

BNSSG Integrated Care Board (ICB) People Committee Meeting

1. Minutes of the meeting held on 24th April 2025 at 14:00 – 15:30, via Microsoft Teams.

Minutes

Present		
Jaya Chakrabarti	Non-Executive Member – People (Chair) BNSSG ICB	JC
Alison Moon	Non-Executive Member – Primary Care Committee, BNSSG ICB	AM
Dave Jarrett	Chief Delivery Officer, BNSSG ICB	DJ
Deborah El-Sayed	Chief Transformation and Digital Officer, BNSSG ICB	DES
Jo Hicks	Chief People Officer, BNSSG ICB	JH
Sarah Truelove	Deputy Chief Executive/Chief Finance Officer, BNSSG ICB	ST
In attendance		
Astra Brayton	Internal Communications Manager, BNSSG ICB	AB
Cath Lewton	Exec PA to CPO and People Support Officer (note taker), BNSSG ICB	CL
Corry Hartman	Strategic Workforce Lead	CH
Lara Reading	People Business Partner, CSU	LR
Padma Ramanan	Head of Finance – Acute and Mental Health	PR
Sam Hill	Senior People Business Partner, BNSSG ICB	SH
Apologies		
Aishah Farooq	Associate Non-Executive Member for Bristol, North Somerset and South Gloucestershire	AF
Ellen Donovan	Non-Executive Member – Quality and Performance, BNSSG ICB	ED
Jeff Farrar	Chair of the BNSSG ICB	JF
Jo Medhurst	Chief Medical Officer, BNSSG ICB	JM
Rosi Shepherd	Chief Nursing Officer, BNSSG ICB	RS
Shane Devlin	Chief Executive Officer, BNSSG ICB	SD

	Item	Action
01	<p>Welcome and Apologies</p> <p>The above apologies were noted.</p>	
1.1	<p>Declaration of Interest</p> <p>No new declarations were made. AM noted that she is not on the current register. Action: CL to contact corporate to ensure AM is added to the ICB People Committee register.</p>	CL
02	<p>Minutes of last meeting</p> <p>Minutes from the last meeting on 13th February 2025 were recorded as an accurate record. AM noted that her apologies for the last meeting were not recorded.</p>	
03	<p>Action Log</p> <p>There were no open actions to review.</p>	
04	<p>Updated ICB People Committee Terms of Reference by Jo Hicks</p> <p>JH provided an overview of the updates made to the Terms of Reference, including the need to hold meetings more frequently due to ongoing organisational changes. Minor wording tweaks were made to clarify the responsibilities and processes within the committee.</p> <p>AM highlighted the need for mindful agenda setting to avoid unnecessary agenda items and emphasised that the next few months would require adaptable approaches. JH agreed and noted that the HR processes would be monitored to ensure fairness and consistency.</p>	
05	<p>Update from the Staff Partnership Forum (8th April) presented by Jo Hicks</p> <p>JH provided an update on the Staff Partnership Forum (SPF), focusing on the various aspects of organisational change and the support mechanisms in place for staff during this period. The SPF expressed strong support for the proposed plans and underscored the</p>	

	Item	Action
	<p>importance of effective redeployment strategies and regional collaboration to ensure a smooth transition.</p> <p>Discussions within the forum included an in-depth look at the People Promise, which outlines the commitments to staff well-being, job satisfaction, and career development. They reviewed recent staff survey results, highlighting areas of improvement and identifying ongoing challenges. The SPF also emphasised the necessity of increasing the number of fire wardens and first aiders across the organisation to enhance safety and responsiveness in emergencies.</p> <p>Trade union recognition was another critical topic of discussion. The forum recognised the vital role trade unions play in representing staff interests, particularly during times of organisational change. They agreed to host further sessions to engage with trade unions, ensuring their perspectives and support are integral to the process.</p> <p>SH noted that Supreme Court ruling on defining sex for women is on the agenda for the next meeting for both Inclusion Council and SPF.</p> <p>Action: JH and SH will feedback what the conversations were at Inclusion Council and SPF and any actions that are specifically taken as an organisation and employer rather than a system with NHS policies regarding the Supreme Court ruling on defining sex for women.</p>	SH/JH
06	<p>Update from the Inclusion Council (9th January) presented by Sam Hill</p> <p>SH delivered a comprehensive report on the Inclusion Council's (IC) recent activities. The Council's discussions primarily focused on initiatives to champion trans rights and advance anti-racism efforts within the organisation. By promoting these critical areas, the IC aims to foster a more inclusive and diverse work environment where all employees feel supported and valued.</p> <p>One of the key points raised during the discussions was the need to continue focusing on inclusivity and diversity, especially during the current organisational changes. These changes could potentially disrupt the existing balance and negatively impact marginalised groups. Therefore, maintaining a strong emphasis on inclusivity is seen as vital to ensuring that all employees are treated fairly and equitably.</p> <p>AM expressed concerns about the impact of organisational change on disadvantaged groups, highlighting the need for careful monitoring to prevent any adverse effects. In response, JH assured that the inequalities faced by these groups would be closely monitored and addressed. This commitment involves implementing measures to</p>	

	Item	Action
	<p>identify and mitigate any disparities, ensuring that no group is disproportionately affected by the changes.</p> <p>The IC also discussed the importance of ongoing development and training in anti-racism. These efforts are crucial for raising awareness, promoting understanding, and fostering a culture of respect and inclusion within the organisation. By providing regular training sessions and development opportunities, the IC aims to equip staff with the knowledge and skills needed to actively combat racism and support diversity.</p>	
07	<p>Workforce KPI Metrics Q4 presented by Lara Reading</p> <p>LR presented the HR workforce metrics for the fourth quarter. The presentation provided a comprehensive overview of the key performance indicators, highlighting several significant trends and observations.</p> <p>The report revealed a slight increase in the overall headcount, indicating positive growth and hiring within the organisation. This increase can be attributed to ongoing recruitment efforts and the expansion of various departments to meet the growing demands for healthcare services. A number of new employees have been recruited on a fixed term basis.</p> <p>Turnover rates also saw a marginal rise, which could be tied to the organisational changes and the natural ebb and flow of staffing levels. Despite this uptick, the turnover rates remain within manageable limits, and strategies are being developed to retain talent and reduce turnover through enhanced employee engagement and satisfaction initiatives.</p> <p>One of the more positive highlights from the report was the decrease in sickness absence rates. This decline suggests improved health and well-being among staff members, possibly due to better health management practices and supportive workplace policies. Regular monitoring and intervention have likely contributed to this favourable trend.</p> <p>The report also noted improvements in statutory and mandatory compliance. This enhancement reflects the organisation's commitment to meeting regulatory requirements and ensuring that all staff members are adequately trained and certified in necessary areas. These compliance improvements are vital for maintaining high standards of care and patient safety.</p> <p>Equality and diversity metrics remained stable throughout the quarter, indicating consistent efforts to promote an inclusive working environment. It is essential to continue monitoring these metrics to</p>	

	Item	Action
	<p>ensure the organisation remains a place where all employees feel valued and respected.</p> <p>AM emphasised the importance of monitoring both long-term and short-term absences meticulously. This detailed tracking is crucial for identifying patterns and addressing any underlying issues affecting staff attendance. Additionally, she highlighted the need to ensure that career progression is perceived as fair and equitable across all levels of the organisation.</p>	
08	<p>Organisational Change update presented by Jo Hicks</p> <p>JH and SH provided a comprehensive update on organisational change efforts, emphasising HR support, skills development, and redeployment strategies. They highlighted that the HR team is proactively working on readiness and capacity to support staff through the organisational transition. This includes ensuring that staff have access to relevant training programs and resources that will help them adapt to new roles and responsibilities. AM raised a query regarding policy alignment across different organisations and the recruitment of senior-level positions. JH assured that efforts were underway to align HR policies across the Southwest, ensuring consistency and fairness in their application. These aligned policies are intended to standardise practices such as performance evaluations, benefits, and grievance procedures. Additionally, JH noted that comprehensive redeployment processes were being developed to facilitate smooth transitions for staff affected by the changes, ensuring that employees are matched to roles that suit their skills and career aspirations.</p> <p>JH explained that any job description updates will be an addendum to the original job descriptions and will not be altered or rebranded. Guidance is on the Hub and all staff have been updated regarding this.</p> <p>DES noted that feedback has been received to say that as an organisation the ICB is in a good position with a strong HR team. ST agreed and added that the executives are conscious of their own leadership and the shadow that is cast on the organisation. It is a challenging time, but everyone is being honest.</p> <p>JH identified a concern regarding the potential strategies for senior-level recruitment. The necessary information has not been received, making it uncertain whether the approach will be national or include regional elements. Currently, it appears that the matter has not received adequate consideration at national level. This feedback has been communicated through the NHS Employers network. The manner in which executive-level support is observed and handled will affect other staff members. Clear guidance is required.</p>	

	Item	Action
09	<p>Policies presented by Lara Reading:</p> <ul style="list-style-type: none"> DBS Policy LR introduced the new DBS policy and explained that the checks for new starters are in place but historically there has been no policy in place. The policy will outline the process for re-checking staff every three years and handling positive disclosures. The policy aims to ensure compliance and best practices for DBS checks, safeguarding both the staff and the organisation. LR emphasised the importance of conducting regular checks to maintain high standards of trust and safety within the organisation and detailed the procedures for managing any positive disclosures that might arise. Neonatal updates to Maternity, Paternity and Shared Parental Leave Policy This update reflects recent legislative changes, particularly the introduction of neonatal leave. The policy now ensures that eligible parents are granted dedicated leave to care for their newborns requiring neonatal care, thereby supporting the well-being of both the child and the parents during a critical period. AM raised a question regarding the support available to staff who have children or elderly parents in the hospital. LR responded affirmatively, highlighting that there are other comprehensive policies in place to cover such situations, ensuring that all employees receive the necessary support during challenging times. LR noted that both policies have been through Corporate Policy Review Group and SPF. The ICB People Committee supported both policies. 	
10	<p>Hot topics/Risks No additional hot topics or risks were raised, noting that the focus was on organisational change.</p>	
11	<p>Matters for Escalation or Communication No matters to escalate or communicate.</p>	
12	<p>Any Other Business JH noted the introduction of a new system for board member appraisals, which aims to provide a more structured and transparent process for evaluating the performance and contributions of board members. This system is expected to enhance accountability and ensure that board members receive the necessary feedback to improve their effectiveness. Jo emphasised the importance of this new appraisal system in fostering a culture of continuous improvement and</p>	

	Item	Action
	<p>professional development at the executive level. For now, whilst going through organisational change these will be paused.</p> <p>JH highlighted the pending Very Senior Managers (VSM) pay framework, aimed at establishing a more equitable and competitive pay structure for executive-level staff. This framework intends to address existing disparities in pay, providing clear guidelines and benchmarks for remuneration. The framework will align with industry standards and organisational goals, offering incentives for achieving key performance indicators and fostering leadership development.</p> <p>Furthermore, the importance of supporting executive-level staff during periods of organisational change was emphasised. This support includes offering tailored training programs focused on change management, providing counselling services to address stress and uncertainty, and making available resources to help navigate transitions effectively. The goal is to ensure that executives maintain their leadership roles with confidence and resilience, thereby contributing to the organisation's stability and progress</p>	
	<p>Date of next meeting</p> <p>10th June 2025</p>	

Cath Lewton
Executive PA to CPO and People Support Officer
April 2025

BNSSG Integrated Care Board (ICB) People Committee Meeting

1. Minutes of the meeting held on 10th June 2025 at 14:00 – 16:00, via Microsoft Teams.

Minutes

Present		
Jaya Chakrabarti	Non-Executive Member – People (Chair) BNSSG ICB	JC
Dave Jarrett	Chief Delivery Officer, BNSSG ICB	DJ
Ellen Donovan	Non-Executive Member – Quality and Performance, BNSSG ICB	ED
Jo Hicks	Chief People Officer, BNSSG ICB	JH
Shane Devlin	Chief Executive Officer, BNSSG ICB	SD
In attendance		
Cath Lewton	Exec PA to CPO and People Support Officer (note taker), BNSSG ICB	CL
Lara Reading	People Business Partner, CSU	LR
Neil Turney	Head of Mental Health & Learning Disability & Autism, SPF Co-chair, BNSSG ICB	NT
Rob Hayday	Chief of Staff, BNSSG ICB	RH
Sam Hill	Senior People Business Partner, BNSSG ICB	SH
Apologies		
Aishah Farooq	Associate Non-Executive Member for Bristol, North Somerset and South Gloucestershire	AF
Jeff Farrar	Chair of the BNSSG ICB	JF
Jo Medhurst	Chief Medical Officer, BNSSG ICB	JM
Rosi Shepherd	Chief Nursing Officer, BNSSG ICB	RS
Sarah Truelove	Deputy Chief Executive/Chief Finance Officer, BNSSG ICB	ST

	Item	Action
01	Welcome and Apologies The above apologies were noted.	
1.1	Declaration of Interest No new declarations were made.	
02	Minutes of last meeting Minutes from the last meeting on 24 th April 2025 were recorded as an accurate record.	
03	Action Log There were no open actions to review.	
04	Hot Desk Policy presented by Rob Hayday RH provided a detailed overview of the Hot Desk policy, emphasising its historical context and current relevance. The policy, which originated from BNSSG CCG's transition to a reduced footprint model, has been reviewed by the Corporate Policy Review group and the Staff Partnership Forum (SPF). No further comments from the SPF necessitated changes. The Hot Desk policy outlines the booking and sharing of desks, supported by cloud booking software. This software allows employees to reserve desks in advance, ensuring efficient use of office resources and promoting flexibility. The policy aims to optimise space utilisation, reduce overhead costs, and support hybrid working models that have become increasingly common post-pandemic. RH highlighted several key aspects of the policy, including provisions for accommodating employees with specific needs, such as ergonomic adjustments and accessibility requirements. He stressed the importance of creating an inclusive environment where all staff members feel comfortable and supported. During the discussion, ED inquired about potential challenges related to seating arrangements and the management of desk bookings. RH responded by outlining the measures in place to address these issues, such as clear guidelines for hot desk usage, regular feedback from staff, and adjustments based on emerging needs. The committee showed support for the policy, recognising its potential to foster a collaborative and dynamic work environment. Members	

	Item	Action
	<p>noted the importance of maintaining a culture of openness and flexibility, where employees are encouraged to communicate their needs and preferences.</p> <p>RH concluded by seeking the committee's recommendation for approval of the policy, with the understanding that it would be reviewed periodically to ensure its continued relevance and effectiveness. The committee expressed their support, with RH agreeing to take it forward for formal approval.</p> <p>The ICB People Committee supported the Hot Desk policy.</p>	
05	<p>Update from the Staff Partnership Forum (3rd June) presented by Neil Turney</p> <p>NT updated on the latest SPF meeting, detailing the collaborative efforts between staff representatives and management to address various workplace issues. The forum serves as a vital platform for dialogue, ensuring that the voices of employees are heard, and their concerns are addressed.</p> <p>Key points discussed included:</p> <ul style="list-style-type: none"> • Update received on the Organisational Change process. SPF appreciates the transparent communication between management and staff. Positive feedback has been received regarding the HR drop-in sessions and support being made available. SPF staff raised the issue of staff being supported to find time to engage with this support and how that can be considered as the process moves forward. • Union Recognition Agreement: SPF discussed the Union Recognition Agreement; we are working toward a possible hybrid approach with SPF having formal acknowledgment of accredited union representatives. Meetings have taken place to move this forward and union reps who attend SPF are supportive of our approach and current forum which they recognise has worked well. The aim will be to add to this. • Policy Review: The forum reviewed several corporate policies, providing feedback on their impact on staff and suggesting modifications to enhance their effectiveness. There was particular interest from staff on the working abroad policy and comments were taken on board in the final draft. The supreme court ruling on defining sex for women was also discussed with an update given at SPF. <p>Overall, the SPF update underscored the importance of collaboration and continuous improvement in creating a positive and productive workplace.</p>	
06	<p>Update from the Inclusion Council (8th May) presented by Sam Hill</p>	

	Item	Action
	<p>SH provided a comprehensive update on the Inclusion Council's (IC) recent activities and initiatives. She began by saying they had welcomed new members, emphasising the importance of diverse perspectives in fostering an inclusive workplace. The IC has been actively reviewing staff survey data, focusing on responses segmented by protected characteristics to identify areas requiring immediate attention.</p> <p>She discussed the differing experience of those with protected characteristics in relation to harassment and bullying from colleagues. Also of note is the different experiences of particularly impacting LGBTQ+ staff members as shown in the reduced People Promise scorings. The IC is committed to addressing these issues. LR has reached out to the Proud network and has also undertaken focus groups in specific business areas to support in addressing these issues.</p> <p>The IC also discussed a recent Supreme Court ruling that has implications for the definition of sex in legal and workplace contexts. They are awaiting further guidance from NHS England to ensure that their policies align with the latest legal standards and best practices.</p> <p>Additionally, the IC considered the experiences of staff with disabilities, especially in the context of the ongoing organisational changes. They are developing comprehensive guidance to support these employees, ensuring that their needs are met during the transition period.</p> <p>SH emphasised the council's commitment to fostering an inclusive and supportive workplace culture. She outlined several initiatives aimed at addressing the concerns raised, including enhanced training programs, clear communication channels for reporting harassment, and collaborations with external organisations to provide specialised support services.</p>	
07	<p>Organisational Change presented by Jo Hicks</p> <p>JH provided an update on the organisational change process, placing particular emphasis on the collaborative efforts of the ICB People Committee and Remuneration Committee. These committees will be working closely together to ensure a smooth transition and to address the key issues that arise during the change process.</p> <p>JH highlighted that after comparing the BNSSG ICB Organisational Change policy alongside Gloucestershire ICB's, it identified that although there is common ground there are two major policy changes:</p> <ul style="list-style-type: none"> Updating ring fencing of jobs: To align with Gloucestershire's policy the element of ring fencing to pay band above has been reinstated. 	

	Item	Action
	<ul style="list-style-type: none"> Updating the Pay Protection Policy: An update is required for BNSSG ICB to step towards the Gloucestershire offer which offers enhanced long term pay protection. This will be taken to Remuneration Committee on 17th June. <p>The discussion on the national voluntary redundancy scheme was another crucial part of the update. BNSSG ICB is preparing to proceed with approvals for this scheme, despite awaiting funding confirmation from the Treasury. This scheme is voluntary and aims to manage workforce reductions in a way that is sensitive to employees' needs and preferences.</p> <p>JH provided a detailed overview of the proposed changes, explaining the rationale behind them and their potential impact on staff. She emphasised the importance of clear communication throughout the process to ensure that employees are well-informed and supported. This involves regular updates, accessible documentation, and dedicated support channels for staff queries and concerns.</p> <p>A discussion was held regarding the significance of providing robust support for affected employees, including counselling services, career development resources, and financial advice. All agreed on the need for ongoing monitoring and adjustments to the policies and procedures as required to respond to any emerging issues and to ensure the success of the organisational change process.</p>	
08	<p>VSM Pay Framework updated presented by Jo Hicks and Sam Hill</p> <p>JH introduced the newly launched NHS Very Senior Managers (VSM) pay framework, which has been implemented from April 2025. This framework will significantly impact new appointments and performance-related pay within the organisation. The intent behind this update is to align the pay structures of VSM with the broader performance framework for provider organisations, ensuring consistency and clarity across the board.</p> <p>JH highlighted several key components of the new VSM pay framework:</p> <ul style="list-style-type: none"> Performance-Based Pay: The framework introduces a structure where a portion of pay will be directly linked to their performance, assessed against predefined criteria. This is designed to incentivise high performance and ensure accountability. Streamlined Pay Structures: The new framework aims to simplify the pay structures for VSM, making it easier to understand and manage. This involves standardising pay 	

	Item	Action
	<p>bands and ensuring transparency in how pay is determined and awarded.</p> <ul style="list-style-type: none"> • Alignment with organisational goals: The framework ensures that the pay and performance evaluations of VSM are closely aligned with the overall goals and objectives of the organisation. This alignment is crucial for driving the organisation forward and achieving strategic priorities. • Equity and Fairness: A key focus of the new framework is to promote equity and fairness in pay. This includes addressing any existing disparities and ensuring that all VSM are rewarded fairly based on their contributions and performance. <p>During the presentation, JH also discussed the potential challenges that may arise with the implementation of the new framework. These challenges include ensuring that the performance criteria are clear and measurable, managing the transition to the new pay structures, and maintaining morale and motivation among VSM during the change process.</p>	
09	<p>Union Recognition Agreement – Draft version presented by Sam Hill</p> <p>SH presented the Union Recognition Agreement, which is a formal acknowledgment of the union's role in representing the employees' interests. This agreement is crucial for fostering a collaborative and supportive work environment where employees feel their voices are heard and their concerns are addressed.</p> <p>SH highlighted the key components of the union recognition agreement:</p> <ul style="list-style-type: none"> • Representation Rights: The agreement grants the union the right to represent employees in discussions and negotiations with management on matters related to employment conditions, workplace safety, and other relevant issues. This ensures that employees have a collective voice in decision-making processes. • Collective Bargaining: The agreement outlines the process for collective bargaining, where the union negotiates with management on behalf of the employees to reach mutually beneficial agreements on wages, benefits, and working conditions. This process is designed to ensure fairness and equity for all employees. • Dispute Resolution: The agreement establishes a framework for resolving disputes between employees and management in a fair and timely manner. This includes procedures for addressing grievances, conducting mediation, and, if necessary, arbitration to resolve conflicts. 	

	Item	Action
	<ul style="list-style-type: none"> Communication and Collaboration: The agreement promotes open communication and collaboration between the union and management. Regular meetings and consultations are scheduled to discuss ongoing issues, share information, and work together to improve the workplace environment. 	
10	<p>Working Abroad Policy presented by Sam Hill</p> <p>SH presented the comprehensive working abroad policy, designed to provide a clear and structured framework for staff who wish to work outside the UK under exceptional circumstances. This policy was meticulously developed with contributions from experts in cyber security, data protection, and employment law to ensure that all potential risks and legal requirements are thoroughly addressed.</p> <p>She outlined the key provisions of the policy, which include:</p> <ul style="list-style-type: none"> Eligibility Criteria: Clear guidelines defining who is eligible to apply for working abroad, based on job role, performance, and the specific needs of the organisation. Application Process: A detailed application process that includes necessary documentation, approvals from relevant departments, and timelines for submission and review. Cyber Security Measures: Mandatory protocols to protect the organisation's data and systems, including the use of secure connections, regular security audits, and compliance with data protection laws. Legal and Compliance Considerations: Ensuring adherence to local labour laws, tax regulations, and visa requirements of the host country, with necessary legal support provided to the staff. Support and Resources: Providing access to necessary resources such as remote working tools, IT support, and regular communication channels to ensure staff remain connected and productive while working abroad. <p>Action: Implement the working abroad policy, communicate its requirements to all staff, and provide ongoing support and training to ensure smooth adoption.</p> <p>The ICB People Committee supported the Working Abroad policy.</p>	
11	<p>Hot topics/Risks</p> <p>LR mentioned the upcoming employment tribunal cases arising from the previous organisational change. The cases, focused on job matching, will be heard jointly over three days between June 2025 and January 2026. The legal team will provide further information as required. LR outlined the key issues and explained the preparations</p>	

	Item	Action
	undertaken so far. All discussed the importance of timely and comprehensive documentation and agreed on the need for ongoing monitoring and adjustments as required. It was noted that the main focus was on job matching.	
12	Matters for Escalation or Communication JH and JC will formulate matters to escalate or communicate.	
13	Any Other Business No additional business was raised.	
	Date of next meeting 28 th August 2025	

Cath Lewton with the assistance of Copilot
Executive PA to CPO and People Support Officer
June 2025

Bristol, North Somerset & South Gloucestershire (BNSSG)

ICS People Committee

Terms of Reference

Document Control			
Version	Date	Author/Reviewer	Comment
0.1	30.08.22	Julie Bacon	
0.2	02.02.24	Louise Carthy	Review and draft refresh
0.3	05.03.24	Louise Carthy	Additions to membership
0.4	02.04.25	Jo Hicks & Georgina Hawkins	Review, refresh and updated Governance structure.
0.5	11.04.25	Georgina Hawkins	Confirmed with JH to remove ICB Chief Medical Officer as Chief Nurse represents both and to remove Sirona Chief People Officer as a voting member and into attendance.
0.6	11.06.25	Georgina Hawkins	Confirmed changes to People Governance Structure with Jo Hicks and implemented.

Approved by:			
Version	Date	Group	Status
0.1	07.09.22	ICS People Committee	Approved
0.3	27.03.24	ICS People Committee	Approved

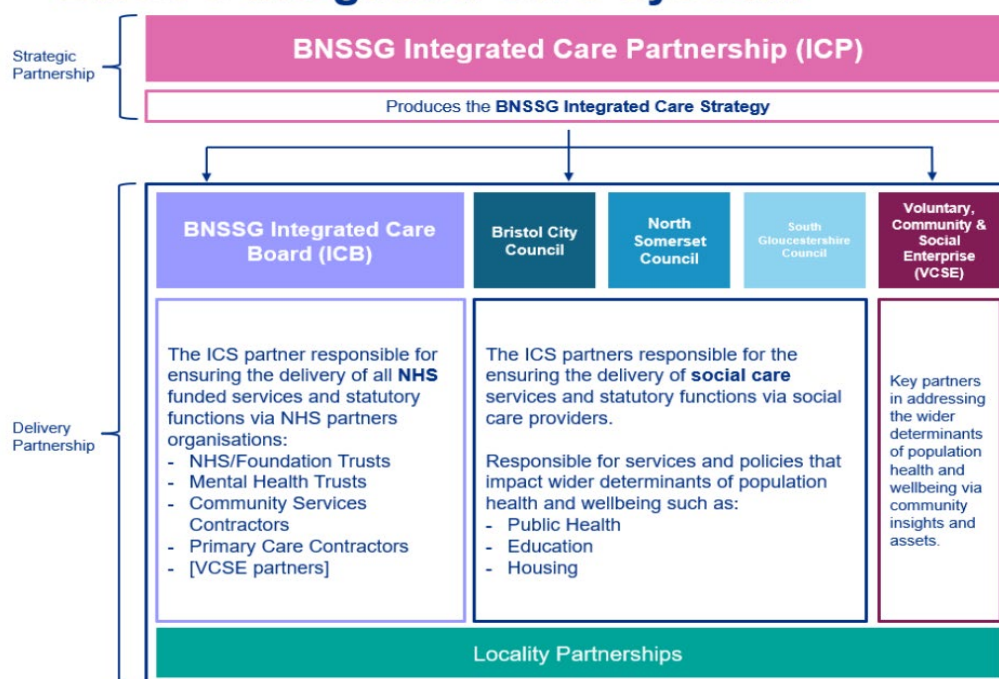
1. Introduction

The ICS People Committee is established by the BNSSG Integrated Care Board (ICB) as a Committee of the Board in accordance with its Constitution.

These terms of reference, which must be published on the ICB website, set out the membership, the remit, responsibilities, and reporting arrangements of the Committee and may only be changed with the approval of the Board.

The ICS People Committee is a non-executive committee of the Board.

BNSSG Integrated Care System:



2. Purpose

The purpose of the ICS is to:

- improve outcomes in population health and healthcare
- tackle inequalities in outcomes, experience and access
- support broader social and economic development
- enhance productivity and value for money

The purpose of the ICS People Committee is to support and enable our Integrated Care System workforce of 50,000 people to feel safe, valued and supported in their roles, to enable them to deliver improved health and wellbeing outcomes for our 1,000,000 citizens in Bristol, North Somerset and South Gloucestershire.

The ICS People Committee supports the collective aims and ambitions of the ICS Strategy (published June 23) and our local response to the NHS Long Term Workforce Plan, by providing oversight and assurance to the Board on the adequacy and delivery of the BNSSG People Programme approach.

3. Role of the ICS People Committee

What the ICS People Committee is	What the ICS People Committee is not
<ul style="list-style-type: none"> • An official assurance committee. • Accountable to the ICB Board. • An official governance mechanism with formal sign off capability. • A system-wide committee with collective responsibility for providing assurance on the BNSSG People and Culture agenda. 	<ul style="list-style-type: none"> • A delivery group. • A planning group. • A public committee. • A forum for ideas exploration.

4. Delegated Authority

The ICS People Committee is authorised by the Board to:

- Deliver its purpose as set out in these terms of reference.
- Investigate any activity within its terms of reference.
- Seek any information it requires within its remit, as outlined in these terms of reference.
- Commission any reports it deems necessary to help fulfil its obligations.
- Obtain legal or other independent professional advice and secure the attendance of advisors with relevant expertise if it considers this is necessary to fulfil its functions. In doing so the committee must follow any procedures put in place by the ICB for obtaining legal or professional advice.
- The committee may not delegate any of its accountabilities to sub-groups.

5. Remit and Responsibilities

The duties of the ICS People Committee are as follows:

- Monitor development, seek assurance and make recommendations to the ICB Board on matters relating to workforce, people and culture, and their implementation across the system.
- Agreement of the formal governance and accountability arrangements for People and Culture activities and functions in the ICS, including appointing senior responsible officers (SROs).
- Ensure there is appropriate trade union and provider engagement with the ICS People Programme.
- Oversight and assurance on how and where specific People responsibilities are delivered and funded within the ICS.
- Receive updates from members on progress of People Committee activities within partner organisations.
- Hold providers and SROs to account for delivery on agreed priorities.
- Assuring the delivery of the 10 People Functions of an ICS which may change but currently include:
 - 1) Supporting the health and wellbeing of all staff
 - 2) Growing the workforce for the future
 - 3) Supporting inclusion and belonging for all
 - 4) Supporting leadership at all levels
 - 5) Educating, training and developing people, and managing talent
 - 6) Leading workforce transformation and new ways of working
 - 7) Driving and supporting broader social and economic development
 - 8) Transforming people Services
 - 9) Leading coordinated workforce planning
 - 10) Supporting system design and development
- Oversee the assessment of the ICS's readiness, capacity, and capability to deliver its People and Culture activity.
- Ensure there is a clear understanding of the ICB and system strategic workforce priorities and that plans are in place to deliver these.
- Provide assurance that legislative and regulatory requirements relating to workforce are understood and met.
- Challenge and scrutinise risks relating to the People and Culture agenda, ensuring they are understood and that mitigating actions are identified and implemented.
- Monitor key workforce metrics to ensure that the expected standards are being delivered.
- Provide assurance to the ICB Board on equality and diversity activities, and equality delivery systems.

6. Membership

Members of the ICS People Committee shall be appointed by the ICB Board in accordance with the ICS Constitution.

Chair and Vice-Chair

In accordance with the Constitution, the Committee will be chaired by a Non-Executive member, appointed on account of their specific knowledge, skills and experience making them suitable to chair the Committee. Committee members may appoint a Vice Chair from amongst the Non-Executive members.

In the absence of the Chair and Vice-Chair, the remaining members present shall elect one of their numbers to Chair the meeting.

The Chair will be responsible for agreeing the agenda and ensuing matters discussed meet the objectives as set out in the Terms of Reference.

Attendees

Only members of the ICS People Committee have the right to attend Committee meetings, however the Chair may invite relevant staff to the meeting as necessary in accordance with the business of the Committee. The Chair of the ICB Board will be invited to attend. The Chair of the ICB Board will not be a voting member.

Meetings of the ICS People Committee may also be attended in full or in part by individuals “in attendance”, who are not members of the Committee, as and when appropriate. The Chair may ask any or all of those who normally attend, but who are not members, to withdraw to facilitate open and frank discussion of particular matters.

Other individuals may be invited to attend all or part of any ICS People Committee meeting as and when appropriate, to assist the Committee with its discussions on any particular matter.

The membership of the ICS People Committee shall include:

Voting Member	Organisation
Non-Executive Member (Chair)	ICB
Non-Executive Member - addition	ICB
Chief People Officer	ICB
Chief Nursing Officer	ICB
Non-Executive Member / Chair of People Committee	UHBW
Non-Executive Member / Chair of People Committee	NBT
Non-Executive Member / Chair of People Committee	Sirona
Non-Executive Member / Chair of People Committee	AWP
Primary Care representative / Transformation and Strategy – Executive Director	One Care
ICS Local Authority Partner	Bristol City Council
In Attendance	Organisation
Chair of BNSSG ICS People Programme Board	UHBW
Chief Executive, Voluntary Action North Somerset	VCSE Alliance
ICS People Programme SROs & Leads	
People Programme Officers as required	
Community Partner CPO	Sirona

If a voting member of the Committee is unable to attend a meeting, they should notify the ICB People Programme Officer at least one week prior to the meeting. An update on progress of the member's own People Committee activities must be provided in writing or may be delivered via the voting member's nominated representative (who shall not have voting rights).

Where an attendee of the Committee (who is not a member of the Committee) is unable to attend a meeting, a suitable alternative may be agreed with the Chair. Suitable alternatives can also attend for members in agreement with the Chair.

7. Administration

- Administration support will be provided by the People Programme Officer.
- If members are unable to attend, they must advise the Chair and/or the People Programme Officer and nominate a deputy of sufficient seniority to attend and participate in their place.
- Agenda and papers will be circulated at least 3 working days before the meeting.
- Actions will be circulated within 2 weeks of the meeting.

The Committee shall be supported with a secretariat function. This will include the following:

- Ensuring the agenda and papers are prepared and distributed in accordance with the Standing Orders having been agreed by the Chair with the support of the relevant executive lead.
- Preparing and monitoring attendance lists ahead of meetings to gauge quoracy.
- Recording of members' appointments and renewal dates, prompting the Committee to renew membership and identify new members where necessary.
- Ensuring good quality minutes are taken in accordance with the Standing Orders and agreed with the chair, and that a record of matters arising, action points and issues to be carried forward are maintained.
- Supporting the Chair to prepare and deliver reports to the Board.
- Ensuring the Committee is updated on pertinent issues / areas of interest / policy developments.
- Ensuring action points are taken forward between meetings.

8. Quoracy

For a meeting of the ICS People Committee to be quorate, a minimum of three members of the Committee must be present and must include either the Chair or the Vice Chair.

If any member of the Committee has been disqualified from participating in an item on the agenda, by reason of a declaration of conflicts of interest, then that individual shall no longer count towards the quorum.

If the quorum has not been reached, then the meeting may proceed if those attending agree, but no decisions may be taken.

Decision making and voting:

Decisions will be taken in accordance with the Standing Orders. The ICS People Committee will ordinarily reach conclusions by consensus. When this is not possible the Chair may call a vote.

Only members of the ICS People Committee may vote. Each member is allowed one vote and a majority will be conclusive on any matter.

Where there is a split vote, with no clear majority, the Chair of the Committee will hold the casting vote.

If a decision is needed which cannot wait for the next scheduled meeting, the Chair may conduct business on a 'virtual' basis through the use of telephone, email or other electronic communication.

9. Frequency and Governance

The ICS People Committee will meet in private.

The ICS People Committee will meet bi-monthly. Arrangements and notice for calling meetings are set out in the Standing Orders. Additional meetings may take place as required.

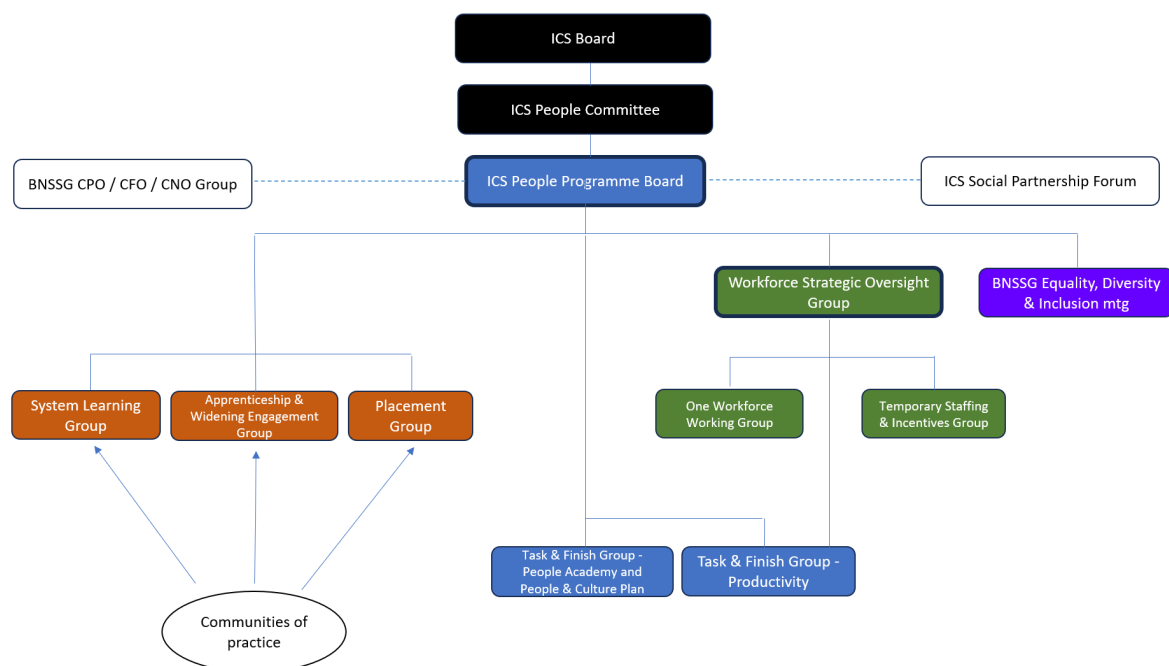
10. Accountability and Reporting

The ICS People Committee is accountable to the ICB Board and shall report to the Board on how it discharges its responsibilities.

Minutes of ICS People Committee meetings shall be formally recorded by the secretary and submitted to the ICB Board in accordance with the Standing Orders.

The ICS People Committee Chair will provide assurance reports to the ICB Board at each meeting and shall draw to the attention of the Board any issues that require disclosure to the Board or require action.

Delivery will be through the BNSSG People Programme Board which will be accountable to the ICS People Committee.



11. Behaviours and Conduct

Benchmarking and guidance

The ICS People Committee will take proper account of national guidance, best practice and appropriate benchmarking.

ICB values

Members will be expected to conduct business in line with the ICB values and objectives and the principles set out by the ICB.

Members of, and those attending, the Committee shall behave in accordance with the ICB's constitution, Standing Orders, and Standards of Business Conduct Policy.

Equality diversity and inclusion

Members must demonstrably consider the equality, diversity and inclusion implications of decisions they make.

12. Conflicts of Interest and Decision Making

The ICB Corporate Team will maintain a schedule of Declarations of Interests. ICS People Committee members are required to declare any interests and to notify the ICS People Programme Officer of any changes to interests as they arise. The schedule will be available to all members on request.

Members will be required to declare relevant interests verbally at the start of a meeting and, at the Chair's discretion, they may be asked to leave the meeting while a particular topic is being discussed. Conflicts of Interest will be considered case by case with the Chair.

13. Confidentiality

All documentation shared in the ICS People Committee is considered confidential and will not be shared outside the group without the specific consent of the contributing member.

The closed minutes of the ICS People Committee are shared with the Committee for information and comment and are not to be shared with organisational colleagues until ratification at the next meeting.

The open minutes of the ICS People Committee are shared with the ICB Board for information and are therefore in the public domain.

14. Review and Approval

The ICS People Committee will review its effectiveness at least annually.

These Terms of Reference will be reviewed at least annually and earlier if required. Any proposed amendments to the Terms of Reference will be submitted to the ICB Board for approval.

11/04/25