
Meeting: Social Care, Health & Housing Overview & Scrutiny Committee
Date: 8 April 2010
Subject: **Supporting Excellence: An Adult Social Care Workforce Strategy for Central Bedfordshire**

Report of: Cllr Mrs Carole Hegley, Portfolio Holder for Social Care & Health
Summary: The report asks for consideration to be given to the proposed Adult Social Care Workforce Strategy, 2010 – 2011, prior to presentation to the June meeting of the Executive. The intention is to develop the action plan through the establishment of a Strategic Workforce Board so a revised strategy can be adopted during 2011.

Contact Officer: David Jones, Transformation Project Director
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

The delivery of responsive adult social care services meets with the Council's vision to 'improve the quality of life of all in Central Bedfordshire' and its priority of 'supporting and caring for an ageing population'.

Financial:

As the action plan to implement the strategy is developed, the proposals will be prioritised and costed. Some activity such as training is already funded and other work will need to be met by mainstream funding. Developments related to Transformation could be funded from the Social Care Reform Grant but 2010 – 2011 is the final year for this source. Until further work has been undertaken, it is not possible to assess the financial requirements of the strategy.

Legal:

The Director of Adult Social Services has a statutory duty to ensure there is a cross sector workforce strategy. A skilled effective workforce is critical to the compliance with the range of adult social care legislation.

Risk Management:

The development of a skilled workforce able to meet the requirements of our transformation programme should reduce individual risks and is also essential to the Directorate's recovery and improvement work.

Staffing (including Trades Unions):

As the strategy and action plan are developed, proposals will be discussed with staff / Trades Unions and formal consultation undertaken when required.

Equalities/Human Rights:

Central Bedfordshire Council is required to implement a range of equality legislation which requires the Council to :

- Understand issues relating to disability, gender, gender reassignment, race, religion or belief, age and sexual orientation;
- Engage with service users and their carers, local communities, staff, stakeholders and contractors to identify and implement improvements;
- Tackle barriers which restrict access to services or lead to poorer outcomes when using services, (e.g. inaccessible buildings, poorly publicised services and lack of employee understanding about the needs of particular groups);
- Address abuse of vulnerable adults which can include discriminatory abuse, including racist, sexist, that is based on a person's disability and other forms of harassment, slurs or similar treatment.
- Employ a diverse workforce that is representative of the community we serve.
- Ensure all staff experience fairness and equity of treatment in the workplace and are treated with dignity and respect.
- Actively work to remove discriminatory barriers that can prevent people from obtaining employment opportunities.
- Address processes, attitudes and behaviour that amount to discrimination including harassment, victimization and bullying through prejudice, ignorance, thoughtlessness and stereotyping.
- Train and develop the workforce effectively, raising awareness of diverse community needs and ensuring that the work environment is free from discrimination, harassment and bullying.
- Monitor employment practices by undertaking annual equality monitoring of employment practices relating to:
 - Staff in post
 - Applications for employment,
 - Applications for training and recipients of training
 - Applications for promotion

- Staff who benefit or suffer detriment as a result of performance assessment procedures
- Staff involved in grievance and disciplinary procedures
- Staff who cease employment

The workforce strategy will be the subject of an Equality Impact Assessment and any benefits or adverse impact should be identified.

Community Safety:

There are no direct implications but the workforce will need appropriate training to meet responsibilities for community safety.

Sustainability:

The workforce strategy supports the Sustainable Community Strategy in ensuring that everyone has access to high quality health and social care services when they need them and to help Central Bedfordshire's population live healthy and independent lives.

RECOMMENDATION(S):

1. that the

Committee considers the proposed Workforce Strategy and agrees comments to forward to the Executive.

Background

1. The Director of Adult Social Services has a statutory duty to ensure there is a cross sector workforce strategy and to provide local leadership so workforce issues are at the heart of delivering on the national Putting People First programme; know as 'Transforming People's Lives' in Central Bedfordshire.
2. As Bedfordshire County Council did not have a workforce strategy which could be adopted and amended as an interim solution, it was necessary to develop our own strategy. Therefore, work was commissioned through Skills for Care with funding provided by the Deputy Director; Social Care & Local Partnerships, East of England.
3. A draft provided by a consultant, Tony Smith, forms the basis for the attached Workforce Strategy. During the next eighteen months it is intended to develop the strategy together with the action plan so a revised strategy can be adopted during 2011.

4. The strategy provides the national and local context through some data and a summary of the main policy requirements. It details the developments needed to comply with 'Working to Put People First: The Strategy for the Adult Social Care Workforce in England'. They include leadership, management development, career planning and progression, recruitment and retention, the impact of personalisation, workforce planning / remodelling, skills development, cross sector and partnership working, developing learning providers, workforce commissioning and funding.
5. The attached document is essentially a framework for the development of a more comprehensive strategy. Pages 26 to 48 provide an outline action plan with indicative priorities and dates.
6. The strategy will ensure compliance with statutory requirements and place the Council in a better position than many local authorities whose workforce strategies are not in line with the Putting People First transformation.
7. Central Bedfordshire's 'Transforming People's Lives' programme recognises the importance of a skilled local workforce. There is a transforming the workforce work stream and as future needs become more apparent over the next year, this programme will inform the revised strategy.

Conclusion and Next Steps

8. The strategy was well received at a recent meeting of the Healthier Communities and Older Peoples Partnership Board. Partners, including NHS Bedfordshire and third sector organisations, agreed to participate in the development of the strategy so it is genuinely cross sector and this is also reflected in the action plan.
9. The new Strategic Workforce Board for Central Bedfordshire will hold its first meeting on 29 April 2010. Membership is to include NHS Bedfordshire and provider representatives. It will focus on developing and delivering the action plan prior to proposing revisions to the strategy later next year.
10. The workforce strategy is to be presented for approval to the June meeting of Central Bedfordshire's Executive.

Appendices:

Appendix A – Supporting Excellence: An Adult Workforce Strategy for Central Bedfordshire

Background Papers: (open to public inspection)

Working to Put People First – the Department of Health (DH) Strategy for the Adult Social Care Workforce in England (April 2009)

Location of papers: Melbourn House, Bedford

Supporting Excellence: An Adult Social Care Workforce Strategy for Central Bedfordshire

2010 – 2011

Supporting Excellence: An Adult Social Care Workforce Strategy for Central Bedfordshire

FORWORD

As Director of Adult Social Services, I have a statutory duty to ensure there is a cross sector workforce strategy for Central Bedfordshire and to provide local leadership so workforce issues are at the heart of delivering on Putting People First.

Work was commissioned through Skills for Care with funding provided by Amanda Reynolds, Deputy Director; Social Care & Local Partnerships, East of England. I am grateful for her support and for the draft provided by Tony Smith which forms the basis for this Workforce Strategy. During the next eighteen months the strategy will be developed together with the action plan so a revised strategy can be adopted during 2011.

As the new Unitary Council's Adult Social Care Services move from recovery to improvement and begin to implement the transformation programme, the workforce requirements will become even more apparent. A highly skilled local workforce across all sectors and working closely with Health and Third Sector partners will be essential to achieving the highest possible standard of care and support to the people of Central Bedfordshire.

Our 'Transforming People's Lives' programme recognises the importance of 'Working to Put People First' – the Department of Health Strategy for the Adult Social Care Workforce in England. Leadership will be provided through the new Central Bedfordshire Strategic Workforce Board. Further steps are to be taken to promote recruitment and retention and through remodelling and commissioning, to achieve service transformation. More joint and integrated working between social, health care and other sectors, covering the range of services from regulated to preventive and more informal support, is an essential part of our plans. Our aim is to ensure we have the right people with the right skills providing the right care and support for the people of Central Bedfordshire.

Julie Ogley
Director of Social Care, Health and Housing

Part A: The National and Local Contexts

1: Introduction

The new Workforce Strategy for Adult Social Care covers both the processes necessary to implement and maintain it and the basis of an action plan shaped to provide excellence in managing workforce issues.

The Adult Social Care, Health and Housing Directorate of Central Bedfordshire Council aim is to improve the well-being of local disabled and older people through greater choice and flexibility for individuals and communities. Citizens will be at the centre of these changes.

This vision is set with the context of a social care sector facing major transformational change. 'Our health, our care, our say' set out the key elements of a reformed adult social care system in England; a system able to respond to the demographic challenges presented by an ageing society and the rising expectations of those who depend on social care for their quality of life and capacity to have full and purposeful lives.

The direction of travel envisaged challenges leaders, managers and workforce strategists to address the many, and often long term, problems in the adult social care workforce. Although recent years have seen broad improvements in the way such issues are tackled the clear message is that failure to tackle workforce issues in a more strategic, partnership driven way, will undermine achievement of social care visions and outcomes.

Achieving the vision and the transformation depends on leadership and the creation and maintenance of a workforce capable of delivering them.

2: Transforming Adult Social Care: The Key National Drivers

Developing the themes of 'Our Health, Our Care, Our Say', the **Putting People First** concordat was published in December 2007. This heralded a major transformation of Adult Social Care with a series of targets to be achieved by March 2011.

Putting People First proposed a series of agreed and shared outcomes which people, irrespective of illness or disability, should expect. It argued that people should be supported to:

- live independently;
- stay healthy and recover quickly from illness;
- exercise maximum control over their own life and where appropriate the lives of their family members;
- participate as active and equal citizens, both economically and socially;
- have the best possible quality of life, irrespective of illness or disability;
- retain maximum dignity and respect.

The four main elements of Putting People First are:

Universal services – accessible to everybody that supports communities' health and well being and quality of life

Early Intervention and Prevention – approaches that prevent and /or delay future need for service

Social Capital - increasing the capacity of local communities to provide solutions and reduce the need for direct support from the state

Choice and Control – the service user being central to decision making and able to determine how their own needs are met, increasingly through Personal Budgets

- Raising the skills of the workforce to deliver the new system, through strengthening commissioning capability, promoting new ways of working and new types of worker and remodelling the social care workforce will be absolutely critical.

For people with learning disabilities and their families, transformation should mean using person centred approaches and improved outcomes in terms of social inclusion, empowerment and equality. More people with learning disabilities should be able to commission their own services to live independently and have real choice about the way they live their lives. The policies under **Valuing People Now** aim to ensure that this transformation programme includes the needs of people with learning disabilities and their carers. The recently refreshed 3 year strategy reaffirms the four guiding principles set out in *Valuing People Now* which apply to both individuals and services:

Rights:

- *People with learning disabilities and their families have the same human rights as everyone else.*

Independent living:

- This does not mean living on your own or having to do everything yourself. All disabled people should have greater choice and control over the support they need to go about their daily lives; greater access to housing, education, employment, leisure and transport opportunities and to participation in family and community life.

Control:

- *This is about being involved in and in control of decisions made about your life. This is not usually doing exactly what you want, but is about having information and support to understand the different options and their implications and consequences, so people can make informed decisions about their own lives.*

Inclusion:

- *This means being able to participate in all the aspects of community – to work, learn, get about, meet people, be part of social networks and access goods and services – and to have the support to do so.*

The aim of the five year **Independent Living Strategy** is that:

- Disabled people who need support to go about their daily lives will have greater choice and control over how support is provided

• Disabled people will have greater access to housing, transport, health, employment, education and leisure opportunities and to participation in family and community life.

'Carers at the heart of 21st-century families and communities' sets a number of challenging goals for adult social care to be reached by 2018:

- carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role;
- carers will be able to have a life of their own alongside their caring role;
- carers will be supported so that they are not forced into financial hardship by their caring role;
- carers will be supported to stay mentally and physically well and treated with dignity;

The **Darzi review** of the NHS emphasised the relationship between health, social care and wider community services as integral to the creation of a truly personalised care system.

Both the new **Mental Health Act** and the **Mental Capacity Act** pose serious challenges to local authority's capacity to respond positively to a more integrated approach to mental illness and capacity issues. The emphasis on widening the role of professionals other than approved social workers and responsible medical officers. The MCA Code of Practice sets out good practice in caring for those in need and represents the core element of new learning that will have to be delivered if the acts are to have real impact.

All these drivers bring pressure at a time of increasing resource pressures on adult social care services and the public sector in general. Whilst providing a positive framework for the future of adult care services, this serves to add even greater weight to the argument for effective workforce strategies.

3: Transforming Adult Social Care: Local Drivers

The local context: Population

Data

- Central Bedfordshire has four priorities relevant to the health and well being of older people:
 1. to support and care for an ageing population
 2. to manage growth effectively
 3. to create safer communities
 4. to promote healthier lifestyles
- Central Bedfordshire is home to approximately 250,000 people (2007) living in 105,000 households. It is estimated that housing growth will increase the population to over 280,000 by 2021, a 12% increase.
- However, there will be a much higher rate of increase among older people. People aged 65 or over currently constitute 14.2% of the total population in Central Bedfordshire,

compared to 16.0% in England. This is predicted to increase by 53% between 2007 and 2021, from 35,900 to 55,000. The increase will be higher still among the over 75s, at 64% between 2007 and 2021.

- Around 115,000 people in Central Bedfordshire (46% of the total population) live in rural areas. In total 137,000 people live in the towns, with 37,000 in Leighton Linlade (14% of the total population), 35,000 in Dunstable (14%), 17,000 in Houghton Regis (7%) , 17,000 in Biggleswade (7%), 13,000 in Flitwick (5%), 12,000 in Sandy (5%) and 7,000 in Ampthill (3%).
- 50% of Central Bedfordshire's resident workforce commutes outside the area for work; many heading to the surrounding employment centres of Bedford, Luton, Milton Keynes and Hertfordshire as well as London, 40 miles to the south. Car dependency is high with the majority of work journeys being made by car, with limited alternatives available for people without a vehicle in rural areas.
- In environmental terms, much of Central Bedfordshire has a suburban or rural feel and is a highly desirable place to both live and work. Affordable housing is however an important local issue, as house prices are in general above the norm compared to other areas within the East of England and nationally.
- Around 6% of people living in the area are from ethnic minority communities. The largest of these groups are 'White Other' (2.0%), 'White Irish' (1.3%) and Indian (0.6%). Data from the annual school census shows that more than 80 different languages are spoken at home by children in Central Bedfordshire schools.
- In the 2001 Census, most of the population stated their religion as Christian (75%), with 17% stating no religion, and other religions constituting 8% of the population.
- Overall health in Central Bedfordshire is better than the UK norm. However, there are significant health inequalities by location, gender, income and ethnicity in parts of Houghton Regis, Biggleswade, Sandy, and Flitwick East wards.
- In terms of overall deprivation, no areas within Central Bedfordshire are within the 20% most deprived nationally. However, for some of the individual aspects of deprivation (such as education, crime and income) communities within Dunstable, Flitwick, Houghton Regis and Sandy do fall into the worst 10% nationally.

Issues

- By 2021 the old age dependency ratio is predicted to rise to 31.2%
- The north of Central Bedfordshire is expected to experience the largest growth of older people over the next 10-20 years.
- Social isolation can lead to deterioration in health. There is evidence that older people often want to continue working. This can reduce depression and feelings of isolation and increase physical and mental health.
- Early recognition of dementia and depression in primary care can improve treatment outcomes. Improving Access to Psychological Therapies (IAPT) programmes are available to older people, but this service does not provide 'home visits'.
- The number so people with dementia is expected to increase by 100% over the next 20 years.

- People with complex needs are also living much longer.
- The number of people aged 75+ being admitted to hospital with hip fractures is expected to increase from 629 in 2010 to 1085 by 2025.
- NHS Bedfordshire - Five Year Strategic Plan – *A Healthier Bedfordshire* set three strategic priorities: to invest more in prevention, reduce the reliance on hospital care by having better services and support in local communities, and to offer more choice and convenience.

To plan for these demographic changes with partners and across all council services it is intended to:

- consolidate existing user engagement mechanisms to ensure that older people and their carers are an integral part of all aspects of commissioning and actively involved in partnership arrangements;
- review existing health and local authority services to ensure that they are age-proofed, accessible and being used and enjoyed by older people;
- deliver services that promote independence and choice; including housing service provision.
- deliver good quality health and social care reducing health inequalities

The local context: Workforce

Social Care workforce data is based on the National Minimum Data Set (NMDS) the operation of which is led and managed by Skills for Care. Data on the Bedfordshire social care workforce prior to April 2009 had been collected and collated on a pan county basis. Skills for Care completed a disaggregation of this data in November 2009 and the following headline figures come from that exercise. Overall, the disaggregated figures should give a very accurate account of the social care workforce as they are based on previous coverage of 97% of the entire sector. This, however, is with the exception of the statutory sector workforce. In view of the creation of two distinct unitary authorities and workforces and difficulties in disaggregating information, some of the data should be treated with caution. This is currently being addressed and will result in more accurate data by the end of 2009/10. The range of data resulting from the disaggregation is shown at Appendix 4 but headline figures are shown in the following table:

Adult Social Care Workforce across all sectors – November 2009

THE FOLLOWING SECTION IS TO BE REVISED - TO INCLUDE SOME COMPARATIVE DATA AND COMMENTARY

Heading	Adult Social Care in Central Bedfordshire		
Establishments recorded	81		
Scale of employment (employees per establishment)	Micro:	1-4	3
		13	5-9
	Small:	10-19	29
		20-49	18
	Medium	50-99	9
		100-199	2
		200-249	1
Total staff employed	2158		
	89.2%	permanent (1924)	
	10.8%	temporary (234)	
Other workers	Bank/pool	121	
	Agency	124	
	Student	6	
	Other	13	
	Total	264	
	<i>Principal role of other workers is as care worker (202 of total)</i>		
Employment status % of total excluding non recorded	Full time	806	53.87%
	Part time	480	32.08
	Neither	210	14.03%
	Not recorded	336	
Vacancies	179		
Vacancy rate	7.7%		

Turnover of employed staff	326 started in last 12 months (15.1%)		
	445 left in last 12 months		
	Turnover rate 20.6%		
Principal employment types	All managers/supervision	177	
	Care workers	1311	
	Senior care worker	187	
	Registered nurse	113	
	Ancillary (non care providing)	139	
	Total main types	1767	
Gender (based on where recorded)	Male	245	
	Female	1308	
Age	18-29	314	
	30-39	385	
	40-49	424	
	50-59	379	
	60-69	164	
	70+	28	
	Not recorded	148	
	% of recorded between 50 to 70+	33.3%	
Ethnicity % shown of total numbers excluding not known or recorded	White	1041	68%
	Mixed	30	1.95%
	Asian/Asian British	93	6.05%
	Black/Black British	338	21.99%
	Other	35	2.28%
	Not known/recorded	295	

Disability	No disability	1421	
	Has disability	23	
	Not recorded	388	
Years in job	1970-79	3	
	1980-89	22	
	1990-99	56	
	2000-02	210	
	2003-04	275	
	2005-06	420	
	2007-08	446	
	2009-10	146	
	Not recorded	98	
Nature of contracts	Flexitime	222	
	Annualised hours	195	
	Home working	3	
	9 day fortnight	18	
	Zero hours	160	
	Other	70	
	Not known/none of these	315	
Induction status	Achieved	584	
	In progress	91	
	Not applicable	279	
	Not recorded	878	
Principal qualifications held <i>Bracketed figures show in progress</i>	H&SC NVQ Level 2	159	(101)
	Level 3	104	(32)
	Level 4	13	(5)
	Care NVQ Level 2	137	(28)

Level 3	54	(27)
Level 4	7	(1)
Registered managers	24	(13)
Assessor NVQ	16	(4)
Other relevant	166	(32)

Adult Social Care employed by Central Bedfordshire Council

Heading	Employee Numbers	% Total Staff
Total staff	517	100.00%
Full time/Part time	Part time	274
	Full time	212
	Casual	4
	Relief	27
Permanent/temporary	Permanent	480
	Temporary	32
	Fixed term	5
Gender	Male	84
	Female	433
Age	18-29	35
	30-39	84
	40-49	168
	50-59	173
	60-69	52
	70+	5
Ethnicity	Asian/Asian British 10	10
	Black/Black British	39
	Mixed	5

	Other	1	0.19%
	Unknown	8	1.55%
	White	454	87.81%
Disability	Yes	44	2.11%
	No	473	97.89%
Vacancies	Empty	83	16.05%
	External	12	2.32%
Turnover at February 2010			0.62%

Creating excellence in Adult Social Care

Improving the quality of service, strengthening safeguarding and develop the capacity of the workforce are essential to the ambitious recovery and improvement programme commences during the first year of the new Unitary Council.

The key drivers for the Directorate's services in 2009/2010 are:

- Improve Safeguarding of vulnerable adults
- Extend Self Directed Support (Direct payments and Personal Budgets) – increasing personal choice and control.
- Early intervention and prevention – a move towards “predict and prevent” rather than “find and fix”.
- A shift in health services towards primary care provision – ensuring people are able to access services in their community.
- Increasing support for carers.
- Providing decent, affordable homes for all in public and private sectors.
- Creating sustainable communities in urban and rural areas where people feel at home and comfortable in their neighbourhood.
- Developing housing services and options that encourage people towards greater economic independence and social mobility.
- Helping older and vulnerable people to remain living safely in their homes if that is their wish.

In response to Putting People First, a local transformation plan, entitled 'Transforming People's Lives' has been developed. This will be very broad, at the heart of the Council's transformation and be developed in partnership, especially with NHS Bedfordshire. The intention is also to draw on lessons from Total Place.

- A local draft vision statement is proposed which will be consulted upon through a strategy to engage users, carers, partner agencies and other stakeholders.
- Change is essential to respond to demographic and public funding pressures, improve performance and meet the aspirations of people to have more choice and control over their care and support

Personal Budgets are now being rolled out to meet LAA targets and national milestones for Self Directed Support (Direct Payments & Personal Budgets)

- A programme has been developed, work streams have been established and a project management approach is being followed

The work streams are:

- Transforming the customer experience
- Transforming the market
- Transforming the workforce
- Transforming support systems
- Transforming relationships (co-production and communications)

As the revised customer journey is developed, services at the front end such as Advice and Information and Re-ablement will be expanded. Also with more accessible universal services, better prevention, and increasing social capital, the intention is that fewer people will need ongoing costly support.

- The work is being supported by the Social Care Reform Grant which has one more year to run.
- Governance includes a reporting line to the Healthier Communities & Older Peoples' Partnership Board – This is one of the thematic partnerships which are part of the Local Strategic Partnership.
- The recently established Partnership Delivery groups will be an important vehicle to engage with partners and customers and ensure workforce development is given a higher profile.

4: Transforming the Adult Social Care Workforce: The Key Drivers

Social care is wholly reliant upon the skills and talents of the broader social care workforce; a workforce characterised by many historical and current structural problems. Although much has been achieved in addressing these in recent years there can be little chance of succeeding in the transformation of social care without a continued focus on the transformation of the workforce.

There have been a number of key authoritative policy statements on the nature of workforce strategy for the social care sector. Many of the problems now experienced in the workforce are of a long standing nature and often reflected a less than coherent approach at national, regional and local level. More recently there has been much to encourage the belief that the central urgency for workforce strategies in social care is better understood and better addressed.

There are two key developments that will be used to develop robust strategies:

- **The Skills for Care Sector Skills Agreement:** This sets out a template for looking at workforce issues, identifying ranges of actions that need to be taken and establishing the basis for partnership working with key workforce agencies at national regional and local levels
- **Working to Put People First: The Strategy for the Adult Social Care Workforce in England:** This sets out a restatement of the problems, issues and opportunities within the context of 'Putting People First'.

This latter strategy will form the basis of workforce strategy in the Directorate with its categorisation of issues under the headings of:

- the **leadership** of local employers in workforce planning whether in the public, private, or third sectors and of Directors of Adult Social Services in their strategic workforce commissioning role,
- ensuring the right steps are taken to promote **recruitment, retention, and career pathways** to provide the many talents the workforce needs;
- **workforce remodelling and commissioning** to achieve service transformation; and
- **workforce development** so we have the right people with the right skills; all to be in conjunction with
- more **joint and integrated working** between social, health care and other sectors; and
- **regulation** for quality in services as well as public assurance

The template appearing at Appendix 1 uses this framework to build up the draft workforce strategy.

The fast changing nature of social care and the national focus on placing people who use services at the heart of policy determination and development pose many challenges for those concerned with workforce investment and development. Pressures brought about by rising expectations, labour market economics and regulatory requirements will mean that workforce investment and planning processes will become absolutely critical to the success or failure of service strategies. Without a major improvement to investment and planning processes attempts to improve services will not succeed. For adult social care some of the key considerations in workforce investment and planning will be:

- The need to support the transformation agenda in social care.
- The need to respond and act on new data about the social care workforce and to use it to drive workforce policy.
- The need to create effective focussed joint commissioning that builds on the targets and measures set by Local Area Agreements and other significant opportunities.
- The need to establish longer term and wider aims that recognise the scope and complexity of the social care sector and its relationship to the economy at large.
- The need to contribute to and support the Skills for Care national and regional Sector Skills Agreement and regional initiatives to support workforce planning such as InLAWS (this is explained in Part B).
- The need to ensure that people who use services and carers are engaged with workforce planning processes; especially in the design of learning programmes
- The need to ensure that learning providers understand and are responsive to the transformation agenda and the centrality of people who use services
- The need to establish strong and focussed links with other key partners with workforce interests including employers groups, networks of people who use services, voluntary sector agencies, learning deliverers and others
- The need to establish clear investment priorities, a coherent workforce commissioning process and effective leadership to the wider social care community.

Part B: The Workforce Strategy

5: A Workforce Strategy Template

This section sets out:

- key processes which are absolutely essential to setting effective workforce strategies;
- key questions, issues and opportunities that must be addressed; and
- a workforce action plan

Through the adoption of new processes to deal with workforce issues there is an opportunity to underpin the new Councils drive to excellence with a workforce capable of delivering it. Social Care workforce planning, however, can be a complex matter and it will be important to establish key processes that are capable of:

- evolving over time; and
- future-proofing workforce strategy from continuous change.

These processes will include:

- 1. Workforce data:** A mechanism, together with a named data lead person, will be established to ensure that:
 - i. Workforce data previously held by BCC is brought together with data from the National Minimum Data Set (NMDS) and new, post Unitary, data to establish key facts about the workforce.
 - ii. The process encompasses and deals with the need for the data to cover the wider social care workforce employed within the private, voluntary and independent sectors.
 - iii. The Council engages with SfC Eastern Region's data cluster group to ensure that current NMDS Bedfordshire-wide data is split to show Central Bedfordshire Council data. The Council will remain as an active member of this group to assist with future NMDS developments.
 - iv. Data is refreshed on a systematic basis annually or as new NMDS data is generated.
 - v. Regular workforce data reports are generated for the senior management team and other workforce partners.

- vi. Workforce data outcomes, trends and implications are shared with partners from Health and elsewhere as appropriate.

Clearly, the purpose of workforce data is to support informed decision making about workforce issues. The primary objective here is to ensure that data, from whatever source, can be analysed and used to support future workforce policy.

2. The strategic workforce assessment: A new **Strategic Workforce Board**, involving senior managers from across the directorate, will be set up to oversee the implementation of the workforce strategy. It will be responsible for identifying the primary nature and direction of workforce development and how it must underpin service development and the transformation of social care. It will:

- Be responsible for the preparation and updating of the assessment of the implications of social care transformation for Central Bedfordshire's workforce.
- Ensure that the workforce action plan responds directly to this strategic analysis.
- Ensure that the analysis of national and local drivers for change in services and in workforce remains current.
- Ensure that the workforce processes identified in this report are in place and functioning.
- Ensure that a strategy is implemented to extend strategic workforce planning processes into the private, voluntary and independent sectors through healthy partnerships through the provider networks. **This is a matter of timing rather than a question of whether; the responsibility of the Director and the directorate for providing leadership on social care workforce issues is clear and pressing.**
- Ensure that the Council engages with partners from Health and Mental Health on cross sector workforce issues
- Ensure that maximum benefit can be achieved through partnership with children's services, housing and other services provided by the Council.
- Explore the development of future workforce planning scenarios to aid in learning activity design and commissioning.

The strategic workforce assessment should set the direction and framework for workforce planning and development. This will ensure that managers, staff and workforce professionals locate their activity within an agreed framework and represent priority needs. **The primary need is to ensure that all staff are equipped with the skills, knowledge and values necessary to ensure the success of a transformed social care sector based on the values of personalisation.**

The Council must make an early decision on the composition of this board and should act swiftly to extend its coverage within and beyond its boundaries.

- 3. Individual, team and partnership learning needs assessment:** The current training needs analysis process will be developed and enhanced to ensure that it meets the overall objectives established by the Strategic Workforce Board. There will be:
- i. A review of current means of establishing team and individual learning needs and their relation to related processes such as performance review and appraisal
 - ii. A revised system which will ensure that identified needs are based on the Council's overall strategic analysis of workforce needs. This will ensure that managers and individuals, teams and partnerships are able to identify their learning needs **within** the framework of the strategic workforce assessment.
 - iii. New tools and support to help managers and individuals, teams and partnerships in managing this process. These will encourage interactive thinking and discourage 'tick box' approaches to needs identification.
 - iv. Processes to support the identification of **learning outcomes that may be either general to the whole workforce or specific to particular core groups**. For example, the principles of social care transformation may be general to the whole workforce whereas mental health workers will have highly specific additional needs.
 - v. A system that supports professionals to register development with their professional body or other regulatory agencies such as the GSCC. Lack of appropriate registration/re-registration development will be actively discouraged.

- vi. An ongoing review of the outcomes of these processes and the way they are incorporated into the overall workforce action plan.

4. The workforce development action plan: There will be an action plan based on the workforce template in Appendix 1. This will:

- i. Encompass the outputs from all of the above into an overarching action plan that sets targets, priorities and actions within the agreed overall budget.
- ii. Ensure that responsibility for the implementation of the plan is assigned to specific senior managers and that line and team managers are clear about their responsibilities.
- iii. Assign HR professionals with specific responsibility for the plan's maintenance and for reports to the senior management team and the Strategic Workforce Board on its control, review and management.
- iv. Express priorities and actions as short, medium and long term outcomes.
- v. Deal with the workforce needs of the Council's own staff.
- vi. Ensure that learning activity results in positive outcomes for individuals and teams and that such outcome can be applied to work.
- vii. Extend into coverage of other parts of the social care workforce outside the Council as soon as the Strategic Workforce Board is able to extend its partnership role in response to its overall responsibility for social care leadership.
- viii. Encourage a wide range of learning activity in which course attendance is but one component.
- ix. Identify clearly the learning commissioning strategy.
- x. Encourage the maximisation of outcomes through both the use of wider funding sources and partnership commissioning where possible and appropriate.

5. The commissioning strategy: There will be a clearly identified strategy for directing and managing the commissioning of learning activity. It will:

- i. Be based on a review of current strategies for commissioning learning activity. This will examine how this is currently managed within and outside the Council.

- ii. Ensure that in the first instance outcomes based on the strategic assessment and workforce action plan for the Council's own staff are achieved.
- iii. Ensure, through provider networks, the earliest possible integration of the wider social care sector workforce into the commissioning strategy.
- iv. Ensure that learning activity being commissioned is based on clear and transparent expressions of the Council's needs and expectations.
- v. Encourage the broadest possible mix of learning activities and discourage over-reliance on course based activity.
- vi. Involve people who use services and their carers in both the commissioning, design and delivery of learning programmes
- vii. Lay down the basis for a robust relationship with learning providers in which mutual expectations and needs are spelt out and recognised.
- viii. Set out an overall commissioning plan, with outcomes, budget and timescales.
- ix. Show how the Council intends to develop a learning provider network strategy detailing how it intends to do business with learning providers.
- x. Support the development of a brokerage and funding agency strategy that supports the achievement of the action plan. This will be based on internal brokerage and on arriving at effective outcomes with external brokerage and/or funding agencies.
- xi. Ensure that the best possible use is made of all possible funding sources.
- xii. Encourage partnership commissioning with children's services, housing, health and mental health.

6. The communication strategy

The experience of Health is that workforce planning fails when people see it as a series of disjointed actions unrelated to the main business purpose. Success lies in its integration into normal business planning routines and other internal processes. Its integration, therefore, into the Council's communication strategy needs to be planned, implemented and managed.

Key questions, issues and opportunities that must be addressed

- **Leadership:** There will be a leadership strategy that ensures that the Council is competent to discharge its responsibilities for the overall direction of workforce issues across social care. Clearly the Directorate has a major role to play in providing leadership and vision but it cannot do this a) in isolation by decree or b) without consensus across social care employers. The relationship between council and social care employers will be key to how well social care can be led and inspired. Further, the relationship between groups and arrangements brought together to manage and coordinate service provision and those that will be set up to coordinate/facilitate workforce matters needs to be seamless.

Leaders will need to:¹

- Look out to people who use services and their communities
- Be skilled at collaboration across systems and boundaries
- Work well within complex systems
- Be developed at all levels in the organisation
- Keep in direct contact with frontline services as their careers develop, as Lord Laming recently identified.²

The biggest challenge here, and the central challenge of leadership, is how to put **safeguarding** at the centre of every workforce consideration; to so ingrain it in the cultural fabric that it drives thought and action.

- **Qualifications:** There will be a clear policy on qualifications for all staff. This will set out the qualifications deemed essential or desirable for staff to have at all levels and across the services. There will be an existing list of recognised qualifications but SfC is in the process of developing a sector qualification strategy and this will need to be built into the workforce planning process. The qualifications strategy will set out the Council's policy on support to gain professional qualifications and the expectations of the Council on staff supported in this way.
- **Qualifications and Credit Framework (QCF):** The Council will plan ahead to take maximum advantage of impending changes to the national vocational

¹ Working to Put People First: The Strategy for the Adult Social Care Workforce in England: DoH 2009

² The Protection of Children in England: DoH 2009

qualification system. From 2010 the QCF will become the regulatory framework for all adult vocational qualifications, Foundation Learning tier (FLT) Apprenticeships and Functional Skills. This is of great potential significance to social care since the current system of NVQs, based on agreed statements of occupational competence, is likely to become more flexible. If employers engage in the debate about this change there is real potential to have qualifications which more closely 'wrap-around' redesigned work roles. SfC is building this into its Sector Qualification Strategy and the outcome will be central to workforce strategies.

- **Competence based learning:** The workforce development plan and commissioning strategy will be based on clear statements of occupational competence requirements. The development of competence based learning has been recognised as critical but in reality has been patchy. However, the existence of a very wide range of occupational standards makes possible the matching of job roles and skills to specific competence statements. There is literature on how this can be achieved and how it can underpin a range of desirable learning and HR related outcomes.
- **Workforce redesign, job competencies and qualifications:** The Council will establish a policy on the use of clear statements of occupational competence in its design of jobs and roles. A number of authorities have taken a more proactive approach using existing job competencies to help frame new work roles and are looking to the QCF to add weight to the outcome through better focussed vocational qualifications.

Thurrock Council, for example, has embarked on an ambitious and ground-breaking strategy to redefine job processes, team structures and job roles. This has been underpinned by the development of job roles based on core competencies and a workforce strategy to ensure their development in support of the personalisation agenda. They have gone on to use the QCF framework as an inspiration for their own 'Thurrock Credit Framework'. As an example of unifying job design, workforce strategy and qualification outcomes linked to personalisation this is leading edge development.

Obviously, the workforce strategy has to reflect the direction of travel by the Directorate. If this is towards single managed services then the workforce needs to be prepared for this in terms of skills, knowledge and behaviours. The emergence of new 'hybrid' workers should not be left to chance. SfC has undertaken a great deal of work on mapping new roles and new ways of working.

- Future needs and scenario planning:** The Strategic Workforce Board will explore future needs through the development of future scenario planning. Workforce strategy and planning is not an exact science; economies change and circumstances alter. There is little point in creating a single unified vision of how things ought to be if workers and employers continue to exercise free will! The question therefore ought to be how the council and its partners construct different scenarios and has thought through strategies to meet contingencies. For example, the current economic climate has seen numbers of migrant workers return to their native countries while the numbers of those out of work in England has risen. Does this mean that social care can confidently expect that the skills gap can be filled quickly and with little effort? Historically the answer would be a resounding no; there is little reason to believe that the unemployed have a) the motivation and b) the skills to meet the gap in care provision. Answers to this and other similar questions will be found only through dialogue among care providers, the Council and other agencies.
- Career planning and progression:** The Council will adopt an approach to career planning that is predicated on creating the real possibility of an individual coming into the sector as a volunteer and being able to progress to Director level. It will also establish career pathways that encourage staff to move between different parts of social care as well as between other key services (inside and outside the Council). The Council will address the issue of how it wants to be perceived by potential workers and volunteers.

In any locality, social care is often the second, after Health, largest employer of labour and an important contributor to economic and social well-being. Despite this it has a major problem in projecting itself as viable place in which to look for both job opportunities and career progression. How the local authority works with its social care partners in addressing this issue will significantly affect the success of its workforce strategy. The overall strategy needs to consider strategies that project social care as a good place to work in which skills and experience can not only be rewarded but may lead to a range of longer term career options.

There is a good deal of useful work being undertaken by SfC on ways in which social care career paths can be illustrated and supported. However, there is also great scope for considering career pathway initiatives across adult, children, health and related services.

Skills for Care have just launched a new career pathways planning tool (<http://www.skillsforcare.org.uk/careerpathways>)

- **Recruitment and retention:** The Council will design and implement a recruitment and retention strategy. This will reflect positive policies designed to reach out to a broader potential workforce as well as keeping the existing workforce motivated will be essential to the workforce strategy. It will show how the Directorate intends to attract people to it and create a climate in which people want to stay with it. NMDs statistics show that in the 12 months prior to May 2009 all social care establishments across Bedfordshire lost 858 employed staff; an overall turnover rate of 21%. That's a lot of people to lose.

Recruitment and retention strategies need to be cast wide in order to attract the broadest possible range of potential employees. There are, around England, good examples of initiatives designed to attract people from parts of the community that previously may have had little interest, may have felt excluded or had negative images of what social care was about.

An example, from Kent CC of a positive recruitment retention strategy can be found

<http://www.kent.gov.uk/NR/rdonlyres/C97F4407-6653-4265-B844-590E28DF3B7E/19336/RecruitmentStrategy.pdf>

But a good place to go to see what social care is up against from an area where employment prospects may have been seen in a negative light is the McDonald's careers site at <http://www.mcdcareers.co.uk/flash.htm>

Social Care will need to think about its potential employees coming from a range of backgrounds; older people, returners, attracting more men, ethnic communities, migrants, those seeking a career change and many more. There are, however, two issues that require separate mention.

- **Young people and social care:** The Council will create and implement a strategy for attracting young people into its employment or into social care more widely. Traditionally social care has been an unfriendly place for young people. Restrictions, real or mythical, about what young people are allowed to do have led to the blanking of young people as potential recruits. Previous training initiatives across health and social care have often led to solid take up by health at the expense of social care because health gears itself up to taking in young people. This is not a sensible or healthy approach to selling social care to young people.

SfC's has worked hard on this issue and there are now a number of activities that are there to be pursued with social care partners though this is a good area in which to cast the net wider to health and other partners. These initiatives include:

- the **Health and Social Care 14-19 Diploma** will be an excellent vehicle for helping young people to get to know the sector.
- the development of **Apprenticeships** and the 50,000 new social care apprenticeships as part of the government's multimillion-pound adult social care workforce strategy presents a strong opportunity to make social care more attractive.
- **Care Ambassadors** help to further the idea of social care as a good place for young people to enter and pursue a career.
- **A workforce that reflects the makeup of the community:** The Council will adopt a policy on the creation and maintenance of diversity in its workforce based on the value that the workforce should reflect the makeup of its communities. Of the 3529 workers recorded across social care in Bedfordshire at May 2009 some 1620 are recorded as other than white. On the face of it this seems a healthy percentage but it does need unpicking with more questions. The aim here is to come to an understanding of whether the workforce reflects the communities it seeks to serve and, if not, what should be done about it. It will be important here to consider specific communities and the extent to which they are reflected in the community rather than a broad brush approach based on overall percentages. Are there particular communities within Central Bedfordshire that are not reflected in this way and how important is this to service delivery? This is central to service planning and should not be about tokenism.

Of immediate interest will be the outcome of the disaggregation of the NMDS statistics and what that will then show as being the ethnic diversity of the Central Bedfordshire workforce. If there were a disproportionate number of workers from ethnic backgrounds based in Bedford then that may well affect the rather better pan Bedfordshire position reported above.

- **Engagement by people who use services and their carers:** The Council will adopt a policy designed to ensure the greatest possible influence over and involvement in workforce issues by people who use services. Personalisation requires their involvement in the setting of workforce strategies and in the commissioning, design and delivery of learning programmes in order to enhance workforce outcomes. It will be necessary to draw up guidelines for managers, employers and learning deliverers on how to handle this issue creatively. This should be reflective of and based upon the way in which the Council involves people who use services in the setting of service strategies. Skills for Care have worked closely with Expert Voice Eastern (EVE) on good practice in consultation on workforce matters with people who use services and there are numerous examples of practical ways of progressing this. EVE

is especially keen to assist with work on the implications of personalisation, direct payments and other new ways of working.

- **Workforce across the provider sector:** There will be a clear partnership policy, set out early, to involve the broader social care sector in workforce strategy planning and implementation. The majority of the social care workforce sector is employed by the private and independent sectors. Employers in these sectors (though there is a trend to larger organisations) are often either small or micro businesses with resource constraints. Social care transformation cannot be achieved without their active engagement though. The policy will deal with:
 - How the workforce strategy draws these sectors into networks in which decisions about and strategies for the workforce can be planned and applied.
 - How the statutory authority exercises the leadership role it has both for the direction of social care and the supporting workforce strategy.
- **Contracting for services:** There will be a clear policy for service commissioners to follow on the Council's expectations of service provider's workforce strategies. Workforce issues will be expected to be dealt with by providers in their tender submissions and these submissions should reflect the Council's overall workforce strategy.
- **Social care workforce networks:** The Council will work positively through current or emerging workforce networks. Involvement in the Skills for Care Eastern Region committee and subcommittee work ought to be regarded as essential. But beyond this there are decisions to be made about the range and extent of other partnership networks but they should be based on activities where partnership is likely to deliver a more cost effective return. These include:
 - Identification and agreement on key service development policies
 - Identification of key strategic workforce needs
 - Identification and coherence from workforce funding sources
 - Commissioning learning programmes/activities
 - Designing learning programmes/activities
 - Delivering learning programmes/activities

- Engaging effectively with people who use services and their carers
- Designing programmes for young people on diploma, apprentice or other activity and acting together on their delivery

Partnership networks will inevitably deal principally, though not exclusively, with relations with Health, Mental Health, Children's services and Housing. They will also want to ensure that the full range of employers across the statutory, private and independent sectors are involved and engaged.

Skills for Care are currently working with its Herts, Beds and Luton sub regional committee to strengthen its role and work.

- **Integrated Local Area Workforce Strategies – InLAWS:** This is an exciting new initiative fostered by ADASS and SfC which aims to provide a practical methodology to assist Directors develop workforce commissioning strategies and lead a step change to a personalised model of social care. It aims to provide:
 - *A breakdown of national policies you are expected to adopt.*
 - *A means to evaluate your local position against those policies.*
 - *An adaptable set of processes to help you design the local workforce change required and*
 - *A framework to help you make the changes and then...*
 - *Evaluate the outcomes.*

The initiative is being trialled in the Eastern Region by Suffolk CC. Through the adoption of a workforce strategy now Central Bedfordshire Council will be in a strong position to provide leadership on future InLAWS work.

- **Complexity and reality:** One of the problems in setting down workforce planning processes is that they can appear too overwhelming. The literature suggests that some plans fail because they attempt to do too much. Yet we know also that the transformation of our services will require us all to achieve a great deal that has not been achieved before. The trick may be to hold onto the central idea of a continuous process and to bring many current activities within the framework. The need is to join the dots and provide focus. ***One of the procedural benefits of workforce planning is that it integrates the***

various activities and functions of an organisation. However, in practice, it is often done independently of other processes³

- **Leading edge workforce practitioners:** Although the Directorate is a fairly new entity, there are real opportunities, given the patchy state of social care workforce strategy development around the country, for Central Bedfordshire to become leading exponents of best practice.

³ WORKFORCE PLANNING: THE WIDER CONTEXT A Literature Review July 2003 Employers' Organisation for local government / Institute for Employment Studies

A Workforce Strategy Template/ Outline Action Plan

Nb: Bold indicates actions for SWB (Strategic Workforce Board)

Working to Put People First: Key Issues	Specific Actions required by WtPPF	Sector Skills Agreement Goals Eastern Region	Central Bedfordshire Actions Immediate, Short. Medium and Long Term
<p>the leadership of local employers in workforce planning whether in the public, private, or third sectors and of Directors of Adult Social Services in their strategic workforce commissioning role,</p>	<p>Leadership of Social Care Workforce Development:</p> <p>Leaders developing a service user led culture</p> <p>Commissioning for the whole community</p> <p>Engagement and influence by people who use services</p> <p>ADASS members responsible for strategic workforce commissioning Political leadership</p> <p>CEOs and the development of commissioning/market management responsibilities</p> <p>Joint Improvement Partnerships Workforce champions</p> <p>Cross sector leadership and commissioning</p> <p>Developing strategic workforce skills</p>	<p>Leadership of Social Care Workforce Development:</p> <p>Integrated Local Area Workforce Strategies (InLAWS) initiative sponsored by ADASS/SfC</p> <p>To facilitate integrated workforce planning, procurement and development – both across parts of the sector and with health, housing, education etc</p>	<p>Leadership of Social Care Workforce Development:</p> <p>Establish Strategic Workforce Board comprising Council and Care Provider network representatives and to be chaired by Director, Social Care, Health & Housing) (I) <u>By May 2010</u></p> <p>Determine membership and relationship to other governance structures e.g. Transforming People’s Lives Programme Board & Transforming the Workforce work stream – avoiding duplication of effort/energy (also how it relates to the performance management process) (Director, Social Care, Health & Housing) (I) <u>By May 2010</u></p> <p>Clarify expectations of SWB producing clear outcomes/outputs and clarity of resourcing (Director, Social Care, Health & Housing) (I) <u>By May 2010</u></p> <p>(I) SWB meets to agree its role, processes and expectations <u>By end May 2010</u></p> <p>SWB agrees 2009/2011 Strategic Workforce Action Plan SWB <u>By July 2010</u></p>

Working to Put People First: Key Issues	Specific Actions required by WtPPF	Sector Skills Agreement Goals Eastern Region	Central Bedfordshire Actions Immediate, Short. Medium and Long Term
			<p>SWB develops strategy for engagement with all relevant social care partners. SWB <u>By July 2010</u></p> <p>Implement rolling process of strategic workforce assessment review and action plan maintenance SWB (M)</p> <p>Establish Leadership Strategy to ensure that the Council is competent to discharge its responsibilities for the overall direction of workforce issues across social care <u>DMM</u> <u>by May 2010</u></p>

Working to Put People First: Key Issues	Specific Actions required by WtPPF	Sector Skills Agreement Goals Eastern Region	Central Bedfordshire Actions Immediate, Short. Medium and Long Term
	<p>Leadership and Management Development:</p> <p>Planning for new cadres of leadership talent</p> <p>National Management Training Scheme</p>	<p>Leadership and Management Development:</p> <p>Promote and develop the Leadership and Management Strategy to meet the needs of the region. Strengthen links to all employers including those in receipt of Direct Payments. The regional strategy will cover:</p> <p>Induction</p> <p>Managing and leading the workforce</p> <p>Supervisory Skills</p> <p>Entrepreneurial and small business skills</p> <p>Implement the regional leadership and management strategy, including:</p> <p>Regional needs assessment</p> <p>Roll-out of L&M 'toolkit' / guides</p> <p>CPD for managers/leaders/supervisors based on L&M strategy</p> <p>Development of mentoring / buddying</p> <p>Action Learning</p>	<p>Leadership and Management Development:</p> <p>Review and analyse where Council is currently on leadership and management development. Review to show current activity, likely current resources and opportunities available (e.g. NHS leadership programme ADASS/SfC Leadership initiative). (High Priority)</p> <p><u>By May 2010</u></p> <p>Agree and implement policy on leadership and management development detailing required qualifications for managers at all levels. DMM <u>(S)</u></p>

Working to Put People First: Key Issues	Specific Actions required by WtPPF	Sector Skills Agreement Goals Eastern Region	Central Bedfordshire Actions Immediate, Short. Medium and Long Term
<p>Ensure the right steps are taken to promote recruitment, retention, and career pathways to provide the many talents the workforce needs</p>	<p>Career Planning and Progression:</p> <ul style="list-style-type: none"> Shaping the image of adult social care Development of the Personal Assistant role Developing career pathways Developing skills and careers Access to qualification opportunities/funding Quality commissioning for fair workforce terms and conditions Celebrating success through SfC Accolades and other avenues 	<p>Career Planning and Progression:</p> <p>To develop and promote progression routes and career pathways which encourage recruitment and retention of a diverse workforce including international workforce</p> <p>Support employers to develop high quality employer practices including:</p> <p>Dissemination of good practice in leadership and management</p> <p>Support to individuals who employ people to develop high quality employer practices</p> <p>Support to employers to develop as a learning organisation: promote and embed SCIE good practice HR guidance</p> <p>Promote the spread of good HR practice across small organisations through networking and sharing practice and/or HR resources</p> <p>Promote Investors in People</p> <p>To reward and promote excellence in social care practice</p>	<p>Career Planning and Progression:</p> <p>Review current position regarding career opportunities, how the Council presents itself to potential staff and what opportunities exist to create clearer career pathways and opportunities for vertical/horizontal movement. Review to encompass:</p> <ul style="list-style-type: none"> • Entry points into careers • ‘volunteer to director’ • Credit framework • Core competencies • QCF • 14-19 diploma • Care Ambassadors • Succession planning • Talent forming • Demographics • Personalisation • Bureaucratic barriers <p>SC <u>by end July 2010</u></p> <p>Agree career planning and progression policy DMM/SWB <u>by end July 2010</u></p>
	<p>Recruitment and Retention</p> <p>Raising awareness of employment opportunities in social care</p>	<p>Recruitment and Retention</p> <p>To attract and retain quality workers by improving the image and status of</p>	<p>Recruitment and Retention</p> <p>Review current recruitment/retention position</p>

Working to Put People First: Key Issues	Specific Actions required by WtPPF	Sector Skills Agreement Goals Eastern Region	Central Bedfordshire Actions Immediate, Short. Medium and Long Term
	<p>Innovative recruitment/retention strategies at local levels</p> <p>Broadening recruitment avenues Action on vacancy/turnover rates Traineeships</p>	<p>social care</p> <p>To improve retention and increase recruitment and to recruit and retain more young people, returners to work and people from other sectors</p>	<p>to include:</p> <ul style="list-style-type: none"> • Creating a conducive culture • Leadership and development opportunities • Career pathways • Pay/benefits • Values • NMDS data • Generating opportunities • Use of interviews • How structures help/hinder • Local competing employers and reasons for losses/failure to attract • Keeping people through money/development/valuing them • Possible areas for recruitment (e.g. older people, returners, unemployed etc) <p>SC by end February 2010</p> <p>Agree and adopt a recruitment and retention policy DMM/SWB/HR by end March 2010</p> <p>Work with Employee Branding Manager to create communication processes and structures <u>By end of July 2010</u></p>

Working to Put People First: Key Issues	Specific Actions required by WtPPF	Sector Skills Agreement Goals Eastern Region	Central Bedfordshire Actions Immediate, Short. Medium and Long Term
	<p>Young People and Social Care</p> <p>Apprenticeships</p>	<p>Young People and Social Care</p> <p>Work on and support for Apprenticeships, 14-19 Diploma and are Ambassadors</p>	<p>Young People and Social Care</p> <p>traditional employment roles Review current position using NMDS data (HR) <u>by end July 2010</u></p> <p>Agree and adopt policy on attracting and retaining young people into social care to include:</p> <ul style="list-style-type: none"> • Volunteering • Apprenticeships • 14-19 Diploma • Care Ambassadors • Considering how the Council brings/might bring in young people • School liaison work • Work experience opportunities • Sponsored students • Graduate intake • Direct payment workers <p>DMM/SWB/HR <u>by July 2010</u></p>

Working to Put People First: Key Issues	Specific Actions required by WtPPF	Sector Skills Agreement Goals Eastern Region	Central Bedfordshire Actions Immediate, Short. Medium and Long Term
<p>Workforce remodelling and commissioning to achieve service transformation</p>	<p>Personalisation:</p> <ul style="list-style-type: none"> Building a confident and supported workforce capable of making personalisation the norm Support for people who use services as employers of carers Bringing skills together from across professional groups Providing for effective needs assessment Understanding the needs of the local community: The Joint Strategic Needs Assessment Developing and maintaining social worker roles Social worker understanding of full range of family issues/policies Supervision of front line staff CPD 	<p>Personalisation:</p> <ul style="list-style-type: none"> To identify the support and skills development needs for personal assistants employed under direct payments and individualised budgets To transform ways of delivering services putting the needs of people who use those services at the centre, are flexible and cut-across traditional boundaries (i.e. 'new types of worker and new types of working') To promote, support and increase self care, self-directed support, and personalised services To develop and promote ways of working effectively with applications of digital technologies (ICT) and develop and promote ways of working effectively with applications of assistive technologies To develop skills in commissioning social care services 	<p>Personalisation:</p> <p>Workforce policies will reflect the growing personalisation vision of the Council and how it will impact on desired skills mix and its implication for the workforce strategy. The vision will need to be clear about:</p> <ul style="list-style-type: none"> • What services will look like • How staff will operate • Choice and control • Values • Relationships with people who use and purchase services • The need and preparedness for change <p>The articulation of this growing vision will be the responsibility of the DMM and the Transforming People's Lives Programme Board</p> <p>Its translation into workforce strategies will be taken up by the SWB. This is both high priority and an ongoing commitment.</p> <p>Agree and adopt policy on how the workforce is to reflect the makeup of its community SWB/HR (M)</p> <p>Agree and adopt policy on how people who use services are to be engaged in:</p> <ul style="list-style-type: none"> • Identifying workforce needs

Working to Put People First: Key Issues	Specific Actions required by WtPPF	Sector Skills Agreement Goals Eastern Region	Central Bedfordshire Actions Immediate, Short, Medium and Long Term
			<ul style="list-style-type: none"> • Designing learning outcomes • Encouraging young people into social care and throughout their learning activities <p>SWB/DMM (M)</p>

Working to Put People First: Key Issues	Specific Actions required by WtPPF	Sector Skills Agreement Goals Eastern Region	Central Bedfordshire Actions Immediate, Short. Medium and Long Term
	<p>Workforce Planning:</p> <p>Sophisticated workforce planning</p> <p>Skilled analysts/technological support for workforce planning</p> <p>Developing the NMDS</p>	<p>Workforce Planning:</p> <p>To act as a focal point for the collection and supply of high quality workforce intelligence through:</p> <p>encouraging and supporting organisations to complete NMDS-SC</p> <p>ensuring that data is analysed and presented in a coherent and authoritative way</p> <p>using NMDS-SC intelligence to inform strategic workforce planning and development</p> <p>promote the use of workforce data to inform workforce planning processes</p> <p>Support the development of effective workforce planning by embedding the SSA into the regional H&SC skills strategy and integrated workforce planning processes</p>	<p>Workforce Planning:</p> <p>Agree workforce data group, together with named data lead person, to manage workforce data to include CG/HR/IT. <u>CG by end December 2009 - Completed</u></p> <p>Data Group to ensure NMDS data reflects Council's needs, uploading new disaggregated data <u>by December 2010 - Completed</u></p> <p>Review all data and initiate regular reports to DMM CG <u>commencing January 2010</u></p> <p>Ensure harmonisation of data group work with performance review processes DMM (S)</p> <p>Encourage and support cross sector data sharing and partnership working using Skills for Care processes and support CG (M)</p> <p>Agree and implement the workforce development action plan DMM/SWB/CG (M)</p> <p>Assign specific responsibilities for implementing the plan to all managers All managers (M)</p> <p>Agree process for extending the workforce development plan across all sectors of social care in partnership with service providers SWB M)</p> <p>SWB to agree and implement process for</p>

Working to Put People First: Key Issues	Specific Actions required by WtPPF	Sector Skills Agreement Goals Eastern Region	Central Bedfordshire Actions Immediate, Short, Medium and Long Term
			<p>future needs and scenario planning SWB (M)</p> <p>SWB to agree and implement social care workforce communication strategy linked to Council overall communication policy</p>

Working to Put People First: Key Issues	Specific Actions required by WtPPF	Sector Skills Agreement Goals Eastern Region	Central Bedfordshire Actions Immediate, Short. Medium and Long Term
<p>workforce development so we have the right people with the right skills; all to be in conjunction with</p>	<p>Skills Development:</p> <p>Effective initial, professional, post-qualifying learning and development</p> <p>Personalisation skills sets and understanding National Skills Academy</p> <p>Social Care TV</p> <p>Social Care Accolades</p> <p>NQSW framework</p> <p>Supporting the right qualifications</p>	<p>Skills Development:</p> <p>Skills needs identified in the SSA:</p> <ul style="list-style-type: none"> • Skills which prepare new entrants into the workforce • Core skills • Communication and interpersonal skills • Information and communication technology skills • Skills to deliver a more preventative approach to service delivery • Skills which help develop a critical approach to reflective practice • Leadership and management skills • Commissioning and procurement skills • Skills for people who use services • Skills for Life needs in social care • Skills in commissioning workforce development 	<p>Skills Development:</p> <p>Review the current means of establishing team and individual learning needs through PDR and ensure that it supports the workforce strategy. (SC) <u>By March 2010</u></p> <p>Develop proposal to SWB to ensure that performance management and the ways of establishing team and individual learning needs are combined under strategic leadership SC <u>By end July 2010</u></p> <p>Review, as an interim position, current learning delivery programme to establish what should no longer be delivered SWB By end July 2010</p> <p>Ensure that all managers and staff are aware of their responsibilities within this process through the workforce strategy communication strategy</p> <p>Support managers to identify individual and team needs through tools, instruments and other approaches HR (M)</p> <p>Ensure that workforce needs identified and collated for all services at all levels including current experienced staff</p> <p>Ensure that outcomes reflect both generic needs and those of specialist services SWB/all specialist managers</p> <p>Review and agree process, within the legal requirement, on support for and attitude towards registration of staff DMM (S)</p>

Working to Put People First: Key Issues	Specific Actions required by WtPPF	Sector Skills Agreement Goals Eastern Region	Central Bedfordshire Actions Immediate, Short. Medium and Long Term
	<p>Cross Sector and Partnership Working Cross sector workforce development of values, knowledge, skills and competencies</p> <p>Development of a renewed sector workforce action plan to take account of DoH workforce priorities</p>	<p>Cross Sector and Partnership Working</p> <p>To ensure provision of training, development and qualifications which meets the needs of the sector and its workforce</p> <p>To identify the standards, learning and qualifications which meet the wide range of generic and specialist needs across the breadth of the adult social care workforce</p>	<p>Cross Sector and Partnership Working</p> <p>Director to meet with County NHS workforce group <u>before 1st SWB meeting in May</u> Similarly with CEO of new MH Trust Board as soon as practical</p> <p>Ensure strategic workforce plan extended in partnership with all social care providers SWB (S)</p> <p>Ensure strategic workforce plan shared in partnership with health and mental health colleagues SWB (S)</p> <p>Explore potential for more effective identification of shared needs and delivery of learning solutions across social care and health/mental health SWB (M)</p>

Working to Put People First: Key Issues	Specific Actions required by WtPPF	Sector Skills Agreement Goals Eastern Region	Central Bedfordshire Actions Immediate, Short. Medium and Long Term
	<p>Funding and Brokerage</p> <p>Train to Gain</p> <p>Making smart use of funding sources</p>	<p>Funding and Brokerage</p> <p>To work towards needs driven, accessible, flexible and coherent funding for workforce development and qualifications</p> <p>To work towards funding strategies and methods which adequately meet the meet the needs of the workforce</p>	<p>Funding and Brokerage</p> <p>Identify lead person to take lead in coordinating the development of relationships with funders and brokerages in line with new commissioning strategy SWB <u>By July 2010</u></p> <p>Establish policy on identifying and exploiting potential workforce funding sources to support the workforce strategy having regard to the cost/value of accessing funds</p>
	<p>Developing Learning Providers</p> <p>Developing learning provider understanding and skills</p>	<p>Developing Learning Providers</p>	<p>Developing Learning Providers</p> <p>Review current position on relationships with learning providers taking account of:</p> <ul style="list-style-type: none"> • How to establish quality • Achieving best value within budget • Entry/exit points for individual providers • How best to use internal expertise • Training our own trainers <p>Establish policy on and network with learning providers to ensure maximum impact of workforce strategy SWB <u>by July 2010</u> Report to on actions SWB <u>by September 2010</u></p> <p>Develop strategies for involving people who use services in the design of learning activity SWB and agree with DMM <u>By May 2010</u></p>

Working to Put People First: Key Issues	Specific Actions required by WtPPF	Sector Skills Agreement Goals Eastern Region	Central Bedfordshire Actions Immediate, Short. Medium and Long Term
<p>more joint and integrated working between social, health care and other sectors</p>	<p>Service Design and Commissioning</p> <p>Building renewed joint working with NHS</p> <p>Role of elected members in Local Strategic Partnership</p> <p>Integrated public sector working</p>	<p>Service Design and Commissioning</p> <p>To develop skills in commissioning social care services</p>	<p>Service Design and Commissioning</p> <p>Review current position and Council's attitude to Commissioning and Contract Compliance actively promoting quality improvement and the critical nature of positive workforce strategies to achieving it (e.g. clauses for apprenticeships). Agree and implement policy on establishing workforce expectations in tendering and commissioning processes DMM/all managers with commissioning responsibilities <u>by July 2010</u></p> <p>Establish a policy for developing skills of all those with service commissioning responsibilities SWB <u>By July 2010</u></p>
	<p>Partnership Working</p> <p>Addressing barriers across public, private and independent sectors</p> <p>Strong links to children's services workforce strategies</p> <p>Extending joint training and development across sectors and employers</p> <p>Extending joint workforce data across health and social care</p>	<p>Partnership Working</p> <p>To work towards overcoming barriers which prevent flexibility to work 'cross-service' and 'cross-sector'</p>	<p>Partnership Working</p> <p>Director to meet with County NHS workforce group <u>before 1st SWB meeting in May</u>. Similarly with CEO of new MH Trust Board as soon as practical</p> <p>Agree and implement policy on leadership of social care workforce issues across social care sector in partnership with service providers DMM (S)</p> <p>Agree arrangements with health and mental health for dealing with workforce issues DMM (S)</p>

Working to Put People First: Key Issues	Specific Actions required by WtPPF	Sector Skills Agreement Goals Eastern Region	Central Bedfordshire Actions Immediate, Short. Medium and Long Term
			<p>Agree with Skills for Care membership of regional and sub regional committee membership and participation CG (I) <u>By May 2010</u></p> <p>Agree pan Bedfordshire Approach to managing workforce issues DMM/SWB (S)</p>
	<p>Workforce Commissioning and Funding Developing workforce commissioning strategies to facilitate joint commissioning/learning Common Core Principles to Support Self Care</p>	<p>Workforce Commissioning and Funding To facilitate integrated workforce planning, procurement and development – both across parts of the sector and with health, housing, education etc</p> <p>To ensure provision of training, development and qualifications which meets the needs of the sector and its workforce</p> <p>To work towards funding strategies and methods which adequately meet the meet the needs of the workforce</p>	<p>Workforce Commissioning and Funding Agree and implement policy on workforce commissioning activity to support the workforce strategy SWB (S)</p>
<p>Regulation for quality in services as well as public assurance</p>	<p>Social work registration and re-registration</p> <p>Setting standards of behaviour for social work</p> <p>Registration of home care workers</p> <p>Vetting and Barring Scheme</p>		<p>Agree and implement policy on social work registration and re-registration to reflect legal requirements and communicate to staff DMM (S)</p>

There is a version of the workforce strategy with additional appendices:

- **The Theory of Workforce Planning & Strategy**
- **Thurrock's Framework Approach**
- **NMDS Data held at December 2009**
- **Nottinghamshire Strategic Workforce Project Board**