



10 September 2018

Agenda Item: 5

REPORT OF THE SERVICE DIRECTOR, MID NOTTINGHAMSHIRE

ADULT SOCIAL CARE WORKFORCE PLAN – 2018-2020

Purpose of the Report

1. To seek approval of the new Adult Social Care Workforce Plan 2018-2020, attached as **Appendix A**, which sets out the workforce priorities in response to the challenges faced by the Department.

Information

2. Progress updates on the Adult Social Care Workforce Plan 2016-18 were presented to the Committee on 6 February 2017 and 8 January 2018. Significant progress has been made and the current plan sets out the revised workforce priorities.
3. The current plan seeks to broaden the scope of the previous plan and consider the wider workforce issues and how the Council will deliver market facilitation and duties under the Care Act 2014. Nottinghamshire's Independent and Voluntary Adult Social Care sector faces challenges around capacity and the skills set of the workforce, particularly in care homes and homecare.
4. The core workforce groups in this sector to be prioritised for development will comprise:
 - Homecare staff
 - Nurses in care homes
 - Managers and leaders in care homes
 - Volunteers
 - Personal Assistants.
5. Demand for care and support is increasing. The mean age of the Nottinghamshire population is predicted to continue to increase: specifically, by 2030 the number of people aged 65-84 years is expected to increase by over 30% and people aged 85+ by over 90%. Older people are more likely to experience disability and limiting long-term illnesses. By 2030 the total number of people in Nottinghamshire with learning disabilities is also expected to increase. This increase is expected to be concentrated in the older age range, with 48% growth in people with learning disabilities aged over 65.
6. The profile of the Council workforce is also steadily ageing, with many of the workforce approaching the age of 50 or already age 60.

7. The Core Skills levels required for Adult Social Care work is rising as the needs of those members of the population requiring care are becoming more extensive and complex. The Department needs to be able to recruit and retain the existing key knowledge and skills base and prepare for the future with robust integrated workforce planning combined with modern and flexible learning to support a culture of continuous learning.
8. In the context of ongoing transformational change, the Department has an aspiration to engage and develop the workforce and create the right environment for staff to implement change and embed the Adult Social Care Strategy, thereby fulfilling statutory functions as a local authority under the Care Act.
9. A draft Workforce Plan was considered by the Adult Social Care Leadership Team on 7th March 2018 and by the recent Peer Review, which took place from 20th to 22nd March 2018, through which the Department's current workforce priorities and plans to support the workforce to fully embed the Adult Social Care strategy were reviewed. The conclusion was that the Department has the correct priorities in place.
10. The Peer Review panel felt there was a strong focus on professional development to deliver the Adult Social Care Strategy and that a good workforce framework has been developed to give the workforce the right tools and confidence to do their work. However, the offer for directly delivered services staff and the links with EPDR (Employee Performance Development Reviews) require strengthening and the success factors identifying. The delivery plan addresses the issues raised.
11. A copy of the Workforce Plan is attached as **Appendix A** to this report.
12. **The key Department priorities identified are:**

| Priorities | Expected Outcomes |
|---|---|
| 1. To continue to develop and maintain a workforce data and intelligence library | <ul style="list-style-type: none"> • Improvement of workforce data and intelligence and highlight key emerging themes and the impact on the Council's social care workforce (qualified and directly delivered services workforce) • Improve the collation of NMDS (National minimum data set) with the independent sector |
| 2. To build capacity - in support of this, the Department will focus on recruitment and retention of core roles, ensure effective leadership and succession planning in relation to ageing workforce and career pathways | <ul style="list-style-type: none"> • Reviewed recruitment strategy for Approved Mental Health Practitioners/Best Interest Assessors • Engagement of TMs (Team Managers) and SP (Senior Practitioners), and development and implementation of quality management practices that facilitate high performance • Attraction of suitable candidates maximised |

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| | <ul style="list-style-type: none"> Improvement in the number and range of apprenticeships and range of work experience available in the Department Redesign and implementation of succession plans for key roles: Social workers/Occupational Therapists/Care workers/Leadership |
| 3. To build capability - in support of this priority, the Department will focus on developing the workforce - qualified and directly delivered services staff - with core skills: a leadership/management approach that includes coaching, mentoring and use of Apprenticeships standards; and reviewing training and development plans identified as part of EPDRs (Employee Performance & Development Reviews). | <ul style="list-style-type: none"> Adult Social Care staff and managers will be equipped with the core skills needed to deliver high quality and consistently to apply strengths-based approaches All managers taking a consistent proactive approach to the management of sickness absence in accordance with the established policies Demand for Adult Social Care is prevented, reduced or delayed Creation of a workplace learning culture and shared learning opportunities, guidance and resources for leadership. |
| 4. To develop the workforce to deliver integrated models of care: in support of this priority the Department will continue to work within the Nottingham and Nottinghamshire ICS (Integrated Care System) and Bassetlaw ACP(Accountable Care Partnership Workforce and Organisational Development (OD) work stream | <ul style="list-style-type: none"> Integrated teams working well and adding measurable value to deliver timely hospital discharges, hospital admissions and re-admissions Demand for Adult Social Care is prevented, reduced or delayed Forging of a closer working relationship between the Council and the (ICS) HR / OD Collaborative in order to achieve stronger traction on the OD cross-organisation workforce agenda for the ICS. |

13. The plan is underpinned by a Department Delivery Plan which has been developed in conjunction with the Department's Workforce Delivery Group, formed of leads from teams.
14. It is proposed that there will be engagement with managers in order to ensure that there are clear arrangements for communication and dissemination to staff.
15. The Key Performance Indicators specified in the plan cover the following criteria:

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| Group Managers and Team Managers engagement; Staff engagement and Staff overall satisfaction levels (Staff survey results) |
| Workforce Data specification delivered |
| Supply and Demand analysis of skills to deliver the Adult Social Care Strategy |
| Improve consistencies of use of best practice of Support Plans |
| Reduction in average number of days sickness per Adult Social Care employee |
| Percentage of managers who have completed EPDRs by end of the period |

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| Percentage of EPDRs completed and training identified and submitted |
| Number of staff utilising the Apprenticeship Levy in priority areas |
| Number of staff attending the Delivering Excellence Practice Programme |

Other Options Considered

16. The Workforce Lead has liaised with the Extended Leadership Team, the Workforce Delivery Group, Workforce Planning and Organisational Development, the Principal Social Worker and the Principal Occupational Therapist to ensure that the specific skill shortages, recruitment and retention and workforce planning issues are appropriately reflected in the Plan. The Workforce Lead will continue to work closely with managers to ensure that skills are effectively deployed to meet the departmental priorities.

Reason/s for Recommendation/s

17. The Workforce Plan provides a framework to enable and empower the Department to engage and develop the workforce and equip them with the resources needed to fully embed the Adult Social Care Strategy.

Statutory and Policy Implications

18. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

19. The full financial costs of developing and implementing a training programme to support the Adult Social Care workforce is covered within the Corporate Workforce Planning and Organisational Development training budget. The Department is also considering how to utilise the Apprenticeship Levy for staff development. Therefore there are no direct financial implications of the workforce plan.

Human Resources Implications

20. These are contained within the body of the report.

RECOMMENDATION/S

- 1) That the Adult Social Care Workforce Plan 2018-2020, attached as **Appendix A**, be approved.

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For any enquiries about this report please contact:

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Constitutional Comments (SLB 23/08/18)

21. Adult Social Care and Public Health Committee is the appropriate body to consider the content of this report.

Financial Comments (AGW 24/08/18)

22. The financial implications are contained in paragraph 19 of this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Adult Social Care Workforce Plan – progress update – report to Adult Social Care and Health Committee on 6 February 2017

The health and development of the Adult Social Care and Public Health Workforce – report to Adult Social Care and Public Health Committee on 8 January 2018

Electoral Division(s) and Member(s) Affected

All.

ASCPH577 final