

Meeting: Locality Board			
Meeting Date	5 June 2023	Action	Receive
Item No.	12	Confidential	No
Title	Workforce update		
Presented By	Kath Wynne – Jones, Chief Officer, IDC		
Author	Kat Sowden, SRO Workforce		
Clinical Lead	n/a		

Executive Summary
Update on ongoing programmes of work within Workforce workstream – OD and workforce strategy development.
Recommendations
For information

OUTCOME REQUIRED (Please Indicate)	Approval <input type="checkbox"/>	Assurance <input type="checkbox"/>	Discussion <input type="checkbox"/>	Information <input checked="" type="checkbox"/>
APPROVAL ONLY; (please indicate) whether this is required from the pooled (S75) budget or non-pooled budget	Pooled Budget <input type="checkbox"/>	Non-Pooled Budget <input type="checkbox"/>		

Links to Strategic Objectives	
SO1 - To support the Borough through a robust emergency response to the Covid-19 pandemic.	<input type="checkbox"/>
SO2 - To deliver our role in the Bury 2030 local industrial strategy priorities and recovery.	<input type="checkbox"/>
SO3 - To deliver improved outcomes through a programme of transformation to establish the capabilities required to deliver the 2030 vision.	<input checked="" type="checkbox"/>
SO4 - To secure financial sustainability through the delivery of the agreed budget strategy.	<input type="checkbox"/>
Does this report seek to address any of the risks included on the NHS GM Assurance Framework?	<input type="checkbox"/>

Implications						
Are there any quality, safeguarding or patient experience implications?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Has any engagement (clinical, stakeholder or public/patient) been undertaken in relation to this report?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Have any departments/organisations who will be affected been consulted ?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Are there any conflicts of interest arising from the proposal or decision being requested?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Are there any financial Implications?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Is an Equality, Privacy or Quality Impact Assessment required?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
If yes, has an Equality, Privacy or Quality Impact Assessment been completed?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
If yes, please give details below:						
If no, please detail below the reason for not completing an Equality, Privacy or Quality Impact Assessment:						
Not required. Report for information only. Due process will be followed when workforce strategy is completed						
Are there any associated risks including Conflicts of Interest?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Are the risks on the NHS GM risk register?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>

Governance and Reporting		
Meeting	Date	Outcome
Strategic Workforce Group	01/05/2023	Update only on developing workforce strategy

Workforce Update

1. Introduction

- 1.1. This paper provides an update on ongoing workforce initiatives including system wide organisation development and producing the Bury workforce strategy.

2. Background

- 2.1 Following the launch of the Greater Manchester People and Culture Strategy on 9th March 2023, Bury is required to produce a system wide workforce strategy aligned with the GM document bespoke to Bury locality.
- 2.2 Workforce workstream continues to support the transformation programmes as an enabler. The workforce hub enables delivery of system wide OD programmes, system wide national training initiatives and locality based ethnography and strength based training.

3. Workforce update

- 3.1 Kat Sowden, Managing Director at Persona Care and Support is taking forward the SRO role for Workforce.
- 3.2 The Bury workforce team has met with key workforce representatives from partner organisation to understand individual organisation's workforce strategy and/or workforce ambitions, to align these with the GM People and Culture strategy priorities. Each organisation's HRD/CE/CO have signed off their organisation's workforce strategy and agreed the 5 principle priorities within GM as being representative of Bury locality. This includes VCFA, Primary Care and Independent providers. A workforce workshop is scheduled for 6th July to progress the workforce priorities, agreeing the key outcomes, metrics, actions and workstream representation to progress the priorities, prior to presentation at the Strategic Workforce Group and subsequently the IDC board. Once the strategy is completed, it will be submitted to Greater Manchester People Committee by Kat Sowden, SRO for Workforce on behalf of the locality. It is anticipated that this will occur by the end of August 2023.
- 3.3 The five priorities outlined in the GM strategy are:
- 1.3.1. Workforce Integration
 - 1.3.2. Good Employment
 - 1.3.3. Workforce Wellbeing
 - 1.3.4. Addressing Inequalities
 - 1.3.5. Growing and Developing our Workforce
- 3.4 Conversations across the system have demonstrated a strong commitment to shift more towards a distributed leadership approach; maximising the strengths of partners in leading specific areas of work with the Workforce Hub as facilitators and enablers. There has also been a shared intention to ensure that the strategy is clear and unambiguous in it's focus; identifying a small number of significant priorities where a demonstrable impact can be achieved and a shift towards measuring outcomes and impact as well as input and activity.

- 3.5 A development programme has commenced to support the SROs and Clinical Leaders for the transformation programmes and enabling functions in clarifying roles and responsibilities and understanding support/development requirements. This session was also designed to support the SROs to understand the requirements to undertake a baseline assessment of their programmes, identify their key priorities and metrics. The next event will occur on 5th July 2023.
- 3.6 The workforce hub continues to support the transformation programmes providing expert HR knowledge, advice and guidance including the diagnosis, design and delivery of a number of OD programmes system wide. A number of programmes are currently being supported with key session design and delivery to support the West Neighbourhood Plan Priorities in determining improvement areas for Trauma/ACES services. Also an Independent Provider event (approx. 30 attended) was delivered in partnership with UTS and Bury MBC on the 18th May to identify collective workforce challenges which impact on the provision of their service delivery in the system. The next step is to propose/implement collaborative support offers to assist the Providers in addressing their workforce challenges.
- 3.7 The hub also continues to deliver ethnographic and strength based training across the system and to date more than 1000 health and social care professionals have been trained. The nationally dictated mandatory Oliver McGowan Training is to be supported within the framework of the current system wide training infrastructure focussed on those organisations who are not in a position to deliver the programme of training within their own resources
- 3.8 A system wide recruitment event for entry level health and social care practitioners will take place in July 2023 in Bury Town Hall.

4 Associated Risks

- 4.1 Reduction in workforce hub resources by 1 WTE (FTC ending in August 2023) plus current 1WTE vacancy (progressing via recruitment) with remaining 1 WTE postholder supporting the workforce requirements with support from AD of Workforce.
- 4.1.1 Increased requirements for support from transformation programmes.
 - 4.1.2 Specific requirement for dedicated resource to support system wide Oliver McGowan training.
 - 4.1.3 Delivery against the commitment to take a more distributed leadership approach.
 - 4.1.4 Availability of workforce data across the system to monitor impact and outcomes.

5 Recommendations

- 5.1 For information only at this stage.

6 Actions Required

- 6.1 To continue to encourage commitment to the workforce programme from partner organisations and active engagement with a more distributed leadership approach.

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May 2023