

# STAFFORDSHIRE SOCIAL CARE WORKFORCE STRATEGY

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VALUING CAREERS IN CARE



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# Introduction

Social care is a major, and growing, economic sector in Staffordshire, with a workforce that aims to deliver good quality and effective care to support people with a range of needs, from the youngest to the most elderly in our community.

Although many people working in social care find it fulfilling, recruitment and retention have been challenging for a number of years, and following the COVID-19 pandemic, there are now fewer people of working age in any job type, alongside a record number of vacancies in the wider economy.

Social care staff sometimes feel that their work is not valued, and constrained funding for social care services has led to pay rates often being lower than in competitor industries. The opportunities for career progression are sometimes limited, or not well understood.

Nationally there are long-term challenges for social care, and the level of funding available to local partners, and so it is not possible to resolve all those challenges locally – but we aim to build and support our social care workforce in Staffordshire to the best of our collective ability, working in partnership. This strategy outlines the practical approaches we are taking.





## Summary

Our joint vision for the future is that the social care workforce provides **highly valued, innovative and sustainable care** in Staffordshire.

Our mission is to develop a more **resilient** care sector that enables more effective **recruitment** and **retention** in adults' and children's social care, based on person-centred and innovative **ways of working** - for all social care workers, including those in regulated professions, across all sectors, attracting people at every stage of their working lives, including those at the start of their career.

We will:

- Improve the usage of updated **data and intelligence** as a **shared** resource to support the social care workforce
- **Promote available resources** to providers more effectively, and engage with providers who **need the most support** to use those resources
- Develop an **improved journey** into work
- Implement a **co-ordinated** partnership approach to **learning and development**

Based on our understanding of the current and future social care workforce in Staffordshire, and the challenges it faces, we have agreed key actions to implement over the next two years, to make a difference.

- Improve the **positive recognition of social care** as a valued career
- Increase the level of **capability** to use **digital and technology innovations**
- Support **improved practice** across the sector in recruitment and business continuity planning
- Seek to **reduce travel costs** where possible across the partnership

# How did we develop our strategy?

We have built a cross-sector partnership approach to develop this Staffordshire Social Care Workforce Strategy. Representatives from a variety of bodies, including Staffordshire County Council, the NHS, the independent sector, education and training bodies, Department for Work and Pensions (DWP) and others have worked collaboratively to:

- share what we know about the social care workforce
- review and learn from good practice
- evaluate ideas on how to build and support the social care workforce
- develop and take forward the strategy
- understand how we will monitor our impact and success as a partnership



## Alignment with other strategies

Our local strategy is aligned to the national government's 'People at the Heart of Care: adult social care reform'<sup>1</sup> and 'Our vision for a future care workforce strategy'<sup>2</sup>.

This strategy is also part of our joint approach to developing the Staffordshire social care workforce across the Integrated Care System in Staffordshire and Stoke-on-Trent. It supports key system themes relating to health and wellbeing, growing the workforce, supporting inclusion, valuing and supporting leadership, new ways of working, training and developing talent, supporting wider social and economic development, supporting people services, skills and capabilities, workforce planning and development, and system development.

The skills element of our strategy contributes to the broader priorities of the Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP) Skills Advisory Panel, which aims to support higher skilled, better paid and more productive jobs across the Staffordshire economy. Through the digitisation of services, including the introduction of new technologies, there is a real opportunity to improve productivity and support longer term growth in the health and social care sector.

Our strategy (and proposed actions) aligns with the 'Leadership for a Collaborative and Inclusive Future report', recognising the real difference that good leadership can make in health and social care and the need for positive equality, diversity and inclusion action.<sup>3</sup>



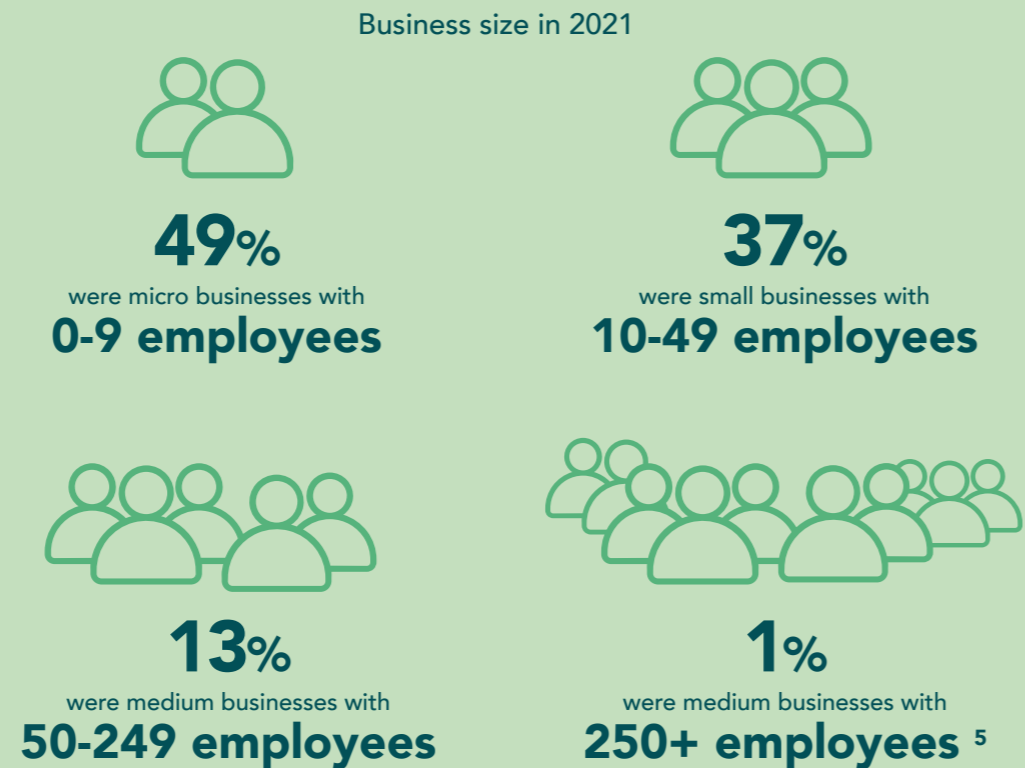
# What does our current workforce look like?

This strategy covers a wide range of roles such as social workers and assessors, staff in care homes, home care and community-based care, including extra care, supported living and day opportunities, for adults, and for families and children with support and care needs. Our information comes from a range of sources which have been updated at different stages – and there is a significant variation in the data from these different sources.

## Size of the sector

The value of the social care sector in Staffordshire has grown over the last two decades<sup>4</sup>. The sector saw growth in employment prior to Brexit but saw a decline during EU transition and then a slight rise early in the pandemic.

Based on the Annual Business Survey (ABS) and the Business Register Employment Survey (BRES), social care employment in Staffordshire in 2020 was equivalent to **3.8%** of all employment, slightly lower than the **4.3%** share for England. Across the Districts and Boroughs the size of the social care sector ranged from **2.3% – 6%** of employment in Staffordshire.



## Pay levels

Many roles in the social care sector have a relatively low level of pay.

In 2021 the average Workplace Hourly Pay for all sectors in Staffordshire was £13.56<sup>6</sup>.

The average pay for all independent sector adult social care roles was £10.25 (at March 2022), which was £1.34 higher than the National Living Wage (this includes all job roles in the independent sector)<sup>7</sup>.

Average hourly rates of pay for children's independent social care varied from £10.16 to £21.00 depending on the position (based on our local response from 14 providers).<sup>8</sup>

The average full time annual pay for the social care sector in 2021 was £19,657, below the national average of £21,397, and considerably below the average workplace full time annual pay for all sectors in Staffordshire of £28,162.<sup>9</sup>







## Skills

In the wider potential workforce across the whole of Staffordshire, there is a good supply of general skills suitable for social care (such as good customer service), but there is a greater demand from employers for social care specific skills (such as personal care) than is available<sup>10</sup>.

### Skills supply Education and Training Learning Aim Enrolments by Sector Subject Area <sup>11</sup>

- The most directly related tier 2 learning aims for the social care sector are 'Health and Social Care' and 'Child Development and Wellbeing'
- There were 5,820 'Health and Social Care' aim enrolments in 2020/21 representing 22.5% of all aims - a rise of 30 or 0.5% since 2018/19
- There were 510 'Child Development and Wellbeing' aim enrolments in 2020/21 representing 2.0% of all aims – a rise of 160 or 46% since 2018/19
- These rises are in contrast to a 19% decline for all education and training participation

Levels of enrolment within sector specific training (Health and Social Care and Child Development and Wellbeing) have increased, despite education and training participation overall decreasing. There has also been an increase in Health and Social Care apprenticeships, although a decrease in those for Child Development and Wellbeing.

### Skills supply Apprenticeship Starts by Sector Subject Area <sup>12</sup>

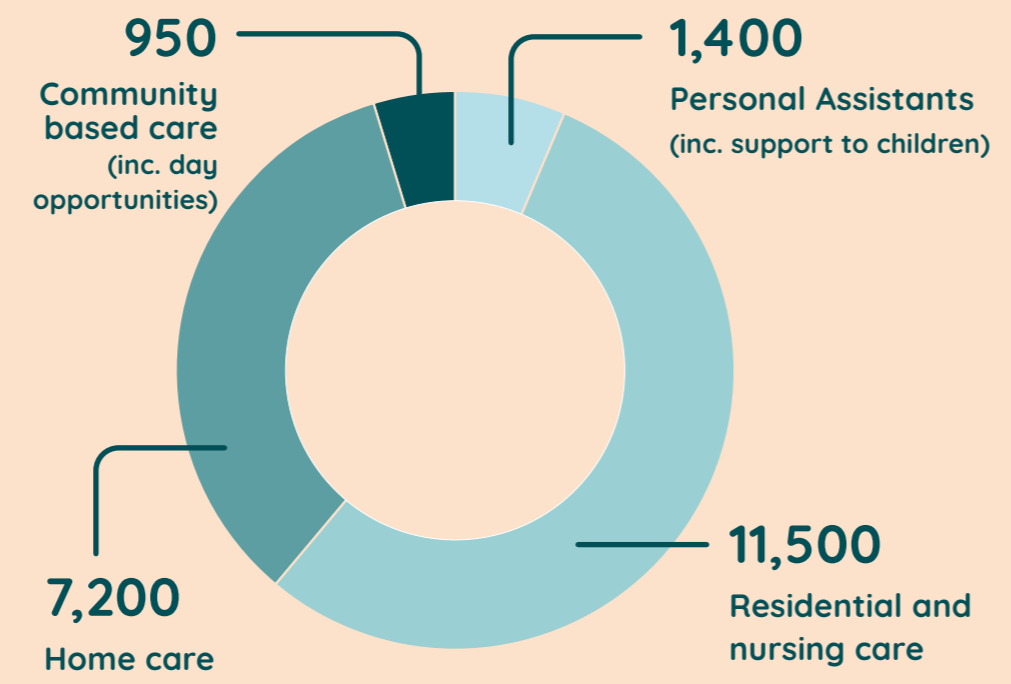
- There were 1,680 'Health and Social Care' apprenticeship starts in 2020/21 representing 21.8% of all starts – the highest of all Tier 2 sector subject areas. This was a rise of 10 or 0.6% since 2018/19, which is in contrast to a 17% decline for all apprenticeships
- There were 480 'Child Development and Wellbeing' starts in 2020/21 representing 6.2% of all starts – a decline of 70 or 13% since 2018/19





## Adult Social Care

Skills for Care estimates there are 21,000 filled posts in Staffordshire; 700 are located in local authority roles and 17,500 of the Staffordshire social care workforce, working across a variety of roles, are employed by the independent sector<sup>13</sup>. The breakdown by service type is:



The biggest difference between the makeup of the Staffordshire social care workforce and the wider population is that many more women work in social care than men.

| Demographics                | Adult Social Care <sup>14</sup> | Staffordshire <sup>15 16</sup> |
|-----------------------------|---------------------------------|--------------------------------|
| Female                      | 86%                             | 50.5%                          |
| Male                        | 14%                             | 49.5%                          |
| Under 25 years              | 10%                             | 11.9%                          |
| 25 – 54 years               | 64%                             | 60.7%                          |
| 55 + (working age)          | 27%                             | 27.5%                          |
| White                       | 91%                             | 95.5%                          |
| Black and other communities | 9%                              | 4.5%                           |
| British                     | 93%                             | 96.5%                          |
| EU                          | 3%                              | 2.1%                           |
| Outside EU                  | 4%                              | 1.5%                           |

There is low usage of zero hours contracts in care homes, but in home care services 42% of the workforce is on zero hours contracts (compared to 46% of all non-residential services across England)<sup>17</sup>.

| Service          | Contract type       |     |
|------------------|---------------------|-----|
| Residential care | Permanent           | 95% |
|                  | Temporary/pool/bank | 5%  |
|                  | Full time           | 49% |
|                  | Zero hours          | 6%  |
| Nursing care     | Permanent           | 94% |
|                  | Temporary/pool/bank | 6%  |
|                  | Full time           | 63% |
|                  | Zero hours          | 5%  |
| Home care        | Permanent           | 95% |
|                  | Temporary/pool/bank | 4%  |
|                  | Full time           | 37% |
|                  | Zero hours          | 42% |

## Recruitment and retention

According to the latest data from Skills for Care, turnover in 2021/22 is 32.2% - of which 59% remained in the sector. In 2021/22 vacancy rates and turnover both increased from the previous year, largely as a consequence of the end of lockdown and a widening of the economy and thus job opportunities<sup>18</sup>.

There has been a significant increase in the vacancy rate for registered nurses in care homes, from 8.9% in 2020/21 to 16% in 2021/22. Additionally, the turnover for registered nurses has risen from 47.3% to 55.4% in the same time period.

|                                     | Adult Social Care<br>2020/21 | Adult Social Care<br>2021/22 |
|-------------------------------------|------------------------------|------------------------------|
| <b>Turnover</b>                     | <b>28.2%</b>                 | <b>32.2%</b>                 |
| <b>Leavers remaining in sector</b>  | <b>64%</b>                   | <b>59%</b>                   |
| <b>Vacancy rates (Ind and LA):</b>  |                              |                              |
| <b>Average</b>                      | <b>6.5%</b>                  | <b>9.9%</b>                  |
| <b>Registered managers</b>          | <b>7.4%</b>                  | <b>5.7%</b>                  |
| <b>Senior care workers</b>          | <b>8.7%</b>                  | <b>13.5%</b>                 |
| <b>Care workers</b>                 | <b>6.3%</b>                  | <b>10.5%</b>                 |
| <b>Registered nurses</b>            | <b>8.9%</b>                  | <b>16%</b>                   |
| <b>Sickness rate (av)</b>           | <b>9 days</b>                | <b>9.4 days</b>              |
| <b>Average experience in sector</b> | <b>8.9 years</b>             | <b>9.1 years</b>             |

## Qualifications

Across the adult social care workforce<sup>19</sup>, 54% of the workforce had completed or were working towards the Care Certificate, slightly more than across England (48%)<sup>20</sup>.

73% of the workforce in a managerial role had a qualification relevant to social care, as did 49% of those providing direct care, broadly comparable to England figures.

Completion of the Care Certificate by Personal Assistants was lower, at approximately 30%, although there is less data available regarding Personal Assistants and so this may not be an accurate estimate for this cohort.<sup>21</sup>

## Social care for children

There is not a data source such as Skills for Care available for the children's social care workforce and so we have much less information about this sector.

Staffordshire County Council employs many in the children's social care workforce, with independent children's providers mainly providing residential care.

The information below relates to Staffordshire County Council's own staff.

## Roles



The average age of qualified social workers is lower than other roles, with safeguarding social workers having both the lowest average age (36 years) and service with Staffordshire County Council (3.9 years compared to 8.1 years average). The turnover in 2021/22 is 16%, higher than the previous year by around 5%. Turnover in social work posts is highest in safeguarding roles.





## Demographics

Demographic data about the children's independent sector is drawn for the 14 providers who responded to our survey, and so may not be representative of the sector as a whole.

| Demographics               | Staffs. County Council | Independent | Staffordshire<br>15 & 16 |
|----------------------------|------------------------|-------------|--------------------------|
| <b>Female</b>              | <b>88%</b>             | <b>77%</b>  | <b>50.5%</b>             |
| <b>Male</b>                | <b>12%</b>             | <b>23%</b>  | <b>49.5%</b>             |
| <b>Under 25</b>            | <b>3%</b>              | <b>11%</b>  | <b>11.9%</b>             |
| <b>25-54</b>               | <b>79%</b>             | <b>81%</b>  | <b>60.7%</b>             |
| <b>55+</b>                 | <b>18%</b>             | <b>8%</b>   | <b>27.5%</b>             |
| <b>White</b>               | <b>73%</b>             | <b>77%</b>  | <b>95%</b>               |
| <b>Other ethnic groups</b> | <b>12%</b>             | <b>23%</b>  | <b>4.7%</b>              |
| <b>Unknown</b>             | <b>15%</b>             | <b>-</b>    | <b>-</b>                 |
| <b>British</b>             | <b>38%</b>             | <b>84%</b>  | <b>96.5%</b>             |
| <b>EU</b>                  | <b>1%</b>              | <b>2%</b>   | <b>2.1%</b>              |
| <b>Outside EU</b>          | <b>0%</b>              | <b>14%</b>  | <b>1.5%</b>              |
| <b>Unknown</b>             | <b>61%</b>             | <b>-</b>    | <b>-</b>                 |

| Location                            | Contract type              |            |
|-------------------------------------|----------------------------|------------|
| <b>Staffordshire County Council</b> | <b>Permanent</b>           | <b>90%</b> |
|                                     | <b>Temporary/pool/bank</b> | <b>10%</b> |
|                                     | <b>Full time</b>           | <b>76%</b> |
|                                     | <b>Zero hours</b>          | <b>6%</b>  |
| <b>Independent</b>                  | <b>Permanent</b>           | <b>93%</b> |
|                                     | <b>Temporary/pool/bank</b> | <b>4%</b>  |
|                                     | <b>Full time</b>           | <b>67%</b> |
|                                     | <b>Zero hours</b>          | <b>3%</b>  |



### Recruitment and retention:

|                       | Staffs. County Council            | Independent  |
|-----------------------|-----------------------------------|--------------|
| <b>Turnover</b>       | <b>13%</b>                        | <b>23.9%</b> |
| <b>Vacancy rates</b>  | <b>Not available at this time</b> | <b>9%</b>    |
| <b>Years in role:</b> |                                   |              |
| <b>&lt;3</b>          |                                   | <b>31%</b>   |
| <b>3-9</b>            |                                   | <b>48%</b>   |
| <b>10+</b>            |                                   | <b>21%</b>   |

Based on the 14 providers who responded to our survey, 20% of the independent children's social care workforce have no social care qualifications. 6% have entry level/level 1, 4% have level 2, 51% have level 3 and 19% have level 4 or above. Social workers are qualified to degree level (level 5).





# What challenges are we facing?

## The local employment market in Staffordshire

COVID-19 has had an unprecedented impact on the economy. The employment and skills landscape has changed considerably, in a relatively short space of time. Nationally, there has been a decline in the overall workforce due to:

- an increase in economic inactivity
- an increase in the number of people 50 years and older retiring
- an increase in the number of young people staying in education
- a decrease in migration

Locally, the number of working age adults claiming work-related benefits continues to decrease, primarily due to the record high number of job vacancies to aid recovery from the pandemic. Between March and April 2022, there was a 3.1% decrease, which was similar to the national decline of 3.5%<sup>24 25</sup>.







It is projected  
**34,948**  
 new recruits would be needed by **2032**, most of these to replace people who leave the sector<sup>25</sup>. This estimate is particularly sensitive to turnover (retention) rates.

## Adult Social Care

The health and social care sector (SIC 2007) is projected to have the largest growth between 2017-2027 in Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP) with an employment increase of 6.2% or 6,000.

Adult social care is expected to see a growth in demand for workforce, broadly in line with the projected growth of the population aged 65 and above. The below shows an illustration of the demand.



| Projected Year          | Estimated workforce requirement | Extra staff needed due to increased demand compared to 2022 | Impact of potential staff turnover | Total new staff required compared to 2022 (increased demand + sector leavers) |
|-------------------------|---------------------------------|---|------------------------------------|---|
| <b>2024 (+2 years)</b>  | <b>23,983</b>                   | +920  | +5,416                             | <b>+6,336</b>   |
| <b>2027 (+ 5 years)</b> | <b>25,575</b>                   | +2,512  | +13,951                            | <b>+16,463</b>  |
| <b>2032 (+10 years)</b> | <b>28,506</b>                   | +5,443  | +29,505                            | <b>+34,948</b>  |



## Social care for children

Based on latest projections from the ONS, Staffordshire's 0–17-year-old population compared to 2022 is expected to increase 0.2% by 2024, reduce by 0.3% by 2027 and reduce by 1.8% by 2032.

Any increases in demand in children's social care are likely to be driven by an increase in the level of their needs and national policy, as opposed to demographics. This may lead to changes such as:

- the balance of staff required in future years between Family Practitioners, qualified social workers, and managers
- the number of staff needed to provide direct support and hold reviews

Whilst the projections indicate a longer-term reduction in the needs of Staffordshire children, many other local authorities use independent sector children's provision in Staffordshire, meaning we cannot project the demand for local independent provision accurately.<sup>27</sup>

| Projected Year                                    | 2022       | 2024 | 2027 | 2032        |
|---|------------|------|------|-------------|
| Current staffing                                  |            |      |      |             |
| Recruitment required to maintain current capacity |            |      |      |             |
| <b>Qualified Social Worker roles</b>              | <b>402</b> | +110 | +274 | <b>+540</b> |
| <b>Other roles</b>                                | <b>386</b> | +82  | +205 | <b>+410</b> |
| <b>All roles</b>                                  | <b>788</b> | +192 | +479 | <b>+950</b> |





# What has the workforce told us?

We asked the Staffordshire social care workforce and providers for their views on the strengths, challenges and opportunities for the social care sector within Staffordshire, through surveys and focus groups. 323 survey responses were received.

Engagement showed us that the majority of the current Staffordshire social care workforce do really enjoy their job, as it gives them an opportunity to make a difference. Pay and benefits are seen as both a challenge and an opportunity. People working in social care want the opportunity to progress in their careers, and changing public perception about working in social care would aid recruitment.

**"I love getting to know the people I support and their families... I feel we make a real difference in helping families getting a break from their caring role."**

**4 out of 5**  
satisfied with current job

**3 out of 5**  
recommend working in social care

...however  
**1 out of 5**  
considering leaving in next 12 months



Key reasons for considering leaving include:

**Pay and financial pressures**

**Work-related pressures**

**Personal health**

**Levels of stress**

## Individuals' Survey Summary Headlines

Most important for employees

- Work life balance**  
165 people
- Ability to make a difference**  
155 people
- Pay**  
146 people

Top suggestions to encourage more to enter/remain in social care

- Pay and Benefits**  
120 people  
"rewarding pay, overtime enhancements, sick pay, healthcare benefits"
- Expenses including mileage**  
30 people  
"support with repairs, insurance and mileage"
- Progression/training**  
30 people  
"good quality training so staff have the knowledge to perform their tasks to their best ability and gain greater job satisfaction"
- Improve image of social care**  
30 people  
"promote a better reputation for care... a worthwhile, rewarding career that people should aspire to"

## Organisation Survey - Summary Headlines

- 9 out of 10** struggling to recruit staff
- 5 out of 10** struggling to retain staff

Main recruitment challenges

- Better pay outside of the sector**  
48 organisations
- Perception of working in social care**  
27 organisations
- Cost/distance of travel**  
33 organisations
- Work-life balance**  
25 organisations

Successful recruitment/retention initiatives

- Improving pay (14 organisations)
- Making staff feel more valued (10 organisations)
- Support with transport costs (9 organisations)

Most useful additional support in recruitment would be:

- Better pay/conditions
- Recruitment support - advertising and campaigns
- Transport help - discounts, free travel



# What has worked elsewhere?

## Local and national

We have looked at good practice within social care and other sectors, locally and nationally. This includes:

- improving training and support for people entering care roles
- values-based recruitment
- better co-ordination of recruitment
- joint working across the sector to address skills gaps
- targeting support for small and medium enterprises
- developing co-ordinated training, skills and recruitment (e.g. through an academy)
- working jointly to bid for potential funding sources
- establish clearer career structures for the workforce
- engaging with potential workforce from school-age onwards
- recognising and rewarding experience and length of service
- utilising ambassadors to improve the image of the sector, because changing the public perception is key to success
- promoting best practice where international recruitment is taking place
- thinking digitally to improve quality, efficiency and 'customer experience thinking'

Some international models of care (such as the Buurtzorg model of community nursing care from the Netherlands) combine strength-based practice with the model of self-managed teams.<sup>23</sup> Whilst social care is structured and funded differently in the UK, there are still some key principles that can be promoted locally:

- reducing bureaucracy
- developing local teams with strong local connections
- developing solution-focused skills within teams (focussing on coaching and a culture of continuous improvement as opposed to 'command and control' approaches)
- co-producing solutions with both workforce and people who receive support



# What are our key issues and risks?

The key issues and risks for the social care workforce in Staffordshire are summarised below.

## Strengths

- Large and growing sector of the economy (contributing £51.5 billion to the economy nationally)<sup>30</sup>
- The majority of the local workforce find social care a rewarding career<sup>31</sup>
- An improving public perception of the value of social care sector following COVID-19

## Weaknesses

- Key labour and skills shortage
- Lack of sustainable, redirectable investment in social care
- Lack of awareness about social care career pathway and opportunities

## Opportunities

- New ways of working, including digital opportunities
- Strengths-based ways of working, with a stronger role for the 'front line'
- Cross sector partnership approach

## Threats

- Current competition with other sectors of the economy and relatively low rates of unemployment<sup>32</sup>
- Work / life balance during peaks of demand (i.e. COVID-19)
- The impact of the cost-of-living crisis





# What are we doing to help shape the future of social care in Staffordshire?

Our joint vision for the future is that the social care workforce provides highly valued, innovative and sustainable care in Staffordshire.

Our mission is to develop a more resilient care sector that enables more effective recruitment and retention in adults' and children's social services, based on person-centred and innovative ways of working - for all social care workers including those in regulated professions across the public and independent sector, attracting people at every stage of their working lives, including those at the start of their career.

We will do this through:

- working collaboratively to support each employer to be the best that they can in recruiting, retaining and developing their own teams
- working in partnership to carry out targeted local recruitment campaigns, promoting the sectors in schools and with potential job applicants, building a consistent and co-ordinated local skills offer, and promoting the value of the social care sector
- jointly making the case for fair and sustainable funding for the social care sector

We cannot address all the challenges facing the Staffordshire social care workforce locally. Some require a consistent and sustainable long-term national funding approach. However, we will work together to do all that we can to make the difference to social care in Staffordshire.

We have set out our outcomes in the '**How will we know if this is working?**' section from page 32.

We have set out our actions to make a difference in the first two years of the strategy on pages **35, 36** and **37**.





# How will we know if this is working?

Our outcomes for this strategy are set out below. We will use a range of data and intelligence, including an annual workforce survey in Staffordshire, to help understand the difference we are making.

## 1. More resilience

| Outcomes |   |      | Measures  |
|----------|---|------|---|
| 1.1      | A social care workforce that has the right capacity to manage predicted demand              | 1.1a | A workforce with the right type and number of roles to meet demand  |
|          |   | 1.1b | A workforce at full complement  |
|          |   | 1.1c | A workforce that maintains personal wellbeing   |
| 1.2      | Flexibility in the social care workforce to cover periods of fluctuating demand/uncertainty | 1.2a | A workforce where staff have skills to cover more than one role or to safely flex tasks within their existing role        |
|          |   | 1.2b | A workforce where sufficient staff are willing and able to increase or decrease their hours of work to meet business need |
|          |   |      | Reduction in the number of vacancies  |
|          |   |      | Reduction in the level of turnover resulting in exit from the sector  |
|          |   |      | Reduction in the level of sickness absence  |
|          |   |      | Improvements in the percentage of care arrangements put in place within target timescales                                 |
|          |   |      | Caseloads consistent with professional standards  |
|          |   |      | Reduction in levels of zero hours contracts in home care services   |

## 2. More effective recruitment

| Outcomes |  |      | Measures  |
|----------|--|------|---|
| 2.1      | A social care workforce that is representative of the local population | 2.1a | A workforce that is recruited from the local population   |
|          |  | 2.1b | An inclusive workforce that is representative of the diversity of the local population  |
|          |  | 2.1c | A workforce where those in senior roles reflect the diversity of the local population   |
| 2.2      | Social care is a career aspiration across the whole life course        | 2.2a | More young people want to have care as a career aspiration  |
|          |  | 2.2b | Social care as a career is an opportunity, available for all ages of the population   |
|          |  |      | Closer match between the demography in the local areas of Staffordshire and the demography within the social care workforce       |
|          |  |      | Closer match between the demography of the social care workforce in Staffordshire and the demography of leadership in social care |



### 3. More effective retention

| Outcomes |  |      | Measures  |
|----------|--|------|---|
| 3.1      | A social care workforce that is competent, well trained and supported to be the best they can be | 3.1a | There are in-role training and development opportunities for all social care roles            |
|          |  | 3.1b | There are career development and progression opportunities for all roles within the workforce |
| 3.2      | A social care workforce that is, and feels, valued and rewarded                                  | 3.2a | A workforce that feels valued by its employers  |
|          |  | 3.2b | A workforce that feels valued by the public   |
|          |  | 3.2c | A workforce that feels rewarded by its employers  |

### 4. Innovative ways of working

| Outcomes |  |      | Measures  |
|----------|--|------|---|
| 4.1      | A social care workforce that operates in a strength-based and outcome-focussed way | 4.1a | A workforce that uses strength-based practice to help those they support achieve their goals        |
|          |  | 4.1b | The right outcomes are achieved for those supported by the workforce                                |
| 4.2      | A digitally/technologically skilled social care workforce                          | 4.2a | A workforce that is able to use technology to do their job well                                     |
|          |  | 4.2b | A workforce which is able to help those who need support to use technology to maintain independence |

# Our key actions to make a difference

The table below sets out how we will work collaboratively to achieve these outcomes. These are the actions which we will take forward during the first two years of the strategy. Some will continue throughout the lifetime of the strategy, and other actions may be added to continue to achieve the overall outcomes. The actions are linked to Outcomes 1-4 (more resilience, more effective recruitment, more effective retention and innovative ways of working).

| Action | Detailed action   | Outcomes   |
|--------|---|--|
| 1      | Improve the usage of updated data and intelligence as a shared resource to support the social care workforce                          | 1.1 Measure progress against the outcomes at least annually  |
|        |   | 1.2 Update projections of demand at least annually   |
|        |   | 1.3 Review and agree priority training needs at least annually   |
| 2      | Promote available resources to providers more effectively, and engage with providers who need the most support to use those resources | 2.1 Promote the ICS Wellbeing Hub and other wellbeing resources  |
|        |   | 2.2 Promote the use of good practice toolkits to support recruitment and retention   |
|        |   | 2.3 Develop further peer support and networking opportunities  |
|        |   | 2.4 Develop opportunities for Personal Assistants to benefit from resources and support available to the social care workforce |
|        |   | 2.5 Expand Mental Health First Aider training  |



| Action |   | Detailed action | Outcomes   |            |
|--------|---|-----------------|--|------------|
| 3      | Develop an improved journey into work                                     | 3.1             | Develop and implement an enhanced model of engaging with school and other entry routes to the sector, joined up across local partners including Staffordshire County Council and the NHS, and incorporating technology and virtual experiences, making career pathways more visible  | 1, 2, 3, 4 |
|        |   | 3.2             | Encourage providers to offer more opportunities for work experience and placements, supported by Staffordshire County Council, the NHS/ICS and local training providers  |            |
|        |   | 3.3             | Encourage providers to support an increased number of apprenticeships (including social care Trainee Nursing Associates supported by Health Education England funding) within local care services, supported by partners to reduce bureaucracy where possible and provide a wide range of training opportunities during the apprenticeship | 1, 2, 3, 4 |
|        |   | 3.4             | Encourage and share toolkits and resources with providers to implement high quality recruitment processes, with fast decision-making and a reduction in any unnecessary bureaucracy or barriers  | 1, 2, 3, 4 |
| 4      | Implement a co-ordinated partnership approach to learning and development | 4.1             | Develop and promote a high-quality local training offer to support leadership skills within care services  | 1, 2, 3, 4 |
|        |   | 4.2             | Develop and promote a high-quality local training offer for skills which are identified as a quality challenge within the local care sector  | 3, 4       |
|        |   | 4.3             | Develop and promote a high-quality local training offer for skills linked to the strategic development of the workforce – in strength-based care, in digital skills and in use of technology   | 3, 4       |
|        |   | 4.4             | Scope the potential for a new or enhanced Social Care Academy to bring together the local offer of training and development for key skills   | 1, 2, 3, 4 |
|        |   | 4.5             | Develop a training approach for people who are new to care, utilising offers of partnership training including training offered by the ICS People Hub / NHS  | 2, 3, 4    |
| 5      | Improve the positive recognition of social care as a valued career        | 5.1             | Extend a wide range of training and development offers and support (where available to local health and public sector workers) to the wider social care workforce  | 1, 3, 4    |
|        |   | 5.2             | Extend a wide range of lifestyle benefits offers (where available to local health and public sector workers) to the wider social care workforce  | 1, 3, 4    |
|        |   | 5.3             | Increase events and mechanisms (such as Care Awards) designed to recognise and valued best practice in the sector  | 1, 3, 4    |
|        |   | 5.4             | Increase opportunities for frontline care staff to act as trusted assessors and valued participants in multi-disciplinary working  | 1, 3, 4    |

| Action |   | Detailed action | Outcomes  |            |
|--------|---|-----------------|---|------------|
| 5      | Improve the positive recognition of social care as a valued career                          | 5.5             | Develop and implement support networks for key leadership roles, supported by partners across the health and care system  | 1, 2, 3, 4 |
|        |   | 5.6             | Identify and progress reductions in bureaucracy where this does not adversely affect safe and effective care  | 3, 4       |
|        |   | 5.7             | Across local and national networks, make the case for promoting social care as a valued career, and for a fair and sustainable funding approach for the sector  | 1, 2, 3, 4 |
| 6      | Increase the level of capability to use digital and technology innovations                  | 6.1             | Actively encourage take up of digital social care records, virtual multi-disciplinary working, sensor-based and other technology  | 4          |
|        |   | 6.2             | Increase the availability of local high-quality training for digital skills   | 4          |
|        |   | 6.3             | Promote the adoption of digital working practices within the sector   | 4          |
|        |   | 6.4             | Promote digital champions within the sector   | 4          |
| 7      | Support improved practice across the sector in recruitment and business continuity planning | 7.1             | Enhance and relaunch Staffordshire's I-Care Ambassadors scheme (experienced staff who are willing to promote the sector)  | 1          |
|        |   | 7.2             | Encourage all providers to use toolkits and other good practice materials to support values-based recruitment and for recruitment practices to support equality, diversity and inclusion  | 1          |
|        |   | 7.3             | Connect with any national and regional recruitment campaigns  | 1          |
|        |   | 7.4             | Across partners, including providers, Staffordshire County Council and the NHS, carry out co-ordinated recruitment campaigns, focusing on recruiting people who are new to care, people from underrepresented groups, younger people and people with prior experience or awareness of care services | 1          |
|        |   | 7.5             | Continue to develop the Care Reservists model jointly across the NHS and social care  | 1          |
| 8      | Seek to reduce travel costs where possible across the partnership                           | 8.1             | Explore the potential to subsidise/support transport costs  | 1          |
|        |   | 8.2             | Encourage lifestyle benefits providers and other agencies to offer deals related to transport costs   | 1,3        |
|        |   | 8.3             | Promote collaborative working between providers to reduce unnecessary journeys where possible and appropriate   | 3          |

# From across the partnership

“ I’m delighted with how many partners have come together to progress the strategy for the future social care workforce in Staffordshire. Whilst social care is a fulfilling choice of careers for most people, the only way we will address the challenges of the sector is by working together.”

**Julia Jessel - Cabinet Member for Health and Care - Staffordshire County Council**

“ SARCP, Staffordshire Care Association, have been actively engaged in the formulation of the Workforce Strategy and have been able to work with all partners to build on the understanding of Adult Social Care’s current recruitment and retention issues and commit to the ongoing improvement activities to maximise impact for the sector.”

**Julie Harding - SARCP Staffordshire Care Association**

“ The overall process and development of the strategy has been a collaboration of a range of partners/stakeholders including local care providers. Long term this can only enhance working relationships between the Local Authority and the market and in turn support the development of a sufficient and appropriately skilled workforce in Staffordshire to deliver high quality delivery of support and address the issues being experienced across the social care and health system within Staffordshire.”

**Shirley Way - Skills for Care**

“ It has been extremely useful to be involved in the development of the Strategy. Getting skills and recruitment right in any sector is a challenge but approaching it in this way can surely deliver the results needed to enable the sector to respond to the ongoing and future challenges it faces.”

**Andy Greenhough - Staffordshire Partnership for Employment & Skills**

“ I am incredibly proud of everything our ICS and Social Care partnership has achieved for Staffordshire and Stoke-on-Trent’s current and future workforce in recent years; and that partnership continues to go from strength to strength as we move towards a ‘One Workforce’ approach.”

Through our continued collaboration I’m confident we’ll create new and innovative opportunities for our future workforce and therefore provide the very best care for our local population”

**Alex Brett - Chief People Officer, Staffordshire and Stoke-on-Trent ICB**

# References

- <sup>1</sup> People at the Heart of Care: adult social care reform
- <sup>2</sup> Our vision for a future care workforce strategy | Local Government Association
- <sup>3</sup> Leadership for a Collaborative and Inclusive Future report
- <sup>4</sup> Measured by Gross Value Added
- <sup>5</sup> Source: ONS UK Business Counts (IDBR based data) - <https://www.nomisweb.co.uk/>
- <sup>6</sup> Annual Survey of Hours and Earnings (ASHE)
- <sup>7</sup> Source: Skills for Care 2021/22 Dataset
- <sup>8</sup> Staffordshire County Council insight report
- <sup>9</sup> Source: EMSI social care sector Staffing Patterns Data in Staffordshire excluding child day care activities - based on Labour Force Survey microdata and Annual Survey of Hours and Earnings (ASHE) - <https://www.economicmodelling.co.uk/>
- <sup>10</sup> Appendix: Reference graphs
- <sup>11</sup> Source: DfE Localism Dashboard Education & Training Participation - <https://viewyourdata.education.gov.uk/> – NOTE: Stoke-on-Trent and Staffordshire data
- <sup>12</sup> Source: DfE Localism Dashboard Apprenticeship Starts - <https://viewyourdata.education.gov.uk/> – NOTE: Stoke-on-Trent and Staffordshire data
- <sup>13</sup> Source: Skills for Care 2021/22 Dataset
- <sup>14</sup> Source: Skills for Care 2021/22 Dataset
- <sup>15</sup> <https://www.gov.uk/government/statistics/announcements/ethnic-group-national-identity-language-and-religion-census-2021-in-england-and-wales>
- <sup>16</sup> <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/internationalmigration/datasets/populationoftheunitedkingdombycountryofbirthandnationality>
- <sup>17</sup> Source: Skills for Care 2021/22 Dataset
- <sup>18</sup> Source: Skills for Care 2021/22 Dataset
- <sup>19</sup> Source: Skills for Care, data for 2020/21
- <sup>20</sup> Although the Care Certificate is available to all, the main target is workers who are new to social care
- <sup>21</sup> Source: Skills for Care, data for 2020/21
- <sup>22</sup> Source: Claimant Count, April 2022, Office for National Statistics (ONS) - <https://www.nomisweb.co.uk/>
- <sup>23</sup> Source: Staffordshire County Council Economic Bulletin, May 2022 – monthly Claimant Count update provided each month - <https://www.staffordshire.gov.uk/Business/Staffordshire-means-Back-to-Business-Support-Scheme/Economic-recovery-and-renewal/Economic-recovery-and-renewals.aspx>
- <sup>24</sup> Source: 'Office for National Statistics 2018 Based Population Projections
- <sup>25</sup> Source: Skills for Care Dataset & Staffordshire County Council Insight Team Projection
- <sup>26</sup> Source: 'Office for National Statistics 2018 Based Population Projections
- <sup>27</sup> Source: Staffordshire County Council - Families and Community Human Resources
- <sup>28</sup> The summary report of this and associated appendices can be found at [www.staffordshire.gov.uk/futuresocialcareworkforce](http://www.staffordshire.gov.uk/futuresocialcareworkforce)
- <sup>29</sup> Buurtzorg Nederland
- <sup>30</sup> Source: Skills for Care, data for 2020/21
- <sup>31</sup> Insert reference to summary report/appendix weblink here once uploaded
- <sup>32</sup> Source: Staffordshire County Council Economic Bulletin, May 2022 – monthly Claimant Count update provided each month - <https://www.staffordshire.gov.uk/Business/Staffordshire-means-Back-to-Business-Support-Scheme/Economic-recovery-and-renewal/Economic-recovery-and-renewals.aspx>





**Contributing partners:**

- Stoke-on-Trent and Staffordshire Local Enterprise Partnership
- Department for Work and Pensions
- Stoke-on-Trent and Staffordshire Careers Hub
- Staffordshire Partnership for Employment and Skills
- Horxon Care
- PACE UK
- Health Education England (NHS)
- Lichfield District Council
- South Staffordshire College
- Newcastle and Stafford Colleges Group
- Buxton and Leek College
- Burton and South Derbyshire College
- Staffordshire University
- Keele University
- Wolverhampton University

