

## Greater Manchester Joint Health Scrutiny Committee

Date: 21 January 2025

Subject: Supporting our Workforce: An update from NHS Greater Manchester

Report of: Janet Wilkinson, Chief People Officer, NHS Greater Manchester

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### Purpose of Report

This report provides an update on the following:

- (i) Delivery and evolution of the Greater Manchester Health and Care People and Culture Strategy 2022-2025
- (ii) An overview of the improved People and Culture governance structures, which are able to provide much greater oversight of the delivery of strategy.
- (iii) An overview of the role of workforce in the three-year Sustainability Plan.

### Recommendations:

The JHSC is requested to:

1. Note the update and progress made to focus delivery of the People and Culture Strategy for maximum impact.
2. Note the alignment of work to the wider GM Strategy.
3. Note the risks to delivery identified and consider areas where the GMCA can support to mitigate or reduce the risks.

### Contact Officers

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## **Risk Management**

NHS GM People and Culture Committee oversees the workforce risk as recorded on the Integrated Care Board's Board Assurance Framework and a strategic risk register.

**Number of attachments to the report: Two (Appendix One and Two)**

## **Background Papers**

- The full GM People and Culture Strategy for our Health and Care Workforce can be read here: <https://gmintegratedcare.org.uk/wp-content/uploads/2023/03/gm-icp-people-and-culture-strategy-2022-2025-final-1-1.pdf>.

## **Tracking/ Process**

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No

# 1. Introduction/Background

The Greater Manchester People and Culture Strategy for our health and care workforce was developed in 2022 and was approved and subsequently overseen by the then Greater Manchester People Board.

It has five priority areas and creates a blueprint for shared delivery across Greater Manchester. Full strategy can be read here: <https://gmintegratedcare.org.uk/wp-content/uploads/2023/03/gm-icp-people-and-culture-strategy-2022-2025-final-1-1.pdf>.

In 2024, the Integrated Care Board's governance structures were reviewed, and it was agreed that the delivery of the People and Culture Strategy would be overseen by the NHS Greater Manchester (NHS GM) People and Culture Committee, a statutory committee of the Integrated Care Board.

This report will outline how the progress has been overseen to date and the current Committee priorities.

It is important to highlight that the People and Culture Strategy is due to be refreshed later this year, following extensive evaluation of delivery and impact to date, and further stakeholder engagement on priorities for the next three years.

# 2. Delivery of the People and Culture Strategy

Delivery of People and Culture Strategy is complex, as there are multiple plans and teams supporting work in this space at various different levels. See diagram one

Diagram one



Good progress has been made to align all relevant delivery plans to the People and Culture Strategy, including plans in Adult Social Care, Primary Care, Mental Health, Cancer, however it has been difficult to establish clear governance and a process for measuring impact of each delivery plan. The NHS GM People and Culture Function has reviewed delivery of twice per year since 2022, but this is not consistent for supporting delivery plans across Greater Manchester.

The implementation of the findings of the Good Governance Institute (see Appendix 1), the planned refresh of the strategy in spring 2025, as well as further maturity of the ICB will provide greater opportunity to advance this work.

### **3. Responding to the Good Governance Institute's Recommendations**

The Good Governance Institute (GGI) has worked closely with NHS GM to review how and where decisions are made. A full report and recommendations were provided for each Committee of the Integrated Care Board. An action plan was developed for the People and Culture Committee to identify how the recommendations would be implemented. See Appendix 1.

Key areas for improvement included:

- Refined priorities with clear measurables
- Greater scrutiny and monitoring of risks
- Reviewing how the agendas were structured to ensure the Committee was delivering in its role
- Developing a work plan for the year
- Other areas included development of a narrative on a page, summary terms of reference and bringing the values of NHS GM to life.

Diagram two provides an overview of the three priority areas that were identified and approved by Committee in October 2024 for delivery over a six-month period, by which time the People and Culture Strategy is due to be refreshed.

The priorities are the three areas that the Committee felt the system could work on collectively for maximum benefit. Delivery is owned by all members of the Committee and supporting groups. A large proportion sits with the NHS GM People and Culture Team as the only dedicated central resource. However, resource within the team is limited due to competing priorities (including meeting statutory duties as an organisation and the NHS England undertakings) and ongoing vacancies and this is recorded as a risk on the strategic risk register.

*Diagram two*

Committee Priority	Focus	Measurables (What does success in 6 months look like?)
(1) Delivery of the People and Culture Strategy.	With a particular focus on good employment through the Good Employment Charter and advancing equality, diversity and inclusion.	<ul style="list-style-type: none"> <li>Increase number of health and care employees benefitting from Good Employment Charter Membership by 10%</li> <li>Embed Equality Professionals Network and develop an action plan for collaboration, utilising staff survey and equality data.</li> </ul>
(2) Delivery of System Leadership activities.	Supporting our GM Single Improvement Plan by delivering the System Leadership activities as part of Pillar One of the Plan.	<ul style="list-style-type: none"> <li>Improve the score of at least half of the Partnership Assessment Tool categories.</li> </ul> <p><b>IN REVIEW</b></p>
(3) Driving workforce efficiency and sustainability.	<p>Working collaboratively with NHS Providers to support workforce and financial sustainability, to meet our in year local and national targets in.</p> <p>Developing technical career pathways into health and care, to support the future sustainability of our workforce, by:</p> <ul style="list-style-type: none"> <li>Establishing an MBacc for health and care</li> <li>Increasing T Level placement capacity</li> </ul>	<ul style="list-style-type: none"> <li>To achieve the following targets collectively for our NHS Trusts and ICB: Sickness Absence – 5.1%, Agency as a % of pay-bill target – 3.2%, Turnover – 10.9%</li> <li>Increase the number of health and care employers offering T level placements (number to be defined through initial scoping phase.)</li> <li>Develop a GM apprenticeship approach following publication of national strategy.</li> </ul>

## 4. Progress to deliver on the Committee Priorities

As part of the implementation of the GGI’s recommendations, a third of every Committee meeting is now dedicated to reviewing delivery of our Committee priorities, including highlight reports and deep dives.

Regular oversight and assurance along with clear measurables improve the ability to oversee the delivery of our priorities. The Committee meeting in December 2024 received the first highlight reports and a deep dive on Priority One.

All supporting meetings, including NHS GM (org) Sub-Committee, Health and Care Group, and Sub-Groups, such as NHS HRDs, Education and Skills and Good Employment and Wellbeing have been tasked with reviewing the priorities and identifying their role in supporting delivery. Both the (org) Sub-Committee and Health and Care Group have developed delivery plans which they are managing oversight of.

#### **4.1 Delivery update on priority one**

- Supported the delivery of Good Employment Week and showcased the work on Multiple Disadvantage with Greater Manchester employers and providing key input on the good leadership workshops.
- NHS GN received its plaque recognising the organisation as a member of the GM Good Employment Charter.
- Urban Village Medical Practice, based in Ancoats, have been recommended for Charter Membership in the latest round.
- Greater Manchester Mental Health have had their membership application paused whilst there are trades union disputes with the organisation in regard to safe staffing
- The Equality Professionals Network was established in June 2024 and has been meeting monthly. The Network is now getting into a rhythm of sharing good practice, joint working on improvement initiatives, identifying system wide themes that lend themselves to collaborative working.

#### **4.2 Delivery update on priority two**

- Worked with Affina OD to utilise their Partnership Assessment Tool to assess how well the ICS's inter-organisational partnership works across a number of set dimensions, by assessing the quality of the relationships between partnership members. Completed the first survey over the summer, with over 150 system leaders contributing. The results were presented at our People and Culture Committee in October. Collectively they give a clear indication that improvement is required across all measures and these first results provide a baseline to build on over the coming months.
- The next step is to work together to deliver a targeted improvement programme to support the areas identified in the first set of results. This plan is being developed and overseen by a monthly system leadership group made up of leaders across NHS Trusts, Primary Care, Place Leaders from Local Authorities, Voluntary, Community and Social Enterprise Sector and the Integrated Care Board.

### 4.3 Delivery update on priority three

- *Workforce Efficiency Measures*

To achieve the following targets collectively for our NHS Trusts and ICB:

- Sickness Absence; Target 5.1%; Month 6 (Sept 2024) 5.9% - **0.8% above plan**
- Activity: Peer reviews have taken place around attendance management, with themes and best practice identified
- Agency as a % of pay-bill; Target 3.2%; Month 6 (Sept 2024) 1.9% - **target on track**
- Activity: Continuation of support to providers challenged in relation to off framework usage and price cap compliance. sign-off of the Temporary Staffing Strategy, liaison with temporary staffing provider to investigate rates of pay for nursing, midwifery and medical staff for both agency and bank across provider trusts
- Turnover: Target 10.9%; Month 6 (Sept 2024) 10.6% - target on track
- Activity: Mapping of GM to Regional Retention Priorities demonstrating reasonable alignment and an opportunity to continue to work together. System maturity matrix in relation to retention undertaken. Development of People Promise Exemplar Site Implementation Plans.

- *Workforce Sustainability*

T Level placements = increased by 10 (this is ahead of plan as we are still in the scoping phase technically, target for phase 2 yet to be set with the funder) This includes placements in maternity (a first in GM), estates and facilities, cancer, and a rotational placement model between secondary and adult social care.

New employers providing placements = 3 (The Christie, Miocare & Pennine Care) have made a commitment to provide (currently onboarding to achieve employer readiness).

### 4.4 Risks to delivery

The following have been identified as risks to the delivery of Committee's priorities:

- 1) The rise in National Insurance for April is due to hit hospices, Primary Care, Social Care and VCSE Sectors and will place at risk their ability to pay the real living wage and uphold other cost standards in the charter including sick pay on 1st day.

- 2) NHS Trusts continue to have concerns about Real Living Wage. Our mitigation is that we can pass trusts through on this as the pay deal currently takes them above the amount. If national pay deals took them below whilst we could not continue with membership. Seek to raise the issue through the GM Mayor in order to address the situation.
- 3) Ensuring equality retains a focus / priority through the significant change currently underway in Greater Manchester due to improvements required and undertakings.
- 4) Reduced take up of bank shifts due to reduction in overtime and reduced bank rates.
- 5) Reduced transparency of decision making and restrictions on collaboration due to challenges around engagement with the Workforce Efficiency Programme Governance due to the pressures of delivering the current recovery programmes
- 6) The Workforce Efficiency Programme will not achieve associated targets due to a lack of capacity within organisations engaged in the programme.

## **5. Wider system delivery**

The requirement to support a statutory organisation and the delivery of the Single Improvement Plan in response to the NHS England undertakings, have limited the delivery of activity across the wider health and care system. However, Delivery continues in three key areas:

- A. Good Employment – to improve membership across health and social care.
- B. Skills – supporting the Baccalaureate in health and care and increase T Level placement capacity.
- C. Wellbeing – improving the access to good wellbeing support across health and care, through the Wellbeing Toolkit, engagement sessions, Freedom To Speak Up and expansion of access to occupational health support in primary care.

Appendix Three is a summary of wider progress being made in Greater Manchester and summarises the case studies that have been submitted to support the development of the national ten-year plan for the NHS.



## **6. Supporting the three-year Sustainability Plan**

NHS Greater Manchester's People and Culture Function have been supporting the three-year Sustainability Plan in three key areas:

- (1) Annual Operational Planning
- (2) Key controls and activity
- (3) Assurance

Appendix Two provides a more detailed overview of this piece of work.

## **7. Next steps**

The focus for January-April 2025 will be on delivery of the three Committee priority areas highlighted in this report. The Committee will continue to monitor progress through highlight reports and deep dives, with a full review on whether the targets have been achieved in April/May 2025.

The spring will then see the start of the strategy refresh, with extensive system engagement. The refreshed strategy will include clear measures of success and a reporting process for all supporting delivery plans, to ensure wider delivery is captured going forward.

The NHS GM People and Culture Function will also continue to support the delivery of the Single Improvement Plan, the Sustainability Plan and meeting the requirements of the statutory ICB.