

# **Adult Social Care Workforce Update**

## **Adult Social Care Cabinet Committee 17 May 2023**

**Jade Caccavone:** Directorate Business Manager

**Adult Social Care workforce** is a key priority for the directorate to ensure the **recruitment, retention and development of our workforce** for now and the future.

Adult Social Care and Health has a workforce headcount of **2441 employees** ; this includes a variety of roles that include management, professionally registered social care staff, front line social care workers and back office functions.

The directorate has a senior officer led **Organisational Development Group** which reports into the Directorate Management Team, and also has two sub groups to support the delivery of the workplan of the directorate

- **Resources Group which focuses on Recruitment and Retention**
- **Academy Group which focuses on learning and development requirements**

Our Organisational Development Group leads on the delivery of our **strategic workforce plan** which was launched in 2022 following co production with staff, data analysis and future workforce needs.

Recruitment and Retention of staff within Adult Social Care is a key risk that is held on the Directorate Risk Register

Recruitment and retention is a national issue across the social care sector. Adult social care also has a programme of work to support with the wider care sector workforce recruitment and retention within Kent.

Difficulties in recruiting and retaining staff due to our location

- London authorities and increased pay rates
- Coastal borders
- Rural locations and travel links

We have recently undertaken a redesign of the service as we moved into locality based working , this has impacted the workforce during the last year, however our new structure went live on 1 April 2023 and staff are settling into our new teams and recruitment to key roles - this has helped to reduce the risk over the last few months.

**Our workforce plan was developed to help mitigate the risks we face across adult social care and help build the workforce and skills sets we require for the future.**

- **Coordinated recruitment** over the past 8 months to ensure consistent and planned recruitment approach across the county
- Successfully appointed **21 Community Team Manager** roles for the new 24 Community Teams to support our locality ways of working
- Internal offers of **17 Senior Practitioner** roles following a competitive and successful round of interviews
- **People with lived experience** have been involved in our recruitment activities and supported us to recruit the right people with the right skills and behaviours.
- Recruitment progressing for newly created **Social Care Involvement Officers**
- **Supported the Student Experience programme**, a successful launch event was held in February for Students in their final year and a campaign is underway for **Newly Qualified Social Worker recruitment**.
- **Developing media solutions** with the council's communications team to support recruitment
- Kent County Council and the Kent Community Health Foundation Trust have signed a collaborative agreement and are recruiting to joint roles for **Health and Social Care Support Workers**, with the first recruits starting imminently.
- **Refer a friend** scheme introduced for our Provider Services

- **13 Social Work Apprentices** have just completed their degree and are due to start practice in our teams in the coming months
- **18 Social Work Apprentices** have just commenced their placements following a large volume of applications and a competitive application process
- Supporting **13 Occupational Therapy Apprentices** with 4 due to start practice in the coming months
- 6 students are undertaking the **Think Ahead Programme** (mental health social work) with 2 due to start practice in the coming months
- Revision to our market premium offer and **introduction of service related payments** to support retention of our registered workforce

- **Practice Framework** launched and core skills programme developed, over 1800 staff have attended 50+ sessions
- **Kent Academy Platform** updated to support better navigation of **development opportunities** and updated to provide information for staff
- New **Occupational Therapy Practice Development Role** recruited to reinforce the professional development and activity of our occupational Therapy staff
- 13 additional staff have recently undertaken **Best Interest Assessor training**
- New cohort of staff undertaking **Practice Educator Training**
- **Approved Mental Health Professional** qualification selection underway.
- Internal adult social care **induction programme** has been developed and due to be launched in the coming months
- Changes have been made to the **Social Care Capability Framework** to support a more streamlined development programme for our practitioners
- Attendance at Job fayres and attending colleges and 6<sup>th</sup> forms to **share careers in social care**

Review of **Strategic Workforce Plan** to identify priorities and revising **Organisational Development Workplan** for 2023-2024. Key themes remaining:

- Recruitment and Retention
- Management and Leadership
- Roles, Skills and Development for New ways of working

This will be **co-produced with our workforce** through the creation of localised Organisational Development Groups

Leadership Team are driving forward **Culture Growth** to embed our new ways of working and towards **the best we can be**

**Induction planning for our new managers** is underway to support them in their new roles and revised of working to ensure they are our enablers within the workforce.

Further work with Corporate communications to **develop a new marketing campaign for Social Care** roles with the aim to launch in June.

Work with our partners to identify more opportunities for joint working