



Mid and South Essex
Integrated Care
System



Mid and South Essex

Mid and South Essex ICB:

People Management Strategy

March 2024

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Introduction

NHS Mid and South Essex Integrated Care Board) is committed to becoming an employer of choice by creating a sustained and transparent employee pathway. The pathway has nine key parameters that are underpinned by a relevant and accessible set of HR policies and procedures.

Our people are vital to the delivery of our strategy, vision, and values.



We are collaborative



We are compassionate



We are innovative



We are living well

This strategy is different to a workforce strategy which looks at the skills development needs and recruitment hot spots; its aim instead is to develop an organisation where management competence ensures that our staff deliver excellent performance. That each day staff feel involved, inspired, appreciated, fulfilled, happier and healthier at work. Other core management skills involve the successful design of our organisation and the jobs within it.

The key objectives for this strategy are to deliver the objectives contained within the [NHS People Promise](#) which underpins the delivery of the [NHS People Plan](#). This strategy acknowledges the MSE ICB Inclusion and Belonging Strategy and its Organisational Development Plan but has a specific focus on the internal human resource processes that our ICB has in place to develop and promote excellent people management. The creation of several staff networks and Freedom to Speak up and Wellbeing Champions and Mental Health First Aiders alongside an ICB Inclusion and Belonging Steering Group demonstrates our commitment to create a work environment in which our staff feel supported and psychologically safe. The ICB also recognises and works closely with Trade Union Representatives to ensure transparency of decision making in matters that affect our staff.

The ICB is committed to supporting staff to perform at their best, which requires active participation in structured 1:1s and Appraisals. The new 1:1 paperwork also encourages the celebration of any success as well as actions to progress delivery against objectives. It also encourages both Wellbeing and Career Conversations as well as the opportunity to identify development needs. Our reputation as an employer is dependent on the way we treat our staff throughout their time with us. Robust people management practices keep our ICB and the individual safe, to support the creation of a high performing organisational culture, where staff feel accountable for and proud of the quality of the work that they deliver.

Consistency in management practices creates a strong platform for whole organisations to perform well.


Designing our Organisation

Our transition to become an Integrated Care Board, has given us the opportunity to review our structures and think creatively about how we organise our staff in a way that best delivers what we want to achieve. Well-designed roles and a balanced organisational structure create an environment which allows for effective communication, delegation, performance management and delivery.

Too many structural layers can mean that people at the front line are too removed from the key influences driving the organisation forward. Ideally, reporting lines should have fewer than 10 direct reports and, career progression and succession planning, and talent management should be accessible to all.

Appropriate gaps between bandings should be considered when designing any structure. Too big a gap and the delegation lines break down; whereas too small a gap can result in roles blurring and a lack of freedom to act which is an important element of creating job satisfaction.

As our ICB evolves we will continuously review our organisational structures and job design, to ensure staff have fulfilling roles.



MSE ICB also has an ambition to reduce siloed working both internally and in our system as a whole, to create more varied opportunities for staff to contribute to the delivery of the system priorities and objectives. We are committed to working differently to bring to life the concept behind an Integrated Care System, positively promoting our Collaboratives and Integrated Care Partnerships. This will involve creating a myriad of opportunities for staff to work across system priorities from a clear functional base, both internally and externally embracing a matrix management approach, which will offer opportunities for solid career progression as well as flexibility to deliver what is a fast-moving agenda in the NHS.

There are multiple reasons as to why we are doing this. To work in a system, it is key to understand the whole system and having wider exposure to different parts will lead to well-rounded future system leaders and staff who understand how to make a difference. We want staff to have fulfilling and challenging roles which will help us to retain our talent.

Our overall goal in the ICB is to create a work environment that is agile, flexible, and resilient to deliver our mission, vision, objectives and values in order that as a system we provide better patient care, improve patient care and make a contribution to the delivery of healthier and more prosperous communities.

Creating rewarding jobs

The weighting between each element of a job role must be in balance, or frustration and / or burnout can occur. The HR Team can offer support on the design of structures and jobs, and the job evaluation process will provide feedback on the design of the role in terms of appropriate remuneration, ensuring its fit against national role profiles and avoiding pay creep. As an employer we need to ensure we keep our organisational structure in balance and have a fair, equitable and transparent approach to the way we recruit and pay our staff.

The key job elements are:

Know How = Technical experience, planning, organising, controlling, communicating, and influencing skills.

Problem Solving = Thinking environment, thinking challenge, first principles or following a process.

Accountability = Freedom to Act, magnitude/breadth of the role and impact.

Attracting great talent

MSE ICB is an evolving organisation which is starting to identify the nature of the talent we require to future proof ourselves. The MSE ICB Inclusion and Belonging Strategy champions the opportunity to engage with applicants from diverse backgrounds by ensuring our language in adverts and job descriptions is inclusive and our presentation of information is accessible.

MSE ICB has a workforce of 429 directly employed staff of which 35 are employed on a Fixed Term contract. In addition, there are approximately 75 others who work within the ICB structure, mostly GPs as Clinical Leads or members of the board, as well as system partners who contribute to our delivery of services. The ICB has clear procedures for the safe employment of staff and as required the deployment of these staff, this is through employment checks, fit and proper person tests, safe to practice checks, a Memorandum of Understanding and the use of honorary contracts, secondment agreements, on site and first day induction, and compliance with relevant organisational policies and procedures.. Where services are contracted from individuals, this is done in the way most applicable to take account of employment and tax legislation and in line with contracted and agency staff NHS regulations.

What our partners and our staff can expect from us our organisational values and behaviours

We believe passionately that employing a diverse workforce is central to our success and so we aim to make recruiting decisions based on experience, skills and diversity. We ensure our policies and processes from hire to retire are fair and equitable and are inclusive for all staff. This strategy was co-produced between members of the HR Team, and the Integrated Care Board (ICB) Equality, Diversity and Inclusion Advisory Group (EDI).

This strategy is intended to help to provide equal opportunities for potential candidates, regardless of their personal characteristics or circumstances and to ensure that career progression and movement within our organisation and around our Integrated Care System is accessible to all staff. We will ensure our organisation's commitment to diversity and inclusion is a core part of corporate branding. We aim to expand our shared understanding of the benefits and meaning of inclusive processes with a range of cultural awareness, skills and experience that will positively benefit the ICB in performance and productivity.

The MSE ICB Recruitment Policy has been modified to include value-based recruitment and for Band 8a and above candidates will undertake a situational judgement test in relation to our values and be asked competency questions relating to the [NHS Leadership Competency Framework](#). The ICB Board have committed to delivery against the [NHS 6 High Impact Equality and Diversity Actions](#) and all HR and Workforce Projects are being mapped against them. Our employee brand is important to us, and we are registered as a Mindful Employer and a Disability Confident Employer, and all staff are paid above the Living Wage.

As we mature on our diversity journey, we will ensure that entry into our organisation will be inclusive and without any discrimination or bias, so that good candidates are neither disadvantaged nor disillusioned by our recruitment processes.

Good / fair recruitment processes are the external window into any organisation, and candidates whether successful or unsuccessful, should have a good story to tell. Our intention is to recruit the people who best demonstrate our values and behaviours and come with a set of skills and knowledge that also add value in the wider context of the ICB's development.

Cloning is a common failure of many a recruitment process, where the panel appoints people who they perceive as like themselves. It is also called recruiting in your own image. This practice negatively affects any opportunity of making the organisation more diverse. Another common mistake is called seeing the coming of the messiah where panels perceive a candidate to have the power to rescue the organisation and solve the inherent organisational problems, which may cloud their capacity to adequately assess the candidate against the role they are applying for. Neither approach is helpful.

Whilst candidate selection is not an exact science, great skill and care must be applied when selecting candidates. Hence the completion of more than just an interview will give the best chance to assess. A panel must also be prepared to adjust the process if required to meet individual needs and the whole process itself should be designed to give the individual their best experience and a fair opportunity to demonstrate their knowledge, skills, competence, and values.

MSE ICB also encourages all recruiting managers to undertake Unconscious Bias training available on ESR. Having a workforce that reflects the communities that we serve will help the ICB/ICS to deliver services that better meet the needs of its patients.

The other benefits of fostering diverse and inclusive recruitment and retention practices are improved innovation and good employee morale because people feel valued as individuals and the trust that follows allows for far greater creative thinking. This inclusive ambition comprises of three key priorities and identifies the actions we will take over the next five years. It outlines the key roles and responsibilities and how we will track progress and measure success.

- ◀ **Workforce diversity** – recruit from a diverse group of candidates to increase diversity of thinking and perspective.
- ◀ **Workplace inclusion** – foster a culture with behaviours that encourages collaboration, flexibility and fairness to enable employees to contribute to their potential and increase retention.
- ◀ **Sustainability and accountability** – identify and breakdown systemic barriers to full inclusion by embedding diversity and inclusion in policies and practices through adherence to the behaviours in the ICB values equipping leaders with the ability to manage diversity and to be accountable for their practice.

Much of the discrimination that occurs during the candidate attraction part of the recruitment process is unintentional, but a candidate may experience a sense of direct or indirect discrimination. Candidate feedback will form part of the success criteria. The application process will be open to all, and we aim to attract job applicants from as wide a talent pool as possible to build a diverse workforce.

- ◀ **Job advertisement** – we will review job advertisements to ensure that the language in advertisements is inclusive, in plain English and welcoming to people from all backgrounds. We will include a statement in the job advertisement that explicitly sets out the organisation's commitment to equality, diversity and inclusion. All ICB jobs will be advertised

widely through a range of job platforms and social media clearly welcoming applications from all groups of the community and particularly those under represented protected characteristics in our ICB, including Global Majority, Disability and LGBTQ+ groups. We positively encourage potential employees to feel comfortable to bring their whole self to work. Specifically in our adverts we state,

We are passionate about creating an inclusive workplace that promotes and values diversity. We know through experience that the different ideas, perspectives and backgrounds create a stronger and more creative work environment that delivers better patient outcomes. We welcome applications regardless of people's age, disability, sex, gender, identity and gender expression, sexual orientation, race or ethnicity, religion or belief. We have policies and procedures in place to ensure that all applicants are treated fairly and consistently at every stage of the recruitment process, including the consideration of reasonable adjustment for people who have a disability. We would also encourage applicants to raise any personal circumstances they would like us to be aware of so that we can consider possible adjustments.

- ◀ **Summary of the job and first paragraph** - we will ensure that the first paragraph of the job description matches the job's unique requirements and ensure that the first paragraph of the job description and advertisement include relevant facts about the vacancy in a way that positively encourages applicants to identify this as a possible opportunity for them.
- ◀ **Family friendly** - we will ensure we welcome introductions to potential employees from the families and communities that our staff are part of. We encourage staff to promote us as an employer of choice.

- ◀ **Hybrid working** - we will ensure as an organisation with limited requirement to travel we are more accessible for people with a disability that makes travelling difficult and for people who have local caring responsibilities and who cannot regularly commute.
 - ◀ **Flexible working** - we will ensure that applicants are able to find the key job elements easily including the information in the main body of the job advertisement. For example, basic but important information such as whether or not the vacancy is full or part time, the provisional start date, the salary range, benefits, the formats in which the employer will accept an application and the application deadline.
 - ◀ **Application process** - we will ensure our application process is accessible for all and there is no bias because of who you are or where you come from.
 - ◀ **Short-listing** - we will ensure all identifiable information is removed before short-listing and scores are given against set criteria of the job specifications.
 - ◀ **Training** - we will ensure all recruiting officers have completed the recruitment and selection training and unconscious bias training.
 - ◀ **Job interviews** - we will ensure all interview panels are diverse and members have appropriate training and address any unconscious bias that may exist.
 - ◀ **On boarding** - we will ensure on boarding starts at the minute the job is offered and new recruits are contacted throughout the joining process. That new starters are greeted on their first day of employment and managers conduct an immediate on entry induction.
 - ◀ **Talent management** - we will ensure that staff through appraisal and one to one process are regularly asked about their aspirations and career plans and their training and development needs are identified and supported. We positively encourage career conversations through regular one to ones and appraisals.
 - ◀ **Promotion** - we will ensure that all jobs are advertised internally as well as externally and internal candidates are given an equal candidate experience. Where we believe we have the skills to fill a role internally we will do an internal advert in the first instance. We will positively encourage a focus on the individual career journey rather than a set of rules to follow and value competence alongside qualification.
 - ◀ **Roles and responsibilities** - all employees have the responsibility to maintain an environment that is safe, respectful, and productive. Everyone has the right to be treated fairly within the workplace in an environment that recognises and celebrates diversity. We can all contribute by participating in workplace diversity and inclusion activities and opportunities and complying with all anti-discrimination and workplace diversity legislation.
- Managers and supervisors can contribute by displaying a positive commitment to workplace diversity and inclusion, being role models, fostering an inclusive workplace culture, dealing quickly and effectively with inappropriate behaviour, and participating in diversity training and encouraging team members to attend. The success of the strategy is dependent upon the support of everyone in the ICB. Everyone has a responsibility for contributing to a culture which supports and values diversity and inclusion.

Our values

Working together for better lives

Our organisational values aren't just words on a page – they're the foundation of our culture and the compass that guides our actions. We're committed to weaving them into everything we do, from day-to-day operations to long-term planning. They'll even play a role in how we bring new team members on board, helping us find people who share our values and can contribute to our success.

There are four values that all staff are expected to demonstrate:

- 1 We are collaborative** - We actively seek out partnerships and work together across disciplines to achieve the best outcomes for our patients and communities.
- 2 We are innovative** - we embrace creativity and continuously strive to find new and better ways to deliver healthcare, improving efficiency and effectiveness.
- 3 We are compassionate** - we ensure that compassion and inclusion are central to the care we provide and the way we work with each other. We respond with humanity and kindness to each person, acknowledging their individual needs and circumstances.
- 4 We are living well** - we are dedicated to promoting health and wellbeing, both for those we serve and for our staff, encouraging a culture that supports personal wellness and empowers individuals to lead fulfilling lives both inside and outside of work.

For each value, there are also a set of behavioural standards. Our behavioural standards aim to enhance consistency in our actions and communications to support others. These standards are applicable to our interactions with colleagues, stakeholders, and residents, across all aspects of our work. It is vital for each of us to consider how these behavioural norms can be integrated into our respective roles



We are collaborative

- ◀ Actively seeking input and feedback from colleagues when making decisions.
- ◀ Sharing information and resources openly and transparently.
- ◀ Working together across departments or teams to solve problems or achieve goals.
- ◀ Recognising and appreciating the contributions of others.
- ◀ Being willing to compromise and find common ground to reach consensus.



We are innovative

- ◀ Thinking creatively to find new solutions to challenges.
- ◀ Experimenting with new ideas or approaches.
- ◀ Embracing change and being open to trying new methods or technologies.
- ◀ Encouraging a culture where failure is seen as an opportunity for learning and improvement.
- ◀ Seeking out opportunities for professional development and staying informed about advancements in healthcare.

We are compassionate



- ◀ Demonstrating empathy and understanding towards patients, their families, and colleagues.
- ◀ Ensuring inclusivity and diversity in all aspects of care delivery, actively seeking to understand and accommodate the unique needs and backgrounds of every individual we serve.
- ◀ Taking the time to listen actively and attentively to others' concerns.
- ◀ Going above and beyond to provide comfort and support to those in need.
- ◀ Advocating for the needs and rights of vulnerable populations.
- ◀ Treating everyone with dignity and respect, regardless of their background or circumstances

We are living well



- ◀ Prioritising work-life balance and taking breaks when needed to recharge.
- ◀ Encouraging healthy habits such as regular exercise, good nutrition, and sufficient sleep.
- ◀ Offering support and resources for managing stress and maintaining mental health.
- ◀ Promoting a culture of self-care and mutual support among colleagues.
- ◀ Recognising and celebrating achievements both professionally and personally.

How we are embedding our values

How we behave every day, what we do and how we act and interact with others is where we really see the demonstration of our values.

It's in the way we recruit and induct people into the organisation; how we carry out reviews and develop personal development plans. How as teams we strive to be better and work together, and how we tackle the challenging aspects.

We encourage everyone to implement them in their work behaviours, decision-making, contribution and interaction with others.

Our expectations

We expect all staff, members and colleagues who engage with the NHS Mid and South Essex ICB to always share and demonstrate these values whilst interacting with, or on behalf of our organisation. We are committed to ensuring that everyone who encounters our organisation experiences a safe, welcoming and inclusive environment, where everyone is respected and valued, and professional boundaries are upheld.

We do not tolerate any behaviour that goes against our values and may be deemed offensive, abusive, racist, sexist, homophobic or any other discriminatory or abusive behaviour. We will always call out, challenge, act on and, if necessary, report all unacceptable behaviour.

Joining our ICB

Induction, mandatory training, and probation are key parts of the joining and engagement of new recruits with our values our mission vision objectives and values.

Early investment in new staff through a well-managed probation can solve a myriad of problems later in the employment relationship. This also is the first exit point on our employee pathway. Alternatively, a successful completion of the probation period should trigger the first performance appraisal. Probation objectives should be smart and must include all mandatory training completion. Our ICB is currently re-energising a comprehensive and meaningful induction process for all new starters. We are also developing a Managers' Learning Network to ensure all new and existing managers understand their roles and responsibilities as outlined in the [NHS England »](#)

[The expectations of line managers in relation to people management](#) and alongside this we are creating a Managers' Tool kit, which will include links to guidance and policies relevant to the role.

We are a hybrid working organisation and so onboarding to our ICB requires significant extra focus and care by our line managers. We will aspire to all new staff having a face-to-face induction meeting in our ICB Head Office and regular face to face team meetings to be able to build relationships with their colleagues. They will have completed a Display Screen Workstation Assessment to ensure their workplace at home is both safe and fit for purpose, and we will ensure they have the equipment that they need to undertake productive work. Managers must ensure that staff with any requirement for reasonable adjustments should be responded to very quickly as part of the onboarding process.

Developing and managing our performance and competence

Maintaining staff at optimum performance is an understated part of the manager's role. The potential to do better needs constant nurturing, and under performance needs appropriate and reasonable challenge. Organisational Development is the planned and sustained enabling of individual performance in an organisation, through the motivation and involvement of its people. Line management relationships and commitment are fundamental to achieving this.

MSE ICB has several policies in place to support the management of performance which are Appraisal; Learning and Development; Flexible Working; Managing Performance; Disciplinary; Absence Management; Stress Management; Dignity at Work.

The recent NHS survey 2023 results reported that 74% of staff had received an appraisal in the last 12 months, compared with 44% of staff in 2022. However, the quality and impact of the appraisal process requires further work.

Improving the performance of our leaders and manager

360-degree appraisals are available to all who request them via the NHS Leadership Academy and are based on the NHS Healthcare 9 Leadership Dimensions. An online self-assessment can also be accessed in this way.

Keeping our staff and our organisation safe

MSE ICB has a duty of care to each individual staff member. This duty of care underpins the work of the HR Team and the support it offers to Managers, the Executive Team and the Board and runs through most HR Policies. Individual employment rights and fair access to opportunity are demonstrated through every HR process, but particularly in managing organisational change, health and safety, managing stress management flexible working, freedom to speak up whistle blowing, dignity at work, shared parental leave, domestic violence and abuse, Disclosure and Barring Service, DSE home working risk assessment, stress risk assessment, equality in employment, maternity adoption and paternity, professional registration, probation, conflict of interest and safe recruitment policy.

These are all policies and processes available to keep our staff safe whilst at work. Our 2023 staff survey reports that 48% of our workforce had felt unwell in the last 12 months due to workplace stress. We are developing training for line managers in effective people management which will include the planning and organising work and individual as well as how and where work is carried out and the culture and climate of where work happens.

Whilst 44% of our staff reported that the ICB takes positive action on health and wellbeing, 74% of staff believe that their immediate line manager takes a positive interest in their health and wellbeing and so we will work towards sharing and maximising this good practice.

The staff survey further identified 13% of staff perceive that they have been bullied or harassed at work in the last 12 months an ongoing challenge to the health and wellbeing of the ICB. Our Performance Appraisal and one to one paperwork already asks staff to benchmark their competence in relation to our values. In this appraisal round, managers will be encouraged to ask questions about an individual's understanding of the impact of their behaviour on others and give the staff member the opportunity to give feedback to their manager on how things are working between them.

We have developed a number of staff networks that support staff health and wellbeing, they are the Diversity Network, the LGBTQ+ network, the Women's Network, the Positive Ways to Wellness Group and the Staff Engagement Group. We also have a group of Wellbeing Champions who deliver an annual plan of support of both local and national initiatives and are developing a group of Freedom to Speak up Champions and trained Mental Health First Aiders.

There is a regular programme of promoting a healthy lifestyle amongst staff. Wellbeing work life balance and flexible working are all part of one to one conversations. In the 2023 staff survey results, 75% of ICB staff are satisfied with the opportunity for flexible working patterns – this was an improvement from 68% in 2022. We are currently reprocurring our Occupational Health contract and the new specification will include the requirement to collect data on protected characteristics. We will also continue to work closely with our occupational health provider, through quarterly meetings, to monitor service quality and volumes of take up and

support the health of our workforce and address any long-term ill health issues, and we continue to access psychological support of ICB Teams through our Here for You provision.

We adopt a positive approach to keeping individuals at work or supporting an early return to work when ill health issues arise. We make adjustments to working patterns where necessary and support staff by implementing equipment and other tangible changes. The main aim is to develop and maintain a happier and healthier workforce. Building on existing activities, policies and guidance to promote a healthy lifestyle amongst staff, we encourage health and wellbeing initiatives. This also involves working closely with our occupational health service provider to offer a range of services. We will monitor the impact of this through the staff survey and sickness absence levels. In the 2023 NHS Staff survey, 70% of staff said that the organisation made reasonable adjustments to enable them to carry out their work, an improvement on 63% in 2022.

Our improvement journey will be tracked through the NHS Quarterly Pulse survey a new initiative for our ICB.

We have also recently launched an ICB Menopause policy, which gives further information, advice and guidance to managers and staff around supporting colleagues experiencing symptoms of menopause.

We will also ensure that all ICB staff make an annual declaration of any interests to ensure there are no conflicts.

Resolving Conflict

MSE ICB is committed to early conflict resolution. Following the ACAS Guidance outlined in the link below www.acas.org.uk/dealing-with-a-problem-raised-by-an-employee the ICBs Grievance Policy has an informal stage of the process. Managers should actively support staff in finding ways to resolve issues which may involve formal mediation which can be arranged by the HR Team.

Listening to our staff

At our ICB we provide staff with a range of ways to share feedback and ask questions, including All Staff Briefings with Q&A sessions, touch point surveys about our internal communications and staff events. We consult formally with staff representatives on individual and whole organisational matters that affect our staff. All significant staff and structural changes are subject to a formal consultation process where staff are encouraged to comment on any proposed changes.

We actively encourage all staff to take part in the annual NHS National Staff Survey which allows us to compare our results to that of other NHS organisations. The results are analysed and reported, based on the top-ranking scores; the least favourable scores; and areas for improvement.

Our staff are actively encouraged to speak up about things that may concern them. Firstly, with their line manager but if that does not feel appropriate, we have a Freedom to Speak up Guardian and Freedom to Speak up Champions that are contactable through our intranet and there is also a Staff Engagement Group who have been involved in key pieces of work, e.g. formulating staff survey action plans.



Reward and recognition

Recognition can be as simple as saying thank you or well done and staff should regularly receive constructive feedback on their work. Where appropriate, when an individual feels that their post has developed to trigger a higher banded payment, roles can be sent for assessment of the job description and possible re-banding. Where potentially sensitive this can be done through an external company to achieve an independent view. Otherwise, the HR Team is also trained to undertake these processes. Additional duties payment can also be made when a member of staff is asked to pick up higher banded work for a period of time to cover an absence or to take on a particular time limited piece of work that requires them to use a skill set that is a stretch, these opportunities are sometimes called a stretch assignment. Any payments made outside the Agenda for Change rules must be approved by the Remuneration Committee. Such changes can only be made for a time limited period with considerable rationale e.g., overtime payments for Band 8a and above, which were applied during the pandemic. The ICB is committed to paying above the living wage for all staff. The ICB has a well-developed pay policy and an establishment control process which ensures fair and transparent pay practices and opportunities for secondments and promotions. In June this year the ICB will introduce Staff Recognition Awards based on our values.

Managing our talent and working flexibly across our ICB and our ICS

Talent will be managed appropriately with internal opportunities on offer to allow progression supported by internal recruitment; our secondment and acting up policies ensure fairness and transparency of approach. We support staff to develop their talent through one-to-one career conversations, ensuring all new jobs are advertised internally and providing opportunities for promotion and greater job enrichment. We will ensure our approach to managing our ICB talent is inclusive, fair, transparent, and consistently applied.

The performance appraisal system has also been further developed to identify talent and through this we can create a career pathway map, which can inform our future workforce planning. Self-directed learning and the opportunity to work across the organisation and the system in a matrix way will enhance competency development and a system mindset and so offer more opportunities for career enhancement.

An accessible Teams learning site gives staff the opportunity to access any development or support in the form of coaching or mentoring and guidance on how to map your career pathway. Where function and delivery responsibilities are devolved to sit within an Integrated Care Partnership (ICP,) this may be delivered via integrated neighbourhood teams and through our alliances and collaboratives.

Many of our ICB staff will hold a portfolio of work and may therefore have a combination of an ICB/provider and/or an ICP set of functions and responsibilities. This will be acknowledged and delivery of this range of responsibilities will be supported within the ICS delivery structure as our ICS matures.

Where the parties involved consider that the Transfer of Undertakings (TUPE) regulations apply then both the transferring organisation and the receiving organisation will act in accordance with those regulations. The TUPE regulations are designed to protect the employment of workers in the event of a transfer of business ownership or a service transfer. Information on the regulations can be found at business transfers, takeovers, and TUPE: Overview - GOV.UK (www.gov.uk). In the event the TUPE regulations are found not to fully apply to this transfer, both parties agree to manage the transfer, in the spirit of the law relating to such transfers. The protection of employment will be undertaken, on the basis that the regulations do apply. Engagement with affected staff and the Duty to Inform of any post transfer measures will be a necessary part of the staff changes process. A named operational manager will be identified to work with the transferring staff and their current line manager to ensure a safe staff transfer, with proper induction and orientation to the receiving organisation's processes and procedures.

HR Teams from both the transferring organisation and the receiving organisation will work together to ensure that due legal process is followed in relation to employment law.

Finance teams will also work together to ensure that salary costs, with oncosts and any equipment/property costs transfer too. The information Governance team will also oversee the safe transfer of information, to include employee records.

Moving on and leaving well

We support staff to achieve their aspirations, and this may sometimes mean they leave our ICB. As a system we positively promote job opportunities to staff and celebrate it as success if we retain talent within it. The way staff are supported to leave our ICB through individual choice, mutual agreement or termination of employment, through redundancy or dismissal should always be done with dignity and within employment law and best practice. The MSE ICB will always seek to promote its reputation as an employer of choice.

It is for this reason that we need a consistent approach to the management of staff, whether they are joining or leaving the organisation, so we operate within clearly defined policies and procedures. We are conscious of the impact of 'knowledge drain' and always offer a face-to-face exit interview, ensure a transfer of skill and knowledge whenever possible and encourage all staff to complete the leavers' questionnaire.

The HR Team follow up on any issues of concern that are raised through this process so that lessons can be learned. There are several reasons why people leave the ICB. These may include, a new job opportunity, a change in life circumstances or aspirations and sometimes redundancy, retirement, or an exit because of poor performance. A policy of listening to all staff leaving the organisation is important to us, regardless of the circumstances. The reasons for staff leaving are reported to the Executive Committee via the quarterly workforce report.