

# Adult Social Care

## Workforce Strategy 2023 - 2026



Coventry City Council

**ONE**  
**COVENTRY**

# ● Introduction and Scope

A thriving and skilled social care workforce means a better quality of life and positives outcomes for Coventry's adults and their carers. We are proud of our workforce and this Adult Social Care Workforce Strategy is all about ensuring we have the right people in the right place at the right time with the values, skills and experience to deliver the care and support needed both now and in the future. Coventry City Councils '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. We recognise that our workforce is key to the delivery of our Adult Social Care Offer in Coventry.

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

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

The People Plan identifies the action we will take as a Council and an employer in order to deliver a 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.

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
- Councils role as a partner, enabler and leader



# The Local and National Context

## DEMOGRAPHICS



This Adult Social Care Workforce Strategy focuses on our Adult Social Care 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 those priorities.

Coventry has a growing and diverse population, and our workforce needs to grow and adapt in response to the residents of the City we support.



*Coventry's population is growing, changing and increasingly diverse*

Coventry is home to



**345,300**  
residents (census 2021)

National data suggests that between 2015-2017 and 2017-2019, life expectancy between the richer and poorer increased further. In particular, there was a decrease in life expectancy for females in poorer areas - resulting in a widening of inequality in the life expectancy gap among females (7.4 years). Although, the gap for males (9.4 years) remains larger

Early mortality (<75 years) *Worse than national*



Cardiovascular	X	X
Cancer	X	X
Liver disease	X	
Respiratory diseases	X	X
Communicable diseases	X	X

Recent census information suggests that population growth has been lower than projected but Coventry has a slightly faster rate of population growth than both the West Midlands and England.

**6.2%**  
West Midlands average

**6.6%**  
England average

Life expectancy in Coventry remains consistently below England, but healthy life expectancy is similar to England

Health outcomes are worse in the most deprived areas, where people not only live shorter lives, but spend a bigger portion of their years in poor health, and are more likely to die of preventable causes

**14.6%** of the population is 65+

**2%** of the population are aged 85 or over



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. Within Coventry City Council we employ over 900 staff and the wider Adult Social Care Workforce in Coventry amounts to 9,700 jobs (2022/23).



## OUR WORKFORCE

**920**  
internal staff

**80.4%** Female staff  
**19.6%** Male staff

Average age of workforce  
**48.4 YEARS**

**48.5%** workforce aged over 50  
**72.5%** workforce is white

Vacancy rate is  
**11.5%**



**22.2%** of workforce is Minority Ethnic

Leaver rate is  
**15.3%**  
141 people

The wider Adult Social Care workforce in Coventry amounts to

**9,700 jobs**

which includes staff working in 152 CQC registered establishments

New starter rate is

**14.7%**  
135 people



**10,500**  
total posts

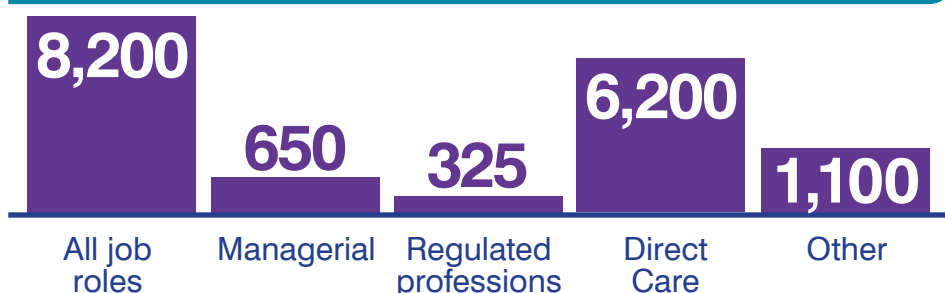
**9,600**  
filled posts

**1,100**  
vacant posts

**325**  
direct payment recipients employing their own staff

Please note that the data below and other pages refer to filled posts in the local authority and independent sectors only

### FILLED POSTS BY JOB GROUP

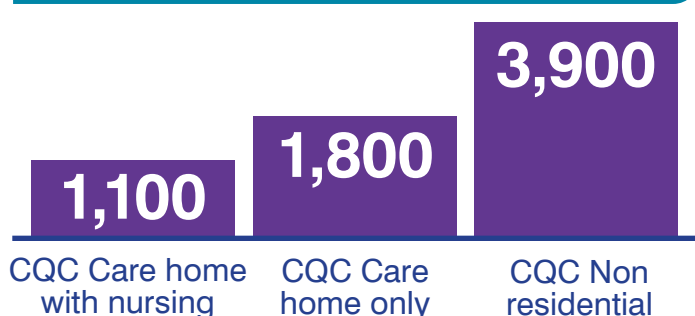


### CQC-REGULATED ESTABLISHMENTS

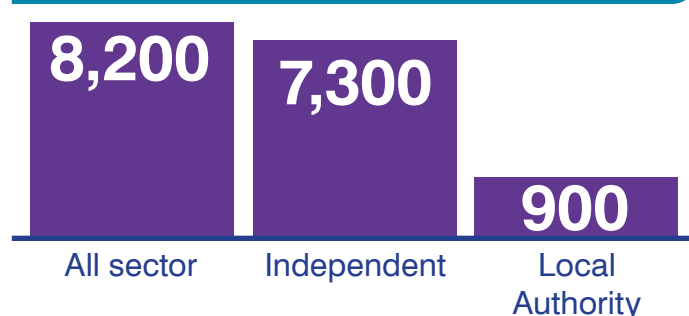
**190** CQC-regulated establishments




### FILLED POSTS BY SERVICE



### FILLED POSTS BY SECTOR





The landscape, opportunities and continued legacy of the pandemic have changed the narrative and context of social care. Our working practices have had to change and continue to do so in ways we are only just beginning to understand. We needed to adapt quickly and made greater use of technology and developed new and constructive relationships with stakeholders and partners. We want to take forward these positive outcomes and build on that momentum. At the same time, we need to recognise the effect the pandemic has had on wellbeing and mental health of the population so that we can take steps to mitigate its impact. We also recognise that locally Adult Social Care continues to be pivotal to the health and wellbeing of Coventry residents, and crucial to the effective operation of the NHS with the role it plays in admission avoidance, hospital discharge and promoting independence.

Nationally the Government White Paper 'People at the Heart of Care: adult social care reform' (published December 2021) recognises the crucial role that social care plays in supporting people to lead a fulfilling life, playing a full role in society [www.gov.uk/government/publications/people-at-the-heart-of-care-adult-social-care-reform-white-paper](https://www.gov.uk/government/publications/people-at-the-heart-of-care-adult-social-care-reform-white-paper)

The White Paper identifies that the number of jobs in adult social care is forecast to grow by almost one-third by 2035. As the population grows, and the way in which care is delivered evolves and diversifies, the Adult Social Care workforce will need to grow and develop with it.

Whatever the direction of government policy the delivery of social care remains a local responsibility and is therefore incumbent on us to develop our workforce to meets the needs and aspirations of people who require support from Adult Social Care within our communities.

## ● Workforce Diversity and Inclusion

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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 it is vital that we have a workforce that is reflective of the people we serve, and in a dynamic and changing City that is easier said than done. Creating a culture that values and promotes diversity and inclusion will ensure we harness different perspectives, experiences and knowledge and support our workforce to continue to learn about the diverse communities and cultures within the City so that we may support people in a way that is appropriate to them. 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.

<https://www.coventry.gov.uk/strategies-plans-policies/draft-one-coventry-plan/9>

# Key Workforce Challenges and What's Working Well

In recent years, financial pressures, increased life expectancy and the growth in numbers of people living with multiple and complex conditions has put a considerable strain on resources. This creates demand for a workforce that can be responsive to these changes and adapt what they do to respond to this changing environment.

Attracting new people into social care to replace those who have left is just one solution to keep pace with the 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.

We also know that we cannot simply keep expanding our workforce in respond to growing demand, and we have not done this so far as demonstrated by a largely static workforce headcount over the last three years despite referrals for support increasing. We do therefore need our workforce to find new ways of supporting people, have the innovation and imagination, combined with the intelligence and compassion to support people in new ways based and less reliant on the provision of regulated care.

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.

<https://www.coventry.gov.uk/ascannualreport>

# Our Approach - Delivering our Adult Social Care Workforce Strategy

## Internal Workforce

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
- Workforce and Culture
- Learning and Development
- Employee Relations
- Health and Wellbeing

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. Outlined below are our planned actions for 2023/24.

## Internal Workforce Support Overview

### Recruitment and Retention

- Recruitment and retention reporting and data analysis to steer recruitment campaigns for hard to recruit posts and identify areas for improvement
- Ensure that the recruitment and selection procedures are undertaken in accordance the Councils Diversity and Inclusion best practice, with recruitment panels reflective of diversity and involving people with lived experience
- Analyse the Diversity and Inclusion recruitment & selection data and make recommendations for improving the diversity of the workforce where applicable
- Implement new Induction programme for Adult Social Care

### Workforce and Culture

- Workforce profiling reporting and data analysis
- Establish workforce planning activity within Adult Services, to identify workforce availability, capability and ensure succession planning
- To identify and implement a range of targeted Diversity and Inclusion activities within Adult Services
- To review staff engagement mechanisms, visibility of senior leaders and ensure activity including recognition and celebration to drive our new values and help employees feel valued and appreciated
- To ended Team Planning approaches

### Learning & Development

- Monitor non-completion of Corporate Statutory and Mandatory training across the Service
- Ongoing review of training programmes and plans informed by a cycle of Training Needs analysis and an annual training report
- To define Statutory, Mandatory and desirable/role specific training and build compliance/refresh requirements
- To review and establish clear and visible progression and career development pathways for all Adult Services staff
- Development for leaders and managers across Adult's Services, specifically linked to apprenticeship levy

### Employee Relations

- Promotion and access to toolkits and training to support colleagues in Adult's Services to understand and effectively use HR policies and procedures. Embed a just culture approach.
- Review of Management of sickness absence process in line with enabling attendance and identify areas for improvement
- Review approach to managing performance and capability
- Investigation training for managers and commissioning managers

### Health and Wellbeing

- Managerial awareness of mental health and wellbeing training and toolkits
- To consider specific strategies and activities to support key areas including stress, anxiety and depression
- To develop a range of Wellbeing initiatives with a focus on key areas for the workforce including stress, depression, anxiety and Musculoskeletal health
- Review application and learning from Adult Social Care Organisational Health Checks and any Corporate surveys

## External Workforce

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

Through the provision of targeted support, specific tools and resources and a range of training, our support offer will look to bolster knowledge and moral of existing staff whilst attracting a new cohort of individuals to the market. The outlined below are our support offer and planned actions for 2023/24.

	Currently in place	Planned
<b>Recruitment</b>	<ul style="list-style-type: none"> <li>✓ Animated recruitment and retention video - available for all providers to use for free during their own recruitment campaigns</li> <li>✓ Encouraging providers to advertise via the free DWP 'Find a Job' website</li> <li>✓ Links with the Coventry Job Shop</li> <li>✓ Grant funding to assist towards the cost of recruitment and advertisement costs</li> <li>✓ Survey produced to employers to better understand existing recruitment and retention concerns</li> <li>✓ Speaking to employment advisors and job coaches to inform on the scope of job opportunities available in the care sector</li> <li>✓ Recruitment events in partnership with the Job Centre</li> <li>✓ Facilitated supported internships for people with Learning Disability/ Autism and Mental Health to be supported into employment within the care sector, in partnership with the Adult Education Team</li> <li>✓ Creation and promotion of the 'Provider Support Pack' with advice and support surrounding recruitment and retention</li> <li>✓ A dedicated employment event for newly arrived citizens (refugee and migrant citizens) to inform them of the scope of job roles available within the care sector</li> </ul>	<ul style="list-style-type: none"> <li>▶ Targeted recruitment to a range of groups, including refugees</li> <li>▶ Further links with the Coventry Job Shop, including the creation of an ASC recruitment poster, job fayre and myth busting session on careers in care.</li> <li>▶ Community models of employment for people with a learning disability or mental health issues</li> <li>▶ Engaging with other Local Authorities to compare recruitment strategies of people with a learning disability into paid employment</li> <li>▶ Recruitment 'bootcamp' in collaboration with Throughcare (leaving care) internal team to introduce care leaver into employment within the care sector</li> <li>▶ Linking in with the Job Centre's Disability Employment Advisor to support their existing cohort into roles within the care sector</li> </ul>



	Currently in place	Planned
<b>Retention</b>	<ul style="list-style-type: none"> <li>✓ Access to grant funding (Workforce Retention and Recruitment Fund) to use towards the cost of bonus / retention payments</li> <li>✓ Sharing of wellbeing initiatives, mental health support and support groups / advice lines</li> <li>✓ Promotion of Skills for Care Registered Managers network and forum</li> <li>✓ Circulation of Public Health initiatives, e.g. Stoptober, Dry January</li> <li>✓ Review and monitoring of staff supervision frequency and training</li> <li>✓ Sharing of good news stories via the Provider Bulletin 'Shine a Light' section</li> <li>✓ Promotion of the 'Thrive at Work' accredited programme to improve employee wellbeing and boost CQC ratings.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Targeted performance indicators within new commissioned contracts based on staff satisfaction levels, training and supervision</li> <li>▶ Continued promotion of Skills for Care Registered Managers network and forum.</li> <li>▶ Sharing of new initiatives from Skills for Care, Local Government Association and other stakeholders with providers</li> </ul>



	Currently in place	Planned
<b>Learning and Development</b>	<ul style="list-style-type: none"> <li>✓ Training sessions, including bitesize online training, covering a range of topics e.g. catheter care</li> <li>✓ Free accreditations e.g. React to Red, Say No To Infection, Red Bag scheme</li> <li>✓ Access to SCILS training system</li> <li>✓ Provider events, forums and bulletins</li> <li>✓ 6-8 week introduction to care course facilitated by Coventry City College to prepare people for roles in the care sector, with a guaranteed interview at the end of the course</li> <li>✓ Links with the internal Apprenticeships Team to gain insight into how Adult Social Care providers can access the Levy Transfer Fund to contribute towards the cost of training for an apprentice</li> </ul>	<ul style="list-style-type: none"> <li>▶ Market consultation and surveys to understand training gaps for future sessions</li> </ul>

## ● Governance and Oversight

Our Adult Social Care Workforce Board will have oversight of our Adult Social Care Workforce Strategy and associated action plans. They will receive reports on both progress in the delivery of actions and understanding the impact of these actions.

The group will also take the lead in ensuring the Strategy is regularly reviewed and refreshed.



## o Contact Adult Social Care Direct

Call **024 7683 3003**

or email [ascdirect@coventry.gov.uk](mailto:ascdirect@coventry.gov.uk)

or visit [www.coventry.gov.uk/health-social-care](http://www.coventry.gov.uk/health-social-care)

Speech impairment, deaf or hard of hearing? You can call using Next Generation Text (also known as Text Relay and TypeTalk): **18001 024 7683 3003**

If you require this information in another language or format, please email [ascdirect@coventry.gov.uk](mailto:ascdirect@coventry.gov.uk)

Jeśli potrzebujesz zawartych informacji w innym języku lub formacie, prosimy o wiadomość e-mail na adres [ascdirect@coventry.gov.uk](mailto:ascdirect@coventry.gov.uk)

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਹ ਜਾਣਕਾਰੀ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਜਾਂ ਫਾਰਮੈਟ ਵਿੱਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ

[ascdirect@coventry.gov.uk](mailto:ascdirect@coventry.gov.uk) 'ਤੇ ਈਮੇਲ ਕਰੋ

اگر آپ کو یہ معلومات کسی دوسری زبان یا فارمیٹ میں درکار ہوں تو براۓ مہربانی [ascdirect@coventry.gov.uk](mailto:ascdirect@coventry.gov.uk) پر ای میل کریں۔

إذا اردت الحصول على هذه المعلومات بلغة أو تنسيق آخر، يرجى إرسال بريد إلكتروني إلى: [ascdirect@coventry.gov.uk](mailto:ascdirect@coventry.gov.uk)

Dacă aveți nevoie de aceste informații într-o altă limbă sau format, vă rugăm trimiteți email la:

[ascdirect@coventry.gov.uk](mailto:ascdirect@coventry.gov.uk)

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