

Cabinet Member for Adult Services:

4th December 2023

Name of Cabinet Member:

Cabinet Member for Adult Services – Councillor L Bigham

Director approving submission of the report:

Director of Adult Services and Housing

Ward(s) affected:

All

Title:

Adult Social Care Workforce Strategy 2023-26

Is this a key decision?

No - although the proposals affect more than two electoral wards, the impact is not expected to be significant.

Executive summary:

A valued and respected workforce is critical to the delivery of Adult Social Care. We will support and develop the workforce, both our own and those of our partners, wherever possible to ensure they have the necessary skills, knowledge, values and attributes to provide effective care and support. We recognise that our workforce is key to the delivery of our Adult Social Care Offer in Coventry.

This Adult Social Care Workforce Strategy focuses on our workforce, both internally within the Council and our external social care providers and the challenges we face together. It is also a statement of our workforce priorities and the action we will take to deliver them. Coventry's Adult Social Care workforce is diverse with people working for the independent sector, local authority and for people in receipt of direct payments.

The Adult Social Care Workforce Board and Adults Joint Commissioning Group will have oversight of our Adult Social Care Workforce Strategy and associated action plans. They will receive reports on progress and take the lead in ensuring the Strategy is reviewed and refreshed and that actions are being delivered.

Recommendations:

The Cabinet Member for Adult Services is recommended to:

- 1) Note and endorse the Adult Social Care Workforce Strategy 2023-26

List of Appendices included:

The following appendices are attached to the report:

Appendix 1 – Adult Social Care Workforce Strategy 2023-26

Appendix 2 – Equality Impact Assessment

Background papers:

None

Other useful documents

None

Has it or will it be considered by Scrutiny?

No

Has it or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

Report title: Adult Social Care Workforce Strategy 2023-26

1. Context (or background)

- 1.1. A Workforce Strategy focuses on current employees and a strategy for future staffing needs. The Adult Social Care workforce is significant in its scale and diversity of provision. Around 1.52 million people worked in the adult social care sector in England in 2022/23, more than in the NHS. In recent years, financial pressures, increased life expectancy and the growth in numbers of people living with multiple and complex conditions puts a considerable strain on resources. This creates demand for a workforce that can be responsive to these changes.
- 1.2. The Adult Social Care sector faces several longstanding workforce challenges, which can impact on the availability and quality of care. These include:
 - High vacancy rates
 - Rising demand for social care
 - High turnover
 - Low staff morale
 - Limited opportunities for career progression
 - Low pay and conditions of employment
- 1.3. In December 2021, the Department of Health and Social Care (DHSC) published a White Paper on wider plans for social care reform. In April 2023, the Government published a policy paper outlining progress made in implementing the reforms set out in the White Paper. The Government also confirmed plans to publish a national workforce pathway for Adult Social Care, and a consultation on the proposed pathway was published alongside the policy paper.
- 1.4. Skills for Care published its annual State of the Adult Social Care Sector and Workforce in England report in October 2023 and announced plans to develop a new and comprehensive workforce strategy for adult social care. The report covers the year from April 2022 to March 2023, which saw some improvements in workforce capacity largely driven by an increase in international recruitment, including more posts being filled, fewer vacancies and less turnover. The report also highlights ongoing trends for the sector, including 390,000 people leaving their jobs with around a third of them leaving the sector altogether.
- 1.5. Coventry City Council's 'People Plan' recognises that like most Local Authorities, Coventry has experienced, and is continuing to experience, very challenging times in relation to funding availability which has changed the way services are provided and delivered. This change in thinking has resulted in a greater need for creativity, commercialisation and working with partners to develop shared outcomes.
- 1.6. The Council's 'People Plan' identifies the action we will take as a Council and an employer in order to deliver the workforce vision and crucial workforce objectives, particularly paying close attention to organisational development and leadership. The central theme of the plan is to continue to build and develop a 'One Coventry' culture. One Coventry is the Council's approach to partnership working to enable a citywide public service ethos.
- 1.7. The Plan also details how we intend to improve capacity, capability and processes to deliver the Council's 'One Coventry' priorities, which are:
 - Increasing the economic prosperity of the city and region

- Improving outcomes and tackling inequalities within our communities
 - Tackling the causes and consequences of climate change
 - Continued financial sustainability of the Council
 - Council's role as a partner, enabler and leader
- 1.8. Attracting new people into social care to replace those who have left is just one solution to meet the growing demand for social care services. We also need to make sure we are doing everything possible to retain our existing workforce. This involves a range of approaches including effective recruitment, good learning and development opportunities and a focus on the health and wellbeing of our workforce.
- 1.9. Our Adult Social Care Workforce Strategy needs to acknowledge and build on what is already working. Whilst there are many challenges, there are also many successes. We need to ensure we develop, promote, and celebrate existing good practice as well as look for new ideas. Each year we produce an Annual Report (also known as a Local Account), which seeks to showcase the work of Adult Social Care in Coventry.
- 1.10. The wider Adult Social Care workforce in Coventry is significant and diverse amounting to 9,600 jobs. This includes 6,200 staff employed in direct care. 190 Care Quality Commission regulated establishments operate in Coventry (2022/23).
- 1.11. Within Coventry City Council we employ 920 internal staff. 80.4% are female, with the average age of the workforce being 48.4 years old. Our vacancy rate is 11.5%. 22.2% of the workforce is Minority Ethnic. Our workforce strategy and associated action plans need to recognise and take into account that our strength lies in our diversity, and in order to be able to effectively meet the needs of our communities. Creating a culture that values and promotes diversity and inclusion will ensure we harness different perspectives, experiences, and knowledge. Our People Plan and our One Coventry Plan and its values are clear that a commitment to equality underpins the way that we work and provide services.
- 1.12. For our internal workforce our plan to deliver the Workforce Strategy includes actions which are already underway, or planned along with proposed new areas of work. The activity set out in the plan focusses on five themes which are:
- Recruitment and Retention
 - Workforce and Culture
 - Learning and Development
 - Employee Relations
 - Health and Wellbeing
- 1.13. For our external workforce we recognise a dedicated, experienced, and content workforce is crucial in ensuring good quality provision and continuity of care. As such, our areas of support for our external workforce centre around the following three themes:
- Recruitment
 - Retention
 - Learning and development
- 1.14. Each of our workforce themes and associated outcomes have identified success measures with timescales identified. We will keep these under review within our Workforce, Commissioning Boards and senior management team meetings.

2. Options considered and recommended proposal

2.1. There are no specific options associated with this report.

3. Results of consultation undertaken

3.1. Consultation is not specifically required on the content of this report, however the detail included in the Adult Social Care Workforce Strategy has been developed from ongoing engagement with the care sector and feedback from our own workforce

4. Timetable for implementing this decision

4.1. The Workforce Strategy will be published on the Council's Adult Social Care webpages. The Adult Social Care Workforce Board and Adults Joint Commissioning Group will have oversight of the Strategy and associated plans. They will receive reports on progress and take the lead in ensuring the Strategy is reviewed and refreshed and actions delivered.

5. Comments from Chief Operating Officer (Section 151 Officer) and Chief Legal Officer

5.1. Financial Implications

There are no direct financial implications arising from this report

5.2. Legal Implications

Whilst there are no specific legal implications arising from the report, the Council does have a responsibility under s5 Care Act 2014 to promote diversity and quality in provision of services by promoting '*the efficient and effective operation of a market in services for meeting care and support needs*'. (s5(1)).

This includes having regard to (s5(2)):

(d) the importance of ensuring the sustainability of the market (in circumstances where it is operating effectively as well as in circumstances where it is not);

(e) the importance of fostering continuous improvement in the quality of such services and the efficiency and effectiveness with which such services are provided and of encouraging innovation in their provision;

(f) the importance of fostering a workforce whose members are able to ensure the delivery of high quality services (because, for example, they have relevant skills and appropriate working conditions).

The development of a Workforce Strategy therefore outlines how the Council will meet its responsibility to support the training, development and retention of a skilled care and support workforce in its area.

6. Other implications

6.1. **How will this contribute to the One Coventry Plan?**

<https://www.coventry.gov.uk/strategies-plans-policies/one-coventry-plan>

The Workforce Strategy will contribute towards the following One Coventry Plan priorities:

- Improving outcomes and tackling inequalities within our communities
- Increasing the economic prosperity of the city and region
- Council's role as a partner, enabler and leader
- Continued financial sustainability of the council

The workforce helps support the continued financial sustainability of the Council and also helps to increase the economic prosperity of the city and region by enabling people to remain independent, access employment and activities within the community whilst reducing the reliance upon services. With approximately 9,600 adult social care jobs within Coventry the workforce is also making a significant contribution towards helping to increase the economic prosperity of the city and region.

6.2. How is risk being managed?

The Adult Social Care Management Team continuously monitor risk within services through the use of an Adult Social Care Risk Register and the Corporate Risk Register, with the support of the Council Insurance Manager. The Adult Social Care Workforce Board has responsibility for managing any risk associated with this strategy.

6.3. What is the impact on the organisation?

The development of a Workforce Strategy outlines how the Council will meet its responsibility to support the training, development and retention of a skilled care and support workforce.

6.4. Equalities / EIA?

The Council must comply with the Public Sector Equality Duty (PSED) (Equality Act 2010) by paying due regard, when carrying out their functions, to the need to eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act, to advance equality of opportunity and foster good relations between people who share a 'protected characteristic' and those who do not. In doing so, the Council must consider the possible impact on those who are likely to be affected by the recommendation and their protected characteristics. Protected Characteristics under the Equality Act 2010 are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Equalities information and data is continuously monitored within Adult Social Care.

An EIA is attached at Appendix 2 to this report.

6.5. Implications for (or impact on) climate change and the environment?

None

6.6. Implications for partner organisations?

The Workforce Strategy includes support for the external workforce sector. Through the provision of targeted support, specific tools and resources and a range of training, our support offer will look to bolster knowledge and morale of existing staff whilst attracting a new cohort of individuals to care sector.

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Tracey Denny	Head of Service Localities and Social Care Operations	Adult Services and Housing	15.11.2023	20.11.2023
Jon Reading	Head of Commissioning and Quality	Adult Services and Housing	15.11.2023	17.11.2023
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Thomas Robinson	Governance Services Officer	Law and Governance	14.11.2023	14.11.2023
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Janice White	Team Leader, Legal Services	Law and Governance	10.11.2023	13.11.2023
Pete Fahy	Director of Adult Services and Housing	Adult Services and Housing	10.11.2023	17.11.2023
Councillor L Bigham	Cabinet Member for Adult Services		14.11.2023	16.11.2023

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