

# Greater Manchester Adult Social Care Workforce Delivery Group - Ambition and Purpose

## PURPOSE

The purpose of the group is to develop and mobilise a GM approach to adult social care workforce planning and development, which will underpin the GM Adult Social Care Transformation Programme and support and inform locality workforce plans. The group will develop a picture of the social care workforce within Greater Manchester, both paid and unpaid, across both statutory and independent sector, to inform workforce planning and to maximise opportunities for workforce innovation.

## AMBITION

The overall ambition of the group is to engage stakeholders across Greater Manchester to make adult social care in GM a career of choice by:

- Promoting the recruitment and retention of a skilled adult social care workforce at all levels, enabled by excellent leadership
- Promoting fair and consistent employment standards
- Creation of clear career pathways across health and social care that promote development opportunities and support recruitment
- Facilitating the ongoing sharing of learning and best practice
- Supporting the development and roll out of new and integrated roles

## Why is this needed

A workforce of around 56,000 is employed in adult social care across Greater Manchester, with around 80% employed within the independent sector. A Skills for Care report commissioned in 2018 showed that

- Vacancy rates and turnover in Greater Manchester vary significantly for different job roles and within different localities, but overall figures are high, with an average turnover for GM of 24.3% (around 30% for Registered Nurses and Care Workers)
- Highest vacancy rates in Greater Manchester are for Social Workers (12.1%), Registered Managers (10.2%) and Registered Nurses (8.4%)
- The ability to recruit and retain is positively influenced by good management, and a qualified workforce
- Turnover in the first year of employment is significantly higher than in subsequent years
- Difficulties in recruitment and retention are increased where job density is high, as social care competes with other sectors
- Not all turnover results in workers leaving the sector, and the majority of recruitment is from within the adult social care sector, creating workforce 'churn' across GM

Changing population demographics and an ageing population with more complex health and social care needs, together with a GM ambition for health and social care needs to be met closer to home, mean that the adult social care workforce needs to evolve to meet these changes. The creation of new, blended roles and different career pathways brings with it opportunities, as well as the significant challenges across all localities in GM. The Adult Social Care Workforce programme needs to address the immediate risks and challenges, and to put in place sustainable frameworks, systems and workforce planning to ensure the resilience of a future workforce.

## What will the key outcomes be

- An adult social care response to the key priorities of the GM Workforce Strategy: (Talent Development and System Leadership, Grow our Own, Employment Offer and Filling Difficult Gaps) and to inform the health and social care workforce plans for localities
- Development of a 'Workforce Deal' for the social care workforce which promotes fair employment terms and conditions for the workforce, a commitment to training and development, and increasing the sense of 'value' that workers have
- Improvements in recruitment and retention of the Adult Social Care workforce across GM through the promotion of values based recruitment methodology, best-practice induction and skills standards, a GM 'brand' for social care and improved public perception of social care as a career
- Development of integrated career pathways to maximise progression opportunities, and professional development of the workforce
- Maximised opportunities arising from changes to apprenticeships to establish and promote social care apprenticeship opportunities across GM
- Promotion of effective management and leadership, to enhance the number of well led services, address the succession challenge, reduce the level of professional isolation and create supportive networks
- Development of a framework and promotion of good working practice to allow working carers across all employment sectors in GM to fulfil their employment potential and maintain employment

## MEMBERSHIP

Membership will comprise:

- DASS Lead for GM ASC Workforce Transformation (chair)
- Elected Member Lead for GM ASC Workforce Transformation
- Programme Director, Adult Social Care Transformation, GMHSCP
- Locality Workforce Transformation leads
- Provider representatives
- Trade Union representative
- GMICSN representation
- Workforce Lead Social Care, GMHSCP
- Programme Manager (Care Homes / LWAH), GMHSCP
- PSW representation
- Programme Director NW ADASS
- Regional Manager, Skills for Care
- Lead Nurse, GMHSCP
- Representation from Heads of Commissioning and Directors of Commissioning
- HEIs
- Primary Care
- Population Health