

HERTFORDSHIRE COUNTY COUNCIL

**CABINET
MONDAY, 18 JUNE 2018 AT 2.00PM**

<u>Agenda Item</u> <u>No.</u> 9
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**HERTFORDSHIRE ADULT SOCIAL CARE WORKFORCE STRATEGY
2018-2021**

Report of the Director of Adult Care Services

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1. Purpose of Report

1.1 To seek Cabinet approval of the proposed Adult Social Care Workforce Strategy 2018-2021, which supports the Council's statutory duty to provide a sustainable workforce within care staff roles.

2. Summary

2.1 The County Council is striving to achieve, in partnership with providers, the ability to support people to live as independently and safely as possible within an appropriate setting. This ambition relies on having enough staff with the right attitudes and values, which are committed to providing the highest quality care for vulnerable people in Hertfordshire.

2.2 Under the Care Act 2014, the County Council has a duty to manage the care markets and to ensure a "sustainable and vibrant" care market. An adequate supply of workforce is therefore critical to ensuring the County Council can fulfil its Care Act duties and has plans in place to address workforce challenges. This new strategy replaces the previous Adult Social Care Workforce Strategy that was published in 2015. [ACH Cabinet Panel- 20 May 2015- Workforce Strategy.](#)

3. Recommendations

3.1 The Adult Care & Health Cabinet Panel will consider a report on this item of business at its meeting on 12 June 2018. The Panel will be invited to recommend to Cabinet that Cabinet approve the Hertfordshire Adult Social Care Workforce Strategy 2018-21.

3.2 The Cabinet Panel's recommendation/s to Cabinet will be reported orally at the Cabinet meeting and circulated to Members in the Order of Business sheet.

4. Background

4.1 In Hertfordshire, the Adult Social Care Workforce is made up of positions in residential and support living environments, homecare agencies, personal assistants and day activities.

4.2 There are approximately 30,000 people employed within adult social care in Hertfordshire, and approximately 22,000 within the National Health Service (NHS). Despite the size of the adult social care sector, adult social care is perceived as a more limiting and less valued career than health, and this is exacerbated further by the disparity in both pay and conditions between the two sectors. The Strategy includes actions to help address this disparity, including working more closely with the NHS to plan joint recruitment campaigns and aligning career pathways for similar roles, such as Health Care Assistants and Care Practitioners. The scope of this Strategy includes workforce across the following social care settings:

1. Homecare
2. Residential Care
3. Nursing homes within the independent sector
4. Supported Living
5. Personal Assistants employed through Direct Payments

4.3 Demand for all care services is forecast to grow. The population of people aged 85 and over in Hertfordshire is forecast to more than double by 2030 – rising from 28,500 to 67,700 by 2030. In addition to the ageing population, the following factors are also having an impact on the care sector's ability to recruit the necessary numbers of high quality care staff to meet growing demand in Hertfordshire:

- **Ageing Workforce:** Nationally, by 2020, one fifth of the care workforce will be over 50. In Hertfordshire currently 37% of the care workforce is over 50.
- **Changing Society:** People who need care are no longer living close to families, and are increasingly being cared for by elderly unpaid carers.
- **High Employment Levels:** With average employment levels of 96% within Hertfordshire, there is an extremely constricted labour market in which the care sector is having to compete aggressively against other sectors, such as retail and catering.
- **Geography of Hertfordshire:** This is an additional challenge for care providers, with pockets of rural areas that are difficult

to attract people to work and the proximity to London, with higher paid jobs.

- Hertfordshire's relative affluence and high cost of housing is a challenge for care providers trying to attract workforce from outside of the county to work in Hertfordshire.
- **Role of the Media:** In recent years there has been an increase in negative media coverage of care and care staff. There are few positive images of care being seen in the media.
- **The Impact of Brexit:** It is estimated that approximately 16% of the care workforce in Hertfordshire is from the EU, and the outcome of the referendum has resulted in a slowing of recruitment from EU countries.

4.4 As this Strategy was being finalised, the Minister for Health and Social Care set out his ambitions and aspirations for the social care sector, as Central Government prepares for the Green Paper on Social Care. The Minister's speech set out seven principles that will guide the Government's thinking ahead of publication in late 2018. The fourth principle was focussed on the workforce, and acknowledged that more needs to be done to promote a career in social care, improve the pay and conditions of those who work within the care sector, and that more coherent workforce planning is required by both social care and the NHS to attract more people into the health and care sector and crucially to address issues of low pay and zero hour contracts.

4.5 The Strategy sets out Hertfordshire's key workforce ambitions, explores the challenges and is underpinned by a three year Implementation Plan that details the activity that will be undertaken to achieve the goals set out within this Strategy. Adult Care Services (ACS) will take this forward in partnership with care providers, and where it adds value, in collaboration with our partners in the NHS. Officers are aware that recruitment in Hertfordshire, across both social care and health is really challenging, with average employment levels of 96% within Hertfordshire. There is an extremely constricted labour market in which the care sector is competing aggressively against, such as retail and catering. There is a lack of affordable housing, which often means that living and working in Hertfordshire is not possible for large parts of the adult social care workforce. Access to housing is therefore a key priority area.

4.6 The Strategy is aligned to the Health Education England document 'Facing the Facts, Shaping the Future' and the LEP (Local Enterprise Partnership) Hertfordshire Skills Strategy <https://www.hertfordshirelep.com/media/5624/draft-skills-strategy-summary-final.pdf> . It is aimed specifically at the Adult Social Care

workforce in Hertfordshire working within the independent sector.

4.7

- The Strategy has two overarching ambitions: **Raising Quality:** Continuously raising the quality of care and therefore improving outcomes for people receiving services. A key target is to increase the % of care settings across Hertfordshire being rated as Good and above by the Care Quality Commission (CQC) to 80% (baseline 74%).
- **Valuing the Workforce:** Working in partnership with providers to promote value based recruitment and career progression to help make careers in care more attractive.

4.8

In addition to the two key ambitions, the Strategy has three themes that align with the LEP skills for growth strategy:

1. **Recruitment:** Building the workforce – raising the image through attraction and improving the image of the care sector, to ensure a modern, flexible and attractive workforce offer.
2. **Retention:** Developing our current workforce – improving skills, career progression and succession planning and therefore retain a skilled and confident workforce with the right values and behaviours.
3. **Growth:** Expanding the workforce of the future – ensuring we have the skills to drive growth by working with businesses, statutory, community services and training providers to improve the skills of both the existing workforce and the future labour market in order to sustain economic growth and meet demand.

4.9

The Strategy includes approximate growth targets across each key service area – homecare, nursing and supported living.

These targets have been calculated using a formula that combines existing vacancy rates, turnover rate and the estimated growth required due to demographic pressures during the lifetime of the Strategy. Homecare and nursing are the most challenging targets within the Workforce Strategy.

5. The Hertfordshire Care Standard

5.1

The Hertfordshire Care Standard was introduced in 2014 across all lead providers for homecare and sets out the County Council's expectations of providers to ensure:

- People who receive care are treated with compassion, kindness and dignity.

- People employed to care for people are valued, supported and trained to carry out their work with confidence and compassion.
- Recruitment is values based.
- Concerns relating to care practitioners' terms and conditions and the impact this can have on care delivery are addressed, including paid travel time and a choice of contract types to help reduce the numbers of care staff on zero hour contracts.

A key target within the Adult Social Care Workforce Strategy is to expand the Hertfordshire Care Standard to include residential care and all homecare providers by August 2019.

6. Herts Good Care Campaign

6.1 The Herts Good Care Campaign – a joint initiative between Hertfordshire County Council and Hertfordshire Care Providers Association (HCPA) - was launched in June 2015 and is a proactive campaign that aims to:

- Increase the recruitment of paid care practitioners
- Raise awareness of and celebrate the vital work people working in care carry out every day
- Raise the reputation of the Council as an organisation that is seeking to find solutions to the growing care challenge.

6.2 Herts Good Care Campaign is an ongoing campaign, each year there is a dedicated Herts Good Care Week that seeks to bring together a range of events and activities that positively promote working in the care sector.

The Strategy will continue to build on the success of the Herts Good Care Campaign and will expand to target a wider audience for social care roles, for example younger retirees. More information about the Herts Good Care Campaign can be found at <http://www.hcpa.info/hertsgoodcare>

7. Financial Implications

- 7.1 The strategy makes reference to the Adult Social Care Green Paper which is expected in the autumn of 2018, and which will include funding proposals for the future of adult social care which may have financial implications for the implementation of this strategy. Further papers will be brought to panel and Cabinet as appropriate depending on the detail contained within the proposals.
- 7.2 The Council is committed to maintaining investment in HCPA and continuing to improve quality and raise standards across all care settings in Hertfordshire, through the continued funding of a wide range of professional development and recruitment programmes, including the Herts Good Care Campaign.
- 7.3 This includes a commitment to maintain core funding at existing levels throughout the lifetime of this Workforce Strategy and so ensure the ambitions of this Strategy can be achieved.
- 7.4 The learning and evaluation from the additional investment made since 2016 with our NHS partners, through the Better Care Fund (BCF) and Improved Better Care Fund (iBCF), in programmes such as the Care Home Vanguard and Falls Campaign will be used to continue to attract new funding for these important schemes once the BCF and iBCF come to an end in 2019.
- 7.5 The Integrated Plan (IP) Scrutiny process in January 2018 highlighted to Members the risks and challenges relating to the adult social care workforce and therefore the importance of sustaining existing investment levels.

8 Equalities Implications

- 8.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking.
- 8.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum, this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by Officers.
- 8.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to:

- a) Eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act;
- b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

8.4 An Equality Impact Assessment has been undertaken and is attached as Appendix 2. Mitigating strategies have been highlighted for all protected characteristics with particular focus being highlighted for the protected characteristics of age and disability.

Background Information:

Care Act 2014: <http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>

Speech from Minister for Health & Social Care 20 March 2018:
<https://www.gov.uk/government/speeches/we-need-to-do-better-on-social-care>