

Health Scrutiny – Adult Social Care Workforce Development Plan

Date: January 13th 2022

Reference	AHSC briefing paper for scrutiny committee
Subject:	Workforce & Organisational Development Strategy Briefing Paper
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Summary

This report summarises: -

- The proposed content of the Adult Health and Social Care Workforce & Organisational Development strategy which is a priority in our Recovery and Improvement Programme for 2022
- Members views are sought on the content of the plan and their support is requested

1 Why do we need this plan ?

Workforce planning is about getting ‘the right people, with the right skills, in the right roles, at the right time and at the right cost’. We have looked at established workforce planning principles shown below when translating our strategy into what is required from the future workforce. The diagram below showcases this principle by examining the five ‘rights’ of workforce planning.



- The future of work is uncertain for many employers and having a workforce plan one in place allows the council to develop its tolerance to some of the challenges presented by workforce absence and turnover, and for these risks to have appropriate mitigation
- The impact of reduced staffing capacity on service delivery, waiting times and delays to support being provided for people constitutes a risk that is increasing as waiting lists increase, resulting in failure demand. This has an impact on the delivery of the council's statutory duties and could result in increased safeguarding issues.
- There is a financial cost to increased delays and reduced proactive work, as crisis response usually will cost more, and the ability to reduce unnecessary support through proactive review and re-assessment is compromised.
- As well as the cost of delays, there are missed opportunities to proactively review people using a strengths-based approach, which would result in savings. This type of approach requires time, skill and creativity, all of which are also compromised when officers are continually 'firefighting'.
- Reduced staffing provides more pressure and demand on the existing staff, increasing the risk of stress related absence and the likelihood of increased turnover.

2 Background (including outcomes of engagement)

There has been extensive consultation with our front line colleagues via engagement sessions and team meetings held between March-November 2021. These identified a range of issues impacting on the ability to recruit and retain staff. In addition to this, analysis and benchmarking work has been undertaken to compare pay scales of Social Care Staff across the East Midlands region. Discussions with recruiting managers support the staff views and the benchmarking data which shows: -

- Relatively lower pay in Nottingham City for most roles compared to other LA's.
- Relatively lower pay for occupational therapy positions compared to NHS.
- Relatively low pay for social work posts compared to this Council's children's service and other areas.
- Lack of clear progression policy across all roles.
- No clear workforce development strategy.
- The impact of high demand, lower overall experience level and subsequent pace of work and high turnover in some teams driving even higher turnover.
- Tendency to therefore only be able to recruit newly qualified/inexperienced colleagues for some roles, who cannot manage the level of complexity that is required.
- The statutory support, training, supervision, sign off and protected workloads for newly qualified and less experienced colleagues require more management and practice development capacity increasing workloads for supervisors and the practice development team.
- Piecemeal, repeated, and ad hoc approaches to recruitment that has to be managed by team managers as well as the operational demand.
- Temporary posts from temporary funding - harder to recruit to and retain once trained and developed.
- Reputational issues for the council potentially impacting on the attractiveness of working for NCC.

- Lengthy and onerous sign off and recruitment processes
- Lack of investment into kit that could support efficiency, e.g. smart phones
- Despite all of these challenges – it is important to note and celebrate that our workforce on the whole have presented as highly motivated; supportive of each other and their seniors and managers; and demonstrating clear strong values centred on doing the right thing for people. Colleagues understand the scale of the challenge for the Council currently, and trust that our leadership team will hear and act on the challenges where possible.

2.2 Impact on service delivery

The staffing capacity issues in assessment, duty, review, OT, hospital discharge teams are having an impact on service delivery. Vulnerable, elderly and disabled adults in our city are not experiencing a good level of service. Short, mid and long term plans are required to address these.

A snapshot exercise w/c 1st August 2021 identified the number of posts currently not actively filled due to long term sickness, vacancy due to turnover, or vacancy due to frozen posts, across assessment, review and OT teams. This did not include short term absences although this will of course also have an impact on capacity.

A snapshot was also taken of the current wait lists for these services for the latest statutory officer's report; this was refreshed to assess the impact on service delivery. Note that rates of demand have not been analysed, but the likelihood of demand reducing across these services is judged to be low. The likelihood of demand increasing across at least some areas is high, based on health and care joint system pressures i.e. hospital admissions, increased complexity of care needs, and usual seasonal demands plus likely demand from covid, flu, and winter norovirus.

There is therefore a situation of reducing staff capacity; existing long waits; citizens requiring more and more crisis intervention; and likely increasing demands. Without intervention this situation will not improve.

2.3 Proposed content of Adult Social Care & Health Workforce & Organisational Development Strategy

2.4 Purpose

To set out the Adult Social Care objectives we want to achieve in order to ensure our workforce have the right skills for the right roles at the right time, and how in broad terms, we will accomplish those objectives. Our workforce strategy implementation plan sets out the actions that will need to be taken to implement the workforce strategy, focussing on the highest and most pressing priorities in the 2022-23 part of the plan

2.5 Introduction

The strategy will set out our commitment to valuing, supporting and developing our workforce who are keyworkers that are also 'key' to delivering our statutory responsibilities, and priority aims. The plan will be aspirational, inspirational and based on developing a confident, competent, motivated,

autonomous professional workforce with clearly understood and articulated shared values.

The plan must be deliverable – a balance of that aspiration over time and resources needed to deliver.

2.6 Nottingham City Adult Social Care Workforce

This section will describe our workforce including BAME and protected characteristics data. It will also describe the age range of our workforce and sickness levels. Although our service has a more representative workforce than other areas within the Council, it is anticipated that the impact of broadening career development opportunities will increase BAME representation in our middle and senior management groups. We will engage with the established networks in the Council to progress this objective.

2.7 Our Objectives 2022 – 2025

Our strategy will be a three year plan and will be prioritised in terms of risk and resource available to deliver the strategy. Our workforce strategy implementation plan will set out the actions that will need to be taken to implement the workforce strategy, focussing on the highest and most pressing priorities. Our Objectives are;

- **Practice Principles**
- **Workforce Development**
- **Training and Learning Programme**
- **Apprenticeships**
- **Digital Skills**
- **Policies, procedures and guidance**
- **Recruitment & Retention**
- **Recovery**

2.8 Practice Principles

Our Transformation programme will help us to support people in Nottingham in a way that promotes wellbeing and helps people achieve better outcomes in their lives. In Adult Health & Social Care we have signed up to the Social Care Futures Inquiry Key Changes; “We all want to live in the place we call home with the people and things that we love, in communities where we look out for one another, doing things that matter to us”.

The 5 key changes are: 1. Communities where everyone belongs 2. Living in the place we call home 3. Leading the lives we want to live 4. More resources, better used 5. Sharing power as equals

Reflective practice will be key to embedding the principles, and our Principal Social Worker will lead a development programme, supported with policy and practice toolkits to ensure reflective models are utilised and applied across our workforce not only in supervision, but in the delivery of our Strengths Based Approach.

2.9 Workforce Development

This section will describe the methodologies we will apply to develop a workforce that is skilled in managing and dealing with current and future challenges, and the

strategic aims of the service and council. This will only be possible through developing a culture of learning that involves and is shaped by colleagues

The methods in which we achieve this model will be multi-faceted; from creating a feedback cycle in the Individual Performance Review process to service based Training Needs analysis exercises. We want the User experience to shape and be at the centre of practice based training and development programmes.

2.10 Training and Learning Programme

This section will outline the current mandatory training for each role within our service. The programme is managed and delivered or procured through our in-house Workforce Development & Quality Assurance Team. The programme ensures our workforce complete all mandatory, statutory, and core training required for their roles.

2.11 Apprenticeships

This section will outline the current approach and further development of the programme – to include a new programme of apprenticeships for social work degrees that will be more accessible to our lower paid workforce, plus a broader offer of apprenticeships

2.12 Digital Skills

This section to outline the importance of digital skills, the approach to understanding the skill set of our current workforce, and a focused programme to increase skills. This should include a link to exploring different ways of working with our citizens, and creative approaches to support doing things differently.

2.13 Policies, procedures and guidance

In order to practice and make autonomous decisions, our workforce need to understand what is expected of them, and what they can expect of colleagues and supervisors

Adult Health and Social Care have initiated a review of all existing Policy and Procedures to assess if they are fit for purpose, require review, or where there are gaps. The Implementation plan will describe the breadth of work required to ensure this. This section will also include the outcome of the DMA review and a summary of any proposals drawn from that review.

2.14 Recruitment & Retention

This section will outline how we will consistently attract, recruit, develop, reward, and retain talented people, who want to work for us. It will describe how we will create the conditions to support and retain our workforce talent, developing an inclusive culture. This will include ;

- **Pay & Progression**

This will identify the requirements for progression between grades, and the arrangements for signing off progression. We will develop at pace proposals for Registered Social Workers and Occupational Therapists where recruitment and retention issues are significantly impacting upon our service

- **Career Development;**

Identifying opportunities for all our colleagues to develop through opportunities such as promoting the rotation policy to allow colleagues to broaden their experience and knowledge without leaving the service; offering opportunities for our non -registered colleagues to develop their careers through Grow your Own or apprenticeship programmes

- **Collaboration**

We are already collaborating with external partners via the DWP, to offer interviews and work experience to potential candidates completing Sector-Based Work Academy Placements (SWAPs) in Health and Social Care, as well as the department's ongoing involvement in the Pathways to Health and Social Care project (run by Nottingham Jobs). We will build on the success of this programme in providing employment opportunities to the citizens of Nottingham

2.15 Recovery

For many Adult Social Care Practitioners the COVID Pandemic brought challenges never previously experienced both professionally and personally. This section will describe how we will focus on supporting colleagues:

- Emotionally – including recognition of the impact of the experience and exploring trauma informed recovery models
- Practical support – ensuring that equipment and resources are mobilised to support new ways of working
- Reflection – learning from experiences and innovative ways of working
- Reconstruction – moving from learning to actions and building a 'new normal'

2.16 Governance & Quality Assurance

The Strategy and Implementation plan will be monitored by the newly established Workforce Strategy Programme Board. Part of the Terms of Reference for the Board will be to decide upon the Quality Assurance methodology to measure success and risks of the Implementation Plan.

The key measures will include;

- Date including staff turnover
- Feedback from colleagues
- Analysis of Exit Interviews

2.17 Equality, Diversity & Inclusion

The Strategy and Implementation plan will be monitored by the newly established Workforce Strategy Programme Board. Part of the Terms of Reference for the Board will be to decide upon the Quality Assurance methodology to measure success and risks of the Implementation Plan and ensure the Strategy meets the Key Action's from the Race at Work Charter 2021 Calls to Action

- Capture ethnicity data and publicise progress
- Make clear that supporting equality in the workplace is the responsibility of all leaders and managers
- Take action that supports ethnic minority career progression

Next steps

- **Consider & collate any views, information and from Scrutiny members**
- **Finalise the Strategy**
- **Seek ratification from the Peoples Leadership Team**
- **Produce a prioritised Implementation plan 2022 - 2025**