

Division(s):

**CABINET – 20 OCTOBER 2015**  
**ADULT SOCIAL CARE WORKFORCE STRATEGY**  
**Report by Director of Adult Social Care**

**Purpose**

1. The purpose of this report is to:
  - a) Update Cabinet on the Adult Social Care Workforce Strategy
  - b) Outline the strategy's delivery plan including governance arrangements
  - c) Seek Cabinet's endorsement of the strategy and the delivery plan

**Background**

2. Adult social care sector in Oxfordshire is facing significant challenges with the workforce capacity and capability, arising from growing demand for care and support and the increasing complexity of care and support needs.
3. Modelling by the Council has established that the county's social care workforce needs to grow by up to 750 carers every year for the next 10 years just to keep pace with the growing numbers of people requiring care.
4. Oxfordshire County Council (OCC) has worked in partnership with the Oxfordshire Association of Care Providers (OACP) and others, to promote the care sector as a career, help providers recruit and retain staff and run training initiatives.
5. The workforce programme is focused on the external social care workforce (i.e. non-Council) that includes home care and care home workers and nurses in care homes.

**Workforce strategy**

6. To address the longer term workforce issues, Oxfordshire County Council worked with stakeholders during 2014/15 to develop and produce the Oxfordshire Adult Social Care Workforce Strategy 2015/18 and draft implementation plan.
7. The strategy documents were made available for wider stakeholder engagement between 30 January and 13 April 2015. The single issue that attracted most comment from stakeholders was training. Stakeholders also identified specific skill gaps, in particular around dementia and assistive technology. There was general enthusiasm for apprenticeships as a route into social care for young people.
8. The workforce strategy and implementation plan has been well received by other local authorities in the region. The South East Association of Directors of Adult Social Services (ADASS) Region is proposing to use the documentation as a template for local authorities.

## Workforce programme

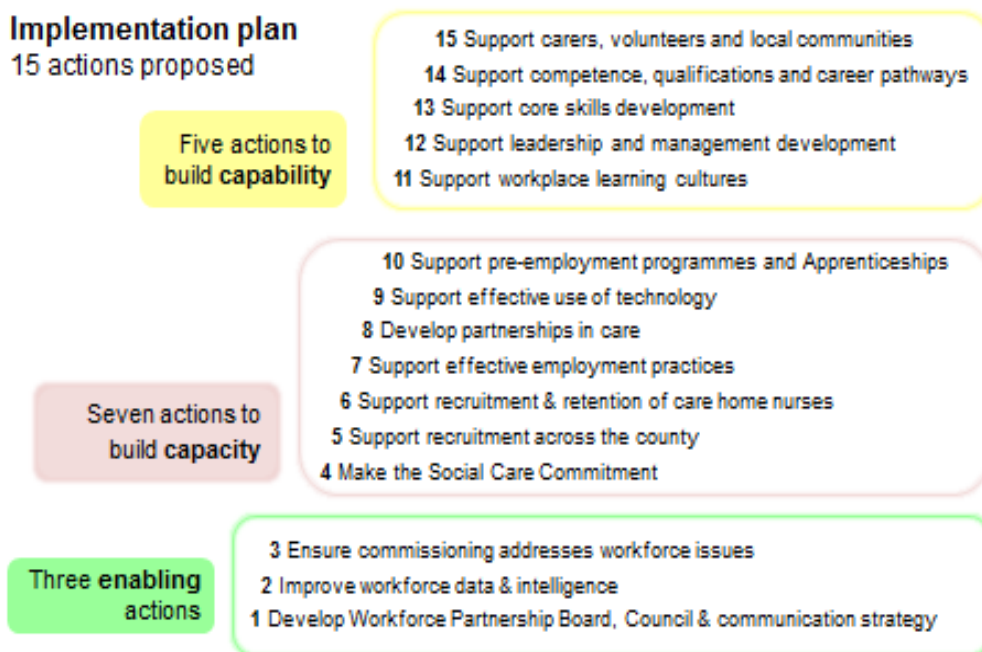
### Current programme

9. During 2014/15 the workforce programme - funded by a one year grant from Health Education Thames Valley - has focused on a number of specific activities as well as the development of the workforce strategy. These activities are summarised in the table below:

Project / work-stream	Purpose	Deliverables
1. Assistive technology awareness, training & installations	Purpose	<ul style="list-style-type: none"> <li>Increase awareness of health and social care workers on the benefits and use of assistive technology.</li> <li>Increase equipment installations in people's homes to prevent care packages stepping up, reduce ambulance calls and to reduce hospital admissions.</li> </ul>
	Target(s)	<ul style="list-style-type: none"> <li>216 social and health care workers trained</li> <li>250 installations of standalone technology</li> </ul>
	Delivered	<ul style="list-style-type: none"> <li>252 social and health care workers trained</li> <li>Over 1,000 installations of standalone technology</li> </ul>
2. Dementia learning & development	Purpose	<ul style="list-style-type: none"> <li>Increase the capability of the care workforce by achieving core workforce competencies</li> </ul>
	Target(s)	<ul style="list-style-type: none"> <li>319 people trained via 7 different course types</li> </ul>
	Delivered	<ul style="list-style-type: none"> <li>487 people trained via a range of course types and qualifications.</li> </ul>
3. Values-based recruitment pilot project	Purpose	<ul style="list-style-type: none"> <li>Recruiting for values and behaviours has been shown to be effective in reducing staff turnover rates, which are high in social care.</li> <li>The Council is working with the Oxfordshire Association of Care Providers to run values and behaviour pilots with 6 organisations with the aim of reducing staff turnover.</li> <li>The materials for this pilot will then be shared with other providers to develop their capacity to recruit and select on this basis.</li> </ul>
	Target(s)	<ul style="list-style-type: none"> <li>Pilot of values based interviewing with 4 social care providers</li> </ul>
	Delivered	<ul style="list-style-type: none"> <li>6 social care providers participated in pilot</li> <li>Values &amp; behaviours framework</li> <li>2 day training course in values-based interviewing techniques and related tools and resources</li> <li>Model for values-based recruitment and interviewing</li> </ul>

**Future programme**

10. The purpose of the Workforce Strategy is to build the capacity and increase the capability of the social care workforce in Oxfordshire.
11. The implementation plan sets out the practical steps that can be taken to achieve the strategy. It comprises 3 core elements and 15 headline actions, which are summarised as follows:
  - Actions to increase workforce capacity - 7 actions to increase attraction and recruitment, improve retention and reduce staff turnover, optimise use of technology, deliver more apprenticeships, improve employment practice.
  - Actions to increase workforce capability - 5 actions to increase the skills and competence of the workforce including actions to improve leadership and management, improve learning at work and support implementation of the Care Certificate.
  - Enabling actions - governance, regular stakeholder engagement forum, communications and engagement activities, actions to improve workforce data and intelligence, workforce commissioning toolkit.



12. The strategy includes a number of key activities, some of which are as follows:

### **Action on recruitment & recruitment events**

13. The strategy delivery plan includes a wide range of actions aimed at attracting more people of all ages, including 16/17 year old and people 50+ to work in adult social care. Oxfordshire has recently commissioned the Oxfordshire Association of Care Providers (OACP) to organise six job fairs over the winter period. The purpose of the job fairs is to attract job seekers who may be interested in social care jobs and to link them to social care providers. These initiatives and others, including the development of a "work in adult social care" jobs portal, vacancy matching service, provision of employment advice for potential candidates and employers, delivery of an iCare Ambassador Scheme and more, will be delivered.

### **Values Based Recruitment**

14. Oxfordshire County Council is leading the development of values-based recruitment in social care. Over the coming months Oxfordshire is planning to run a series of one day training courses on values based recruitment to enable social care employers to implement the approach in their organisation and help build a pool of values-based recruitment trainers.

### **Apprenticeships**

15. The county needs to grow the number of young people recruited into social and health care careers in response to rising demand for care and support. The workforce programme has proposed a target to triple number of health and social care apprenticeships to 45 completed apprenticeships per year. The new contracts for home care require providers to employ an apprentice for every £500,000 of business awarded by the County Council.

### **Workforce Commissioning Toolkit**

16. Oxfordshire has developed key elements of a workforce commissioning toolkit. This approach has been applied to the new 'Help to Live at Home' contracts for home care. The contract now includes a workforce schedule as part of the service specification, tender questions for providers on workforce issues and the inclusion of specific items such as training in the breakdown of costs. These aspects will be applied to other social care tenders.

### **Workforce Learning Cultures**

17. Learning in the workplace is a practical and desirable option for developing the skills, knowledge and competencies of the social care workforce.
18. Oxfordshire partnered with TDAR (Transfer & Development of Learning at Work) an EU-funded project, to trial with social care employers a new half day workshop on developing cultures that support learning at work. The workshop focuses on the many simple and low cost things that managers can do to support learning and reflection through good management practice. It was well received by the participation employers.

### **Whole Systems Approach**

19. Oxfordshire County Council is working with NHS partners to progress a whole systems approach to workforce issues.
20. The need and opportunity for collaboration on workforce issues is also currently being explored through a South East ADASS led scoping study on the issues facing 18 South East local authorities.
21. A more detailed explanation of these activities and other activities that are proposed as part of the workforce programme, is set out in the implementation plan, which has been widely circulated (a copy of which is available on request).

### **Governance**

22. Delivery of the Workforce Strategy will be managed and overseen by a Workforce Programme Board, comprising representatives of the following organisations and interests:
  - Oxfordshire County Council (Joint Commissioning)
  - Oxfordshire Association of Care Providers
  - Oxfordshire Clinical Commissioning Group
  - Representatives of service users and carers
23. The delivery plan includes a Workforce Engagement Forum with six-monthly learning and networking events modelled on an approach used by Health Education Thames Valley. Other engagement activities proposed include the development of learning networks to help support individuals working in the sector to develop and share their skills and promote leadership on care quality issues.

### **Funding**

24. Developing the Workforce Strategy and delivery plan has put the Council in a strong position to bid for and potentially secure external funding to develop the workforce.
25. We are preparing bids for funding to deliver specific programmes for work including a programme aimed at recruiting and re-training older workers to work in adult social care and another to increase workforce capability initially in care homes.

### **Recommendations**

26. **Cabinet is recommended to:**
  - (a) endorse the Adult Social Care Workforce Strategy 2015 to 2018;
  - (b) commit to implementing the strategy delivery plan; and
  - (c) request regular progress reports from the Director of Adult Social Care on progress in implementing the strategy and towards achievement of its objectives and targets.

JOHN JACKSON  
Director of Adult Social Services

Background document: Oxfordshire Adult Social Care Workforce Strategy 2015/18

Contact Officer: Shaun Bennett: Commercial Services and Market Development Manager

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