

Tameside Adult Social Care Workforce Strategy

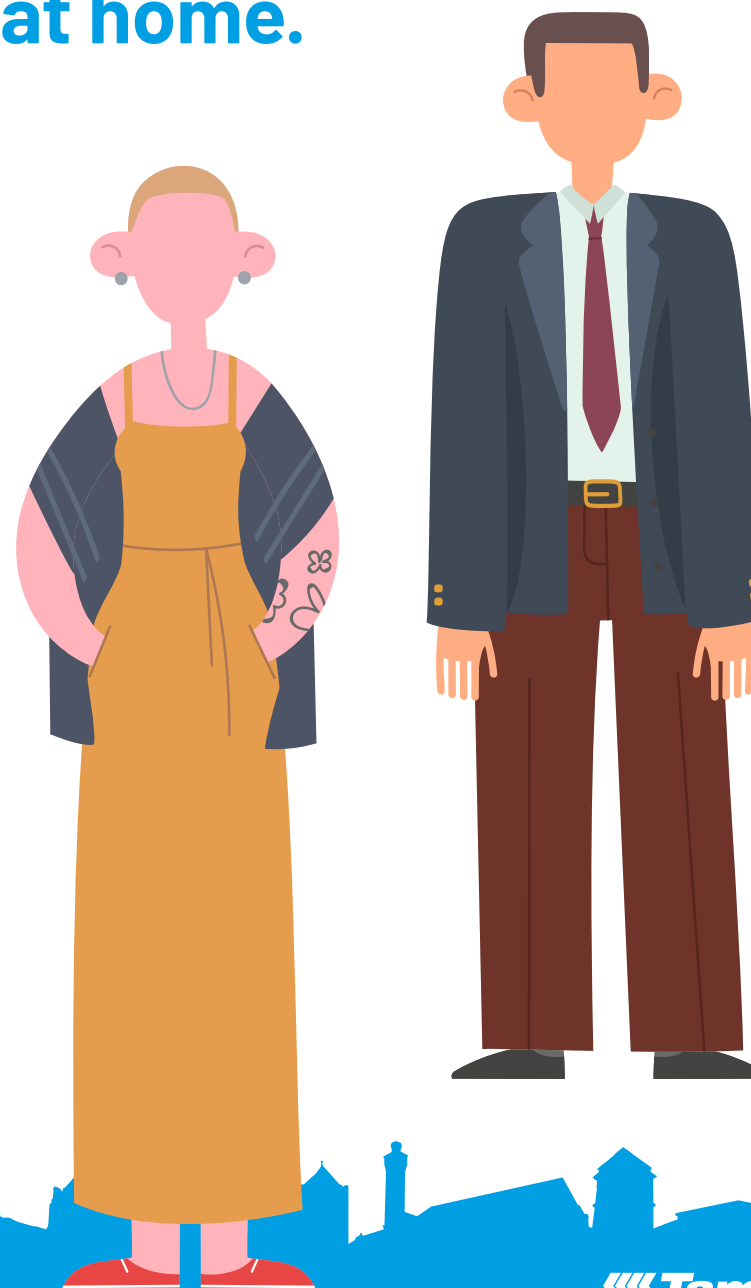
2024-2026



Supporting our workforce to support adults and their carers to live well at home.

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Foreword

In Tameside it is our priority to ensure that all our residents are living well at home, for as long as possible. Whether this is through connecting people to their communities, through services being delivered to people at home, or for people living well with 24-hour support, we want that experience to be of a standard that everybody can be proud of.

Tameside's ethos is reinforced by the government's White Paper 'People at the Heart of Care' which outlines an ambitious ten-year vision for Adult Social Care. This vision is moving us further towards person-centred care where people are offered choice, control, and support to lead an independent life.

To achieve our aims, we recognise that our workforce is our greatest asset to ensure that our services are effective and flexible in meeting people's individual outcomes. This will be achieved through a confident, competent, and highly skilled workforce that understands its responsibilities and works in partnership with others to deliver high quality support.

We will attract, retain and support the development of a stable, talented, and committed workforce whose professional development and wellbeing are prioritised. We must celebrate and recognise good practice and support all of our service providers to share our vision.



Cllr John Taylor
Executive Member
(Adult Social Care & Inclusivity)



Stephanie Butterworth
Director of Adult Services



The Scope

Our strategy is aimed at our social care workforce employed within Tameside Council and the adult social care services we commission.

Tameside's adult social care sector is made up of staff working in many different settings, working with adults from 18 years onwards throughout the life course. In roles such as Registered Managers, Carers, Nurses, Occupational Therapists, Social Workers, Occupational Therapy Assistants, Assessors, Support Workers, Personal Assistants and Community Workers, Shared Lives Carers, and Volunteers.

Our adult social care workforce in Tameside was 5600 people in 2022/23 across the whole sector – that is those working for the Council, the independent sector, the NHS, and for direct payment recipients (Skills for Care). A thriving and skilled workforce means a better quality of life for residents.

Our strategy is intrinsically linked to [Tameside Adult Social Care Strategy 2024-27](#) and aligns with the [Greater Manchester People and Culture Strategy 2022 - 2025](#). The strategy also links to [Tameside Council's People Plan 2021 - 2024](#), and Tameside Council's Equality and Diversity Strategy and Wellbeing Strategy.

There are 63 Care Quality Commission (CQC) registered establishments within Tameside, with around 1650 people employed in 24-hour nursing or residential care homes, and 1600 people in non-residential roles, including Home Carers.

The Council employs nearly 700 of these staff in the adult social care sector, including approximately 420 frontline care staff.

In 2022 Tameside Council Adult Social Care received 10,469 requests for support, and 2,089 Safeguarding Concerns. Around 2800 people are in receipt of long-term support.



Our Vision and Values

Through consultation with our adult social care workforce, we have identified 6 strategic ambitions.

- **Adult Social Care as a Career of Choice** – Adult social care is a rewarding and fulfilling career choice. Where the workforce reflects the diverse community of Tameside and are well supported throughout their career.
- **Growing our Own** – Adult social care is a sector where you can develop and fulfil your potential.
- **Working Well Together** – Adult social care is part of a wider system, and we will ensure the offer is integrated and coordinated for our staff.
- **Health and Wellbeing** – Adult social care is a supportive environment to work in, where your health and wellbeing is valued and supported.
- **Compassionate, Authentic and Effective Leaders** – Leaders in adult social care will be supported to grow and develop which in turn will support a reflective and well supported workforce.
- **Building and Enhancing Social Justice, Equity, Diversity, and Inclusion** – Adult social care understands the barriers to care and will ensure the workforce is well equipped to be inclusive and understanding. Adult social care will address barriers to work and progression for workers who identify as Black, Asian and minority ethnic.



Our vision is underpinned by our STRIVE values.



Adult Social Care as a Career of Choice

We will:

Continue to develop links and connect with schools, colleges and universities promoting Council careers and expanding our work placement offer to reach wider audiences, including harder to reach groups to promote inclusion and opportunities for all.

Embed values-based recruitment ensuring reasonable adjustments are made for people with protected characteristics.

Understand and monitor recruitment trends, ensuring that we recruit and retain a diverse workforce that reflects the diversity of the population in Tameside.

Develop approaches to have proactive conversations with staff about what is working.

Promote career pathways to attract new talent and retain experienced and valued staff in the variety of roles available.

Ensure a robust induction is in place for all adult social care staff.

Continue to ensure frequent and varied opportunities for engagement with the workforce.

Work together to share best practice and build a shared understanding of the values that underpin adult social care.

How will we know when we have achieved our aims and ambitions?

Increased engagement with schools and colleges in Tameside.

Increase in work experience placements offered throughout adult social care setting in Tameside.

Increase in younger applicants for social care roles.

Vacancy rates and agency usage will reduce.

We will have a workforce dashboard, allowing ongoing analysis of our workforce population as compared to the community we serve.

We will have clear progression frameworks and skill development will be offered and evidenced by employers.

Staff will report feeling listened to and supported throughout their career in adult social care.

Adult social care is a rewarding and fulfilling career choice. Where the workforce reflects the diverse community of Tameside and is well supported when they start their career.



Growing our Own

We will:

Continue to develop and embed a learning culture that recognises and rewards outstanding practice.

Understanding our workforce data to influence succession planning and support a diverse and inclusive workforce.

Strengthen and broaden our approach to apprenticeships across the sector.

Continue to develop accreditation for specialist roles in social care.

Create space and time for staff to reflect, develop and grow. This includes the development of ongoing continued professional development, shadowing opportunities, embedding the My Performance Framework and also monitoring professional supervision, mentoring, and coaching.

How will we know when we have achieved our aims and ambitions?

Staff will continue to learn throughout their career and have access to regular and varied training opportunities.

Learning will take an integrated approach with internal providers and commissioned providers.

Staff who have completed qualifications will be recognised internally and at annual awards.


Supervision will take place and be recorded regularly for all social care staff.

Personal development reviews will take place regularly for all social care staff.

Clear information about apprenticeships will be available.

Staff will have equal opportunity to development opportunities.

All staff will be able to take protected development time, which can be taken in a variety of ways such as attending a course or shadowing other job roles.



Adult social care is workplace where you can develop and fulfil your potential.

Working Well Together

We will:

Ensure internal and partnership training offers are integrated when feasible to embed shared values and standards across adult social care in Tameside.

Include representatives from the provider services at the Workforce Steering Group.

Develop our awareness and understanding of collaborative and integrated working approaches (i.e. importance of working beyond traditional boundaries and engaging in Greater Manchester initiatives). For example, to continue to build on the 'Blended Roles Approach' and develop the 'Trusted Assessor Approach'.

Continue to build on the Health and Social Care Cadet programme promoting a joint approach to Health and Social Care placements and education.

Work collaboratively across the service, organisation and with external partners to creatively achieve better outcomes and improvements.

Adult social care is part of a wider system, and we will ensure the offer is integrated and coordinated for our staff.

How will we know when we have achieved our aims and ambitions?

A variety of training offers will be available for staff from the Council and provider services to access and delivered by provider organisations, the Council and others.

We will have engaged with wider initiatives and shared learning locally, regionally, and nationally.

The number of opportunities to embed 'Blended Roles' and 'Trusted Assessors' will increase.

We will see an increase in the number of Personal Assistants and increased uptake of Direct Payments.



Health and Wellbeing

We will:

Explore via engagement with staff what work life balance and flexibility looks like within adult social care.

Build on teams' strengths and relationships that encourages positive and supportive cultures.

Recognise the unique needs of the social care workforce in relation to health and wellbeing ensuring space for reflection and inclusive environments.

Recognise the physical, emotional, social and financial health and wellbeing needs of our staff and support them accordingly.

Promote and value diversity, engaging in workforce initiatives and networks to raise awareness.

Adult social care is a supportive environment to work in where your health and wellbeing is valued and supported.



How will we know when we have achieved our aims and ambitions?

Staff feedback will drive the workforce strategy to ensure that staff health and wellbeing is prioritised.

Staff will feel happy in work in Tameside.

There will be a suite of training available and utilised by managers to enhance professional supervision.

Staff will feel that they have good leadership and a positive and supportive culture within their team and organisation.

The workforce will have a suite of training and resources available to them in respect of health and wellbeing.

Staff network groups will be well publicised and attended.

Equity, Diversity, and Inclusion will be prioritised in line with the corporate strategy.

Compassionate, Authentic and Effective Leaders

We will:

Continue to develop skilled and confident managers, who listen to the workforce and model best practice.

Support managers to embed reflective practice and regular supervision supporting an open culture in adult social care.

Review the management training and development offer for adult social care in Tameside, linking to Greater Manchester initiatives and embedding consistent leadership values and skills.

Ensure we have visible leadership, offering a flexible approach to staff engagement, setting out a clear strategic vision for adult social care.

Recognise and promote leadership at every level within all organisations, including leaders of specific areas of practice, knowledge, or skills.

How will we know when we have achieved our aims and ambitions?

Managers will feel well supported.

Staff will feel happy in work in Tameside.

Supervision will be a priority and all managers will have regular training and peer support to ensure best supervision practice is taking place.

Staff will want to stay and progress in Tameside.

Champions of practice will be evident at different levels within social care organisations.



Leaders in adult social care will be supported to grow and develop which in turn will support a reflective and well supported workforce.

Building and Enhancing Social Justice, Equity, Diversity, and Inclusion

We will:

- Develop a programme of workforce development to support staff's ongoing learning and development in relation to equity and diversity.
- Engage with the staff networks.
- Develop managers confidence in working with issues of social justice, equity, diversity and inclusion in the workforce.
- Explore options such as reverse mentorship to support to embed equity and diversity in leadership.
- Review adult workforce procedures include how equity, diversity and inclusion has been considered.

How will we know when we have achieved our aims and ambitions?

- Equity, diversity and inclusion will be included in all training for staff and managers.
- Staff network's voices will be evident in the work we do.
- Staff will feel listened to.
- Diversity will be celebrated and role models shared widely across the adult social care workforce.



Adult social care understands the barriers to care and will ensure the workforce is well equipped to be inclusive and understanding. Adult social care will address barriers to work and progression for workers who identify as Black, Asian and minority ethnic.



Going Forward

How will we monitor and review the delivery of our strategy?

- We will monitor and review the delivery plan via the Adult Social Care Workforce Steering Group.
- We will measure the impact through engagement with the workforce and monitoring the workforce data.
- Staff will contribute to the delivery of the strategy via staff network groups, provider forums and by being part of the working groups implemented to deliver the strategy.
- We will feedback to staff at regular intervals on the progress we make, through regular face to face engagement sessions and newsletters.





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