



Nottinghamshire
County Council



Nottingham
City Council

Joint Adult Social Care Workforce Strategy 2010-2015

A Strategic Vision



Working to Deliver Excellent Social Care in
Nottinghamshire County and Nottingham City

JOINT ADULT SOCIAL CARE WORKFORCE STRATEGY 2010 – 2015

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A SEPARATE DOCUMENT IS AVAILABLE ON WORKFORCE DATA WHICH INCLUDES:

- Important National Strategies and the Local Social Care Workforce
- Analysis of Data and Implementation of Strategic Outcomes
- Informing the Implementation of the Workforce Strategy
- What the Previous Strategy Achieved
- National Demographics and Workforce Analysis
- Analysis of Current Demographic Profile in Nottinghamshire
- Worker Roles and New Types of Working

This document is available from:

www.nottinghamshire.gov.uk/workforceplanning.htm

1. Foreword



David Pearson



Michael Williams

It gives us great pleasure to launch this Workforce Strategy, which builds on the success of our 2008/2010 strategy document and we look forward to working with you, service users and carers to ensure that this is delivered.

We are experiencing changing times in adult social care as we enter the final year of the three year development of Putting People First, with the implementation of a whole new system for adult social care. This includes a new approach to the delivery of universal services, strong and supportive communities, prevention and early intervention and choice and control in personal budgets.

The national economic situation requires us to make sure that we are making good use of every penny available to us in delivering high quality services, whilst making sure that people are absolutely central to the delivery of this vision. This is essential if we are to achieve the vision promoted by the strategy of Putting People First.

Adult Social Care and Health in Nottinghamshire County and Nottingham City depends on having 20,000 staff, working across more than 500 organisations, working within a budget of £305 million. These highly trained and committed individuals are driven by the needs and aspirations of users and carers and are passionate about what they do. In producing a joint strategy we will be able to make best use of our resources to support and develop a workforce and a care 'market' that spans the geographic boundaries between the two authorities.

This strategy builds on lessons learned over the past two years and incorporates feedback from a very successful consultation event that took place on 5th February 2010 and was well attended by the independent care providers, service users and carers. It has also received contributions from other local authority departments, health networks and stakeholder organisations. The achievements of our previous strategy are presented in Section 4 of the document 'Workforce Data'.

This document is the culmination of the work of the Workforce Planning Strategy Board and for this our thanks go to the representatives from Nottinghamshire County, Nottingham City, Health and independent Home Care and Care Home service providers. We would like to thank everyone involved for their work in producing this document.

David Pearson

Corporate Director, Adult Social Care and Health
Nottinghamshire County Council

Michael Williams

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2. Introduction

Workforce planning is a key and very effective means of identifying and developing the competencies that are required in the workplace to achieve the strategic goals. Used well it is an excellent quality monitoring and improvement tool.

This document delivers the five year Adult Social Care Workforce Strategy for Nottinghamshire County and Nottingham City Councils from 2010 to 2015. It sets out the vision, aims, outcomes and values that will enable the social care workforce to respond to changing operating and service delivery models as they transform to deliver the personalisation of services. This transformation depends on the revision of service delivery models. A process must be developed to ensure that the needs of the service user are, and continue to be, at the heart of service delivery. Once the service delivery models are determined, using this process, then the skills of the workforce can be developed to ensure the excellent standard of service required is achieved. Throughout this strategy 'the social care workforce' refers to people employed by the local authority and those who work with us, from the private, voluntary and independent sector, to provide our care services, including new work roles such as Personal Assistants (PAs).

Nottinghamshire County Council and Nottingham City Council's Adult social care functions contract jointly with many of the care providers across the region and continue to deliver to a joint workforce strategy within the sector. Together we continue to work closely with Nottinghamshire Primary Care Trust to ensure that the workforce strategies for social care and health within the region link together to provide a 'joined up' response to the needs of people and their carers. The move toward the delivery of more health care services in the independent sector requires providers to consider new ways of working and to review the skills and qualifications required to develop new care and support roles. Planning for future training and development across social care and health must be responsive to this challenge.

This strategy identifies the workforce planning and development cycle that will ensure we have the right number of people, with the right skills, to achieve the objectives identified through the annual business planning process. It will be implemented through an annual workforce plan that describes how the workforce planning function in each authority will design and deliver training, how it will focus on support initiatives, and the toolkits that will be developed during the forthcoming year. These resources will then be available to help service areas and providers of care to design their own business plans, develop the skills of their workforce and deliver the services identified to meet the current and future needs of service users, in line with the region's annual workforce plan.

This strategy will be reviewed annually to ensure that it continues to identify and respond to the political, economic and social situation. Progress against our outcomes will be reported annually and we are mindful of Department of Health plans to:

"... develop an Adult Social Care Workforce Compact. This is a new agreement and agreed way of working between the Department of Health and its main social care workforce partners setting out the contribution that each of us will make to delivery, maintaining the co-production of Putting People First, and setting out specific short, medium and long-term actions to take implementation forward."

Development of this compact will be considered at each annual review of the strategy.

3. Our Strategy

Our Vision

The vision of the Nottinghamshire County and Nottingham City Councils for 2015 is to set out a workforce strategy for adult social care provision in which:

“People are entitled to have choice and control over services that support their independence and wellbeing; to be served by a skilled and socially inclusive workforce that promotes dignity and respect; within an accessible and affordable marketplace”.

Our vision includes:

- the development of a workforce that provides excellent social care for service users, consistently and creatively, underpinned by an infrastructure that supports all carers, both employed and voluntary, to provide services in a skilled, dignified and person-centred way.
- the promotion of social care as a career option, in schools and colleges, with routes to relevant qualifications well established.
- the development of ‘New Ways of Working’ across a wide range of care roles, with scope for progression, in knowledge and responsibility, across the diverse workforce.
- the creation and continual development of services and operating models designed by service users by focusing on their input and priorities as the key drivers.
- the efficient and effective use of our funds through the establishment of protocols to ensure they are being spent where it is most needed to achieve a competent workforce.

This vision will be supported by systems and procedures that are joined up across sectors - local authorities, health, emergency and community services - and the ‘customer process’ will be flexible and fit for purpose.

Our Aims

The workforce strategy aims to provide information that is central to the needs of service users and carers and will guide those involved in the delivery of care and enable them to develop their annual workforce plans. It identifies:

- that the needs and aspirations of service users and carers are paramount and dictate the skills required by the workforce in order to meet them.
- the national strategies and how they help shape the vision for best practice within the different service areas.

- the processes that, through commissioning strategies, fundamentally support best practice, the adoption and implementation of which will lead to excellent outcomes, nationally and locally.
- the national demography relating both to the workforce and to the users of social care services, showing how this is reflected in our region.
- the underpinning people-centred processes that will enable employers to attract, develop, retain and motivate individuals and teams of employees to match the expectations of their customers.

Our Outcomes

This workforce strategy sets out the vision for social care in 2015, which will be measured by four key outcomes, each one is driven by the personalisation agenda set out by 'Putting People First' and recognises the service user as being at the heart of these processes. These outcomes have been identified through the workforce planning, development and consultation activities carried out with service users and care providers and through the business planning interventions carried out by the local authorities. The outcomes for this strategy are:

1. Strategic Outcome One – A Skilled Social Care Workforce

To develop a social care workforce that has the skills to deliver an excellent standard of flexible and responsive care for people and their carers and that is able to meet the growing and changing needs of service users in a proactive way through adopting a process of Continuing Professional Development.

2. Strategic Outcome Two – Increased Capacity in the Social Care Workforce

To increase capacity within the workforce by ensuring that social care is seen as a career of choice.

3. Strategic Outcome Three – Quality Standards and Best Practice Frameworks

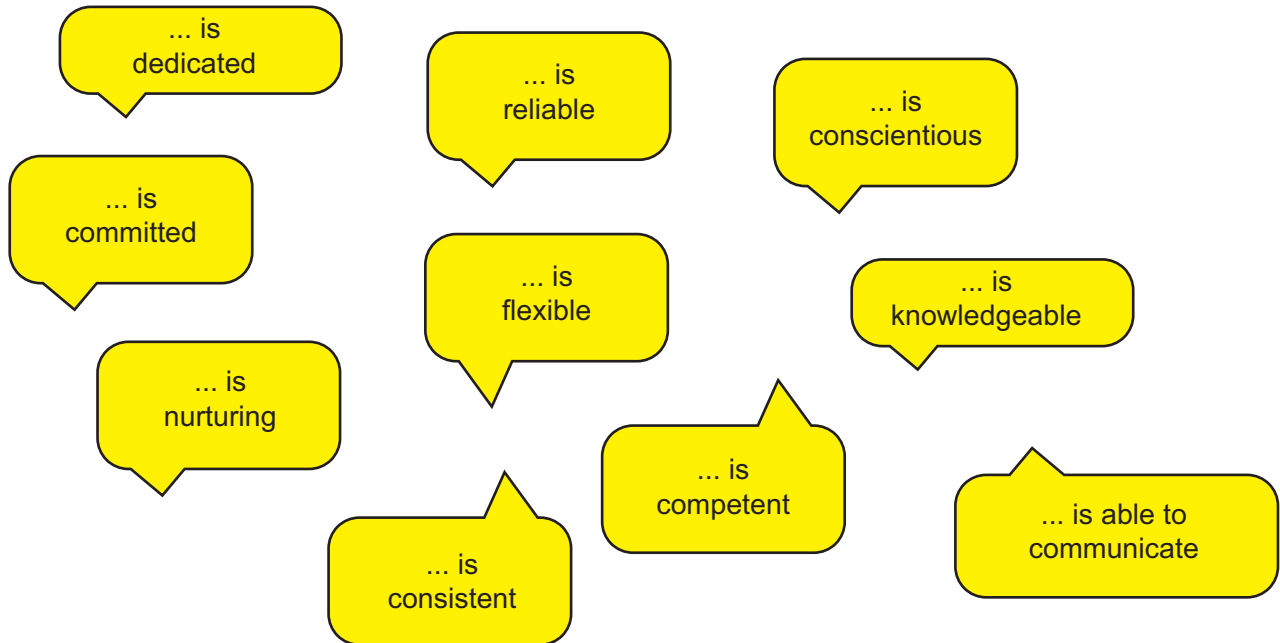
To ensure that providers of social care are given the necessary information and support to embrace best practice in their employment of staff, maintenance of health and safety within their environment, and in the delivery of personalised care.

4. Strategic Outcome Four – New Ways of Working

To ensure that the workforce strategies within social care, health and other stakeholder organisations work together to make best use of resources and to promote the interests of people and their carers.

Our Values

People who use services have told us they want a workforce that:



Our value statement is directly informed by this:

"People are entitled to be served by a socially inclusive workforce, that promotes dignity and respect, and that has the skills to support independence and choice."

In designing our strategy and developing our implementation plans, we will support the workforce to meet people's needs in the way that they choose.

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