

# Creating a World Class Workforce for the North West

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**NORTH WEST ADASS PROGRAMME OFFICE**

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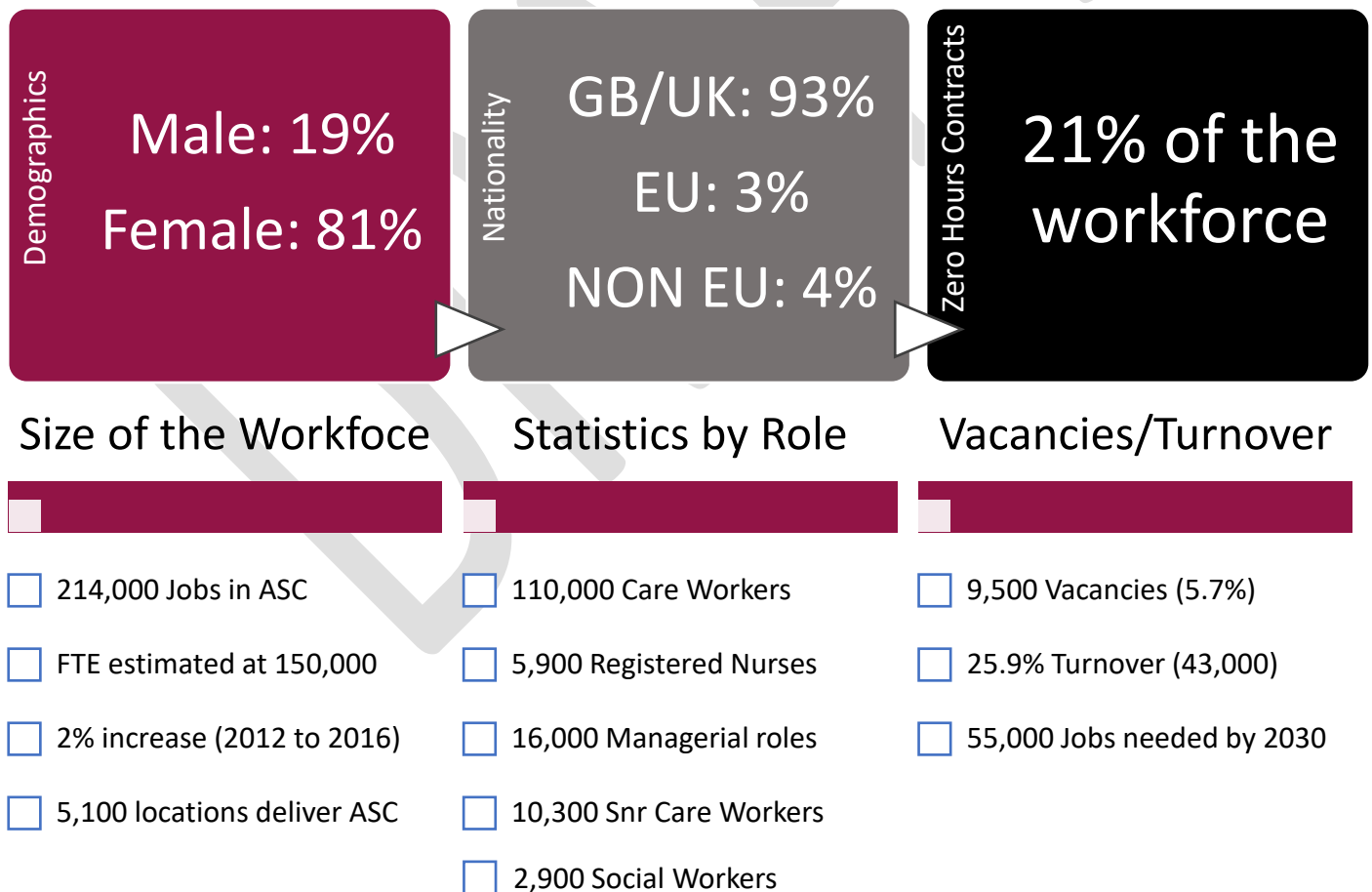
## Introduction

This report has been developed to support North West ADASS Programme Office and Workforce Group to develop their thinking and work plan to ensure that the social care sector has the workforce in not only deserves but needs to ensure that we are provided services that are citizen focused and integrated. The report has been developed through an exploratory process that has involved several conversations with regional and national stakeholders as well as desk top research to understand the current landscape and the emerging themes around the workforce. It has been designed to identified actions that can be taken collectively to maximise the opportunities and address the challenges. A full list of those that have been spoken to can be found in Appendix 1.

## Context and Background

It is important to set this report in context in terms of the information we know about the social care workforce. We have a lot of data about the workforce and current challenges from a number of sources including the NW ADASS's Market Sustainability and Oversight Review January 2018; TEASC and the latest intelligence from the Skills for Care Minimum Data Set. Here are some of the key statistics and challenges that are useful to frame this report.

Below is the headline data from the Skills for Care 2017 Social Care Minimum Data Set for the North West Workforce in 2017.



I think it is important here to mention that Brexit does not appear to be a concern for the North West as it is in other areas. This is based on the data, but this is something to keep an eye on as things progress.

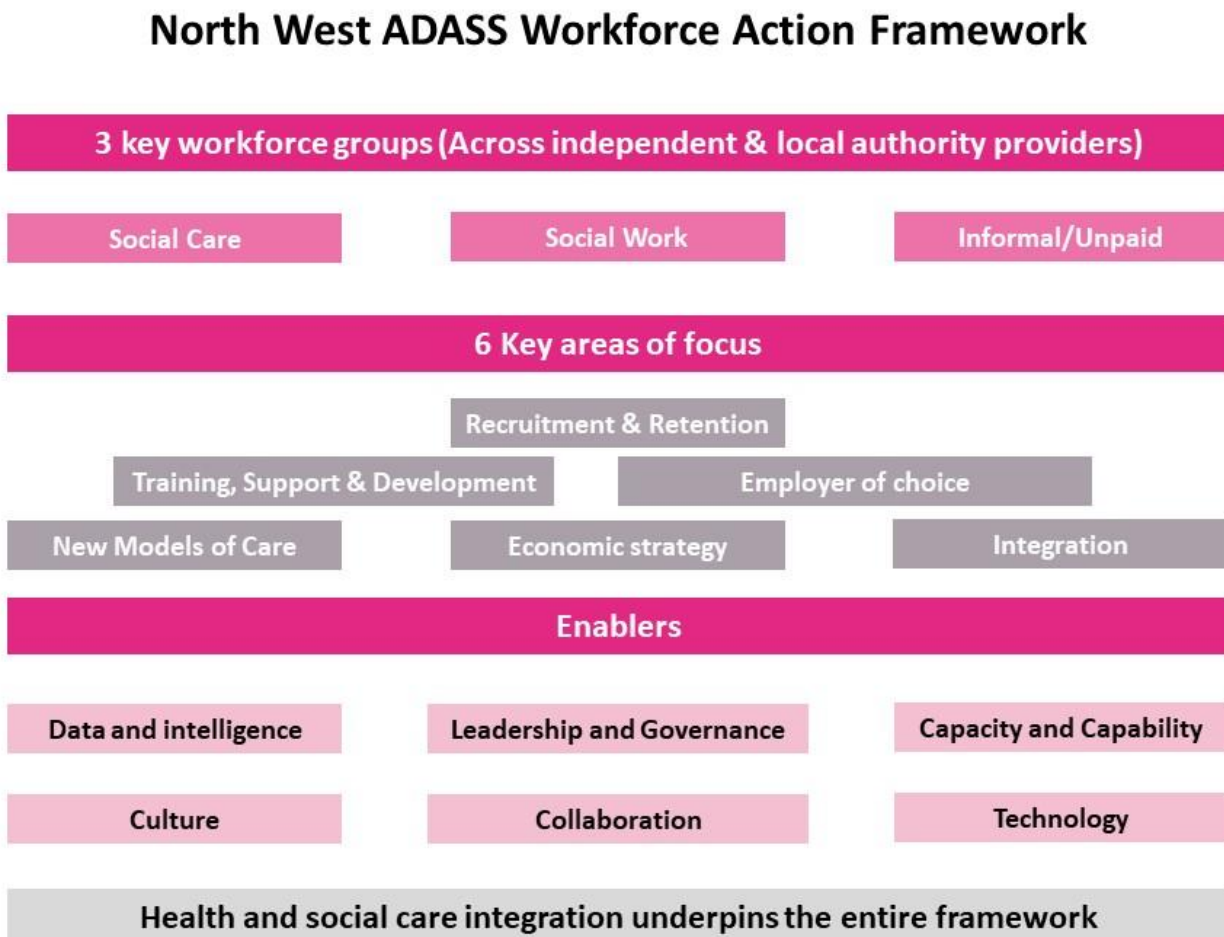
## North West ADASS Workforce Action Framework

The framework below has been developed to help the Programme Office and Workforce Group to take focused and targeted action based on the research and insights that have been gathered.

There are three core elements to the framework:

1. **The workforce groups that needs to be targeted** – these three areas have unique challenges but also some commonality and should be looked at through both lenses to maximise the opportunities.
2. **Six key areas of focus and action** – by focusing on these areas collective the North West and its component parts will be able to create pace, impact and be progressive
3. **Six enablers** – these are fundamental building blocks for success and focus and attention needs to be paid to these. They have the power to supercharge the work and outcomes

It is also important to note that the whole framework is underpinned by a focus on health and social care integration and therefore a focus on supporting not only working at a north west level but working across the STP areas.



## Three groups to pay attention to and questions NW ADASS need to explore:

Through the conversations that took place three clear groups emerged that attention needs to be paid to individually, but also require careful consideration to the interdependencies between each of the identified groups. The following set of questions are of a high level and answers will be multifaceted but the aim of these questions is to provoke thought within the Branch as to the gaps

### The Social Care Workforce

- How can we redesign the social care workforce to be an attractive career of choice?
- How can we collectively make the most of the Apprentice Levy?
- How can we share intelligence to continuously develop the skills of the social care workforce?
- How can we better understand the impact of new and emerging care worker roles e.g. enhanced care worker pilots; outcome based home care; etc

### Social Workers

- How can we make the pathway by which people access and develop careers in Adult Social Work clearer to understand and navigate?
- How can we strategically support and fulfil potential of the apprenticeship routes into adult social work?
- How do we take the best of the learning from children's social work and translate this where possible into adults? Examples of this would be approaches to CPD and structure that is given to children's social work through the Ofsted framework.
- How can we harness the benefits of technology, specifically assistive technology, for all areas of the workforce to support efficient, effective and ethical ways of working?
- Do we know what job roles are needed in the future? For example, how do we look at what makes sense for an individual rather than starting with what we have always had e.g. social worker, social care worker, etc.
- How do we work with educational institutions to maximise the role of the social work assessor and others in supporting the next generation of social workers?

## The Informal or Unpaid Workforce Including Carers

- Do we understand the scale and needs of the informal and unpaid workforce?
- How can we support these groups differently / more effectively?
- How can we create a parity of esteem with the paid workforce?
- How can we have shared learning and development opportunities for those in informal roles alongside the paid social care workforce?
- How can we capitalise on emerging evidence based models such as Home Share, Shared Lives and Community Circles?

**RECOMMENDATION:** It is recommended NW ADASS evaluates its current and planned activity and thinking against the above questions to ascertain a baseline for the Branch.

## Six Key Areas of Action

The six areas below are the themes that have clearly emerged from the conversations and desk-based research. It is important to say that there will need to be further conversations through the NW ADASS Executive Board, Branch and other forums as you deem appropriate to prioritise the actions and agree the level of resource that can be committed to supporting this agenda. It is also important to note that these actions will happen sometimes at a North West footprint but often at an STP level. The role of the Programme Office will have to be made clear to enable the delivery of tangible regional and/or supportive sub-regional programmes of work. It may be that resources and actions need to be focused and prioritised at different times on different STPs, or localities within an STP, to really make progress and maximise the opportunities.

A key theme that emerged from the work was around leaders creating the space to do this work in a crowded schedule. There was no hesitation that this was an important topic and action needed to be taken as a priority. It is important to acknowledge though that people have struggled to get started due to the scale of the task so picking some areas that can be worked on quickly and create some momentum will be key to getting some pace, energy, and impact behind this work. It is also vital to take into account national developments on the workforce agenda within ADASS, the LGA and Skills for Care – in particular the imminent national health and social care workforce strategy.

Finally, it is important to see the interdependencies between the six areas for action. These are not stand-alone areas and need to be looked at within the broader landscape and context of emerging Integrated Care Organisations (ICO's) and Strategic Commissioning Functions (ScF)

**RECOMMENDATION:** The Branch should digest the long list of potential actions below and complete a prioritisation exercise as to which actions would gain most traction with members and partners and help achieve the most desired outcomes at a regional and/or sub-regional level.

### *Recruitment and Retention*

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Underpinning all areas of creating a world class workforce for the North West is ensuring that we are attracting the right people into the workforce and supporting them develop diverse and meaningful careers. The following actions have been identified to enable this to happen.

- Action 1** Create clear and attractive career pathways that expose employees to different settings, roles and sectors to enhance their skills and job satisfaction.
- Action 2** Work to find new approaches to recruiting specific posts including registered managers, nurses in residential care and carers for those with learning disabilities.
- Action 3** Develop a recruitment hub of shared and centrally coordinated resource that shares good practice and learning on values-based recruitment, standards and broader recruitment practice.
- Action 4** Engage with higher education providers to influence the education offers being delivered to ensure they meet employer needs.
- Action 5** Support sub-regions and local areas to work collectively to develop consistent new packages for social care workers that addresses key issues including pay levels, allowances, zero-hour contracts, flexible working patterns and ongoing support and development
- Action 6** Work together to increase the quality and breadth of apprentice opportunities in social care that utilises the levy and recruits apprentices through values-based recruitment

**Action 7** Work collectively to ensure that the sector has the commissioning capability and capacity to commission services adopting both outcome and asset-based commissioning practice

**Action 8** Create open forums (formal and/or informal) for NW Local Authorities and independent providers to come together to understand the landscape from each other's perspectives to enable more effective and collaborative working

### **Training, Support and Development**

Having opportunities to develop our skills, knowledge and experience is a fundamental need for all employees whether they want to progress in their careers or be the best they can be in their current role. This also ensures that we have employees who are constantly being challenged and developed in terms of the skills and ways of working. The following actions have been identified to support this to happen.

**Action 1** Develop specific offers for middle managers across social care and social work that supports them with the changing context they are working within (H&SC Integration)

**Action 2** Work with national and regional partners to best use resource around leadership development both at a senior level and supporting middle managers

**Action 3** Utilise the free development resources already existing that are aimed at health and social care including Skills for Care and School for Change Agents

**Action 4** In the context of the Sector Led Improvement Programme share resources across the region that are tried and tested to support the development of the social care, social work and informal/unpaid workforce (including wellbeing, resilience and developing positive workplace cultures)

**Action 5** Develop on the job training opportunities including coaching, mentoring and shadowing for the social care workforce in particular as this would be highly beneficial and is something that is currently more freely available to the broader health workforce.

**Action 6** Create a regional workforce network for registered managers that compliments the localised registered managers networks run by Skills for Care (considering sub-regional plans).

### **Employer of choice**

The sector gets a bad press with the worst cases hitting the headlines and the great work that is happening everyday going unnoticed. Ensuring that we support a positive image of social care and work to address the challenges is essential. The following actions have been identified to help to do this.

**Action 1** Support the national recruitment campaign 'Why work in social care' DHSC which is being supported by Skills for Care along with others are leading and compliment this with regional activities that supports the specific issues faced by the North West.

**Action 2** Establish a workforce task and finish group (that includes key players e.g. Skills for Care) to develop a package of resources and guidance for providers including exposure to world leading practice that is evidence based on being an employer of choice e.g. self managing teams

**Action 3** Tell the positive stories of working in social care and social work utilising the reach of NW ADASS using innovative, interactive, non-traditional methods



## ***New Models of Care***

Looking to the future and considering the 'art of the possible' is going to be essential in order to set aspirational targets that help the workforce of today achieve its full potential. The following actions have been developed to enable this.

- Action 1** Be ambitious and bold in developing and trialling new roles that bring together different skills, work across boundaries and make a difference. Work with STP Strategic Workforce Boards, education, providers, the independent care sector and service users to co-design these new roles – learning from existing pilots (Locally and nationally)
- Action 2** Take a future focused approach to role redesign across social work and social care, taking learning from other sectors and the informal/unpaid social care workforce. Ensuring that we understand the skills that will be needed for the future social care workforce
- Action 3** Facilitate an open and inclusive conversation about what we mean by person centred and community centred approaches and how we maximise the opportunities of these types of approaches.

## ***Economic Strategy***

Acknowledging the economic impact of the workforce and the contribution is essential if we are to move forward and create a different image of the workforce but also the ability to contribute to agendas such as inclusive growth and local regeneration. The following actions have been identified to enable this.

- Action 1** Work with regional expertise e.g. the Centre for Local Economic Strategies/New Economy to better connect the workforce strategy regionally and locally to local economic and regeneration strategies. For example, how can the local economy benefit from a growing workforce? How can it 'compete' in areas where there are large numbers of retail and hospitality roles that offer better pay and hours?; and how can we contribute to the inclusive growth debate?. This would build on the work from a north west perspective that has been done by Skills for Care in their recent publication 'The economic of the adult social care workforce sector - UK'
- Action 2** Bring together those leading on local economic strategies with the workforce strategy group to build connections and maximise the opportunities for shared working
- Action 3** Challenge and influence nationally around the funding allocated to social care. Without an increase in funding it will be hard to be provider personal centred approaches to everyone and recruit staff that will develop and stay

## ***Integration***

Integration must be at the heart of all our thinking. Ensuring there is a focus on how a more integrated and collaborative workforce is developed will lead to better outcomes for all. The following actions have been developed to enable the focus on integration.

- Action 1** Work with STP areas to understand the work they are doing collectively and inform and influence these discussions from the North West perspective and wider intelligence that NW ADASS has access to

- Action 2** Work collectively with HEE and the National Workforce Strategy in terms of how this is implemented locally – consider the STP response to the strategy and what this means for opportunities at regional level.
- Action 3** Utilise Local Workforce Action Boards (LWAB's) as a space to influence the integration agenda and ascertain seed funding to mobilise some of the tangible / practical recommendations.
- Action 4** Create additional networking opportunities for social care and the NHS to come together around workforce issues outside of established STP forums. These could be focused discussions that are core to STP plans, for example; Social work in integrated care systems (ICS). Working with NHSNWLA, AQuA and other partners to do this to best utilise resource and avoid duplication

## Six Enablers

In addition to the six key workforce areas that have been identified where collective action can be taken a number of key enablers have been identified. These are the actions that will ultimately underpin the actions identified above. For example, if the right leadership and governance isn't put in place and the challenges and opportunities of culture and collaboration addresses then the opportunities above will not be maximised. More information is given on each of the six enablers below and it is recommended that these are explored further by the workforce group (TBC) and attention paid to all of these both regionally and sub-regionally.

### Data and Intelligence

- We need to ensure that we understand what the data and intelligence is telling us and dig deeper into areas where we have challenges e.g. nurses in care homes, registered managers, etc.

### Leadership and Governance

- There needs to be clear, transparent, and robust governance and leadership to take this work forward. People have struggled to start as it feels too big, so a collective voice regionally and nationally will be key backed up by an inclusive and focused 'Workforce Strategy' Forum.

### Capacity and Capability

- There needs to be a recognition that if this work is to go forward with pace and impact that there will need to be investment in supporting the Workforce Strategy Forum.

## Culture

- There needs to be a focus on creating a shared culture across health and care where there is an understanding of the challenges from both sides and we are creating cultures that support new models of care

## Collaboration

- There needs to be a shift from silo working to collaborative and collective working to tackle the issues raised in this report. The foundations are built for much of this but what is stopping people going to the next level? Harness the opportunity STP Workforce Boards present by ensuring DASS and Local Government Leadership.

## Technology

- This can enable different ways of working, collaboration and innovation and focusing on how it can enable all the themes and recommendations identified will be crucial to developing a sustainable and impactful offer.

## Next steps

Below are the next steps recommended to take the report from a paper to action:

- Share the report with those consulted
- Report to be endorsed by NW ADASS Executive Board to gain senior leadership support.
- Agree level of resource and energy that the Branch is prepared to invest in the workforce agenda
- Set up a strategic conversation to focus on recommendations, identified themes and reshaping and consider the development of a 'Workforce Strategy Forum'.
- Agree short, medium, and long-term priorities for the Workforce Strategy Forum - this will depend in part on the level of resource and support that is allocated to this agenda
- Hold an open event to bring together the unusual suspects who are interested in supporting this agenda to move forward (this is the start of a wider community outside of formal governance structures that harnesses good practice and explore new ideas and ways of working)
- Create a short survey to identify areas of practice in the sub-regions to give more detail to these areas of the interactive map.

## **Appendix 1: Conversations that have taken place to support this work**

**Angela Johnson**, LCR Programme Manager, AD Integrated Commissioning

**Maria Lagos**, Director of Sector Development - Innovation at Skills for Care

**Hazel Summers**, LGA North West CHIP Adviser

**Stuart Cowley**, NW ADASS Chair & DAS at Wigan Council

**Carolyn Kus**, ADASS Workforce Co-Chair & Manchester Council DAS

**Del Curtis**, NW ADASS Workforce Strategy Group Chair and Cheshire West and Chester DAS

**Christine Burkett**, Head of Area (North West) at Skills for Care

**Shona Spencer**, Chair of the GM, and North West Principle Social Worker Networks

**Andrew Hughes**, LGA CHIP National Programme Lead

**Tom Maloney**, NW ADASS Programme Director

**Andrew Burridge**, NW ADASS Programme and Policy Manager

**Jackie Pratt**, Senior Leadership Development Manager, NHS North West Leadership Academy

An engagement exercise was also undertaken by the Programme Office team in March and the themes from this have been incorporated into the report.

## **Desktop research also undertaken on the following regional organisations**

North West Employers

NHS North West Leadership Academy

Health Education North West

Innovation Agency – North West Coast AHSN

AQuA

NHS Horizons Team

The Kings Fund

Skills for Care

Local Government Association