Greater Manchester Workforce Project (Primary Care)
Work Package 1: Mapping of Primary care roles across Greater Manchester
CCG-specific reports
Working in collaboration with:

The 10 Clinical Commissioning Groups across Greater Manchester

Authors

Whittaker W, Hodgson D, Soiland-Reyes C, Howard SJ & Nelson PA
NIHR CLAHRC GM
University of Manchester


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CCG-specific general practice workforce reports

The remainder of this report provides CCG-specific chapters containing

1. CCG picture of average workforce per 10,000 registered patients for practices with complete data across staff roles
2. Variation in practice workforce within the CCG
3. Variation in practice workforce within CCG neighbourhoods
4. Dashboards of CCG practice completion rates in the *General and Personal Medical Services, England* data over time, current and historic CCG staff role averages (containing all data and not restricting on practices with complete data for each role), and practice workforce over time for those practices with complete data across each wave of the *General and Personal Medical Services, England* data.

NHS Bolton CCG

The baseline general practice workforce in NHS Bolton CCG is based on 39 practices (of 50, 78.00%). Across the CCG there is an average of 4.53 GP FTE per 10,000 registered patients (excluding locums, retainers and registrars), 2.89 nurses FTE per 10,000, 1.39 DPC FTE per 10,000 and 12.37 administrative staff FTE per 10,000 (Figure 1).

The variation in GP FTE per 10,000 across NHS Bolton CCG ranges from 0.00 (3 practices) to 7.38 (Figure 2). The variation in nurses FTE per 10,000 across the CCG ranges from 0.00 (3 practices) to 6.40. The variation in DPC FTE per 10,000 across the CCG ranges from 0.00 (9 practices) to 5.02. The variation in administrative staff FTE per 10,000 across the CCG ranges from 2.25 to 18.25.

Variation by neighbourhood are provided in Figure 3.

A dashboard of general practice workforce extracts from over time related to the CCG are provided in Figure 4. The top panel gives indications of changes in the volume of practices and the population. The second panel reports data completeness over the extract periods for the area, GM as a whole, and the upper and lower limits of completion across GM. Completeness is also provided by job role. The third panel reports FTE per 100,000 patients – these are figures covering all practices with data provided (i.e. not restricting to practices with complete data across each staff role). The fourth panel reports FTE per 100,000 patients only for practices that have submitted complete data across each extract by NHS Digital (September 2016 to September 2018). The fourth panel is helpful in identifying whether the composition of the workforce in general practice is changing across the CCG.
Figure 1

Average workforce across Bolton CCG practices

Figure 2

FTE per 10,000 across NHS Bolton CCG
Figure 3

FTE per 10,000 across NHS Bolton CCG

GP

Nurse

DPC

Admin

Neighbourhood

FTE per 10,000
The Greater Manchester Primary Care Workforce study.

**Figure 4 NHS Bolton CCG dashboard**

**Number of staff per 100,000 patients, all practices in CCG (FTE numbers)**

**Number of practices in CCG with complete data across all submissions, 22**
NHS Bury CCG

The baseline general practice workforce in NHS Bury CCG is based on 25 practices (of 30, 83.33%). Across the CCG there is an average of 3.69 GP FTE per 10,000 registered patients (excluding locums, retainers and registrars), 2.21 nurses FTE per 10,000, 1.21 DPC FTE per 10,000 and 10.53 administrative staff FTE per 10,000 (Figure 5).

The variation in GP FTE per 10,000 across the CCG ranges from 0.00 (2 practices) to 6.22 (Figure 6). The variation in nurses FTE per 10,000 across the CCG ranges from 0.00 (1 practice) to 3.95. The variation in DPC FTE per 10,000 across the CCG ranges from 0.00 (2 practices) to 2.60. The variation in administrative staff FTE per 10,000 across the CCG ranges from 6.16 to 20.56.

Variation by neighbourhood are provided in Figure 7.

A dashboard of general practice workforce extracts from over time related to the CCG are provided in Figure 8. The top panel gives indications of changes in the volume of practices and the population. The second panel reports data completeness over the extract periods for the area, GM as a whole, and the upper and lower limits of completion across GM. Completeness is also provided by job role. The third panel reports FTE per 100,000 patients – these are figures covering all practices with data provided (i.e. not restricting to practices with complete data across each staff role). The fourth panel reports FTE per 100,000 patients only for practices that have submitted complete data across each extract by NHS Digital (September 2016 to September 2018). The fourth panel is helpful in identifying whether the composition of the workforce in general practice is changing across the CCG.
Figure 7

FTE per 10,000 across NHS Bury CCG

GP

Nurse

DPC

Admin
The Greater Manchester Primary Care Workforce study.

**Figure 8 NHS Bury CCG dashboard**

The graph shows the change in patient population per practice and the completeness of data for different roles within the CCG.

### Number of staff per 100,000 patients, all practices in CCG (FTE numbers)

<table>
<thead>
<tr>
<th>Practice</th>
<th>GP (not Locums, Registrars and Retirees)</th>
<th>Nurses</th>
<th>DPC</th>
<th>Admin</th>
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<tbody>
<tr>
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<td>40.24</td>
<td>21.10</td>
<td>13.69</td>
<td>12.81</td>
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</tbody>
</table>

### Number of staff per 100,000 patients, only practices with complete data across submissions (FTE numbers)

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<th>DPC</th>
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</table>
NHS Heywood, Middleton and Rochdale CCG

The baseline general practice workforce in NHS Heywood, Middleton and Rochdale CCG is based on 30 practices (of 41, 73.17%). Across the CCG there is an average of 3.92 GP FTE per 10,000 registered patients (excluding locums, retainers and registrars), 2.46 nurses FTE per 10,000, 1.37 DPC FTE per 10,000 and 11.74 administrative staff FTE per 10,000 (Figure 9).

The variation in GP FTE per 10,000 across the CCG ranges from 0.00 (3 practices) to 10.69 (Figure 10). The variation in nurses FTE per 10,000 across the CCG ranges from 0.86 to 6.55. The variation in DPC FTE per 10,000 across the CCG ranges from 0.00 (6 practices) to 3.69. The variation in administrative staff FTE per 10,000 across the CCG ranges from 3.00 to 19.91.

Variation by neighbourhood are provided in Figure 11.

A dashboard of general practice workforce extracts from over time related to the CCG are provided in Figure 12. The top panel gives indications of changes in the volume of practices and the population. The second panel reports data completeness over the extract periods for the area, GM as a whole, and the upper and lower limits of completion across GM. Completeness is also provided by job role. The third panel reports FTE per 100,000 patients – these are figures covering all practices with data provided (i.e. not restricting to practices with complete data across each staff role). The fourth panel reports FTE per 100,000 patients only for practices that have submitted complete data across each extract by NHS Digital (September 2016 to September 2018). The fourth panel is helpful in identifying whether the composition of the workforce in general practice is changing across the CCG.
Figure 11

FTE per 10,000 across NHS HMR CCG

GP

Nurse

DPC

Admin
The Greater Manchester Primary Care Workforce study.

Figure 12 NHS Heywood, Middleton and Rochdale CCG dashboard

Number of staff per 100,000 patients, all practices in CCG (FTE numbers)

Number of staff per 100,000 patients, only practices with complete data across submissions (FTE numbers)

Number of practices in CCG withcomplete data across all submissions: 20
NHS Manchester CCG

The baseline general practice workforce in NHS Manchester CCG is based on 65 practices (of 89, 73.03%). Across the CCG there is an average of 3.92 GP FTE per 10,000 registered patients (excluding locums, retainers and registrars), 1.82 nurses FTE per 10,000, 0.95 DPC FTE per 10,000 and 9.46 administrative staff FTE per 10,000 (Figure 13).

The variation in GP FTE per 10,000 across the CCG ranges from 0.00 (6 practices) to 9.51 (Figure 14). The variation in nurses FTE per 10,000 across the CCG ranges from 0.00 (6 practices) to 4.46. The variation in DPC FTE per 10,000 across the CCG ranges from 0.00 (20 practices) to 4.55. The variation in administrative staff FTE per 10,000 across the CCG ranges from 0.00 (5 practices) to 22.34.

Variation by neighbourhood are provided in Figure 15.

A dashboard of general practice workforce extracts from over time related to the CCG are provided in Figure 16. The top panel gives indications of changes in the volume of practices and the population. The second panel reports data completeness over the extract periods for the area, GM as a whole, and the upper and lower limits of completion across GM. Completeness is also provided by job role. The third panel reports FTE per 100,000 patients – these are figures covering all practices with data provided (i.e. not restricting to practices with complete data across each staff role). The fourth panel reports FTE per 100,000 patients only for practices that have submitted complete data across each extract by NHS Digital (September 2016 to September 2018). The fourth panel is helpful in identifying whether the composition of the workforce in general practice is changing across the CCG.
Figure 13

Average workforce across Manchester CCG practices

![Graph showing staff per 10,000 patients for GPs, Nurses, DPCs, and Admins.]

Figure 14

FTE per 10,000 across NHS Manchester CCG

![Graphs showing frequency distribution for GPs, Nurses, DPCs, and Admins.]
Figure 15

FTE per 10,000 across NHS Manchester CCG

- GP
- Nurse
- DPC
- Admin
The Greater Manchester Primary Care Workforce study.

**Figure 16** NHS Manchester CCG dashboard

The dashboard includes graphs and data on the number of staff per 100,000 patients, both for all practices and for those with complete data across submissions. It also displays change in patient population per practice and completeness by role.
NHS Oldham CCG

The baseline general practice workforce in NHS Oldham CCG is based on 31 practices (of 44, 70.45%). Across the CCG there is an average of 3.64 GP FTE per 10,000 registered patients (excluding locums, retainers and registrars), 2.41 nurses FTE per 10,000, 1.32 DPC FTE per 10,000 and 10.93 administrative staff FTE per 10,000 (Figure 17).

The variation in GP FTE per 10,000 across the CCG ranges from 0.00 (3 practices) to 9.14 (Figure 18). The variation in nurses FTE per 10,000 across the CCG ranges from 0.02 to 4.97. The variation in DPC FTE per 10,000 across the CCG ranges from 0.00 (6 practices) to 4.69. The variation in administrative staff FTE per 10,000 across the CCG ranges from 0.00 (1 practice) to 22.33.

Variation by neighbourhood are provided in Figure 19.

A dashboard of general practice workforce extracts from over time related to the CCG are provided in Figure 20. The top panel gives indications of changes in the volume of practices and the population. The second panel reports data completeness over the extract periods for the area, GM as a whole, and the upper and lower limits of completion across GM. Completeness is also provided by job role. The third panel reports FTE per 100,000 patients – these are figures covering all practices with data provided (i.e. not restricting to practices with complete data across each staff role). The fourth panel reports FTE per 100,000 patients only for practices that have submitted complete data across each extract by NHS Digital (September 2016 to September 2018). The fourth panel is helpful in identifying whether the composition of the workforce in general practice is changing across the CCG.
Figure 17

Average workforce across Oldham CCG practices

Figure 18

FTE per 10,000 across NHS Oldham CCG
The Greater Manchester Primary Care Workforce study.

Figure 20 NHS Oldham CCG dashboard

Number of staff per 100,000 patients, all practices in CCG (FTE numbers)

<table>
<thead>
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<th>OP (not Locums, Registrars and Residents)</th>
<th>Nurses</th>
<th>DPC</th>
<th>Admin</th>
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<td>Sep-16</td>
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<td>12.49</td>
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Number of staff per 100,000 patients, only practices with complete data across submissions (FTE numbers)

Number of practices in CCG with complete data across all submissions: 18
NHS Salford CCG

The baseline general practice workforce in NHS Salford CCG is based on 39 practices (of 45, 86.67%). Across the CCG there is an average of 4.14 GP FTE per 10,000 registered patients (excluding locums, retainers and registrars), 2.92 nurses FTE per 10,000, 1.68 DPC FTE per 10,000 and 13.24 administrative staff FTE per 10,000 (Figure 21).

The variation in GP FTE per 10,000 across the CCG ranges from 0.00 (6 practices) to 9.89 (Figure 22). The variation in nurses FTE per 10,000 across the CCG ranges from 0.00 (1 practice) to 27.45 (Care Homes Medical Practice). The variation in DPC FTE per 10,000 across the CCG ranges from 0.00 (7 practices) to 19.36 (Care Homes Medical Practice). The variation in administrative staff FTE per 10,000 across the CCG ranges from 4.95 to 70.59 (Care Homes Medical Practice).

Variation by neighbourhood are provided in Figure 23.

A dashboard of general practice workforce extracts from over time related to the CCG are provided in Figure 24. The top panel gives indications of changes in the volume of practices and the population. The second panel reports data completeness over the extract periods for the area, GM as a whole, and the upper and lower limits of completion across GM. Completeness is also provided by job role. The third panel reports FTE per 100,000 patients – these are figures covering all practices with data provided (i.e. not restricting to practices with complete data across each staff role). The fourth panel reports FTE per 100,000 patients only for practices that have submitted complete data across each extract by NHS Digital (September 2016 to September 2018). The fourth panel is helpful in identifying whether the composition of the workforce in general practice is changing across the CCG.
Figure 21

Average workforce across Salford CCG practices

Figure 22

FTE per 10,000 across NHS Salford CCG
Figure 23

FTE per 10,000 across NHS Salford CCG

GP

FTE per 10,000

Nurse

FTE per 10,000

DPC

Admin

FTE per 10,000

Neighbourhood

Neighbourhood

Neighbourhood

Neighbourhood
The Greater Manchester Primary Care Workforce study.

**Figure 24 NHS Salford CCG dashboard**

- **NHS Salford CCG**

- **Change in patient population per practice**

- **Practices with complete data (%)**

- **CCG data completeness by role (%)**

<table>
<thead>
<tr>
<th>Number of staff per 100,000 patients, all practices in CCG (FTE numbers)</th>
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<td>Average GM</td>
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<table>
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<th>Number of staff per 100,000 patients, only practices with complete data across submissions (FTE numbers)</th>
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</thead>
<tbody>
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<tr>
<td>Sep-16</td>
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NHS Stockport CCG

The baseline general practice workforce in NHS Stockport CCG is based on 30 practices (of 40, 75.00%). Across the CCG there is an average of 4.97 GP FTE per 10,000 registered patients (excluding locums, retainers and registrars), 2.11 nurses FTE per 10,000, 1.23 DPC FTE per 10,000 and 11.34 administrative staff FTE per 10,000 (Figure 25).

The variation in GP FTE per 10,000 across the CCG ranges from 0.00 (1 practice) to 9.38 (Figure 26). The variation in nurses FTE per 10,000 across the CCG ranges from 0.00 (1 practice) to 6.19. The variation in DPC FTE per 10,000 across the CCG ranges from 0.00 (6 practices) to 3.73. The variation in administrative staff FTE per 10,000 across the CCG ranges from 0.00 (1 practice) to 16.73.

Variation by neighbourhood are provided in Figure 27.

A dashboard of general practice workforce extracts from over time related to the CCG are provided in Figure 28. The top panel gives indications of changes in the volume of practices and the population. The second panel reports data completeness over the extract periods for the area, GM as a whole, and the upper and lower limits of completion across GM. Completeness is also provided by job role. The third panel reports FTE per 100,000 patients – these are figures covering all practices with data provided (i.e. not restricting to practices with complete data across each staff role). The fourth panel reports FTE per 100,000 patients only for practices that have submitted complete data across each extract by NHS Digital (September 2016 to September 2018). The fourth panel is helpful in identifying whether the composition of the workforce in general practice is changing across the CCG.
Figure 25

Average workforce across Stockport CCG practices

Staff per 10,000 patients

GP  Nurse  DPC  Admin

Figure 26

FTE per 10,000 across NHS Stockport CCG

Frequency

0  2  4  6  8

0  2  4  6  8

0  2  4  6  8

0  2  4  6  8

GP  Nurse  DPC  Admin
Figure 27

FTE per 10,000 across NHS Stockport CCG

<table>
<thead>
<tr>
<th>GP</th>
<th>Nurse</th>
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<tbody>
<tr>
<td>DPC</td>
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The Greater Manchester Primary Care Workforce study.

**NHS Stockport CCG**

**Figure 28 NHS Stockport CCG dashboard**

Number of staff per 100,000 patients, all practices in CCG (FTE numbers)

Number of staff per 100,000 patients, only practices with complete data across submissions (FTE numbers)

Number of practices in CCG with complete data across all submissions, 12
NHS Tameside and Glossop CCG

The baseline general practice workforce in NHS Tameside and Glossop CCG is based on 31 practices (of 39, 79.49%). Across the CCG there is an average of 3.84 GP FTE per 10,000 registered patients (excluding locums, retainers and registrars), 2.23 nurses FTE per 10,000, 1.84 DPC FTE per 10,000 and 11.28 administrative staff FTE per 10,000 (Figure 29).

The variation in GP FTE per 10,000 across the CCG ranges from 0.00 (3 practices) to 7.39 (Figure 30). The variation in nurses FTE per 10,000 across the CCG ranges from 0.55 to 5.59. The variation in DPC FTE per 10,000 across the CCG ranges from 0.37 to 5.58. The variation in administrative staff FTE per 10,000 across the CCG ranges from 4.00 to 22.60.

Variation by neighbourhood are provided in Figure 31.

A dashboard of general practice workforce extracts from over time related to the CCG are provided in Figure 32. The top panel gives indications of changes in the volume of practices and the population. The second panel reports data completeness over the extract periods for the area, GM as a whole, and the upper and lower limits of completion across GM. Completeness is also provided by job role. The third panel reports FTE per 100,000 patients – these are figures covering all practices with data provided (i.e. not restricting to practices with complete data across each staff role). The fourth panel reports FTE per 100,000 patients only for practices that have submitted complete data across each extract by NHS Digital (September 2016 to September 2018). The fourth panel is helpful in identifying whether the composition of the workforce in general practice is changing across the CCG.
Figure 31

FTE per 10,000 across NHS Tameside & Glossop CCG

GP

Nurse

DPC

Admin
Figure 32 NHS Tameside and Glossop CCG dashboard

The Greater Manchester Primary Care Workforce study.

NHS Tameside and Glossop CCG dashboard

Change in patient population per practice

Practices with complete data (%)

CCG data completeness by role (%)

Number of staff per 100,000 patients, all practices in CCG (FTE numbers)

Number of staff per 100,000 patients, only practices with complete data across submissions (FTE numbers)

Number of practices in CCG with complete data across submissions: 29
NHS Trafford CCG

The baseline general practice workforce in NHS Trafford CCG is based on 28 practices (of 32, 87.50%). Across the CCG there is an average of 4.14 GP FTE per 10,000 registered patients (excluding locums, retainers and registrars), 1.83 nurses FTE per 10,000, 0.67 DPC FTE per 10,000 and 10.58 administrative staff FTE per 10,000 (Figure 33).

The variation in GP FTE per 10,000 across the CCG ranges from 0.00 (2 practices) to 6.66 (Figure 34). The variation in nurses FTE per 10,000 across the CCG ranges from 0.67 to 3.88. The variation in DPC FTE per 10,000 across the CCG ranges from 0.00 (12 practices) to 3.88. The variation in administrative staff FTE per 10,000 across the CCG ranges from 0.00 (1 practice) to 17.06.

Variation by neighbourhood are provided in Figure 35.

A dashboard of general practice workforce extracts from over time related to the CCG are provided in Figure 36. The top panel gives indications of changes in the volume of practices and the population. The second panel reports data completeness over the extract periods for the area, GM as a whole, and the upper and lower limits of completion across GM. Completeness is also provided by job role. The third panel reports FTE per 100,000 patients – these are figures covering all practices with data provided (i.e. not restricting to practices with complete data across each staff role). The fourth panel reports FTE per 100,000 patients only for practices that have submitted complete data across each extract by NHS Digital (September 2016 to September 2018). The fourth panel is helpful in identifying whether the composition of the workforce in general practice is changing across the CCG.
Figure 33

Average workforce across Trafford CCG practices

Figure 34

FTE per 10,000 across NHS Trafford CCG
Figure 351

FTE per 10,000 across NHS Trafford CCG

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<tr>
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<td>Neighbourhood</td>
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</table>
The Greater Manchester Primary Care Workforce study.

NHS Trafford CCG

Number of staff per 100,000 patients, all practices in CCG (FTE numbers)

Number of staff per 100,000 patients, only practices with complete data across submissions (FTE numbers)

Number of practices in CCG with complete data across all submissions. 12
NHS Wigan Borough CCG

The baseline general practice workforce in NHS Wigan Borough CCG is based on 53 practices (of 62, 85.48%). Across the CCG there is an average of 4.42 GP FTE per 10,000 registered patients (excluding locums, retainers and registrars), 2.88 nurses FTE per 10,000, 0.95 DPC FTE per 10,000 and 12.30 administrative staff FTE per 10,000 (Figure 37).

The variation in GP FTE per 10,000 across the CCG ranges from 0.00 (5 practices) to 9.09 (Figure 38). The variation in nurses FTE per 10,000 across the CCG ranges from 0.60 to 8.10. The variation in DPC FTE per 10,000 across the CCG ranges from 0.00 (21 practices) to 5.43. The variation in administrative staff FTE per 10,000 across the CCG ranges from 2.93 to 22.28.

Variation by neighbourhood are provided in Figure 39.

A dashboard of general practice workforce extracts from over time related to the CCG are provided in Figure 40. The top panel gives indications of changes in the volume of practices and the population. The second panel reports data completeness over the extract periods for the area, GM as a whole, and the upper and lower limits of completion across GM. Completeness is also provided by job role. The third panel reports FTE per 100,000 patients – these are figures covering all practices with data provided (i.e. not restricting to practices with complete data across each staff role). The fourth panel reports FTE per 100,000 patients only for practices that have submitted complete data across each extract by NHS Digital (September 2016 to September 2018). The fourth panel is helpful in identifying whether the composition of the workforce in general practice is changing across the CCG.
Figure 37

Average workforce across Wigan CCG practices

Figure 38

FTE per 10,000 across NHS Wigan Borough CCG
Figure 39

FTE per 10,000 across NHS Wigan Borough CCG

GP

Nurse

DPC

Admin
Figure 40 NHS Wigan Borough CCG dashboard

The Greater Manchester Primary Care Workforce study.

NHS Wigan Borough CCG

Change in patient population per practice

Practices with complete data (%)

CCG completeness by role (%)

Number of staff per 100,000 patients, all practices in CCG (FTE numbers)

Number of staff per 100,000 patients, only practices with complete data across submissions (FTE numbers)

Number of practices in CCG with complete data across all submissions: 23