

Title: **Draft Private Voluntary and independent sector workforce strategy and workforce actions**

Wards Affected: **All Wards in Torbay**

To: **Policy Development and Decision Group**      On: **1<sup>st</sup> October 2018**

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## 1. **Key points and Summary**

- The workforce strategy for the private, voluntary and independent sector (PVI) for Adult Social Care is in draft form and being developed in the light of the work is taking place across a number of projects.
- Torbay has engaged with a number of different partners and organisations to develop an integrated approach, for example working closely with Health Education England.
- The challenges for care in community setting is nationwide.
- The challenges for care in health and social care settings exists across hospitals and primary care and at all levels.
- There is a requirement to develop new capacity and new roles to create that capacity.
- A transformation in care is being sought with competency based working enabling an ongoing evolution in care.

## 2. **Introduction**

- The challenges of workforce are well-documented and form key components of the Sustainability and Transformation Plans, as well as most councils' strategies.
- Torbay has implemented a number of initiatives such as
  - Fair Train, for work experience,
  - Proud to Care, to support retention and recruitment,
  - introduced Care Capacity Collaboration meetings that have proved highly valuable in bringing the system providers together to agree actions through collaborative working.
  - Supported the Care Managers Network which is proving increasingly successful.

- Further transformation work requires improved data on which to base discussions and collaboration and projects have been developed to achieve this.

### **3 Proposal**

- The draft strategy has been produced to provide a framework for further development.
- Whilst short term actions are being undertaken to support the present demand a series of projects will produce the detail for a strategy that begins to address future challenges.
  - Mapping and modelling the workforce – jointly with Health Education England
  - ADASS (Associate of Directors of Adult Social Services) – workforce mapping for SW region
  - National Minimum Data Set – improvement initiatives with providers
  - Proud to Care Torbay and Proud to Care South West – campaigns to improve profile of social care and health roles
  - National Recruitment Campaign – Department of Health and Social Care – input and shaping to campaign
  - Live Working week – collecting data and producing information for frontline staff to begin to redesign roles and support care staff to work to the top of their licence
  - Living Well@Home – transformation of care in the community through care at home.

### **4 Risk**

- There is a need to move at pace given the system and care demands whilst being cognisant of the constraints of funding change initiatives.
- There are significant opportunities for career progression, more satisfying roles and improved continuity of care however there is also the potential for staff to be anxious as to the changes and what the new roles may require.
- Clients and patients will need to be kept well informed as they will be a key part in not only learning more about their care and what they may have to offer others through their experience (experts by experience). Their natural anxieties over changes in care and who and how it is delivered need to be considered front and centre within the implementation of a strategy.

### **5 Sustainability and Partners and Expansion**

- Torbay works with a series of partner organizations both those within Torbay delivering care but also those supporting this work such as Health Education England and colleagues from the Academic Health Science Network.
- The strategy will help deliver sustainable, quality care and will be in support of the duties within the Care Act 2014.
- Devon County Council and the Devon STP are kept advised.

### **6 Coordination and Governance**

- All parties to the Risk Share Agreement for Adult Social Care meet at the Market Management Group which is kept informed of this work along with the appropriate groups and boards of the individual organisations.

## **7 Outcomes**

- More staff choosing to stay in care and feeling increasingly valued for the work they do (improving retention / reducing costs)
- New applicants for roles in care both social and health (increasing capacity and meeting demand)
- Increasingly skilled and flexible workforce able to adapt to future care demands and delivery models
- Those that undertake care informally, family or voluntary carers feeling increasingly competent and confident in their caring roles valued
- A developed community sector
- Better Care of Clients (Patients)
- Better Care of Staff
- Better Capacity for All

**Caroline Taylor**  
**Adults Housing Transformation**

### **Appendices**

Appendix 1 – background information

Appendix 2 – Presentation slides

### **Documents available in members' rooms**

None

### **Background Papers:**

None