

# Derbyshire Adult Social Care Workforce Strategy 2023-2024

## Best Life Derbyshire

*Everyone in Derbyshire will be able to live their lives well, safely and comfortably, wherever possible in their own home, in their local community.*



## We will achieve this by

*Establishing a Workforce Development Strategy that includes the whole system, focusing on equality, diversity and inclusion*

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# Introduction 1

Derbyshire's social care workforce is our greatest local asset. Having the appropriate numbers of staff who are highly skilled, confident, compassionate, and care about the people they support ensures the services that are delivered are high quality and focus on what matters most to people.

In Derbyshire, we are proud of our social care workforce and recognise the importance of valuing and supporting colleagues through a range of initiatives, enabling them to thrive in their roles and take pride in the work that they do.

# Introduction 2

This strategy aligns with the council's People Priorities detailed in the [Derbyshire County Council People Strategy 2021-2025](#) and our [Best Lives – Derbyshire Social Care Strategy 2022-25](#) which focuses on an individual's strengths, enabling them to choose how they live their lives.

This means that we will support those people who choose to remain living in their own homes where it is safe to do so and to do this we need a strong and resilient social care workforce.

This strategy will set out the key priorities to be addressed which will be set in a detailed development action plan.

# Context 1

This strategy and the development of the workforce action plan reflect the **6 priorities** identified from our Derbyshire Residents' Engagement Project which helped inform the [Best Lives – Derbyshire Social Care Strategy 2022-25](#).



# Context 2

**Outcome Focused** - Support people to live their best lives independently at home, connected to the community and local resources, stepping in with more help where needed.

**Short-term Support** - Help people recover and regain stability, independence, and control following a personal crisis or illness.

**Joining-up Support** - Work across the system with partners, carers, and residents to provide support in a safe, supportive homelike setting

# Context 3

**Co-production** - Develop more equal partnerships between people who use services, carers, and professionals to help people achieve their goals

**Supporting carers and out workforce** - Recognise the value of carers and our social care workforce and the contribution they make

**Standards and value for money** - Make sure there is a good choice of affordable care and support available across the county with a focus on people's experiences and improving quality

# Vision 1

As nationally, the health and social care system in Derbyshire is facing urgent and long-term pressures. We know that there is a shortage of carers and support workers and that recent challenges have impacted the labour market significantly with skills shortages. The sector has high levels of staff vacancies and turnover, and rates of pay are perceived to be low when compared to other professions.

We need to have a sustainable and valued social care workforce for the future given the increasing demand for support as Derbyshire's population increases in number and as older people make up a greater proportion of this. Our workforce need to have the skills, knowledge and resources to respond to peoples' preferences to stay at home for longer.



# Vision 2

This will require a coordinated commitment to the workforce, delivered through a workforce strategy. The strategy and the high-level plan within it are a starting point. They set our vision, values, and direction, but we need to work with our communities, partners, and workforce to figure out what comes next together. The strategy will be accompanied by an annual delivery plan that sets out the detail we'll need.

The strategy is a long-term vision, and we know how quickly situations can change and priorities can shift. We'll make sure our residents and workforce can be more involved in helping set these plans and priorities through our governance structure. Our delivery plans will be published and shared. We will set up ways for people to hear our progress and challenge us where things aren't working.

# Vision 3

Our vision is that our social care workforce feels engaged, valued and respected. We want them to be empowered to make decisions with the people they support, feel rewarded fairly, be supported to develop as professionals, and have clear career pathways.



# Local Area Context 1



**794,600**

Total population

**3.2%**

**24,900**

England 6.6%

Population change  
since 2011 Census



**3.1**

England 4.3

Population density  
per hectare



**354,200**

Total number of  
households

**6.5%**

**21,600**

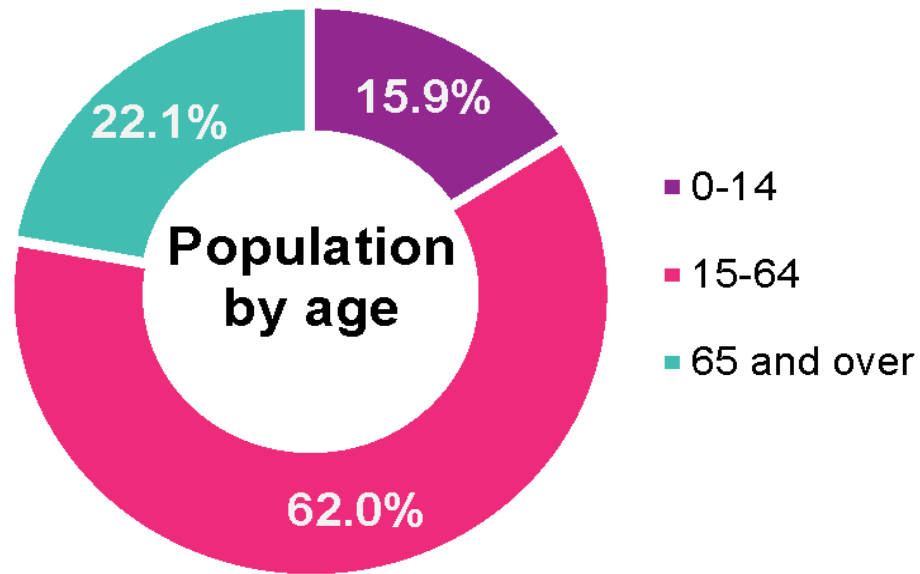
England 6.2%

Household change  
since 2011 Census

**51%** of Derbyshire's  
population are  
female and **49%** are  
male

In 2019, **12%** of older  
people in Derbyshire  
lived in low income  
households (IDAOPH)

# Local Area Context 2



**22.1%** of the population are aged 65 and over, projected to increase to **27%** by 2035

There is a **shortage** of nursing home and residential care staff, and domiciliary staff, particularly in **rural areas**

**Unemployment rates in the Derbyshire local authority (2.8%) are lower than the national average (3.8%)**  
(Derbyshire Observatory, 2023)

# Current Challenges 1

It is widely recognised in Derbyshire as it is nationally that recruitment and retention of adult social care staff is challenging for most staff groups.

Like other authorities, we are finding it challenging to recruit to home care and care home vacancies as well as social worker, occupational therapist, nursing, commissioning, procurement and leadership roles.

# Current Challenges 2

- Rates of pay are perceived as low when compared to professions in other sectors and there are high levels of staff turnover.
- This can result in unfilled roles across the sector, which could have an impact on the support we are able to offer people.
- In turn, this could affect quality of care, staff welfare and our ability to support partners to enable residents to leave hospital when they are well enough.

We need to attract people with the right skills and values into the sector, and retain those already working here. The following strategy and action plan aims to help address these difficulties.

# The Social Care Workforce 1

For the purpose of this strategy, 'social care workforce' applies to the following:

- Local authority adult social care staff
- Private and independent sector staff – care homes, home care etc
- Staff in the voluntary and community sector
- Individual employers (using personal assistants)
- Personal assistants, unpaid carers and families
- Volunteers

We need to consider how we can attract and retain staff who are at different points of their working lives, from young people who are just starting their careers, to those who are more mature and thinking about moving into social care after employment in other sectors.

# The Social Care Workforce 2

There were **20,000** filled posts in Derbyshire in the local authority and independent sector. These included:

- **14,500** Direct Care
- **1,600** Managerial
- **950** Regulated professionals
- **3,200** in **other job roles** including ancillary and administrative staff

There were **23,500** filled posts in Derbyshire

**393** CQC regulated establishments in **Derbyshire** in addition to other services not regulated by CQC.

There were also an estimated **800** direct payment recipients employing their own staff.

*Derbyshire's adult social care workforce in 21/22, including those working in the local authority, the independent sector, posts working for direct payment recipients, and in the NHS*

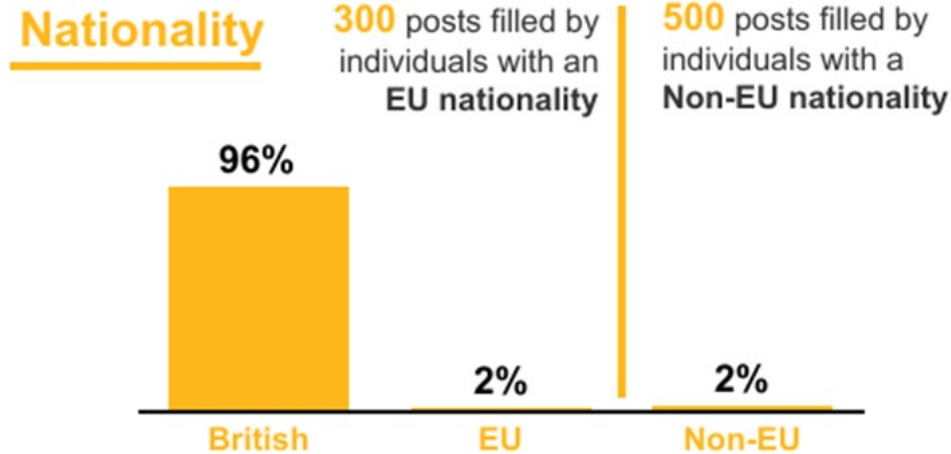


# The Social Care Workforce 3

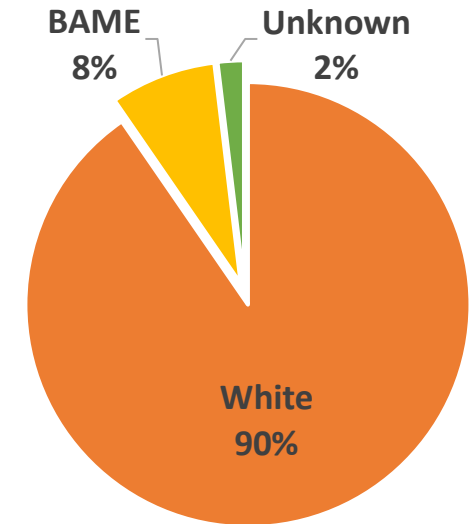
**3,906** care workers and **414** nurses employed in Care Homes across the county (August 2023)

**71%** of staff were recruited from within the adult social care sector

**44 people left** Derbyshire's Adult Social Care department in **September 2023**



**86%** of the workforce were **female** and **14%** of the workforce were **male**



The ethnicity breakdown in Derbyshire County Council's Adult Social Care workforce in **July 2023**

# The Social Care Workforce 4

*Adult Social Care **age demographics** in the local authority in Derbyshire 2023,*

- Over 65 years (**3.2%**)
- 56 – 65 years (**31.6%**)
- 46 – 55 (**29.1%**)
- 36 – 45 (**17.4%**)
- 26 – 35 (**13.8%**)
- 17 – 25 (**4.9%**)

**44** years is the average age of a worker

**9.6** is the average amount of years experience in the sector, with 28% with less than 3 years experience, 38% with 3 to 9 years experience, and 33% with 10 years or more

In August 2023, there were **218** international recruits\* known to be employed full-time in the domiciliary homecare market across Derbyshire. **136** were employed within accredited agencies and **82** were employed within non-accredited (spot contracted) agencies.

*\*This is likely to be a greater number as there are agencies that Derbyshire County Council does not have a contractual relationship with that may employ international recruits*

# The Social Care Workforce 5

In September 2023, Derbyshire County Council's Adult Social Care workforce consisted of **3,145** people, of which **30%** were Full Time Equivalent (FTE), **53%** were Part Time, and **17%** were Relief Worker FTE.

The **turnover rate** in 2021/22 was **28.2%**

**985** posts were vacant in September 2023 (**621 FTE**),

- **7%** in Commissioning, Safeguarding, Quality & Performance roles
- **57%** in Prevention, Personalisation & Direct Care roles
- **36%** in Transformation and Partnership roles

In 21/22, Derbyshire's **vacancy rate** in the local authority and independent sectors (**9.8%**) was **lower** than the national adult social care whole sector rate (**10.7%**)

Adult Social Care **working time** statistics in the local authority and independent sectors in Derbyshire 21/22 showed **47% as full-time** and **53% as part-time**.

# Unpaid Carers 1

We recognise the valuable role of unpaid carers and know that they are an essential part of our health and social care systems. They **play a key part in our communities** by providing care and support to some of the most vulnerable in our society. Unpaid carers contribute to the local economy significantly and collectively are likely to represent the largest provider of care and support.

Unpaid care is provided by **people of all ages** and we know that it can often be physically and emotionally demanding, impacting on their own health and well-being.

*An estimated **77,433** people combine the provision of care alongside paid work in Derbyshire (2021 census)*

# Unpaid Carers 2

Many carers have jobs and other caring responsibilities and we know that the challenges we face in recruiting staff could prevent them from getting the support they need.

It is essential that the impact of unpaid care on the health and social care system is recognised and we must ensure that our carers are effectively supported to maintain their role alongside their own health and wellbeing.

We are committed to **supporting and valuing** our unpaid carers in Derbyshire. Our [Derbyshire Carers Strategy 2020 to 2025](#) outlines our strategic priorities that enable everyone across the system to work together to support and value unpaid carers.

# International Recruitment 1

International recruitment has the potential to grow the adult social care workforce and increase retention of those working in the sector. Support is being established to help care providers overcome barriers within the international recruitment process.

A range of international recruitment support is available across the East Midlands through the Lincolnshire Care Association (LinCa), including **£1.4 million** to support Providers and candidates with international recruitment across the region.



# International Recruitment 2

Additional support includes the recruitment of a **Pastoral Support Officer** who will distribute Welcome Packs to people who have been recruited, support with information on local areas, act as a point of contact for queries and concerns, and support people through the transition period of settling in the UK.

A partnership has also been formed with North East Lincolnshire Citizens Advice who are a OISC Level 2 Immigration Registered Advice Provider who are able to provide a safe place for people to seek free and impartial consultation advice relating to living or working in the UK.

# International Recruitment 3

For international recruitment to be successful, providers need to ensure there is enough work for social care staff and that recruited staff have the skills and knowledge to live in the UK independently.

In Derbyshire, providers of care are advised to apply for a sponsorship licence to enable them to employ someone from outside the UK and we are aware that a growing number of providers are doing so.



# International Recruitment 4

As of August 2023, there are **218** known full time (*working 40 or more hours per week*) international domiciliary care staff employed by Providers that we contract with.

However, there will be other international recruits working with Providers who didn't provide us with their data or that we don't have contractual relationships with.

As of October 2023, we are going to begin asking the Providers that we do work with more regularly about their number of international recruits to help us gather more accurate data.

# System Challenges 1

Adult Social Care in Derbyshire continues to face longstanding challenges to public finances, alongside demographic changes; increased life expectancy, increasing complexity of need and expectations of Derbyshire residents.

The most significant challenge will be to further develop efficient and effective ways of working to meet the increasing demands on statutory services.

# System Challenges 2

We are adopting a strengths-based partnership approach with individuals, communities, statutory, and non-statutory organisations to ensure people receive the best quality care and support to meet their needs, maintain independence, and remain living safely in their own homes for as long as possible.

We will support people to have more choice and control over the services they receive through direct payments and ensuring community-based services and support are available to meet individual needs. There will be a specific focus on support and development of the personal assistant workforce.

# Strategic Workforce Priority 1

## Priority 1: Leadership and management

### Outcome

Social Care is led by competent, collaborative, and innovative managers, who take a systems approach to improve the quality of care and deliver strength-based services fit for the future. People will be supported and nurtured to develop their potential. They will have a strong grounding in equality and diversity issues and how they apply in care practice.

### What we are going to do

Building on existing work we will:

- Support talent management and succession planning for staff including transitional development and support for registered managers via Personal Development Reviews (PDRs),
- Support all managers via the Inspiring Leaders Programme to develop core management skills to develop people and their potential,
- Strengthen complaints management skills and knowledge for managers and senior staff,
- Work with partners to further develop systems leadership across the health and social care system,
- Develop core training in equality and diversity issues and how they apply to care practice.

### What we will measure

- Participation levels in completing PDRs and involvement in the Inspiring Leaders Programme and feedback of participants,
- Completion of PDRs and monitoring performance,
- Care Quality Commission ratings and improvements,
- The number and outcomes of complaints,
- The breadth and depth of equality and diversity training delivered across the workforce.

# Strategic Workforce Priority 2

## Priority 2: Re-modelling our workforce, and joint and integrated working

### Outcome

People receive the care and support they need, when they need it, within their community through a 'one workforce' model that focuses on strengths based approaches, better conversations and recovery. People will be naturally collaborative in how they work.

### What we are going to do

Building on existing work we will:

- Work with ASC colleagues to further develop an Asset-Based Community Development approach as part of Best Lives initiative,
- Work within communities to develop new roles (where appropriate), to meet the needs of people who use our services,
- Work closely with partners to deliver a strengths-based approach to social care, based on the Best Lives themes,
- Work with Joined up Care Derbyshire (JUCD) to develop and embed a 'one workforce' ideology.

### What we will measure

- The number of people accessing community services to meet their needs,
- The number of organisations delivering strengths-based services, and the outcomes of these on people,
- Customer satisfaction.

# Strategic Workforce Priority 3

## Priority 3: Recruitment, retention, and career development

### Outcome

We have the right people, doing the right jobs, with the right values and behaviours, at the right time, in the right place, and who choose careers in social care – and stay with us. Our workforce will increasingly reflect our diverse communities.

### What we are going to do

Building on existing work we will:

- Work within communities to support social mobility and a move into careers in social care,
- Work with schools, colleges and employment agencies to ensure that the image and profile of social care work is promoted and that social care becomes a career of choice,
- Work with employers to introduce and embed values-based recruitment as the chosen method for recruiting staff,
- Focus on apprenticeships to develop workers for new roles,
- Work closely with employers to fully embed workforce planning and develop new career pathways – including apprenticeships, to reflect the new and emerging roles within social care,
- Work closely with our commissioning services to ensure that new and re-commissioned services have clear people development strategies and training delivery models, that will drive up the quality of services delivered,
- Work to remove any barriers that people may face in equality and diversity in Adult Social Care roles,
- Work to address negative perceptions of Adult Social Care and promote careers in the sector as rewarding, challenging, and fulfilling.

### What we will measure

- The number and equality characteristics of DCC staff,
- The number of organisations using values-based recruitment as the chosen method of recruitment,
- The number of organisations with a workforce plan,
- The number of staff remaining within the social care workforce year on year,
- The number and equality characteristics of DCC staff developing through apprenticeships.

# Strategic Workforce Priority 4

## Priority 4: Workforce Development, regulation, and registration

### Outcome

We have a confident, capable and qualified workforce who deliver high quality, strengths based services who also meet registration and regulation requirements.

### What we are going to do

Building on existing work we will:

- Develop and deliver a workforce learning and development plan that includes through induction to meet the diverse needs of the social care workforce of Derbyshire including regulation and registration requirements,
- Work with Corporate Learning & Development Team to develop a minimum training programme for all ASC staff to support continuing professional development and ensure staffing meet regulatory requirements,
- Identify ways to extend the training offer to external providers.

### What we will measure

- The impact of development programmes on the workforce,
- Recruitment and retention.

# Strategic Workforce Priority 5

## Priority 5: Equality and diversity

### Outcome

People will have a strong understanding of equality and diversity issues and how they apply in care practice.

### What we are going to do

Building on existing work we will:

- Further develop equality and diversity issues and how they apply to social care practice,
- Develop proposals in line with the Council's Equality, Diversity and Inclusion Strategy 2022–25.

### What we will measure

- Staff numbers attending courses,
- Complaints and compliments,
- The number of equalities characteristics,
- Fair access to employment and skills opportunities,
- A diverse and confident workforce.



# Strategic Workforce Priority 6

## Priority 6: Supporting the Wider Market

### Outcome

Providers are supported with their recruitment and retention (R&R) of high calibre staff improved quality of care and provider performance and increased service capacity.

### What we are going to do

Building on existing work we will:

- Continue to support providers with identification of potential new staff,
- Identify and promote good R&R practice,
- Make DCC training more widely available to assist providers with establishing well trained workforce,
- Support good practice with overseas recruitment and pastoral care for staff.

### What we will measure

- Numbers of recruits,
- Different staffing vacancies,
- Impact on provider capacity to support people – especially in the community,
- Numbers of overseas recruits – not wanting to become reliant on this workforce.

# Sources 1

This document has referenced numerous sources and statistics as detailed below:

- **Derbyshire Observatory:** provided additional information about housing prices, population, and character of the Districts and Boroughs, as well as unemployment statistics for the county.
- **Office for National Statistics (ONS):** provided population census data and estimates. Further information about population estimates for Derbyshire can be found on the Derbyshire Observatory.
- [Best Lives – Derbyshire Social Care Strategy 2022-25](#): provided insight into the key themes of Derbyshire’s strategic vision for Adult Social Care and Best Life Derbyshire infographics.

# Sources 2

- [Derbyshire Carers Strategy 2020 to 2025](#): outlines Derbyshire's strategic approach to supporting unpaid carers in the county.
- **Skills for Care**: The strategic body for workforce development in adult social care in England. Provided workforce estimates for 21/22 and demographic analysis of this.
- **DHSC Capacity Tracker**
- [Carers UK](#): Provided key facts and figures about caring, particularly in terms of the value that unpaid carers provide to the local economy in the UK.