



Promoting independence, supporting communities

Adult social care workforce
strategy 2016 – 2020



Foreword

Adult social care helps people do everyday things, participate in their community and safeguards people from significant harm. The number of people who might need adult social care services in the future is expected to rise significantly. This rise in demand comes at a time when funding is decreasing.


In Leicestershire, the council is prioritising adult social care. The council has recently published its Adult Social Care Strategy – 2016-2020 stating the mission “To make the best use of the available resources to keep people in Leicestershire independent”. In order to achieve the vision the adult social care workforce needs to be competent and confident to deliver services as effectively as possible.

We have now written an Adult Social Care Workforce Strategy – 2016-2020, underpinned by an Implementation Plan. This outlines how we will work with partners to build on existing best practice as well as implement new initiatives. This will ensure that the adult social care workforce in Leicestershire is equipped to deliver the Adult Social Care Strategy – 2016-2020.

“To make the best use of a competent and confident workforce to deliver effective adult social care”.




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Cabinet member for adult social care




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Introduction

The purpose of the workforce strategy is to assist in the implementation of the Adult Social Care Strategy 2016-2020, through the utilisation of the workforce across Leicestershire. This will involve ensuring the workforce has the appropriate skills, behaviours and competencies to work within roles which have been designed to be in alignment with the strategy's key objectives, together with ensuring there is sufficient capacity and interest within the local labour market to fill the roles that will be necessary to meet growing demand.

The workforce strategy should be read in conjunction with the Adult Social Care Strategy 2016-2020, Adult Social Care Commissioning Strategy 2016-2020 and Market Position Statement.

The workforce strategy focuses on the paid adult social care workforce across Leicestershire. Within the strategy these are divided into two main groups of staff, those employed, and paid, by independent employers, including Personal Assistants and those employed directly by Leicestershire County Council (LCC) both within the adults and communities department and those delivering adult social care support services but from within the wider county council. In addition there will be opportunities for sections of the wider adult social workforce to integrate or work in partnership with health to reap the benefits of the whole health and social care workforce system.

The strategy has two strands; firstly it focuses on the wider adult social care workforce within Leicestershire where LCC has a statutory duty to facilitate and shape the market for adult social care. We also need to identify those areas where employers will need to support and/or work together to make improvements within the sector, and to align with the key design principles and strategic approach of the Adult Social Care Strategy. Within this there will be alignment with the Leicester, Leicestershire & Rutland (LLR) Better Care Together Workforce Strategy.

The second strand focuses on the internal social care workforce within LCC, the majority of which is managed within the adults and communities department. In addition there are some teams delivering adults social care service, e.g. customer services, within other council departments. The workforce strategy specifically addresses staff engagement for these two different groups.

In order to implement the workforce strategy there will be a detailed workforce plan which will build upon each of the strategic themes.

The workforce strategy assists in the implementation of the Adult Social Care Strategy 2016-2020

The National Adult Social Care Workforce

The size and structure of the workforce

In September 2015 Skills for Care produced a report (Skills for Care, 2015), providing an overview of the size and structure of the adult social care sector and workforce in England as of 2014. Within the report the number of adult social care jobs was estimated at 1.48 million, 1.18 million full-time equivalent. Since 2009 there had been a 17% increase in adult social care jobs and shift away from local authority jobs (-27% / -50,000 jobs) towards independent sector jobs (+23% / 225,000 jobs), the personalisation of adult social care also saw a large increase during this period (estimate +36% / 35,000 jobs).

The report details that 77% of all adult social care jobs are with independent employers. The majority of adult social care jobs are within domiciliary (42%) and residential (42%) services, with community services (13%) and day care (2%) making up the remainder. 76% of jobs were described as directly providing care, 6% were managerial, 6% professional and 11% were other roles not involved in direct care provision. It would therefore be a reasonable assumption to make, that the majority of the adult social care workforce across England who provide and/or manage either residential or domiciliary care, work for independent employers and therefore the way in which Local Authorities seek to shape and influence this workforce needs to take this into consideration.

The report details that in 2013/14 234,000 adults, older people and carers received direct payments from councils for adults social care services and of these it is estimated 70,000 may have employed staff to attend to their care and support needs.

Social care is considered to be a low paid profession, this affects employers' ability to attract and retain staff into and within the sector.

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Future workforce demand

The most recent workforce demand modelling exercise has been summarised in the interim findings produced by The Centre for Workforce Intelligence 'Horizon 2035' project (Centre for Workforce Intelligence). The project has reviewed the whole health, social care, public health and voluntary system. It found that demand for workforce time is growing faster than population growth (+0.6% annual growth rate). It is predicated that the demand for health and care workforce time could grow at twice that rate (+1.3%) to 2035. The report highlighted that 80% of additional demand is driven by increasing healthcare and support needs associated with long-term conditions. These long-term conditions were both in the ageing population and working age adults.

Employment law changes

A number of recent legislative and case law decisions have an impact on the adult social care employers and the adult social care workforce system. During the period of the Workforce Strategy (2016-2020) the most significant change will be the introduction of the National Living Wage. From 1st April 2016 the National Living Wage for over 25s is £7.20 per hour, with the figure rising to at least £9.00 per hour by 2020. Although this is an additional financial burden for both local authorities and independent providers, it may also offer an opportunity to improve recruitment and retention within the sector. It will be essential for employers to utilise their workforce effectively, to consider different ways of working, and for commissioners to ensure that standards are maintained through what will be a very challenging financial change for businesses.

There have been a series of recent employment tribunal decisions which are likely to impact on adult social care employers.

Firstly, *Federacionde Servicios Privdos del dyndicato Comisiones obreras v Tyco Integrated Security SI*, where the judgement held that travel time to and from the first and last assignment is counted as working time for the purpose of working time regulations; this would be applicable for domiciliary care workers. This potentially increases the length of breaks workers needed between shifts, which could have an impact on rostering and staff availability.

Another case was *Bear Scotland v Fulton*, where the judgement in this case held that where overtime is worked regularly this should be reflected in holiday pay/entitlement. Two cases, *Whittlestone v BGP* and *Esparon v Slavikovska*, considered how time spent engaged on 'sleep-ins' impacted on their calculation of worker pay. These decisions put pressure on employers to move away from using 'sleep-ins' and finding alternative ways of providing cost effective care overnight. For social care employers these Employment Tribunal cases potentially add additional cost and complexity to managing their workforce.

Through a rolling programme of compliance employers, starting with the largest, have had to auto enrol employees who met a minimum criteria into their workplace pension scheme. The pension auto enrolment legislation aims to increase the percentage of the workforce contributing towards a pension on the basis that more people will contribute if they need to act to withdraw from it rather than to join it. The implication for employers is that as pension auto enrolment is implemented the percentage of their workforce enrolled within their workplace pension will increase. This will result in an increase in the employer contribution required to the pension scheme. The exact implications are difficult to estimate however pension scheme opt outs are higher among lower paid and part-time staff groups and therefore within social care the impact could be less than in other workforce sectors.

During the period of the Workforce Strategy (2016-2020) the most significant change will be the introduction of the National Living Wage.

Context in Leicestershire

Workforce profile

The National Minimum Data Set-Social Care (NMDS-SC) as at July 2015 reported (Skills for Care, 2015) that within Leicestershire there were 6,700 adult social care posts. Although local authorities are required to complete the NMDS-SC independent providers are not; therefore the NMDS-SC cannot provide the whole picture. In July 2015 Skills for Care provided an estimate that within Leicestershire there were 15,700 adult social care workers; 12,000 direct care workers, 1,200 managerial/supervisory workers, 500 professionals and 2,000 jobs in other non-care providing roles in social care. The majority of positions held are full-time (61%) which is similar to that of the East Midlands region (55%). The average number of sickness days taken in Leicestershire was seven which is lower than the regional average of eight days per year.

The NMDS-SC shows that Leicestershire has an average staff turnover of 31% as at July 2015 which is higher than that of the East Midlands region (25.2%). Direct care has the highest rate turnover rate (38.7%), followed by professional staff (18.6%) and managerial staff (9.2%). Within the last 12 months this equates to 4,650 direct care vacancies, 100 manager vacancies and 100 professional vacancies.

The NMDS-SC demographic data shows that the majority of the Leicestershire workforce is aged between 50 and 54, with an average age of 42. It is estimated that 1,600 post holders could be lost to retirement over the next 5 years. The majority of the workforce is female (85%). The percentage of BME workers (16%) is slightly higher within Leicestershire than within the East Midlands as a region (13%).

According to the NMDS-SC in July 2015, the average hourly pay for direct care workers in Leicestershire was £7.15. Skills for Care have estimated that the number of jobs paid less than £7.20 (the initial NLW rate for over 25s) held by people aged 25 and over was 53% of the direct care workforce within Leicestershire.

In June and July 2015, the BCT workforce strategy group undertook surveys and interviews with 56 independent sector providers across a range of adult social care services within Leicester, Leicestershire and Rutland. Of these providers, 85% reported that they experienced significant difficulties in recruiting in the current market. They also stated that retention of staff was a challenge. The reasons they gave for staff leaving their employment were, pay (63% of providers), career progression (36%), stress (34%) and working patterns (30%).

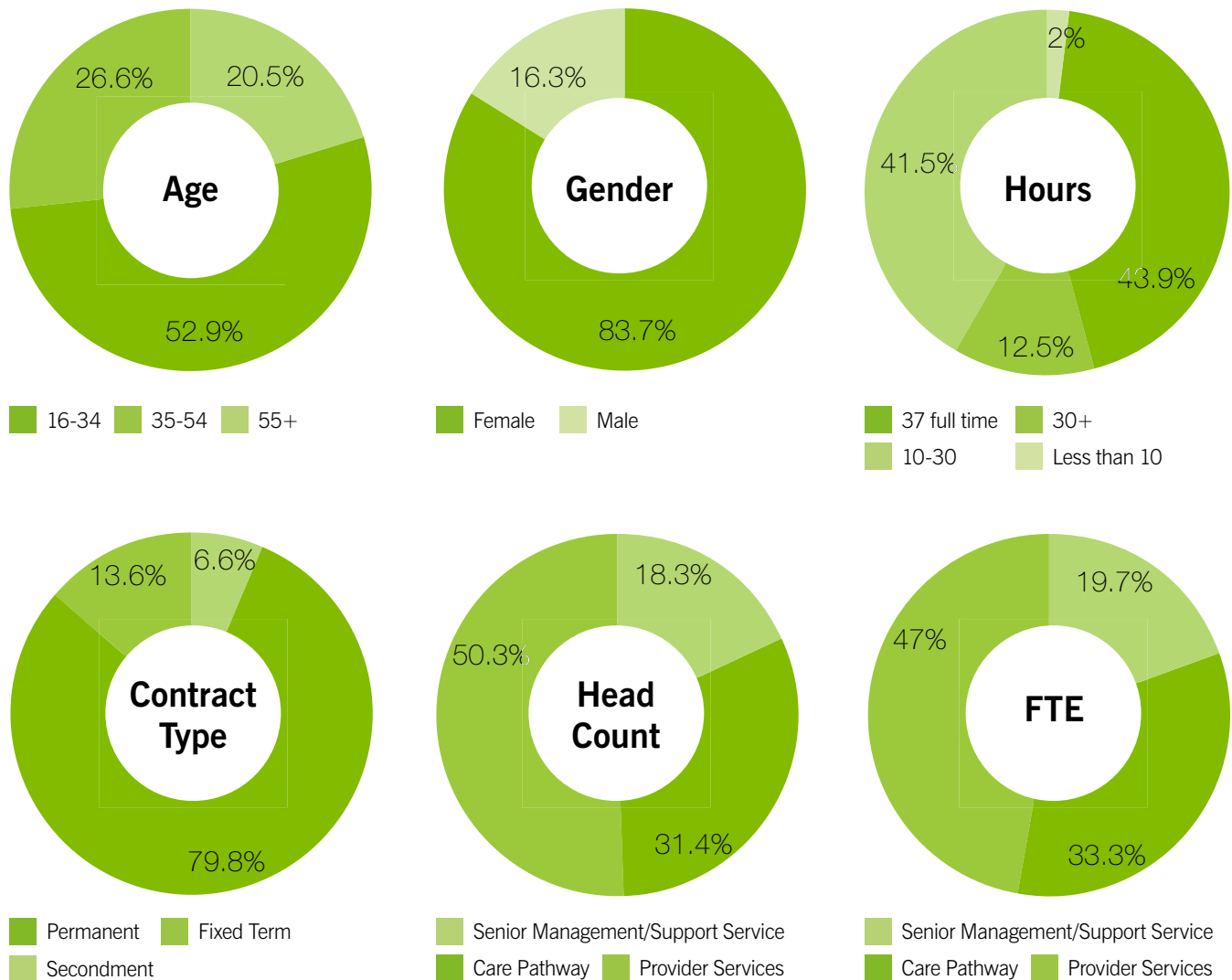
The sub-regional workforce group which provides strategic direction for workforce development across Leicester, Leicestershire & Rutland, is made up of representatives from the independent sector and the local authorities

It is estimated that 1,600 post holders could be lost to retirement over the next 5 years.

for these regions. Representatives from the group have raised concerns that they experience difficulty in recruiting to both residential and domiciliary care posts; and that there is a shortage of CQC registered managers

Adult social care workforce within Leicestershire County Council

In January 2016, the county council adult social care workforce within the adults & communities department had a headcount of 1473, of which 56.1% of individuals worked on a part-basis. The workforce is highly feminised with 83.7% of employees being women. The average age across the workforce was 46 years old; only 20.5% were under 34 years of age.



56.1% of the workforce worked on a part-time basis, with 41.5% working between 10 and 30 hours per week. A total of 20.2% of the workforce was appointed on either a fixed term or secondment basis with 79.8% having permanent status in their current role, 4.8% of the workforce has declared themselves as having a disability, 14.7% have declared themselves as BME and 1.7% have declared themselves as gay, lesbian or bisexual. Across these three diversity indicators, we have not obtained information on the status of staff (16.5%) regarding their disability status, ethnicity (13.6%) and sexual orientation (59.4%). There are low levels of staff declaration that they do not wish to identify a status, 0.7% for disability, 0.5% for ethnicity and 3.3% for sexual orientation.

The workforce can be segmented into three sectors, senior management/support services, care pathway and provider services. Senior manager/support services make up 18.3% (1.1% senior mgmt./17.2% support services) of the posts within the department. The care pathway works across a range of localities, split into teams focusing on urgent and planned work, or in designated teams, these make up 31.4% of the posts within the department. By far, the largest section of the internal workforce is the provider services. These make up 50.3% of the posts within the department.

Staff turnover at the end of 2015 was 14.3%; the voluntary turnover rate was 11.8%. Among the list of leavers during 2015 frequent job titles included; administrator, occupational therapist, care assistant, community support worker, community opportunities support worker, home care assistant and support worker.

Adult social care managers have reported recent difficulties with recruiting to the following types of posts; newly qualified social worker, experienced social worker, approved mental health professional, bestinterest assessor and support worker.

At the end of 2015/16 quarter 3, the adults and communities department reported a sickness absence rate of 11.33 days per FTE. Focusing only on the adult social care services within the department the sickness absence level would report at 12.42 days per FTE.

The staff survey was completed in 2015, and the results for adults and communities showed an improved response rate from the 2012 survey. The departmental average response to attitudinal questions was 73.9%, slightly below the LCC average of 76.3%. Significant improvements could be seen in the responses to questions about LCC being a good employer, change being well communicated and opportunities for flexible working. Areas where responses were lower and need to be addressed were in relation to how well change was managed, whether staff felt it was safe to speak up and challenge and whether they felt stress affected their job performance. For the first time the survey asked staff which work factors mattered to them; adults and communities staff placed job satisfaction and work/life balance above pay and benefits and career development.

In January 2016 a health check of all staff within the care pathway was undertaken in line with the 'Social Worker Standards for Employers'. The most positive responses included that 90% of staff reported that team meetings were taking place frequently and 82.6% of staff felt well supported by their manager in their case work on a daily basis. In the main, most respondents reported that there was a positive learning culture; however there was more that could be done. Areas for development included supervision practice, the implementation of a case management and audit tool, an examination of career path for community support workers and a review of the quality of communication as feedback had been mixed across the teams/localities.

Adult social care managers across the sector report difficulties with recruitment and retention.

Leicestershire County Council is seen as being a good employer with a positive learning culture.

The Medium Term Financial Strategy (MTFS)

The Care Act provided £2m funding for additional posts in 2015/16, however following the decision in July 2015 to postpone phase 2 it was announced in the comprehensive spending review that funding had significantly reduced. The Medium Term Financial Strategy includes a specific workforce related savings target for directly employed LCC staff in 2017/18 (£0.9m). The combined impact of these two factors have resulted in adult social care teams having approximately £2.7 of posts which do not have funding identified after 2016/17 and a significant level of spend on agency staff. Departmental reserves are being utilised in 2016/17 to fund the Care Act posts, alongside the use of a departmental recruitment panel to manage the position in the short term.

Adult Social Care Strategy 2016-2020

The key elements of the strategy are summarised below, the Workforce Strategy should be read with the full version of the Adult Social Care Strategy 2016-2020.

Our mission:

To make the best use of the available resources to keep people in Leicestershire independent

Our principals:

Our future model for social care will work to a set of principles which aim to put the person at the centre, and to ensure that the support they receive can deliver the right outcomes and manage any risks appropriately

The right person: people who need support are identified and prioritised

The right time: to prevent things getting worse, increase resilience and maximise independence

The right place: at home, in the community or in a specialist setting – according to need and what is most cost-effective

The right support: just enough to keep people safe and prevent, reduce or delay the need for long term help, delivered by the right people with the right skills

The right partner: working more effectively with individuals, their friends and families and in partnership with other organisations – to achieve more joined-up and cost-effective support



Our strategic approach:

We have developed a 'layered' approach model, designed to ensure that people can get the right level and type of support at the right time to help prevent, delay or reduce the need for ongoing support and maximise people's independence.



Prevent need – universal services, promoting wellbeing

Reduce need – targeted interventions for those at risk

Delay need – re-ablement, rehabilitation, recovery

Meeting need – progressive planning – using a broad set of social resources (family, community, personal budgets) to ensure affordability and maximise independence

Summary of challenges and future direction

Across England, adult social care has been changing. There has been a shift away from direct delivery towards the independent sector and that too has been seen within Leicestershire. Nationally and locally, social care experiences difficulties with low pay, recruitment and retention. Looking forward to the future it seems certain that the need for health and social care workers will be in greater demand than ever before and Leicestershire will experience this locally.

The Care Act 2014 requires changes to the way in which services keep people safe. Embedding Making Safeguarding Personal (MSP) across Leicestershire, and being assured of its positive impact on service quality and outcomes for service users, is a priority for the council. Increasing understanding and competence in the use of MSP is taken forward through the multi-agency Leicestershire Safeguarding Adults Board. The workforce

Changes in employment law will undoubtedly add additional cost for employers; however they also provide an opportunity to improve the terms and conditions of social care staff and by default an opportunity to change the profile of social care as a career option.

Within Leicestershire there is a lack of data about the workforce due to low completion rates of the NMDS-SC by independent sector employers. In order to provide support to the workforce it will be essential to require our independent providers to make an NMDS-SC submission on at least an annual basis.

Within LCC, the workforce profile highlights some of the issues which are addressed within the strategic themes. The MTFs details significant workforce savings which are also addressed within the strategic themes. The Adult Social Care Strategy 2016-2020 provides the direction of how the challenges over the 4 year period will be met. Our contribution towards the delivery of the BCT Workforce Strategy together with other specific pieces of integration work will be key to meeting the workforce challenges which health and social care face both in the medium and long term.

Increasing understanding and competence in the use of Making Safeguarding Personal is taken forward through the multi-agency Leicestershire Safeguarding Adults Board.

Workforce strategic themes across Leicestershire

Strategic theme 1:

Workforce engagement

Social care workers across Leicestershire understand the mission, principles and strategic approach within the Adult Social Care Strategy 2016-2020, and how they contribute towards its delivery, within their role.

Workers understand what the strategy means for them, why they need to work differently, engage in learning and development, access new information, or work in partnership with new services or organisations.

To support independent sector employers we will:

- Ensure information and advice is available on how to implement the strategy through workforce engagement
- Make clear within our market facilitation, procurement and contract information our expectations in terms of how workers need to deliver services in line with the strategy
- Ensure information and advice is available to micro employers and personal assistants on how to implement the strategy

With our internal workforce we will:

- Develop and implement an employee engagement plan, this will include staff employed within the wider council delivering and supporting social care activities
- Ensure that individuals understand how the performance of their role delivers the Adult Social Care Strategy and are confident enough to implement the strategy

Strategic theme 2:

Prevention of need

Workers have the knowledge, skills and confidence to identify and take action to prevent illness or injury and increase independence.

Workers understand how to prevent illness or injury and increase independence. They do this proactively as part of their day to day activities. Prevention is part of what everyone does every day.

To support independent sector employers we will:

- Ensure information and advice is available to independent providers and the broader social care workforce which enables their staff to deliver preventative messages, signpost service users to prevention services and increase people's independence through their daily work
- Ensure information and advice regarding preventative measures is available to micro-employers and personal assistants.
- Make clear our expectations regarding delivery of the prevention agenda within all contracts held by the department, including the identification and usage of community based sources of support
- Work with partners and other LCC departments to promote the preventative approach across all relevant commissioned services

With our internal workforce we will:

- Ensure staff identify community/family based solutions to prevent or minimise future need
- Provide information and advice to staff on the range of prevention services and how to access them
- Ensure everyone understands how they can prevent need within their role and check this understanding through supervision

Strategic theme 3:

Reducing need

Workers have the knowledge, skills and confidence to identify those who are most at risk of having future needs and proactively use early intervention services to reduce future need.

Workers understand how to identify those individuals who through early intervention could sustain their independence for longer. They proactively refer individuals to appropriate early intervention services.

To support independent sector employers we will:

- Work with providers to explore opportunities to reduce workforce costs through the provision of assistive technology
- Ensure providers support their customers to plan ahead and ensure awareness of what to do in a crisis
- Ensure providers identify, recognise and support unpaid carers to continue in their caring role
- Ensure information and advice regarding early intervention services is available to independent providers to enable their staff to appropriately signpost service users to early intervention services
- Encourage independent sector providers to deliver learning and development to staff to support early intervention, crisis intervention and progression models of care
- Ensure information and advice regarding early intervention services and progression models is available to micro employers and personal assistants

With our internal workforce we will:

- Provide information and advice to staff on the range of early intervention services and how to access them
- Ensure the use of equipment and technology is at the forefront of our social care offer
- Ensure staff understand crisis intervention and progression models and are able to practise these as models of social care
- Ensure everyone understands how they can reduce need within their role and check this understanding through supervision
- Ensure staff understand how unpaid carers can be supported to maintain their caring role

Strategic theme 4:

Delaying need

Workers who work with individuals who have experienced a crisis or who have an illness or disability, following an accident or onset illness, will work with them, their families and community to minimise the effect of the disability or deterioration.

Workers will ensure the best outcomes are achieved through the most cost effective support; interventions will include re-ablement, rehabilitation and recovery illness or disability.

To support independent sector employers we will:

- Make clear within our commission, procurement and contract information the expectations for providers to deliver re-ablement, rehabilitation or recovery services in terms of how workers promote independence
- Support the effective delivery of all commissioned services which delay need
- Support micro-employers to deliver services which promote independence

With our internal workforce we will:

- Develop the understanding and skill of the care pathway workforce to ensure the best outcomes are achieved through the most cost effective support
- Develop the integration of back office functions to support the delivery of joint commissioning approaches such as Help to Live at Home
- Ensure all staff are deployed and supported to deliver re-ablement, recovery and progressive models of care across all service user groups and in all settings

Strategic theme 5:

Meeting need

The need for local authority funded social care will be determined once personal and community resources and assets have been identified and fully explored.

Workers focus primarily on increasing an individual's independence and the support they have or could gain from their own social network. Workers ensure any social care that is required is cost effective; that there is a continuous focus on promoting independence and reviewing what paid care is required, if any.

To support independent sector employers we will:

- Ensure information and advice on progressive models of support is available so they can enable their staff to manage the expectation of service users and their families/carers and maximise the use of non-local authority funded support to meet individual outcomes
- Develop learning and development opportunities to increase understanding and delivery of just enough support to maximise independence and share examples of innovative approaches to support progressive approaches
- Ensure information and advice on progressive models of support is available to micro employers and direct payment recipients so that they can maximise their independence.

With our internal workforce we will:

- Develop the understanding and skill of everyone to ensure that people who are assessed as eligible, receive just enough support which is reviewed to reflect continued changes in their independence and family/community support
- Ensure that we have the right staff with the right skills in the right place to deliver the right care alongside the right partners to promote self-reliance and reduce dependence on social care services
- Promote innovative approaches to meeting outcomes, based on individual, community and family assets

Strategic theme 6:

Workforce planning and economics

Funding for social care is reducing at the same time as workforce costs, due to changes in employment law, are rising. Together with rises in the demand for social care, due to demographic pressures, employers face the increasing need to make efficiencies in the way in which they utilise their workforce.

Alongside these pressures there is already difficulty with the supply of social care workers. Predicted reductions in the number of working age adults, rising numbers of older dependants and competition from the service sector for entry level jobs, present yet another complication to the pressure employers are facing. Internally the department has significant savings to make as part of the MTFS; some of these will need to be made through changes in the utilisation of the workforce. Independent providers are likely to also find that they will need to make changes to their workforce in order to meet the challenges they face running their businesses.

To support independent sector employers we will:

- Support the Leicestershire Social Care Development Group (LSCDG) and other training providers to provide leadership and management training which meets the changing needs of providers, therefore enabling them to manage their businesses successfully within the changing financial climate
- Seek to have a more strategic relationship with fewer larger providers and therefore be able to provide them with more support in managing the financial challenges which social care faces
- Require all social care providers with which we hold a contract to complete the NMDS-SC on an annual basis to provide us with the necessary data we need to support the development of the Leicestershire social care workforce
- Work with all social care providers, micro employers and direct payments recipients to promote the completion of the NMDS-SC on an annual basis to provide us with the necessary data we need to support the development of the social care workforce in Leicestershire.
- Work with providers to embed Social Value principles that encourage workforce skill sharing and workforce resource sharing between providers with the aim of improving efficiency and lowering costs

With our internal workforce we will:

- Engage our managers in workforce planning across our services to ensure they understand our current workforce and what we need to meet demand, and to inform decision making about change
- Undertake a review of directly provided services which aims to provide viable and sustainable models of delivery. This may involve changes to job design, structure, career pathways and grading
- Undertake a review of care pathway resources, to include job design, structure, career pathways and grading
- Undertake a review of support services, to include job design, structure, career pathways and grading
- Review and manage the use of agency staffing and reduce the amount to an agreed target
- Review sickness absence on a quarterly basis and reduce the level to an agreed target
- Ensure coordinated vacancy management processes are in place, overseen by the assistant directors
- Undertake a department wide review of posts which are not permanently funded
- Undertake a department review of secondments and fixed term posts to ensure that employees are appropriately contracted
- Ensure the principles and practice of smarter working has been embedded within the department to maximise the benefits of increases in productivity and job satisfaction
- Understand existing funding arrangements with external organisations to ensure:
 - The impact of changing services is known
 - funding reflects which organisations benefit from the work e.g. health or housing

Strategic theme 7:

Workforce supply

We need to shape the local social care job market to support the needs of LCC and independent employers

As has been outlined, over the next four years, employers will have to make changes to comply with changes in legislation and employment case law. These changes will inevitably lead to additional cost; however they also provide an opportunity to improve pay and conditions within the social care sector and ultimately improve the profile of social care as a career option. In addition, across the sector and internally within LCC there are a variety of posts which are becoming more difficult to recruit and retain. As pay and conditions improve within the independent sector, LCC may find that it loses its position in the market place and we will need to consider how we attract and retain our staff in other ways.

To support independent sector employers we will:

- Work with other stakeholders to support the development and promotion of the local health and social care labour market including work placements and work experience opportunities
- Commission and procure sustainable social care services which meet legislative requirements
- Support the LSCDG to facilitate a programme for registered managers
- Support the development of the personal assistant market to meet the needs to individuals wishing to become micro employers and direct payments recipients
- Enhance the profile of the social care sector in the delivery of economic development and strategic growth initiatives

With our internal workforce we will:

- Ensure all employment legislation is implemented and the improvements this makes to terms and conditions for care workers is promoted within our recruitment activity
- Coordinate recruitment activity for hard to fill posts and consider alternative job design to overcome these difficulties where appropriate
- Work in partnership with our managed service provider to find cost effective solutions to workforce supply
- Establish a strategic relationship with key universities to influence social care education and to access high quality graduates for our workforce
- Actively contribute to the development of a corporate recruitment and retention strategy to ensure our position as an employer of choice including work placements and work experience opportunities
- Access funding opportunities aimed at developing future skills e.g. European Social Fund

Strategic theme 8:

Workforce development

Staff will be developed to ensure that people have the right skills and knowledge, the right tools available, and are deployed in the right place

The workforce need a range of basic learning and development ranging from induction, statutory training, through to personal development. At a time of decreased funding, it is essential that we have a strategic approach to agreeing the priorities for learning and development and that these are informed from the Adults Social Care Strategy 2016-2020 together with statutory requirements.

To support independent sector employers we will:

- Continue to support the work for the LSCDG through the sub-regional workforce group and develop a training plan for the independent sector which supports outcome-focused, person-centred, safeguarding practice
- Work with the BCT workforce group to integrate workforce development where there is benefit for the health and social care system
- Work to develop the personal assistant market to meet the needs to individuals wishing to become micro employers and direct payment recipients

With our internal workforce we will:

- Develop a workforce development plan to support the implementation of the Adult Social Care Strategy 2016-2020, with specific focus on the principles and strategic approach and how these influence ways of working
- Include within the workforce development plan all necessary mandatory health and safety, corporate and other learning and development required by legislation
- Ensure the workforce development plan supports outcome-focused, person-centred, safeguarding practice.
- Ensure the workforce development plan includes provision for CQC registered services to meet the 5 KLOE; safe, effective, caring, responsive and well led
- Utilise the care certificate as an induction and development tool
- Support changes in job design and structures which are a result of the changes required to meet the MTFs and implementation of the Adult Social Care Strategy 2016-2020
- Provide a range of learning and development activities to support the culture and behaviour change required to enable the implementation of the Adult Social Care Strategy 2016-2020
- Seek to utilise methods of learning and development that are effective but that are time efficient for the learner and the department

Strategic theme 9:

Health integration

Employers will seek to work collaboratively with health, to share resources where this provides a benefit to the health and social care system.

Better Care Together (BCT) will provide opportunities for social care employers to work together and with health colleagues to find new ways to structure roles and deliver services. This will be necessary to meet future demands.

To support independent sector employers we will:

- Work with the BCT workforce group to develop opportunities and engage providers through the sub-regional workforce group
- Support the development of the local health and social care labour market through a BCT funded post, hosted by LCC
- Ensure we understand the impact of the 'left shift' arising from Better Care Together on the social care workforce and take action to secure funding to support this
- Work with health to ensure that social care staff have the highest level of competence and skill in carrying out delegated health tasks.

With our internal workforce we will:

- Work with the BCT workforce group to develop opportunities for health and the LCC workforce to benefit from integration. For example, this could include integrated roles, redesign of roles/tasks into social care or coordinated recruitment across health and social care.

Strategic theme 10:

Health, safety and wellbeing

The health, safety and wellbeing of social care workers across Leicestershire is a priority for everyone.

Workers and employers understand and exercise their health and safety responsibilities, and seek to promote wellbeing at work.

To support independent sector employers we will:

- Make clear within our procurement and contract information our requirements in terms of employee health, safety and wellbeing
- Work through the LSCDG to continue to provide a range of workforce development activities for independent sector providers to meet their health, safety and wellbeing responsibilities
- Ensure micro providers and direct payment recipients are able to access information and advice regarding their health and safety responsibilities.

With our internal workforce we will:

- Ensure all staff complete mandatory health and safety training
- Continue to develop our population of mental health first aiders. All managers to have completed at least the Mental Health First Aid Lite course
- Continue to undertake a yearly health check of our care pathway workforce and agree actions to address any issues
- Agree a departmental action plan to address issues arising from the staff survey
- Support and implement any initiative arising from the corporate Wellbeing Being Charter

Strategic theme 11:

Workforce equality and diversity

Employers will ensure that the workforce has equality of opportunity and that as the workforce changes it continues to strive to be representative of the local population

Employers will ensure that their policies and procedures provide for equality of opportunity. LCC will monitor the diversity of the wider workforce and consider interventions to improve how representative of the local population it is.

To support independent sector employers we will:

- Make clear within our procurement and contract information our requirements in terms of workforce equality and diversity
- Encourage all social care providers to complete the NMDS-SC on an annual basis to provide us with the necessary data we need to monitor the diversity of the Leicestershire social care workforce

With our internal workforce we will:

- Monitor the diversity of the workforce and take action to meet agreed targets
- Take action to improve the levels of employee declaration

References

Centre for Workforce Intelligence. (n.d.). Horizon 2035: Health and Care Workforce Futures.

Skills for Care. (2015). Adult social care sector and workforce in the East Midlands.

Skills for Care. (2015). The size & structure of the adult social care sector & workforce in England.

