

Meeting: Locality Board			
Meeting Date	September 2023	Action	Receive
Item No.		Confidential	No
Title	Workforce update		
Presented By	Kath Wynne-Jones		
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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	Assurance	Discussion	Information	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
APPROVAL ONLY; (please indicate) whether this is required from the pooled (S75) budget or non-pooled budget	Pooled Budget	Non-Pooled Budget		
	<input type="checkbox"/>	<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 checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>

Governance and Reporting		
Meeting	Date	Outcome
Strategic Workforce Group	20/09/2023	Workforce Strategy is due for approval in September SWG following presentation/email circulation.

Workforce Update

1. Introduction

- 1.1. This paper provides an update on ongoing workforce initiatives including system wide organisation development and producing the Bury Locality 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 strategy bespoke to Bury locality workforce priorities/challenges.

- 2.2. The Workforce Team have led on the development of a Bury Locality Workforce Strategy based around the five priorities of the GM strategy as below:

- Workforce Integration
- Good Employment
- Workforce Wellbeing
- Addressing Inequalities
- Growing and Developing our Workforce

- 2.3. Given the significant financial challenges for our locality, our workforce strategy articulates the opportunities for collaborative solutions to contribute savings/efficiencies via our workforce programmes.

- 2.4. Our locality Workforce Team continues to support the transformation programmes as a key enabler. The workforce hub enables delivery of system wide OD programmes, system wide national training initiatives and locality based ethnography and strength based training.

2. Workforce update

- 3.1 Over the last 6 months the Locality workforce strategy has been co-produced with all Bury system partners led by the locality workforce team. Our strategy articulates the workforce challenges and our shared workforce priorities for the Bury system. It also demonstrates the commitment of our partners to collaboration to address these challenges.

- 3.2 Due to the size and scale of our workforce challenges in health and care although there are some quick wins, the work is largely transformational and therefore require capacity and time to experience the benefits/impacts e.g. collaborating with schools and colleges in a co-ordinated way for health and care to support people to understand careers options in health/care, developing and enabling accessing pathways into work experience/placements etc.

- 3.3 A locality workforce workshop took place on the 6th July to share the draft strategy with partners and to work together to progress the workforce priorities by developing the key outcomes, metrics, agree the roles, remit and workstreams/infrastructure to progress the priorities. There was strong engagement and involvement from all partners and following this, it has resulted in the production of the final locality Workforce Strategy. Due to the cancellation of IDCB in August this is now due to be presented/approved at IDC Board on the 27th September.

- 3.4 Due to the size and scope of the strategy and limited workforce expertise/resources across our system,

the approach to the delivery of the Workforce Strategy has been with a distributed system leadership model in mind, playing to the strengths of a range of partners. The ambition is to strengthen collaborative working and build/develop system leadership across our workforce agenda.

- 3.5 The workforce team are working with the Bury locality finance lead and senior workforce colleagues across the system to co-ordinate a Bury system wide workforce engagement exercise to enable our wider workforce to provide any potential ideas for savings. This will be led/co-ordinated through both our Strategic Workforce Group/WEF and Locality Finance Group.
- 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 in various stages e.g. GP leadership development/GP Board development.
- 3.7 A system wide promotional/recruitment event for entry level health and social care practitioners will take place in October 2023. A generic health and social care employment event took place on 5th July 2023 in Bury Town Hall. 500 delegates attended.
- 3.8 Good Lives GM is a collaboration between GMCA and the Innovation Unit. They are currently embarking on an innovative piece of development called System Shifting Leadership. Following a successful bid, the Bury Locality Workforce Team has been selected as one of 6 projects to experiment with this new approach. This will bring additional development, coaching and support to enable the Workforce Team to try some different ways of working with the intention of improving our system approach.

4 Associated Risks

- 4.1 50% reduction in total locality workforce team resources (1 WTE FTC ended August 2023 covering SBT/ethnography, 1WTE vacancy), with remaining 1 WTE postholder delivering the workforce requirements with support from AD of Workforce.
 - 4.1.1 Increased requirements for support from our transformation programmes.
 - 4.1.2 Limited workforce professional capacity system wide to deliver workforce strategy.
 - 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.
 - 4.1.5 High level bank/agency spend and challenging in filling vacancies in some of our health and care providers in the system

5 Recommendations

- 5.1 To note the workforce priorities in the Bury Locality Workforce Strategy.

6 Actions Required

- 6.1.1 To continue to encourage commitment to the workforce programme from partner organisations and active engagement with a more distributed leadership approach.
- 6.1.2 To acknowledge the system wide collaboration involved in producing the Bury Workforce Strategy and it's clear alignment with the ambitions of the "Let's Do It" strategy.
- 6.1.3 To support the engagement in the Good Lives GM System Shifting Leadership programme

Kat Sowden/Kath Wynne-Jones
August 2023