agenda Items	Focus Items
1. Declarations of Interest 2. Action Log/ Notes 3. Forward View of Work Plan 4. Committee Risk Report 5. Sub-Committee Chairs Report (inc. workforce report) 6. H&C Group Chairs Report (inc. workforce report) 7. Committee Prioirties Highlight Reports	8. Committee Priority Deep Dive - Priority 1 9. Freedom to Speak Up

January 2025

28/01/2025

Standing Agenda Items	Focus Items
1. Declarations of Interest 2. Action Log/ Notes 3. Forward View of Work Plan 4. Committee Risk Report 5. Sub-Committee Chairs Report (inc. workforce report) 6. H&C Group Chairs Report (inc. workforce report) 7. Committee Prioirties Highlight Reports	8. Committee Priority Deep Dive - Priority 3 9. EDI Update

May 2025

27/05/2025

Standing Agenda Items	Focus Items
1. Declarations of Interest 2. Action Log/ Notes 3. Forward View of Work Plan 4. Committee Risk Report 5. Sub-Committee Chairs Report (inc. workforce report) 6. H&C Group Chairs Report (inc. workforce report) 7. Committee Prioirties Highlight Reports	8. Committee Priority Impact Assessment 9. EDI Update 10. Committee Annual Report

September 2025

30/09/2025

Standing Agenda Items	Focus Items
1. Declarations of Interest 2. Action Log/ Notes 3. Forward View of Work Plan 4. Committee Risk Report 5. Sub-Committee Chairs Report (inc. workforce report) 6. H&C Group Chairs Report (inc. workforce report) 7. Committee Prioirties Highlight Reports	8. P&C Strategy Approval 9. EDI Update

March 2025

25/03/2025

Standing Agenda Items	Focus Items
1. Declarations of Interest 2. Action Log/ Notes 3. Forward View of Work Plan 4. Committee Risk Report 5. Sub-Committee Chairs Report (inc. workforce report) 6. H&C Group Chairs Report (inc. workforce report) 7. Committee Prioirties Highlight Reports	8. Committee Priority Deep Dive - Priority 2 9. Staff Survey Results (?)

July 2025

29/07/2025

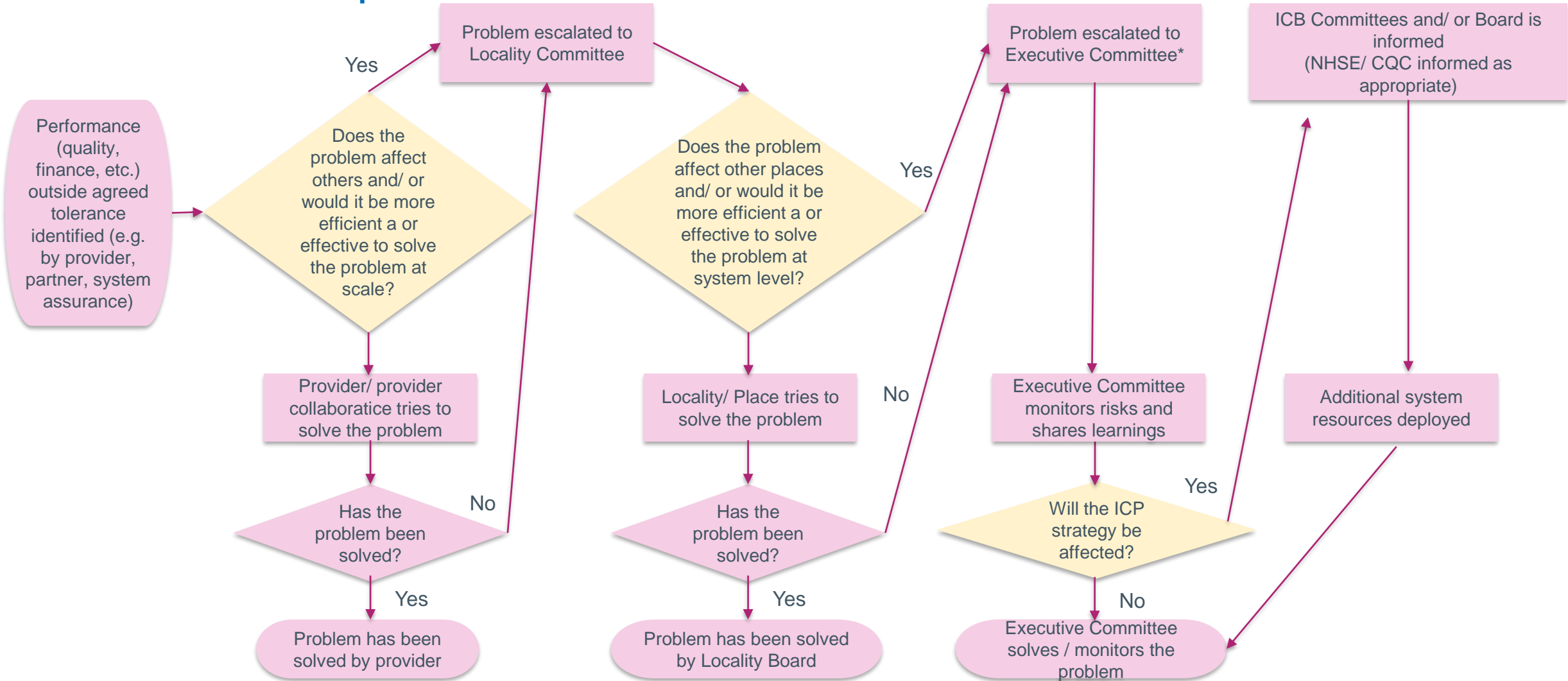
Standing Agenda Items	Focus Items
1. Declarations of Interest 2. Action Log/ Notes 3. Forward View of Work Plan 4. Committee Risk Report 5. Sub-Committee Chairs Report (inc. workforce report) 6. H&C Group Chairs Report (inc. workforce report) 7. Committee Prioirties Highlight Reports	8. Approve Priorities for Next 12 Months 9. P&C Strategy 3 Year Review 10. Freedom to Speak Up

November 2025

25/11/2025

Standing Agenda Items	Focus Items
1. Declarations of Interest 2. Action Log/ Notes 3. Forward View of Work Plan 4. Committee Risk Report 5. Sub-Committee Chairs Report (inc. workforce report) 6. H&C Group Chairs Report (inc. workforce report) 7. Committee Prioirties Highlight Reports	8. Committee Priority Deep Dive - Priority X 9. Freedom to Speak Up

Escalation map



* Regular reporting to the executive committee identifies issues in common, which could benefit from a system response