

# Adult Services Workforce Development Strategy

2017 - 2019



Coventry City Council

[www.coventry.gov.uk](http://www.coventry.gov.uk)

## Introduction

The way social care is provided and arranged is changing. These changes affect both the adults in receipt of social care support and the staff employed to provide or arrange it.

'Agile, digitally capable and committed to Coventry people' - Coventry City Council's Workforce Strategy 2017-2020 identifies the following priorities;

- Planning for the future helping the workforce meets the challenges of a fast-moving public sector environment
- Supporting the workforce with every employee proud of the job they do and the organisation they work for
- Enabling the workforce to have the digital skills and confidence to apply technology
- Transforming with the best possible leadership and management at every level of the organisation

Adult Social Care is part of the People Directorate at Coventry City Council. The People Directorate vision is to 'work in partnership to improve the life chances of all and protect the most vulnerable'

Achieving the vision for adult social care 'enabling people in most need to live independent and fulfilled lives with stronger networks and personalised support' will require a committed workforce, one which is skilled, stable and motivated to delivering excellent services.

The aim of this Workforce Strategy is to provide a framework for developing the workforce so that it is effective, appropriately skilled, and resilient enough to respond to the significant challenges it currently faces.

This Strategy will continue to grow and develop alongside changes from national and local government and from the needs within the sector. For the purpose of this strategy 'social care workforce' refers to local authority staff.

## Demographics and adult social care activity

### National and local demographics

National population demographics show us that the workforce to deliver social care 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 2025 the number of people over 85 will rise from 1.055m to 2.959m;
- By 2025 there will be 21.2% 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;

Understanding potential demand for Adult Social Care is important in understanding what is required to meet the changing needs of our population. Other key publications such as the Joint Strategic Needs Assessment (JSNA) helps identify future need, which is generally driven by a large number of factors, including an ageing population.

The total population of Coventry in 2015 was 336,900 expected to rise to 376,800 by 2025 a rise of 11.8% higher than the national average of 7%

We can expect a general increase in the age of the population, particularly those aged over 75 by 26.8% but by 2030 but 61.1% of the Coventry population will be aged 18-64 (higher than national proportion of 58.4%).

Coventry will see further 'higher' than the national average increases in these areas between 2015 and 2025;

18 to 64	Coventry	212,700	232,000	9.1%
18 to 64	Moderate Physical Disability	15,035	16,624	10.6%
18 to 64	Serious Physical Disability	4,193	4,711	12.4%
65+	Dementia	3,585	4,503	25.6%
65+	Limiting long term illness (activities limited a lot)	13,595	16,227	19.4%

## Adult social care activity

The number of requests for support from new clients has remained relatively static over 2015/16 although the number of people supported during the year has increased between 2014/15 and 2015/16. There has been an increase this year in the numbers of people receiving long term support to 5115.

We know that people are living longer and with more complex health and social care needs and long term conditions. This will present demands for specialised care and support skills and create a demand for a workforce that can be responsive to these changing patterns of delivery.

We can expect a general increase in the age of the population, particularly those aged over 75 (+9.8% by 2020).

Levels of deprivation in the city, although improving, remain relatively high.

## Workforce Information

Adult Social Care Workforce in the West Midlands

Extracts from Adult social care sector and workforce - Skills for Care (2016)

- 165,000 adult social care jobs in West Midlands
- 12,400 statutory local authority jobs
- Selected job roles - 1,800 SWs
- Average social care worker is 42 years old

Information taken from Skills for Care's 'The adult social care sector and workforce in West Midlands 2016' report and uses workforce estimates based on data from the National Minimum Data Set for Social Care (NMDS-SC).

## Coventry workforce

Between 2013 and 2015 the size of the City Council workforce in Adult Social Care has decreased. There were 1354 workers on 31 July 2013, 1222 on 31 July 2014 and as of 31 August 2015, there were a total of 1029 employees employed by the City Council in Adult Social Care. This workforce reduction has contributed to the continuing reduced spend as staffing is a major cost in the delivery of Adult Social Care. It is recognised that many more people work in Adult Social Care outside of the City Council, employed in private, voluntary or third sector organisations. The national minimum data set (NMDS), the tool used to assess the overall size of the workforce estimates that 8,000 people are employed in the delivery of Adult Social Care in Coventry.

## Summary of Adult social care workforce (at 31 March 2017)

Total Number Posts **1022** (includes 77 vacant posts)

Total Number Employees **945**

### Gender

141 Male

804 Female

### Ethnicity

9 Other ethnic group

12 Asian/Asian British

69 Mixed multiple ethnic groups

73 Black/African/Caribbean/Black British

190 Not declared/unknown/blank

669 White

### Disability

2 Prefer not to say

11 Disabled with Reasonable Adjustment

30 Disabled

138 Not declared

764 Not disabled

### Contract

288 Full time

432 Part time

225 Casual

279 Permanent

359 Permanent

9 Fixed Term (Temp)

73 Fixed Term (Temp)

### Age Profile

24 up to 24

112 25-34

179 35-44

330 45-54

266 55-64

34 65+

### Length of Service Bands

0 to 2 years 141

2 to 5 years 122

5 to 10 years 147

10 to 20 years 338

20 Years and over 199

**Total** 945

Job Role Analysis  
(at 31 March 2017)

### Job Role Analysis

NB. Based on jobs specified as Social Worker type roles, OT and OT Assistants excludes Services

172

Job Type	Grade	No'ees
Senior Practitioner/Approved Mental Health Professional	GRD8	23
Social Worker	GRD7	61
Social Worker	GRD6	21
Community Case Worker	GRD5	39
OT	GRD7	19
OT Assistant	GRD4	9



### National and Local Drivers

**Financial** - Nationally the demand for Adult Social Care Services is increasing

**Legislation** - The social care reforms of the Care Act from 1 April 2015 have widened the responsibilities of the local authority

**Integrated Workforce** - In addition to these responsibilities, the Care Act requires Local Authorities to focus on integration, cooperation and partnerships with Health and work in partnership with a range of organisations

**Transformation** - Councils have been faced with delivering savings programmes to meet the unprecedented challenges of reduced funding, demographic and inflationary pressures

**Increased agility and smarter working** - Continuing to work agilely and make full use of digital technology

### Key areas of development for Adult Social Care

- Using technology to make it easier for people to find out about Adult Social Care
- Supporting people to meet their outcomes at the earliest opportunity, being preventative and proactive
- Improve the quality of life for people with learning and physical disabilities and people with autism and their families
- Focusing on the quality of practice and the workforce
- Developing the market for key support services
- Supporting community resilience

### Looking ahead - Workforce Development Challenges

- Current workforce and workforce profiling
- Workforce and local labour market planning
- Learning and development planning
- Leadership and management capacity
- Recruitment and retention
- Professional development and developing a learning culture
- Effective workload management
- Practice quality assurance
- Workforce Health and Wellbeing
- Agile working and making use of digital technology

### Workforce priorities 2017-2019

- To enhance our recruitment and retention of Social Workers, Occupational Therapists and Social Care Staff
- To ensure the workforce can meet its legislative, regulatory, service requirements and organisational objectives.
- To train and offer workforce development opportunities to develop skills, knowledge and values of staff
- To enhance leadership, management and supervision to support practice development

### Delivery of the strategy and monitoring progress

An Adult Services Workforce Strategy Board has been established to oversee the development and implementation of this strategy. Annual Plans will be developed to deliver on our workforce priorities.

