



**Adult Social Care**

# **ADULT SOCIAL CARE WORKFORCE STRATEGY**

**2023 - 2029**

# 1. INTRODUCTION

The workforce is critical in ensuring that we can deliver our vision for adult social care and the Adult Social Care Workforce Strategy sets out our intentions.

This strategy sits within the framework of the Hartlepool Borough Council Workforce Strategy: “Building an Inspired Workforce for Hartlepool” which sets out a vision to enable and innovate a workforce that has the community at its heart delivering the best of services. This will be driven by strong and effective leaders who demonstrate and promote the Council values to nurture and develop the workforce, making it a great place to work.

The vision sets out aspirations for Hartlepool Borough Council to be a place where:

- We feel valued, respected and included.
- We strive for excellence and celebrate achievement.
- Our wellbeing is taken seriously and positively promoted.
- We continually look for new and better ways of working, including collaborating with partners and our communities.
- We work safely, protect the health and safety of others and care for the environment.

## 2. ADULT SOCIAL CARE WORKFORCE

For the purposes of this strategy the workforce is defined as front line workers and support services from early intervention to specialist services. This includes community navigators, social care officers, social workers, best interest assessors, approved mental health professionals, occupational therapists, direct care and support staff, user property and finance workers, community workers, commissioning, performance and administration support.

The adult social care workforce across the system in Hartlepool is described as follows (based on Skills for Care data from 2022):

- 3,500 adult social care jobs in Hartlepool with 2,900 in Local Authority and independent sector.
- The largest proportion of jobs is within homecare (1,700 jobs) with 1,400 jobs in residential care settings.
- 600 jobs were working with direct payment recipients.
- 87% of the workforce are female.
- 99% of workers are British
- The average age of workers is 44 however 27% are 55 or over.
- The turnover rate in 2020/21 was 18.5% which equates to 500 leavers, with 72% of leavers remaining in the sector
- Vacancy rates are increasing from 3.8% in 2019/20 to 4.3% in 2020/21.
- On average the workforce has 5 years' experience in their current role with 10 years in the sector.

## 3. CHALLENGES

There are a range of challenges impacting the adult social care workforce, many of which are national or regional challenges. These include:

- Ensuring that workers have the right skills for the right job, recognising that social care reform and new models of care will require new skills.
- Recruitment of skilled and committed people into adult social care roles (in the independent sector as well as the council), recognising that adult social care is not always viewed as a valued profession, or a career pathway.
- Retention rates and the provision of progression opportunities.
- Understanding the implications of an ageing workforce and ensuring that succession planning is actively considered.

Development of integrated training opportunities and career pathways across health and social care to meet future needs.

Ensuring that the workforce remains motivated and committed to delivering high quality services when resources are limited.

There are also challenges that are specific to local areas. To better understand whether there are local factors that influence the workforce in Hartlepool, further work is needed to understand current skill levels and the impact of Hartlepool being a small borough where a high proportion of people are non-transient.

## 4. PRIORITIES, OBJECTIVES & SUCCESS MEASURES

### **PRIORITY 1: INSPIRING AND EMPOWERING THROUGH EFFECTIVE LEADERSHIP AND MANAGEMENT**

#### **AIM:**

Adult social care is led by competent, visible, collaborative and innovative managers, who take a systems approach to improve the quality of support and care and develop and deliver strengths based services fit for the future.

#### **OBJECTIVES:**

- Invest in coaching skills across the adult social care workforce.
- Support the workforce to identify and manage risk.
- Continue to build on our learning culture offering high support and high challenge to the workforce.
- Continue to strengthen quality assurance across the workforce.
- Develop pathways for succession planning.
- Develop a mentoring programme.

#### **MEASURES OF SUCCESS:**

- Evaluation of the impact of leadership development opportunities.
- Numbers of complaints / compliments.
- Analysis of quality assurance activities.
- Vacancy rates for leadership posts.

## **PRIORITY TWO: DEVELOPING EXCELLENT PRACTICE INFORMED BY OUR CULTURE AND VALUES**

### **AIM:**

People receive the care and support they need when they need it within their community through a community led model that focuses on strengths based approaches and better conversations. People will be naturally collaborative in how they work.

### **OBJECTIVES:**

- Further embed Community Led Support through developing a 'train the trainer' model.
- Identify further development needs of the workforce based on feedback from Quality Assurance activities.
- Further upskill the workforce in collaborative approaches to co-production.
- Create an annual workforce development plan based on training needs analysis across all teams.
- Implement learning from national and regional national best practice.
- Investment in training opportunities for the workforce.
- Ensure that communication within adult social care is effective and responsive to need, including staff briefings, team sessions, newsletters etc.

### **MEASURES OF SUCCESS:**

- Analysis of quality assurance activities.
- Feedback from people who use services.
- Feedback from staff, including the annual Health Check.
- Evaluation of training.
- Analysis of workload across individuals and teams.
- Annual reviews.
- Number of complaints and compliments.
- CQC rating.

## **PRIORITY THREE: RECRUITMENT, RETENTION, STAFF WELLBEING AND CAREER DEVELOPMENT**

**AIM:** We have a confident, capable and qualified workforce with the right values and behaviours who deliver high quality, strengths based support and want to stay with us.

### **OBJECTIVES:**

- Work with communities to raise awareness of social care jobs.
- Work with communities to understand the barriers to employment and work with them to develop pathways in to adult social care, including work with schools.
- Work with health and education providers to develop and implement the Health and Social Care Academy.
- Work with the local teaching partnership to attract and develop social care workforce.
- Develop a continuing professional development programme for Occupational Therapy.
- Develop work experience placements to promote adult social care as a career.
- Ensure the workforce is aware of the staff benefits available.
- Continue to engage with and promote staff wellbeing advocates.
- Develop systems to understand the makeup of the social work workforce.
- Regularly review staff feedback on terms and conditions and respond as appropriate.
- Explore opportunities for collaborative secondments.

### **MEASURES OF SUCCESS:**

- Staff vacancy rates.
- Number of staff who leave due to progression opportunities in other areas.
- Feedback from staff, including the annual Health Check.
- Number of qualifications gained.
- Review feedback from exit interviews.