

BNSSG Integrated Care System (ICS) People Committee Meeting

Minutes of the meeting held on 1st March 2023 at 15.00, held face to face and virtually via Microsoft Teams

Open Session Minutes

Present		
Jaya Chakrabarti	Non-Executive Member – People (Chair)	JC
Bernard Galton	People Committee Chair UHBW	BG
Helen Holland	Chair of Bristol Health and Wellbeing Board	HH
Jeff Farrar	Chair of BNSSG ICB	JF
Jo Hicks	Chief People Officer, BNSSG ICB	JH
Julie Bacon	Interim Chief People Officer, BNSSG ICB	JB
Kelvin Blake	Non-Executive Director, NBT	KB
Rosi Shepherd	Chief Nursing Officer, BNSSG ICB	RS
Apologies		
Colin Bradbury	Director of Strategy, Partnerships and Population, BNSSG ICB	CB
Emma Wood	Chief People Officer for UHBW: SRO for Learning, Leadership and Wellbeing	EW
Jacqui Marshall	Chief People Officer, NBT: SRO (workforce, planning strategy, supply & demand)	JMa
Joanne Medhurst	Chief Medical Officer, BNSSG ICB	JM
In attendance		
Cath Lewton	Programme Administrator (Committee administration support)	CL
Eugene Yafele	Chief Executive Officer, University Hospitals Bristol and Weston NHS Foundation Trust	EY
Jennifer Bond	Deputy Director of Communications and Engagement	JBo
Matthew Foxon	People Programme Manager, BNSSG ICB	MF
Monira Chowdhury	Head of Equality, Diversity, and Inclusion, NBT: SRO for EDI workstream,	MC
Heather Toyne	People Programme Lead	HT

	Item	Action
1	<p>Welcome and Apologies JC welcomed everyone to the meeting of the Bristol, North Somerset and South Gloucestershire Integrated Care System (BNSSG ICS) People Committee meeting.</p> <p>The above apologies were noted.</p>	
1.1	<p>Declarations of Interest None declared.</p>	
2	<p>Minutes of the last meeting Minutes of the meeting on 4th January 2023, were approved as a correct record of the meeting.</p>	
3	<p>Actions log Action 2 – People Programme Board to consider the feedback on the draft terms of reference and re-propose a term of reference to the People Committee agreed. JB updated that this was discussed at the People Programme Board in November, but it was identified that due to People Programme priority refresh and refocus it would have an impact on the working groups. Work needs to be completed on this piece of work on reshaping the groups to then enable the incorporation of them into the terms of reference to be signed off. This would be finalized within the next two months. Action to stay in progress.</p> <p>Action 5 – Deborah El-Sayed to investigate how to engage with staff and make more accessible, through the use of an app. Action remains open and CL to check on progress with DEL.</p> <p>Action 6 – JF to speak with SD to gain clarity on what the funding looks like from the CEO group and if we are to have a strategy that deals with all the issues that come out of all our committee, JF needs to know how, where and when the funds are coming to support that. If not, then a conversation at Board to be held as to why not. Action remains open and will be picked up by JH.</p> <p>Action 8 – JB to keep abreast of regional and national conversations regarding HEE funding and allocations and report back to this committee. JB reported that funding spanning two years was being considered by HEE. Action changed to be closed.</p> <p>Action 9 – All to consider items they wish to point in the direction of the IAG chair to take forward. Ideas to be sent to JF in the interim. Action remains open.</p>	

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	<p>Action 10 – EY to continue thoughts, and let JC know so these can be incorporated into future meeting agendas. Action remains in progress and will return to the next meeting on 1st March. EY explained there is work commencing on getting a more reflective view of the whole system as currently only reflects what is happening in the NHS and not social care. EY will establish a timeline. Action changed to be closed as EY explained that this is ongoing and better to be taken offline.</p> <p>Action 13 ST to follow up with Shane Devlin for clarity on action 6 to ensure the funding is thought of within the medium-term financial plan. Action remains open and CL to check on progress with ST.</p> <p>Action 14 JMa to discuss with the DASS' the opportunity to support international sponsorship for smaller care organisations. Action remains open and CL to check progress with JMa.</p> <p>Action 15 MF to improve the narrative within the workforce operation plan – status report and include information on the target of getting rid of tier 4 agencies. Action remains open with a plan to bring temp staffing report to the next committee meeting, agreeing metrics with system partners on 3rd April. Proposed metrics: fill rate/tier progress/progress against 5.3% target.</p>	
4	<p>ICS People Programme – Status Report</p> <p>JB, HT, MC and MF presented the key points from the ICS People Programme status report.</p> <p>The forecast position for March 2023 was modelled and shared with partners in preparation of operational planning and in support of the planning days. A set of planning guide rails were developed and shared with partners factoring in their planned actions on supply such as increased in international recruitment to support the development of realistic workforce for 2023/24.</p> <p>The next steps will be the submission and development of the 2023/24 operating plans with key submissions being in February and March.</p> <p>The model of development of apprenticeship supply and newly qualified supply is ongoing.</p> <p>Development of the dashboards will restart with improved submissions to the People Programme Board and People Committee.</p> <p>Workforce redesign will support service transformation and drive productivity across both existing and new clinical models. Staff engagement is at the heart of</p>	

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	<p>workforce redesign, helping to make BNSSG health and care the employer of choice.</p> <p>Next steps will be the development of pan Locality Partnership network for greater collaboration, explore remote working requirements for CAS to enable greater flexibility</p> <p>Recruitment and retention work continues. A draft scoping paper for international recruitment has been developed and will be reviewed by the Recruitment Group on 7th March 2023.</p> <p>There are joint recruit campaigns taking place. There is a HCSW recruitment event with additional development opportunities for unsuccessful candidates. Events have been organised at Bristol Jobs Fair and a virtual event at Southampton University.</p> <p>The next steps will be to monitor the impacts of industrial action on temporary staffing demand.</p> <p>An Inclusive Recruitment Framework has been created with supporting facts and commonly asked questions to support ease of communication, EDI for executives has been launched. The Inclusive recruitment project review manager is now in post and has reviewed the ICB paperwork. Race equality guidance for employers has been launched to system partners HR/EDI/SROs.</p> <p>Next steps will be the inclusive recruitment audit of existing practice in BNSSG organisations. To support creation of staff networks within Primary Care alongside the training hub.</p>	
5	<p>System Communications</p> <p>JBo introduced herself to the committee members and will be attending all future ICS People Committee meetings and is looking forward to working closely with the group.</p>	
6	<p>Refresh and refocus of the People Programme - update</p> <p>HT explained that the objectives and deliverables of the People Programme have been revised in light of the refocused priorities, mapped against the 10 people functions for the ICS.</p> <p>The People Committee have previously agreed the BNSSG Workforce Vision which is to create a sustainable nursing, midwifery, AHP and support workforce, working productively.</p> <p>This paper described how the People Programme will be refocussed to deliver against this key priority in the first year, with a focus on supply pipelines, retention and productivity.</p>	

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	<p>Future regular People Programme reports and updates for Programme Board and People Committee in 2023/24 will be simplified to focus on the deliverables associated with those which link directly with the five key ICS People Functions which will be prioritised for 2023/4, which are:</p> <ol style="list-style-type: none"> 1. Growing the workforce for the future and enabling adequate workforce supply 2. Supporting inclusion and belonging for all, and creating a great experience for staff 3. Valuing and supporting leadership at all levels, and lifelong learning 4. Educating, training and developing people, and managing talent 5. Leading workforce transformation and new ways of working <p>HH highlighted events which might be opportunities to attract new pipelines of staff, and agreed to link with the People Programme if there were future opportunities.</p> <p>There was also discussion about the importance of linking with the communications team to ensure they were part of the messaging to attract and retain staff, and JB agreed to link with the People Programme Directorate.</p> <p>The ICS People Committee approved the refocussed People Programme objectives and deliverables mapped against the 10 ICS functions provided within the paper and agreed this as a framework for future progress reports to the People Committee.</p>	
7	<p>SRO changes</p> <p>JB discussed the revised governance and SROs framework and explained that the paper supports the refocussed People Programme, mapped against the 10 people functions of an ICS, as it summarises the proposed governance and SROs required to ensure that the People Programme delivers against the agreed objectives.</p> <p>The Governance and SRO framework represents a rationalisation and re-alignment of the existing sub-groups.</p> <p>The ICS People Committee approved the revised governance and SROs presented within the paper.</p>	
8	<p>Learning and Leadership Academy Business Case</p> <p>JB presented the Learning and Leadership Academy (LLA) strategic outline business case proposal outlining the vision and the ask of receiving direction on matters relating to the ultimate operation of a system wide LLA.</p>	

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	<p>The paper has already been presented to the System Executive Group (SEG) on 16th February and the People Programme Board on 27th February and has been approved in principle.</p> <p>At present the BNSSG ICS has separate education and training functions operating across its providers which together consume substantial resources with most of the investment within the acute sector. There is an opportunity to develop shared arrangements of the education and training functions which are more optimally planned and delivered on a system wide basis.</p> <p>The LLA has been in operation since 2018 and extended to include Leadership Development and Coaching in 2022, largely utilising HEE funding. In early 2023, the Primary Care Training Hub will also move into it (currently HEE funded) which means there is now an opportunity to consolidate the current LLA operation and progress to the next stage.</p> <p>The ambition for the LLA is to ensure that, within 3 – 5 years, a central, system-wide Academy exists which oversees the provision of all Education, Learning and Development which is best delivered on a system wide basis.</p> <p>The LLA will enable “at scale” improvement to work force pipelines through optimising apprenticeships, education, and clinical placements across the ICS. The LLA is well positioned to develop and sustain wide career paths and improved professional and personal development which we know will improve retention and ensure an appropriately skilled workforce.</p> <p>Work will now commence on undertaking a baseline audit of the funding, resources, activity, and output of education and learning activity across system partners to determine a schedule of implementation for the activities and resources which are best placed to move to the LLA, together with the delivery model for the LLA itself.</p>	
9	<p>5 year forward view and 2023/24 operating plan – workforce</p> <p>MF provided an update on the joint forward plan (JFP) and operating plan 2023/24. The report is to provide an update on the ICS planning process.</p> <p>The JFP has been through public engagement in the summer of 2022 and local people were engaged. Work commenced with local hospitals, community health, primary care, mental health, local council, charities, community groups, the voluntary sector, and businesses to help gather the responses.</p> <p>The aim of the first year (23/24) multiyear BNSSG workforce will be to create a sustainable nursing, midwifery, AHP and support workforce, working</p>	

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	<p>productively. This will be achieved by making BNSSG the best place to work and the employers of choice for nursing.</p> <p>Underpinning the key objectives of pipeline, productivity and retention will be cultural competency and anti-racism actions.</p> <p>System planning days have taken place to further develop the understanding of programmes expected to deliver benefits in the period 2023/24 and 2024/25, as well as begin to capture the workforce risks and requirements.</p> <p>The final issue of the system operational plan is required to be submitted to NHSE on 30th March 2023.</p> <p>Next steps will be for further work to continue before final submission as the triangulation of workforce, activity, and financial plans is crucial. In addition, further alignment with the narrative and numerical submission and system risks/mitigation will be confirmed.</p> <p>The People Programme Board and People Committee will receive regular updates on the progress of the work programmes and performance against agreed metrics.</p>	
11	<p>Industrial Action update</p> <p>JB explained that the RCN paused the strike action that was set to commence for 48 hours on 1st March.</p> <p>Strike action will commence for junior doctors on 13th March for 72 hours. The last occurrence of junior doctors taking industrial action was in 2016.</p> <p>RS added that the impact of this strike will cause disruption in hospitals and other services.</p>	
12	<p>Any Other Business</p> <p>JC raised if the need was there to have VCSE representatives at the People Committee meetings. JF replied that this would need further discussion as this would need to be consistent throughout all committee meetings.</p> <p>JF noted that it would be JB's last People Committee and thanked her for all of her hard work and support and all wished her well for the future.</p>	
11	<p>Matters for escalation or communication</p> <p>JB reiterated that the junior doctor strike would be the item to note for matters for escalation.</p>	

	Item	Action
	Date of Next Meeting 16 th May 14:00 – 16:00	

Cath Lewton, Programme Administrator March 2023