

MEETING:	18 th September 2024
DATE:	21 st August 2024
SUBJECT:	Bury Workforce Strategy - update report
REPORT FROM:	Emma Arnold (Workforce Transformation Lead) and Kat Sowden (SRO Workforce)
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1.0 BACKGROUND

- 1.1 The Bury Locality Workforce Strategy was co-produced with all Bury system partners, led by the IDC workforce team. It was signed off by IDCB and Locality Board in October 2023. 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 in working together to address these shared workforce challenges and through adopting a boroughwide approach to delivery of the ambitions of our LETs Do It strategy.
- 1.2 The strategy outlines the key workforce challenges/priorities to address these challenges through the delivery of 6 key programme areas of work. This aligns to the GM strategy/plans as below:
- Good Employment Charter
 - Equality, Diversity, and Inclusion
 - Growing our Workforce
 - Workforce Wellbeing
 - Workforce Integration
 - Developing the Workforce
- 1.3 Due to the size and scale of our workforce challenges the work is largely transformational and therefore requires 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 to grow the future workforce.
- 1.4 There are limited workforce resources/expertise across our system partners (some have key gaps in this area), therefore the approach to the delivery of the Workforce Strategy has been designed with a distributed system leadership model in mind, playing to the strengths workforce expertise and sharing this to the benefit of our system. The ambition is to strengthen collaborative working by building/developing system leadership and creating spaces/opportunities for partners to collaborate across our workforce agenda via 6 programme area priorities.
- 1.5 In January 24 we adopted a different approach to Strategic Workforce Group to enable a more engaging, focussed discussion on the strategy programme delivery/priorities with partners and

our programme leaders. Positive feedback from our partners has been provided on this change in approach. This group's function/form will be reviewed in October/November as our approach to distributed leadership/collaboration evolves to determine appropriate levels of workforce assurance/effective partnership working/engagement for the delivery of the strategy.

1.6 GM shared their workforce priorities for 24/25 with localities in June 24. These have been reviewed for alignment with our locality priorities and also with other GM locality priorities for connectivity/for opportunities to share best practice/work together across GM/locality footprints where possible e.g. development of a locality induction programme. We are awaiting the key metrics to measure improvements for GM priorities to also consider alignment in this area with our locality metrics.

1.7 In addition, a further recent priority for system workforce expertise has been identified to address a SEND improvement area, following a recent SEND inspection as stated below:

- Development of a partnership wide workforce strategy/development plan which should focus on coordinating training support and guidance to improve health, social care and education professionals' ability to identify, assess and meet the needs of children and young people with SEND, from birth to 25.

1.8 The Workforce Transformation Lead will be working with key leaders across health/care and education to develop the strategy/plan utilising best practice frameworks with an anticipated timeframe for completion of a draft strategy by the end of Dec 24 and associated development plan by March 25. Regular monthly progress reports will be provided to SIAB.

2.0 DELIVERY OF THE LOCALITY WORKFORCE STRATEGY

2.1 Key progress in the Implementation of the Bury Locality Workforce Strategy via the 6 delivery programmes includes the following highlights:-

- All programme leaders have reviewed their programme priorities for 24/25 and worked with partners via SWG/programme groups to shape these together to ensure they add value to the system, providing clarity in terms of remit/outcomes. The 6 programmes are in various stages across the range of priorities identified from design, development, delivery/pilot, review etc.
- **Our Workforce Integration programme** lead has led on the design/development of a workforce resources center which has been tested and ready to launch to all system partners. This enables all partners to freely access/download and share best practice workforce policies/toolkits/resources for all 6 workforce programmes in one central place. This sits on the BICP website as a dedicated digital platform to evolve over time with resources to enable partners to improve the support/experience of their workforce e.g. wellbeing toolkits, inclusive recruitment toolkits, good employment charter frameworks. All our workforce programme leaders have contributed to the programme elements/contents on the site.
- **Our Good Employment Charter programme** lead has undertaken a range of engagement activities regarding the charter to build understanding and encourage sign up to supporter status with a number of partners including;
 - General practice (via GP webinars, GPLC, Practice manager forums),
 - Independent provider sector (via LD Provider forum, MH Provider forum, Residential and Nursing Provider forum),
 - Voluntary Sector (via VCSE Leaders forum).

This has led to the sign up of the VCFA and 2 voluntary sector organisations as supporters and One GP practice. The target to have all ICP partners signed up has not yet been achieved. 2 ICP member organisations have not yet signed up as Supporters.

In addition to local work, we have proactively engaging in a range of GM sessions including the GM Workforce Summit, and OD Communities of Practice to showcase the GMGEC journey in practice and to encourage other organisations to begin their GMGEC journey.

- **Our Developing the workforce programme** lead has worked with NCA colleagues to enable access to the NCA offer for the Accelerated Leadership Development Programme for the VCSE leaders group and Hospice leaders. This is also being offered to our GP Federation. There are plans to include a showcase in our independent provider sector workforce event in October and they are also connecting into the various provider forums. In addition, this will be offered to our General Practice colleagues following the development of the workforce strategy via targeted leadership forums inc GP webinar/Practice Managers forum.

We have also developed a system training portal which has been fully tested with partners for launching in September initially with our Strength Based Training e-learning awareness module. The training portal is accessible to all our bury workforce (including volunteers) and will enable us to deliver on the ambitions of our LETs Do IT strategy to develop a place in which people are helped to make the best of themselves, by recognising and building on the strengths not deficits of all our children, families and our communities with an ethos of “what matters to you”.

In addition, a further priority aligned to GM is being progressed by the SRO for Workforce, who is a board member of the Mayor's Employer Integration Board, representing social care alongside John Herring from NHS GM. This board brings together senior leaders from across 7 different sectors:

- Digital and Technology
- Health and Social Care
- Creative, Culture and Sport
- Financial and Professional
- Engineering and Manufacturing
- Construction and Green Economy
- Education and Early Years.

The intention is to bring industry leaders and education providers together to design and implement technical education pathways that provide young people the same quality of opportunity as if they had taken a more academic route. There is a key focus on engaging employers to provide apprenticeships and T Level placement opportunities, whilst also seeking to understand the barriers to this.

- **Our Workforce Wellbeing Programme** lead has established a community of practice group with representation from all partners to enable sharing/utilising partner wellbeing expert leads for this area. The group has shared available wellbeing resources together and are progressing development of a system wellbeing resource for Bury to enable partners to adapt/utilise where partners do not have the resource/improve offers to their staff. This is a proactive approach to encourage a culture that focusses on workforce wellbeing (including our volunteers) with an anticipated long term outcome to reduce absence/associated bank and agency costs covering absence. A key part of this toolkit will also encourage and support the use of wellbeing conversations between managers and staff with guidance and training tools to enable this. The GM wellbeing toolkit has been reviewed and shared as a good practice model on the workforce resources site.
- **Our EDI Programme** lead has formed a working group with EDI leads from partner organisations which have agreed the following actions to support the delivery of the EDI programme objectives:
 - Undertake an audit/gap analysis of their EDI function, tools, policies, and practices which is underway
 - Populate and utilise the online resource centre to share EDI tools, policies, and training across partner organisations
 - Adopt the GM People Inclusion Standards due to be launched on 1st October as a workforce EDI framework to work towards

This will include the group Identifying and developing a plan to remove barriers and silo working with EDI across the ICS, ensuring ICS partner organisations have access to, and involvement in inclusion networks borough wide with an aim to work towards BAU status with the EDI programme.

- **Our GROW programme** lead is working to establish a single point/co-ordinated approach for work placement/experience building on the strengths across the partnership and supporting providers who aspire to build this offer with our local school/college partners. A scoping exercise in this area has been undertaken to identify what offers are in place with providers and consideration of how we develop this into a single point on the BICP site. We are also looking at how we improve access/support in a more co-ordinated partnership approach for our care leavers.

For our Independent Provider Sector to assist us to attract to our vacancies and reduce reliance on agency spend we have established a centralised permanent recruitment offer, recruiting to values and providing the initial entry level care skills to support access to employment in the sector. Also alongside this we have developed a flexible working system "Bury Flex" which is a shared workforce providing quality assured/trained compliant workers to providers to fill/cover vacancies/sickness etc to support availability of bed/homecare provision.

For our General Practice Workforce we are currently in the engagement phase in the development of our general practice workforce strategy. We have held/are holding a number of engagement sessions with our general practice workforce via our GP webinar/ practice manager forums and drop in sessions for staff to share their experiences/workforce challenges, explore best practice to address the challenges and share solutions. In addition a survey monkey has been developed and distributed to all general practice workforce who can't attend the engagement session but would like to contribute their experiences/ideas etc.

3.0 RISKS

3.1 There are a number of key risks associated with the overall delivery of the locality workforce strategy as outlined below:

- Reduction in capacity in the system workforce team from 3 posts to 1 WTE from 1st April 2024.
- Limited workforce partner capacity in the system for partners to engage/participate in the delivery of the locality workforce strategy and engage in SWG.
- Constraints with delivery capacity with the commitment to take a more distributed leadership approach for the 6 programmes with 2 programmes under the leadership of the Workforce Transformation Lead and significant input to a 3rd area i.e. Developing the Workforce.
- Availability of workforce data/resource to collate across the system to monitor impact and outcomes.
- No identified system budget for Workforce/OD (above the 1WTE post).

4.0 CONCLUSION

4.1 To note the progress that has been made to date in the above delivery of the workforce strategy with limited capacity/expertise, with a newly formed distributed leadership team. Plans are in place to continue to progress and build on the achievements of these programmes. A formal review of the strategy with partners will be undertaken for 25/26 to also shape delivery priorities.

List of Background Papers:-

1. Bury Locality Workforce Strategy

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Executive Director sign off Date: _____

JET Meeting Date: _____