

Greater Manchester Health and Social Care Strategic Partnership Board

13

Date: 28 July 2017

Subject: Workforce Strategy & 2017/18 Implementation Plan

Report of: Nicky O'Connor, Chief Operating Officer, GMHSC Partnership

SUMMARY OF REPORT:

The report presents the Greater Manchester Health & Social Care (GM HSC) workforce strategy and outlines the implementation plan for 2017/18. The executive summary can be accessed via the following link: [Executive summary Workforce Strategy and Implementation Plan](#)

KEY MESSAGES:

The Strategic Partnership Board Executive, Strategic Workforce Board and wider groups have been consulted on the workforce strategy and implementation plan. Four strategic workforce priorities and eleven related action areas have been identified within the 2017/18 implementation plan. The current and projected future workforce is outlined, informed by 3 scenarios or ranges across GM and for each locality. Key feedback points from the May SPBE have been addressed in the Strategy and are summarised in section 3 of this paper. Overall feedback is also summarised in the main strategy documentation, slides 18 and 19.

PURPOSE OF REPORT:

The purpose of this report is to seek endorsement of the GM workforce strategy, the implementation plan and the new Workforce Collaborative arrangements.

RECOMMENDATIONS:

The Strategic Partnership Board is asked to:

- Endorse the workforce strategy and 2017/18 implementation plan.
- Endorse the new Workforce Collaborative and Strategic Workforce Board revised governance arrangements.

- Note the update on workforce planning scenarios and transformation themes and consider how as a Board it can support ongoing workforce improvement

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1.0 INTRODUCTION

- 1.1. This paper provides an update on the development of the GM workforce strategy outlining what has been amended and added since a previous version of the emerging strategy was presented to the SPBE and Strategic Workforce Board in May 2017. It also incorporates the 2017/18 implementation plan, the latest workforce planning scenarios for GM and each locality as well as further details on the GM Workforce Collaborative.
- 1.2. The full strategy document is included in a separate link to this paper and includes an executive summary.

2.0 BACKGROUND AND CONTEXT

- 2.1. The GM workforce programme and emerging Workforce Strategy priorities, supported by the SPBE in February 2017, was established to enable the fastest and most comprehensive improvements in the capacity and capability of the whole GM workforce (paid & unpaid) to support the achievement of the transformation ambitions as defined in the GM strategic plan and the locality plans. The workforce programme has 3 broad areas;
 - 2.1.1. **Developing a comprehensive workforce strategy:** setting out the key priority areas of the GM workforce programme based on a detailed appreciation of the needs of localities, the transformation themes, the ambition of wider GM stakeholders and key national priorities.
 - 2.1.2. **Supporting localities in improving and implementing their local transformation plans:** supporting the localities and GM transformation themes to develop and implement comprehensive workforce transformation plans, insights and interventions that are practical, implementable and address key strategic challenges.
 - 2.1.3. **Establishing the GM Workforce Collaborative:** bringing together all key stakeholders across GM (localities, regional and national bodies across Health & Social Care), leveraging collective expertise, capacity and resources to implement initiatives, share best practice and accelerate the delivery of key workforce priorities.
- 2.2. The target outcome is to enable GM to have a resilient paid and unpaid workforce across Health & Social Care that feels sufficiently motivated, supported, empowered and equipped to deliver safe and effective services, drive sustainable improvements and positively influence the health & wellbeing of the population.
- 2.3. The four priorities endorsed in the emerging workforce strategy remain, as they received positive support from stakeholders.

1	Talent Development and System Leadership <i>Pro-actively invest in nurturing the skills and competencies of our workforce</i>	
	<i>To do this, we will:</i>	<p><i>Build on the Leading GM programme to further invest in Leadership & Talent Development for our front line leaders (across Health & Social Care including Registered Managers) to develop their competencies and capabilities to lead integrated services.</i></p> <p><i>Implement a comprehensive development framework for carers and volunteers recognising, valuing and supporting their role in maintaining the health & wellbeing of the population.</i></p>
2	Grow our own <i>Widening access for and accelerating talent development across a range of new and existing roles</i>	
	<i>To do this, we will:</i>	<p><i>Establish a single shared gateway providing GM workforce with the support, information, guidance, tools and resources to enable upskilling, reskilling and personal development.</i></p> <p><i>GM delivering one of the largest apprenticeship programmes in the UK with a clear and compelling career path for all – existing staff and new apprentices.</i></p> <p><i>Get into employment & education initiatives operational in all GM localities, including working across organisational boundaries to provide best placement experiences for health and social care professionals</i></p>
3	Employment Offer and Brand(s) <i>Nurturing a vibrant employment environment that makes Greater Manchester the best place to work for Health & Social Care professionals</i>	
	<i>To do this, we will:</i>	<p><i>Define a GM benefits programme providing a range of consistent offers for current and future staff; as well as employment guarantee scheme(s) or similar incentives for students, newly qualified health & Social care professionals and apprentices.</i></p> <p><i>Build a GM employer brand across Health and Social Care with a focus on improving quality, safety, diversity & inclusion and a healthy working culture</i></p> <p><i>Set up recognition and reward programmes and schemes at multiple levels across GM providing the opportunities to recognise and celebrate the positive contributions of the GM workforce – individually and collectively</i></p>
4	Filling Difficult Gaps <i>Co-ordinated action to address specific long term skills & capacity shortages across Health & Social Care</i>	
	<i>To do this, we will:</i>	<p><i>Systematically target key skills shortage areas to address short term needs whilst growing long term capacity & capability, nationally piloting 'STAR' approach with Health Education England (focussing on supply, upskilling, new Roles , new ways of working and leadership)</i></p> <p><i>GM International established raising the profile of Greater Manchester as a top destination for health and social care professionals internationally.</i></p> <p><i>Establish centre(s) of excellence for workforce development (e.g. Teaching Care home, virtual learning networks, new medical school etc.) for a range of strategically important staff groups to raise competency levels and support continuous professional development for front line staff.</i></p>

- 2.4. The supporting actions and analysis have been strengthened and incorporate the recommendations and feedback from the various stakeholder groups.
- 2.5. To develop the picture of the Greater Manchester workforce we are creating a shared narrative around the current and projected future workforce, based around 3 scenarios described at locality and GM levels. We have considered the emerging scenarios around the likely future workforce needs based on current and emergent plans. The 3 scenarios are based on:
- 2.5.1. **New Economy projections:** the policy, strategy and research group for Greater Manchester, New Economy, has produced a view on workforce size and likely workforce changes across Greater Manchester up to 2035, which includes the health and social care sector. The information here is taken from their draft Labour Market report, a final version of which will be produced in July 2017.
- 2.5.2. **Provider projections:** NHS Providers identify workforce trends through 2 systems, of which we have used Unify as the data set. Unify is an NHSI online collection system for data collating, sharing and reporting. For the purpose of this analysis, it provides a strong picture of NHS provider views. Additional information has been included from:
- **Social Care National Minimum Data Set:** Provided by Skills for Care, the Social Care NMDS includes current and future projections for local authority staff.
 - **CCG Plans:** CCGs hold plans for changes in primary care workforce. This includes General practice staff and CCG staff.
- 2.5.3. **Locality projections:** There are two potential locality views - locality workforce plans and locality finance projections. For this analysis, we have used the locality view obtained through the finance process. At present, this view is incomplete, and the numbers for this scenario are therefore lower than the other scenarios. It will develop over time.
- 2.6. The new Workforce Collaborative, essentially the Partnership delivery vehicle for the strategy and implementation plan, is described in more detail, including the new joint GMHSCP/HEE delivery team and the £3.2 million budget for 2017/18 and beyond.

3.0 FEEDBACK FROM MAY SPBE

- 3.1. There were a number of key points raised at the May SPBE meeting, which were subsequently discussed at various GMHSCP forums, including the Provider Federation Board, the Strategic Workforce Board and Workforce Engagement Forum, and have been addressed as follows:
- 3.1.1. **Impact of Brexit** - We have initially addressed the impact of Brexit within the workforce section of the new version of the report recognising the emerging picture.

We have set out the workforce that works within the UK from Europe, and highlighted the percentage that GM uses in 2 tables in a slide entitled “Context – Global Workforce”. We have identified the immediate impact on nursing that the Kings Fund identified in their article in June 2017(a 96% reduction in EU nationals registering as nurses in the UK compared to pre-referendum levels). This is also identified as a key strategic workforce risk, alongside the international recruitment of key health and social care staff. We are also ensuring that we are working closely with national organisations particularly NHSE (EP’s) NHSI and HEE to ensure GM is well positioned to pilot international recruitment initiatives.

3.1.2. **Funding for implementation plan** - £3.2m has been identified for the Workforce Collaborative to help ensure the delivery of the 2017/18 implementation plan and beyond. This includes £1.0m from the GMHSCP Transformation Development Fund and £1.0m match funding from HEE as well as funds for a core Workforce Collaborative team. This matched funding comes as part of a unique new agreement with HEE, developing on the existing MOU, and endorsed in a recent meeting with Ian Cumming, CEO of HEE, Jon Rouse and Andrew Foster, Chair of the GM Strategic Workforce Board

3.1.2.1. The principles for accessing further Transformation funding as well as financial commitments from organisations, are also set out so that the economic case/ cost benefit analysis is a future requirement, thus avoiding any repetition of the continuity of service example. It is recognised that further work is required for 2018/19 and beyond, and that the £3.2m is likely to be committed into the next year. This will be addressed in the 2018/19 implementation plan and on an annual basis thereafter.

3.1.3. **Enhancing social care** - The Adult Social Care Transformation Programme has seen system leaders, providers and commissioners come together to confront the reality of the social care challenge, whilst seeking to design and implement innovative solutions to radically improve outcomes for people across GM. Across the four key workstreams - Care at Home; Residential & Nursing Care; Learning Disabilities; and Support for Carers - delivery groups chaired by system leaders have identified priorities and main areas of focus within these priorities that will facilitate decision making processes during the Autumn. Feedback from the broader system identified that there was insufficient focus on the adult social care workforce pressures associated with these workstreams within the emerging GM Workforce Strategy.

3.1.3.1. Although we still have much to do, we have now aligned the adult social care workforce programme to the GM Workforce Strategy's four strategic priorities and identified a series of delivery plans to enable achievement of the key workstreams identified above. Two specific examples demonstrate how we have begun to embed social care into the work programmes; firstly an invitation has been extended to ADASS to attend the Strategic Workforce Board to represent adult social care workforce issues and secondly, under strategic priority 4 - Employment Offer and Brand(s) we are working to identify 3 local authority organisations to act as pilot organisations to participate in a programme of work to build on the NHS Quest

initiative to establish a GM employer brand across health and social care focussing on improving quality, safety, diversity and a healthy working culture. This latter point aligns to the Mayor's priority - development of a GM Employment Charter - which seeks, amongst other things, to build a health and well-being culture across all GM employers. Additionally, we shall recruit an Adult Social Care Workforce Lead during the summer to facilitate delivery of the work programmes.

3.1.4. **Mayor's manifesto commitments** - The close alignment between the GM Workforce Strategy and the new Mayor's agenda is summarised in the document. The Mayor has identified workforce as a key priority including;

- Achieving the first fully integrated NHS and care service with single integrated teams.
- Championing unpaid carers – particularly young carers – ensure they are identified and supported
- Increasing control over workforce planning
- Introducing incentives for those in education to stay and more to encourage young people to enter training and education
- Over time working to bring social care staff into NHS family (training and reward)

3.1.4.1. A joint working group has been established between the GMHSCP and Mayor's office, which will include workforce issues. A representative from the Mayor's office will join the GM Strategic Workforce Board. One practical example is that the Strategic Workforce Board is commissioning a report on incentives and disincentives for improving Nursing and AHP recruitment, retention and return to practice, which will inform and influence the Mayor's commitment to examining Nurse Bursaries, as well as how we attract more people into the nursing profession.

3.1.5. **Carers and Volunteers** - Some concerns were raised about the inclusion of carers and volunteers into a workforce strategy. However, there was also broad support for the approach as it seeks to recognise and value their significant contribution to the care and wellbeing of the population. We have sought to ensure we are aligning the work with the GM Carers Strategy and MOU already agreed by the Strategic Programme Board and Executive as well as the Adult Social Care Transformation programme. In particular, we are focusing on:

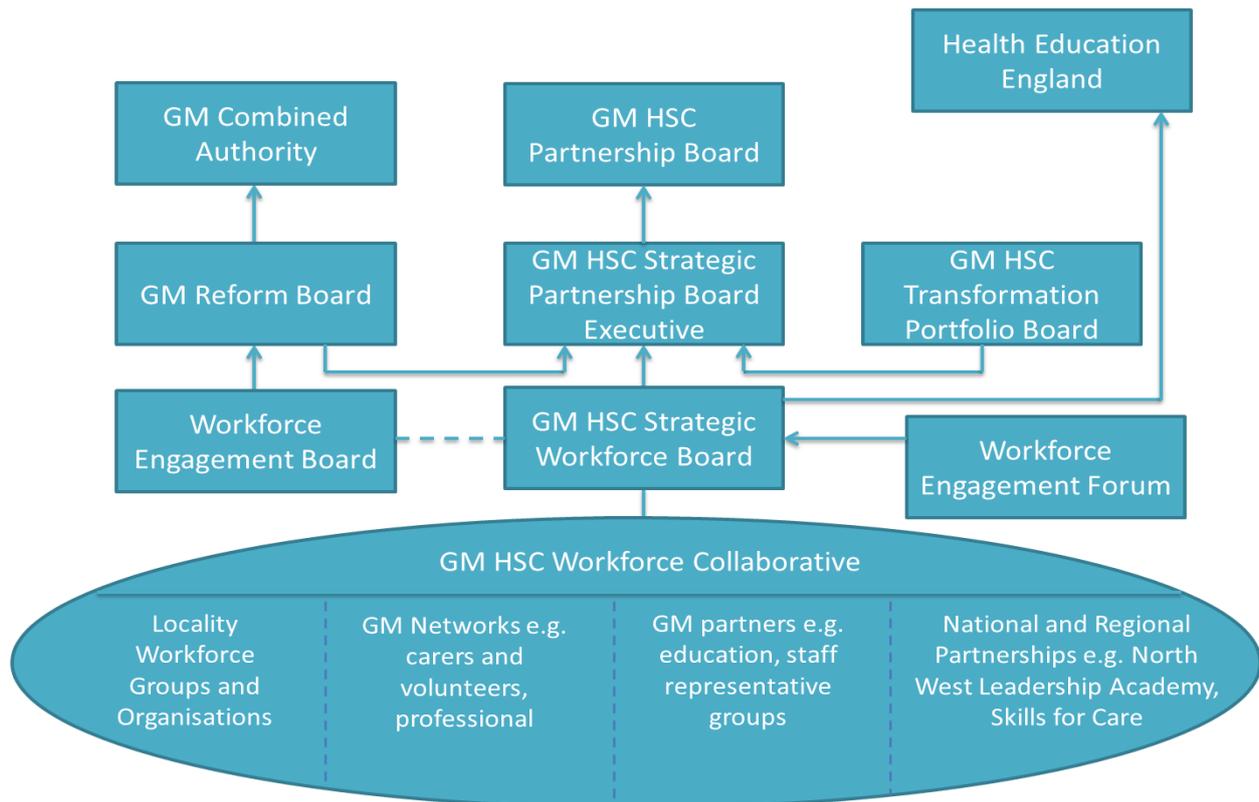
- Supporting and developing carers and volunteers through a new development framework, including relevant training
- Widening routes into health and social care employment and education for carers and volunteers as part of our Grow Our Own
- Ensuring we are applying best employer practices, for how we treat carers and volunteers, through our employment brand initiatives.

4.0 GOVERNANCE AND WORKFORCE COLLABORATIVE

4.1. The slides on the governance and Workforce Collaborative relate to the revised terms of reference and membership of the Strategic Workforce Board, which:

- Improve the connection between localities & GM
- Take into account the refreshed Memorandum of Understanding with HEE
- Clarify governance arrangements with the Workforce Collaborative and oversight responsibilities
- Improve alignment with GM networks and wider partnerships; including the and Workforce & Leadership agenda
- Improve engagement and partnership working
- Streamline strategy and delivery focus e.g. task and finish groups
- Strengthen communications e.g. monthly briefings

4.2. The GM Workforce Collaborative will act as the creative space where partner organisations across GM come together to drive the delivery of workforce transformation programmes out of mutual gains and in pursuit of a common cause. It will be directly responsible to the GMHSCP Strategic Workforce Board, which is accountable to the GMHSCP Strategic Partnership Board and its Executive as well as the GM Reform Board. The Strategic Workforce Board will also continue to be accountable to Health Education England (HEE), as part of a unique MOU agreement, for exercising jointly its national responsibilities locally including ensuring an effective system is in place for planning education and training in the NHS, quality improvement in education and training, managing the funding HEE receives and discharging the Secretary of State's duty to ensure the supply of staff for the NHS. These statutory duties remain with Health Education England however the GMHSCP Strategic Workforce Board is also the HEE Local Workforce Advisory Board as part of the governance arrangements.



- 4.3. The Workforce Collaborative will be led by Janet Wilkinson, GMHSCP Director of Workforce who will lead a small Collaborative team and manage the £3.2m fund devolved to ensure the delivery of the workforce strategy on behalf of GMHSCP, HEE and other partners
- 4.4. It is envisaged that in line with the Collaborative approach outlined that much of the delivery of the Workforce Collaborative will be led by GM Localities working together or leading on particular initiatives on behalf of colleagues.
- 4.5. Through the Collaborative, GM will establish a new Workforce Futures Centre from October 2017 that will lead research and development of innovative insights on the future of work and its implications for workforce development locally, nationally and internationally.
- 4.6. The Workforce Collaborative will also launch its GM Workforce Awards in 2017 to recognise and reward achievement and best practice.

5.0 RECOMMENDATIONS

5.1. The Strategic Partnership Board is asked to:

- Endorse the workforce strategy and 2017/18 implementation plan.

- Endorse the new Workforce Collaborative and Strategic Workforce Board revised governance arrangements.
- Note the update on workforce planning scenarios and transformation themes and consider how as a Board it can support ongoing workforce improvement

APPENDIX TO ITEM 13

Greater Manchester Health and Social Care Strategic Partnership Board

13

The Executive summary of the Workforce Strategy & Implementation Plan is included as a link with the cover paper of this item. To read the full document, please use the link below.

[Workforce Strategy and Implementation Plan v3.2](#)