



Greater Manchester People and Culture Strategy 2022-2025

Setting out a shared ambition for
the health and care workforce



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Foreword

Our workforce in Greater Manchester is made up of over one million people who work in hospitals, GP practices, pharmacies, care homes, town halls and other people's homes, as well as community centres, and in many other locations and environments.

These people are the beating heart of our health and care services. Everyday people go over and above to deliver care they can be proud of. We could not deliver our health and care services without those who work so tirelessly in service of our communities. They are caring, and compassionate, and bold and innovative too. Our people are diverse in every sense of the word –and we want to make sure we value the unique contribution of all of our workforce. This is a strategy for every member of our health and care workforce – and it is our vision that we approach everything as **one workforce**.

As a system we recognise the important role of improving employment standards across health and care and the connection this has on improving the health and wellbeing of the local population. The majority of our workforce is our local population too. As the biggest collective employer in Greater Manchester, getting it right for our people (improving employment standards, including pay and conditions), will have a significant impact on the wellbeing of the Greater Manchester population. Therefore, this strategy has supporting our commitment to building back fairer, through good employment, health and wellbeing and addressing inequalities, at its core.

There is no denying that these are extremely challenging times for our health and care services as we face significant financial pressures and a workforce crisis. We have spiralling sickness absence rates, recruitment and retention challenges and a workforce that feels overstretched and often under valued. As an integrated care system (ICS) we need to take action now –to create the conditions to allow our people to provide the best possible care, within the financial envelope. It is important that the action taken is effective, coordinated and sustainable – so that the changes we make can support our workforce and our services in the years to come. That is the focus of this People and Culture Strategy.

We understand the scale of the challenges we are facing, but we value the power of our people and as a system we aren't afraid of being ambitious. Our five priority areas take a holistic approach to improving the way we work. They promote integration, better partnership working and good employment practices. They look at tackling the causes of sickness to keep our workforce well and addressing the inequalities we know people face in the workplace. They also look to ensure we have more people choosing health and care as a career of choice, and that they feel supported to develop and stay in the sector.



Our workforce are the beating heart of our health and care services. Everyday people go over and above to deliver world class care. We could not deliver our health and care services without those who work so tirelessly in service of our communities.

Weaved throughout these priority areas is cultural change. A cultural shift is vital to delivering this strategy and our broader ambitions as an ICS. We are committed to creating a more compassionate and inclusive leadership culture, bolstering a culture of collaboration and a broader culture of inclusivity where wellbeing matters.

This strategy is a platform for working together to deliver change at a system, sector, locality and organisational level, as well as in partnership with our workforce and trade union colleagues.

It creates the shared ambition, aims, priorities and values by which we can all work together to deliver for our health and care workforce, and ultimately improve the care and services we provide. It will remain a live document, which is regularly reviewed to ensure our priorities continue to be the right ones.

We look forward to working together with you to deliver this strategy.

Karen James

Chair of the Greater Manchester Health and Care People Board, Chief Executive for Stockport NHS Foundation Trust and Tameside & Glossop Integrated Care NHS Foundation Trust and Chair of Provider Federation Board

Janet Wilkinson

Chief People Officer, NHS Greater Manchester Integrated Care

Shazad Sarwar

Chair of People Sub-committee and NHS Greater Manchester Integrated Care Board Non-Executive Member

Introduction

Our journey so far

This strategy builds on the progress of previous workforce strategies to set out our renewed vision for our health and care workforce in Greater Manchester.

Our first Greater Manchester-wide workforce strategy was developed in 2017 to support 'Taking Charge'. The strategy was delivered by our Greater Manchester Workforce Collaborative, with dedicated resource from Greater Manchester Health and Social Care Partnership. Key initiatives and successes include:

- Establishment of the Greater Manchester nursing, midwifery and Allied Health Professions programme team with targeted actions to improve the workforce pipeline, placement opportunities and retention
- Introduction of a continuous service commitment to support movement between council and NHS organisations
- Good progress made to establish baseline data for workforce race equality across health and social care, along with targeted actions to begin to address inequalities
- Step into Care, a pre-employment programme that supports people into employment in social care.
- Delivery of the Greater Manchester Health and Care Champion Awards to recognise collaboration and good practice across the system

The Workforce Strategy was reviewed in 2020 and much of the work was paused to support our Covid response and recovery. The majority of the work restarted in 2021 and initiatives developed during the pandemic were scaled up and shared – such as the Greater Manchester Wellbeing Toolkit and the Workforce Bureau.

The latter was established to support the workforce supply for the Covid vaccination programme.

Development of this strategy

This strategy has been developed within the context of changes both nationally and within Greater Manchester. These include the establishment of statutory integrated care systems, including NHS Greater Manchester Integrated Care (NHS GM) in July 2022.

These new arrangements mark the latest stage in our city region's journey to more joined up working, which has developed since our health and social care devolution deal in February 2015. This strategy has been developed at the same time and in close alignment with the Greater Manchester Integrated Care System's Health and Care Strategy for the next five years, following on from 'Taking Charge'.

The creation of NHS GM has established a People and Culture Function, with a Chief People Officer responsible for the delivery of the NHS People Plan for Greater Manchester.

This strategy sets out a shared ambition for our people working in health and care in Greater Manchester for the next three years; to support the delivery of the NHS People Plan, the Adult Social Care White Paper, the Integration White Paper and the Greater Manchester Integrated Care Partnership Strategy.

Delivery of the strategy will be supported by other targeted strategies and plans such as primary care, community and social care, as well as work at a local and organisation level.

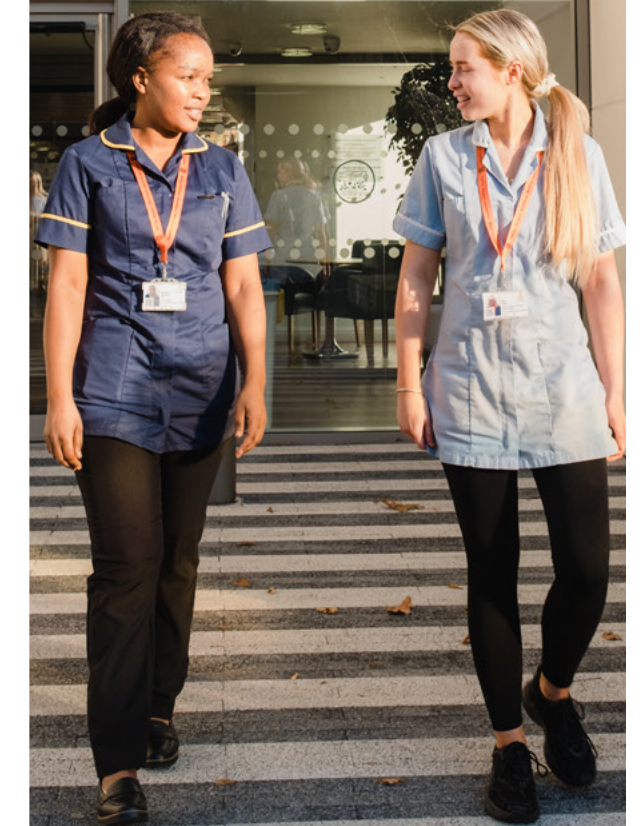
Throughout August and September 2022 200 stakeholders attended our strategy development sessions to have their say on what they wanted to see in our strategy. We had good conversations on the ambition, aims and priorities of our strategy and what success would look like in reality. We also had valuable discussions at our People Board, Workforce Collaborative Steering Group, Workforce Engagement Forum and our Integrated Care Board, as well as two events with our wider workforce to listen and learn from their experience. We also completed an equality impact assessment to understand the impact of the delivery of this strategy – to identify and mitigate adverse impacts on people with protected characteristics, as well as ensuring addressing inequalities runs throughout the strategy.

This strategy is the output from this extensive engagement activity.






This strategy will continue to be closely aligned with the Greater Manchester Integrated Care Strategy and the broader Greater Manchester Strategy, which is overseen by the Greater Manchester Combined Authority.

This strategy sets out a shared ambition for our people working in health and care in Greater Manchester for the next three years.

ands Village



Our strategy

Ambition	One sustainable health and care workforce for Greater Manchester, supported to deliver the best possible care
Shared values	Collaboration Sharing Supportive Trust Inclusive
Priorities	<div style="border: 1px solid #004a7c; padding: 10px; margin-bottom: 10px;">  <p>Workforce integration</p> <p>Aim: To ensure our people in social care feel recognised and valued for their important contribution to our system as part of our commitment to greater integration. To develop an effective system culture that promotes collaboration and empowers our people to work across organisational and geographical boundaries and move more easily between services.</p> </div> <div style="border: 1px solid #004a7c; padding: 10px; margin-bottom: 10px;">  <p>Good employment</p> <p>Aim: To improve employment practices within health and care to help drive economic and social recovery and growth in our communities. To enable more people to work flexibly to support a good work/life balance.</p> </div> <div style="border: 1px solid #004a7c; padding: 10px; margin-bottom: 10px;">  <p>Workforce wellbeing</p> <p>Aim: To support better wellbeing cultures and provide everyone with access to good wellbeing support regardless of their employer to reduce sickness levels and improve overall wellbeing.</p> </div> <div style="border: 1px solid #004a7c; padding: 10px; margin-bottom: 10px;">  <p>Addressing inequalities</p> <p>Aim: To improve the experience of all of our diverse people so they feel represented, heard and treated with respect. To develop effective, compassionate and inclusive leaders that are representative of our communities and support our people to be their best.</p> </div> <div style="border: 1px solid #004a7c; padding: 10px;">  <p>Growing and developing our workforce</p> <p>Aim: To attract the best people to work in health and care from within our communities and further afield to grow a sustainable workforce. To develop career pathways across health and care by providing access to the best education and training, supporting progression and promotion from entry level to board level. To improve how we plan for the future together in a truly integrated way.</p> </div>
Delivery	Co-delivery at Greater Manchester, sector, locality and system level

Scope of this strategy

It is important from the outset that we are clear about what is within the scope of this strategy and what is not.

This strategy creates a shared vision for what we want to achieve together for our Greater Manchester workforce as an integrated care partnership. It provides **a blueprint for why, where and how we work together to deliver maximum impact**. It does not seek to replace or override local or organisation plans.

While the national NHS People Plan and the People Promise have informed and helped shape this strategy, our ambitions for our Greater Manchester people go much further. This is a strategy for health **and care**, and it has a strong focus on greater integration; through a one workforce approach and partnership working.

Greater Manchester will continue to work to support the delivery of the national People Plan and the Adult Social Care White Paper and Integration White Paper. The national People Plan pillars align to our five priority areas to support reporting process for all partners.

This is a strategy for every member of our health and care workforce and a 'One Workforce' approach is a key theme throughout this strategy.

This approach will drive meaningful integration that not only looks at how we deliver better services within the current parameters, but how we as a system can influence the national agenda.

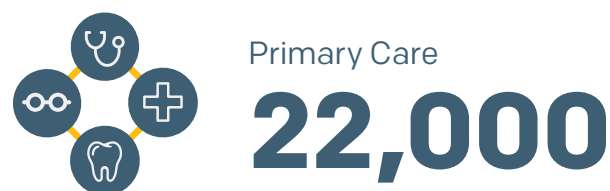
Our 'One Workforce' approach looks at how our people work together in delivery of our shared goals in health and care, starting with behaviours and the way we work at a system level, as well as how every member of our health and care workforce feels that they belong and are treated fairly.

We recognise that there are areas that are out of our sphere of control, for example implementing the real living wage in the independent care sector. However, in these areas we must make the most of the opportunity to influence local partners as well as the national agenda.

Our One Workforce includes all of those working in health, care, the VCSE sector, volunteers and unwaged carers and this is a strategy for every member of our One Workforce.

Our people picture in Greater Manchester

Our workforce in numbers



Primary care



Secondary care

In secondary care, support to nursing staff has the greatest vacancy rate at **14%**.

Nursing, Midwifery and Health Visitors has **8%** vacancy rate equivalent to 1,839 FTE posts, with Mental Health nurse vacancy rate at **22%** and adult nurse vacancy rate at **9%**.

Sickness in secondary care

Over the last 12 months over **1.5 million days were lost due to sickness absence**. The main reason for absence attributed to **Mental Health with 30% of all absence**.

Social care

Out of **64,000** work in adult social care, **57,000** are employed by the independent sector
Approximately **1,000** CQC registered establishments across GM
6225 Personal Assistants in care

VCSE sector



Voluntary organisations, community groups, charities, social enterprises

Gender

Sector	Male	Female
NHS ¹	22%	78%
Primary care ²	17%	83%
Adult Social care ³	18%	82%

Age

Sector	Age 55+	Under 55
NHS ¹	21%	79%
Primary care ²	27%	74%
Adult Social care ³	25%	75%

Ethnicity

Sector	BAME	White British
NHS ¹	21%	76%
Primary care ²	NA	NA
Adult Social care ³	17%	83%

Vacancy rate

Sector	Vacancy rate
NHS ¹	7%
Primary care ²	Not known
Adult Social care ³	8.5%

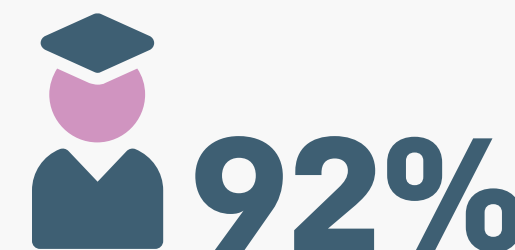
Sickness / absence

Sector	Sickness / absence rate
NHS ¹	6%
Primary care ²	Not known
Adult Social care ³	3%

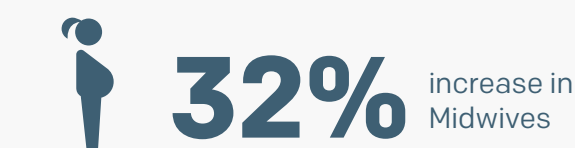
Turnover rate

Sector	Turnover rate
NHS ¹	14%
Primary care ²	Not known
Adult Social care ³	31%

Student pipeline



increase of students qualifying each year across greater Manchester between **2012 and 2022**



Even given these increases in the number of students qualifying there will still be a gap between those in post and numbers required for qualified nurses, midwives and MH nurses.

¹ NHS Trust and non-trust providers, source ESR June 2022
² Primary Care – GP practices source NHS D July 2022 and Primary care networks Source NHS D June 2022
³ Adult social care – Source Skills for Care 2020/21

Current challenges

This strategy has been developed against the backdrop of an unprecedented workforce crisis. Addressing our workforce challenges is the biggest barrier to improving the way we provide health and care in our communities. It is vital that we get it right for our workforce so we can provide the best possible care for the people of Greater Manchester.

Key workforce challenges include:

Recruitment and retention

Recruitment and retention are challenges that are being faced across health and care – but particular areas include nursing and midwifery, dental nursing, care workers and within the VCSE sector. As a result pressures are being felt across the health and care system. We also know that we have an ageing workforce and a high turnover of people within adult social care. We need a coordinated approach at system level to attract more people to work in the sector, with clear career pathways and a commitment to being good employers to become an employer of choice. We also need to review how we work together to retain our people – by supporting them to develop and helping them to move more easily across our system.

Health and wellbeing

The pandemic and subsequent recovery has been really challenging for our workforce. People have worked tirelessly to provide care when demand has been high and staff sickness levels significant. There has subsequently been no recovery period and we know that many of our people are facing, or already experiencing, burnout. As a result sickness absence levels remain extremely high, putting further strain on our workforce and our finances.

We have worked well as a system to bring our wellbeing offers together and help improve access, particularly in primary and social care. But we must take more action to help keep our workforce well; focusing on sustainable workplace wellbeing cultures that address the causes of staff sickness in the first place.



Lack of diversity amongst our workforce

We need diversity in our workforce at all levels to ensure decisions are being made and care is being provided that meets the needs of everyone. We have a long way to go to ensure we have a workforce that represents the people we are serving, particularly at senior levels. To do this requires positive action at a system level and addressing inequalities is a key priority within this strategy.

Lack of parity across the system

The pandemic further reinforced the lack of parity between our NHS and social care workforce. Our social care workforce worked tirelessly to care for many of the most vulnerable people in our communities at the most challenging time. They did this while often not receiving the living wage, without access to occupational sick pay or without a suite of wellbeing support to get them through.

We have so much more to do as a system to improve the experience of colleagues in social care, to use our collective power and influence to share many of the benefits enjoyed by NHS colleagues. Much of this is also the case for our primary care and VCSE workforce too.

Cost of living crisis

It is important to recognise that many in our workforce and the people we care for will be worrying about how they make ends meet as we face a cost of living crisis with increasing fuel and food costs. In areas of primary care and social care we know that turnover is impacted by people finding better pay in the retail sector. As the biggest collective employer in Greater Manchester, we have an important role to play as an anchor institution to support our workforce and wider communities through economic growth and recovery.



Culture change

While we have a strong history of working together as a system to deliver health and care services, we still have more work to do to undertake the culture change needed to truly transform the way we deliver care. We need to challenge behaviours and perceived ways of working to promote a culture shift where collaboration, trust and openness are at the heart of everything we do. This culture change needs to start at the very top and filter through our entire system. We must work with our workforce across all organisations and all levels to design the culture and ways of working we want to see.

Financial challenges

All our health and care services are facing unprecedented financial pressures. The workforce crisis is contributing to this – with high sickness absence rates, agency and locum spend and reduced workforce productivity. It is absolutely vital that we take action to resolve our workforce crisis in a sustainable way – which won't necessarily be about adding to our overall headcount, but focusing on retention, as well as thinking about working in a different way, embracing digital advancements and reducing costly agency and locum spend.

Our ambition

“Building on our people journey over the last six years we will continue to support the development of a resilient and sustainable workforce in health and care. We want our people to work together as one workforce. We want them to feel valued and supported, to feel safe and that their wellbeing matters, as well as enjoying a sense of empowerment over their professional and personal growth.

“We want our workforce to be representative of the communities we serve, at all levels and we want our people to be supported by compassionate leaders to work flexibly and to reach their potential.

“We want Greater Manchester to be the best place to work in health and care and as a system we want to work with our partners to act as exemplars of truly ‘good employment’. We want our people to be their best, to meet the future needs of our integrated care system and to continue to provide our population with the best possible care.”



Our aims

These are the ten areas we want to achieve in order to reach our overall ambition.

- To attract the best people to work in health and care from within our communities and further afield to grow a sustainable workforce
- To develop career pathways across health and care by providing access to the best education and training, supporting progression and promotion from entry level to board level
- To improve employment practices within health and care to help drive economic and social recovery and growth in our communities
- To support better wellbeing cultures and provide everyone with access to good wellbeing support regardless of their employer to reduce sickness levels and improve overall wellbeing
- To enable more people to work flexibly to support a good work / life balance
- To improve the experience of all of our diverse people so they are represented, heard, treated with respect and have equal opportunity to develop
- To ensure our people in social care feel recognised and valued for their important contribution to our system as part of our commitment to greater integration
- To develop effective, compassionate and inclusive leaders that are representative of our diverse communities and support our people to be their best
- To develop an effective system culture that promotes collaboration and empowers our people to work across organisational and geographical boundaries and move more easily between services
- To improve how we plan for the future together in a truly integrated way



Our people and culture priorities

In order to deliver our ambition and aims, these are the five priority areas we will be focusing on.



Workforce integration

We continue to improve the way we work together across health and care to achieve our shared goals.



Good employment

We look after our people and use our influence to improve employment standards for others, as part of our commitment to addressing broader health inequalities.



Workforce wellbeing

We provide the support and space for our people to maintain good health and wellbeing and make sure help is on hand when it's needed.



Addressing inequalities

We are committed to having a workforce that represents the communities we serve at every level and where our people are treated fairly and with respect.



Growing and developing our workforce

We support our people to develop and are always finding new ways to plan, grow and retain our workforce for the future together.

These five priority areas are closely interlinked and equally important to delivering on our ambition. We will work together across all spatial levels to deliver against these priorities. There are some areas where it makes sense to take action once at a Greater Manchester level, and this next section outlines work that has been identified as priority actions at a Greater Manchester level. These actions will be delivered through a variety of routes – the NHS GM People and Culture Team, through allocation of HEE Workforce Development money, primary care, secondary care and social care workforce plans and collaborative working with system partners.





Workforce integration

Our health and care system works best when we work together. Having a workforce that understands its part in the whole ultimately leads to better care.

It is our priority to improve the way we work together and support our workforce to have a wider understanding of how our system operates. A system that is truly integrated will result in less hospital admissions, better discharges and ultimately keep more people well at home. Workforce integration is a vital component for this and our work in this area starts with creating a more integrated culture and ways of working, and includes better opportunities to work across the system, more consistent inductions, development opportunities and shared networks.

Priority areas for Greater Manchester action:

- Co-create a culture of collaboration, including development of ways of working which are adopted at all levels, such as our system Boards and wider leadership development
- Enable leaders to work across traditional boundaries to support service integration
- Develop a plan for cross system mentoring and coaching
- Promote the development of neighbourhood based integrated health and social care roles, including the expansion of the blended roles programme
- Make it easier for our workforce to move across different settings, including the expansion of the GM passport across health and care settings
- Work with our regulators to develop standards around integration
- Establish a system induction toolkit that can be incorporated into place and organisation inductions to provide useful context around how our system works and supports the development of a system culture.
- Establish a system staff survey to improve our understanding of our workforce experience across the sector
- Continue to share best practice and ways of working to support integration and collaboration, through toolkits and events such as the Workforce Collaborative Summit



Good employment

It is our priority to ensure all health and care organisations provide our workforce with good employment.

There is currently significant disparity in experience of good employment across our workforce. While we recognise that there are some areas that are outside our control as an Integrated Care Partnership, we not only want to improve the employment of those directly employed by the NHS and local authority organisations but use our influence to drive improvements in primary care, social care and the voluntary sector. Fair pay and working conditions are fundamental to good employment. It is more important now than ever as we are entering a cost of living crisis which is likely to affect our people for the duration of this strategy.

Priority areas for Greater Manchester action:

- Increase in Good Employment Charter membership and payment of the Real Living Wage. Supporting organisations to achieve Charter membership will also improve employment standards across all areas covered by the Charter, including security, flexible working, employee engagement, recruitment, people management wellbeing provision and inclusion
- Establish a Good Employment Charter definition for good leadership – piloting in NHS Greater Manchester and sharing best practice with the system
- Work with partners to help embed good employment practices in our commissioning and contracting of services
- Improve access to staff benefits, starting with the Blue Light Card
- Share best practice and resources to support managers to be the best they can be and explore a core development programme for managers – including line management and clinical supervision
- Coordinate action to tackle violence and bullying experienced by our workforce in their place of work
- Improve workforce engagement and access to flexible working by sharing good practice
- Support our net zero ambitions by promoting active travel and improving access to electric cars and cycle schemes
- Establish a HR support centre for primary care to develop more consistent employment practices
- Deliver the Greater Manchester Champion Awards to celebrate collaboration and good practices
- Continue to work in close partnership with trade unions, supporting ongoing engagement between unions and employers in the event of industrial disputes



Workforce wellbeing

The need for a Greater Manchester approach to workforce wellbeing emerged as a response to the pandemic which exposed the lack of access to good wellbeing support, particularly in areas where the people are non-NHS employed, such as primary care, social care and the VCSE sector.

Since 2020, this approach has developed and evolved to include psychological, physical and practical support. However, sickness absence levels in Greater Manchester are some of the highest in the country. More needs to be done as a system to tackle this in a sustainable way to ensure we don't reach this point again. The focus at a Greater Manchester level is on prevention and that looks at how we tackle the causes of staff sickness to keep our people well and reduce sickness related absence.

Priority areas for Greater Manchester action:

- Take action on the causes of staff sickness which include stress, busy workloads and burnout
- Improve access to existing resources so that all our people can get the support they need for maintaining good wellbeing and getting the help when they need it
- Establish occupational health and Employee Assistance provision for NHS Greater Manchester and look to extend this where possible in primary care, social care and the VCSE sector
- Take a more standardised approach to occupational health in secondary care
- Support organisations and networks to embed good wellbeing cultures and practices to enable people to maintain good wellbeing in the workplace
- Identify wellbeing needs/gaps and working with partners to address them together at a Greater Manchester level
- Supporting workplaces to keep people well in order to reduce workforce sickness levels and agency/locum spend
- Improve infrastructure and systems for absence management to support effective workforce planning
- Greater strengthen the workforce wellbeing oversight group – with the power to act on system themes



Addressing inequalities

We are proud of the diversity of our workforce across Greater Manchester and want it to be something that we celebrate.

But before we can do that, we have a long way to go to ensure there is equal access to opportunity so that we see diversity at all levels – from the front line to board level. We also need to make big changes so that all our colleagues are treated fairly and without discrimination. It is only by making our workforce more diverse and inclusive, that we are better able to not only have a workforce that represents the communities it serves, but better understands the needs of those communities to provide the best possible care.

Over recent years some progress has been made in tackling workforce race inequality, through the collection of baseline data and targeted programmes such as Building Leadership for Inclusion and the Race Equality Change Agents Programme (RECAP). But there is much more to be done to address race inequalities and wider discrimination experienced by colleagues with any of the protected characteristics identified in the Equality Act 2010.

Priority areas for Greater Manchester action:

- Building a leadership culture that is committed to addressing our city-region's health inequalities
- Develop and implement a Greater Manchester Workforce Disability Equality Scheme
- Develop a Equality, Diversity and Inclusion Framework for inclusive leadership
- Adapt the recruitment process to provide alternative entry routes for diverse talent
- Delivery of the national Stepping Up programme at scale
- Implement the #InclusiveHR initiative to create more representative and inclusive People and Culture services across Greater Manchester
- Addressing wellbeing inequalities experienced by specific groups



Growing and developing our workforce

Growing our workforce is vital to addressing the immediate workforce crisis. But ensuring this is done in a coordinated, informed and sustainable way is just as important.

Therefore, our priority is both growing and developing our workforce. This includes reaching out into our communities, developing attractive career pathways, understanding where our gaps and challenges lie, thinking innovatively around how we fill those gaps and how we continue to develop our people so they want to stay.

The following areas have been identified for Greater Manchester action:

- Work together to focus on our educational offer and future planning
- Develop our Greater Manchester careers approach to reach into our communities and engage with school leavers as well as those looking for a new career
- Use the work within this strategy to build a strong narrative on why people should want to work in health and care in Greater Manchester
- Develop our talent pool to ensure it is diverse and meets the needs of our system
- Develop the Social Care Careers Academy to support growth, retention and development of the social care workforce
- Develop and deliver the Greater Manchester retention plan: focusing on the experience of our health and care people and integrated roles
- Provide a single point of contact for matching workforce and employers through a GM platform
- Embrace digital innovation to improve the way work in a more efficient way, with a focus on digital literacy and exploring different ways of working
- Building on the findings from research into the workforce development needs of the VCSE sector in Greater Manchester, the VCSE sector's Local Infrastructure Organisations will establish a collective workforce development hub for the sector focusing on key priorities (including supply, wellbeing, leadership and new ways of working/ collaboration)
- A GM approach to supporting capacity and capability to deliver virtual wards – considering their impact on community services, the social care workforce and unwaged carers
- Work closely with HEE to create more development opportunities and help enable people to have the protected time to participate
- Support primary care employers to utilise Additional Roles Reimbursement Scheme (ARRS) funding and strengthen the multi-disciplinary approach in primary care
- Targeted action on nursing, midwifery and AHPs – including student recruitment, placement capacity and promotion of working in GM
- Targeted action to recruit and retain key primary care roles including GPs, nurses, community pharmacists, NHS dentists and dental nurses working in partnership with HEE
- Support providers with the delivery of the Sustainable Services programme – managing workforce shortages by developing new ways of working to support the system to continue to provide valuable services
- Support Greater Manchester People Teams to develop by creating a development plan for our HR and OD colleagues
- Ongoing delivery of our system approach to workforce planning and transformation – working across an integrated health and care system at place and neighbourhood to improve system-wide workforce insights and strategic workforce planning more broadly
- Improving workforce data in areas such as primary care to support better workforce planning



Delivery

This is a strategy which sets out our ambition and aims as a system. Delivery of this strategy will be through a number of plans, being delivered at different spatial levels.

The Greater Manchester People Board will oversee delivery of the strategy.

System delivery will be led by the NHS Greater Manchester People and Culture function, working in collaboration with the Workforce Collaborative, system partners, our trade union colleagues and locality teams. This will include the development of a system delivery plan which will be reported to the Greater Manchester People Board.

This will be supported by the delivery of other targeted strategies and plans, as well as the work of Provider Collaboratives, localities, clinical pathways and networks, and individual organisations.

Many of the priority actions identified in this strategy will be delivered by system partners supported by our allocation of Health Education England workforce development funding.

The Workforce Collaborative will ensure that ongoing bid proposals are closely aligned to the system priorities identified in this strategy, with a focus on identifying gaps in delivery.

Key areas identified for priority funding include: workforce digitisation, workforce planning, greater development opportunities in primary care, social care, the VCSE sector and for unwaged carers, action to improve diversity at senior leadership levels, particularly for women and people of colour, and developing career pathways.

The delivery of Greater Manchester-wide priority action areas may be dependent on the allocation of funding to the NHS GM People and Culture Function.

Our strategy in action



Shared values for delivering together

We all have a responsibility to support the delivery of this strategy, whether it's at Greater Manchester, sector, locality or organisational level. Working together to achieve our shared goals will be essential for successful delivery.

To support the delivery of this strategy and our broader commitment to cultural change, we will commit to delivery following these values:

Collaboration	Actively seeking out opportunities to work together to deliver shared outcomes
Sharing	Committing to sharing resources and best practice with others
Supportive	Stepping up to offer support to others when they need it
Trust	We trust one another and our commitment to delivering this strategy
Inclusive	We involve others and recognise the different skills we all bring

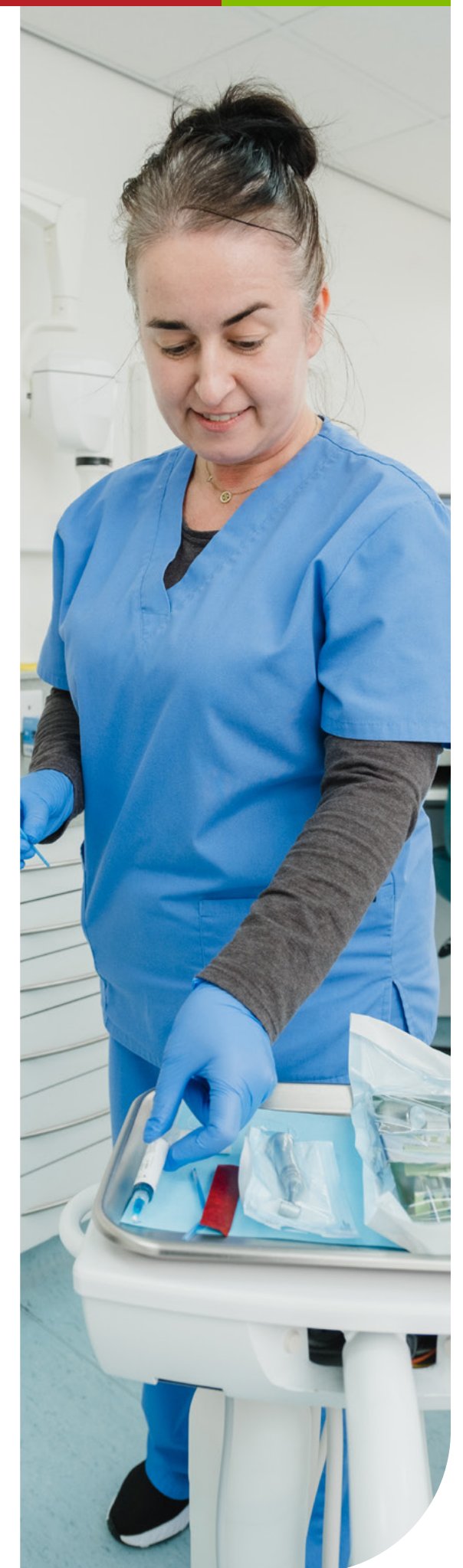
Measuring success

The NHS Strategic Oversight Framework reporting process provides some useful measures of success which can be utilised for this strategy.

They include NHS staff engagement, leaver rate and sickness absence rate, as well as CQC for well-led ratings. However, we recognise there are limitations with this data, such as being largely only representative of secondary care and limited to the NHS.

At a Greater Manchester-level we have an opportunity to shape the key indicators of success for this strategy. Below are five commitments for the change we would like to see at system level for each of our priority areas. A series of measures sit below each of these commitments to measure whether they have been achieved. These measures have been included as Appendix A.

-  **Workforce Integration:** We will increase the opportunities for sharing and partnership working across our system and organisational boundaries, and increase the number of people working in integrated roles.
-  **Good Employment:** We will see a significant improvement in the delivery of the Good Employment Charter across the seven characteristics of good employment and increase the number of employers paying the Real Living Wage.
-  **Workforce Wellbeing:** We will increase access to wellbeing and absence management resources, with the aim of improving wellbeing and reducing sickness to support better workforce planning and ensure safe staffing.
-  **Addressing Inequalities:** We will improve diversity at senior manager and executive level and improve the experience for our workforce with protected characteristics.
-  **Growing and Developing our Workforce:** We will increase recruitment to the sector from within our own communities, including key areas such as nursing, midwifery, social care and mental health. We will support more people to develop and stay, and improve our workforce planning system infrastructure.



Our measures

Workforce integration



We will increase the opportunities for sharing best practice and partnership working across our system and organisational boundaries, and increase the number of people working in integrated roles.

Measures

- Increase in number of integrated learning environments within nursing, AHP and medical education programmes
- Total number of senior leaders participating in system integration development programme
- Total number of organisations incorporating system induction piece into their induction programmes
- Increase in number of integrated health and social care roles, including blended roles programme. Increase in number attending our Workforce summits and post event evaluation
- Total number of people accessing cross sector mentoring
- Survey measuring perceived integration/ survey of leaders feeling able to work across boundaries
- Increase in number using the digital training passport

Good employment



We will drive a significant improvement in the delivery of the Good Employment Charter across the seven characteristics of good employment and increase number of employers paying the Real Living Wage/national living wage.

Measures

- Increase in Good Employment Charter membership
- Good Employment Charter Steering Group engagement on perceived change in the system
- Staff survey engagement theme score*
- Staff survey bullying and harassment score*
- Increase in the number of health and care employers paying the Real Living Wage and improvement of the wider employment standards included in the Good Employment Charter, such as increase in access to flexible working
- Increase HR provision within primary care

Workforce wellbeing



We will increase access to wellbeing and absence management resources, with the aim of improving wellbeing and reducing sickness to support better workforce planning and ensure safe staffing.

Measures

- NHS staff survey results/consider introducing a wider workforce survey that is accessible in primary care, social care and the VCSE sector
- Increase in number of individuals accessing Greater Manchester wellbeing events and resources
- Improve provision of occupational health in primary care and the VCSE sector
- Sickness absence rate*
- Improve sickness absence rate reporting in primary care and social care
- Better absence management recording

Addressing inequalities



We will improve diversity at senior manager and executive level and improve the opportunity and experience for all of our workforce with protected characteristics.

Measures

- Proportion of staff in senior leadership roles who are from a) a BME background or b) are women*
- Proportion of staff who agree that their organisation acts fairly with regard to career progression/promotion regardless of ethnic background, gender, religion, sexual orientation, disability or age*
- Increase representation of people with protected characteristics at all levels, within the NHS that will be particularly at entry levels at Band 2, Band 5 and Junior Medical Grades
- Number of organisations that have adapted their recruitment processes to attract diverse talent and impact this has had on those recruited
- Reduction in the disproportionality in disciplinary investigations by people with protected characteristics
- Number of individuals taking part in positive interventions, e.g. Ready Now
- NHS staff survey results/consider introducing a wider workforce survey that is accessible in primary care, social care and the VCSE sector

*Strategic Oversight Framework (SOF) measure

Growing and developing

We will increase recruitment to the sector from within our own communities and beyond, including key areas such as nursing, midwifery, social care and mental health. We will support more people to develop and stay, and improve our workforce planning system infrastructure.



Measures

- Leaver rate* and vacancy rate
- Utilise data on why people leave and where they are going, to identify opportunities for retaining these staff
- Increase the number of people engaged through GM careers activity
- Increase in student numbers in nursing, midwifery and mental health
- Increase in the size and diversity of the GM talent pool
- Increase in perceived access to development opportunities through staff surveys
- Increase in utilisation of CPD funding to support development
- FTE doctors in General Practice per 10,000 weighted patients*
- Direct patient care staff in GP practices and PCNs per 10,000 weighted patients*
- Increase number of programmes supporting workforce digitisation

*Strategic Oversight Framework (SOF) measure

