



Report to the Health and Adult Social Care Select Committee

Title:	Draft Workforce Strategy for Adult Social Care
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1. Purpose of this Agenda Item

The purpose of this report is to highlight the main areas of consideration for the Adult Social Care workforce strategy. The strategy will contain short, medium and long term objectives for the service and attempt to address the main challenges to the Adult Social Care workforce.

2. Background

Workforce strategy and planning in Adult Social Care is a process to ensure the right number of people with the right skills are employed in the right place at the right time to deliver an organisation's short- and long-term objectives. It embraces a diverse and extensive range of activities.

3. Why we need a workforce strategy

The Communities Health and Adult Social Care Business Unit is passionate about its people and the residents that it serves. In particular, the adult social care sector in Buckinghamshire faces significant challenges around workforce capacity and capability. These challenges arise from two main factors:

- demand for care and support is increasing, as the population of Buckinghamshire grows and ages
- skill levels required for adult social care work are rising, as the work itself becomes more complex

The workforce strategy directly embeds the business plan and overall strategic goals of the business unit including linking to BCC's People Strategy. The workforce strategy and plan will generate information, analyse it to inform future demand for people and skills and then translate it into a set of actions that will develop and build on the existing workforce to meet that demand. This will include a number of key priorities including:

- Labour demand and supply issues, forecasting and planning
- Recruitment, reward and retention planning
- Raising skills, knowledge and competencies
- Working with external providers in the sector
- Working with partners in health and other stakeholders
- Working with Schools/FE/Colleges
- Work towards develop a Memorandum of Co-operation (MoC) for adult Social Workers in conjunction with ADASS in the South East Region

The position paper (report 1) reflects the finer detail with reference to this list.

4. Summary

There are a number of short and medium term initiatives that are in progress to address some of the main challenges with workforce in Adult Social Care. This Workforce Strategy has been written in conjunction with and in consideration of:-

- BCC People Strategy
- BCC Values and Behaviours
- CHASC Business Unit Plan
- MTP considerations
- Association of Directors of Adult Social Services South East Regional Plan
- MTP process
- Adult Social Care Learning and Development Plan

These initiatives and actions are presented in the following table:

5. Workforce Action Plan

Workforce Vision & Priority	Action/Activity	Outcome/Output/Lead
<ul style="list-style-type: none"> Improving recruitment/retention and increasing attraction 	<ul style="list-style-type: none"> To support providers with collaborative approaches to recruitment and retention. Address the key challenges through the various forums that providers are invited to attend such as the Provider Forum, the Registered Managers network and “My Home Life”. 	Joint Provider Workforce Plan for Buckinghamshire with shared initiatives for recruitment and retention.
	<ul style="list-style-type: none"> Build the capacity of the provider market to submit their workforce data on NMDS in order to capture more specific qualitative data. This will help us to further understand where the issues lie in terms of demographics for Buckinghamshire. This will be done in partnership with Skills for Care. 	Minimum of 75% of Bucks Providers on NMDS by October 2017. Improved quality of data for the local authority allowing more accurate planning.
	<ul style="list-style-type: none"> Organise a bi-annual recruitment event that target school leavers, college students, university students and people who are unemployed, in partnership with the local FE institutions, schools, Bucks New University and Job Centre Plus. 	Increase attraction into sector. Fill vacant roles. One Date planned for 2016, two dates for 2017. Lead organisation identified to Coordinate.
	<ul style="list-style-type: none"> Launch the Social Work Academy in partnership with Bucks New University. This is due to take place in June with input from the Chief Social Worker and other partners directly involved in Social work recruitment and development. 	Ability to directly influence the course content suitable for workplace activities. Launch Date June 16. Actions identified by the partnership for going forward with potential candidates for Social Work courses.
	<ul style="list-style-type: none"> Develop a more structured approach to the “Care Ambassador” programme in partnership with providers and Skills for Care. Go into schools and colleges on a regular basis to deliver workshops on working in the sector, and promote social care as a diverse and rewarding career. 	Increase attraction into sector. Ten Care Ambassadors identified and trained by Autumn 2016. At least five visits organised by Autumn 2016.
	<ul style="list-style-type: none"> Develop a pilot in partnership with Job Centre Plus to build the capacity of unemployed persons to get jobs in the sector. Introduce a level 1 induction to Health and Social care course in adult education and encourage providers to support students in voluntary placements. 	Increase attraction into sector. Meeting arranged to take this forward for May 2016.
	<ul style="list-style-type: none"> Develop apprenticeships opportunities in the councils ASC teams and work with providers to support them with apprenticeships in their services. 	Work with the Bucks Apprenticeship officer to Identify ten placements for 2016. Meet new targets identified by Central Government.

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	<ul style="list-style-type: none"> Develop a more structured approach to student placements in health and social care settings. Work with colleges on relationship building with providers and community/hospital health care teams. 	At least Five student placements in Adult Social Care Social work teams per year.
	<ul style="list-style-type: none"> Identify and share a range of employment benefits available for care workers i.e. parking permits, key worker housing, driving lessons, English classes. 	Increase attraction into sector. People & OD/HR Business Partner/HR Operations
	<ul style="list-style-type: none"> Support the voluntary sector/hub in promoting health and social care placements with a pack that explains all of the different settings volunteers could potentially work in. Create a benefits package and explore a more efficient approach to checks and induction training. 	Increase attraction into sector. Pack developed and promoted via volunteer hub by September 2016. Volunteer placements to be identified.
	<ul style="list-style-type: none"> Conduct research on what makes care workers stay in the sector, and why health and social care students are not entering the sector. 	Increase attraction into sector. Lead organisation identified to conduct research.
	<ul style="list-style-type: none"> Research explored as to why agency social workers are not applying for permanent positions, and what incentives could encourage a more permanent workforce. 	Reduction in agency spend. HR Resourcing
	<ul style="list-style-type: none"> Evaluate data collected via new online 'on-boarding' (new starter/induction processes) and 'exit' interview data tool. 	Understand potential blockers into employment in BCC and the sector. People & OD/HR Business Partner
	<ul style="list-style-type: none"> Introduce the concept of "Values based recruitment" to open up opportunities to less experienced workers to apply for roles in the council. The premise being if the worker has the same values as the organisation they are likely to be more effective and stay in their role for longer. 	Increase attraction into sector. HR Resourcing
	<ul style="list-style-type: none"> Apply a more structured approach to succession planning by having a matrix in place ready to address how we fill posts once people retire or move on. (work has commenced on this for CHASC). 	Ensure that there are no critical points of failure and people are employed in the appropriate roles. HR Business Partner/MD
	<ul style="list-style-type: none"> Launch the Adult Social Care Career structure which seeks to enable staff to have a clear and focused pathway for their job role. Ensure that all staff are aware of its existence and promote through team meetings, career surgeries and the ASC Induction workshop. 	HR Resourcing/Practice Lead
	<ul style="list-style-type: none"> Conduct an anonymous stress survey with the ASC council workforce 	To understand issues and plan to overcome them. Workforce Development Mgr

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<ul style="list-style-type: none"> Raising skills, knowledge and competencies 	<ul style="list-style-type: none"> Continue to offer the “Grow your own” programme for unqualified workers and celebrate the success of previous candidates through the Council’s social networking sites, the CHASC dashboard and staff conferences. 	<p>Two Social work places and one OT per year. Workforce Development Mgr</p>
	<ul style="list-style-type: none"> Develop the Commissioning career pathway and encourage more contracts and commissioning staff to undertake qualifications in their area of work. 	<p>A more engaged and confident commissioning workforce. Workforce Development Mgr</p>
	<ul style="list-style-type: none"> Develop skills and competencies audits with personalised development plans for staff across Adult Social Care, and promote the use of the new Learning Management System for all staff in the business unit. 	<p>All staff to have an online learning profile with clear identified training needs and results recorded. Workforce Development Mgr</p>
	<ul style="list-style-type: none"> Work in collaboration with the “System Workforce” group to identify pathways for overseas workers such as nurses & care workers to support them to work in the UK, for example: support with English lessons. 	<p>Pilot Trusted Assessor programme for Over 75 nurses to start in April 2016 Workforce Development Mgr</p>
	<ul style="list-style-type: none"> Work with Bucks New University to develop new courses for integrated roles in health and social care (Hybrid practitioners). 	<p>CHASC MD & Senior Management Team</p>
	<ul style="list-style-type: none"> Provide opportunities in the sector for rotation of experience for health & social care staff. 	<p>CHASC MD & Senior Management Team; Workforce Development Mgr;</p>
	<ul style="list-style-type: none"> Develop an integrated approach to workforce development to support the agenda for a more integrated and multi skilled workforce. Develop the role of the “Trusted Assessor”. 	<p>Workforce Development Mgr;</p>
	<ul style="list-style-type: none"> Share and support the spread of good practice across organisations both in Buckinghamshire and across the Thames Valley region. 	<p>Workforce Development Mgr;</p>
	<ul style="list-style-type: none"> Introduce a level 1 entry level course for inexperienced and unemployed people with an element of employability training incorporated to increase the pool of candidates. 	<p>Workforce Development Mgr;</p>
	<ul style="list-style-type: none"> Write a training and development plan for the councils ASC teams with individual learning plans created on the new LMS (Learning Management system). Support managers to assess training needs in supervision and team meetings. 	<p>Training plan written and launched April 2016. Workforce Development Mgr;</p>
	<ul style="list-style-type: none"> Develop a pool of ASYE (Assessed and supported year) supervisors to support Newly qualified social workers in the first year post qualifying. Ensure that all supervisors receive appropriate training. 	<p>Each Team to have at least two ASYE assessors trained by September 2016. Workforce Development Mgr;</p>
	<ul style="list-style-type: none"> Support providers in developing a pool of trained assessors for the Care Certificate 	<p>Workforce Development Mgr;</p>
<ul style="list-style-type: none"> Continue to offer the Leadership and management QCF Diploma in health and social care for aspiring and existing managers by maximising the Skills for Care Workforce Development funding. Encourage providers to submit NMDS data so that they can utilise this funding for diploma levels 2, 3 and 4. 	<p>Workforce Development Mgr;</p>	

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	<ul style="list-style-type: none"> Raise the skills of Personal Assistants (PAs) by increasing opportunities for PAs to access training. Encourage employers and carers to contribute to training needs analysis through forums and partnership boards. 	Workforce Development Mgr;
	<ul style="list-style-type: none"> Upskill staff and create a pool of specialist roles for complex conditions such as Dementia, Strokes, Sensory Disabilities etc. 	Workforce Development Mgr;
	<ul style="list-style-type: none"> Improve the ASC Induction programme to ensure that staff feel confident in their roles from the outset and continue to feel motivated and enabled. 	Workforce Development Mgr;
	<ul style="list-style-type: none"> Improve data quality and increase performance targets for completing reviews. 	A.I.S Systems training officer recruited by April 2016.
<ul style="list-style-type: none"> Work towards develop a Memorandum of Co-operation (MoC) for adult Social Workers in conjunction with ADASS in the South East Region 	<ul style="list-style-type: none"> Respond to the ADASS Memorandum of Co-operation which is being drafted to encourage the all Local Authorities in the South East to have consistent recruitment approaches and offer the same terms and conditions to Social Workers. Including:- <ul style="list-style-type: none"> shared principles and behaviours agreed agency rates comparable rates for permanent staff references joint communication joint approach to universities and colleges etc. 	To avoid the competitiveness that creates barriers to recruitment and retention. HR Business Partner