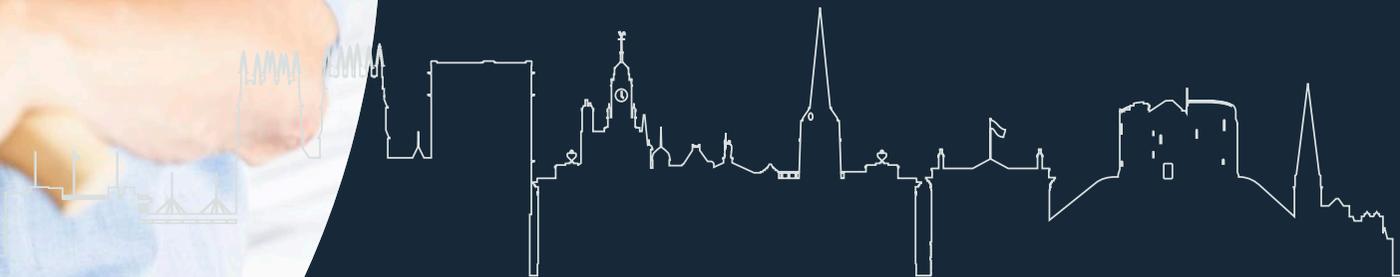




City of York Council
**Adult Social
Care Workforce
Strategy**
2023/24



*Exceptional
care,
fantastic
careers*

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Foreword

The Adult Social Care workforce is the foundation of the care industry and is essential to providing individuals in need with high-quality care. The core of our work is ensuring that there is an adequate number of staff members who have the knowledge and compassion to care for the individuals they help.

Social Care professionals have been at the forefront of the most serious public health crisis in recent memory during the COVID outbreak. Despite numerous difficulties, including implementing infection control procedures and serving as a crucial source of comfort for those unable to spend time with their loved ones, care workers across York continued to provide care in a committed and professional manner throughout the pandemic.

We in York are proud of our social care workers and understand how crucial it is to make sure each employee feels appreciated and supported. The City of York Council works to make sure that the social care staff has the knowledge, skills, and resources necessary to be able to respond to these changes given the constantly evolving

nature of adult social care and the rising demand for services. This strategy outlines the actions we'll be taking to collaborate with care providers and develop a workforce that is both large enough and skilled enough to offer the necessary care and support in the years to come.

We take pride in our employees, and this Adult Social Care workforce strategy focuses on putting the right people in the right place at the right time with the right values, skills and experience, to maintain its excellence and to provide the care you need now and in the future. A thriving and skilled social care workforce means a better quality of life for City of York families.

Jamaila Hussain
Corporate Director of
Adult Services and
Integration (DASS)
City of York Council





Vision

Our vision for the social care workforce in York is:

- A Social Care workforce that feels that their role is valued.
- Staff retention is improving in this sector as people choose to continue their care and advance their careers.
- Social care is seen as a desirable and rewarding career in which people can grow and develop progress, and potential employees understand the necessary personal qualities.
- Services are operated with safe and sustainable staffing to ensure quality consistent care of residents.
- Opportunities to enter the care industry and assistance with growth are provided to those who are economically disadvantaged.

Image by Freepik

National and Local Drivers

We understand the adult social care workforce's policy and environmental influences. The council acknowledges that new drivers will emerge, and the strategy's goal is to be adaptable and effective enough to adapt to our environment. Among the current drivers are:

- Care Act 2014
- Health and social care act 2022
- Mental Capacity (Amendment) Act 2019
- Coronavirus Act 2020: Care Act Easements
- The Adult Social Care COVID-19 Winter plan 2020-2021
- NHS long term plan
- Social Work England regulation of social work education and professional standards for social work
- The Career Development Framework for Occupational Therapy (OT)
- Care Quality Commission (CQC) standards
- Standards for Employers of Social Workers and Supervision Framework
- Autism Capabilities Framework
- Learning Disability Capabilities Framework
- Safeguarding Capabilities Framework (see Appendix 3)
- Apprenticeship Reforms
- Public Health England Infection control guidance
- Mental Health Act 2017
- All Our Health 2019
- The Equalities Act 2010

- City of York Council Plan
- City of York market position statement
- City of York commissioning strategy

National Policy – Vision for a future workforce strategy (LGA)

The LGA working with leaders across the health and social care system have developed a workforce vision. The aim is to ensure the principles of the Care Act (2014) are embedded in social care through empowerment of people, prevention, proportionality, protection, partnership with services offering local solutions to their communities and accountability and transparency. To achieve this, there is a need to have a sustainable social care workforce for the future, given the increasing demand for support as the population grows and ages, and as care moves closer to home, become more integrated, and new models emerge.

To achieve the vision, the LGA want to see the following

1. Staff are recognised, valued and rewarded
2. Invest in training, qualification and support
3. Clear career pathways and development opportunities
4. Building and enhancing social justice, equality, diversity and inclusion in the workforce
5. Effective workforce planning
6. Expansion of the workforce in roles which enable prevention and support the growth of innovative models of support.

Introduction

This strategy was developed with the intention of empowering the adult social care workforce in York as well as to understand and respond to the opportunities and challenges it faces. This strategy aligns with our social care vision, which embraces a strengths-based approach, enabling people with care and support needs to maximise their control and choices about how they live their lives. We need more people working in our local health and care system, and we need our staff to work in different ways, to meet rising demand as our population grows and health needs become more complex. It will be crucial to cultivate a working environment that fosters high levels of employee satisfaction, where employees are supported to remain within the system and feel empowered to advance in their roles. We need to make certain that there is a leadership plan in place that supports and develops our leaders because strong and effective leadership will be crucial. We must also improve our approach to the workforce, race, and equality standard, as well as be more diverse and inclusive. An integrated workforce that provides primary, community, and residential care services will be central to this. Given the current national workforce supply issues in many professions, it is important, but challenging, to find the right staff with the right skills in the right place at the right time. The priorities of the York workforce are outlined in this workforce strategy, which supports the achievement of the partnerships' vision and goals while demonstrating our values in all that we do.

Scope

This strategy applies to our entire adult social care workforce namely:

- Local authority adult social care
- The independent and private sector
- Health staff working in jointly funded roles within the local authority
- Staff in the voluntary and community sector supporting those with social care needs
- Social care staff in health care settings
- Personal assistants, unpaid carers and families
- Volunteers working within adult social care settings

The strategy recognises a broad range of social care staff including personal assistants, social workers and assistants, occupational therapists and assistants in both residential and community settings.

We are aware that we need to consider how we can attract and keep people who are at various stages of their working lives, from young people just starting out in careers to older people who move into social care after working in other fields.

Our Workforce

In 2022, three quarters of the filled posts in adult social care in local authorities (73.4%) were filled by workers aged 40 or over and a third (34.2%) by workers aged 55 or over.

Furthermore, very few filled posts (2.8%) were filled by workers aged 24 and below. The mean age of workers in local authority adult social services filled posts has increased from 47 to 48 years old since 2012. Local authority adult social services workers are older, on average, than workers in the independent sector where the average age was 44 years old. This is also higher than the average age of the NHS workforce, which is 42.8. Appendix I (Chart 17-Skills for Care 2023) shows the age distribution of all workers in local authority adult social services filled posts at September 2022.

The average age differed slightly by job role group, with workers in direct care and managerial roles having the oldest average age of 48.8 and 48.3 respectively. Workers in professional roles were youngest on average (45.1 years old).

Workers in local authority adult social services filled posts are much older than those from the labour market population. Half (50%) of the local authority workers is aged 50 and over compared to just 32% of the labour market. From a workforce planning point of view, workers aged 50 and over could retire within the next ten to fifteen years.

At the younger end of the age bands (18-24 and 25-34) the local authority workforce has lower proportions (3% and 14% respectively) than the wider labour market population showing that younger people are less likely to be employed in adult social care filled posts within the local authority.

CYC workforce Adult Social Care 2022

	20-29	30-39	40-49	50-59	60-69	Total
Female	14	43	48	92	45	242
Male	4	7	13	11	5	40
Grand Total	18	50	61	103	50	282

Source: CYC Business Intelligence

According to Skills for Care (2001-2022), the majority (77%) of the workforce in York were female, and the average age was 43.8 years old. Workers aged 24 and under made up 10% of the workforce and workers aged over 55 represented 27%. Given this age profile approximately 1,400 posts will be reaching retirement age in the next 10 years within York.

According to the Skills for Care (2001-2022), The average number of sickness days taken in the last year (2022) in York was 8.8, (8.8 in Yorkshire and the Humber and 8.3 across England). With an estimated directly employed workforce of 4,800, this means employers in York lost approximately

42,000 days to sickness in 2021/22. Across England levels of staff sickness have nearly doubled compared before the COVID-19 pandemic, increasing from 4.6 days in 2019/20 to 8.1 days in 2021/22. However, data from the ASC-WDS has shown sickness has decreased since March 2022.

CYC workforce Adult Social Care 2022:

	20-29	30-39	40-49	50-59	60-69	Total
Has disability		1	3	5	4	13
No disability	2	16	26	51	33	128
Not Known	16	33	32	47	13	141
Grand Total	18	50	61	103	50	282

Source: CYC Business Intelligence

York's nearest neighbours are North Lincolnshire and Calderdale. Key turnover, vacancy and average hourly pay data for our nearest neighbours may be seen below (Source: the Adult Social Care workforce data set ASC-WDS):

Turnover & Vacancy rate

Region	Local authority	Vacancy rate	Turnover rate
Yorkshire & The Humber	York	7%	46%
	North Lincs	5%	36%
	Calderdale	5%	36%

To help meet the estimated need the Adult Social Care workforce may need to grow by 35% by 2035, according to Skills for Care statistics. In addition, it is necessary to make certain that individuals possess the appropriate training and abilities to continuously enhance and improve outcomes.

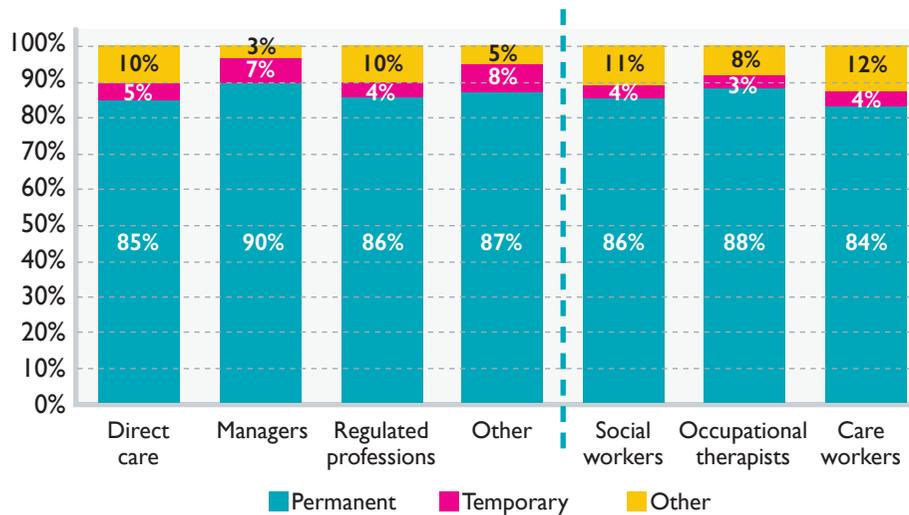
National Key Findings – Skills for Care 2022 Adult Social Care Recruitment 2022

Between 2021 and 2022 there was a decrease 1,150 adult social services filled posts. This was driven by a decrease in permanent, temporary and bank or pool workers, which decreased by 600, 300 and 450 filled posts respectively. Agency and 'other' posts saw an increase of 70 and 160 filled posts respectively over the same period.

The movement of workers within the adult social care workforce may have an adverse impact on service delivery and continuity of care.

Most posts (87%) were filled by staff on permanent contracts (98,700 filled posts), with a further 5% of filled posts filled by staff working on a temporary basis (6,200 filled posts). The remaining 8% (9,000 filled posts) were filled by bank/pool, agency or other workers not directly employed by local authorities.

Proportion of adult social services filled posts, by employment status and job role group 2022



Source: Skills for Care's workforce estimate 2022

CYC workforce Adult Social Care Size and Structure Skills for Care 2021-2022

The total number of posts in York was around 6,300 in 2021/22. This was comprised of 5,800 filled posts and 500 vacancies. Since the previous year, the total number of posts was relatively similar, the number of filled posts has decreased by 175 (-3%) and the number of vacancies has increased by 125 (31%). If the workforce grows proportionally to the

projected number of people aged 65 and over then the total number of adult social care posts in the Yorkshire and the Humber region will increase by 25% (from 173,000 to 216,000 post) between 2021 and 2035.

Qualification and Training

According to the skills for care in York, everyone working in adult social care should be able to take part in learning and development so that they can carry out their roles effectively. Learning and development helps everyone to develop the right skills and knowledge to enable them to provide high-quality care and support. Skills for Care estimates show that 40% of the direct care providing workforce in York hold a relevant adult social care qualification (51% in Yorkshire and the Humber and 46% in England). Raw data from the ASC-WDS showed, of those workers without a relevant adult social care qualification recorded, 55% had five or more years of experience in the adult social care sector, 69% had engaged with the Care Certificate and 48% had completed training.

The state of the adult social care sector and workforce in England

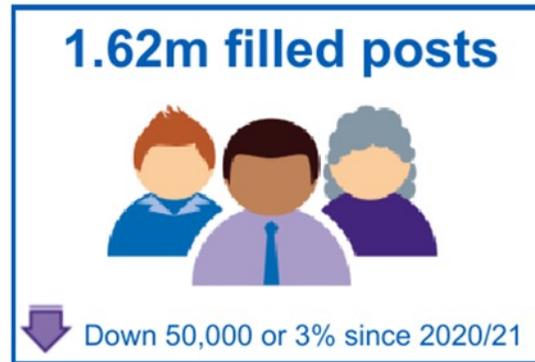
Recent trends - workforce supply and demand



[Download PowerPoint](#)

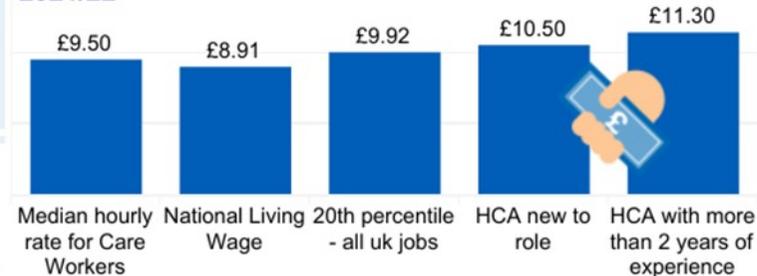
[Press here to view more data from the report](#)

In adult social care in England, as at 2021/22, there were:

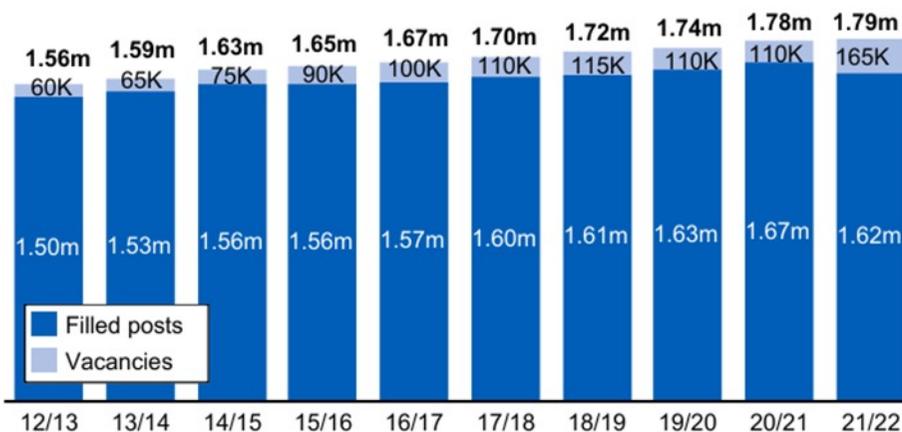


The number of posts in the sector increased by 0.3% in 2021/22. However, fewer posts were filled and more were vacant highlighting recruitment and retention difficulties and not a decrease in demand for social care staff.

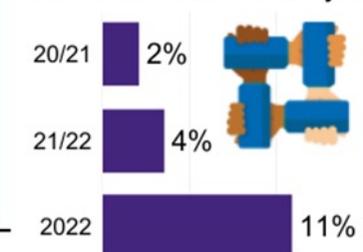
Median care worker pay compared to other job roles 2021/22



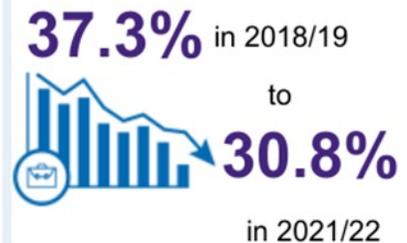
Filled posts and vacancies between 2012/13 and 2021/22



New starters arriving in the UK to start an adult social care job



The **starter rate** has fallen from



Workforce projections

Source: Skills for Care workforce estimates 2021/22

This models project the size of the workforce if it grows proportionally to the number of people aged 65 and over in the population



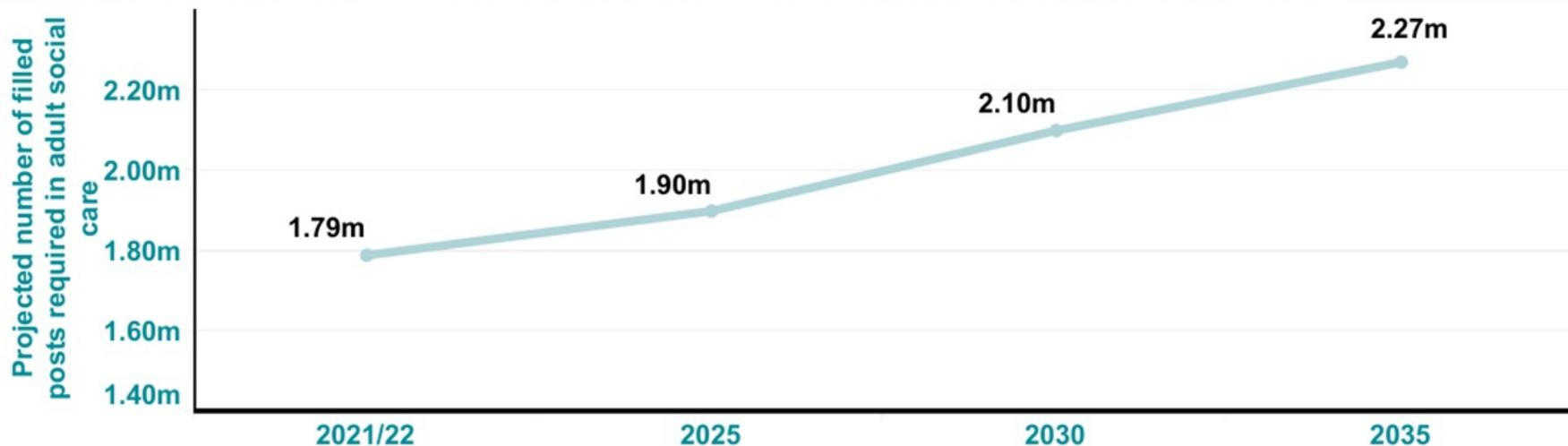
If the adult social care workforce grows proportionally to the projected number of people aged 65 and over in the population then the number of adult social care filled posts will...

increase by 27%
(480,000 filled posts)



...to around
2.27 million filled posts
by 2035

Projected number of adult social care filled posts required by 2035



Our Approach

This strategy outlines a plan for how to tackle some of our Adult social care workforce issues including a restricted budget, shifting provider market, and difficulty recruiting and keeping Adult social care professionals. It will assist in creating a climate by which individuals are able to reside as securely and freely in their own homes. However, if this is no longer feasible, we must ensure that alternative person-centred services that are tailored to everyone's requirements are provided. We intend to support the provider market so that it can be sustainable and responsive to our most vulnerable York residents.

Our workforce strategy and approach, starts with strong engagement with our workforce, ensuring we are guided by what matters to them and using an evidence base to implement changes and improvements. We aim to ensure that our workforce can recognise the active part they play in developing and improving our service responses through positive engagement and two-way dialogue. Using this approach, we can support our workforce to drive improvement that matters to them and the population we serve.

This strategy and plan will be overseen by the workforce development board which reports to the Adult Social Care senior management team.

York Model of Care

Our goal is to support and assist individuals in remaining as healthy and self-sufficient as possible, enabling them to manage their own health and well-being in their own homes whenever possible. Where care is needed, we want people to have a choice about how their needs are met. The people who are receiving services should be at the centre of everything we and the providers do together. York has moved to an asset-based community development model that empowers individuals and communities to maximise local assets that will help individuals and communities to stay healthy for as long as possible. This model will identify need and match it with community strengths that will empower and be based on what people can do. This bottom-up approach will strengthen communities through the recognition and harnessing of community assets. By assisting individuals and communities to identify and share their strengths, the strategy makes it easier for them to become empowered, allowing them to collaborate on the development of their own social innovations.

This asset-based approach will contribute to our prevention agenda through empowering as well as information and knowledge sharing. Community development as a strand of health promotion is well established and has evidence of having a major positive impact in improving health outcomes and reducing inequalities. Strengthening communities, having



Image by Freepik

a greater role for volunteers and peer roles; collaborations and partnerships; and access to community resources will also contribute to a person-centred prevention agenda. It is also our responsibility to provide high quality, accessible and timely information to our residents to ensure decisions are based on knowledge and to raise awareness of options available to aid decision making.

Within this model the independent sector providers of adult social care play a crucial role and we want to ensure that you receive the information and assistance you require to fulfil your crucial role in the health and social care system. We

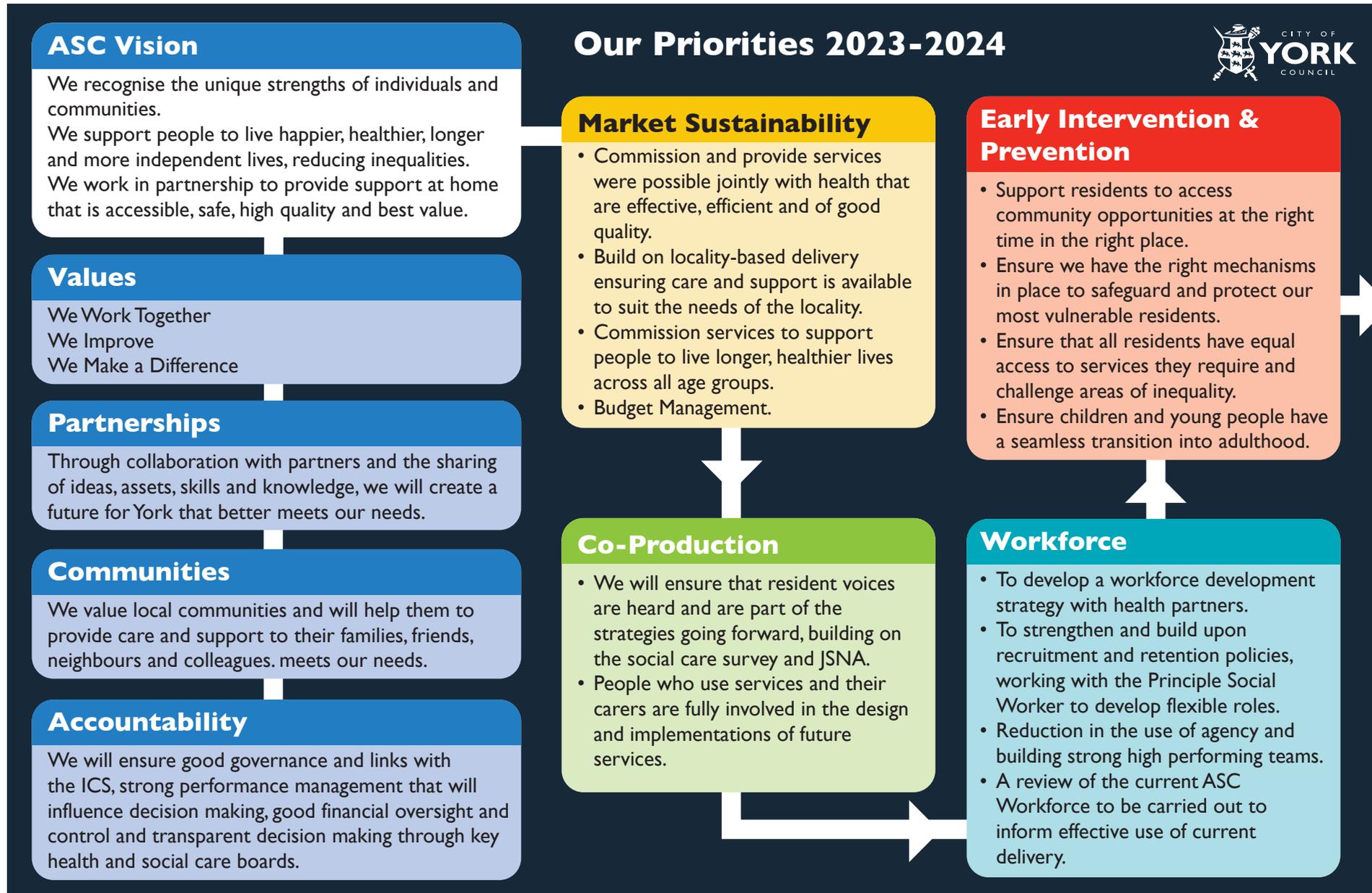
also want to ensure the sector has a longer-term partnership with the Council and move away from 12-month funding agreements to a more longer-term partnership. Offering longer-term funding agreements to the sector will enable long-term security and planning which will in-turn will ensure the sector is embedded into future working and improve long-term outcomes.

Success to date

Due to the priority, we have given to our workforce we have had success in 2022/23 which we are anticipating building on which includes (but not limited to):

- Joint DASS lead on the 180-day care at home workforce challenge which looked at new ways of supporting care across the system workforce. A model has been put forward to the ICB.
- Work on Agency in terms of reduction and drive to recruit a permanent workforce.
- All head of service post and AD post filled with people committed to take York forward.
- Further development of the retention and recruitment programme.
- Additional work with York University specific to student workforce.
- Work ongoing to support a diverse workforce supporting opportunities through positive recruitment.

Our priorities



Challenges

We know that when early support is available and interventions are planned as far in advance as possible, people live well and independently. However, in recent years, a significant strain has been placed on resources due to COVID, national financial allocations, an increase in life expectancy, and an increase in the number of people living with multiple and complex conditions. It has also meant that health and social care services will often only become involved after a crisis is reached and there is often an over-reliance on informal care.

- Financial pressures on the system
- Pay and conditions
- Growth in complexity of need
- Wellbeing
- Representation of social care
- National funding models for social care

Priorities

Communication

To comprehend the need, adjust our strategy, and prepare for the future, we must establish and maintain efficient channels of engagement and communication in both directions with all providers. Our engagement is just as important as the medium, style, and language of the communication. Given the

variety of our social care workforce and the scope of roles, our correspondence style will need contact everybody. This will include making key publications easy to read and meeting accessibility standards.

Represent the workforce

Going a step further to communication is representation. This relates to how we use the information to represent the provider's voice to politicians, partners, and key stakeholders to guide strategic planning and enhance services on a national and local scale.

Impact

We must direct our efforts, capabilities, and resources in the areas where they will have the greatest impact. There is always a limit to funding. We should put money into things that work and quickly redirect funds from projects that don't work.

Partnership

We will work in partnership to release resources. This includes supporting people and associations who are part of the social care workforce arena to come together to share thoughts and best practice. Additionally, it requires collaboration with colleagues from education, health, housing, community, and other services. One size does not fit all, and individualised place-based initiatives frequently provide solutions to local issues.

Recruitment to retention

The adult social care sector has experienced major challenges related to the recruitment and retention of staff for many years. These have been acutely felt in the last few years in the wake of events such as COVID-19 and Brexit, with vacancy rates in the sector reported to have risen sharply in the last few years. We must therefore adopt new way to recruit and retain staff from a variety of backgrounds and encourage and nurture a positive career to retain valuable staff members.



Recruit to retain

- **Recruit from the local community:** Use creative strategies to advertise and recruit local people who are more likely to want to work in their local community. Guidance from NHS Employers as well as a resource library share ways to engage with different groups in your communities, including previously marginalised groups who may not have been in work.
- **Recruit based on values and behaviours,** like kindness, compassion and reliability, life experiences and a willingness to learn. Evidence suggests that these people are more likely to stay in the sector. Sustaining the flow of quality applicants with the right values is an ongoing task, not something that should be done reactively when a vacancy arises.
- **Encourage people to find out about social care** by offering taster sessions, involving people who need care and support and their families, friends, or advocates. Have open days that are widely promoted to different community groups, including those who may not have considered social care as a career.
- **Communicate clearly with applicants** about progress on their application, to help build positive relationships and keep them onboard for the recruitment process. Share information and time frames early on to ensure eager applicants can start as soon as possible.

Source: <https://www.local.gov.uk/top-tips-retention-briefing-adult-social-care-providers>

Gain a greater understanding

We will use tools and techniques to gain a greater understanding of our workforce including identifying what motivates them and the barriers for progression and retention. We will support an open and continuous dialogue with staff to comprehend what inspires them. We will encourage positive working conditions that are appealing to our own workforce by understanding the factors that influence employee career decision making. We will encourage all staff to complete leaver surveys and / or exit interviews and use this knowledge to inform retention strategies.

Health & wellbeing

We will develop sustainable approaches to ensure the wellbeing and positive mental health of the workforce. Through positive communication and engagement, we will better recognise the needs and interventions required to improve health and wellbeing.

Career pathways

We will make every attempt to make career pathways clear so that people see social care as a long-term career opportunity. This will include offering buddying and mentoring to support career development, arranging sessions for teams to share good practice and information across care roles and services, which can also help people identify new areas to develop skills and experience in.

Recognise and reward good work

We will recognise and reward relating to specific staff journeys and stories of senior or long-term staff members. Using social media and other easily accessible communications, staff members will be able to share their social care journey with the intention to inspire those just starting out in their careers.

Enablers

- Information, Advice, and Guidance to ensure that workers and providers have access to reliable, high-quality data to help them make decisions.
- Ensuring that the entire social care system gains from promoting apprenticeships and making efficient use of the apprenticeship levy.
- Encourage a peer support network both face to face and virtual.
- Succession planning initiatives and campaigns targeted, where appropriate, on specific roles and places.
- Maximising technology for customers and staff including using video-conferencing and other systems to expand and enhance training as well as in areas such as developing our understanding of equipment and assistive technology for the benefit of people who receive services.
- Mapping the social care workforce - their numbers, needs and hotspots to help with workforce planning.

Conclusion

Overall, this strategy has identified both opportunities and challenges for the adult social care industry in the coming years. Similarly, as with any procedure, we want to think about the assets and time limitations on its execution.

We understand the critical effect of Coronavirus and Brexit, as well as other key conditions, bringing about a need to empower our workforce to work in a different way. To meet the ever-changing agenda, which includes supporting and promoting the health and well-being of the adult social care workforce, we must and will be responsive, creative, and adaptable.

To have a better understanding of supply and demand across the sector, we are committed to working more collaboratively with strategic partners, including partners in local education. We will be able to recruit and retain a workforce that not only reflects the demographic and need diversity of the population but also meets the demand both now and in the future.

To successfully implement this strategy, we will embrace and involve all our partners, employees, and York residents.

Abid Mumtaz

Head of All Age Commissioning and Contracting
City of York Council

Author

Governance and Next Steps

This workforce strategy will be governed by the Workforce Development Board for Adults and Provider Services. This group will be responsible for ensuring the accompanying action plan is appropriate and appropriately monitoring the progress of these actions.



5 Year Action Plan – 2023 to 2028

The action plan below will be overseen, reviewed, and actioned by the Workforce Development Board for Adults and Provider Services.

Theme	Actions
<p>Understanding the workforce</p>	<p>Scope and consistently update key workforce measurements on suppliers: numbers, qualifications, turnover, diversity, working patterns, and the requirements for the current and future workforce</p> <p>Deep dives into specific aspects of workforce to inform ongoing/emergency workforce planning</p> <p>Conduct baseline review of current volunteering activity and capacity</p> <p>Quantify and map unpaid carers and personal assistants</p> <p>Work with health partners to clarify our expectations on future roles and skillsets</p>
<p>Engagement</p>	<p>Establish a voice the voice for social care organisations providing services to residents in and develop close links with the Independent Care Group to support providers</p> <p>Develop provider subgroups covering all areas of adult social care providers</p> <p>Develop Adult Social Care workforce training group/s</p> <p>Establish cross-sector start and finish groups to examine the sector’s most pressing issues and suggest solutions.</p>

Theme	Actions
Recruitment	<p>Lead and engage with system-wide recruitment campaigns</p> <p>Make sure that the images and media you choose for communication are different for each target audience.</p> <p>Link recruiters to specific area, geographical and specific social care roles</p> <p>Help providers expand and improve their understanding of social media and technology in recruitment</p> <p>Keep up with and foster existing neighbourhood recruitment</p> <p>All social care service providers should have access to additional recruitment websites like NHS Job</p> <p>Ensure that unsuccessful but qualified candidates are redirected to other positions throughout the health and social care system.</p> <p>Promote apprenticeships among providers</p> <p>Maintain and develop the Workplace Champion role</p>
Retention	<p>Improve the skills of caregivers so that they can work with people with multiple conditions live as independently as possible.</p> <p>Promote training in reablement approaches to maximise independence across all care providers</p>

Theme	Actions
	<p>Provide workers in residential or supported living facilities who are assisting individuals with learning disabilities, autism, or both with a mental health issue or challenging behaviour with positive behaviour support training.</p> <p>Facilitate peer support and the sharing of best practices by maintaining and expanding registered manager meetings.</p> <p>Work with partners to extend and 'join up' the range of e-learning material available to support our collective workforce. including unpaid carers, volunteers and Personal Assistants</p> <p>Increase our collective awareness of the potential of accessible assistive technology and equipment for the benefit of service recipients, particularly those who wish to remain at home.</p> <p>Enhancing our digital proficiency: Make sure that all caregivers, paid and unpaid, can learn how to use digital offers.</p> <p>Promote training exchanges so that smaller organisations can get individual spots on training and development programs</p> <p>Work with partners to develop system-wide mentoring and coaching initiatives</p> <p>Increase access to e-learning through the on-line learning gateway for carers, individuals and volunteers</p> <p>Support unpaid carers to access bespoke in-home face to face training and ongoing supervision including support to deal with mental health/behavioural management issues</p>

Theme	Actions
<p>Support</p>	<p>Provide support, advice and information for providers and workforce through telephone helplines, face to face support & bulletins</p> <p>Provide providers and employees with support, information, and advice through bulletins & face-to-face support where possible.</p> <p>Provide peer support forums for sharing of best practice</p> <p>Increase Direct Payment Support, extending the service for self-funders as well as those in receipt of Direct Payments</p> <p>Develop and extend information and advice for staff through different and appropriate channels</p>
<p>Raising the profile</p>	<p>Offer links with schools and colleges to promote social care roles</p> <p>Develop and promote the social care brand to help positively re-frame careers in social care building on the national campaign</p> <p>Demonstrate ways to enter social work and flexible career paths in health and social work that include volunteer work and Personal Assistant positions.</p>

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