



**STOCKPORT**  
METROPOLITAN BOROUGH COUNCIL

# Adult Social Care Workforce Strategy 2023 – 2025



Stockport



Team



Ambition



Respect



Ambitious Stockport, creating opportunities *for everyone*

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# 1. Introduction

The way social care is structured and provided is in a period of transformation in England. A new integrated care system model approach with new ways of working has been developed to meet the increasing demands for services. Adult Social care includes '18yrs to end of life' focussing on those 'in need' or 'at risk', as well as an increasing older and complex disability population, increasing acuity in the post covid period. This has led to unprecedented increased demand for services, which impact on, both the adults in receipt of social care support and the staff employed to provide or support it. The extent of the challenge to our workforce is highlighted in this strategy as well as a vision to overcome those challenges.

To meet these challenges, we will need a social care workforce, which is agile and focussed upon putting the person at the heart of all we do. We need to be able to work across services and partners, ensuring local people receive the best quality care and value for money services.

## 2. Purpose



The purpose of this plan is to provide a framework for a robust highly functioning and fully staffed social care workforce, that achieves a regulatory standards to meet the needs of people with care and support needs in Stockport. Our locality social care highly skilled workforce should be appropriately mobilised, trained and prepared and drive the delivery of good quality services for local people.

Recruitment has reached an unprecedented challenge. This plan will outline initiatives and solutions to address this and to ensure we reduce our agency workforce and have stability for our colleagues, partners and the people of Stockport.

Personal, professional and career development planning with clear and achievable career pathways, is at the heart of retaining a high performing and satisfied workforce. Quality and strengths-based supervision builds the foundation and integrity of the services delivered. Also, having a strong and stable leadership, and clear organisation structures and accountabilities which centre on driving quality of care in an efficient way will support the achievement of our vision.

We will work with colleagues across the Council to ensure we find the best, most efficient solutions to workforce challenges, together this will ultimately support the delivery of Stockport Council's Mission, Vision and Council Plan. We will also work with colleagues across One Stockport, Stockport Provider Forum, Greater Manchester Health and Social Care Partnership and ADASS to support the achievement of the strategy.

# 3. Council Plans and Values

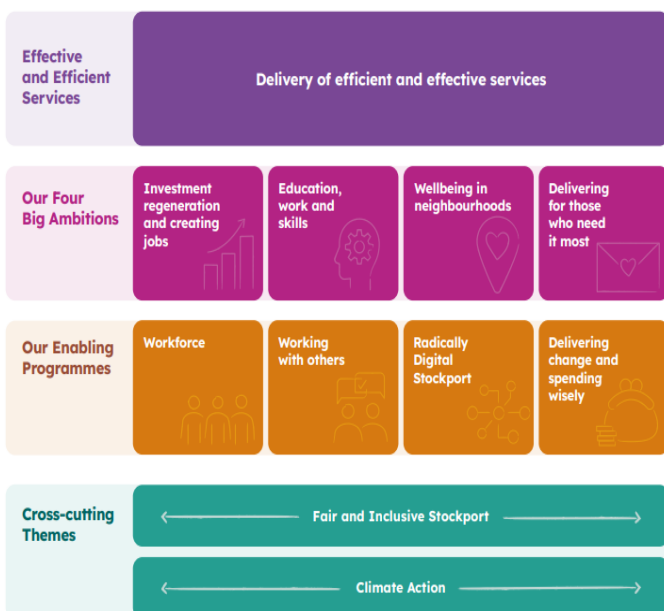
## The Borough Plan



Developed in 2020, our **Borough Plan** is a shared vision for Stockport. As one journey, people working together to be inclusive, ambitious and collaborative. The plan shows the actions that we aim to take to ensure that we reach our vision for 2030. The borough plan is at the heart of everything ASC does. We care for our most vulnerable by building strength and support where we can, we ensure that home is a goal wherever home might be for our service users and by building strength-based approaches, our future will be resilient, sustainable and fit for purpose.

## The Council Plan

Our **Council Plan** sets out the Council's commitment to growing Stockport's local economy, protecting local services and ensuring that every resident has the opportunities they deserve. The work we undertake in ASC will help to deliver this plan to help to make Stockport a great place to live, work and visit.



We will ensure our workforce work in the most efficient way when delivering services. We will deliver our services to those who need it most and find creative ways to access strength-based approaches where we can.

We are ambitious about working with local schools and colleges, especially some of our supported residents to come and work with us and achieve great things within ASC, building confidence, resilience and progression.

We will work with other services to get the best outcomes and make the best use of the Stockport pound using and promoting technology enabled care to maximise independence.

We will ensure that the Council's fair and inclusive principles are at the forefront of our services and ensuring equity of our offer to people with care and support needs.

We will put positive climate action within our strategies and challenge our workforce to think radically about how we work differently to deliver our services.

## The Council's Vision and Mission

Our workforce is ambitious for everyone we meet, creating opportunities where we can. We work as one team with colleagues, partners and providers to ensure we put the people we serve at the heart of everything we do.



## Our Values

Our values define how we work, we always think about Stockport first, achieve as a team, work with ambition and show everyone respect. This enables us to put the person at the heart of everything we do. These values underpin everything we do in ASC in Stockport.



## Leadership Behaviours

In ASC, we lead our workforce through our Leading Stockport behaviours. These behaviours inform all that our leaders do to drive ambition, change and practice quality. This compliments national Social Work and professional standards of leadership and behaviours outlined by CQC, ADASS, RCOT and Social Work England.

 TO LEAD FOR STOCKPORT WE WILL	 TO LEAD OUR TEAMS WE WILL	 TO LEAD WITH AMBITION WE WILL	 TO LEAD WITH RESPECT WE WILL
Lead our teams to serve Stockport. Be proud and say thanks for a job well done	Listen actively and take action on issues. Make it safe to speak up	Enable our teams to have the courage to take well informed risks and challenge the status quo	Show empathy and compassion, understand the perspective of others before we act
Demonstrate our values every day and challenge behaviour not consistent with them	Be honest and transparent, take responsibility for my actions	Look for and listen to new and innovative ideas and thinking to continually improve	Be aware of my own beliefs and values, make decisions without bias
Consistently embed our vision and mission in our team's vision	Be visible and connected. Collaborate and communicate with leaders, teams and partners	Inspire creativity in our teams when problem solving	Challenge discriminatory behaviour, processes and systems
Expect high standards of myself and my colleagues to deliver high quality services for Stockport	Build on the strengths of myself and others to deliver high performance	Face challenges with determination and resilience to get the best results for Stockport	Take personal responsibility and hold our people to account respectfully



## 4. One Team People Plan

Our Stockport One Team [People Plan](#) 2022 to 2025 underpins the ASC workforce strategy. The People Plan, which is based on the 5 pillars below, is about putting our workforce front and centre. It seeks create opportunities for everyone to grow and thrive, alongside a focus on everyone's wellbeing. It is also about celebrating diversity and promoting inclusion. We know that having a diverse workforce makes us stronger, it helps to bring different perspectives and understand the communities we service better.

### Our People Plan Pillars:



#### JOIN US

Stockport Council is employer of choice providing local employment for our communities.



#### GROW AND THRIVE

Everyone thrives, has access to learning and development and can reach their potential.



#### FEEL SUPPORTED

Wellbeing is a priority and everyone feels supported and valued. People first, professional second.



#### BELONG HERE

There is an inclusive culture where all individuals are respected and treated fairly, where diversity is celebrated and where everyone, regardless of background, can be themselves and thrive.



#### LIVE OUR VALUES

Our values and behaviours are at the core of how we work to deliver our One Stockport Borough Plan.

As one of the borough's biggest employers we also have an important role to create opportunities for local employment and reducing inequalities. We have a particular obligation for our care leavers as their corporate parent. We want to listen and respond, working together to make Stockport Council an even better place to work. We are united by our mission to create opportunities for everyone. An Ambitious Stockport, a place that everyone is proud to call home.



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## WHAT DOES GOOD LOOK LIKE? Stockport Council... where everyone can say.....

- We can all succeed and thrive, are proud of working
- for Stockport Council and passionate about creating opportunities for everyone.
- I am proud to know that I'm making a
- difference for the people of Stockport through my work
- I am ambitious for Stockport and making it an even better place
- I am trusted and empowered to do my best
- I enjoy coming to work as I know my team and wider colleagues have my back
- I care about the people I work with and we support each other
- I feel valued and I belong here
- I believe everyone can succeed and thrive here
- I am happy with and understand how I am recognised & rewarded
- I can learn and grow in Stockport Council

This strategy has been aligned so that the proposals and actions within it directly link to the relevant pillar of the One Team People Plan. This ensures that the aims and ambitions for the Adult Social Care workforce support our vision, mission and values.

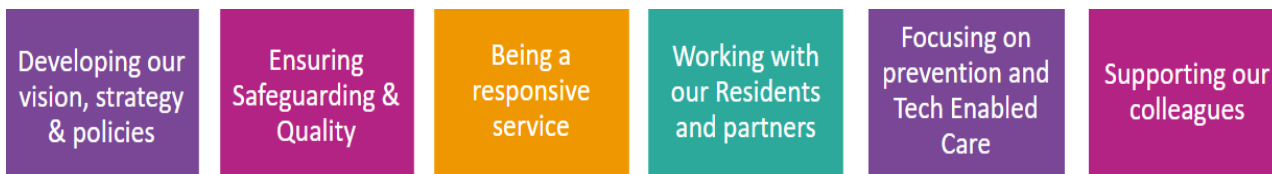
## 5. Our Adult Social Care Vision Statement

**“To help the people of Stockport live their best lives possible through promoting independence within our communities, working with our partners and empowering our staff to use an asset-based approach to provide high quality support for residents that is appropriate for their level of need.”**



## 6. Our Big Ticket Items

To help us keep people at the heart of all we do we have set six big ticket items for 2023/24. Supporting our colleagues is one of these items. This strategy will ensure we have the right people, delivering the right work to the right people to deliver the first 5 items.



All information and initiatives within this workforce plan will be stored in one easily accessible ASC information hub.

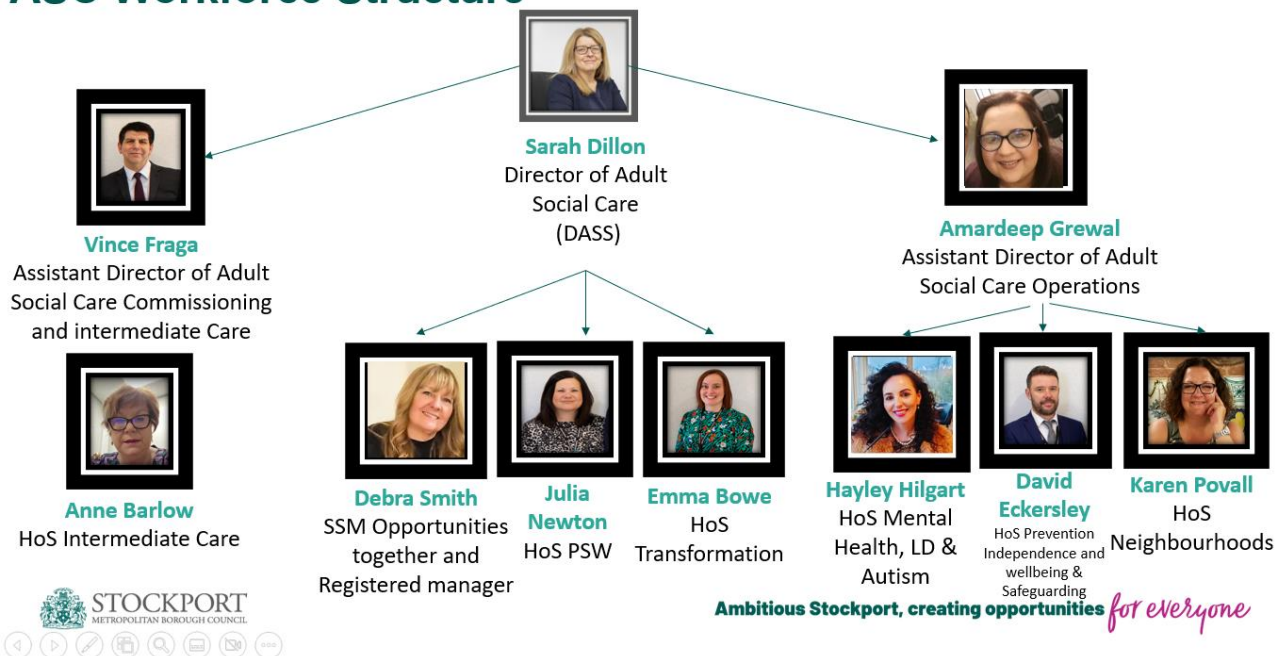


## 7. Our workforce

Social care has a vital role to play in realising our commitment to deliver services within a stretched health and care system, using strengths and outcome focussed approaches to support people’s independence and wellbeing. Our workforce is central to that ambition, working together in a complex multi-disciplinary arena is essential in ensuring the best care and outcomes for our residents with care and support needs.

The council has invested in the leadership of ASC after a period of instability and this has put us in a stronger position. ASC is spread across 7 services and 12 sites and works through a 24/7 service.


### ASC Workforce Structure



### Summary of key workforce findings

Our adult social care workforce is made up of a wide range of skills and experiences, primarily split into two main areas, assessment and provider teams. Below are some headline workforce data that has helped to inform our strategy:

The number of social workers employed by local authorities has increased by 6.7% since 2011, which differs from the trend of decreasing jobs within LA’s. We currently have 166 qualified social workers in Stockport ASC and have 22 social work vacancies. The average national pay for Social Work is £39,000 (£41,000 in London), with the Northwest average at £37,200. Stockport’s average pay is £37,336.

**This aligns with the  BELONG HERE pillar of the People Plan - There is an inclusive culture where all individuals are respected and treated fairly, where diversity is celebrated and where everyone, regardless of background, can be themselves and thrive.**

Social workers in England were more ethnically diverse than the overall adult social care departments' workforce. Almost a third (29%) of social workers were identified as having a black, Asian and minority ethnic background, compared to 17.9% in Stockport ASC. Our EDI data shows there is a slight increase in colleagues from ethnically diverse backgrounds and there has been significant investment in training and support around EDI in assessments that also aligns with our Council Values and how we work best together in our People Plan. Many of the workforce attend our employee networks, two of which are / have been chaired by adults' colleagues. We also representation within the Northwest ADASS EDI network.

We currently have 69 vacancies in our provider services, however there is significant work being undertaken to support our reablement service (REaCH), including the appointment of a new experienced team manager, a targeted recruitment campaign, a change to how shifts are managed to support flexibility and increased workforce engagement and development.

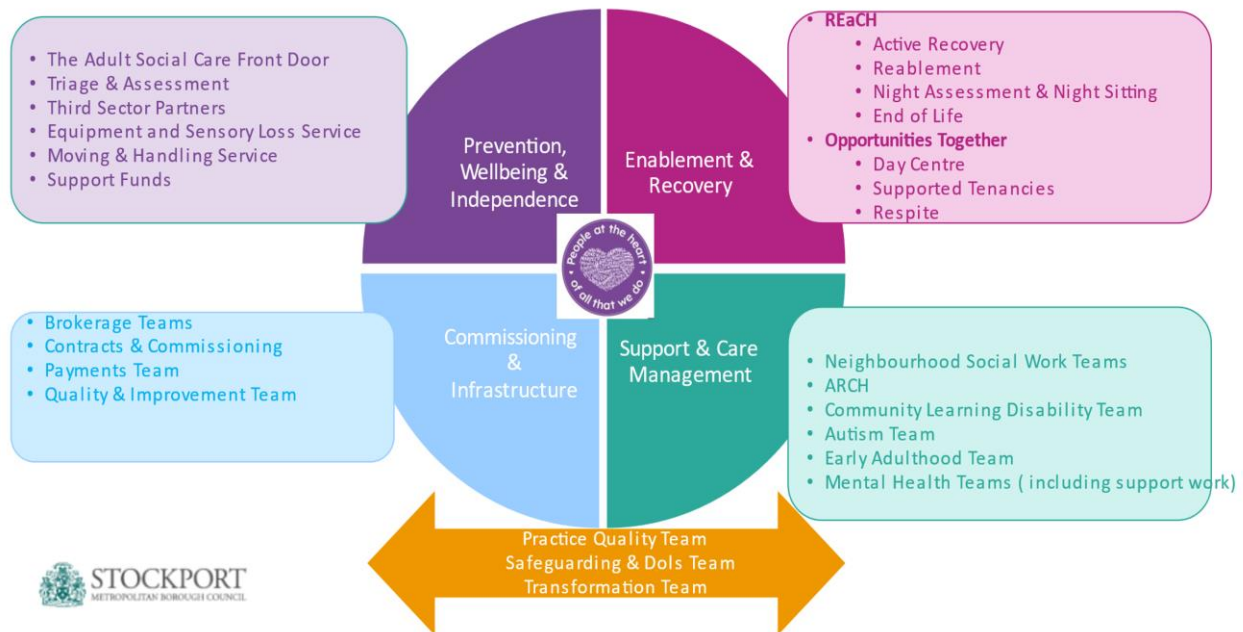
We know we have an aging workforce, our strategy around work placements and apprenticeships and working across One Stockport is starting to address this. We have started to see the rewards of this by seeing an increase in new colleagues under the age of 25.

**This aligns with the  FEEL SUPPORTED pillar of the People Plan - Wellbeing is a priority and everyone feels supported and valued. People first, professional second.**

There is some clear evidence that Stockport ASC is positively transforming. There is a reduction in sickness, both long and short term, turnover and an increase in managing cases through our workforce policies. The wellbeing offer has been significant throughout ASC both being supported through People and OD colleagues, the GM resilience Hub and Vivup offers.


We know we rely heavily on a temporary agency workforce. Our ambition is to reduce this substantially, with the employment of permanent colleagues and exploring alternative approaches and making the best use of our existing resources.

## Teams Within Adult Social Care



## 8. ASC 100-day challenge



In order to realise our goals, we need an ambitious plan, that will ensure that we  **LIVE OUR VALUE**, putting them at the core of our we work to deliver our One Stockport Borough Plan in Adult Social Care.

A 100 challenge was set involving all levels, professions and experience across ASC, also inviting colleagues across the Council to ensure its success. The ethos of the 100 day challenge is to be led by data, breakdown barriers and be bold with our ambition.

The mission was to find courageous solutions to our workforce challenges, led, delivered and owned by the ASC workforce.

### 100 day challenge plan




The challenge was set to focus on three chosen areas where we could make the most impact:

- Creative recruitment
- Creative jobs
- Creative careers



## a. Creative Recruitment

This area of work aligns with the  **JOIN US** pillar of the One People Plan **Making Stockport Council an employer of choice providing local employment for our communities.**

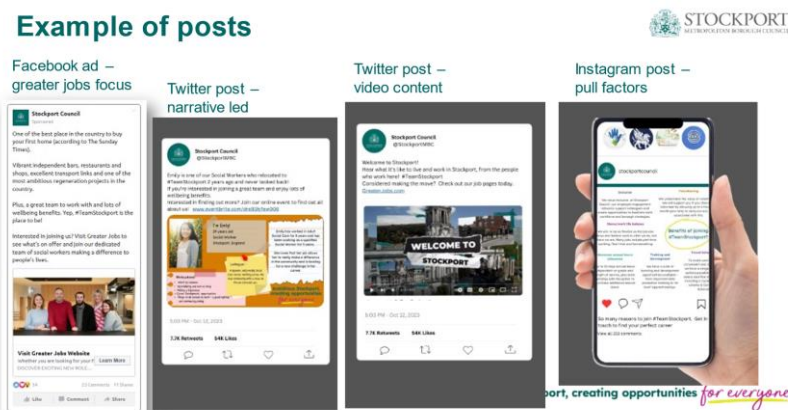
Recruitment across the sector is an ongoing challenge, however by delivering on the themes of our ASC workforce strategy whilst dovetailing with our Stockport Council People Plan, we can achieve our recruitment goals. We have a number of strategies to achieve this:

### Team Stockport

The plan will sell Stockport as the great place it is to live and work, highlighting the financial incentive to make the move. We will use digital methods to target those living in these areas, create leads and raise the national profile of Stockport Council as a destination organisation to work for.

We will:

- Simplify and target posts where the need is the greatest
- Develop 4 innovative and engaging adverts for:
  - Social worker
  - ATM
  - TM
  - Occupational Therapist
- Have a well thought out and funded recruitment campaign using social media and other online resources
- Target online recruitment events for registered professionals and provider services
- Target International recruitment sponsorship where appropriate
- Offer a market supplement for specific roles to ensure parity with other GM Authorities
- Invite a specially trained panel to shortlist and interview candidates to engage and excite them about working with us, whilst ensuring we recruit the highest quality
- Streamline Job profiles to enable slick and efficient recruitment processes



We will also have:


- A supported programme of work experience, internships and supported internships to engage local residents to work with us.
- A clear and engaging student – and ASYE programme working closer with Stockport College and local universities
- An exciting and fulfilling apprenticeship programme offer across all roles withing ASC
- Joined up approach with Stockport Family colleagues to support a ‘One Stockport’ campaign to make the most of our resources
- Link in to Local and National campaigns to support our own ASC recruitment
- Have a professional and tailored ASC and ASC leadership onboarding programme which dovetails with our Stockport Council programme but embeds ASC practice standards, CQC readiness and ‘putting people at the heart of what we do’.

These initiatives will be delivered with our Stockport People and OD Team and will offer something new and innovative for people wanting something fresh. The campaign is due to launch January 2024 and run in batches to ensure we stay at the top of the pile with any

### What does success look like?

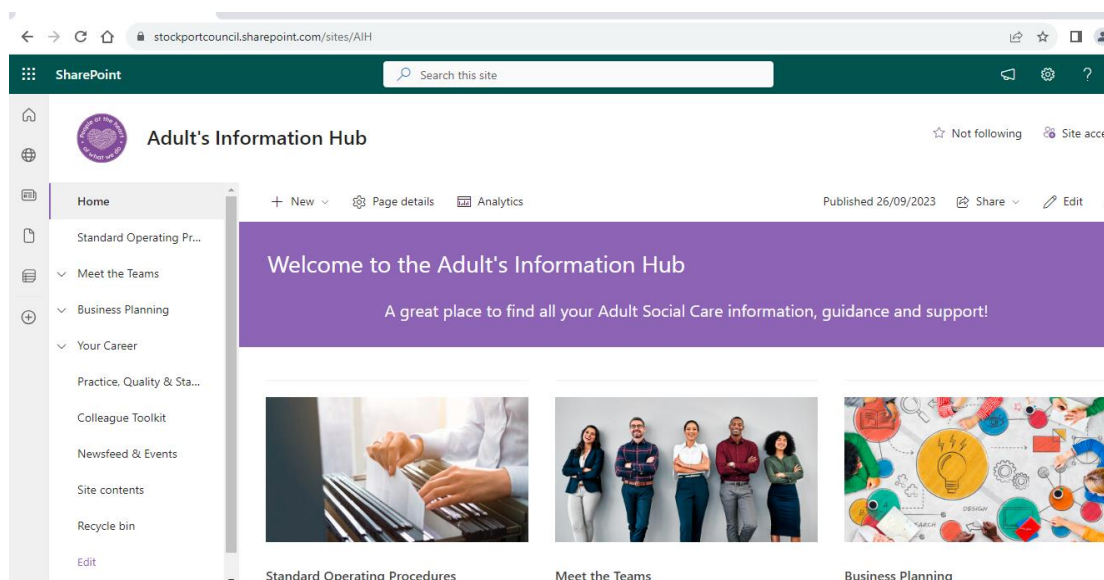


## b.Creative Jobs

This area of work aligns with the  **GROW AND THRIVE** pillar of the One Team People Plan. Creating an environment where everyone thrives, has access to learning and development and can reach their potential.

Stockport ASC is a complex directorate with a plethora of Job descriptions and profiles available for all roles. The 100 day challenge group has worked to streamline many roles into fewer clear job profiles. This supports the recruitment of roles, clear establishment reporting, flexibility to go where the needs of the service are and to support a clear career development pathway.

The ASC information hub will host all such profiles to ensure transparency, ease of access and quality control.



The retention of our workforce has been a challenge for a number of years. The challenges faced relating to record agency rates of pay offered and other surrounding local authorities pay scales have had a significant impact on our retention.

Stockport ASC has a stable and supportive leadership team who is guiding our workforce through the changes necessary to develop and sustain a thriving workforce to deliver excellent services across Stockport.

With the national challenges facing social care workforce, we have undertaken a detailed benchmarking exercise to establish a clear plan of action to support a workforce retention plan.

The benchmarking looked at:

- Pay
- Benefits
- Local area
- Market supplements

The evidence does show some disparity on pay, so we are working with our People and OD and Stockport family colleagues to deliver a joined up approach with a consideration to market supplement and a review of social work and other professional pay scales.

## Workforce Initiatives

A number of other workforce initiatives are being delivered to support the retention of the workforce and improve the reputation of Stockport Adult Social Care including:

- Monthly ASC Let's Talk Sessions (both in person and via TEAMS)
- Monthly practitioner forums
- Provider specific Let's Talk sessions at their place of work
- Regular ASC newsletters
- ASC Leadership Strength based forum
- ASC 'You said we did' feedback from the all colleague survey
- ASC all colleague conference

The leadership team and all leaders across ASC are supporting changing the culture to drive performance, quality care, increasing contact time and raising standards. We are also working with our People and OD colleagues, Public Health and Greater Manchester Resilience Hub to ensure all are offered a varying and appropriate wellbeing offer. This is wide-ranging support for personal needs and goals as well as team and service specific initiatives.

This joined with the creative recruitment and creative careers will develop a sustainable and desirable approach to support colleagues wanting to stay in Stockport ASC.

## c. Creative careers



This area of work aligns with the **GROW AND THRIVE** pillar of the One Team People Plan. Creating an environment where everyone thrives, has access to learning and development and can reach their potential.

### Our Vision

*“To create opportunities demonstrating as an organisation that we can provide an accessible, clear, and robust career pathway within a continuous learning and development culture.*

*This is embedded in an inclusive environment which promotes job satisfaction, staff retention, health and wellbeing and empowers home-grown talent and a motivated workforce”*

We want your workforce to have opportunities to grow the thrive in Stockport. Therefore, we have developed an ambitious and stretching career development pathway programme for all across ASC.

Colleagues join us at many levels, from local schools offering work experience, supported internships, One Stockport college placements, apprenticeships to senior leader recruitment. ASC has a variety of roles and professions which makes it a great place to be and work.

The career pathway model will support all colleagues to plan progression and development for themselves and their teams and be supported through training and development opportunities to achieve this. There are four principal areas that will support the achievement of this:

1. Career Champions & Career Stories
2. Role Shadowing
3. Guaranteed jobs for apprentices on qualifying.
4. Interactive Career Pathway Visual

All this is underpinned by the ‘My Conversation’ process ensuring every member of ASC has opportunities to grow and thrive.

## Career Path Champions

The career path champions role is to empower individuals by fostering a supportive and nurturing environment. This role is dedicated to understanding and addressing their unique development needs and career aspirations of our workforce.

The Career Champion helps individuals gain the essential skills and experience required for sustained career progression, it will inspire confidence and ownership, encouraging individuals to drive their own career advancement. They will play a pivotal role in identifying and facilitating access to career development tools, such as shadowing opportunities, apprenticeships, and training courses. They will collaborate with internal and external stakeholders, further enhancing the scope and impact of their support and serve as a catalyst for personal and professional fulfilment, enabling individuals to achieve their career goals and realise their highest potential.

A detailed and bespoke process and training plan has been developed to support the champion initiative. A detailed and comprehensive training matrix and calendar of events is available on the information hub for all to access. To compliment this, we are developing 'real people real careers' stories to allow ambitious colleagues to see how they can grow and thrive.

We have worked closely with our People and OD colleagues and One Stockport to ensure that our ASC colleagues understand and value the wider development opportunities within Stockport for themselves and others. We have a growing number of apprenticeships at all levels across adults and are developing new and innovative programmes to ensure robustness in our system. This includes Occupational Therapy Support Worker qualifications within our reablement service and the support for SCIE Social work specific Leadership Development programme which complements including our own corporate approach.

## Guaranteed Job Apprenticeship Scheme

For our appointed social work and OT apprentices, we will guarantee a job after meeting acceptable Stockport and professional standards. The guarantee would be to place in a role as a professional, the placement would depend on the needs of the service. This would be for both the current and new internal cohorts and an external apprenticeship specific recruitment drive.

A number of vacant posts will be used to recruit and develop newly appointed apprentices. This will give us an opportunity to 'grow our own' and give such opportunities to our residents including those who might not feel able to sustain themselves through traditional qualification routes. To compliment this, a review of senior practitioner role to align with Stockport Family and refreshing out practice educator roles with the undertaken.

The ASC Information Hub will host an intuitive interactive career progression framework, allowing colleagues to explore all career pathways for themselves and their teams. This will include apprenticeships, continuous professional development and training as well as access to career champions to support the process.



## 9. Stockport Provider Workforce Partnership



### Vision

We will deliver a value for money training and career support partnership to ensure we have quality, resilience and sustainability. We will do this by:

- Offering an all-encompassing quality training offer for all providers wishing to buy in
- Delivering a consistent standard of courses to ensure we meet regulated standards and a passport system to move across providers, reducing the need to retrain during onboarding
- Use already established online courses, inhouse provision and proved external support where needed to enhance the offer
- Support our provider employees to have opportunities to grow and thrive within health and social care in Stockport
- Support an apprenticeship model with People and OD colleagues to support the 'grow our own' model in Stockport.
- Provide specialist support for the international recruitment project

### Stockport Provider Workforce Partnership – Career pathway

Similar to our own internal career pathway, a passport system is being developed in 2024 to allow our provider workforce to develop and train with a clear goal in mind. Many leave the profession in search of more flexibility, pay or opportunities. We are working alongside the providers to develop a pathway that supports their individual needs as a provider, capacity build for the future and gives robustness to the whole system of care with our provider market.

## 10. Recommendations

1. This strategy is approved to implement within Stockport ASC
2. Support the national recruitment drive for 'Stockport being the place to live and work'
3. Guaranteed jobs are approved for current and future cohorts of social work and occupational therapy apprentices until a time where ASC is continually at full capacity
4. Acknowledge the need to consider a review of a temporary market supplement and a review of social work pay grades across Stockport Council to support the recruitment and retention of the workforce.
5. Agree the pilot of the career champions in ASC support progression and retention

**Ambitious Stockport,  
creating opportunities  
*for everyone***