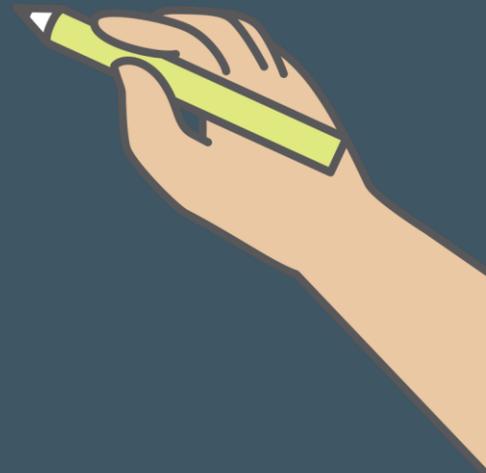


# Greater Manchester Health and Care Workforce Collaborative

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ANNUAL REPORT 2020-21



## **FOREWORD**

**The Covid-19 pandemic continues to present the biggest challenges we have ever faced as a health and care system. The full scale of its impact on our services and our people is only just emerging as we are still in the response stage.**

The way our health and care workforce in Greater Manchester have responded to the pandemic over the last twelve months has been remarkable. We have seen true dedication to caring for others time and time again; a willingness to go over and above and put the needs of others before their own. They have done this at the same time as seeing colleagues fall ill, and in some cases sadly losing their lives. Our Black and Asian Minority Ethnic colleagues have been disproportionately impacted by Covid-19, and so many of our teams have put themselves at risk to do their job. We have even seen new people step forward to join our workforce at this time of need – bringing their experience from sectors such as hospitality or tourism – and often choosing to stay with us in the long term.

It has been a long year – and over twelve months on our people are weary. They have been tested like never before – in our hospitals and our care homes – as well as out in the community and in our vaccination programme too. We know that many colleagues have experienced increased levels of anxiety, stress, and depression, as well as the wider effects on work and family life. The Covid-19 pandemic has impacted every member of our health and care workforce.

The Greater Manchester Health and Care Workforce Collaborative has made a valuable contribution to supporting our workforce and our system over the last year. We have truly experienced the benefits of having an established workforce network across the system; allowing us to support each other, to share learning and problem solve together. We have much to be proud of from the last year. We have come together as a system to recruit and deploy staff to where they were needed most: supporting the establishment of NHS Nightingale Hospital North West and then the largest vaccination programme in the history of the NHS. We have adapted and started to embrace new ways of working – delivering our first virtual summit over two weeks in November – and adapting to deliver pre-employment programmes such as Step into Care virtually, when other programmes paused delivery.

We still have so much further to go as a Collaborative – to deliver some of our original ambitions as part of our devolution journey, and to tackle the big issues the pandemic has further exposed and made worse. This is particularly the case for inequalities in our communities and the workplace experiences of our Black, Asian and Minority Ethnic colleagues. As a system we are committed to change and to delivering it as a priority in the next year.

As we begin to move towards the recovery phase and look ahead, there is much to motivate us to deliver initiatives with system-wide benefit over the next year. We want to build on the success of the Collaborative to date, to utilise our collective expertise to really build back better – through our Covid recovery, the delivery of our People Plan and supporting the creation of the new ICS as part of our devolution journey.

We look forward to continuing to work with every member of the Workforce Collaborative in the year ahead.

### ***Karen James OBE***

*Chief Executive for Tameside and Glossop Integrated Care NHS Foundation Trust and Stockport NHS Foundation Trust and Chair of the Greater Manchester Health and Care People Board*

### ***Janet Wilkinson***

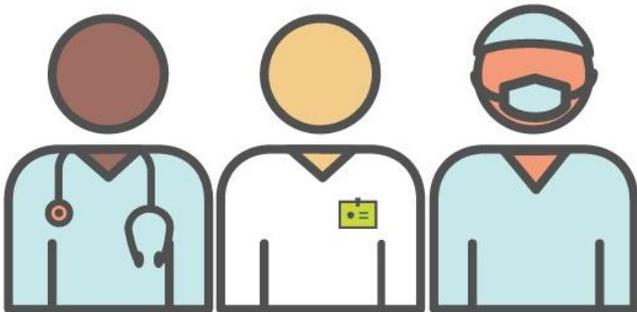
*Executive Lead for Workforce, OD and System Leadership, Greater Manchester Health and Social Care Partnership (GMHSCP) and Chair of the GM Workforce Collaborative Steering Group*

## EXECUTIVE SUMMARY

### Activity and Successes During 2020/21:

**Our System Delivery People Plan for 2020/21 details the Workforce Collaborative's priority areas and activities supporting delivery of Our People Plan for Greater Manchester (the Greater Manchester workforce strategy), informed by the national NHS People Plan. Given the events of 2020/21, the activities within the System Delivery People Plan were reprioritised to enable the provision critical support to the system during the pandemic.**

Despite the unforeseen challenges over the past year, tremendous successes have continued to be achieved. Highlights include; an additional 381 new AHP, nursing and midwifery learner places were made available in GM, 147 learners were funded to undertake their Advanced Clinical Practice qualification, 47 candidates secured social care employment through the Step Into Care Programme, the launch of our Wellbeing Toolkit and the GM Blended Roles trailblazer won a Healthcare People Management Association award for cross sector working.



### Looking forward to 2021/22:

Substantial funding has already been allocated to support delivery of Our People Plan in 2021/22, including projects in primary care, social care, workforce planning, advanced practice, and race equality. We hope and anticipate further HEE funding becomes available from April 2021 to further invest in workforce transformation across our system.

Key risks include the precarious nature of employment arrangements for key Workforce Collaborative Core team members, the potential continued impact of the Covid-19 response, and uncertainty of further investment.

Despite the challenges of the past year, and the ambiguity ahead, the Workforce Collaborative looks forward to 2021/22 with optimism. We are primed to help support the recovery of our health and care workforce through the next phases of the pandemic, to make a significant contribution to the development of the emerging Integrated Care System as part of our ongoing devolution journey, and facilitate the delivery of the People priorities, while continuing to take a whole system approach to supporting our health and care workforce to build back better and meet the emerging needs of the GM system

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### Our Wellbeing Toolkit for our Greater Manchester Workforce

The Wellbeing Toolkit was developed by GMHSCP for the benefit of our health and care workforce.

A scoping exercise identified that while there were lots of offers of support out there, people found navigating them overwhelming, especially when they needed them most. This toolkit was created to make it easier for our people to look after themselves, and their teams. As well as practical tools and guides, the toolkit collates existing resources and provision from across GM, including GM Moving, the Resilience Hub and Our NHS People.

The toolkit launched in March 2021 along with a programme of workshops to support colleagues to look after themselves better, as well as actions to support their peers and teams too. This has also included bespoke support with leaders to help facilitate the cultural step change for better wellbeing in the workplace; working with Primary Care Network leads, practice managers, care home managers, VCSE and community-based colleagues, local authority leads and more.

Initial feedback has been really positive. 3000 people visited the toolkit webpage in the first week alone. We know that some organisations are using the toolkit to help frame a wellbeing strategy and approach in their workplaces, while others are taking elements to embed into existing provision.

Phase two of this work will focus on system support to embed good wellbeing into training, day-to-day management, and cultural practice across the workplace.

## OUR PEOPLE PLAN FOR GREATER MANCHESTER

In summer 2020 NHS England published the NHS People Plan for 2020/21. The plan set out practical actions for employers and systems, as well as the actions that NHS England and NHS Improvement and Health Education England would take, over the remainder of 2020/21.

At a Greater Manchester level, our task was to interpret this to develop a system plan that supported our wider ambitions for workforce transformation, and ensure we went further to deliver it across health and care. The Workforce Collaborative utilised the opportunity to undertake a full refresh of our Workforce Strategy ('Our People Plan') to reflect the new landscape in Greater Manchester and to support our Covid-19 recovery and beyond.

Our ambition is that our plan will reflect what the system needs and will work in tandem with activity taking place at locality and organisation level. A fundamental driver running throughout the plan is to look at the system as a whole. Our People Plan is for every member of our broad and diverse health and care workforce, paid and unpaid. Where possible, we remain committed to supporting the Greater Manchester model for public service.

Our People Plan for Greater Manchester was developed, and initial engagement undertaken with key stakeholders in August/September 2020. In October 2020, the decision was taken to pause engagement on Our People Plan to respond to a shift in priorities driven by the pandemic, and instead focus on developing a short-term System Delivery People Plan for 2020/21. We hope to resume stakeholder engagement on Our People Plan when the system allows during Covid-19 recovery.

### System Delivery People Plan

The System Delivery People Plan is an action focussed schedule detailing the key activities to be delivered in support of the Our People Plan. It incorporates the feedback received on our People Plan to date. Figure 1 shows the Plan on a Page, summarising the breadth of work detailed in the System Delivery People Plan and anticipated outcomes.



### Step into Care

The Step into Care pre-employment programme was established to help address the high turnover of staff, high vacancy levels and an ageing workforce within adult social care.

adult social care.

The programme is delivered by the Greater Manchester Health and Care Careers Hub – and is one of the only programmes of its kind to continue to be delivered virtually during the peak of the pandemic.

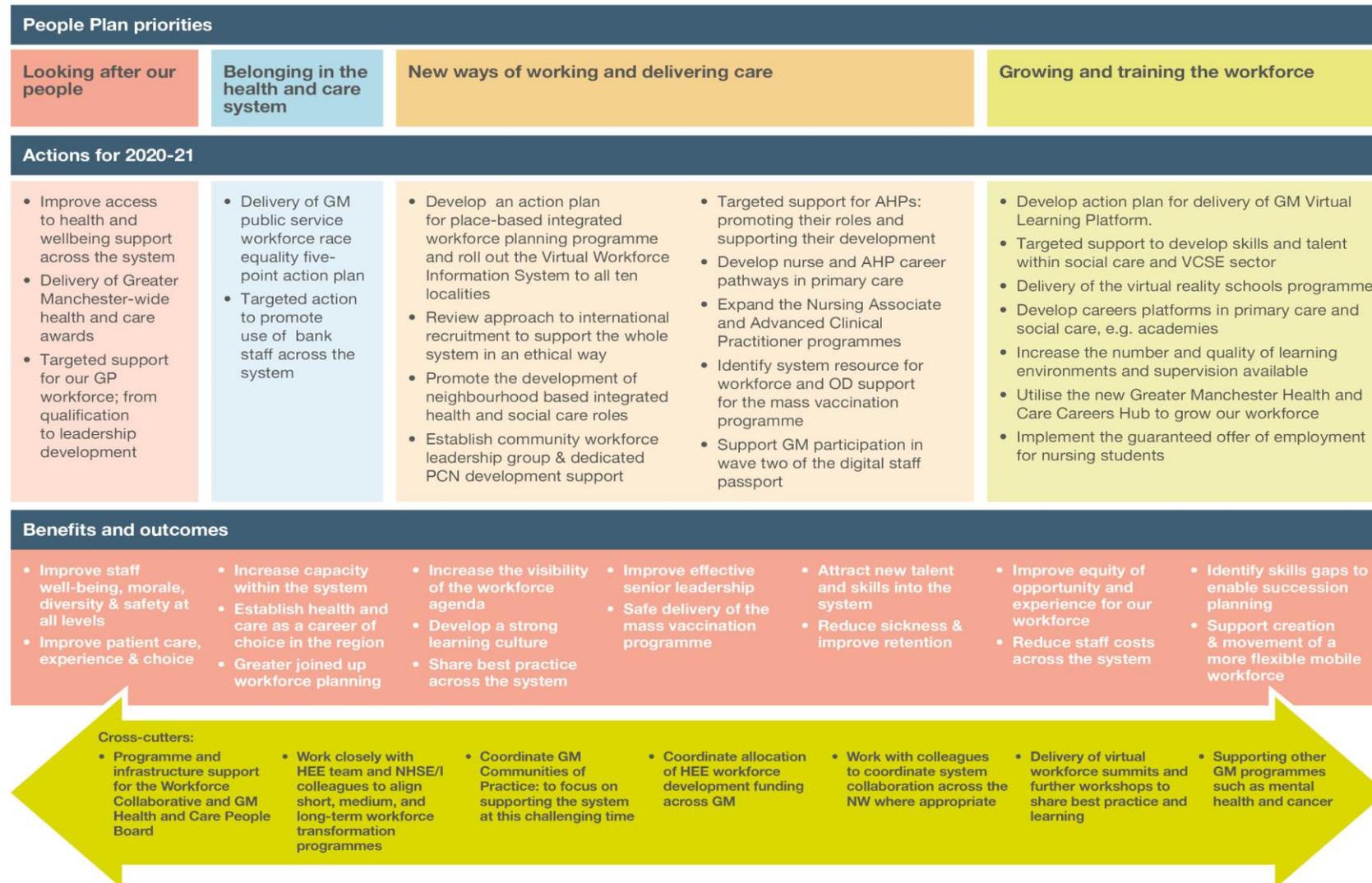
Since the pilot programme launched in January 2020 it has delivered really positive results; getting more people into full time employment and particularly helping to create a more diverse care workforce. The programmes achievements include:

- The proportion of social care staff from a BAME background in GM is currently 15.4%. On the Step into Care programme, this rises to 26% of applicants and 30% of successful appointments.
- The national and regional average for proportion of male carers in the sector is 18% with the highest proportion in day care and supported living settings. The proportion of male carers successfully gaining employment through Step into Care is 28%

Figure 1: Plan on a Page 2020/21

## Greater Manchester Health and Care People Plan: System Delivery 2020-21

This plan on a page outlines the workforce actions to be prioritised at system level to support our Greater Manchester health and care services over the coming months. It will remain under regular review to ensure it continues to be responsive to the urgent needs of the health and care system and action prioritised accordingly.



At the beginning of 2021 we re-evaluated the System Delivery People Plan in view of the significant impact from the ongoing Covid-19 response and vaccination programme, to ensure it was an accurate reflection of deliverables up to the end of March 2021. The dynamic list of activities detailed within the full System Delivery People Plan numbered 109, of which 71 were continued as planned, 28 were partially paused or delayed, and 10 were entirely paused. A new version of the System Delivery People Plan will be developed for 2021/22 based on the evaluation in this report and ongoing system engagement.

## THE WORKFORCE COLLABORATIVE

The Greater Manchester Health and Care Workforce Collaborative (see Figure 2) was created in 2017 to support the delivery of Our People Plan.

The Collaborative brings our system together, including organisations, localities, as well as education providers and arms-length bodies to work on areas where they agree a Greater Manchester-wide approach is beneficial. It consists of three elements:

- Wider Collaborative members:** this is made up of all representatives involved in delivering their local workforce plans and Our People Plan collectively for Greater Manchester.
- Steering Group:** with representatives from a range of support organisations such as Higher Education Institutes, the NHS North West Leadership Academy (NWLTA), North West Employers, and many more. The Steering Group drives the delivery of Our People Plan and provides a collaborative space for creative and innovative problem solving through sharing the knowledge, expertise and resources of its partners.
- Core Workforce Team:** made up of colleagues from Greater Manchester Health and Social care Partnership and Health Education England (HEE).

Figure 2: The Workforce Collaborative



## WORKFORCE COLLABORATIVE STRUCTURES

Our People Plan is managed and delivered through a number of Workforce Collaborative forums.

**Figure 3: The Workforce Collaboratives reporting flows and forums to support delivery of Our People Plan**



### The first virtual Workforce Collaborative Summit

In November we delivered our first virtual Workforce Collaborative Summit; a two-week virtual event, with bitesize sessions delivered by organisations across our health and care system, and further afield.

The summit was a valuable opportunity to share key workforce learnings from our initial pandemic response, to explore how we could best work together to support our workforce over the challenging months ahead and enable colleagues to network, to share their experiences and best practice.

In total we saw over 650 attendees across the 35 sessions; taking part in discussions and workshops and listening to talks and presentations. Sessions varied from 'Work experience and industry placements during a time of social distancing' and 'Understanding mental health in the workplace' to Developing nursing career pathways in primary care' and 'Courageous Conversations – Let's talk about race'.

The feedback from the summit was overwhelmingly positive. The post event survey and subsequent evaluation found that delivering the summit in a virtual way allowed the Collaborative to reach a broader audience, made the sessions more accessible and provided a significant cost saving. Attendees also welcomed the broad variety of sessions and the ability to dip in and out of the summit over a two-week period, as well as the opportunity to access sessions they missed with recordings and presentations shared through the Workforce Futures Centre.

To build on the success of the first virtual summit, the Collaborative is launching a monthly bitesize virtual summit programme from April 2021.

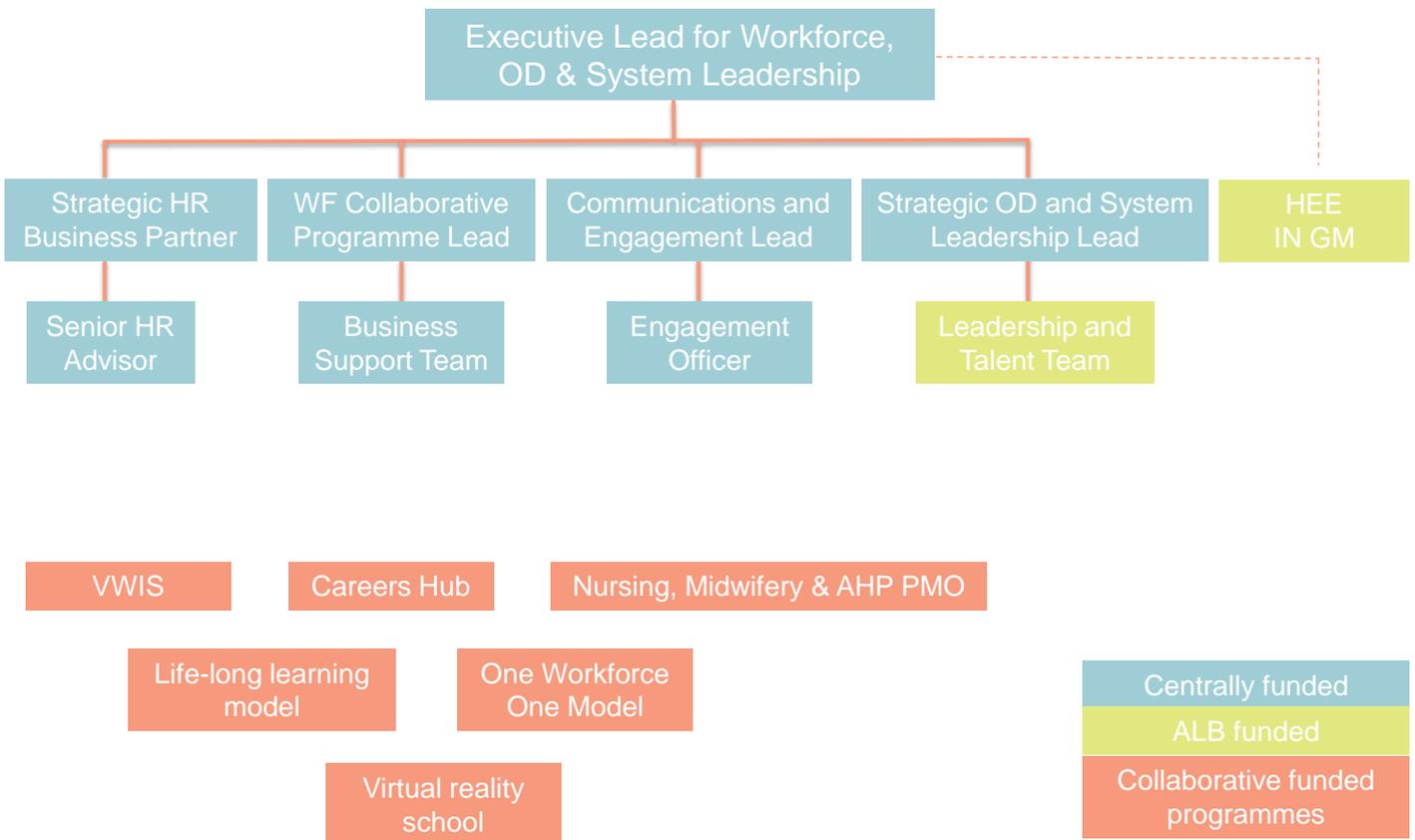
## THE WORKFORCE COLLABORATIVE CORE TEAM

The Workforce team at GMHSCP (see Figure 4) provides expertise and capacity for Greater Manchester-wide work.

The team comprises of workforce and HR, programme leadership, communications and engagement, Organisation Development, and talent leadership. The team work closely with our colleagues in HEE, and the funded programmes being delivered out in the system.

HEE provide significant investment to the Workforce infrastructure within GM to support implementation of Our People Plan, plus two posts are funded by the NHS NWLA.

Figure 4: The structure of the Workforce Team at GMHSCP during 2020/21



## WORKFORCE COLLABORATIVE CORE TEAM: ESSENTIAL FUNCTIONS

### System-wide support:

- Development and delivery of the GM People Plan
- NHSE/I delegated system functions as set out in the NHS People Plan
- Leadership, programme and infrastructure support for the Workforce Collaborative and the GM Health and Care People Board
- Allocation and programme management of HEE workforce development funding across GM
- Work with colleagues in the North West People team to ensure alignment of work plans at system, regional and national level
- Management of the relationship with HEE via the memorandum of understanding
- Coordination and leadership for the Greater Manchester Workforce Engagement Forum with trade union colleagues
- Talent and system leadership support across GM
- System wide work supporting workforce equality, diversity and inclusion issues to address workforce inequalities
- Strategic Workforce and Organisational Development (OD) support and advice to the Partnership team and system partners
- Supporting system collaboration and delivering platforms for sharing best practice and learning, including regular summits and the Workforce Futures Centre

### Support for GMHSCP:

- Contribution to Executive leadership of the Partnership team including management of Business Support teams (directly delegated function)
- Operational HR and OD support to the c280 strong Partnership team
- Development and delivery of the internal People Plan

### Bringing Back Staff (BBS) Programme



The Bringing Back Staff (BBS) Programme was established at national level by NHS England/Improvement at the start of the pandemic. Its purpose was to encourage staff who had recently retired or left the NHS to return and provide short-term support as health and care services became increasingly stretched. Greater Manchester Health and Social Care Partnership was asked to take a lead on this on behalf of the North West region.

A significant component of the work was to manage stakeholder expectations and engagement to optimise deployment opportunities where there was greatest need. Candidates came from a range of backgrounds from medical, nursing, AHP, healthcare scientists, pharmacy, administration, healthcare support workers, dentistry, radiology, and optometry.

Over 3,600 candidates came forward to support the COVID response across the North West. 660 of these were subsequently employed through the BBS programme. More recently 187 of the BBS candidates were employed to support the delivery of the Greater Manchester Vaccination Programme.

The programme is now looking at transitioning to a reservist model to facilitate longer term provision. Furthermore, a GM Workforce Bureau is in development to support additional vaccination workforce requirements across health and care services.

- Working collaboratively with the core communications team to jointly deliver the internal communications and engagement strategy
- Capacity and support for system priorities such as NHS Nightingale North West, the GM vaccination Programme and broader system change

## RESPONDING TO THE PANDEMIC

### **The Workforce Collaborative has had a vital role to play in supporting our system's response to the Covid-19 pandemic.**

The pandemic has placed immense strain on our health and care services, particularly our workforce. Having established system-wide networks and communication lines has enabled organisations and localities to work together to share best practice from risk assessments, to wellbeing resources and workforce vaccination, as well as enabled partners to work together on key tasks, such as the mobilisation of a vaccination workforce.

The role and function of the Workforce Collaborative has continued to react and adapt over the last year to support the system's pandemic response. From the end of March 2020 to July 2020, work was reprioritised as members of the Workforce Collaborative Core Team were deployed to lead and support the workforce input to NHS Nightingale Hospital North West, and many of the Collaborative funded programme leads were redeployed within their own organisations.

While members of the Collaborative continued to work together throughout the pandemic, the core functions of the Workforce Collaborative resumed in August 2020. The People Board and Steering Group reconvened, and work was undertaken to identify priority areas for system collaboration to support the ongoing pandemic response. Key areas for action (as identified in the System Delivery People Plan for 2020/21) included improving access to wellbeing resource across the system, safe delivery of the GM Vaccination Programme, as well as sharing best practice from the previous six months through our virtual Workforce Summit.

The Workforce Collaborative and the core team have continued to be responsive to the needs of the system, with members of the team diverted again in November 2020 to lead the Greater Manchester Vaccination Workforce Hub workstream.

Work paused due to rechanneling resources to the Covid-19 response included: the establishment of the community workforce leadership group to work closely with the Community Coordination Cells, provision of a GM voice in the developments across Talent Boards, OD networks and Inclusion approaches, sharing

practice to date that demonstrates integrated talent pipeline approaches, and delivery of Greater Manchester-wide workforce awards. It is hoped this work will continue in earnest during 2021/22, once capacity allows.



### **Greater Manchester COVID-19 Digital Passport**

As part of the Greater Manchester Covid-19 Vaccination Programme it was identified that a substantial workforce who could be mobilised quickly was needed. It was anticipated that the number of vaccinators required could exceed the number of trained and experienced vaccinators currently giving vaccines. It was therefore necessary to rapidly train people who have not vaccinated for some time, or who have not previously given a vaccine, in order to maximise vaccine uptake in a short time period.

The GM Primary Care Workforce team developed a GM Careers platform early in 2020 which was expanded to support a digital repository of COVID training so that all training certificates are retained in one central place; this is known as the **GM COVID-19 Digital Passport**.

The passport ensures training is linked to national guidance and is of a consistent quality to provide assurance to any vaccination site that candidates have the skills and competencies to deliver the vaccination programme.

Everyone who registers on the platform is able to work towards a Covid-19 Vaccination Training Passport enabling the individual to hold a verified Covid-19 training record. As well as providing assurances that individuals are suitably trained, it assists with the rapid but safe deployment of staff across primary care and the NHS system to support the pandemic response.

To date, there are:

- 434 registrations
- 161 approved passports which continues to grow on a daily basis
- 58 candidates working with a training pod for face-to-face intramuscular training and final competency approved.

## ACHIEVEMENTS DURING 2020/21

The Workforce Collaborative allocated funding to a range of activities to support delivery of Our People Plan during 2020/21 including the development of the Virtual Reality Schools Programme, the roll out of the Virtual Workforce Information System, the GM Health and Care Careers Hub, and the Nursing, midwifery and AHP PMO team.

A range of case studies delivered by programmes that are funded, supported or delivered by the Workforce Collaborative that demonstrate the Collaborative in action have been shared throughout this report. As well as these case studies, key successes over the past year are summarised in Figure 5. The achievement of these deliverables, especially given the considerable impact of the Covid-19 response, is testament to the hard work and commitment of the whole Workforce Collaborative.



### Return to Practice - the GM employer led model

Evaluations from Return to Practice Nursing Programmes highlighted 'earning whilst learning' was an incentive to return, and students would feel more confident completing the programme in the familiar surroundings of their local hospital.

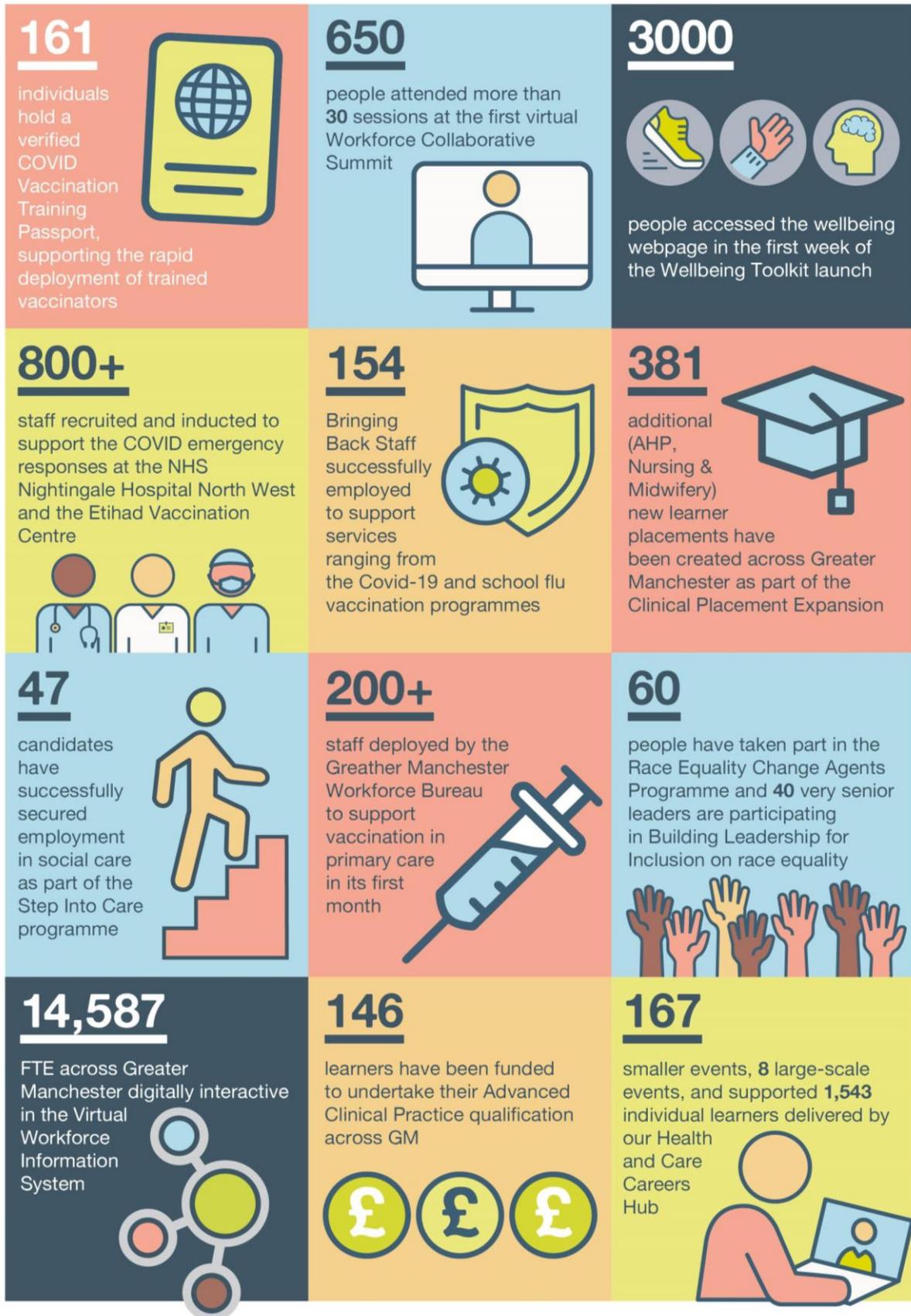
A collaborative project across GM organisations developed an employer led model for return to practice where learners were in paid employment within a GM organisation whilst completing the programme.

The advantage of Return to Practice is that with the right support and career advice the learner could become part of the qualified GM nursing workforce within 6 months of commencing the programme. Between May 2020 and March 2021, 22 nurses returned to practice on the GM employer led model and have evaluated the programme positively. One of the nurses who has returned to practice via the employer led route said:

*"After 8 years out of nursing I decided to undertake the return to practice course to enable me to re-enter the profession. I found that the course re-ignited my love of nursing and provided me with the essential skills required to practice as a competent registered nurse. I was very nervous when I commenced the course however the support I received from the university and trust that employed me to undertake the RTP course was invaluable and enabled me to increase my confidence and develop myself to become a valued member of the nursing team. I loved undertaking the course, it has given me a thirst for learning and has led me to develop myself further in my career as a specialist nurse."*

**K. Bushell, registered nurse**

Figure 5: Workforce Collaborative 2020/21 successes



## CHALLENGES

Over the last year the pandemic has created and, in many ways, exposed significant challenges from a workforce perspective. Some of these challenges have been or continue to be addressed at locality or organisational level, although there are areas where a system-wide approach from the Workforce Collaborative has been beneficial.

- The pandemic and the important concerns raised by the Black Lives Matter movement have highlighted the urgent need to improve both the health and safety and overall experience of our ethnic minority colleagues. Greater Manchester had already made some progress with this work, with a public sector-wide commitment to tackling workforce race inequality in 2018, and with the early delivery of our five-point workforce race equality action plan. Further progress has been made in the last six months (see the Collaborative in action case study over the page). The Workforce Collaborative aims to start 2021/22 with renewed determination to continue to deliver this action plan and deliver demonstrable change for our workforce.
- Pausing non-essential activity in 2020/21 was necessary to ensure the Workforce Collaborative and its core team could be directed to where the resource was needed most. This flexible and adaptable approach has worked well. However, moving forward, it is becoming critical that those areas that have been paused are resumed to continue to build on the good progress the Workforce Collaborative has made over the last four years and prepare our system for the next part of our devolution journey.
- A key priority over the last year has been working to support the health and wellbeing of our dedicated health and care workforce. The pandemic response has taken its toll; as sadly there are those colleagues who lost their lives to Covid-19, those who have fallen ill or others who have seen colleagues impacted, as well as those who have worked long days in PPE or have had to adapt at



### Workforce Race Equality Programme

After pausing our GM Workforce Race Equality Programme during the first wave of the pandemic it became increasingly important to restart the work following the impact of COVID on racially diverse communities and the killing of George Floyd.

In the headwind of the pandemic, we restarted our Race Equality Change Agents Programmes (RECAP) for frontline and first-line/middle management staff whereby 60 people are continuing to learn online whilst implementing change projects in their organisations. We have also delivered a Building Leadership for Inclusion (BLFI) Programme for 40 very senior leaders across GM, supporting them with awareness and development as well as looking at the changes they can make within each of their locality areas together. In addition, we have also begun to produce data on workforce race equality across all GM public sector organisations and will have a full set of data by the end of May 2021.

It is important to note that nowhere in the country is doing this kind of work across all public services – local authorities, police, NHS, fire, ambulance and voluntary sector organisations. The work we do is completely in line with the recently published GM Tackling Inequalities report which was published on 26<sup>th</sup> March 2021 and the work we have done in the last year will undoubtedly begin to create change in the future through the 100 champions we have created across our services and the data we are now producing.

pace to remote working. Our Wellbeing Toolkit (page 4) and supporting workshops have helped address the urgent need to easily access wellbeing resource, but there is much more work to be done to ensure maintaining good wellbeing is part of workplace culture across Greater Manchester, and this will be an important area of work in 2021/22.

## LOOKING FORWARD TO 2021/22

### Funding

Substantial amounts of HEE funding have already been allocated to a variety of activities to be delivered throughout 2021/22.

These include:

- One Workforce One Model Programme (including significant locality investment) £500,000
- Clinical Care Skills Institute £219,000
- Primary Care £206,000
- Lifelong Learning £150,000
- Virtual Workforce Information System £150,000
- Advanced practice £148,000
- Cancer Workforce Academy £137,104
- Step into Care £35,000
- Race equality £30,000
- Plus, a significant investment in the Workforce Collaborative Core Team to support the delivery of Our People Plan.

### Risks

There are significant risks in relation to the fragile nature of the employment arrangements for the Workforce Collaborative Core Team which may lead to the loss of key skills and capacity during 2021/22. In the short term through loss of staff, in the medium-term impact on the ICS development work as part of the Government's White Paper, and in the long term how the team can continue supporting the whole system with delivery of the People Plan for Greater Manchester.

Delivery of some programme activity may continue to be adversely affected by the ongoing pressure on the system due to Covid-19, this will continue to be monitored being modified where necessary.

Although continued funding from HEE, NWLA, and the GMHSCP is anticipated, a degree of uncertainty remains on the level of investment at present.



We hope and anticipate further HEE funding becoming available from April 2021 to continue to invest in workforce focussed activities across the GM system. Moreover, the (NWLA) have also committed to continue to support delivery of OD activities in the same period.

## Future Plans

**The Workforce Collaborative looks forward to 2021/22 with optimism, to help support the our system to build back better; helping the recovery of our health and care workforce through the next phases of the pandemic, and ensuring as a system we capitalise on the opportunities the new ways of working have created.**

Moreover, we look forward to making a significant contribution to the development of the emerging GM ICS as part of our ongoing devolution journey, and to facilitate the delivery of the People Plan priorities.

NHS England issued its 2021/22 Priorities and Operational Planning Guidance on 25th March 2021. Our activity (see Figure 6) will play a significant role in the delivery of the six priorities identified nationally for the year ahead:

- Supporting the health and wellbeing of staff and taking action on recruitment and retention
- Delivering the NHS COVID vaccination programme and continuing to meet the needs of patients with COVID-19
- Building on what we have learned during the pandemic to transform the delivery of services, accelerate the restoration of elective and cancer care and manage the increasing demand on mental health services
- Expanding primary care capacity to improve access, local health outcomes and address health inequalities
- Working collaboratively across systems to deliver on these priorities.
- Transforming community and urgent emergency care to prevent inappropriate attendance at emergency departments (ED), improve timely admission to hospital for ED patients and reduce length of stay

The Workforce Collaborative will work to deliver these national NHS priorities, while continuing to take a whole system approach to supporting our health and care workforce and the emerging needs of the GM system.

With increasing capacity within the Workforce Collaborative Core Team, as team members return from Covid-19 deployment, and through additional recruitment, the team have exciting plans in development, alongside the development and delivery of our 2021/22 System Delivery Plan.

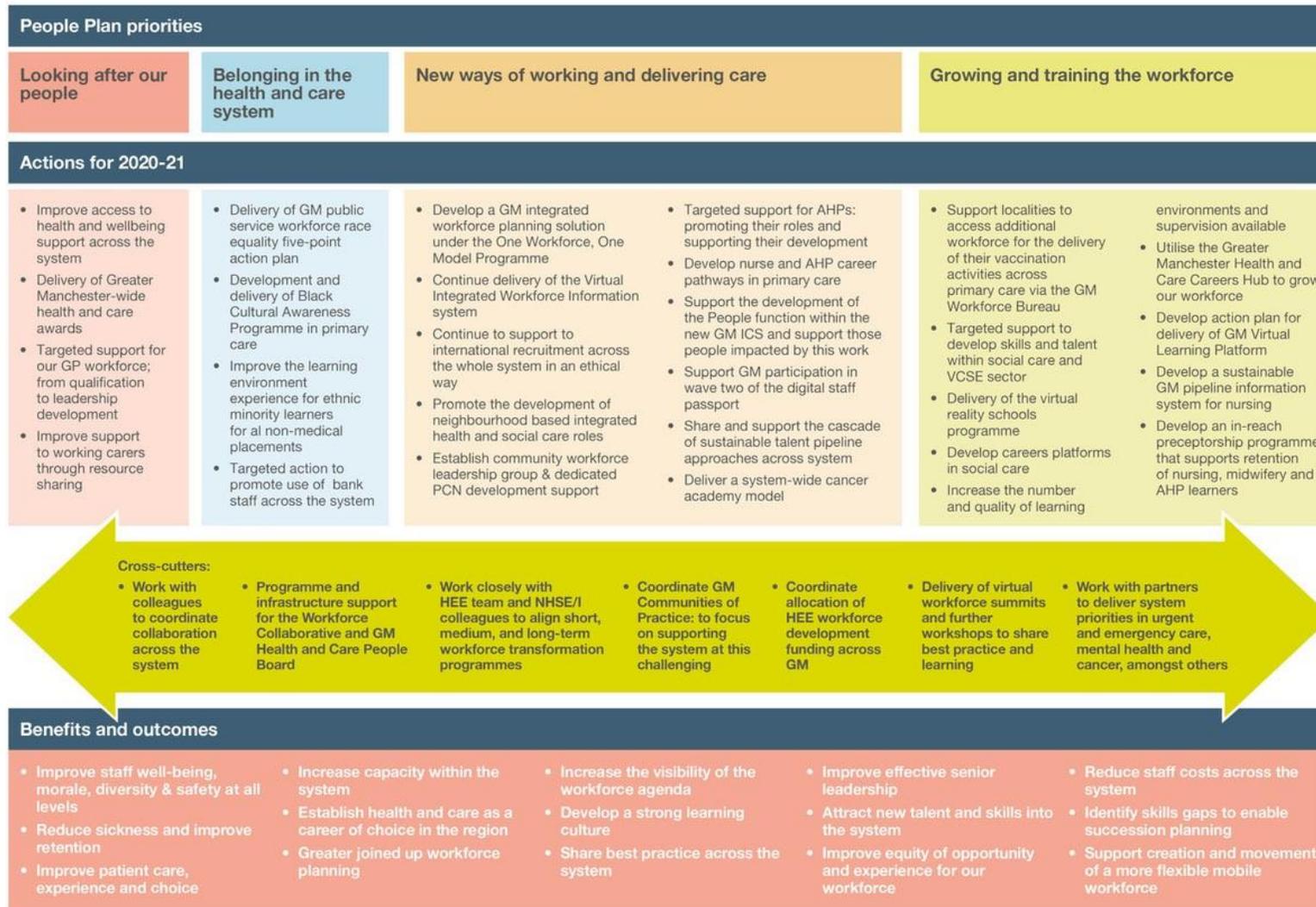
### During 2021/22 we aim to support:

- Increased focus on evaluation and impact capture for our funded programmes, supported through a new evaluation subgroup equipped with a range of expertise and perspectives
- Greater awareness of potential equality issues, with completion of equality impact assessments for all funded programmes, supported by an EIA subgroup
- Working towards closer alignment of reporting flows, to minimise avoidable duplication of effort and simplified programme tracking
- Re-start system engagement on further development of Our People Plan once system capacity allows.
- Delivery of Manchester-wide awards to recognise the contribution of our workforce and our communities to our COVID response.
- Support sharing of best practice and learning through a new programme of bitesize virtual monthly workforce summit sessions from April 2021.

Figure 6: Plan on a Page 2021/22

## Greater Manchester Health and Care People Plan: System Delivery 2021-22

This plan outlines the People actions to be prioritised at system level to support our Greater Manchester health and care services over the coming year. It will remain under regular review to ensure it continues to be responsive to the urgent needs of the health and care system and prioritised accordingly.



## GET IN TOUCH

If you have any questions or comments on this report, please contact:

[gm.workforce@nhs.net](mailto:gm.workforce@nhs.net)

[www.gmhsc.org.uk](http://www.gmhsc.org.uk)