

# Greater Manchester Good Employment Charter Implementation Toolkit for Health & Social Care Employers

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**Part of** Greater Manchester  
Integrated Care Partnership



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# What is the Charter?

**The Greater Manchester Good Employment Charter is a voluntary membership and assessment scheme created to:**

- Help deliver good jobs with opportunities for people to progress and develop.
- Contributes to a thriving unproductive local economy in the city region.
- Work alongside other standards and accreditations to recognise employers.
- Engage with all GM organisations at no cost to employers.

## **The Characteristics of Good Employment**

The charter has set out seven characteristics of good employment all underpinned by the principles of equality diversity and inclusion.

***Flexible Work, Recruitment, Secure Work, People Management, Pay, Health & Wellbeing, Engagement & Voice***

‘Driven to develop diverse, equal and truly inclusive working conditions across Greater Manchester.’

## **Benefits of Joining the Good Employment Movement**

***Access to Resources, Commitment to Employers, Peer to Peer Support, Access to Network Events, Performance Improvement***

*“This Good Employment Charter is a major step towards making sure that new and existing jobs right across Greater Manchester are underpinned by a commitment to equality, fair pay, and giving employees a say in how their workplaces are run – securing our city region as an area of employment excellence. As we face up to the challenges of these unprecedented times, the good employment charter will be absolutely fundamental to our ambitions to build back better and fairer for all.”*

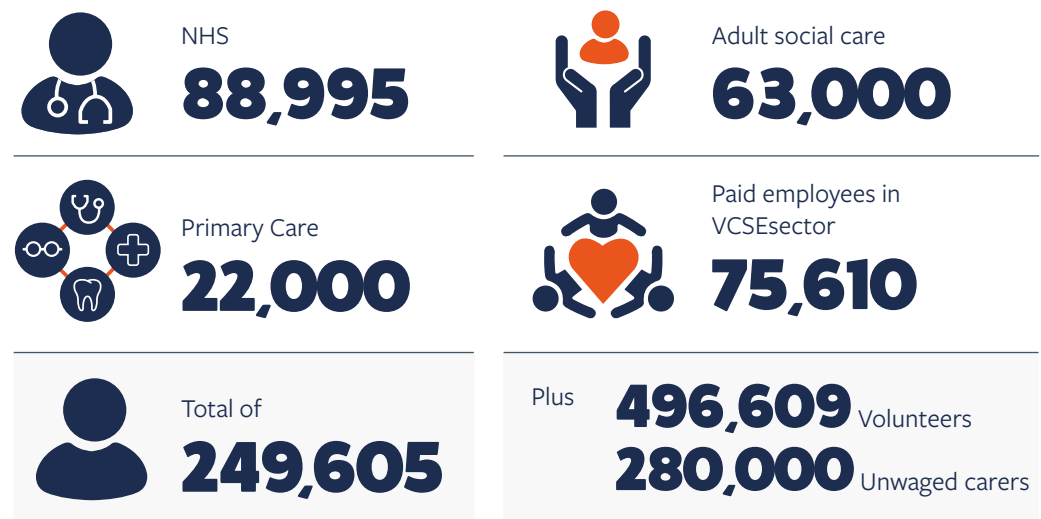
**Mayor of Greater Manchester, Andy Burnham**

# GM Health and Social Care Workforce

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. 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 which we are working to address through the deliverables of the GM People and Culture Strategy, GM Primary Care Blueprint and GM Adult Social Care Workforce Strategy.

## Our people picture in Greater Manchester

### Our workforce in numbers




### Primary care

**416**   
GP Practices

**658**   
Community Pharmacies

**382**   
Dental Practices

**303**   
Optometry Practice

### 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 **1.5million days were lost due to sickness absence**. The main reason for absence attributed to **MENTAL HEALTH WITH 30% OF ALL ABSENCE**.

### VCSE sector

**17,494**

Voluntary organisations, community groups, charities, social enterprises

### 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

## Key Headlines

**Good Employment is a protective factor to public health**

**The GM Good Employment Charter is a fully funded programme and is free for employers. It provides a framework to support current and future workforce challenges**

**The GM Good Employment Charter membership assessment process is an improvement tool for employers to adopt to raise standards across seven key areas**

**117 Greater Manchester Health and Social Care Employers have committed to driving up standards of employment by signing up to the GM Charter**

**This includes 13 Greater Manchester Health and Social Care Employers who have achieved Approved Membership**

**Engagement with the GM Charter enables and supports the collation of evidence for CQC Well Led theme and OFSTED Leadership & Management evidence gathering**

**Greater Manchester needs to ensure all jobs are of good quality as efforts to increase employment are introduced after the pandemic. Building Back Fairer in Greater Manchester: Health Equity and Dignified Lives.**

London: Institute of Health Equity (2021)

# Actions for Employers Implementing Good Employment in the Workplace

## PLEDGE

### What

Make a commitment to Good Employment.

### Why

Every plan to promote good employment requires a public facing commitment that people can buy into and for which organisations can hold themselves responsible for.

By becoming a supporter of the Greater Manchester Good Employment Charter you can identify what immediate actions you can commit to as an employer and initiate the vision setting process.

### How

Identify a senior leader and allocate time, actions, and roles to operationalise. Resources.

[Register as a GM Good Employment Charter supporter.](#)

Communicate your commitment to employees and wider stakeholders.

Create a Vision.

## GROW

### What

Develop knowledge, understanding, plans and approach.

### Why

It is important to understand the areas of strength and weakness within your organisation so you can set meaningful objectives.

Investing time early in the process to review existing policy/ practice will ensure optimal use of time, resource, and focus.

Once objectives are identified and prioritised, they can be put together into a plan and worked around a set timescale.

Several factors will affect the approach you need to take to affect, and every employer will have their own unique style to managing change within their organisation.

### How

The GM Charter assists with identifying organisational strengths, areas for improvement and through this process action plans are created.

Understand change management models and which best suits your needs ([CIPD guide](#)).

[Understand the minimum standards of Good Employment \(Seven characteristics\)](#).

Review policies, practice, and behaviours.

Complete the Good Employment Charter self-assessment form.

Develop a SMART (Specific, Measurable, Achievable, Relevant, Time Bound) action plan.

## BUILD

### What

Create a positive workplace culture.

### Why

Positive workplace culture is one where everyone feels included, valued, and listened to, all working towards a shared organisational vision.

Positive culture is reinforced by cultivating an open, supportive organisation where people are treated fairly, rewarded for their efforts, feel safe at work, contribute to decision making and know that their wellbeing is protected.

Employees who understand their priorities, feel valued for the work they do and contribute to improving systems and processes are typically happier, healthier, and more productive.

Leaders who operate authentically provide the courage to be vulnerable, learning from mistakes, and determination to inspire and drive the workforce through times of hardship and success.

### How

Lead by example- adopting an [authentic leadership style](#).

Promote good employment practice including learning development & inclusion.

Provide [Freedom to Speak Up opportunities](#) and champion staff engagement.

## PROVIDE

### What

Provide, Information, Support & Training.

### Why

To implement good employment standards and practice, it is important to have structures in place that allow for information and learning to be shared with all, for feedback to be passed back up to the top and for everyone to work towards a shared goal.

Ensuring leaders, people services, and managers are equipped with the right knowledge and skills to enable good employment culture.

Providing clear, concise information, training and support to the workforce reinforces organisational commitment and builds a learning culture.

### How

Build GEC organisational aspirations into Leadership objectives.

Support and develop line managers understanding and confidence around good employment.

Engage with the GEC network events & activities to enhance knowledge and understanding of decent work and good employment practice.

Share learning and current good practice with peers across the wider health and care system.

## EMBED

### What

Embed Good Employment Practice & Learning.

### Why

To embed good practice as business as usual within organisations it is important to measure success and distance travelled and use this learning to refine the approach.

Celebrating achievements is equally important to reinforce positive workplace culture and strengthen relationships.

### How

Adoption of good practice as new ways of working.

Comms loop and practice reviews built into processes.

Organisational commitment to longer term improvement.

Sharing learning with wider GM Network.



# Everything You Need to Know About Becoming a Supporter

## Who can join?

Any organisation that is based in Greater Manchester and is an employer, can join the Greater Manchester Good Employment Charter. This includes businesses, public sector bodies, service providers, the third sector and voluntary and community organisations.

## Why should I sign up to the Greater Manchester Good Employment Charter?

Engaging with the Charter and improving employment standards will benefit employers with better employee retention and satisfaction and other business benefits of such practice, whilst making a visible commitment to improving the lives of their employees.

Signing up as a Supporter of the Charter allows employers to join the Good Employment Charter Network and gain access to resources, events, innovation, and support.

Signing up supports the priorities set out in the NHS Greater Manchester People & Culture Strategy and NHS Greater Manchester Primary Care Blueprint.

## Is there a cost to joining?

No, membership is free. Employers are not required to pay for any resources provided by the Greater Manchester Good Employment Charter.

## How do I get involved?

Employers of any size or sector can become a Supporter of the Charter by making the Supporter Commitment to good employment. To make the commitment, employers can visit the website and complete an online Registration Form - please note you will need an email address and the company/charity registration number, if you have this to hand, and asked to provide a brief outline of current practice and success across our seven good employment characteristics. Employers will then be approved by the Charter Implementation Unit and officially become Supporters of the Charter.

## Health and Care Employers are a GM priority

A broad ranging community of practice across primary care, social care, and NHS trusts, has been established to further support employers and the health and care system.

## For more information please visit the website

**Greater Manchester Good Employment Charter**  
[gmgoodemploymentcharter.co.uk](https://gmgoodemploymentcharter.co.uk)

# Everything You Need to Know About Moving from Supporter to Member

## What is the difference between being a Supporter and a Member?

Supporters are Employers that support the aim of the Charter and have made a commitment to improving practice in all characteristics of good employment.

Members are Employers that have made the Supporter Commitment and meet the membership criteria in all characteristics of the Charter. Following successful assessment, Employers receive a Good Employment Charter plaque in recognition and celebration of employment excellence, and have exclusive access to news, resources, and networks.

## How do I transition from Supporter to Member?

Employers that are signed up to the Charter as Supporters and who feel ready to pursue Membership, must provide evidence to the Charter Implementation Unit that they meet the Membership Criteria in all seven characteristics of good employment.

The Charter Implementation Unit will work closely with Employers who meet the Charter's criteria and put them forward to the Charter board, in consideration to become Charter Members.

You will need to collect your evidence and fill in a readiness questionnaire and a member of the Charter Implementation Unit will be in contact to progress your application.

No other accreditations are needed to become a GM Charter Member.

## What support is available?

The Charter Implementation Unit will work closely with Employers who meet the Charter's criteria and visit them to capture the evidence needed for the membership assessment.

Once an employer has joined and is a Supporter of the Charter, they will be able to access a wide variety of network resources and attend exclusive webinars and events throughout the year, setup to exchange good employment practices with other employers, share employment challenges, and network with like-minded individuals.

# Membership Assessment Process

The Charter Implementation Unit work with up to twelve employers every quarter and provide a charter assessment manager and individual support to assist employers to become full members.



## What time and resources are required to complete Membership Assessment?

The Charter Implementation Unit provides all assessment documentation and support to Employers with completion of the membership assessment form.

Employers should nominate a suitable colleague who can work closely with the Charter Implementation Unit. Time commitment will vary however an average sized Employer can expect to set aside 5-10hrs for an initial virtual meeting, follow up phone calls, and a half day workplace visit.

For more information please visit the website

**Greater Manchester Good Employment Charter** [gmgoodemploymentcharter.co.uk](http://gmgoodemploymentcharter.co.uk)

## Implementation Case Study:

### Primary Care General Practice **Hawkley Brook**

**Hawkley Brook Medical Practice have been a Good Employment Charter Member since March 2023.**

As a small general practice with a workforce of ten staff members and serving around 3200 patients in Wigan, Hawkley Brook was the first general practice employer to achieve approved charter membership in Greater Manchester. Since then, Dr Nikesh Vallabh, Clinical Director SWAN Primary Care Network and GP Partner, and Shelley Ryder, Practice Manager have championed good employment across the health and care system, influencing the wider primary care network, and supporting four other general practices to achieve charter membership this year. As a result of all their hard work and effort, they received an award for “Employer of the year” at the prestigious Greater Manchester Health and Care awards 2023!

They experienced a few challenges on the way to achieving success, which required strong leadership, negotiation, and financial planning, to meet the conditions of membership, particularly around paying Real Living Wage.

Dr Vallabh presented the idea of a collaborative approach to good employment as a primary care network to address the significant income impact and investment fund which resulted in an agreement to retain % of funding to support the deficit for some practices to pay the Real Living Wage and to meet the good employment criteria, providing financial security for 2yrs.

The team reflected on their success and shared a key component was to agree in advance capacity for operational staff to support the evidence gathering process for their membership application and working closely with the GM team.



## Implementation Case Study:

### Social Care Provider **Persona Care and Support Ltd**

#### **Persona have been a Good Employment Charter Member since May 2023.**

Signing up as a supporter of the charter in 2021 they felt the membership was a great opportunity to recognise the good employment practices they already had, but also to ensure continuous review and challenge to learn and grow as an organisation.

One key area of focus throughout 2022/23 was Inclusion. The recruitment approach underwent a revamp, developing unconscious bias awareness for recruiting panels, removing any barriers to ensure that candidates are assessed against organisational values. This change in approach has seen an increase in the number of candidates that apply for vacant roles and then go on to be successful in obtaining a role within the organisation.

Persona received the Most Improved Employer Award at the Greater Manchester Good Employment Awards in April 2023, in recognition of this work.

This is just the start of the journey for Persona, they want to continue to invest in our staff to ensure they feel valued, cared for, and can thrive at work and we have already introduced several new initiatives this year to support this.

Persona have committed to working with other organisations within health and social care to raise awareness about the charter and to encourage them to achieve member status or to work towards it, which in turn will drive up employment standards in Bury.



## Links & Resources

### Toolkits

[Real Living Wage Foundation Toolkit for NHS Employers](#)

[Greater Manchester Wellbeing Toolkit](#)

[Greater Manchester Mental Health Toolkit for Employers](#)

[Greater Manchester Recruitment and Retention Toolkit](#)

### Videos

[What is the GM Good Employment Charter?](#)

[Most improved organisation 23- Persona Care and Support Ltd](#)

[Pay - What does Good Employment mean to you? Good Employment Week 2023 - Persona Care and Support Ltd](#)

[Inclusive Recruitment event Salford –Northern Care Alliance](#)

[People Management – What does Good Employment mean to you? Good Employment Week 2023 Big Life Group](#)

### **Acknowledgement statement**

“This work was supported by the Greater Manchester Health and Care Workforce Collaborative utilising Health Education England Workforce Development funding. The views expressed in this work are those of the author(s) and not necessarily those of Greater Manchester Health and Care Workforce Collaborative or Health Education England.”

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