



# Adult Social Care Workforce Strategy

2024-2027

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The workforce strategy is to ensure we have a skilled, adaptive, and engaged workforce who collaborates with our partners to effectively and efficiently deliver our vision to help people stay independent, safe and well so they can live the lives they want to.

We aim to ensure we have;

**Right People:** Our culture and behaviour ensure this is a great place to work and supports high performance.

**Right Place:** We are able to quickly respond and adapt to the changing demands of our residents.

**Right time:** We are future focused, ensuring an effective pipeline of talent to so we are ready to deliver services to our communities in a changing world.

**Right skills, capabilities and behaviours** We support effective performance of our workforce through the provision of the right development.

There are approximately 800 members of staff working across adult social care, in over 30 different services and these numbers continue to grow, as services and demand increases. Adult social care needs a stable and highly effective workforce to work alongside adults with care and support needs and carers in Wiltshire.

We want to reward achievement and celebrate success, recognising achievements and taking pride in what we do. We want to be inclusive and value each other's differences.

We want staff to be supported to gain and review their knowledge and skills to achieve excellence in their work and enable staff to be agile and adapt to challenges and opportunities.

We want strengths-based & person-centred working to be the way we practice in Wiltshire.

#### Workforce insight

Our priorities are based on the following insight.

##### Performance Outcomes Board Data

- Workforce dashboard data has 3 key areas of focus: turnover, vacancy rates & sickness absence. Sickness absence rates in ASC are amongst the highest in the organisation and require additional focus. Vacancy rates remain high for specific roles, such as experienced Social Worker and OT's. This has a direct correlation with the agency costs in the areas of high vacancy rates, again, requiring concentrated focus as part of this workforce strategy. The use of data is continuing to be explored and with the increase of data analytics, we are developing more interactive and intuitive information that will provide greater insight for all.

##### Annual Health check

- A health check is conducted by PSW and POT on a yearly basis that has traditionally been used to survey social workers and OT's but will be expanding in the future to all staff, to ensure that all employees voices are heard and represented. The most recent health check found that CPD was identified as the number 1 priority from staff. This feeds directly into the 'embed a culture of learning & development' priority below.

##### Employee Engagement Survey

- Corporately, staff in the organisation identified that they were not clear of their future role and this was also reflected in the adult social care results.
- Wellbeing was lower in some areas within adult social care

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WORKFORCE PRIORITIES		
<p><b>Recruitment and Retention:</b> We want to be the employer of choice, where people want to work &amp; stay.</p>	<p><b>Wellbeing &amp; support of staff:</b> Our staff are our most important asset &amp; we will support each other to thrive.</p>	<p><b>Embed a culture of learning &amp; development:</b> Ensuring an ethos of continual professional development is key to everything we do</p>
ACTIVITIES		
<ul style="list-style-type: none"> <li>• Develop &amp; utilise a variety of recruitment methods and initiatives.</li> <li>• Ensure that equality, diversity &amp; inclusion is at the heart of everything we do.</li> <li>• Actively explore where appropriate, rotational posts across all roles, services, and organisations.</li> <li>• Develop initiatives to attract new people into social care, ensuring there are clear career pathways both for new and existing staff.</li> <li>• Utilise talent management tools to promote &amp; embed succession planning.</li> <li>• Continue to assess and provide an effective induction programme to provide the best start within ASC.</li> <li>• Utilise data to identify further activities required to support retention.</li> <li>• Develop and promote in-house Return to Social Work and Return to practice Occupational Therapy schemes.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure staff have access to comprehensive up to date and useful information e.g. ASC About</li> <li>• Ensure there is a robust and effective supervision and support/development process to support a high-performance culture.</li> <li>• Create a culture where wellbeing is prioritised, reducing sickness absence and ensuring we have a resilient workforce.</li> <li>• Develop and embed an employee engagement plan, ensuring engagement opportunities for all staff are maximised.</li> <li>• Developing and actively seeking out employee voice</li> <li>• Explore buddy and peer support schemes in all teams and for all staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop career pathways for all roles in adult social care, ensuring that all roles are included.</li> <li>• Create a culture which embodies continuous learning and development, to expand opportunities for everyone to develop.</li> <li>• Supporting best practice, QA and learning opportunities across the service area</li> <li>• Future proofing ASC ensuring that it is fit for purpose and resilient, now and in the future.</li> <li>• Creating a culture and ethos of self-leadership and leadership at every level</li> <li>• Set up and grow a social care academy.</li> <li>• Create parity between ASYE and NQOT programmes ensuring the best start for newly qualified workers.</li> </ul>
Cross cutting across all priorities		
<p>Co-production &amp; engagement with people with lived experience. Communication, connection and collaboration between teams and partnership working-BSW ICS, SERVE, Carers Support etc</p>		
How will we measure the delivery against the workforce strategy		
<p>Through Performance Outcome Groups (POG) and Boards (POB) we will review the actions that we are taking to deliver this strategy and the impact they are having and the outcomes we achieve</p>		

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**One council linkage**

By taking a One Council approach we will continue to develop and maintain positive relationships with other services, to ensure the best outcomes for our residents in delivering the business plan priorities. By working in an agile way, the service will continue to work in a pro-active way to manage demand, working closely with partners.

