

Scrutiny Health & Social Care Sub- Committee Supplementary Agenda



5. Workforce Planning across Health & Social Care in Croydon
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The Sub-Committee is asked to review the attached documents together with information arising from the discussion of this item at their meeting with a view to forming conclusions and recommendations.

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Scrutiny health and social care sub-committee

Croydon adult social care workforce

12 November 2019

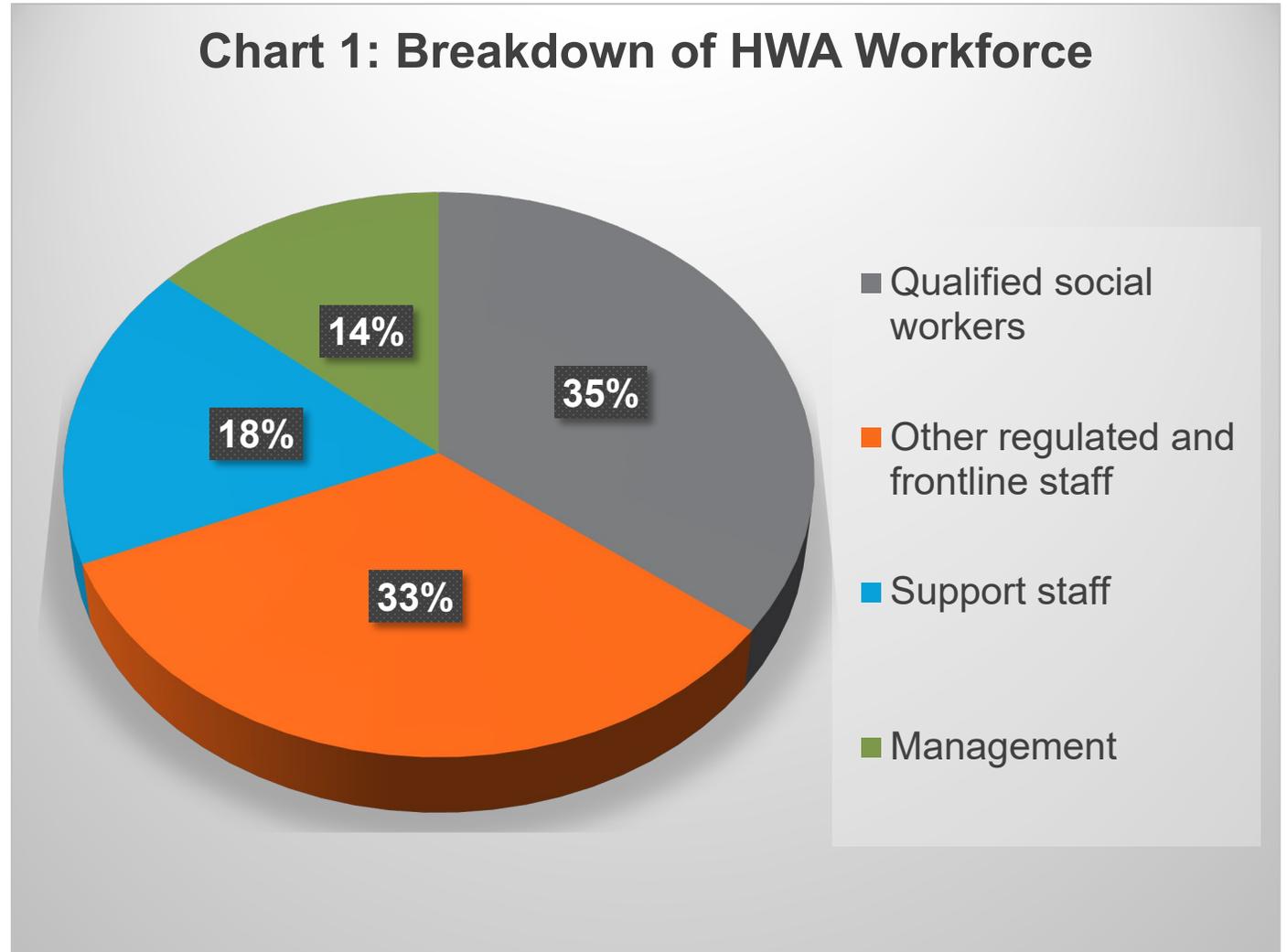
Guy Van Dichele

National context – workforce overview

- Adult social care workforce in England (2018) is estimated at 1.62 million:
 - 7% of jobs are within local authorities (LA);
 - Nationally, there has been a shift away from local authority jobs (14% of the workforce in 2009), towards independent employers and direct care;
 - Latterly, some shifts to reverse this as insourcing becomes more attractive in part as a result of market failure
 - Overall, there has been an increase of 16,500 jobs between 2017 and 2018;
 - By 2035 the sector may need 580,000 new jobs (36% growth) based on the projected number of people aged 65 (this is more if using a 75+ model).
- The majority of the workforce is within direct care and either directly employed by local authorities or organisations that carry out commissioned services on behalf of LAs.
- Of the total workforce, 5% are in regulated professionals and (of this) 18,000 jobs are social workers.
- The vast majority of social workers (87%) are employed on a permanent basis, with the remaining 13% working as temporary, bank/pool or agency workers.

Health, Wellbeing and Adults – workforce overview

- 422 staff directly employed by Health, Wellbeing and Adults (HWA), as at October 2019 – see chart 1.
- Agency rate is currently 11.53%, down from 35% in 2017/18.
- Our workforce is likely to increase to 1,072 in January 2020 due to:
 - Decision to insource extra care housing – circa 150 staff; January 2020 (largely domiciliary carers)
 - Proposal to move Housing Assessment & Solutions and Gateway Divisions (circa 500 staff) into Health, Wellbeing and Adults Department – subject to consultation



HWA workforce and comparisons to wider Council and ASC in London

- 77% are female, which is higher than the Council's overall figure (65.11%) and our resident figures for 2011 (51.5% female) but lower than London ASC workforce (81%).
- 45% are BAME, again higher than Council (43.32%) and resident figures for 2011 (44.92%) but lower than London ASC (67%).
- Over 50% of female and BAME staff earn between £35,000-£53,999, this again is higher than the Council's overall % in this earning bracket.
- 13% of the HWA workforce have declared a disability – Council 9% and residents 8%.
- The average age of the workforce in HWA is 49, compared to the London average, which is 47.

[N.B. non disclosure rates in HWA range from 35-45%]

Croydon's Workforce Strategy



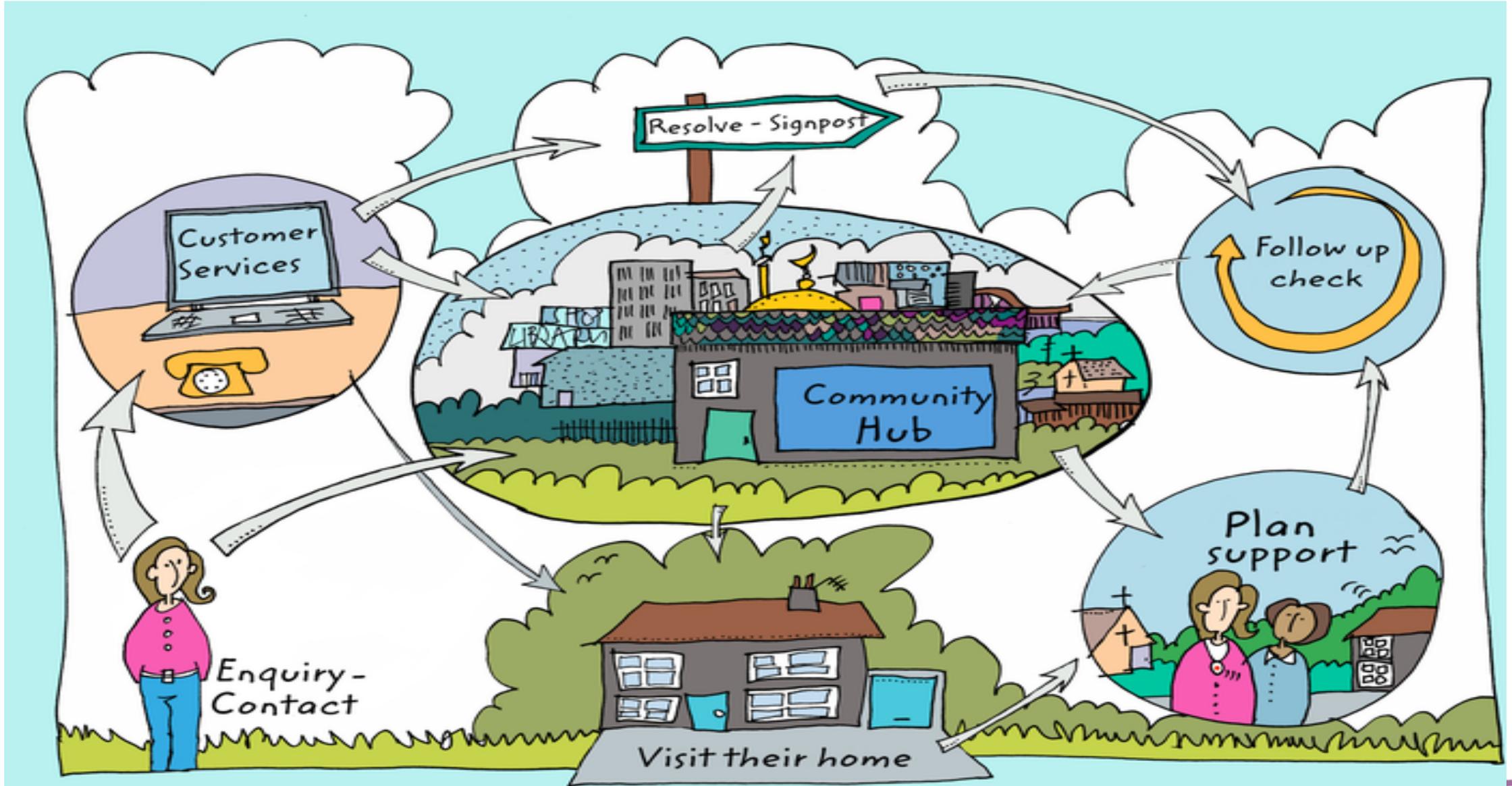
Our vision is to be a high performing organisation that is collaborative, inclusive and innovative, that allows talent to flourish and builds our workforce capability to meet our ambitions and reflect our community - where everyone can speak up, speak out and have a voice in the future direction of the organisation - where fairness and justice feel real, and where bullying, harassment and discrimination are not tolerated. We will achieve this by focusing on five key priority areas that will support us in becoming a high performing organisation.

Investing in learning and development



- We believe that investing in our workforce is investing in our residents, and we want staff to be in control, of their learning and development plan.
- To enable this, we have developed a comprehensive learning and development framework:
 - that enables staff to plan their development through the appraisal process and training offer;
 - provides guidance on professional development pathways; and
 - sets out what mandatory and other essential training staff must complete, which includes bespoke programmes for front line staff, qualified OTs and social workers.
- Apprenticeships: in addition to our current corporate programme we will be launching our new Social Worker Apprenticeship scheme in January 2020. This is a:
 - 3 year Social Worker Degree Apprenticeship BA (Honours), targeted at our current workforce and aims to 'grow our own'.
- To be noted that a proportion of the workforce in HWA are required to complete learning logs and demonstrate ongoing professional development as part of their registration, i.e. Social Workers and Approved Mental Health Professionals

Community Led Support



Community led support – the story to date

- Adult Social Care Board commission the National Development Team for Inclusion, (NDTi) to support CLS culture programme Dec '18
- Readiness check completed by NDTi January '19
- Older people's teams structured into localities April '19
- Thornton Heath locality team innovation site launches April '19 followed by Woodside & Shirley, September '19; New Addington & Selsdon October '19.

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All older people's teams will be live by end March '20

Revised “assessment” and “review” processes tested from August '19 and live on case management system October '19

- Peer forums being tested October '19
- Department wide learning and development offer in place
- Workshops for 120+ staff on CLS, Good conversations and Leadership
- Commitment to take part in NDTi's “The Art of Commissioning” programme Sep 19
- Health partners have agreed CLS model for integrated working Oct 19

Community led support – the story to date

- Improved visibility of waiting lists in localities
 - Significant reductions in waiting lists and in locality teams and waiting times c. -70%+ since April
 - Conversations with residents are taking place in welcoming, informal community settings wherever possible – feedback from people is very positive
 - Greater focus on staying independent and living well- not just eligible needs
- Staff morale improving
- Greater knowledge of locality services, organisations, people and places and much stronger relationships with partners
- Development partner mid-point review, October '19 identified significant progress and examples of best practice.
 - Also identified need for further changes in social work practice and arrangements at the social care “front door”

Our strengths and achievements

- **Strong stable workforce:** low turnover of 8.7% and average length of employee service is 7 years. Compared to the London ASC avg. turnover of 27.2%, although average length of service is the same.
- **Established staff networks:** (1) BAME, (2) Working Carers Support, (3) Disability, (4) LGBT, (5) Mental Health and Wellbeing, (6) Women's Group.
 - All have representation on the Council's Culture Board and help shape key decisions for the Council.
- **Commitment and passion of our workforce:** despite the challenges and demands on our services, staff are embracing change and the new CLS model
- **Strong partnerships** across One Croydon Alliance, with integrated teams working in LIFE, GP Huddles and new pilot for Thornton Heath ICN+ and PCN.
- **Collaborative working** across other teams within the Council such as finance, legal, HR, and children's.
- **Award winning and celebrating our achievements:**
 - Dementia Friendly status, 2019 LGC Award for Health and Social Care Award in partnership work for the One Croydon Alliance;
 - LIFE Reablement Team rated 'good' by CQC in the first year AND Croydon Shared Lives 'outstanding' CQC rating;
 - Work experience opportunities for people with learning disabilities - 17 June 2019, 30 residents with learning disabilities had the opportunity to work alongside Croydon Council's directors and heads of service for the day.

Workforce Challenges

- **Data and IT systems:** we are transforming our digital capabilities through our new My Resources system which combines finance, HR and procurement (summer 2019), and building a new ICT adult case management system solution for ASC (autumn 2020).
 - Until these new systems are fully implemented embedded it means more time is taken to quality assure our data, which impacts on staff ability to do their job effectively.
- **Challenges of an integrated workforce:** from a workforce perspective, we are a group organisations that each have their own set of terms and conditions of employment (national and local); operational and HR practices and procedures, and ICT systems. Some of which we can change and adapt, some we cannot.
 - Part of our challenge is to develop and promote a shared vision, culture and values for 'Croydon as a Place to Work', which Croydon is striving to achieve through Community Lead Support (CLS) and Integrated Community Network model (ICN+) – the next slide sets out some of the key challenges in more detail.
- **Recruitment and retention in specific specialist areas,:** whilst we have a strong and stable workforce we do have difficulties in recruiting and retaining qualified social workers in the hospital discharge team, and there is high demand for experienced adult mental health social workers. However, we have a stable management team within these areas, and this forms part of our departmental workforce strategy.

Key Workforce and Organisational Challenges for an Integrated Workforce

| | |
|--|---|
| Training and Development | <p><i>The new model of care requires new skills for existing staff and the development of new skills in roles in particular:</i></p> <ul style="list-style-type: none"> • <i>Strengths/ Asset based approach</i> • <i>Social Prescribing and prevention approaches</i> • <i>Digital awareness</i> |
| Role Development | <p><i>The new models of Care requires the creation of new cross organisational roles (e.g. skills mix roles and integrated management roles), the enhancement of traditional roles (e.g. use of Pharmacists) and adoption of new national models e.g. Physician Associates, Buurtzorg type approaches, Associate Nurse Practitioners.</i></p> |
| Recruitment and Retention | <p><i>A campaign that builds on the existing R&R plans for partner organisation but optimises the marketing potential of the Alliance vision and innovation. Includes efficiency benefits of pooling resources and impact on vacancy use.</i></p> |
| Organisational Culture and Values | <p><i>A system wide approach that includes all organisational levels that promotes the adoption and application of the One Croydon values and principals. Need consistency in what people think, say, feel and do . This need to extend to provider workforce in commissioned market and beyond the alliance partners.</i></p> |
| Communication and engagement | <p><i>A coordinated communication plan for staff, those receiving services and wider audiences to promotes the vision, culture and values of the alliance as well as progress on transformation plans and seeking engagement and feedback.</i></p> |
| Croydon as a Place to Work | <p><i>The Alliance Agreement offers a unique opportunity to develop a coordinated Croydon-wide approach to meet the challenges all partners have in recruiting and retaining staff and effectively using limited resources to reform the workforce required to transform the delivery of services.</i></p> <p><i>This needs coordinated leadership.</i></p> |

OPPORTUNITIES

- Key messages from the July 2018 Croydon Peer Review – use of resources and commissioning. This means:
 - Croydon knows where it is doing well, and the areas it needs to develop;
 - Health and social care integration is backed by a strong vision, ambition, enthusiasm and knowhow.
- Localities working embraced by health and social care partners, and system leader commitment to community led support approach
- Integrated commissioning functions, starting with children's, learning disabilities and mental health
- Scale up the disability service to localities model, with rest of division.
- Opportunities to review how housing, gateway and adult social care work together with the proposal to move Housing Assessment & Solutions and Gateway Divisions HWA.

THREATS

- Continued delay in proposed white paper on social care reform.
- Continued uncertainty around Brexit – Operation Yellow Hammer paper cited medium term impact on providers linked to potential inflation rise against costs and staffing. Across London, Skills for Care (2018) estimate that the reliance on EU nationals is fairly low (14%), as 61% of the ASC workforce are British and 26% non-EU nationals.
- Pace and scale of change, and the ability to keep the workforce engaged and motivated.
- Ageing workforce – Croydon does not have an immediate issue with this. However, we must look to the future and consider how we attract, and retain, a younger workforce to the adult care sector – both within the Council, across our partners, and Croydon as Place to Work.

Direction of travel and wider workforce

Our vision for the next three years, centres on the key deliverables below; against a back drop of delivering integrated and locality based services, a sustainable budget, aligned with our responsibilities under the Care Act, and strategic priorities to focus on prevention and proactive care.

- Safeguarding is everybody's business
- Empowering our residents and carers with choice and control
- Empowering our workforce, with a learning and development offer, and where Community Led Support is implemented as the key culture and practice quality enabler.
- Social care is not seen in isolation of wider determinants of health, everyone has a responsibility to focus on reducing health inequalities, improving life stage outcomes
- Disability and dementia is everybody's business with centres of excellence at locality level
- A proportionate digital and face to face service to offer
- Integrating our health and social care workforce