



Shaping *our* Future:

Developing a confident, skilled Workforce

Adult Social Care Workforce Development Strategy: 2012 – 2015



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i. Foreword

The government's, *A Vision for Adult Social Care: Capable Communities and Active Citizens (2010)*, places a strong emphasis on the role of the workforce in driving forward reform. This theme is echoed in the vision for adult social care for Cambridgeshire *Shaping our Future: A Framework for Action (2009)*.

We are in the midst of a period of significant transformation in adult social care services with personalisation, the availability of local and cost-effective services, preventative interventions and improved outcomes all being key deliverables, along with securing choice and control for people.

The Workforce Development Strategy for 2009/12, developed in partnership with CCC Human Resources laid the foundation for equipping the workforce to begin to transform Adult Social Care. This new strategy and its accompanying action plan build on this initial work and aim to provide a clear direction for the development of an adult social care workforce in Cambridgeshire which has the capabilities, confidence and skills needed to transform adult social care and to deliver excellent services to our communities.

These requirements present real challenges, particularly in these difficult economic times. It is therefore essential that those working in adult social care, either within Cambridgeshire County Council or with our partners in the NHS and Private, Voluntary and Independent sector, are developed, empowered and, crucially, retained.

Whether it takes the form of leadership effectiveness training for managers or the improvement of skills among frontline staff, workforce development must be understood as an investment that improves quality, increases capacity, supports sustainability and generates efficiencies.

This strategy offers the foundation for an approach to workforce development which will help us realise the vision for adult social care and will contribute significantly to the delivery of improved services to the people of Cambridgeshire.

Claire Bruin,
Director, Adult Social Care
Cambridgeshire County Council

ii. Introduction

“A flexible, affordable, modern and highly skilled workforce is essential. Only through outstanding leaders, working with the best staff with the right skills at the right level, in a culture of continuous learning, will we be able to make the difference for Cambridgeshire people”. (CCC, Integrated Plan 2012/13)

Over recent years there has been a significant and sustained drive by central government to transform adult social care (ASC) and to reshape it into a model which empowers individuals and communities and offers real choice and control in how people have their needs met.

A number of national policy documents have been produced outlining the future of adult social care, and these have culminated in the Department of Health guidance: *A Vision for Adult Social Care* (2010). This guidance has been distilled into action points by the partnership group *Think Local, Act Personal*. This group has laid out a blueprint for commissioning and delivering personalised services.

Cambridgeshire County Council (CCC) has set out its aims for adult social care and personalisation in its Integrated Service Plan (2012/13)

The CCC Framework for adult social care has three key areas of priority:

- Safeguarding adults with vulnerabilities from abuse and discrimination
- Promoting health, wellbeing, quality of life and independence at an individual, family and community level
- Promoting choice and control with special emphasis on engagement, prevention and localism

The vision for delivery of these priority areas is set out in the Transformation Strategy for Cambridgeshire; *Shaping Our Future: A Framework for Action* (2009).

Key Challenges

The practicalities of transforming adult social care in Cambridgeshire are undoubtedly significant, requiring as it does the reshaping of structures, systems and work cultures which are long established and which do not necessarily lend themselves readily to a personalised approach.

There are also the challenges presented by the diversity and range of needs covered by adult social care in Cambridgeshire; mental health, learning disabilities, physical and sensory disabilities, Aids and HIV. There are significant numbers of family and informal carers and a steadily growing population of older people.

Table 1 below illustrates the diversity and range of needs across the sector by group.

Table 2 shows a projected 63% increase in people over the age of 65 who will require services by 2030.

Table 1: Number of Clients supported within the year (2010/11)¹

Primary Client Type	18-64		65+	
	F	M	F	M
Physical Disability	1,167	948	5,640	2,985
Mental Health	214	276	827	421
Learning Disability	661	851	53	71
Substance Misuse	2	6	5	5
Other Vulnerable People	139	83	639	300
SUBTOTAL	2,183	2,164	7,164	3,782
GRAND TOTAL				15,293

Table 2: 2030 projected services - 65+ clients only²

	Total number of Clients	Community-based services	Residential care	Nursing care
2010-11	10,949	9,123	1,546	845
%	-	83%	14%	8%
2029-30	17,819	14,847	2,516	1,375
%	-	83%	14%	8%
% INCREASE	63%	63%	63%	63%

Another key consideration is the diversity of service delivery across the county provided by the 700 (approx) staff employed directly by CCC and also by our two statutory partner organisations: Cambridgeshire and Peterborough NHS Foundation Trust (CPFT) and Cambridgeshire Community Services NHS Trust (CCS), both of which have devolved responsibilities for the delivery of ASC on behalf of CCC. Add to this approximately 300 employer organisations from the Private, Voluntary and Independent Sector (PVI) commissioned to provide services on behalf of CCC, and the emergence of direct employers of personal assistants, and the scale and diversity of the sector becomes clearly apparent.

Finally, the current national economic situation means that there are few new resources to drive forward change; existing resources must therefore be redesigned or redeployed in ways that advance transformation and personalisation.

¹ Source 2010/11 RAP (Referrals, Assessments and Packages of Care) return. Figures exclude any 100% self- or health-funded clients

² N.B. Clients may receive more than one type of service in a year, and the number of services is therefore greater than the number of clients.

Developing the Workforce

“At all levels, we need professional skilled staff who reflect on their practice and engage together around the customer. We will engage all staff in their own development, and foster talent so that it can flourish. We need staff who work well with partners and customers, and who are motivated to deliver the best outcomes”. (CCC, Integrated Plan 2012/13)

The aims for transformation outlined above will require the adult social care workforce – both within CCC and within our statutory and commissioned partners – to be made up of people with the right skills, knowledge, attitudes and values.

Skills for Care have produced a workforce development strategy entitled *Capable, Confident, Skilled* (2011) which aims to outline a single strategic approach to workforce development that supports the transformation of adult social care. This has formed the starting point for the Quality and Workforce Development Team’s strategy for adult social care at CCC.

This local strategy aims to bring together broader national drivers around, for example; qualifications, social work, skills, recruitment and retention and workforce intelligence and align these to local priorities. In doing so, it aims to set out a direction and plan of action to support the transformation and personalisation of adult social care in Cambridgeshire for the next three years.

We will need to maximise already scarce resources and implement national directives. We will need to change established patterns of practice and thinking across the sector as a whole and work effectively with all relevant partners to ensure that the adult social care workforce is capable, confident and skilled. We will need to address the challenge of recruiting the right staff into adult social care and then keeping them once they are in post. Crucially, we will need to ensure that leaders, managers, commissioners and specialists across the county are supported to develop the necessary skills to work effectively. Moreover, we will need to support innovation and promote greater understanding of different ways of meeting people’s needs, whether by the use of new technologies, or through the promotion of a direct payment. Finally, we will need to support staff across the adult social care sector to develop the necessary skills to undertake specialist work in areas such as Reablement, Challenging Needs, Autism, Dementia, Food Safety, Nutrition and Hydration and End of Life Care, which are critical components in prevention and in promoting health and wellbeing, along with quality of life and independence. Success in these areas also ties in with the need for greater efficiencies and the reduction in unnecessary dependency upon statutory services.

It is important that we should be open to new and innovative ways of delivering workforce development, for example through the use of different learning methodologies and informational media to ensure that we remain responsive to the diverse learning needs and working arrangements of the sector.

All of the above will need to take place within a practice that is increasingly evidenced-based and outcome-focused, that has measurable standards of quality, and that aims to include service users and carers in all aspects of the development and delivery of learning activities.

Partnership and Community

To deliver this strategy we will need to work in close partnership with a range of colleagues and other agencies in order to make the most effective and efficient use of resources, avoiding duplication, and sharing knowledge, ideas and experience in order to deliver joint objectives.

New entities such as GP consortia and Health and Wellbeing Boards have the potential to offer challenges but also to provide opportunities for more integrated working between health and adult social care. This strategy will need to develop accordingly as the detail of these initiatives becomes known. We will need to take a more decisive lead in shaping the adult social care workforce within the PVI sector giving attention to leadership and management skills as well as to the skills of frontline workers.

Key partners include:

- The Quality and Workforce Development Reference Group
- The Adult Social Care Voluntary Sector
- Direct employers
- Cambridgeshire Community Services NHS Trust
- Service users
- Family and informal carers
- Local Government Shared Services
- The Cambridgeshire User-Led Organisation
- Cambridgeshire and Peterborough NHS Foundation Trust
- PVI commissioned providers
- The Wider Community Workforce
- GP Consortia
- Housing
- Leisure
- Transport
- Further education and higher education providers
- Sector skills councils
- Other colleagues across CCC

Both nationally and locally there is a strong emphasis on the importance and benefits of closer integrated working with partners and key stakeholders. Closer strategic relationships need to be developed with the NHS in particular as our key statutory partner. We need to ensure that our approaches are coordinated where appropriate and this will require ways of working which cross over traditional organisational boundaries and encourage and support colleagues from health and adult social care to work cooperatively and collaboratively toward common goals. Furthermore, the need to work collaboratively with core partners such as Cambridgeshire Community Services and the Cambridgeshire and Peterborough NHS Foundation Trust will be central in developing staff who can effectively deliver our joint organisational objectives as will the newly emergent GP Consortia.

Finally, we will also need to take full advantage of opportunities to work regionally and nationally with colleagues and organisations to add mutual value to our activity and to maximise any opportunities that can be gained through working with Local Government Shared Services.

Our Ambition

Our ambition is to support the development of a sector-wide adult social care workforce in Cambridgeshire that has the knowledge, skills, qualifications and motivation to meet national and local initiatives around personalisation, prevention and protection, and health and wellbeing, and that aims to deliver the highest standards of quality and outcomes for service users and carers. We intend for our workers to recognise the needs of the individual and the wider community and to be aware of the prevailing economic realities. Crucially, we need to promote the concept of learning and development in all its forms as an investment that underpins good practice and positive outcomes for people and that enables the workforce to operate in a more effective and cost-efficient way. We will develop learning opportunities that encourage thinking and change behaviour as well as imparting knowledge. In doing so, we will help people to understand not just how but *why* they need to work in particular ways.

Finally, we will strive to be exemplars of best practice in the sphere of workforce development providing clear leadership and supportive guidance to colleagues and partners alike.

1. Workforce Intelligence, Data Collection and Research

1.1 Strategic Priority 1:

To provide quality workforce data and research to inform decision-making around workforce planning and commissioning and to enable CCC to remain compliant with the National Minimum Data Set

Workforce intelligence and research based on reliable data are crucial if we are to understand and develop the ASC workforce so that it may deliver on national and local policy objectives.

Accurate information based on objective research is essential if we are to offer an informed, relevant and cost-effective response to the needs of adult social care employers and their workforce if we are to ensure our practice is rooted in the best available evidence of what works.

Equally, reliable workforce intelligence supports commissioning, recruitment and retention strategies, resource allocation, compliance with National Minimum Standards, workforce planning, quality assurance processes and local and national data reporting requirements.

Understanding the adult social care workforce through quantitative and qualitative research as well as through demographics and performance indicators will enable us to ensure that limited resources are focused in the right place and at the right time so as to maximise effectiveness and to improve standards.

1.2 We want to:

- Maintain a stable and secure system for workforce data collection
- Continually improve the quality of our data and ensure colleagues and partners understand the value that good workforce data can make to improving outcomes
- Support the private and voluntary sector employers as well as the individual employers of personal assistants in collecting accurate workforce data and in understanding the benefits this can bring in terms of planning and the efficient use of resources.

- Contribute to the collection of data to support commissioning, workforce and service planning.
- Undertake workforce research and analysis that will be underpinned by quality data and share this with colleagues

1.3 We will do this by:

- Supporting a data and evidence -led approach to service development commissioning and workforce planning
- Supporting direct employers, the PVI, and the County Council's own adult social care staff to engage fully with the National Minimum Data Set for Social Care (NMDS-SC), and ensure that all are aware of the benefits available to those who have reached various levels of completion
- Ensuring that the NMDS-SC for CCC ASC is maintained accurately and in a timely manner to meet the reporting requirements of the Department of Health
- Maximising its use across the service so that managers may have good information to support compliance with national minimum standards and any other relevant national or local information reporting activity.
- Undertaking quantitative and qualitative research and surveys to improve awareness of knowledge gaps, particularly in relation to the impact of training
- Understanding the needs of employers and their workforce and promoting quality assurance and efficient allocation of resources
- Ensuring that workforce data, research and analysis are shared appropriately with relevant colleagues, and that colleagues are supported to make use of relevant findings
- Continuing to work closely with Skills for Care and other adult social care research bodies to improve data collection and to inform research activity

2. Leadership and Management

2.1 Strategic Priority 2:

To support the development of excellent leadership and capable management and to extend this beyond CCC to the PVI sector.

“The new environment requires the strategic leadership skills to respond to change confidently and adeptly. We need analytical skills to understand the changing nature of demand. And it is essential that we have the communication skills to work in partnership, to influence and negotiate” (CCC, Integrated Plan 2012/13)

Exceptional leadership and management are crucial if the ASC sector in Cambridgeshire is to maximise the potential of its workforce and deliver on national and local adult social care priorities in a way that meets the expectations of people. Leaders and managers need effective induction, access to coaching and mentoring and to learning opportunities and qualifications. Clear career pathways and progression routes are also important. Leadership does not pertain exclusively to senior managers, but has relevance at all levels within CCC ASC and its partners.

2.2 We want to:

- Ensure that CCC ASC leaders and managers have access to the appropriate level of

coaching and training to help them develop the necessary skills and knowledge to lead the service with confidence and competence

- Put in place clear career pathways, learning, qualifications and progression routes for aspiring, new and established leaders, managers and commissioners
- Strengthen skills and qualifications relating to commissioning, contracting, procurement, change management and finance
- Ensure that other experts within the service have access to appropriate professional and specialist training and qualifications to support them in their role
- Promote, in partnership with LGSS Human Resources, the use of the Performance Management Framework in determining the needs of team leaders and managers
- Support the PVI sector in adult social care to develop the methods and means to ensure that their managers and leaders have the skills and capability to deliver CCC priorities for adult social care and to meet statutory minimum standards
- Support shared understanding and approaches across organisations
- Support our leaders to develop approaches to succession planning and the development of talent.

2.3 We will do this by:

- Developing a local response to the new leadership strategy produced by the National Skills Academy for Social Care
- Ensuring that all new management level staff within CCC ASC undertake the adult social care management induction and that this resource is made freely available across the PVI sector
- Work with LGSS Organisation Workforce Development to access and develop appropriate management and leadership development activity.
- Work with LGSS Organisation Workforce Development to broaden their offer to encompass manager and leaders from the PVI sector.
- Commissioning and delivering learning and qualifications appropriate to the needs of leaders, managers and other specialist staff within CCC ASC
- Ensuring support and learning development for Registered Managers
- Developing a career framework and CPD framework for managers
- Supporting employers from the PVI sector to increase leadership and management capability
- Utilising leadership tools and frameworks such as *A Vision for Adult Social Care* (DH 2010) and the Skills for Care 'Social Care Manager Induction' and making use of any other guidance that may be offered through The National Skills Academy
- Tapping into existing leaderships and management resources available through partnership-working with other organisations
- Ensuring our leaders have access to the right skills and knowledge which supports them to change and transform and to think creatively and innovatively.

3. Compliance and National Minimum Standards

3.1 Strategic Priority 3:

That all CCC provider services meet the National Minimum Standards for adult social care training and that commissioned partners understand and be supported to implement both national and local minimum training standards

It is incumbent upon CCC to ensure that the services it delivers, the staff that it employs, and the providers it commissions comply with national minimum standards for adult social care

as laid out in the Health and Social Care Act (2008) and the Care Quality Commission (CQC) Registration Regulations (2009). Skills for Care, in conjunction with CQC, have also developed a set of Common Induction Standards and training requirements which the adult social care sector either have a statutory duty to undertake or are strongly recommended to undertake. Furthermore, these training requirements are reinforced through CCC contractual compliance which in some instances will demand a higher level of training than that outlined by CQC or Skills for Care (SfC).

The Department of Health (DoH) has recently linked with CQC and SfC and this has resulted in the replacement of SSD 001 with the National Minimum Data Set for Social Care (NMDS-SC) as the required means for local authorities to report back on their workforce to the DoH.

CCC adult social care service managers have requested that services be provided with regular updates outlining their current level of compliance in respect of statutory training requirements.

3.2 We want to:

- Ensure that all managers and employers across the adult social care sector in Cambridgeshire are aware of their responsibilities both legally and contractually with respect to the training requirements of their staff
- Work closely with Skills for Care and other relevant partners to ensure that knowledge relating to national standards for training remains current and that CCC is actively engaged in contributing to the setting of these standards
- Ensure that employers and managers across the sector have access to qualifications which support their registration
- Ensure that staff have access to contextualised induction resources and basic statutory and mandatory training commensurate with their role
- Lead the development of quality standards for all areas of statutory and mandatory training undertaken across the ASC sector in Cambridgeshire.
- Ensure compliance with DoH reporting requirements via the NMDS-SC
- Ensure that CCC provider services including adult placements are updated as to their compliance with statutory and mandatory requirements via the NMDS-SC accounts

3.3 We will do this by:

- Providing clear information to employers and managers across the sector through a variety of media to ensure that they are fully aware of their responsibilities regarding training and workforce development
- Continuing to participate in relevant workforce development meetings and events both regionally and nationally in order to update knowledge and understanding of relevant areas and developments
- Supporting access to qualifications and training for the ASC sector through commissioning and funding provision, particularly with respect to statutory and mandatory areas of training
- Continuing to develop CCC training standards via the Multi-Agency Training Standards Group and implementing these across the ASC sector via the CCC Procurement and Supporting People Team
- Ensuring that the NMDS-SC is maintained and developed and that it contains high quality and accurate data
- Reporting back on progress and any issues arising to CCC Senior Management team for ASC
- Building a database of training records for all frontline workers in CCC ASC using the NMDS and providing regular reports to service managers to enable them to forward-plan training for their teams

4. Skills, Training and Specialist knowledge

4.1 Strategic Priority 4:

To develop, commission and deliver quality-assured learning opportunities that will develop the workforce and enable the delivery of excellent services

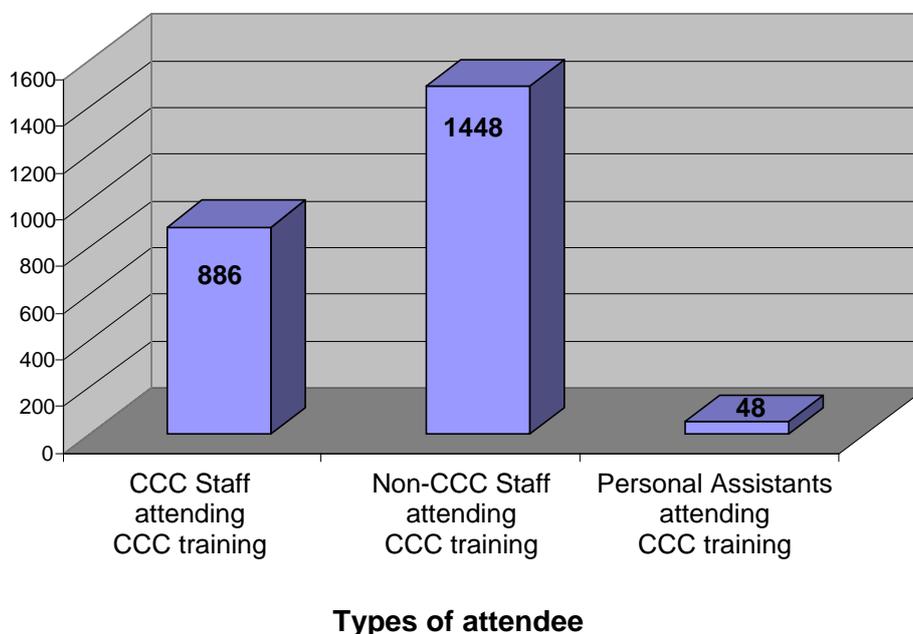
“Achieving the right mix of core skills, competencies and professional expertise through our workforce will lead to better outcomes for the people of Cambridgeshire”
(CCC, Integrated Plan 2012/13)

To deliver high standards of service and support to people and communities, the adult social care workforce needs to have a wide array of skills, knowledge and resources at its disposal.

Workers in all areas and at all levels within the adult social care sector will benefit from access to training and from opportunities to develop core and advanced skills. They should understand how to use these effectively as a resource to improve standards, support people to remain safe and deliver on organisational priorities.

Table 3 shows the numbers of staff who have attended our training in the period 2010/11 broken-down into CCC staff, non-CCC staff and personal assistants.

Table 3: Attendance at QWDT Training 2010/11



Commissioners, leaders and managers can all benefit from continuous professional development. Equally, staff who work with individuals that services find challenging and those that work with people who have dementia or other long-term conditions all need support to develop the specialised skills and knowledge which enable them to do their job well.

Core and specialised training is an effective means of supporting staff to work preventatively by, for example, working with people on healthy eating programmes, promoting good nutrition and hydration, or raising the general level of specialist knowledge relating to epilepsy across large numbers of staff.

4.2 We want to:

- Continue to work with senior managers both within and outside of CCC to identify skills and knowledge gaps across the sector and ensure that these are responded to appropriately
- Continue to offer a comprehensive directory of core and specialist training in a range of areas including health and in connection with long-term conditions to the ASC sector
- Lead the development of learning opportunities and resources that support health, wellbeing and prevention effectively and keep people safe

4.3 We will do this by:

- Being proactive in linking with managers and ASC sector employers to understand their business and respond appropriately to support this activity
- Using resources and partnerships effectively to enable the continuation of a wide range of training opportunities
- Working with colleagues from health and other specialists to identify ways in which learning resources can be targeted to maximise the impact upon health, well-being and prevention

5. Qualifications and Apprenticeships

5.1 Strategic Priority 5:

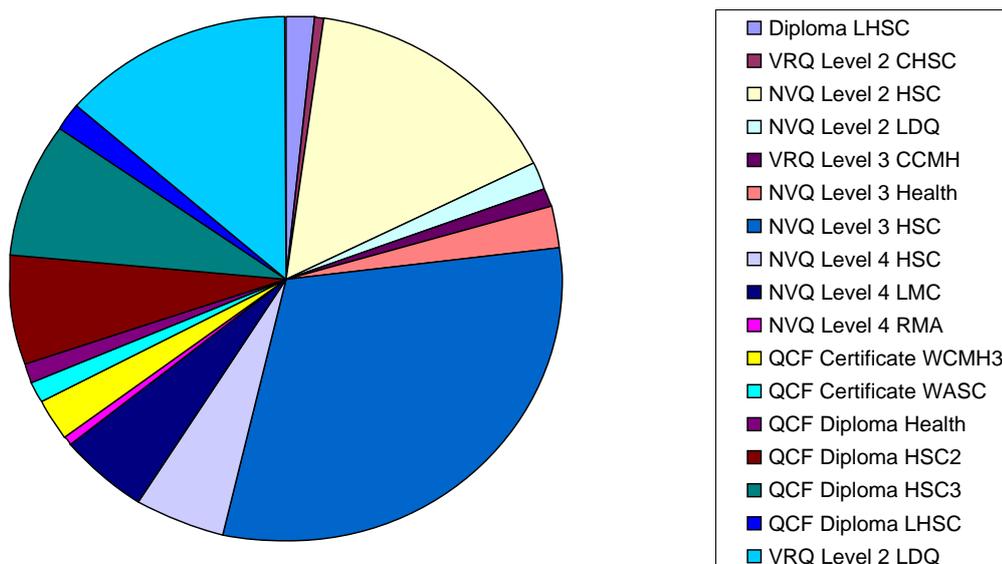
To develop, improve and extend vocational qualifications across ASC ensuring we can offer relevant vocational qualifications which support apprenticeships, service improvement and personal development

5.2 Qualifications

National Vocational Qualifications (NVQ) have now been replaced by the new Qualifications and Credit Framework (QCF). Each unit and qualification in the new framework has a credit value which can be aggregated to enable learners to achieve Awards, Certificates and Diplomas as they increase their knowledge and skills throughout their career in adult social care. In addition, each qualification has a level of difficulty from 'Entry Level' (at the bottom) to 'Level 8' (at the top) ensuring lifelong opportunities for people to acquire qualifications in ways that match their individual learning needs and personal capabilities. Notably, the QCF will enable the individual to specialise in a particular area of adult social care, e.g., learning disabilities, dementia or generic and continue to increase their level of qualification in their chosen field. Such opportunities offer scope for career progression within discreet and specialist roles at all staff levels and, as such, are incentives which support recruitment, retention, behavioural change and morale.

Table 4 shows the range and quantity of adult social care qualifications delivered in 2010/11

Table 4: HSC qualifications undertaken within CCC Assessment Centre 2010/11



5.3 We want to:

- Continue to lead the development and implementation of QCF units and qualifications across the ASC sector in Cambridgeshire
- Prioritise qualifications that reflect national requirements, creating career development pathways for all who work in the ASC sector
- Continue to seek to rationalise and simplify qualifications relevant to adult social care workforce
- Ensure that organisations and learners are aware of relevant funding sources
- Work in partnership with organisations and colleagues to speed up the development of the QCF across Cambridgeshire including those from awarding organisations and further education institutions
- Ensure clear communication and feedback to Skills for Care about positive aspects of the QCF and about those aspects that may require further attention and consideration

5.4 We will do this by:

- Working closely with employers, educational organisations and awarding organisations to establish effective means of prioritising and developing the QCF
- Ensuring that we consult with employers and learners across the adult social care sector about their experience of the QCF and act to make appropriate improvements based on this feedback
- Work with LGSS Organisation Workforce Development to access management qualification
- Promoting funding opportunities linked to the QCF and assisting people to access them
- Maintaining and developing key relationships with partners and stakeholders who can assist in the development of the QCF
- Engaging in events, workshops and with Skills for Care representatives to share knowledge and experience of the QCF

6. Apprenticeships

6.1 Strategic Priority 6:

To improve the access to and increase the understanding of the benefits of Apprenticeships across the adult social care sector in Cambridgeshire

Apprenticeships in adult social care are a priority for National Government and for CCC. In 2010/11, Cambridgeshire County Council Assessment Centre supported 18 apprentices. The benefits of apprenticeships to the employer are significant and have a bearing upon quality, recruitment and retention and career development. Apprenticeships provide clear developmental and career pathways across all age ranges and support the drive towards a skilled and competent, sector-wide social care workforce delivering excellent service. Various funding opportunities are in place to support local authorities and sector employers with apprenticeships, so that there is the potential for cost-effective workforce recruitment and development.

6.2 We want to:

- Support CCC to increase the number of adult social care apprenticeships it offers across the ASC sector to include apprenticeship continuous professional development opportunities for existing employees.
- Ensure that employers from key partner organisations and the PVI sector are aware of apprenticeships and the benefits they bring and are signposted toward specialist services which can support them with recruitment, with implementation of an apprenticeship framework, and with access to available funding
- Expand provision beyond front line workers (Level 3 Apprenticeships) to include management level apprenticeships.
- Work in partnership with HEIs and community education groups to develop joined-up approaches to meeting the learning needs of apprentices
- Continue to pursue external funding opportunities which support the increase of apprenticeships offered across the ASC sector in Cambridgeshire

6.3 We will do this by:

- Continuing to work closely with colleagues, employers, training providers and other partners to increase capacity
- Effectively targeting resources to areas of need
- Developing the suite of apprenticeships we offer and support
- Ensuring that sector-wide communication is used to raise awareness and stimulate employer interest
- Ensuring that advice on the Workforce Development Fund and government policy regarding the funding of skills and qualification development is communicated clearly to the sector

7a. Social Work and Care Management

7a.1 Strategic Priority 7 A:

To lead social work reform across Cambridgeshire ensuring that our Social Workers perform to the highest possible standards and are supported by excellent training, Post-Qualifying progression and continuous professional development

7a.2 Social Work

Social work is undergoing a period of significant and fundamental change. The role of the 'Social Worker' is being reassessed to meet the objectives of Personalisation, Prevention and Protection. We know from evidence submitted to the Social Work Task Force that social workers believe they need more time working directly with people who use services in order to improve those services, along with regular high-quality supervision, better education and training and more opportunities for career development (*Building a safe and confident future* (March, 2010).

At the end of 2010 the Social Work Reform Board published *Building a safe and confident future: one year on* (December, 2010). The report launches proposals which cover five key areas, while acknowledging progress and work being carried out to meet other recommendations from the Social Work Task Force. This includes work on supporting Newly Qualified Social Workers (NQSW), the development of the Assessed and Supported Year in Employment (ASYE), and support for frontline social work managers.

Our activity relating to social work and care management is complicated by the fact that practitioners working in adult social care are located across three organisations; Cambridgeshire County Council, Cambridgeshire Community Services and the Cambridgeshire and Peterborough NHS Foundation Trust. Excellent communication and collaboration is therefore required to ensure that activity is standardised and that quality is maintained and where necessary improved. Currently, there are approximately two hundred and six Care Managers in CCS,-ninety-two in CCC and thirty-nine in CPFT. Some of these staff will hold social work qualifications whilst others will be operating as unqualified care managers.

7a.3 We want to:

- Lead the development of clear learning pathways that will shape what social workers should know and do as students, as newly qualified social workers, and at different stages in their careers
- Ensure that standards, for employers of social workers setting out how they should provide supportive working environments, be embedded effectively in adult support services both within CCC and also our key partners
- Review and improve our approach to social work education, including the development of high quality practice placements and post-qualifying education opportunities with the involvement of all key partners.
- Develop a continuous professional development framework to ensure that social workers already in the profession, as well as new entrants, have purposeful learning and development to progress their skills and practice throughout their working lives
- Continue to develop partnership working between employers and higher education Institutions to provide practice placements for degree students and continuing professional development opportunities for social workers
- Ensure that the recommendations of the Social Work Task Force and the Social Work Reform Board are implemented effectively and in a timely manner across CCC and amongst our key partners

- Ensure that specialist skills such as those required by an approved mental health professional and practice teachers are available as required to meet service and professional needs
- Advising the CCC and other statutory partners on their statutory duty with relation to social work

7a.4 We will do this by:

- Leading CCC's and key partners' engagement with, and implementation of the findings of the Social Work Reform Board; this should involve the use of national and local social work networks to support consultation on and implementation of the recommendations.
- Supporting colleagues to undertake the Social Work Task Force Service 'health check' enabling services to identify gaps and pressures within their service/practice and to develop strategies to address them.
- Continuing to work collaboratively with higher education institutions and implement improvements in the initial training and ongoing development of social workers
- Continuing to work with national, regional and local partners to ensure that the provision of post-qualifying education is in line with the regulator's requirements and the new Continuous Professional Development (CPD) framework
- Continuing to deliver the Newly Qualified Social Work programme (NQSW)
- Working collaboratively with all relevant partners to develop the resources needed to deliver the Assessed and Supported Year in Employment (ASYE)
- Maintaining close links with *Skills for Care* to assist in the planning and delivery of a development programme for frontline social work managers
- Continuing to tap into external funding streams which support the development of social work learning and development activity

7b. Care Management

7b.1 Strategic Priority 7 B:

That Care Management training be closely linked to national, county and service priorities and is supported by quality-assured training to enable the development of excellent practitioners

(Note – The terms 'practitioner' and 'Care Manager' refers both to staff who hold a Social Work qualification and those who don't)

Care management is also undergoing a sustained period of transformation to meet the demands of personalisation and its increased emphasis on choice, control, risk and how people have their needs met. Practitioners will need to ensure an evidence-based approach to practice that will identify clear and measurable outcomes for the people with whom they work. They will need to work differently in the future, employing more innovative thinking that goes beyond established service responses and new ways of working that have a greater emphasis on technology and electronic media.

Principally, Project Trinity will radically overhaul the processes and methods of data recording relevant to care managers across CCC, CPFT and CCS. The relevant workforce will need to be effectively supported to engage with and deliver these changes.

We as an organisation will need to consider, along with our partners, the role of care managers, what it entails, what its limits are and how it may differ from that of the social worker. We will also need to think about whether the terms 'care manager' and 'care

management' continue to be relevant; the extent to which they are compatible with the aims of self-directed support and the personalisation agenda.

7b.2 We want to:

- Ensure that the learning and development opportunities provided to practitioners be quality-assured and that they conform to current service requirements and operational instructions relating to personalisation and the wider transformation agenda both within CCC and its partner organisations
- Support the development of clearer understanding and definitions of the role of care managers
- Link learning and development for practitioners closely with services to ensure that the content and approach remains relevant and responsive to change and service delivery requirements for self-directed support
- Make sure that key objectives such as Direct Payments, Assistive Technology, and Choice and Control are clearly and positively incorporated into the curriculum.
- Ensure that the legislative and policy framework which underpins Duty of Care is explored in all relevant areas of the curriculum and is balanced with ideas around positive risk taking.
- Develop a learning pathway for practitioners which lays out clear routes for continuous professional development and the development of core skills
- Ensure opportunities for service users and carers to be involved in developing and delivering training to practitioners.

7b.3 We will do this by:

- Offering learning and development for practitioners which reflects current national and local policy and process and is quality-assured by colleagues across the service who have the relevant expertise and technical knowledge
- Meeting regularly with practitioner teams, contracts and customer care staff as well as Service Leads and others to ensure that the curriculum continuously reflects current processes and responds appropriately to emergent practice quality issues
- Focusing on key areas throughout the curriculum to ensure that the importance of 'hot topics' such as Direct Payments and Assistive Technology are reinforced throughout training
- Providing opportunities for practitioners to develop micro-commissioning and negotiation skills and to develop their practice in relation to finance, communication and coaching.
- Maintaining a thorough knowledge and understanding of the legislative framework and guidance policy of key organisations such as Skills for Care and using these to update and underpin the curriculum content
- Leading groups of relevant individuals from across CCC and key partners in Health to identify the wider learning and development needs of practitioners
- Working alongside the Cambridgeshire user-led organisation and individual service users and carers to ensure that their experience and knowledge is used to shape the curriculum content
- Ensuring care managers have the right knowledge and support at the right time to enable them to implement planned changes to process and information recording

8. Employer Engagement

8.1 Strategic Priority 8:

To continue to foster and build positive relationships across the ASC sector acting as the lead advisors on ASC training and workforce development across Cambridgeshire and facilitating opportunities for ASC employers to shape and influence WD activity

In order to support the workforce development needs of the Private, Voluntary and Independent sector as well as those of direct employers it is crucial that we understand the needs, circumstances and pressures upon these Employers. We also need effective lines of communication to ensure that these employers understand the national and local requirements upon them in relation to training their workforces, how they can achieve these, and what resources and funding are available to support them.

8.2 We want to:

- Increase the reach and quality of our communication across the entire ASC sector ensuring that all partners receive clear information and guidance regarding workforce development and training
- Ensure that all adult social care employers in Cambridgeshire have meaningful opportunities to express their views and that where they can these views are used to shape our responses to workforce development
- Act positively to engage with employers of personal assistants to ensure that they have access to the same training and development opportunities for themselves and their workforce as are available to the PVI workforce

8.3 We will do this by:

- Developing a 'Social Care Employer Engagement portal' which will act as a 'one-stop shop' for sector employers and employees to locate training providers, to access funding, to gain support with NMDS compliance and to have general access to other useful resources
- Continuing to provide opportunities for all employers to meet with us, listening to what it is they need, and developing partnerships to deliver innovative cost-effective responses
- Ensuring that hard-to-reach groups such as direct employers and some voluntary groups are sought out proactively and invited to become involved with established engagement mechanisms such as CCC ASC training consortia, workshops, events and survey work
- Support engagement with the wider community workforce, e.g. emergency services, general practitioners, transport, employment and others to raise awareness of key areas of importance such as Autism and Dementia
- Making meaningful links with user-led and carer-led organisations
- Maintaining and updating an inward and outward facing web presence

9. Recruitment and Retention

9.1 Strategic Priority 9:

To lead on recruitment and retention across the ASC sector in Cambridgeshire ensuring access to learning opportunities which offer career development and supporting a greater understanding of career pathways and means of entry into ASC for the existing workforce and the wider community

There is a clear need to develop a workforce across Cambridgeshire that is capable of meeting the demands of adult social care. To achieve this will require a strategic approach to recruitment and retention both within CCC, the NHS and crucially extending to the wider workforce situated in the Private, Voluntary and Independent sector. Part of the challenge will be about recruiting the right people. Of equal importance is ensuring that once recruited, individuals are retained and supported to develop a sustained career in adult social care.

Factors in attracting and retaining staff are varied and include issues of remuneration, status and job security. However, there is common recognition of the suggestion that provision of meaningful learning opportunities which support career and personal development are equally important components when people seek employment.

It is also important to ensure that the wider community is aware of both the career benefits and personal rewards which can be gained by working in adult social care and as such there is a need for lead organisations such as local authorities to support recruitment through the provision of information, signposting and support to both prospective workers and employers.

As the adult social care workforce continues to grow, other sectors are contracting, which may bring opportunities for the adult social care sector to diversify its workforce and attract people with a range of skills that can enhance the sector. The sector must target potential workers and present adult social care to them as a positive career option. Equally, contact with schools, colleges, the older workforce and those returning to work is key, as is bringing these prospective employees together with members of the established care workforce as a means of raising awareness of careers in adult social care.

We need to support and encourage volunteering through training and present it to the sector as a realistic means of recruitment, particularly for those returning to work.

9.2 We want to:

- Work closely with colleagues within CCC including commissioners and colleagues from Procurement and Supporting People Team and community education to develop a strategy to promote and support recruitment and retention across Cambridgeshire adult social care
- Support managers in CCC to develop talent and plan succession within its adult social care workforce
- Work with colleagues from Skills for Care, the National Apprenticeship Scheme, Jobcentre Plus, Adult Community Learning to bring adult social care employers, professionals and prospective future employees together to raise awareness of employment opportunities
- Facilitate opportunities to bring employers from the wider ASC sector together with potential employees
- Support people who employ personal assistants to access training and qualifications for their staff and signpost them other relevant agencies offering specialist support around recruitment issues

- Work with schools and colleges to attract younger people, new entrants and mature workers to the sector
- Support the learning and development needs of volunteers

9.3 We will do this by:

- Active involvement in the development and implementation of a local adult social care recruitment and retention strategy
- Continuing to support recruitment and retention initiatives across the ASC sector for bringing together employers and prospective employees
- Developing a local response to the Skills for Care personal assistant framework
- Proactively seeking out agencies that have adult social care volunteers and supporting the learning and development of these staff
- Providing access routes into basic skills learning and supporting adult social care staff who have English as a second language
- Promoting the career pathways and continuing professional development framework and guidance for the adult social care workforce
- Working with colleagues in CCC ASC to identify talented workers who can be supported toward future management, leadership and specialist roles

10. Family Carers and Networks of Support

10.1 Strategic Priority 10:

All staff will have the skills to work positively and effectively with families and informal carers

Caring about Carers, the national carers' strategy, sets out a vision to be achieved by 2018: 'Carers will be universally recognised and valued as being fundamental to strong families and stable communities. Support will be tailored to meet individuals' needs, enabling carers to maintain a balance between their caring responsibilities and a life outside caring'.³

Table 5 shows that In 2010/11 Cambridgeshire's Carers' Support Team provided over 2500 services to carers.

Table 5: Carers Supported in 2010/11⁴

Carer Ageband	Carers Specific Services	Information and Advice
Under 18	6	2
18 to 64	1,347	208
65 to 74	602	34
75+	643	27
SUBTOTAL	2,598	271

³ Please see [Recognised, valued and supported: next steps for the Carers Strategy \(2010\) at http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_4006522](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_4006522)

⁴ Source: 2010/11 RAP return

Family and informal carers must be supported to carry out their caring roles effectively. Carers will be able to access the right support only if they are adequately informed about the options that are open to them, including for learning and development. The adult social care workforce as well as workers in other community-based agencies need to be skilled to meet carers' needs.

10.2 We want to:

- Engender respect for carers and support them in their caring role
- Ensure carers are treated with dignity
- Ensure that the workforce understands their legal responsibilities to carers and are proactive in ensuring the carers have their needs appropriately met

10.3 We will do this by:

- Working with relevant colleagues to implement, where appropriate, the learning and training framework for supporting carers and the workforce as laid out in *Carers Matter –Everybody's Business* (Skills for Care / Skills for Health 2011)
- Underpinning the understanding of assistive technologies and telecare and how these can help carers in their role through the provision of e-learning opportunities
- Continuing to improve and deliver learning competencies, knowledge and materials to enhance the skills of staff working with carers to support the promotion of positive behaviour.
- Developing the level of guidance and support currently available to carers when they become responsible for employing personal assistants.
- Ensuring that all staff directly involved in working and /or supporting carers have the right skills and knowledge to do so effectively

11. Our Business

11.1 Strategic Priority 11:

To be an effective and efficient resource to CCC and the wider adult social care sector and exceed the expectations of our customers

"It is essential that behind the scenes, we are as flexible and efficient as possible with all our assets and resources. We will automate and streamline our internal systems and processes wherever possible, allowing staff to use their initiative and expertise". (CCC, Integrated Plan 2012/13)

In order to realise the aspirations of this strategy we will need to work effectively, efficiently, professionally and ethically within the parameters of CCC policy and procedure, and in a manner which is responsive to the needs of our colleagues and customers.

Current economic pressures also require an approach to business which incorporates efficiency savings, the need to avoid wasteful duplication of activity, the need to share limited resources equitably and in ways that are appropriate to need, and to work cooperatively with colleagues to share resources.

11.2 We want to:

- Be compliant with national and CCC policy guidance e.g. Health and Safety, Data Protection, People Policies and Staff Performance Policies
- Have the right qualifications, skills and knowledge to meet the objectives in this Strategy
- Ensure financial transactions, such as invoicing and charging are carried out in line with CCC guidelines and with oversight from LGSS finance support
- Ensure that any current or future charging policy is fair, equitable and supports diversity
- Ensure that services we commission comply with CCC procurement regulation
- Work cooperatively and enthusiastically with colleagues and partners to share resources, systems and to avoid wasteful duplication
- Ensure that workforce development activity supports and compliments CCC performance framework
- Work within a clear quality framework incorporating reflective approaches and customer feedback and ensuring that our customers have a positive learning experience
- Review this strategy and its action plan regularly and at least annually

11.3 We will do this by:

- Ensuring that relevant team members have an awareness of national policy and legislation applicable to their areas of responsibility and undertake any required training needed in these areas
- Ensuring that those delivering training, either from within CCC or commissioned have or are working toward a professional qualification in training.
- Ensuring good financial governance, practice and recording within the team, reporting any concerns or problems promptly
- Developing a transparent customer charging policy and a resource allocation policy which is fair and equitable and which will outline charging criteria and processes, and show how we make decisions and allocate resources
- Sharing resources readily and openly with colleagues and partners wherever possible to enable faster and better service development and engender positive cross-organisational relationships
- Developing administrative systems and processes assisted wherever possible by technologies that will enhance communication between customers, the team, commissioned training providers and others
- Ensuring that learning and development activity and resources are clearly linked to ASC key priorities and are seen to support their delivery
- Facilitating a range of means by which our customers can express their views and feedback on our performance; we will learn from this process and use it to improve
- Ensuring that all workforce development processes, policies and systems are unified, standardised, transparent and cost-effective

12. Risk

The table below outlines some potential areas of risk which could impact negatively on the delivery of some or all of this strategy along with some mitigating actions.

Risk	Impact	Mitigation
Currently data on workforce development and the ASC workforce in general is variable in quality	Conclusions within the Strategy and Action Plan may need to be amended as data becomes available	Work to improve relevant data has commenced and will continue
Failure by the sector to comply with the requirements of the strategy	Colleagues may fail or choose not to comply with key aspects of the strategy	Work to develop trust and understanding between all partners around issues of WD
Public Sector efficiencies impact negatively on capability and capacity to deliver on the Strategy and Action Plan	The scope of the Strategy may need to be scaled back, activity prioritised, adoption of phased approaches and robust management of dependencies and projects	The implementation of training charges and proactive approaches to efficiencies savings will support sustainable activity

To be reviewed on:

By:

Action Plan report to be completed on:

By: