

6 February 2017**Agenda Item: 6****REPORT OF THE SERVICE DIRECTOR, MID NOTTINGHAMSHIRE****ADULT SOCIAL CARE WORKFORCE PLAN – PROGRESS UPDATE****Purpose of the Report**

1. To update Committee on the progress made by the Workforce Delivery Group with the development and delivery of the Departmental Workforce Plan and to provide information on the next steps to deliver the plan's objectives.
2. To seek approval for the establishment of an externally funded, temporary (six months) full-time equivalent (FTE) Project Officer (Band B) post.

Information and Advice**National context**

3. A national report on [The state of the Adult Social Care sector and workforce in England](#).¹ was published in March 2015. This report looks at the whole social care workforce across all sectors, including not for profit, private, public and people employed as personal assistants. The national profile reflects the workforce profile in Nottinghamshire; it is predominantly white, predominantly female and aging. Nationally, 1 in 5 workers in social care are over the age of 55 years. Turnover of staff is also identified as an important issue nationally, with around 300,000 (25.4%) of the workforce leaving their posts each year. Turnover is higher amongst workers in the private sector and those who work for domiciliary care providers.
4. In May 2014, the LGA published [The Standards for Employers of Social Workers in England](#). These standards relate specifically to all registered social workers employed within an organisation, as well as managers and social work students; Standard 2 calls for effective workforce planning to '*make sure that the right number of social workers, with the right level of skills and experience, are available to meet current and future service demands*'.²
5. Workforce planning is a key component of the local Sustainability and Transformation Plans (STP), submitted to NHS England in October 2016. STPs set out how local health and care services will work together to improve the quality of care, their population's health and wellbeing and close the financial gap. Within agreed planning footprints, commissioners and providers in Health and Social Care are required to work together

¹ The state of the adult social care sector and workforce in England, Skills for Care, March 2015, page 36

² The Standards for employers of Social Workers in England, LGA, May 2014, page 6

alongside other key stakeholders, to develop and implement plans to close gaps in the areas of health and wellbeing, care and quality and finance and efficiency, within five years.

6. Two STP footprints cover Nottinghamshire County Council boundaries: Nottingham and Nottinghamshire, South Yorkshire and Bassetlaw. The plans include work to map the existing local health and social care workforce, identify current and future workforce issues and skill gaps, as well as model and implement plans to ensure an appropriately skilled workforce for the future.
7. In May 2016 the Council approved a revised Corporate Workforce Strategy 2016-2018. This provides the ambition and framework to enable Nottinghamshire County Council to be a high performance organisation with a culture that engages and develops its staff to support them to be the best they can be and achieve continuous improvement.
8. In order to support the delivery of the Adult Transformation Portfolio and to embed further the Adult Social Care (ASC) Strategy, it was agreed that a more detailed Adult Social Care Workforce Strategy and plan was required to sit under the Corporate plan. An Adult Social Care Workforce Delivery Group was therefore established in March 2016, which is chaired by the Service Director for Mid Nottinghamshire. Its purpose is to develop, implement and monitor a revised workforce plan for the Department.
9. This Workforce Delivery Group has also been involved in the development of the workforce development workstream for the Nottingham and Nottinghamshire STP, of which Bassetlaw is an associate. The Chair of the Delivery Group represents the department on the STP Transformation Workforce Delivery Group. This group is working towards a collaborative approach across Nottinghamshire to identify and address workforce issues across all partners in the local system.
10. In order to provide additional resources to complete the Departmental plan and engage in the STP workstream, a Project Manager was seconded from the Workforce Planning and Organisational Development Team. The Project Manager facilitates and co-ordinates input from a wide range of Corporate and Departmental colleagues.
11. Six key Departmental workforce priorities have been identified:-
 - to develop and maintain accurate and relevant workforce intelligence data
 - to identify the knowledge, behaviours, skills and capabilities required by the workforce to support culture change
 - to equip and support Team Managers to embed the Adult Social Care strategy
 - to develop and maintain the ability to recruit and induct sufficient staff with appropriate qualifications, skills and experience and to ensure that they understand and can deliver the ASC strategy
 - to develop career pathways for social care roles
 - to implement the above objectives within the context of increasingly integrated working and joint workforce plans (through the STP workstreams).
12. The Adult Social Care departmental action plan also addresses issues raised through the ASCH Workforce Healthcheck in June 2015. Progress updates are reported to the departmental Joint Consultative and Negotiating Panel (JCNP) as required and the Trade

Unions have been involved and are supportive of the Workforce Plan. The Workforce Plan is attached as **Appendix A**.

Key Workforce Priorities – Progress to Date

13. In addition to employee surveys, a number of workforce engagement events have taken place throughout the year. A large number of the issues identified at the various engagement events echo the results of the Employee Health Check Survey and in the main, shaped the workforce action plan.
14. The key areas of work undertaken over the past few months have been:
 - **Data analysis** of the current workforce in order to identify priority areas on which to focus when succession planning. For example, demographic analysis has revealed that a significant proportion of the workforce is within or close to the age range at which retirement is an option for them.
 - **Developing the required workforce skills set against the changes to pensions:** changes introduced from April 2015 have given staff aged 55 years additional freedom as to how they may use their pension pots and receive their benefits. This means that potentially such staff may decide that they want to retire earlier, which could have an adverse impact on the skills, knowledge and experience which the Department has at its disposal.
 - **Enabling Effective Cultural Change:** considerable work has taken place to engage and embed the key strategy messages with staff. There have been workshops for frontline staff to promote changes in practice and behaviour and to equip them with the requisite skills. In addition, the Adult Social Care Transformation Team produces a weekly news e-bulletin to ensure that all staff receive the key messages on changes and continuous improvements at the same time.
 - **Team Managers' Development Programme:** this was designed to support Team Managers to manage the changes required to embed the ASC Strategy across operational teams. Working closely with Team Managers, a bespoke development programme has been created, entitled 'New Ways to Better Outcomes for All'. The programme is being delivered by both external and internal trainers and started on 14 September 2016. To date, the 54 managers have completed Day 4 of the 7-day training programme and have provided positive feedback on the outcomes of the training sessions as a supportive intervention to equip them to embed the ASC Strategy, share learning and reflect on their practice and management skills. The 7-day training schedule includes:-

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| Day 1: Sept | Engaging with the ASC strategy and addressing the highs and lows of implementing the challenge |
| Day 2: Oct | Inspiring leadership - delivering results |
| Day 3: Nov | Enabling my team to support plan effectively |
| Day 4: Dec | Dealing with difficult conversations |
| Day 5: Jan | 'Where does all my time go?' - Becoming more efficient and effective |
| Day 6: Feb | HR impact/managing staff remotely/using information to |

| | |
|-------------------|--|
| | manage teams |
| Day 7: Feb | Delivering results, reflection and next step planning |

- **A central recruitment campaign** was established to manage the high level of vacancies in the Department which reached a high of 100 in May 2016 due to the need to recruit staff to deliver the additional duties associated with the Care Act. The campaign comprised central co-ordination of advertising and recruiting, media campaigns and a refresh of the Department's supply register. Between November 2015 and December 2016, 109 posts have been filled throughout the County as a result of that campaign. There has been progress made with the centralised recruitment activities for Social Workers and Community Care Officers, combined with the development of activities targeting key skill shortages such as Approved Mental Health Practitioners (AMHPs), Best Interests Assessors (BIAs) and succession planning.
- **A department eLearning induction programme** has been developed to engage staff in the ASC Strategy and to deliver a departmental overview for use in the induction of new staff. The programme was launched on 13th October 2016 and 40 staff have accessed it since then. The induction programme builds on the Corporate Induction programme but it is bespoke to the department and specifically covers the current changes and challenges that are faced. The package is aimed at new starters as well as existing staff to ensure a consistent level of understanding and knowledge across the workforce. The link to the programme is as follows:
<http://nottsccl.learningpool.com/course/view.php?id=88>
- **A Training Needs Analysis** for staff was undertaken and the results of the analysis will be included in the development of core training modules which will support the need for maintaining and increasing knowledge and skills.
- **A clear career pathway** has been developed for Social Workers to support recruitment and career development. Work is under way to develop similar career pathways for Occupational Therapists and Community Care Officers. The Social Workers career pathway is attached as **Appendix B**.

Next steps

15. The Department's workforce plan is developing well, with particular success in the delivery of Team Manager training, the e-learning induction programme, the career pathway for social workers and the recruitment of staff. Whilst work against these priorities will continue to build on this early success, the focus will increasingly shift to supporting the delivery of integrated working and developing inter-agency workforce planning via the STP.
16. This work will aim to ensure that strategic workforce plans include the social care workforce and also reflect the strengths, values and principles of social care. The five Nottingham and Nottinghamshire STP workforce strategy priority areas are:
 - Developing and embedding a Systematic Approach to Prevention and Promoting Independence

- Developing a Population/Place-based Approach to workforce redesign
 - Building capacity, capability and resilience in the primary care workforce
 - Supporting System Effectiveness through organisational development
 - Development of Collaborative Human Resources Solutions.
17. Initial workforce modelling is concentrating on partners using a specific workforce modelling tool to co-produce the skills and competencies required to deliver the future STP vision in the priority areas of urgent and pro-active care. As part of this work, it has been identified that there is the need to evaluate and explore the provision of seven day access to services within health and social care services. To this end, the Council has successfully bid from the STP funding stream associated with seven day working and transformation of services for a temporary additional resource to enable the Department to evaluate the current position, issues and implications regarding seven day access to social care services and develop the business case for the future. Approval is therefore sought to establish a temporary FTE Project Officer (Band B) post for six months at a cost of £20,665, including on-costs.

Other Options Considered

18. There are no other options proposed as the report is an update on the ASC workforce plan.
19. The option of not recruiting to the temporary Project Officer post would mean that Adult Social Care is not able to fully understand the business case and potential impacts regarding access to seven day services in order to develop this jointly as health services make changes.

Reason/s for Recommendation/s

20. The main body of report is for noting only. Recruitment to the temporary Project Officer post will enable the Council to be better informed and make appropriate decisions when engaging in this aspect of the STP workforce plan.

Statutory and Policy Implications

21. This report has been compiled after consideration of implications in respect of crime and disorder, 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, sustainability and the environment and ways of working 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

22. The full financial costs of developing the Team Managers' training programme were assessed and different options evaluated. The programme is now being funded in part through the department training budget and in part by the budget held centrally in Workforce Planning and Organisational Development.

23. Costs of £20,665 (set out in **paragraph 17**) for a temporary (six months) Project Officer (Band B) post will be met from an external bid through the STP programme.

Human Resources Implications

24. These are contained within the body of the report. The Department's recognised trade unions have been supportive of the Team Managers' development programme as a way of supporting managers to engage and embed the ASC strategy.

RECOMMENDATIONS

That Committee:

- 1) notes the update on progress made by the Workforce Delivery Group with the development and delivery of the Departmental Workforce Plan and the provision of information on the next steps to deliver the Plan's objectives
- 2) approves the establishment of an externally funded temporary (six months) full-time equivalent Project Officer (Band B) post.

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Constitutional Comments (LM 05/01/17)

25. The recommendations in the report fall within the Terms of Reference of the Adult Social Care and Health Committee.

Financial Comments (KAS 05/01/17)

26. The financial implications are contained within paragraphs 22 and 23 of the 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.

Workforce Strategy 2016-2018 – report to Personnel Committee on 25 May 2016

Electoral Division(s) and Member(s) Affected

All.

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