

CEO Report NHS Greater Manchester Integrated Care Board

2024-2025

NHS GM Integrated Care Board

The benefits that the population of Greater Manchester will experience.	NHS GM will be supporting the wider spread implementation of the Good Employment charter Toolkit.
How health inequalities will be reduced in Greater Manchester's communities.	The shared learning of good practice from the Greater Manchester (GM) Health and Care Champion Awards.
The decisions to be made and/or input sought: <ul style="list-style-type: none"> Committing to and supporting the system wide rollout of the GM Good Employment Charter Implementation Toolkit. 	
How this supports the delivery of the strategy and mitigates the BAF risks	Actions are currently underway to develop the BAF, in readiness for the BAF's presentation at the September NHS GM Board Meeting.
Key milestones	<ul style="list-style-type: none"> Staffing changes. 76th anniversary of the NHS on 5th July. 1st July marked 2nd anniversary of the ICB.
Leadership and governance arrangements	Key duties have been fulfilled: <ul style="list-style-type: none"> NHS GM Accounts for 23/24 – submitted. Fit and Proper Persons Test (FPPT) Annual Report – submitted. NHS GM Values – launched.
Engagement* to date *Engagement: public, clinical. Analysis: equality, sustainability, financial. Comments/ approval by groups/ committees.	As the Chief Executive I am continuing to engage, communicate and interact with NHS England at a regional and national level, as well as key system and locality leaders for issues such as the urgent and emergency care (UEC).

Public engagement	Clinical engagement	Sustainability impact	Financial advice	Legal advice	Conflicts of Interest
N	N	N	N	N	N

1.0 NATIONAL UPDATES

- 1.1 On 4th July we had our General Election, which resulted in a change of Government. As explained by Amanda Pritchard – CEO of NHS England on 1st July, in advance of the General Election, NHS England colleagues had been working with the Department of Health and Social Care (DHSC) and others in Government to prepare for whatever the result was. Given we now know the outcome, I will work with, and look to update colleagues on the immediate practical implications for the NHS. Sir Richard and I would welcome the opportunity to meet with NHS England colleagues as well as Wes Streeting – Member of Parliament (MP), who is the new Secretary of State for Health and Social Care. In keeping with usual custom and practice, NHS GM are often asked to take part in Ministerial visits to visit areas such as the GM system. Once these have taken place, I will appraise the Board accordingly. I will update the Board in September on any significant and relevant changes to health and care policies. As a Board we need to consider how we maintain our pace of work, noting the potential legislative changes ahead.
- 1.2 On 5th July it was the 76th anniversary of the NHS. As I have previously stated to the Board, this date also has an historical local significance, as Trafford General Hospital was officially opened as the first NHS hospital on that date. I am sure colleagues like myself, will have reflected on this date and recognised the work required to support the population of GM to address our system challenges.

2.0 REGIONAL UPDATES

- 2.1. Richard Barker – Regional Director for the North-West, as well as North-East and Yorkshire, retired on 30th June after many years working in the NHS. Dr Michael Gregory – Regional Medical Director will be acting as interim Regional Director role prior to a permanent arrangement being in place. At the point of writing my paper, I was unaware of the permanent arrangements. Should I be aware by 17th July, I will share verbally with the Board. I look forward to working with Dr Gregory in the interim and welcoming a new substantive Regional Director, once in post. This role is pivotal to supporting NHS GM, as the Regional Director will be the Chair of our System Improvement Board (SIB).
- 2.2. I stated in my CEO Report to Board in May that NHS GM's own COO, Martyn Pritchard will be retiring this month. Professor Colin Scales, who is currently the Chief Executive at Bridgewater Community Healthcare NHS Foundation Trust, has been appointed as NHS GM's new Deputy Chief Executive / COO. Professor Scales will formally commence in post in September.

3.0 GREATER MANCHESTER UPDATES

Urgent and Emergency Care (UEC) Development Session

- 3.1. On Monday 1st July, I welcomed NHS England colleagues to a development session with system and locality partners to specifically look at our UEC system. The session looked at examples of best practice from other large systems which have experienced significant UEC pressures, such as Walsall. As Board members will be aware, the GM system has a set of plans to address our UEC challenges, jointly between localities and providers. I am tightening up the accountability arrangements on the delivery of those plans.

NHS GM's Board Assurance Framework (BAF)

- 3.2. Board members will be aware, from our Informal Board Development Session in June, we discussed the ongoing development and detail provided within our Board Assurance Framework (BAF). An action from June was for the respective teams to review and refresh the content of the current BAF, for a further detailed discussion at our September Board Meeting. This review will include the risk descriptions being strengthened to alignment between the strategic objectives and the BAF risks.
- 3.3. Members of the Board are welcome to discuss with the appropriate Chief Officers to input accordingly, in advance of 18th September, as well as to discuss through the prime committees of our Board, whom have their own risks feeding into the BAF. It has therefore been agreed that there will be no BAF Report to today's Board, to allow time for the above process to be conducted.

NHS GM's 2023/24 Accounts

- 3.4. Board members who sit on our various prime committees, will be well aware of the work to complete NHS GM's 2023/24 Accounts. I can confirm that the necessary documentation was completed and submitted to NHS England ahead of the national deadline on 28th June. Should members of the Board wish to see a copy of the submission or discuss the content in more detail, Mandy Philbin will happily support this outside of the meeting.

System Planning Update

- 3.5. I want to advise the Board of the conclusion of the operational planning process for 2024/25. Board members will be aware that there was an intention to bring a System Planning Update to Board in July. This update was to bring together the changes to the 2024/25 Operational Plan and noting that the refresh of the Joint Forward Plan (JFP). The initial draft of the Operational Plan was presented at the Board meeting on 20th March. An updated version of the plan, ahead of formal submission of key templates and documents to NHS England, was presented to the Board on 30th April.

- 3.6. NHS England requested a resubmission of the Plan for 2024/25 following a meeting with Amanda Pritchard. As such, a paper providing details of all the proposed changes within the resubmission was presented to an Extraordinary Board Meeting of the ICB on 11th June. The Board Meeting approved the changes and the updated version of the plan, which was submitted to NHS England within the required timeframe. Given the Operational Plan changes were approved through the Extraordinary Board Meeting on 11th June, I have provided this timeline within my CEO Report for completeness.
- 3.7. The national guidance states that each Integrated Care Board (ICB) must publish a five-year JFP. Our JFP describes how GM will achieve the outcomes described in the Integrated Care Partnership (ICP) Strategy. We published the JFP for 2023-28 on 30th June 2023. NHS England requires the JFP to be updated on an annual basis. The update is due by 31st July 2024 and is to be published on our website. NHS GM has developed a detailed Operational Plan narrative document for 2024/25 that has been approved by the Board. It is proposed the plan for 2024/25 constitutes the update to the JFP as the core themes in the JFP are based on the six missions in the ICP Strategy, which remain unchanged.
- 3.8. It should be noted that there was no formal requirement for Integrated Care Systems (ICSs) to publish a detailed narrative Operational Plan for 2024/25, which GM has done. The sole requirement is to submit the information templates to NHS England. We have also developed our Operational Plan to cover the broad themes in the ICP Strategy and JFP. Our plan for 2024/25 includes areas such as population health, primary care, housing and health, that go beyond the specific requirements of the NHS England planning guidance. We will undertake a more comprehensive refresh of the JFP for 2025/26 and this will be supported by the analysis in our Sustainability Plan, which is to be finalised by September of this year.

Fit and Proper Person Test (FPPT) Annual Report

- 3.9. Board members will be aware from their own direct involvement of the work from the Kark Review in 2019, which was commissioned by the Government in July 2018 to review the scope, operation and purpose of the Fit and Proper Person Test (FPPT). This applies under the current Regulation 5 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014. The review highlighted areas that needed improvement to strengthen the existing regime. As such, NHS England has developed a Fit and Proper Person Test (FPPT) Framework in response to recommendations made by Tom Kark KC in his 2019 Review of the FPPT. This also takes into account the requirements of the Care Quality Commission (CQC) in relation to directors being fit and proper for their roles.
- 3.10. This guidance is for senior members of staff nominated by the Chair to support the FPPT process and the Senior Independent Director. The purpose of the revised FPPT Framework is to strengthen and reinforce individual accountability and transparency for board members, thereby enhancing the quality of leadership within the NHS. The Framework has been in effective from 30th September 2023 and was to be implemented by all boards going forward from that date. NHS organisations are not expected to collect historic information to populate

ESR or local records, but to use the FPPT Framework for all new board level appointments or promotions and for annual assessments going forward.

- 3.11. I can confirm that in line with the requirements of the FPPT regulations, Sir Richard, as our Chair, submitted our FPPT Annual Report to the Regional Director for NHS England North-West, to provide assurance that NHS GM's Board is fit and proper to the appointments of Board members, and fit to continue in role for those in existing Board member positions. NHS GM's FPPT Annual Report was submitted by 30th June 2024. I would like to thank both Sir Richard and Sheena McDonnell for their consideration and scrutiny of this important assurance process.

The launch of the NHS GM Values

- 3.12. NHS GM recently launched our organisational values and behavioural framework. I am proud to say our values were co-produced with our staff, following an extensive engagement process which sought the views of over 300 individuals from across localities and GM-wider functions in face-to-face engagement sessions, and over 400 responses to our final say survey. Our values of Collaboration, Compassion, Inclusion and Integrity serve as guiding principles, shaping the culture and behaviours we expect to see through any interactions we have; whether this be with one another, our system partners or the communities we are here to serve. In order for this to become a reality, it is important we continually reflect on how we personally contribute to the culture of our organisation and we are working with teams and individuals across NHS GM to ensure we are all committed to help embed our values.

The Greater Manchester Health and Care Champion Awards

- 3.13. The winners of our Champion Awards will be announced on Thursday 11th July, at a fantastic, sponsored event at the Museum of Science and Industry. The 2024 shortlist included a chef, a football club secretary, a team of midwives and a MacMillan dementia nurse. The Greater Manchester Health and Care Champion Awards are organised by NHS GM and were first held in 2018. They are an opportunity to show recognition and gratitude to those working hard to improve the health and wellbeing of the people in our communities.
- 3.14. Back for its fifth year over 500 nominations were received this year, each sharing the extraordinary stories from across our employed and unwaged workforce. Nominations were submitted across 13 different categories, including Leadership, Innovation and Community Champion. Workers and volunteers from across the health and care sector of all ten localities of GM were nominated. Many include the contribution of staff who have dedicated years to working in the sector while others are making great leaps at the start of their health and care journey. Some of the nominations detail those striving to tackle health inequalities within communities, while others have volunteered their own time to help improve the lives of others. One thing is for sure, all those nominated are well-deserving of award and recognition. I will share more information verbally on our winners in the Board meeting.

NHS GM becomes the latest health and care organisation to be a Good Employment Charter Member

- 3.15. NHS GM has been officially accepted as a new member of the Greater Manchester Good Employment Charter. The Charter is a voluntary membership and assessment scheme that aims to raise employment standards across GM, for all organisations of any size, sector or geography. By becoming a member, organisations make commitments to ensure employees throughout GM benefit from fair wages, secure working hours, and overall positive working conditions.
- 3.16. We are proud to join organisations across GM, such as the Northern Care Alliance NHS Foundation Trust (NCA) and Hawkey Brook Medical Practice, in membership of the Good Employment Charter. We look forward to working with the Charter and its members, not only to improve the experience of work for our own colleagues but working with other health and care organisations to improve employment practices across our city-region.
- 3.17. The GM Good Employment Charter Implementation Toolkit for Health and Care Employers is a useful resource for all health and social care employers. It brings together a wealth of information and guidance to assist employers with the adoption of the GM Charter to drive up employment standards and address the challenges that are leading to high staff turnover rates, difficulties with filling key vacancies and workforce morale. I look forward to hearing more about this through our People and Culture Committee. The Chief People Officer, Janet Wilkinson will be able to update the Board in the coming months on the next steps on Good Employment Charter Implementation Toolkit.

John Herring wins Leader of the Year

- 3.18. Remaining on the topic of The Good Employment Charter, NHS GM's Director of Organisational Development and Culture, John Herring, was presented with the Leader of Year award at The Greater Manchester Good Employment Awards held recently at the Whitworth Hall on Oxford Road in Manchester. The awards celebrate the employment excellence which is benefiting employees across the region. John champions the work that is underpinned by a commitment to equality, fair pay, and giving NHS GM colleagues a say in how their workplace is run. John has been pivotal in not only supporting our own organisation to become a member of the Good Employment Charter, but also working with health and care organisations across GM, helping to improve employment standards across our city-region. I am sure the Board will join me in congratulating John on this well-deserved recognition.

Relocation of NHS GM's Headquarters

- 3.19. I'm delighted to announce that our colleagues at the Greater Manchester Combined Authority (GMCA) will be welcoming NHS GM colleagues to our new home down the road in The Tootal Buildings on Oxford Road, here in Manchester. This is an important change and step for NHS GM, as moving into one building with the GMCA is also about the chance for us all to work

alongside colleagues playing their part in making GM a better place for everyone. The NHS, and the wider health of our population, is critical to our city region's plans, working with housing, education and skills, transport, jobs and more. As we head into a new Mayoral term and a new Government, our ambitions for our people and our place are stronger than ever, and the opportunity to work even more closely with all of you, and the wider Integrated Care Partnership (ICP).

- 3.20. I also look forward to working closely with Caroline Simpson, who has recently replaced Eamonn Boylan as the new Chief Executive of the GMCA, following Eamonn's retirement. Colleagues will know Caroline as a familiar face in GM, as she was previously the Chief Executive of Stockport Metropolitan Borough Council and our Stockport Locality Place Based Lead.

4.0 RECOMMENDATIONS

- 4.1 The Board is asked to note the contents of the report and actions expected by Board members. Board members will see the change in Board template rollout completely across the Board and assurance committees in the coming weeks.