

WORKFORCE DEVELOPMENT PORTFOLIO END OF YEAR REPORT 2021-22

What is the Workforce Collaborative?

The Workforce Collaborative was created in 2017 to support the delivery of the GM workforce strategy. It brings our system together, including organisations, localities, education providers and arms-length bodies to work on areas where they agree a GM wide approach is beneficial (Figure 1).

The collaborative consists of three elements:

Core workforce team: made up of colleagues from Greater Manchester Health and Social Care Partnership and Health Education England (HEE).

Steering group and GM People Board: A range of representatives from partner organisations who drive the delivery of GM workforce strategy and provides a space for creative and innovative problem solving through sharing knowledge, expertise and resources.

Wider collaborative members: this is made up of all representatives involved in delivering their local workforce plans contributing to the GM workforce strategy collectively for GM.

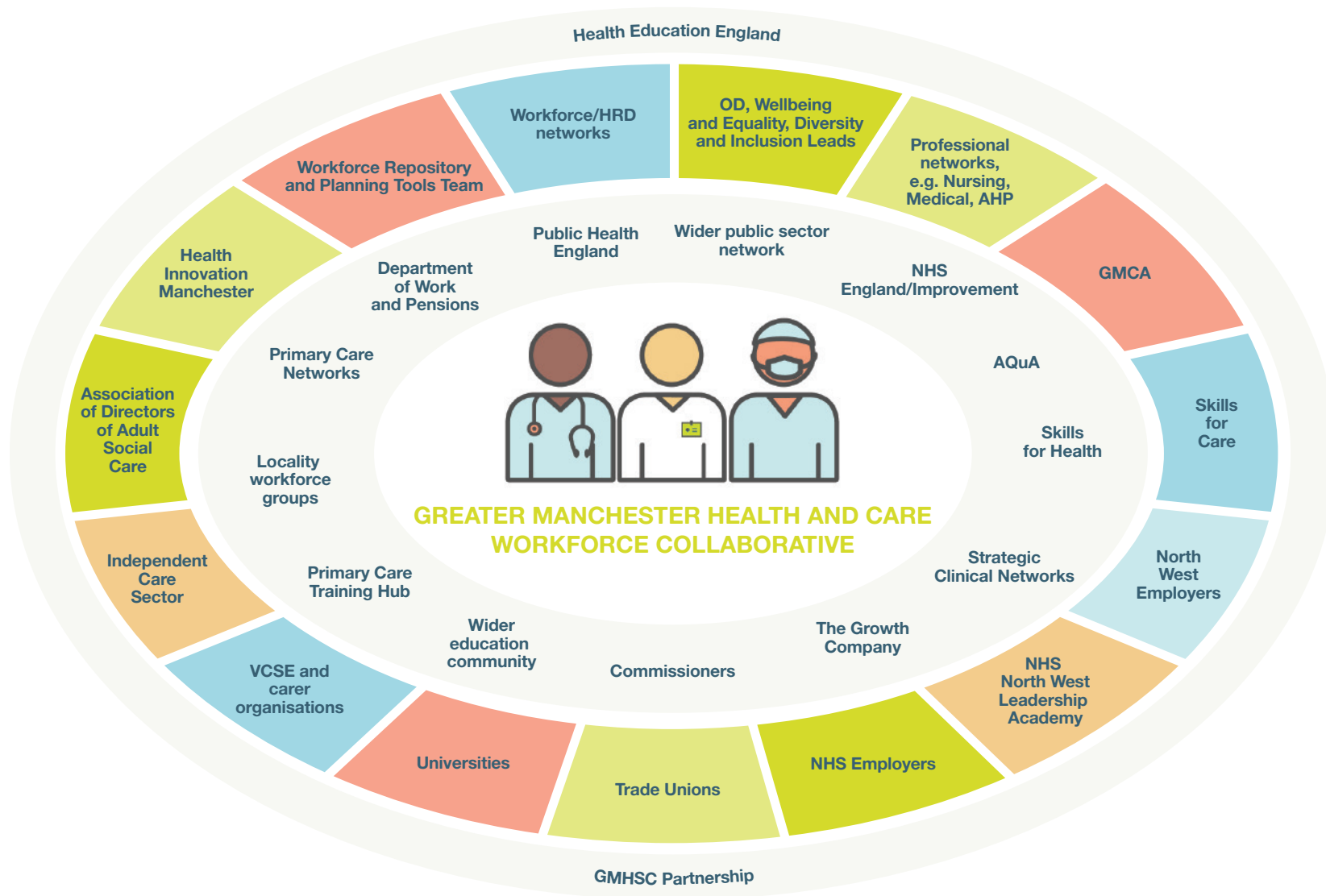


Figure 1: The Greater Manchester Health and Care Workforce Collaborative

The Workforce Development Portfolio

The Workforce Collaborative supports the allocation and oversight of workforce development funding from HEE. In 2021-22 the GM system allocation was £1,878,484.

During the summer of 2021, the Workforce Collaborative reviewed their strategic priorities against the existing portfolio of work, and the wider system contribution to the NHS People Plan (Figure 2).

To ensure the Workforce Collaborative would achieve its collective aims, the following priority areas for investment were identified:

- Equality, diversity and inclusion (EDI)
- Integrated workforce planning and development
- Primary and community care recovery (including GP dental, pharmacy, optometry and non-clinical workforce)
- Personalised care
- Voluntary sector

A funding call was put out to the system for workforce development bids in these priority areas. A wide range of submissions were received from across the system. After a rigorous selection process, 18 pieces of work were awarded (from 65 applications), including projects in primary care, social care, voluntary community and social enterprise (VCSE), workforce planning and supply, public health, and equality. See Figure 3 for how these awards met the defined priority areas. Six of these awards were small-scale (under £30,000) innovation bids, with the aim of pump-priming potentially scalable projects of the future. This work will make a significant contribution to supporting the delivery of the People Plan for GM.

Diversity Primary care
Volunteer Equality Nurse
Inclusion Doctor
Social care
Engagement Projects
Community Contribution Supply
Social enterprise
Workforce planning

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.

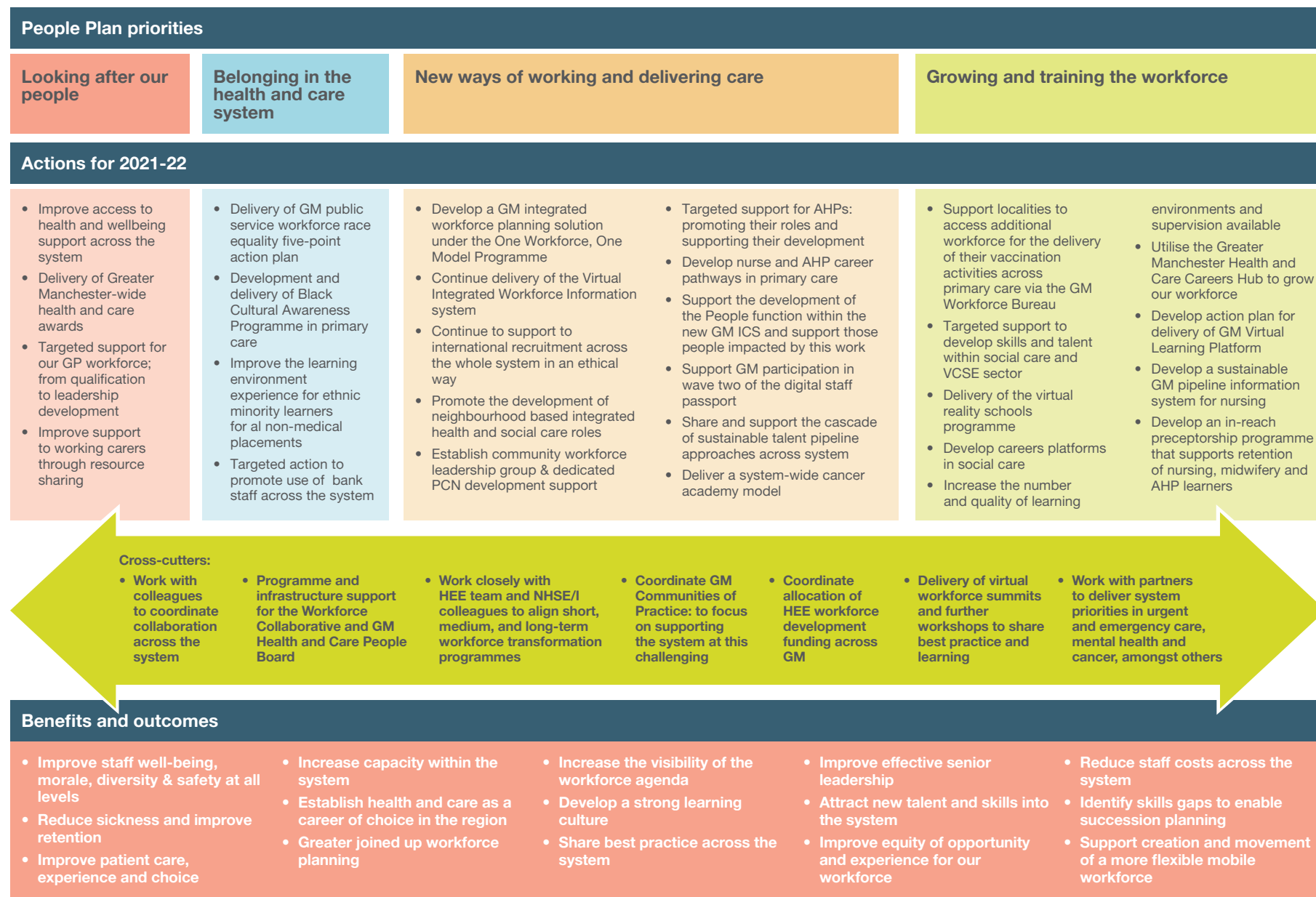


Figure 2: The Plan on a Page outlining the systems contribution to the NHS People Plan

WORKFORCE COLLABORATIVE PORTFOLIO 2022/23:

Grouped by priority areas defined in 2021

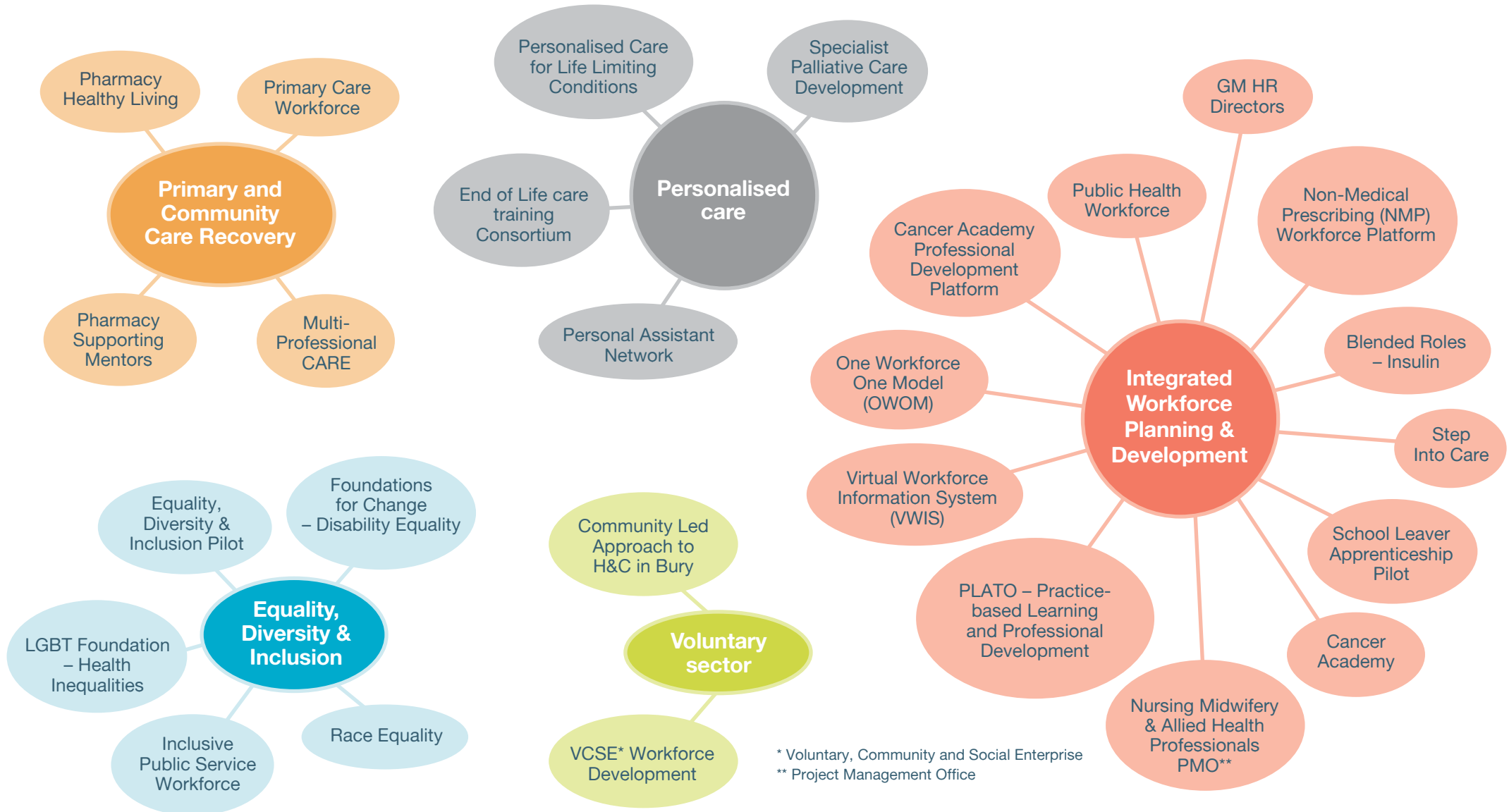


Figure 3: Workforce Collaborative Awards from 2021-22 for each defined priority area

Programme Development During 2021-22

Several improvements were made over the last year with the aim of maximising the return on investment, these include:

- Introduction of a set of requirements for all funded programmes
- Changes to reporting flows to ensure the Steering Group and GM People Board are kept abreast of programme successes, risks, and requests for support
- Completion of logic models, supported by the evaluation subgroup, for all funded work, which underpins project evaluations
- Greater focus on equality with the formation of an equality impact assessment subgroup, and piloting of EIA assessments
- Implementation of system oversight groups
- Requests for further funding are now accompanied by a mid-year report and logic model assessment, to enable a greater sense of progress to delivery of the current funding allocations.

Looking Forward to 2022-23

As of April 2022, the Workforce Collaborative had 27 live projects/programmes in delivery-phase: ranging from small pilot innovation projects starting at £20,000 through to large multi-workstream programmes up to £376,200, across all sectors and GM localities.

We continue to make improvements, especially in the areas of evaluation and equality. For larger projects and programmes, support will be provided to establish sustainability and communications plans. All this is with the express aim of optimising benefit from each piece of work and maximising return on investment.



Future Investment

In preparation for the 2022-23 HEE funding allocation, a detailed mapping exercise of current activity contributing to the delivery of the NHS People Plan (Figure 4) at a system level was initiated. Included in the mapping exercise were the awarded workforce development programmes, core workforce team delivery, and activity by partner organisations across the GM system.

This identified several areas where there is comparatively less work being delivered at present which indicates potential areas for future focus. These areas continue to be explored by the Workforce Collaborative to aid definition of potential investment opportunities.



Figure 4: NHS People Plan pillars and sub-categories