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Introduction from Carolyn Kus  
Chair: East Midlands Regional Workforce Development Group

This document describes our vision and plan for the future development of the regional workforce. Taking into account that we will continue to reflect on the implications of the Care Act 2014, this is very much an emergent document and, therefore, will be subject to development as the regional workforce needs change, given local and national trends. However, it is a blue print for our future which truly reflects current thinking. The document indicates that, through effective partnership working, we can improve the lives of people in the region who access our services, by providing an appropriately skilled, well-trained and talented workforce and by ensuring fair and equitable services are available across the East Midlands.

We know there are going to be challenges ahead, but are committed to working in close, honest and open partnership to develop a firm regional charter, which we can all adopt and use to structure consistency within our individual organisations. We are looking forward to a bright and positive future working closely with regional colleagues to produce the best services that we can.

This strategy was borne out of an Appreciative Inquiry approach, at a regional workshop which involved invited participants from a range of our core and associate members, together with a number of providers, carers and other regional partners. This was the start of an ongoing conversation which we will need to have over the coming months and years. The East Midlands Regional Workforce Development Group then identified and discussed a number of the key themes from the event and further developed a strategy which would form an overarching document for each of the core and associate members to adopt and use alongside their own organisational policies and procedures. The themes are: The Right Attitude; Emphasis on Leadership at all Levels; Community as Part of the Workforce; Giving Community Power to All; Person-Centred Approach; Maintaining Quality for All; Autonomy – Be Brave and Bold; Working in Partnership to find Solution-focused and Joined-Up Thinking; Developing a “Grow-Your-Own” Ethic; Advocate for the Sectors; and Developing Skills.

I hope you find this strategy useful in helping your organisation to meet some of the future challenges.

Carolyn Kus  
Chair,  
East Midlands Adult Social Care Regional Workforce Development Group  
October 2014
A word from Cath Roff
Chair: Association of Directors of Adult Social Services
East Midlands Branch:

Adult Social Care is operating in a rapidly changing world and, with so many challenges facing us, it is more important than ever to continue to work collaboratively to identify solutions and make the best use of our resources together. The Regional Workforce Development group, under the leadership of Carolyn Kus, DASS at Northamptonshire, was mandated to develop an overarching strategy for the region’s Adult Social Care authorities and relevant partners in their work, beneath which each of the members can develop and run their organisational strategy - acknowledging their own discrete processes and procedures.

Colleagues have worked closely together, meeting bi-monthly, to discuss the various elements required for the strategy, taking full account of the needs identified at the initial Appreciative Inquiry, which involved not only local authorities, but also providers and carers.

This document is a solid testament to the work and research which they have carried out to ensure that we all acknowledge the changing climate of our work and the requirements of the Care Act 2014. The intention is to make Adult Social Care workforces in the East Midlands fit for the future through agreeing and adopting agreed core values.

The East Midlands Branch Association of Directors of Adult Social Services fully endorses the strategy document and the flexibility which it allows to members and partners who sign up to the Charter Commitment.

Cath Roff
Chair: East Midlands Branch of the Association of Directors of Adult Social Care Services
October 2014
Local authorities in the East Midlands have come together to develop a regional Workforce Development Strategy. Here is what the members have to say:

We are looking to develop our workforce in order that it fully contributes to the wider Derby Plan, which - across all agencies - is looking to deliver three ambitions, so that by March 2015, Derby citizens have an:

- *Inspiring start in life by improving educational attainment*
- *Inspiring working life by improving skills and creating jobs*
- *Inspiring place to live by improving inner city areas.*

In this ambition we recognise that developing a workforce that is fit for the future is key to truly delivering choice and control for all Derby Citizens who come into contact with our services. In Derby City our approach is to seek to work in partnership, to ensure that strong and resilient individuals live and are supported by strong and resilient family’s and social networks, living and contributing to strong and resilient communities. There is a strong emphasis upon asset-based approaches for individuals and communities and a focus on a customer journey which puts the customer at its heart.

We would like our leaders to be able to inspire others and work in collaboration with our partners, to enable our citizens to achieve their outcomes, taking into account the current financial restraints faced by all working in Health and Social Care.

We support the development of integrated care, with the emphasis on delivering excellent care and treatment close to home, which reduces the need for crisis intervention in secondary care settings. In addition, we have developed a new project in which staff work directly with health colleagues in acute settings, to prevent admissions to hospitals, making ‘home first’ a real option and choice.

The implementation of the Care Act in April 2015 provides us with the opportunity to review our current workforce, to ensure that we focus on promoting the wellbeing of Derby citizens, again drawing on the strengths and assets of individuals, families and our local communities.
We know our employees are our greatest asset and we need to do more to ensure a flexible and adaptable workforce for the future, nurturing talent and making the best use of the skills that are available to us. Working with local and regional partners will help us to achieve this.

We have opened two modern care centres with two more opening this year which support integrated and flexible services for older people and our Community Lives programme has helped find new ways of supporting people with learning disabilities. Our biggest challenge is to manage the increased demand from an aging population with more people living with dementia and ensure we support people when they need us the most.

Workforce Development (Social Care) at Leicester City Council has experienced a period of turbulent change. As is all too often the case, we have seen our numbers of Workforce Development staff drastically cut, whilst at the same time supporting both adults and children’s services through significant review and change, whilst ensuring that the needs of the people who use our services remain paramount.

As a service, we have “practised what we preach” and risen from the ashes with a focused, needs-led, responsive service. We are promoting a consistent, high quality, performance-based managerial approach, commissioning learning and development which supports our generic social workers and embracing the wider use of “talent matching”, engagement and “performance and reward”. Our challenges for next year are to ensure that:

• we have enough BIA assessors to meet recent recommendations;
• staff are working within the requirements of the Health and Social care bill.
• we continue to deliver more, with less resources.
• we work to generate income.
• we reviewing our PQ offer for social workers.

Our hope is that in the coming year we can increase our involvement with East Midlands partners and pool our resources to the benefit of workforce development across the region.
We expect to see an increase in the number of older people with support needs and older people living alone, People with dementia, Carers, People seeking information and advice and People who are paying for services themselves.

Leicestershire County Council has achieved significant success across the Multi Agency in working with Colleagues in the development and implementation of the Dementia and Autism Workforce Strategies. The Carers Workforce Strategy has also been a priority area of work, resulting in the launch of co-produced Carers Charters, with a promise to develop specific initiatives which support carers in employment, engagement with carers and key stakeholders to inform the re-modelling of Carer support, in preparation for the Care Act and developing new services with health colleagues to ensure carers are identified and supported early on. Ensuring partnership working with key stakeholders across the Sub Region to support and improve the quality of care across the sector.

Some of the key challenges facing the Authority over the next few years are the transformation agenda, the Care Act and the Integration of Health & Social Care. Workforce Development will be an integral component of the transformation agenda ensuring that the sector has the right people with the rights skills in the right place at the right time. Community focussed support services are also a key development for Leicestershire ensuring integration with Health results in improved services for Individuals who use them.
We recognise that the quality of the workforce is a key determinant of the quality of care and support services. Consequently, our internal and external workforce development programmes are aligned to and evaluated in terms of local and national occupational standards.

We are proud of our longstanding commitment to working collaboratively with internal and external partners (including Independent Sector Providers, Lincolnshire Carers and Young Carers Partnership, and the Health community), to improve outcomes for people living and working in Lincolnshire. Our co-produced and ‘whole systems’ approaches to workforce quality and development have enabled us to focus on the specific demographic and geographical challenges of the county. Notable successes have included effective leadership and management and person-centred Dementia care programmes; with demonstrable outcomes for people using services, staff teams, businesses and the morale and motivation of staff.

Lincolnshire recognises the importance of practice development and has a Lead Professional Team comprising professional practice leads including front line practitioners. The team plays a key role in the ensuring that local Quality Practice Standards and the national Professional Capabilities and Standards underpin the practice of our staff from all disciplines working in assessment functions. Learning from evidence based practice and feedback we receive are key components of our quality and workforce development agendas.

A multi-agency workforce development programme was agreed in 2013 by the Lincolnshire Safeguarding Adults Board. It is anticipated that this approach will capitalise on the need to work collaboratively to improve outcomes, enable the safeguarding adults board to embed safeguarding adults in strategic plans and ensure a coherent approach to ensuring high standards of professional practice. A strategic workforce development programme has been developed which will support the implementation of an infrastructure to enable delivery of safeguarding adult priorities by partner agencies which will incorporate the safeguarding adults key principles, and ensure partnership with the local authority to fulfil their safeguarding responsibilities.

As we progress with our local ‘brave and bold’ programme of integration with health services (Lincolnshire Health and Care), we are embracing culture change and new ways of working within Neighbourhood Teams. We value our involvement in the Regional Workforce Strategy and Plan, which affords us further opportunities to give to and gain from the ideas, experience, and learning of our wider partners.
Milton Keynes Council’s Adult Social Care Service has a clear understanding of the challenges it faces with regard to maintaining the provision of high quality care and support services in the future. Central to achieving our desired outcomes is the need to continue to develop and maintain a talented and skilled workforce (both internal and external) and to be innovative in our approach to encouraging the local population to consider a career in adult social care. Partnership working, the development of clearly defined career pathways and a focus on taking full advantage of all funding opportunities will be central to our success moving forward.

The implementation of the Care Act in April 2015 provides an opportunity for Milton Keynes to review our current workforce, our partnership arrangements and the strengths and weaknesses of our existing workforce development offer. We currently provide an extensive programme of adult social care specific training to both our own staff and those working for our key strategic partners. Evaluating the effectiveness of the training we deliver on standards of care is of major importance to us at a time of diminishing resources. Increasingly we are linking access to training with a commitment to participate in subject specific forums which look at the practical issues involved in putting newly acquired knowledge in to practice. This approach has enabled us to showcase best practice in Milton Keynes and also to successfully bid for funding to develop new training which fills evidenced skills gaps.

Milton Keynes prides itself on being an innovative place to live and work and it seeks to continue this ethos in the development of all staff within the adult social care sector. Developing the workforce of the future is a key strategic objective for us and our local partners. In this respect we have worked closely with schools offering BTEC qualifications in health and social care, to develop a work experience programme for 16 – 18 years olds which promotes a positive image of the career opportunities available in the adult social care sector and signposts to Apprenticeships and job opportunities. We appreciate the opportunity to be a part of the East Midlands Regional Workforce Development Group and in particular are keen to learn from others experiences around the areas of leadership and talent management in an adult social care setting.
Building a skilled and talented workforce will be the key enabler to delivering the Adult Social Care Service “Our Future Plan”. Our plans will take full account of the implications of the Care Act 2014 and the impact this may have on changes to service delivery in the future. We have also made provision for support of Carers in our strategy.

We look to the East Midlands Workforce Development Strategy to provide an overarching vision, which will underpin our own workforce plans, whilst allowing us to work within our discrete systems and processes. Clearly, working successfully with partners across fluid organisational boundaries, coupled with exceptional leadership which inspires and motivates others to lead a cultural shift away from embedded traditional practices and thinking, will be fundamental going forward.

We also place a strong emphasis on the importance of recruiting and retaining individuals with the right attitude who are passionate about what they do and empower people who need care and support, it is equally important that these attributes are valued and nurtured as part of the investment to grow our own talent and develop robust succession planning. We are supported in the development of our workforce by LGSS OWD, (LGSS Organisational Workforce Development) who provide us with a comprehensive range of training courses, qualifications, online learning, apprenticeships and bespoke training as well as leadership, management and change expertise.
• A Preventative Strategy: Building a capable community and supporting choice

• investing in services that reduce needs and dependency and lowers future costs;

• developing innovative and new ways in which to mobilise and make use of all the resources of the community; and

• enabling vulnerable citizens to remain independent for longer and make choice-based personalised services a reality in Nottingham.

We also have a Workforce Strategy (based on the VAP vision) and we hope that the whole of the Adults Workforce in the City can recognise and see themselves as part of this. The main focus of the City’s workforce strategy is the common issues of early intervention, prevention and choice, with a core ethos of truly caring, throughout the City. The Adult Social Care workforce is a key element of this work. However, to support independence and build community capacity, the whole vulnerable adults workforce needs to be recognised through roles as diverse as Social Workers to Gardeners; Home Care workers to Job Centre Officers; Drug and Alcohol support workers to volunteer befrienders and transport staff.

Our biggest challenge in Nottingham and across the region will be to practically adopt a vision and direction which all colleagues who work within the Vulnerable Adults Workforce can relate to, to create a shared identity to help develop seamless support that intervenes earlier with better results. We will need lasting partnership commitment and a recognition of the central role which the workforce play, through dedication and tenacity to improve outcomes for Vulnerable Adults across the Region. We need to understand and respect individual professional specialisms across service, organisations and sector, but also to recognise the key role played by citizens and communities; this requires us to work differently. We also need to understand the new context in which we work, including the implementation of the Care Act 2014.

As the role of the local authority and health moves increasingly towards empowering citizens to make choices about their support, the importance of public information, advice and guidance on the workforce comes to the forefront. The capability of the health and social care practitioner will be the major determinant of the quality of service.

We welcome the regional workforce strategy to put a context around achieving our own innovative workforce plans.
Nottinghamshire County Council is the eleventh largest local authority in the UK and employs over 20,000 people. There are five main departments. Workforce and Organisation Development is within Environment and Resources.

Our team works very closely with all the departments to ensure training and development opportunities are offered to our employees. We pride ourselves on the high standard of training that is implemented. The authority understands that having well trained staff leads to a more efficient workplace. We pride ourselves on partnership working with other local authorities, the voluntary sector and universities. Having these strong links provides excellent opportunities for agreed, shared goals. Being part of such a huge network allows the authority to provide a more consistent, co-ordinated and comprehensive approach to the people who we offer services to.

In April 2014, Nottinghamshire County Council agreed to adopt the Adult Social Care Strategy. In doing so, the Council embraced a set of principles that will deliver social care services to the people of Nottinghamshire. The Strategy is based on the values and priorities contained within the County Council Strategic Plan 2014-2018. The primary purpose of the Strategy is to ensure a sustainable, fair and equitable social care provision for local residents, which provides people with an enhanced quality of life and is affordable now and in the longer term.

We believe our people are our most valuable asset. Our staff engage with customers on a daily basis and we recognise this interaction as being of the upmost importance. The quality of our workforce (both within the Council and those health and social care staff serving the locality more generally) is crucial in order to achieve positive outcomes. It is important that we are proactive, take this agenda seriously and invest in staff development. Rutland County Council is 100% committed to this undertaking and has identified additional investment moving forward.

We will continue to work in partnership with our customers, residents, partners and neighbouring Authorities in order to achieve improved outcomes for citizens. We are proud of our achievements and programmes such as our Better Care Together Programme, which is an unprecedented project to reform health and social care across Rutland, Leicester and Leicestershire. We recognise that major changes are required to ensure services meet the needs of local people and respond to new demands.

We believe much progress has been made in Rutland over the past few years, which places us in a good position to respond to the demographic and financial challenges we face. The strategic direction has been clearly set towards integration, prevention, recovery and rehabilitation, with a move to increasing personalisation of services and continuing to work in collaboration. Investment in our staff will be critical in ensuring that we deliver our strategy and achieve the desired outcomes.
We are the vehicle for providers and professionals, working as part of NHS Health Education England (HEE) to improve the quality of education and training outcomes so that they meet the needs of service providers, patients and the public. Through HEE, health and public health providers will have strong input into the development of national strategies and priorities so education and training can adapt quickly to new ways of working and new models of service.

Meeting the needs of patients in the East Midlands, through delivery of safe, high quality care is dependent on having the right workforce capacity and capability, in the right place, with the right education, skills and behaviours. Doing more of the same will not deliver our ambition for patients – both in terms of the services we offer, or the way we develop our workforce.

Skills for Care is the employer-led workforce development body for adult social care in England. We are committed to working with employers and other partners across the East Midlands to support them in accessing our practical resources to develop the qualifications, skills and knowledge of the workforce.

Skills for Care is the employer-led workforce development body for adult social care in England. We are committed to working with employers and other partners across the East Midlands to support them in accessing our practical resources to develop the qualifications, skills and knowledge of the workforce. Our work will help the adult social care sector in the East Midlands understand the size and structure of the workforce in the area and recruit and retain the right people who have the rights skills at the right time to deliver high quality services to people who need care and support in our communities. Some of our key priorities for the year ahead will be in helping the sector plan for the implementation of the Care Act through workforce capacity planning and developing an understanding of the learning and development needs of the workforce. We will continue to promote the social care commitment to employers, a pledge to improve the quality of the workforce, and will support employers in recruiting and retaining the right people to work in the adult social care sector.
SUMMARY

So ...... You will see there is a strong recognition by the Core Members to work together to deliver an excellent workforce. Each organisation has a number of initiatives being undertaken to achieve the strategy outcomes – all of which align to the Regional Charter and Core Values. If you wish to find out more information on how your own organisation can be involved you can contact us by email on:

ASCSEMRegional@northamptonshire.gov.uk

through our Twitter Account: @ASC_EMWorkforce

Or through our Linked-In discussion group: Working in Adult Social Care East Midlands
“Planning the Regional Workforce of the Future”

Part One: Strategy and Vision
Introduction and Setting the Scene

National Context

The Care Act 2014 requires major reform of the system of social care in England, to provide more control to individuals and their carers. Our vision focuses on creating a workforce who will be able to make services more personalised, more preventative and more focused on delivering the best outcomes for those who use them. This will incorporate the inclusion of a wider workforce from the community, (e.g. volunteers, carers, etc), ensuring that they receive development activities to enable them to encourage and support the people of our region to lead more independent lives.

In the face of demographic pressures (i.e. increasing financial challenges and an ever-growing, ageing population), services will increasingly be sustained by Health and Social Care organisations working in a totally seamless fashion. This is reinforced by the principles of the Care Act 2014, which will radically affect the funding of both the NHS and Social Care in the future.

Over the coming years we know there will be many changes and challenges and we believe that this requires us to have a robust plan in place to work in partnership together. We will develop the best people for our region, whose commitment, talent and skill will deliver the very best services. Therefore, part of our plan is a comprehensive workforce development programme, allowing staff to progress in their careers and build up resilience within the East Midlands workforce and including effective quality assurance across the board.

The strongest and most valuable asset that any organisation can have is their workforce and in the East Midlands people who need care and support services will be at the heart of what we do. The workforce will be seen in its widest sense, covering not only paid employees of our organisation, but also volunteers, carers and family supporters in the vision to improve overall skills. We will show a commitment to engaging different methods, encouraging user groups and carers to become involved with the process of development of the wider workforce. We want, to be open and transparent and, therefore, will clearly explain any changes in regional strategy and the reasoning behind them.

This strategy document is in two sections:

Part One covers our overarching strategy and vision and how we will work in partnership to develop our staff and partners, to ensure consistently high workforce standards in the regional community.

Part Two addresses the way in which we intend to assure quality and also monitor outcomes. The timetable incorporated in this section details our development plan and goals and allows space for you to add your own organisational timetable for implementation.
As a regional group, we are committed to providing good outcomes and ensuring quality services are provided for people who come into contact with our organisations and are in receipt of services. We will regularly seek feedback on how we are doing and use this to learn and develop further. In return we will ask that our service users, carers, organisational colleagues and partners work with us and positively join in with discussion and debate.

We will know we have made a difference and this plan has achieved the intended outcomes if:

- People regionally who access support have had a good experience;
- People who need help to help themselves have had access to good information and advice in various formats;
- People find that we are open, honest, transparent, fair and equitable in how we support them.

We are aware that all of this will take place in a social care environment which is changing, in particular with regards to the integration with health. Therefore, we will work closely with partnership colleagues to share our experiences and offer opportunities for discussion and debate, the outcome of which may change our direction of travel.

**OUR COMMITMENT**

“In the East Midlands people who need care and support services will be at the heart of what we do.

Health, Social Care and support services will be delivered by a highly skilled and professional workforce with the right attitude.

The workforce will be supported and underpinned by strong leadership and culture which is reflected in the environments in which we operate.

We recognise that the workforce is not just those individuals paid to deliver care and support services, but a wide support network that helps people in our communities to live their own lives.”
**Operational Vision**

Our operational focus is to create a resilient and innovative workforce to meet the future challenges. Our hope for our region is to have consistently high performing organisations that are well-run and well-led. We want the people of our region to see and experience an open and transparent culture in all our partner organisations, illustrating consistent trust that the workforce is focused on delivering services to the highest and utmost level. Stakeholders will be asked to agree to the strategy and demonstrate how they intend to commit to this within their own organisations.

After consideration and discussion the East Midlands Regional Workforce Development Group has identified the following values and principles to encompass the Regional Workforce Strategy and Vision and form the basis of the framework for a Charter which all our partners can sign up

---

**VALUES AND PRINCIPLES**

Person-Centred Approach  
The Right Attitude  
Emphasis on Leadership at all Levels  
Community as Part of the Workforce  
Giving Community Power to All  
Maintaining Quality for All  
Autonomy – Be Brave and Bold  
Working in Partnership to Find Solutions  
Developing a Grow-Your-Own-Ethic  
Champion for the Sectors  
Developing Skills
How will we turn our strategy and vision into reality and form the basis of a strategy for each of our partner organisations?

In adopting the regional Charter, we will expect all partner organisations to use the Ten Values and Principles when developing their workforce in the coming years, whilst having the autonomy to work within their own discrete organisational policies, thereby preparing our regional services and staff to meet the changing social care environment.

**Person-Centred Approach**

Quite simply, people who need care and support will be at the heart of what we do. When developing the workforce it is done with the intention of delivering better outcomes for individuals who need care and support.

We will support our workforce to embrace change and deliver person-centred support, through an open and honest dialogue between individuals and organisations and we will share good practice with all partners.

The key to the success of our regional strategy is to ensure that the discrete workforce of each partner organisation is trained and developed to have the right skills, knowledge and experience to deliver to people who use our services.

Working in close partnership regionally and in our individual localities we will be able to share information, pool resources and build a clear picture of the training and development structures required to provide well-motivated, well-informed and knowledgeable staff, who are confident and have the right attitude to carry out their job role to the highest and utmost level.

Workforce development will be a continuing and ever-changing process, as services continue to improve and change to meet the demands created by initiatives from government and local demographics. Putting the people who access our regional and local services at the centre of all we do will very often require very specialist support which will meet the needs of sometimes challenging situations.
The most important attribute of any individual within the workforce is that they have the right attitude. The workforce will be passionate about what they do and empower people who need care and support. Workers will be caring, compassionate, kind and treat everyone with dignity and respect. Workers will have a positive “Can Do” approach to risk-taking.

In an ever-changing care and support environment, workers need to be flexible to change and will be challenged to think differently. They will be resourceful, proactive, innovative, courageous and resilient when working with people who need advice, care and support.

Growing demand means that many employers are recruiting in response to an urgent need to fill vacancies. Sometimes numbers have taken priority over quality as it is difficult to appoint people with the values and attributes that are suited to the challenges of the job. The Skills for Care adult social care recruitment and retention strategy, for example, contains the following ambition: Recruiting on the basis of values will become commonplace across the sector. Employers will be more confident that they have recruited the right people for the job and that those people will stay with them to develop their careers - which we support.
If we are to deliver a shared vision, then the care and support workforce must be supported by leaders – including political leaders – who share the key commitments. Managers should be free to manage, but will be open to challenge also.

Workers will be free to operate in a culture that is supportive, open and transparent and encourages staff to have a positive approach to risk-taking. Leaders will treat staff with dignity and respect, recognising that, in doing so, that will influence the way in which individuals operate. All of the workforce will recognise that they have a leadership role to play, regardless of job title and should be supported through difficult decision-making.

Leaders must recognise that their active commitment will be lived and viewed in their behaviour – it must be authentic, otherwise it will be neither convincing nor sustainable.

We will nurture a whole-system approach to leadership, introducing relevant coaching and mentoring and adopting the concept of adaptive leadership, where individuals are skilled to move between the balcony and the battlefield, as appropriate.

High level best practice for recruitment and ongoing support of regional organisational leaders will be adopted, including:

- A Leadership Qualities Framework, identifying what good leadership should look like for managers at different levels in an organisation.
- Good practice for induction and ongoing regional support for Leaders of organisations and their managers.
- A world-class regional support, training and mentoring programme.
Community as Part of the Workforce

There is far more to the social care and support workforce than paid care workers. We know that people who need care and support services are individuals, who can determine their own needs and are capable of supporting themselves. We will ensure that the work we do in the East Midlands enables this and provides appropriate services where they are required. This will be a two way process and will be fully complemented by the closer integration of health, adult social care services and other relevant partners.

Furthermore, caring is a major issue, we know that three million people in the UK juggle paid work with caring (unpaid) for someone who needs care and support services. One in ten people in any workforce will be a carer and this number is increasing. The peak age for caring is 45-64, when many employees will have gained valuable skills and experience. One in six carers give up work or cut back on their work hours, which is a loss of skills and experience for the employer. We will ensure that carers are supported in the workplace, by promoting carer-friendly HR policies and guidelines for line managers.

Giving Community Power to All

We wholly recognise the importance and role of carers as well as the support families, friends and volunteers give as a crucial part of the workforce. We will also continue to improve understanding of community skills, empowering local people to appreciate how the skills they have can be enhanced and shared, to ensure that those who need care and support in their neighbourhood can continue to be active and empowered local citizens.

With a keen eye to the changing style of delivery to people who use our services and in recognition that we will have an ever-growing number of carers supporting those people, we will develop a consistent programme of support and development activities geared to this often unseen workforce. This will ensure that a number of key elements of coaching and development are covered, to improve understanding of the key range of issues that may affect people who are supported to lead an independent life.

Most people’s lives will include at least one incident of caring. As an employer it is important to retain skilled experienced staff to deliver effective services that meet the needs of our community. By recognising the competing demands that carers may experience, we can create a supportive working environment for carers. There are also benefits which can be achieved by employers by developing a flexible working approach.

We will promote resources that become available and pool/share these to promote good practice across the region.
This strategy recognises that the quality of the workforce is fundamental to the provision of high quality care and support services for all. We will be proud of our profession and we will lead by example in the way that we recruit, train, support and maintain a capable, confident, skilled, flexible and resilient workforce to ensure:

- Safe services;
- Effective and efficient services;
- Positive experiences and improved outcomes for people who use services.

To fulfil the part they play in achieving quality outcomes for someone using a service, partners will embed a culture and cycle of continuous improvement, using a range of Quality Improvement and Assurance systems and processes.

We will manage and monitor our performance in a transparent way using the mechanisms available to us.
A key aim will be to develop a working environment and rapport with colleagues which encourages openness and freedom to express, negotiate and challenge; where managers will encourage open discussion to find the best solution possible. The new challenges will require staff to think “outside the box” in some cases, drawing on resources from the community and pooling funds or resources, where applicable and possible, to get the best possible outcome for the people who use our services. This may bring to bear a broader way of thinking in terms of the personalisation agenda, making decisions and finding solutions which are new, brave and sometimes bold.

.... And, of course, there are going to be times when some “unpleasant” decisions have to be taken; Managers and their staff must be able to deliver these sensitively when necessary.

People can achieve this when they are well-supported by clear vision, enabling frameworks and processes, and robust relationships in which they are valued, trusted and supported in taking the actions which are aligned with the values and vision of the organisation. When people know what is expected and are supported in acting, they are free to be resourceful and creative in pursuit of what is needed.

By creating shared visions and values, everyone knows what is expected and where the parameters are – then they are free to act.

Leaders who support them in staying aligned to the vision and values, can fan the flames of small ideas into huge fires and clear the “road blocks” when obstacles get in the way. They will need to adopt a view of ‘learning from mistakes’, rather than closing down and criticising when things turn out unexpectedly.

In achieving this we can create the right environment for bravery and boldness.
Brave and bold decision-making and solutions will only be possible alongside strong partnership working. This will include strong regional links, as well as creation of seamless partnership service provision on a local level, calling on all the resources and facilities that can be accessed to support new waive solutions. A well-trained, resilient workforce, with high level negotiating, influencing and problem-solving skills will be a prime asset in the new approach.

Our recommendation will be that staff are encouraged to develop emotional resilience and take time for reflection, ensuring that decisions are made, based on appropriate support and information.

This may be achieved through collaborative initiatives, and a regional sharing of Best Practice
Working collaboratively regionally and locally, we will share information to build a clear picture of the learning and development required to ensure a workforce which is motivated, informed, confident and has the right attitude and values.

Workers will also need to be skilled and confident in working across organisational and sectoral boundaries and delivering services which are integrated and seamless.

As part of an Early Intervention approach to working with Vulnerable Adults we need to seek opportunities, such as assistive technology, to ensure that people are enabled to live an active life for as long as possible. Care could be best placed in their own homes, creating personalised decisions and developing capacity building to enable individuals to support themselves. This is a move to delay dependency on health and social care services, as long as possible.

Prevention and early intervention strategies in social care should look to:

achieve a better quality of life for people with health and or social care needs and reduce demand for long-term care services in the future.

help people to maintain or regain their independence and wellbeing and thus reduce the risk of admission to hospital and residential care.

Understanding the benefits of assistive technology across social care, health and housing workforces will help deliver an effective service to maintain health, safety and independence. Assistive technology as an option, compliments other service delivery and supports integration as a way to build relationships of trust and working in a more holistic way. Assistive technology will not be the answer for all but helps support a new way of thinking about keeping as independent as possible for longer, as the first thought in assessing need.

We will look for opportunities to pool resources, to commission or provide regional training and share Best Practice, in collaboration with people, carers, partners and stakeholders, to ensure the best outcomes for people. In particular, links with health and public health commissioners and providers, as well as universal service providers will be strengthened to support integration.

We will work with national sector-led organisations - such as The National Skills Academy for Social Care, Skills for Care and The College of Social Work - to develop learning and development frameworks alongside people, employers and partners.
Effective recruitment and retention of a caring and skilled, adult social care workforce has a central role to play in delivering high quality care and support to people who need it. The implementation of the Care Act 2014 will require significant change to workers roles and practice, to meet new legal expectations.

The Act highlights a specific focus on local authorities to ensure sufficient workforce capacity exists to meet the requirements of the reforms. Social care employers in the independent sector also need to consider the impact of the reforms on their workforce.

Commissioners and provider employers will need to start planning for new roles and/or differing roles, skills mixes and capacity, based on the requirements of the Act. This further emphasises the support required by all employers to meet current and future needs for effective recruitment and retention.

The sector will need to overcome out-dated perceptions and actively promote itself as one that offers fulfilling work and real career opportunities, with appropriate terms and conditions, to attract, recruit and retain a whole range of individuals looking for a variety of careers within the sector at all levels.

The focus should not just be on entry level workers, but also those careers linked to managerial and supervisory roles and opportunities, to progress into professions, including social work, occupational therapy and nursing, as well as ancillary roles such as IT and domestic personnel.

Care and support services will need to become more responsive and innovative to ensure that new prospective entrants - and those already working in the sector - understand the true scope of opportunities that exist.
As previously identified work to introduce values-based recruitment will be put in place to support the cultural shift needed to embrace valuing the attitude, beliefs, values and potential an individual presents with, instead of solely focusing on their past experience or competence. The developing a ‘Grow-Your-Own’ ethic will link closely to the value based recruitment programme.

People with the desired values, may come from a variety of backgrounds with a range of experiences, or may be young people who are considering their career options; to ensure people exploring their career options are able to consider a career in Adult Social Care, a programme of work will be developed to increase awareness of Adult Social Care within Connexions, Job Centres, Schools and Colleges. This will build on existing work developed nationally by Skills for Care and where appropriate make use of existing schemes like Care Ambassadors, Work Academies and Social Care Apprenticeships.

Opportunities to develop and grow in-role and progress through a career pathway need to be clearly visible and accessible to the workforce. Formal training and development is available through a range of local and national providers and partners; however, managers and supervisors need to be supported to develop coaching and mentoring skills that extend formal learning beyond the classroom environment. In support of this we are committed to developing a ‘successful supervision toolkit’ that will provide a framework for managers to use during supervision, to assist with focusing discussions on growing and developing people.

We will also consult on how best to identify and support the development of talented individuals who demonstrate the potential to progress within their career.
Champion for the Sector

We will all take responsibility for promoting and championing service improvement, to encourage care as a career choice and develop greater opportunities for people, both in the region and in our own organisational locality. We will encourage promotion of the social care sector and also celebrate our successes and good practice.

Promotion of the social care sector and celebrating our successes and good practice is key to changing perceptions of the Adult Social Care Sector. We will consult with the workforce to seek their views on how best to achieve this. Options for the consultation include:

- East Midlands Annual Adult Social Care Awards
- Good Care Recognition Scheme (Teams & Individuals)
- Good Practice Knowledge Bank
- East Midlands Strong Communities Awards
- Case Studies and Inspirational Stories
- Adult Social Care Champions
- East Midlands Adults Social Care Conference
- You tube showcase of world class care
- Supportive carers network through social media channels

We will develop best practice and skills using this regional document and its contents to advocate across the East Midlands area, to improve all workforces and take particular note of the Care and Support Bill requirements, which may necessitate innovation in delivery of care to people who use our services.
Ultimately, high quality care and support services have to be delivered by a highly skilled and professional workforce. Workers will be empowered to do what is needed, when needed.

Workers will have excellent communication skills which means that, not only will they communicate effectively with people who need care and support, but they will also have the skills to work collaboratively across organisations and across sectors.

Workers will have the right skills and will be allowed to develop these as they move on in their careers and as the care and support environment changes. As a result, we will positively influence the reputation of the social care workforce in the East Midlands.

We pride ourselves, as a region, that we already have, within our workforce, the talent and skills we require. Often it’s just that we need to discover and develop these. The partner organisations recognise the importance of investing in our workforce and the benefits of developing their skills for the future.

There needs to be a skills development strategy which could include various stages. Firstly, senior management needs to have a good understanding of their employees’ current strengths, which would identify aspects that need to be developed.

Secondly, we need to gather accurate information about our workforce. This is essential in order to develop an idea of what is required to support organisational need. Of course, management insight is key to enabling identification of the workforce’s current skills. They will know what needs to be implemented to develop them. Managers need to work in partnership with their employees, utilising existing systems, such as employee professional development plans, that capture the gaps in skills.

All partners recognise the benefit of investing in the development skills of the workforce. It enables staff to develop whilst they are within our organisations and creates organisational success.
“Planning the Regional Workforce of the Future”

Part Two: Measuring Outcomes
From a workforce perspective, we will:

1. Use data and analysis to identify quality improvement opportunities: Including - but not limited to - information from:
   - Training Needs Analysis;
   - Consultation with People who Use the Services and Carers;
   - Complaints, Compliments and Incidents;
   - Partners and Stakeholders, including HealthWatch, Care Quality Commission, Local Authority Commissioners, Safeguarding Boards;
   - Local Voluntary and Community Groups;
   - Evaluation of Workforce Development Organisation Performance benchmarks, Supervision and Appraisals;
   - Evaluation reports;
   - Research;
   - Workforce Planning & Workforce Development Planning Tools (NMDS-sc, Laws).

2. Develop and apply National and Local Standards and Guidelines, using recognised benchmarking for Leaders and Managers across Health and Social Care aligned with:
   - National Occupational Standards;
   - Capability and Competency Frameworks;
   - Qualifications. (including but not limited to Qualification Credit Framework benchmarking for all roles in Health and Social Care at all levels);
   - the National Skills Academy Leadership Qualities Framework;
   - Health Care Professions Council/College of Social Work Professional Capabilities Framework;
   - College of Occupational Therapy Professional Standards;
   - NICE/SCIE Guidance;
   - CQC Essential Standards of Quality and Safety;
   - Skills for Care Principles suite;
   - Commissioning Contract requirements.

We will fully understand the Outcomes Frameworks for Adult Social Care, Public Health and NHS and Education in order to fully appreciate the need to work together.
3. Develop and implement improvement strategies to ensure the workforce adopts the values and behaviours expected in the role they are undertaking, in accordance with the ‘Plan, Do, Check Act’ quality cycle.

We will continuously improve recruitment practice, implement a robust Common Induction across Health and Social Care and use Dignity Audit Tools, Reflective and Evidence–based practice. We will commission or deliver high quality effective workforce development and evaluate the outcomes and impact of all workforce development for people who use services, individual staff, teams and organisations.

4. Monitor Performance and measure the Outcomes and Impact of workforce planning and development activity to determine whether the learning and improvement has transferred into the desired attitudes and behaviours required in the workforce. We will encourage and support a consistent approach to personal development throughout a career in health and social care, using reflective practice and supervision to promote accountability for professional practice.

**Measuring Outcomes**

The following criteria may illustrate and support the achievement of outcomes:

- % Number of employers introducing carer support HR policies;
- % Number of employers offering peer support carer groups;
- % increase in satisfaction levels of employees (from annual staff survey);
- % of carers identified in the workforce (could be introduced when new employees start);
- % of carers referred for support services (% of those identified referred for support);
- % reduction in sick leave (PI should already being collecting data on this – could assess if after introducing carer support HR policies if this has any impact).
Our Values and Principles are detailed below. Please enter your own local measurements of outcomes and achievement timelines.

We invite your organisation to adopt these, by signing up to the regional Charter within this document, which can be detached, completed, signed and displayed locally. Please let us know by email to ASCSEMRegional@northamptonshire.gov.uk if your organisation has signed this, so that we can measure the outcomes for (and impact of) the Group.

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<th>Value and Principle</th>
<th>Measurement of Outcome</th>
<th>Completion Timeline and Who</th>
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<td>1.</td>
<td>Person-Centred Approach</td>
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<td>Emphasis on Leadership at All Levels</td>
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has adopted the
East Midlands Workforce Development Strategy for Adult Social Care and the following Commitment

“In the East Midlands people who need care and support services will be at the heart of what we do.

Health, Social Care and support services will be delivered by a highly skilled and professional workforce with the right attitude.

The workforce will be supported and underpinned by strong leadership and culture which is reflected in the environments in which we operate.

We recognise that the workforce is not just those individuals paid to deliver care and support services, but a wide support network that helps people in our communities to live their own lives.”

Signed: ................................................

Date: ................................................