

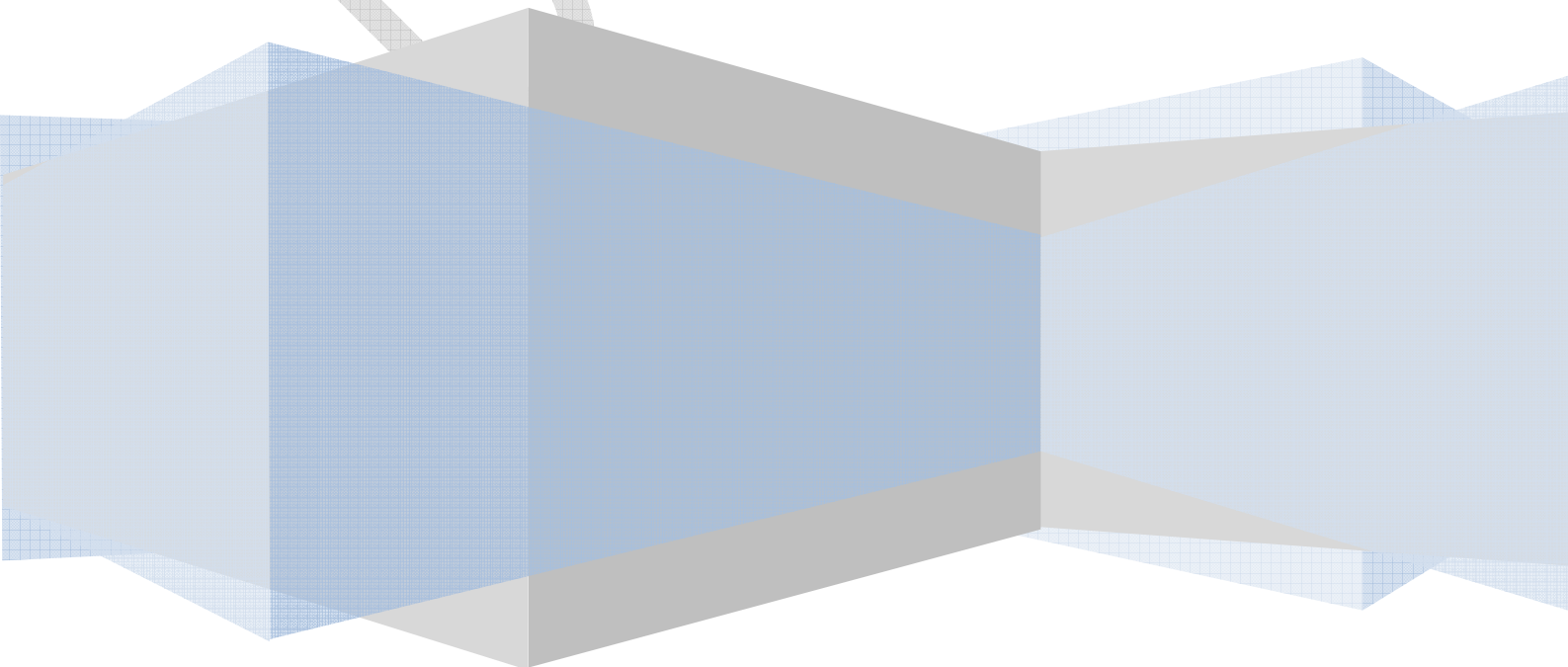
Annex 1

York Adult Care Workforce Development Strategy

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2012–2015

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FOREWORD



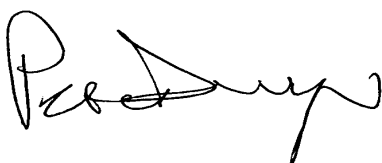
As the statutory Director for Adult Social Services in York, I have a clear responsibility for the quality of adult social care services delivered across the statutory, independent and voluntary sector. Our success in delivering quality services is fundamentally dependent upon the quality of our workforce and as a result I am really pleased to be able to introduce Yorks first adult care workforce strategy.

In these difficult economic times, it is even more important to ensure people within our communities receive the support and care that they need. This relies on the tens of thousands of people who are providing care and support in our communities, both paid and unpaid. As a partnership we are committed to supporting and developing this workforce to ensure that they continue to be able to deliver services with care, compassion and imagination. I hope that this document is easy to read and demonstrates our commitment to releasing the potential of this workforce.

We know that there are many challenges ahead, with difficult financial times, and an ageing population. People living longer is welcomed and older people should not be viewed as either a burden or as simple recipients of services. However we also know that the numbers of people with dementia and long term conditions is set to rise dramatically. We have seen great progress in creating more tailored, less institutionalized packages of support across all customer groups but more is still to be done. The needs and expectations of the public are changing with an increased focus on the personalisation of services and on autonomy, independence and self directed support. This will mean that our workforce requires a different and expanding range of skills.

Whilst the development of this strategy has been led by City of York Council, this is a partnership document, led by a multi agency workforce board. Delivering truly person centred care involves working in partnership across different sectors and with families, carers and communities. Let's respect professional disciplines but also ensure that there is a seamlessness to delivery. The ambitions set out in this strategy will only be achieved if we work together, sharing resources, skills and expertise.

I look forward to working together to make the ambitions set out within this strategy a reality.



INTRODUCTION

Our vision is to improve the quality of people's lives in York by developing a skilled, confident and competent social care workforce who are able to deliver truly person centred care. We want a workforce who can work in partnership with carers, families and communities to support individuals to retain and regain their independence, providing care and support with skill, compassion and imagination.

We will achieve this through:

1. A skilled and competent workforce
2. Working together
3. Strong and effective leadership
4. Knowing what we need from our future workforce

*Putting People First*¹ set out the need to put choice and control into the hands of people who use adult social care. It called for services to fit around the needs, preferences and choices of individuals and work in partnership with the care they may receive from family and friends. This personalisation of services will mean that the workforce requires a different and expanding range of skills to meet the changing needs and expectations of people who use services.

Throughout this document we refer to the adult social care workforce in York. This includes anyone who supports York citizens with their care and support needs, both paid and unpaid. This is a very diverse workforce including organisations in the voluntary, statutory, private and independent sectors as well as unpaid carers and staff employed directly by individuals receiving direct payments.

The aim of this strategy is to set out our commitment to this workforce and to ensuring that its members have the support, information and skills they need to meet the needs, choices and preferences of those they work with and support, both now and in the future.

¹ 'Putting people first: a shared vision and commitment to the transformation of adult social care' (DoH, Dec 2007)

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_081118

The population demographics show us that the workforce to deliver these services will need to grow in the next few years and beyond:

- For the first time in our history there are more people over 65 than under 16;
- By 2036 the number of people over 85 will rise from 1.055m to 2.959m;
- By 2025 there will be 42% more people in England aged over 65;
- The number of people with long term conditions will rise by 3m to 18m;
- The number of people with dementia is expected to double over the next 30 years;
- The number of people over 50 with learning disabilities is projected to rise by 53% by 2021.

In York it is a similar picture with the over 70 population expected to rise by 40% by 2020 to nearly 30,000².

The Government produced *A vision for adult social care: Capable communities and active citizens*³ in November 2010. This vision sets out how the Government wishes to see services delivered for people; a new direction for adult social care, putting personalised services and outcomes centre stage. This is built on seven principles:

1. **Prevention:** empowered people and strong communities will work together to maintain independence. Where the state is needed, it supports communities and helps people to retain and regain independence.
2. **Personalisation:** individuals not institutions take control of their care. Personal budgets, preferably as direct payments, are provided to all eligible people. Information about care and support is available for all local people, regardless of whether or not they fund their own care.

² Data from the York Joint Strategic Needs Assessment 2010

³(DoH, Nov 2010)

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_121508

3. **Partnership:** care and support delivered in a partnership between individuals, communities, the voluntary and private sectors, the NHS and councils – including wider support services, such as housing.
4. **Plurality:** the variety of people’s needs is matched by diverse service provision, with a broad market of high quality service providers.
5. **Protection:** there are sensible safeguards against the risk of abuse or neglect. Risk is no longer an excuse to limit people’s freedom.
6. **Productivity:** greater local accountability will drive improvements and innovation to deliver higher productivity and high quality care and support services. A focus on publishing information about agreed quality outcomes will support transparency and accountability.
7. **People:** we can draw on a workforce who can provide care and support with skill, compassion and imagination, and who are given the freedom and support to do so. We need the whole workforce, including care workers, nurses, occupational therapists, physiotherapists and social workers, alongside carers and the people who use services, to lead the changes set out here.

In support of this Vision, Skills for Care produced the national adult workforce development strategy in May 2011: *‘Capable, Confident, Skilled – A workforce development strategy for people working, supporting and caring in adult social care’*.⁴ This workforce development strategy is intended to support workforce commissioning, planning and development to meet the new vision and priorities in adult social care.

For further information about the national policy context, please see appendix 1.

⁴http://www.skillsforcare.org.uk/workforce_strategy/workforcedevelopmentstrategy/workforce_development_strategy.aspx

THE ADULT SOCIAL CARE WORKFORCE

The adult social care workforce in York includes anyone who supports York citizens with their care and support needs, both paid and unpaid. This is a very diverse workforce including organisations in the voluntary, statutory, private and independent sectors as well as unpaid carers and staff employed directly by individuals receiving direct payments.

A number of key points about the workforce stand out, both nationally and regionally:

- In 2009, the paid adult social care workforce in England was estimated to be about 1.6 million⁵. This is an increase on previous years and it is predicted to grow even more quickly to meet increased demand;
- Over two thirds of adult social care jobs (69%) are within the private and voluntary sectors;
- It is estimated that there are 6 million people nationally providing unpaid care for friends and relatives;
- Staff employed in residential settings still make up nearly half of the workforce – the growth in Personal Assistants is not predicted to change this as they will impact primarily on home care provision;
- The number of Personal Assistants is expected to grow significantly with some predicting a nine fold increase by 2025;
- Nationally there are over 40,000 provider establishments. Adding in the 114,500 recipients of direct payments takes the total to 154,000 local units of employment;
- Adult social care is dominated by small businesses. Over 30,000 (74%) of the 40,600 local units have fewer than 20 employees, and 21,670 (53%) have fewer than ten;
- The care workforce is unrepresentative of the general working population with regard to gender and age balance.

As the workforce is so diverse, it is very difficult to estimate its size and make up. In the future, the National Minimum Data Set for Social Care (NMDS SC) will provide more comprehensive and reliable workforce data both nationally and locally. The need to

⁵ State of the Adult Social Care Workforce, Skills for Care, 2010

improve the quantity and quality of information available on the NMDS–SC for the City of York is a key priority of this strategy.

In May 2011, 53 City of York establishments had submitted data to NMDS–SC (excluding City of York Council). Some of the key findings from that data are shown in the table below:

Total number of staff employed	1,688 (1646 permanent)
Total number of staff including others (pool staff, volunteers)	1954
Turnover rate	24%
Leaver destinations	51% destination not known, 16 % stay in the sector, 4 % go into retail, 6 % go into health
Gender	78% female workforce
Age	53% of workforce is 40 and over, with 27% aged between 20 and 29.
Ethnicity	59% white, 2 % mixed, 3% Asian or Asian British, 2% Black or Black British, 1 % other, 33% not known or not recorded
Median salary of Care Worker	£6.50 per hour
Working Hours	40% full time, 32% part time, 10% not recorded
Qualifications	53% Registered Managers have a registered manager qualification. 7% are working towards. 18% Care Workers have achieved a level 2 qualification or higher. 8% are working towards

Locally, the following information gives an indication of the size and breadth of the workforce:

- There are currently 179 organisations registered with the Care Quality Commission (CQC) in York. There are likely to be hundreds more unregulated organisations,

many of whom are part of the voluntary sector. York CVS have approximately 109 voluntary and community organisations within their mental health, older people and learning disability forums. The number of voluntary organisations working with adults in York is likely to be much higher than this. A recent study by 'Involve Yorkshire and Humber' estimates that for every 100 registered charities there are a further 90 unregistered third sector organisations.

- The Independent Living Scheme currently process wages for 299 Personal Assistants. Again, this number will be higher as the Independent Living Scheme will not process wages for all Personal Assistants in the City.
- There are approximately 18767 unpaid carers in York.

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THE STORY SO FAR

Community Facilitators – have been working to develop and support existing community options to help individuals to connect more actively with their own communities.

They have supported work looking at Time-banking– where people can offer time, skills and expertise in exchange for another persons time.

A Community Directory has also been developed that can be accessed by the community and professionals to help to ensure that community resources are utilised when meeting peoples support needs.

Care Management Re-script – this is a time limited pilot that looked at simplifying the personalisation process for people with less complex needs so that they get a more proportionate response to meeting their needs. There has been a link to the work of the Community Facilitators so that where possible people are exploring community options and support from other people who have similar support needs and are keen to help others in a similar position.

Personalisation and Personal Budgets – There has been a drive over the last 18 months to bring about a move to offer all customers a Personal Budget – sometimes called a direct payment. A range of information has been developed under the My Life My Choice banner to help people understand this approach.

Carers Strategy – The York Carers Strategy 2009–11 is currently been revised and reviewed. Its aim is to promote the valuable work done by carers and to improve the way City of York Council and its key partners identify carers and ensure they have access to information and support. Some key achievements in relation to workforce development so far have been the development of e learning tools to provide basic carer awareness training to staff and awareness raising training with library staff.

Workforce Development – The Workforce Development Unit for Adults, Children and Education within City of York Council was established on the 1st April 2011. The Unit has continued to offer a range of high quality learning and development opportunities to the adult social care workforce. The Unit has been heavily involved in developing this strategy and will have a key role in its delivery.

Care Alliance for Workforce Development (CAWD) – This partnership of local employers, training providers and support organisations formed in 2008 as one of the Skills for Care sub-regional partnerships. It is actively supported by City of York Council and North Yorkshire County Council. CAWD aims to support employers in developing their managers and staff and to improve the knowledge and skill levels in adult social care thereby raising the quality of services for people who use them and their carers in York

and North Yorkshire. The partnership has been responsible for developing a large number of initiatives in response to identified need across York and North Yorkshire. These include the Care Ambassador scheme, an e learning project, Life Story work and leadership and management development opportunities.

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OUR VISION FOR THE ADULT SOCIAL CARE WORKFORCE IN YORK

Our aim is to improve the quality of people's lives in York by developing a skilled, confident and competent social care workforce who are able to deliver truly person centred care and support. We want a workforce who can work in partnership with carers, families and communities to enable individuals to retain and regain their independence, providing care and support with skill, compassion and imagination.

Underpinning this vision are the following principles and values:

Prevention – we recognise the impact of preventable crises upon health and wellbeing outcomes for individuals and families. We are therefore committed to ensuring access to activities and support that maintain good health for as long as possible, enabling people to live independently for longer. Wherever possible our focus will be to ensure that early support is available with a focus on retaining and regaining independence for individuals, working in partnership with families and communities to achieve this.

Personalisation – all workforce development activities will be underpinned by the principles of personalisation, ensuring that services and support are shaped and delivered in a way that is centred around the needs, preferences and choices of the individual.

Involvement and Engagement – the views and experiences of the organisations and staff within the social care sector will continue to inform the ongoing development and implementation of this strategy. The engagement and involvement of those who use services and their families and carers will remain at the heart of workforce development so that any actions delivered as part of this strategy ultimately lead to an improvement in services and support for individuals and their families.

Partnership and Integrated Working – working in partnership is key to improving care and support. We hope to strengthen partnership working across the workforce, whilst also ensuring that individual specialisms, backgrounds and experience are understood, respected and valued.

Equality and Diversity – we will promote the principles of equality and diversity, promoting inclusive practice and respect for the beliefs, culture, values and preferences of individuals. We acknowledge that ensuring equality of access to support can mean working in different and creative ways and that we are more likely to achieve this by having a workforce that reflects the diversity of the people it serves.

Safeguarding – safeguarding adults is everyone’s responsibility. Through this strategy, we are working to ensure that all organisations and individuals fully understand their responsibilities for safeguarding adults and are committed to ensuring that people are safe in our care and in their local community. However we also recognise that risk is not an excuse to limit people’s freedom, preferences and choices. Working in a person centred way involves enabling people to take positive risks.

Personal and professional development – is key to ensuring the development of a competent, confident and skilled workforce. Through the implementation of this strategy we will work to ensure that the workforce has access to high quality personal and professional development opportunities.

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PRIORITIES FOR THE ADULT SOCIAL CARE WORKFORCE IN YORK

1. A SKILLED AND COMPETENT WORKFORCE

WHERE WE WANT TO BE:

Workforce development is key to ensuring that the workforce is capable, confident, skilled and able to deliver person centred, preventative and risk enabling support both now and in the future. This will require people to continue to develop, learn new skills, work in different ways and in different contexts.

WE WILL ACHIEVE THIS IF:

- Members of the workforce understand what it means to work in a person centred way, supporting people to meet their aspirations, goals and dreams. There is a common focus on retaining and regaining independence for individuals wherever possible;
- Workers routinely work in partnership with other services, those who use services, communities, families and carers in the planning and delivery of support. An individuals own strengths and networks are taken into account when support planning;
- Everyone in the workforce understands their responsibilities in relation to safeguarding adults, has been appropriately trained and knows what to do if they have any form of concern. However risk is not used as an excuse to limit people's freedom, choices and preferences;
- Effective mechanisms are in place to identify learning and development needs across the workforce in relation to performance and competence. This is driven by the views and needs of those who use services;
- Innovative and creative learning and development solutions are developed to meet these needs, driven by the involvement and views of the workforce and those who use services and their families and carers;
- Those who use services, families and carers have confidence that the people they work with have the skills, confidence and knowledge to support their needs, preferences and choices;
- All staff, regardless of their role, are valued and recognise their own contribution to improving people's lives;
- Workers feel empowered and supported to use their own professional judgment in order to drive continuous service improvement;
- Individual employers are supported to ensure that personal assistants are appropriately skilled and competent and able to meet their needs, preferences and choices;

- Innovative mechanisms are developed to support the retention of personal assistants.

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2. WORKING TOGETHER

WHERE WE WANT TO BE

We want a diverse and vibrant social care market where organisations and individuals across sectors feel part of a wider workforce, regularly working in partnership with each other and with friends, families and communities to provide truly person centred care and support.

WE WILL ACHIEVE THIS IF:

- Common standards across the workforce are agreed and embedded within commissioning arrangements;
- The variety of people's needs is matched by diverse service provision, with a broad market of high quality service providers, including community and social activities;
- We have a reliable profile of the size, scope and make up of the adult social care workforce in York through increased promotion and use of NMDS -SC and improved communication and joint working across sectors;
- Workers have information about the range of services available to the people they support and have a clear mechanism for feeding in any gaps in services to commissioners;
- Opportunities for joint learning, service development and sharing best practice across sectors are maximised;
- The workforce are skilled and confident in understanding and meeting carers needs;
- Learning and development opportunities reflect the views and needs of those who use services;
- Children's and adults services work closely together in supporting the transition between services to ensure support is well planned, timely and meets the needs, choices and preferences of the individual;
- Robust arrangements to understand and meet workforce development needs across the social care workforce include those of communities, families and carers;
- An individuals strengths and networks are routinely identified, valued and utilised in the planning and delivery of support;
- All individuals are enabled to participate, influence and express their views, needs and choices;
- Workers know what community capacity building is and how it enhances independence and safety. Community capacity building is an essential part of their skill set;

- Volunteering is seen as a community asset and employers are supported to recruit, induct, train and support volunteers to add value to services and provide support in local neighbourhoods.

3. LEADERSHIP

WHERE WE WANT TO BE:

Leaders and managers across all sectors have the skills, experience and qualifications they need to fulfil their role effectively and to develop and adapt their team, organisation or business to meet the changing needs and expectations of those with whom they work. Clear career pathways, learning, qualifications and progression routes are in place for aspiring, new and established leaders, managers and commissioners.

WE WILL ACHIEVE THIS IF:

- A core set of competencies for leaders and managers are agreed. The skills of existing and aspiring leaders are mapped against these competencies and development opportunities are planned to address any gaps;
- There is a cross sector approach to the development of leadership and management and opportunities for shared learning and development across sectors are maximised;
- There is a shared understanding and commitment to the transformation agenda amongst all leaders and managers across sectors. All leaders and managers are committed to a focus on retaining and regaining independence for individuals, working in partnership with families and communities to achieve this ;
- There is appropriate management and leadership capacity and capability across the sector;
- Leaders and managers have the skills to support staff and to assess staff competence on a regular basis, using a broad range of mechanisms and solutions to support staff learning;
- Leaders and managers have the skills to work in partnership with those who use services, communities, families and carers in the development and transformation of services;
- Leaders and managers have the skills and confidence to manage and lead change, ensuring that staff are equipped to deal with change and have opportunities to explore new and developing ways of working and different working environments;
- Leaders and managers have the skills to develop and adapt their team, organisation or business to meet the changing needs and expectations of those with whom they work;

- Managers are skilled in providing high quality supervision for staff and in developing and encouraging reflective practice.

4. FUTURE WORKFORCE

WHERE WE WANT TO BE:

Careers within adult social care have a high and positive profile across the City, particularly with young people. Managers are skilled in effective recruitment processes and innovative ways of increasing retention rates within the sector are explored and embedded.

WE WILL ACHIEVE THIS IF:

- Individuals who choose to employ their own personal assistants have access to advice, support and information to support them in their role as an employer;
- Careers within adult social care have a positive profile across the City;
- The use of common induction standards and common core principles is expanded to support new and emerging employers across the sector;
- Effective and consistent induction is in place across the workforce as a basis on which to build a workforce that can implement person centred, preventative and risk enabling support;
- Young people have opportunities to find out about, and experience different careers within adult care, building on the success of the care ambassador programme;
- There are clearly defined roles and career pathways that make it easy for workers to see the range of options and possibilities. People know how to enter the workforce, what type of jobs there are, how to progress and what experience or qualifications they need;
- Creative retention initiatives are promoted across the sector;
- Good practice in recruitment and retention is tailored appropriately to those providing additional unpaid support, e.g. volunteers;
- Across the workforce there is a consistent and high quality approach to recruitment processes, including the involvement of those who use services, their families and carers at all stages;
- There is a clear understanding of the future skills needs of the workforce and plans in place to provide opportunities for the workforce to gain these skills.

DELIVERY OF THE STRATEGY AND MONITORING PROGRESS

An Adult Care Workforce Strategy Board will be established to oversee the development and implementation of this strategy. Terms of reference and membership can be found at appendix x.

In order to achieve the ambitions set out in this strategy, all partners will need to work together to share resources, skills and expertise in order to improve services and avoid duplication. Many organisations already invest heavily in workforce development across the adult care sector and there are various funding streams available to support this work. It will be the role of the new Adult Care Workforce Strategy Group to ensure that resources are maximised across the partnership to achieve the ambitions set out in this document.

This workforce strategy group will report directly to the Adult Commissioning Board, which in turn reports to the York Health and Wellbeing Board (tbc).

There will be links and lines of communication with other relevant partnership groups including:

- York Carers Strategy group
- York Safeguarding Adults Board
- York and North Yorkshire Dementia Workforce Strategy Group
- York Dementia Working Group
- End of Life Strategy group
- The Care Alliance for Workforce Development
- North Yorkshire Adult Integrated Workforce Board

APPENDIX – NATIONAL POLICY CONTEXT

BIG SOCIETY

This concept, championed by the Coalition Government, is the foundation of many of the recent Government policies and sees a greater emphasis upon:

- Community Empowerment – devolution of power to communities;
- Social Action – fostering and supporting a new culture of community involvement;
- Public service reform and supporting co-ops, mutuals and social enterprise – opening up public service to new providers.

THINK LOCAL ACT PERSONAL⁶

This sector-wide commitment to moving forward with personalisation and community-based support calls on councils and their partners to develop and facilitate workforce skills and activity to help people use their personal, family and community capacity.

The principles of personalisation remain at the centre of this change, underpinning a leaner, more outcome focussed and outward facing role for the public sector. The overall aim is to secure a shift to a position where as many people as possible are enabled to stay healthy and actively involved in their communities for longer and delaying or avoiding the need for targeted services. Those however who do need such help, including many people at the end of life, should have maximum control over this, with the information, means (financial and practical) and confidence to make it a reality.

PRACTICAL APPROACHES TO IMPROVING THE LIVES OF DISABLED AND OLDER PEOPLE BY BUILDING STRONGER COMMUNITIES⁷

This briefing, published in November 2010, sets out why building strong and resilient communities is a key component of social care transformation. It aims to make community capacity building integral to personal budget support plans and the redesign of all personalised services. The document highlights the need for:

⁶ A sector-wide commitment to moving forward with personalization and community-based support January 2011, http://www.thinklocalactpersonal.org.uk/_library/Resources/Personalisation/TLAP/THINK_LOCAL_ACT_PERSONAL_5_4_11.pdf

⁷ (DoH, Nov 2010) http://www.thinklocalactpersonal.org.uk/_library/PPF/NCAS/Practical_approaches_to_Building_Stronger_Communities_12_November_2010_v3_ACC.pdf

- Secondments/staff exchanges or free/subsidised access to public sector training for voluntary organisations;
- Developing different skills sets for staff including personal assistants and the wider social care workforce – including skills in facilitating community connections;
- Working with providers to encourage and help them to build community capacity as core to their service offer;
- Removing barriers that get in the way of the contribution of small enterprises or charities.

In order to achieve the vision the document suggests the use of tools such as neighbourhood workforce planning, community skills development and neighbourhood apprenticeships.

LIVING WELL WITH DEMENTIA. A NATIONAL DEMENTIA STRATEGY⁸

This strategy is particularly significant due to the projected increase in the number of people with dementia over the coming years. The aim of the Strategy is to ensure that significant improvements are made to dementia services across three key areas: improved awareness, earlier diagnosis and intervention, and a higher quality of care. A core component of the strategy is the development of a skilled workforce, which is able to communicate effectively with people with dementia and their carers, and to support them to live well with dementia.

END OF LIFE CARE STRATEGY – PROMOTING HIGH QUALITY CARE FOR ALL ADULTS AT THE END OF LIFE⁹

The Government has published the End of Life Care Strategy – promoting high quality care for all adults at the end of life which is the first for the UK and covers adults in England. Its aim is to provide people approaching the end of life with more choice about where they would like to live and die. It encompasses all adults with advanced, progressive illness and care given in all settings.

⁸ (DoH, Feb 2009)

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_094058

⁹ (DoH, July 2008)

http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_086277

This document sets out the Government's response to the consultation on the implementation of the White Paper, *Equity and excellence: Liberating the NHS*, and its accompanying consultation documents.

It describes how the Government has developed its plans in the light of consultation and gives further detail on the NHS reforms and a timetable for implementation. The document also explains how the consultation has shaped the Health and Social Care Bill, planned for introduction in January, reaffirming the Government's commitment to reforming the NHS so that it:

- puts patients right at the heart of decisions made about their care;
- is focused on delivering health outcomes that are comparable with, or even better than, those of our international neighbours;
- puts clinicians in the driving seat on decisions about services.

The resulting changes will mean the establishment of new local GP consortia that will be responsible for planning and commissioning local health services. Local authorities will take on new public health roles and new Health and Wellbeing Boards will be established to bring together councillors, clinical commissioning groups and local communities to ensure patients and the public experience more joined-up health and care services in the future.

¹⁰ DoH, Feb 2011) http://www.dh.gov.uk/en/Healthcare/LiberatingtheNHS/DH_122624