
Meeting: Executive
Date: 17 August 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 recommends approval of the cross sector Adult Social Care Workforce Strategy and Action Plan 2010 – 2011.

Advising Officer: Julie Ogley, Director, Social Care, Health and Housing
Contact Officer: David Jones, Transformation Project Director
Public/Exempt: Public
Wards Affected: All
Function of: Executive
Key Decision Yes
Reason for urgency/ exemption from call-in (if appropriate) N/A

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:

The costs of proposals within the action plan to implement the strategy will be funded from existing budgets. Some developments relating to Transformation can be funded from the Social Care Reform Grant although 2010 – 2011 is the final year for this source.

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 proposals within the strategy and action plan are developed, changes 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, stereotyping and thoughtlessness.
- 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 has been the subject of an Equality Impact Assessment – see appendix 3. This will be used to shape the revised strategy during 2011.

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.

Summary of Overview and Scrutiny Comments:

- The strategy and an earlier draft of the action plan were considered by the O&S Committee on 8 April 2010.
- The Committee endorsed the strategy and asked the Executive to consider the requirements needed for staff to deliver the strategy including changes required by the personalisation agenda.

RECOMMENDATION(S):

That the Executive approves ‘Supporting Excellence: An Adult Social Care Workforce Strategy for Central Bedfordshire’ and the Action Plan 2010/11.

Reason for Recommendation(s): The strategy and action plan have been developed with partners and endorsed by the Adult Social Care Strategic Workforce Board. The Director of Adult Social Services has a statutory duty to ensure there is a local cross sector workforce strategy.

Background

1. The Director of Adult Social Services (Director of Social Care, Health and Housing) has a statutory duty to ensure there is a cross sector adult social care workforce strategy and to provide local leadership so workforce issues are at the heart of delivering on the national Putting People First Programme; known as 'Transforming People's Lives' in Central Bedfordshire.
2. As the legacy Council did not have a workforce strategy which could be adopted and amended as an interim solution, it was necessary for Central Bedfordshire to develop a strategy. Therefore, work was commissioned through Skills for Care with funding provided by the Deputy Director; Social Care & Local Partnerships, Government Office, East of England.
3. This commissioned work forms the basis for the attached Workforce Strategy. During the next eighteen months it is intended to develop the strategy with partners together with the action plan so a revised strategy can be adopted during 2011.
4. The strategy provides the national and local context 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'. These 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 strategy is essentially a framework document that ensures compliance with statutory requirements and places the Council in a better position than many local authorities whose workforce strategies are not in line with the Putting People First transformation.
6. Central Bedfordshire's 'Transforming People's Lives' (TPL) 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.
7. The strategy was well received at a meeting of the Healthier Communities and Older Peoples Partnership Board. Partners, including NHS Bedfordshire and voluntary and community sector organisations, agreed to participate in the development of the strategy so it is genuinely cross sector. A number of TPL provider events have recently been held which have helped organisations to prepare for workforce transformation.

8. The Adult Social Care Strategic Workforce Board for Central Bedfordshire held its first meeting on 29 April 2010 and meets bi monthly. Membership includes NHS Bedfordshire provider representatives and voluntary and user led organisations. It is chaired by the Director of Social Care, Health and Housing and the Vice Chair is NHS Bedfordshire's Director of Human Resources and Organisational Development. It was a sub group of Council and NHS and provider representatives that revised the action plan.
9. The revised action plan focuses on the top priorities for the next year and has specified leads and timescales. The Board will commission the work, receive reports and monitor delivery. The first column lists specific actions required of Working to Put People First and the second column has East of England goals. The proposed Central Bedfordshire actions are in the third column and are mostly aligned with the first two and incorporated into local actions. A small number are either more long term or not considered to be a local priority.
10. With some minor amendments, the Strategic Workforce Board supported the revised more focused action plan at its meeting on 5 July 2010. The final version is attached and follows the Strategy as appendix 1. Some local workforce data is provided as appendix 2. The strategy and action plan will meet the requirements of the next year; and it will be revised towards the end of 2011.

Appendices:

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

Appendix 1 – The Action Plan

Appendix 2 - Local workforce data

Appendix 3 – Equality Impact Assessment

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:

Houghton Lodge, Ampthill