

Adult Social Care Workforce Development Strategy 2020/2022



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Acronym Buster

AMHP – Approved Mental Health Professional
ASC – Adult Social Care
ASIST - Applied Suicide Intervention Skills
ASYE – Assessed and supported year in employment
BHR – Barking, Havering and Redbridge
BHRUT – Barking, Havering, Redbridge University Trust
BIA – Best Interest Assessor
CEPN – Community Education Provider Networks
DH – Department of Health
DHSC – Department of Health and Social Care
DoLs – Deprivation of Liberty Safeguards
DWP – Department for Work and Pensions
ESFA - Education and Skills Funding Agency
FTE – Full time equivalent
GLA – Greater London Authority
HAT – Havering Access Team
HSCA – Havering Social Care Academy
LA's – Local Authorities
LGA – Local Government Association
MCA – Mental Capacity Act
MDT - Multidisciplinary Teams
MECC - Making Every Contact Count
MHFA - Mental Health First Aid
NELFT – North East London Foundation Trust
NELTP – North East London Teaching Partnership
NMDS - National Minimum Data set
OTA – Occupational Therapy Assistant
PCF - Professional Capabilities Framework
PEPs – Practice Educator Professional Standards
PSW – Principal Social Worker
RiPfa – Research in Practice for Adults

Foreword



As the Director of Adult Social Care & Health for Havering I am proud to lead a workforce that takes seriously our responsibility for ensuring the most vulnerable adults in our community, and their carers, are safeguarded and provided with support to meet their essential needs.

Our Commitment is to recruit, train and retain a workforce which is competent, flexible, and has the skills and tools needed to deliver the requirements of the Care Act 2014.

Through Havering's Social Care Academy I am committed to supporting the development of all staff in our services, including developing our apprenticeship offer for staff, whether that be through becoming qualified as a social worker or occupational therapist or other qualifications to support the development of all staff along their career path.

Our strengths based approach – our Better Living model – is our flagship innovation, as well as our redesigned and integrated locality working, providing a more joined up service with stronger interprofessional and multi-agency relationships. We are truly embedding this way of thinking and working into everything we do, creating the right environment and professional development opportunities to allow our staff to thrive.

Barbara Nicholls

Director of Adult Social Care & Health

Scope of the strategy

This workforce development strategy sets out a 2 year framework for Adult Social Care in Havering, resulting in increased capacity, competence and career prospects for social care professionals. This strategy applies to our entire workforce:

Our definition of the workforce is all internal and external people e.g. employees, agency workers and providers who work with or provide adults in our community with social care services, this includes providers and carers.

Our definition of development is the way that workers acquire the education, knowledge, experience and skills to do their jobs competently and to aspire to career progression in social care.

This strategy is underpinned by Havering's corporate vision and values 'Cleaner, safer, prouder, *together*' and the values and behaviours that are at the core of what we do. Our values and behaviours, ICARE, guide our approach to working with residents, partners and colleagues

Values	Integrity	Creativity	Ambition	Respect	Everyone
Behaviours	<ul style="list-style-type: none"> • We are honest, trustworthy and reliable • We communicate openly and transparently • We take responsibility for our actions and behaviour 	<ul style="list-style-type: none"> • We find ways to solve problems and make things better • We look for new ideas and opportunities to innovate • We are flexible and open to change 	<ul style="list-style-type: none"> • We focus on making Havering the best place anyone can live, work and do business • We take pride in our work and the work of our team • We are committed to improving and developing ourselves 	<ul style="list-style-type: none"> • We treat people with courtesy and compassion • We listen to other people's ideas and perspectives • We stand up to discrimination, bullying and harassment 	<ul style="list-style-type: none"> • We collaborate and co-produce to deliver results • We support each other and give constructive feedback • We celebrate success and recognise everyone's contribution

Introduction and Background

Adults Social Care is responsible for ensuring the most vulnerable adults in our community, and their carers, are safeguarded and provided with support to meet their assessed essential needs. Safeguarding remains top priority with a personal approach being taken with each case. We ensure those who access our services are provided with personal and practical support to help them live their lives, and to support them to maintain their independence, dignity and control with individual wellbeing at the heart of every decision.

A wide range of support is provided, including information and advice, frontline assessment and social work/occupational therapy services for adults who have identified care and support needs and are eligible for assistance with meeting those needs. The service provides support to Older People (over 65), individuals with a physical or sensory disability, individuals with a learning disability and individuals with mental health needs. In addition, we are responsible for direct delivery of services, including day opportunities for people with learning disabilities and physical disabilities. The Service also includes our Prevention Service (Reablement), as well as Safeguarding Adults. The Service is further supported through the brokerage of care, the management of direct payments and client income, and managing client finance arrangements, as well as quality and contract monitoring of provider services.

Managing the impact of the demographic pressures in Havering is a key challenge. The borough is estimated to have one of the highest rates of serious physical disabilities among London boroughs and one of the largest proportions of the population in the country with dementia. Based on the Greater London Authority (GLA) population projection, the population of Havering is projected to increase from 257,514 in 2018 to 303,769 in 2033 – 18% increase. The population aged 25-64 will remain the largest age group up to 2033 but from 2018-2033, the largest increases will be in older people (65-84) year olds: 26%; 85+ year olds: 54%).

Our health and social care system locally (and nationally) is facing significant challenges and there is a real need for the Council and Health partners to 'do things differently'. In support of the vision and case for change for integrated locality working in Havering and across the BHR (Barking, Havering and Redbridge) footprint we have developed a Single Point of Access for community health and care involving our Havering Access Team (Front Door). This follows on from the co-location of adult social care teams for adults with physical disability and frailty established in 2016. This locality model was created in support of creating conditions that enable staff to work together effectively to remove barriers to providing personalised, seamless services to local people.

How Havering is improving outcomes in Adult Services

Better Living is a strength based approach to conversations with people who may need care and support that is used by Adult Social Care staff in Havering. We will work alongside people and those important to them and their local community to identify the opportunities and strengths around them that will enable them to live their best life for as long as possible and as independent of services as possible. Our approach is not about 'what's wrong with you and how can we fix it?'- usually by involving a range of professionals; it's about developing and establishing long-lasting networks of support that fits more naturally with how people want to live among their family, friends and wider community. We believe this approach to keeping people supported and connected to their family, friends and community is at the heart of a person's sense of wellbeing and that's why we are changing the way we work to make this a reality by:

- ✚ Taking a different approach to conversations compared with how we have previously worked
- ✚ Seeing need and strengths in a broader way to enable people to live their best life not a service life
- ✚ Gathering the wider level of need in the borough that is impacting on people's wellbeing, not just the needs having significant impact that the council meets
- ✚ Understanding how resilient the family and wider networks of support are to inform our commissioning of new services
- ✚ Improving holistic contingency planning to act quickly without need for further assessment when risks materialise
- ✚ Gathering greater knowledge of wider support for informal carers to build strong leadership of care within families
- ✚ Having different conversations with the community and Elected Members on levels of need and how best to use our limited resources



The Workforce

The workforce within Adult Social Care primarily consists of approx. 200 staff providing a wide range of support, including information and advice, frontline assessment social work/occupational therapy services for adults who have an identified care and support needs, and are eligible for assistance with meeting those needs.

The service provides support to Older People (over 65), individuals with a physical or sensory disability, individuals with a learning disability and individuals with mental health needs.

In addition, we are responsible for direct delivery of services, including day opportunities for people with learning disabilities and physical disabilities. The Service also includes our Prevention Service (Reablement), as well as Safeguarding Adults.

The Service is further supported through the brokerage of care, the management of direct payments and client income, and managing client finance arrangements, as well as quality and contract monitoring of provider services. Further information about the teams within Adult Social Care and our workforce demographics can be found in Appendix 1 and 2.

Recruitment and Retention

Recruitment and retention of experienced social care staff, in particular Social Workers and Occupational Therapists remains a challenge both locally and nationally, with the attraction of higher rates of pay working through an agency being an issue. The Council does not have any difficulty recruiting newly qualified social workers in their Assessed and Supported Year in Employment (AYSE) and they are supported with training and Continuous Development aligned to the Professional Capabilities Framework (PCF).

Havering's Adult Social Care (ASC) directorate face challenging recruitment and retention issues and risks, as other local authorities offer better salaries, packages and retention bonuses. There is also a national shortage of social workers in England and the challenge to recruit and retain is exacerbated in London and South-East, due to increased competition between LAs, across a smaller geographical footprint with a heavy LA density.

Recruitment Campaigns

We continue to hold local recruitment campaigns and events to raise both the profile of our services and the Borough as a whole.

Various initiatives are being explored and embedded including:

- On-going recruitment campaigns
- Improvements and streamlining of our application processes
- Improvements to our onboarding processes - supporting employees through the recruitment, induction and probation up until their first year whilst they embed into their new role.

We participate in the annual LGA social work health check survey and use the findings from the survey to provide a snap shot of continuous improvement, enabling us to identify trends, which can help us to shape and inform priorities for social work at all levels.

Havering Social Care Academy

Across Havering our ambition is to ensure that professional practice is personalised, we understand the strengths of individuals and support their natural helping networks. Therefore we promote social care practice which does not treat people as conditions or simply categorise their needs. The work of the Havering Social Care Academy particularly supports this way of

working at all levels of Adult Social Care as we build a workforce that is confident in our practice and supporting the right outcomes for the residents we work with. Our approach to training and development equips our workforce with a strong evidence and skill base that enables them to respond to the needs of our community.

All staff following the ASC pathway have opportunities to follow a clear route that seeks to provide them with the professional skills and knowledge that will enable them to build their career in Adult Services. The work of Adult Social Care is undertaken with a variety of client groups and in order to equip staff to work with these adults and older people we offer a range of training courses and development opportunities focused on key issues and themes.

We have a commitment to developing well rounded practitioners and provide opportunities to develop understanding and expertise across different specialist areas of practice.

ASC staff have the opportunity to undertake various specialist training courses such as: **Dementia Champions Programme, End of Life Care, Autism Training and Disability, Employment and Independence training.**

Havering Social Care Academy Career Pathways can be found in appendix 4.

Workforce Development

We support the development of our workforce so that we have a workforce that is equipped with the skills that are fit for purpose, flexible, proactive, responsive, and resilient and motivated to stay in Havering. Elements of our approach to workforce development can be found in Appendix 3.

Our workforce development plan for Adult Social Care & Commissioning demonstrates how we support the development of our workforce so that we have a workforce that is equipped with the skills that are fit for purpose,

The Workforce Development Board

Our approach to workforce development under the HSCA will be critically examined and reinforced, by the workforce development board (WFDB), task and finish groups, and the faculty leads within the academy, their role is to review current systems and processes and contribute to the outcomes and objectives that will be agreed. We are reviewing our terms of reference (ToR) and re-establishing the board for 2020/2021.

We have already invested significantly in training and new support initiatives and corporately we are doing considerable work in supporting the mental & emotional wellbeing of our entire workforce, The HSCA is represented on the wellbeing board to ensure this includes the needs of social workers and the social care workforce who also have access to professional counselling through the Local Authorities staff wellbeing service. Consideration of the demands placed on staff will continue and new and innovative ways of learning are being engaged to take account of this. We will continue to be mindful of the demands placed on staff and to develop new and innovative ways to support them.

The Workforce Development Board will also look at the induction, retention and exit processes, ensuring a coherent process to build and explore further opportunities for professional and practice development using indicators, we gather through self-assessment, critical reflection and quality assurance. Like many local authorities, we are seeing an increasing number of local people needing support, and we are aware we have to focus on recruitment to increase capacity, reduce caseloads and enable our social work teams to work

closely with families and individuals that need us. Our adaptive and progressive workforce development policy highlights the benefits of working in Havering.

We are in the process of developing robust reporting mechanisms to establish our workforce and performance data which will include a quarterly reporting cycle; this in turn will inform and quantify our recruitment and retention initiatives.

To provide performance support and benchmarking services at both a national and local level Havering Adult Social Care will continue to complete the mandatory DHSC National Minimum Data set (NMDS) return monitored by **Skills for Care**. This is an area for attention currently; to ensure that it is as accurate and inclusive as it can be, giving ASC valuable data about the whole workforce, not just the elements which are specific to Havering Council. This data set not only provides management information to support workforce changes, but also allows benchmarking against neighbouring boroughs and on a national basis.

Pathways to Progression

We acknowledge that we need skilled social care teams who are confident, professionally and personally, to do their very best work every day. One of the many progression pathways we are considering, is the opportunity to increase skill levels and knowledge whilst encouraging professional development and introducing the possibility of working in rotation across teams, giving a better understanding of the work involved in supporting our adults in Havering on their journey through our service, and aiming to get the best possible outcomes for them.

Since early 2018 we have been offering career conversations for all staff to come along and discuss their own ideas and progression plans, how we can help them think more broadly about the opportunities that may already exist and to highlight those pathways and consider what could be planned and created in the future to support them. Acknowledging that we all have to take ultimate responsibility for our own career development and find ways to acquire the awareness and experience we want by looking for projects that develop specific skills and competencies.

Our career progression scheme for both occupational therapists and social workers is being refreshed with a review to re-launch in the autumn of 2020.

Further information can be found in appendix 7 and 8.

Social Workers

We invest in our social care workforce to ensure they can deliver a high standard of confident social care to the families of Havering. We provide a range of training and development through our social care academy on topics including AMHP'S legal update training, Adult Mental Health First Aid, MHA & MCA Interaction for AMHPS', MCA DoLs Awareness and Better Living: Strengths Based Model and much more in support of their professional development.

Social Work Students

Children's and Adults Social Care in Havering offer social work students the opportunity to complete practice placements in their teams. Effective practice placements are the cornerstone of social work students' learning, to ensure they gain the skills they need to meet the demands of front line practice. Students are therefore better prepared for the realities of front line practice; to meet the standards of their regulator, Social Work England, and to

maintain endorsement by British Association of Social Work. The London Borough of Havering is a member of the North East London Social Work Teaching Partnership and the supply of social work students comes from partner Higher Education Institutions – The University of East London, London Metropolitan University, Havering College, Royal Holloway University and Middlesex University.

In their second year of the 3 year social work degree, students complete 70 days in placement and in the 3rd and final year, 100 days. Students are supported in their Teams by a Practice Educator who is responsible for assessing their practice and making a recommendation as to whether they meet the required standards to practice.

Social Work Apprenticeships

A Degree Apprenticeship provides a way to access higher education while gaining valuable experience in the workplace. The programme allows an Apprentice to earn while working towards an Honours degree in Social Work. The degree is fully funded by the Education and Skills Funding Agency (ESFA).

Learning through practice is a key feature of all Apprenticeships and Apprentices are supported in their roles by a dedicated mentor from the Local Authority. Academic teaching, support and guidance is provided by a partner University.

The Apprenticeship will allow employees to gain experience and develop knowledge across both Adults' and Children's Services and is designed to meet the Degree (Level 6) Apprenticeship Standard for Social work available here:

<https://www.instituteforapprenticeships.org/apprenticeship-standards/social-worker-degree/>

Apprentices who successfully complete their programmes are expected to be well placed to apply for qualified social worker roles within the Authority at the end of the apprenticeship. The programme typically takes three years to complete. The social work degree and apprenticeships model and suggestions can be found in appendix 6.

Occupational Therapy

Occupational therapists have been working in social service organisations since 1970, and are the only Allied Health Profession practicing in this area in significant numbers. Traditionally the role of the occupational therapist working in local authorities has been shaped by statutory legislation, focusing on the assessment and provision of equipment and adaptations for disabled and vulnerable people.

Occupational therapists deal with between 35– 45% of local authority referrals and yet only make up 2% of the workforce (DH 2008). This in itself demonstrates the considerable contribution that the profession makes to social care. In Havering 34% of our referrals are dealt with by Occupational Therapy.

The Adult Social Care Occupational Therapy workforce in Havering consists of 10 FTE. Led by 1 FTE Professional Practice Lead, 2 Senior Practitioners, 4 Occupational Therapists working in the Adult Community Teams (2 north and 2 south) and 2 Occupational Therapists working in our front door service, Havering Access Team. There are also 3 Occupational Therapy Assistants, 1 working in HAT, and 1 in each Adult Community Team.

Occupational Therapy Students

We provide high quality placements within the statutory services to students from London South Bank and Brunel universities, managed through an umbrella service called Support Partnership Management consultancy.

Occupational Therapy Apprenticeships

Working with Health Education England we are currently in the process of planning for apprenticeships to join our workforce as of April 2020, with the aim of recruiting 4 in the next three years (2 in year one, 1 in year two and 1 in year three).

Occupational Therapy Assistants

We offer specific professional OTA practice training appropriate to their role. Some OTAs may wish to consider apprenticeships in Occupational Therapy once these become available.

The Career Framework for Occupational Therapy can be found in appendix 5.

Care Assessors

Care Assessors undertake a valuable role within ASC including making assessments, developing care and support packages and having conversations with service users. Care Assessors can access Level 4 diplomas in Adult Care (apprenticeships) with units on Care Act 2014 and assessments as well as a range of other training and development progressions opportunities.

Adult Social Care Provider Workforce

Working with the DWP and the provider forum to identify unqualified care support roles to upskill and support this cohort of staff to transition to Adult Care Worker roles. There could be an opportunity to manage this career pathway via the apprenticeship levy.

ASC – other roles

We invest in our workforce to ensure they have the right skills and experience to provide a first class service to the families of Havering. Non-social care roles sit within the area of Business Management, Joint Commissioning Unit.

We provide a range of development opportunities for our non-provider network on a range of topics including Safeguarding Adults Awareness, Dealing with Difficult Situations, MCA and DoLs Awareness training, Mental Health First Aid, Care Act training as well as Microsoft Office, Minute Taking, and Project Management training and much more in support of their professional development. There are apprenticeship opportunities available for all staff.

From Training to Practice

As an organisation, we agree that there are key components to developing a workforce that is able to ensure our services are designed to fit the lifestyle of people who need them. We want people in Havering to live as independent and fulfilling lives as they can, based on choices that are important to them. Development of the Adult Social Care workforce (recruitment and retention of occupational therapists and social workers in particular) is a key priority for the borough and is endorsed by members, the Chief Executive and all levels of management. Achieving best outcomes for residents is facilitated when teams are stable and direct practice is allowed to flourish; and that is our ambition. We want to ensure that we have a resilient and capable workforce who can work effectively with the complexities of life for the people who depend on our services. Central to our Adults workforce development strategy is the vision for Havering; and how we continue to manage the challenges in the local care sector. Adult Social

Care has long faced challenges in terms of increasing financial pressures and growth in demand.

Partnership approach to workforce

North East London Teaching Partnership

As part of the North East London Teaching Partnership (NELTP), we are developing a shared dataset across North East London, to enable us to track, monitor and understand vacancy and turnover rates across individual Local Authorities (LA's). We have ambition to look at levels of experience and career progression rates; take up of post qualifying training, sickness levels, themes from exit interviews and the impact on retention of staff within the partnership authorities.

The Principal Social Worker (PSW) represents Havering on the BHR Clinical Care cabinet, to ensure social care 'voice' is heard and taken into account. We are working through the social care provider faculty of the academy to support the development of our provider workforce in Homecare, Residential care etc.

Keeping apprised of any workforce needs for Local Area Coordinators arising from the implementation of Local Area Co-ordination as outlined in the business case made to Cabinet as part of the Locality Gateway and Integration Concept Case.

Think Ahead

Havering is committed to building a strong competent social care workforce. We recognise the added value that **Think Ahead** has had with attracting good quality candidates to Mental Health social work. In partnership with NELFT we are partnering with Think Ahead, with four trainee social workers spending a year on placement in our community mental health service.

The introduction of Think Ahead will not just benefit future workforce needs but will positively contribute to the learning & development of the current workforce also. Under the Havering Social Care Academy (HSCA) we aim to foster a learning culture with exchange of knowledge and ideas through a strong ethos of Practice Education. HSCA has considerable experience of working with Frontline -a similar programme in Children's services -and running a well thought of ASYE programme. This experience will stand us in good stead in administering the Think Ahead Programme as there are many synergies and transferrable skills.

Approved Mental Health Professional

Havering has a track record in working in partnership to facilitate training and staff development for example the AMHP consortium, pre AMHP training and is about to take on the coordination of AMHP refresher training across 5 boroughs.

BHR CEPN

The Barking, Havering and Redbridge (BHR) Community Education Provider Network (CEPN), aims to bring key local partners and stakeholders together to identify opportunities for improvement in the management and delivery of care and care solutions. Some of the strands being explored are collaborating on maximising training solutions for local delivery through the CEPN. The broader remit of the BHR CEPN, is its support of out-of-hospital care in order to facilitate the movement of care out of acute and into the community This means working with everyone in the workforce including all Health and Social Care professionals, with the aim to develop multidisciplinary responses to workforce transformation – Making Every Contact Count (MECC) and a MDT approach to Mental Health First Aid.

Stakeholder groups include;

- Local Authority Social Care & Public Health
- Skills for Care
- Nursing Homes & Homecare
- General Practice clinical and non-clinical staff
- BHRUT & NELFT
- Voluntary sector providers, advocacy and representative groups

Training offers across the partnership that Havering are currently accessing include; Mental Health First Aid (MHFA) (train the trainer), Applied Suicide Intervention Skills (ASIST), Making Every Contact Count (MECC) - instructors training.

A 'Barking, Havering and Redbridge Health and Social Care Academy [BHRA]' is being created which will enhance the reputation of the NHS as employers and educators. The BHRA will have three main priorities: promoting education, learning and training; improving recruitment and retention; and building human resources management capability and capacity. The centrepiece of its activity will be significantly increasing the provision and quality of education, learning and training for students and staff throughout their careers.

Research in Practice for Adults (RiPfA)

Havering has commissioned RiPfA providing a topical focused set of resources complementing the work we are doing. These resources enable professionals to understand and work with specific issues facing adults and families accessing services, such as dementia, self-neglect and working with people who experience multiple and complex needs.

The offer constitutes of publications, workshops, webinars, network events, policy updates, case law summaries, an annual consultation, monthly bulletins, an online discussion forum and opportunities to partake in change projects and evaluative studies.

Appendix 1 – The Workforce

Four locality teams across Havering, Adult Community Team North and Adult Community Team South, covering (**Romford, Harold Hill, Elm Park and Cranham**). These teams focus on physically disabled/frail adults and are co-located with the community health teams and GPs aligned to the ‘clusters’ within the localities.

Joint Assessment Discharge team who oversee hospital discharge from Queens & King George’s hospitals jointly between Havering & London Borough of Barking and Dagenham (LBBD).

Integrated Community Learning Disability team supporting adults with Learning Disability. The Community Learning Disability Team (CLDT) is a joint health and social services professionals. The team is made up of London Borough of Havering (LBH) and North East London Foundation Trust (NELFT) staffs. The Team has the following specialist services; Community Nursing, Occupational Therapy, Physiotherapy, Psychiatry, Psychology, Social Work, Behaviour Specialists and Speech and Language Therapy.

The will work in partnership with service users, carers and statutory and non-statutory agencies in order to ensure the highest standards are maintained and the service evolves to meet their complex needs.

Integrated Community Mental Health team, supporting adults and older adults with mental health issues.

Havering Access (Front Door) Team, an integrated team consisting of social care, occupational staff and contact workers. The focus of HAT is to respond to the needs of service users using 3 part conversations (part of the better living model initiative).

The **Safeguarding Adult Team** is the single point of access for all safeguarding referrals. This team is part of a Multi-Agency Safeguarding Hub (MASH) responsible for making high quality safeguarding enquiries around adults at risk and/or potential institutional abuse. The team is responsible for processing all safeguarding enquiries for in the most complex cases, helping in the prevention of vulnerable adults being abused. This team are also responsible for providing safeguarding advice to the public, partners and leads on the development of strategies to prevent abuse.

The **DoLs team** is responsible for providing protection for vulnerable people who are accommodated in hospital or a care home in circumstances that amount to deprivation of their liberty. This team undertakes Deprivation of Liberty Best Interest Assessment and co-ordinates, processes and promotes the DoLs procedures in line with the Mental Capacity Act 2005.

The **Sensory Team** supports individuals to find solutions to challenges being faced and offers tailored information, advice and guidance. Providing support with: specialist training, such as mobility and orienteering training or hearing aid management training; assistive equipment, to help individuals make the most of residual sight or hearing such as a TV listener or specialist lighting; minor adaptations around the home, such as tactile markings on the cooker or use of contrasting colours around light switches.

The Sensory Team prides itself on really listening to individuals about their strengths and aspirations as well as areas they might need support with. The Sensory service wants people to be as independent as they possibly can.

The **Joint Commissioning Unit (JCU)** has been designed in alignment with the strategic objectives:

- Prevention - to maximise independence or maintain it for as long as possible
- Increasing the scope and scale of personalisation
- Delivering integrated services and working in partnerships to achieve improved outcomes.

The Joint Commissioning Unit ensures that care services are provided effectively and that they meet the needs of the population. The approach is to use outcome based commissioning, where we specify the requirements of services that we commission in terms of outcomes. Co-design and co-production of services is important to ensure relevant stakeholders are involved in the design and shape of services to ensure that they meet needs.

In order to maintain a sustainable market a key aspect is supporting the workforce. This is achieved by understanding the cost pressures faced by care providers and paying them appropriately balanced against the resources available. The JCU has been working with providers to develop a training offer to ensure the external workforce has the required skills and opportunities to develop. A range of support is also available for personal assistants who work for individual employers. This includes online training, information & advice and peer support networking opportunities. We also work closely with Skills for Care to support the social care provider workforce.

Day Opportunities

The Avelon Road Centre (ARC) is part of the London Borough of Havering's Adult Social Services. The Centre offers day opportunities for people with a learning disability aged 18 and over, providing sessional programmes to adults with learning disabilities to achieve improvements in their health, employability, social and community involvement and independence. The service delivers the aims of Valuing People within Havering within the context of the "Think Local, Act Personal" guidance and the Care Act 2014.

Yew Tree Resource Centre

Yew Tree offers a vast range of meaningful activities and support to maximise quality of life. Trained care staff provide support to service users that require assistance with personal care, mobility and community engagement. In addition there are several volunteers that run different groups within the day service.

Appointee and Deputyship Team

When someone becomes unable to handle their own financial affairs and there is no one else, such as a relative or friend, willing and able to act in their best interests from a financial perspective, the Appointee and Deputyship Team will apply to the Department of Work and Pensions to be a Corporate Appointee. If the person is assessed as lacking mental capacity the team will apply for Deputyship (Property and Affairs) to the Court of Protection.

A bank account will be opened for the service user and, when the appropriate legal authority is obtained, all income, benefits and capital assets will be secured, and bills paid, subject to the funds available. All property will be safeguarded and secured.

The team also deal with public burials and cremations and related administration where there is no-one else available to do so.

Financial Assessments Benefits

The Financial Assessments and Benefits Team is responsible for billing customers who are assessed as being eligible to pay a financial contribution towards their care and support. The team aims to maximise both customer and Council income through robust and prompt financial assessments, good benefit advice and debt recovery action. It does this to ensure that the customer's journey through financial assessment into charging is as straightforward as possible, and to ensure that debts are robustly managed.

Complaints and Information Team

The Complaints and Information Team are responsible for the co-ordination and administration of all formal complaints across Children's, Adults and Education. Complaints are responded to in line with strict deadlines and performance is reported on regularly. Learning from complaints is an important development tool in all the service areas.

The team also deal with subject access requests and Freedom of Information requests, as well as Member and Councillor Inquiries.

Performance and Reconciliation and Business Management

There is a Performance and Reconciliation area that comprehensively analyse activity and performance against budget, working closely with Service Managers and colleagues to produce financial projections.

Service planning, business continuity, risk management, policy and other areas of business administration sit under the area of Business Management.

Business Support

The Business Support Team is a dedicated support service providing business support throughout all of the social care teams. The model of working provides fluidity and flexibility to administrative, organisational and strategic support, relieving the admin burden on practitioners. The team also administer Freedom Passes for the disabled.

Providers

Havering acknowledges that commissioned services provide a great deal of support to its residents. The provider faculty of Havering's Social Care Academy provider forum in recognition of this seeks to provide good quality essential training.

Our Care homes, Home carers and PAs, all have access to training on our providers programme. Training is accessible via the Care Network; it is a non-profit/non budget programme. Training is commissioned by us and places are then 'bought' by the providers, which includes the administration of the programme.

Appendix 2 – Workforce Demographics

Adult Social Care in Havering has an experienced 'core' of workers including Community Navigators, Care Assessors, Occupational Therapy Assistants, Occupational Therapists and Social Workers, with 66% of the workforce who have been working in the sector for at least three years.

ASC in London has an older age profile, with the largest share of the workforce aged 50 years and older (46%).

The age demographics of our workforce are as follows:

Age Band	No of staff	%
20-30 years	8	6%
30-40 Years	37	27%
40-50 Years	31	22%
50-60 Years	39	28%
60 and Over	23	17%

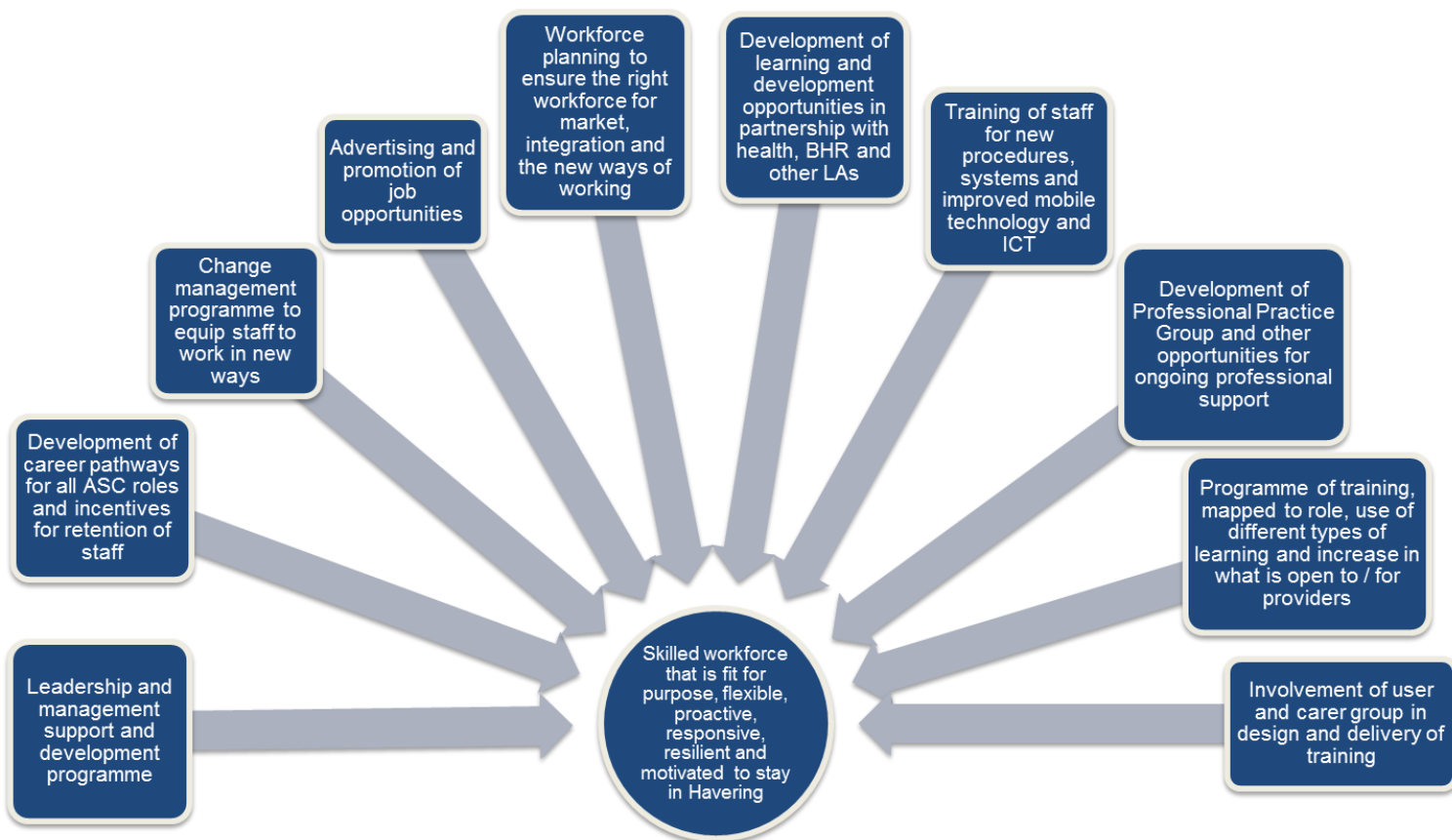
Turnover

The regional average turnover rate is 27.2%, with the average for England at 30.70% (2017/2018). Below is a breakdown of Havering's rates for 17/18-18/19, we are slightly higher than the regional average and similar to the average for England.

Services	No. of Staff	17/18 Leavers	18/19 Leavers	17/18 Turnover	18/19 Turnover
Adult Community Teams (North and South) & Access Team	50	2	12	4.0%	24.0%
Learning Disabilities Team (inc. CLDT)	57	7	8	12.3%	14.0%
NELFT - Mental Health Teams	23	2	3	8.7%	13.0%
Safeguarding Adults	8	0	0	0.0%	0.0%
Total	138	11	23		

Appendix 3 – Workforce Development

Elements in Havering Adult Social Care & Commissioning approach to workforce development

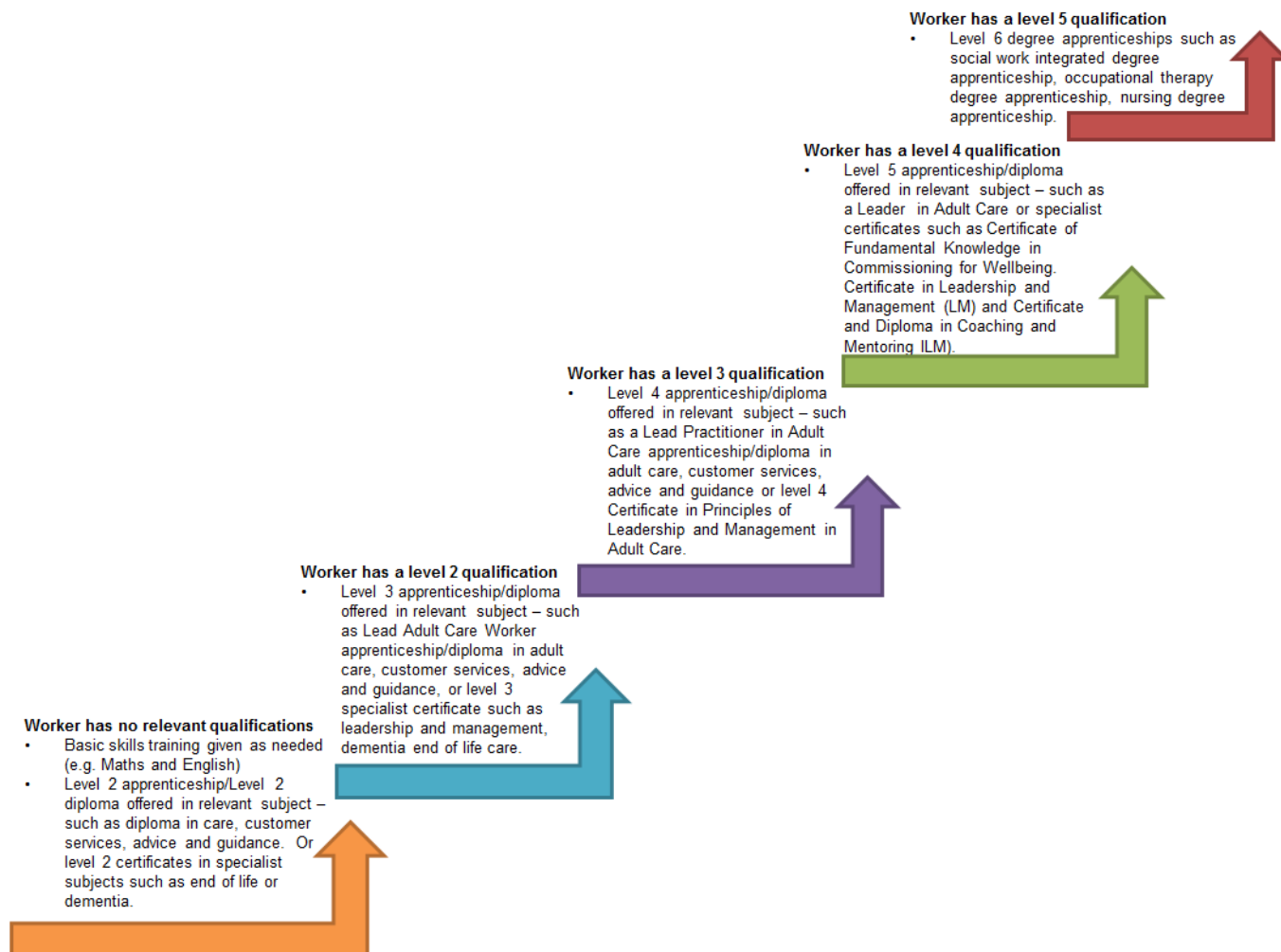


Development of the social care academy to support and implement the workforce development plan

Communicate strategy – maximising use of existing channels of communication such as supervision, team meetings, management away days and offer briefings as needed

Appendix 4 - Havering Social Care Academy Career Pathways

The progression opportunities available will depend on the worker's academic and vocational starting point and the level of the training needed for the role they would like to progress to. Some examples of the main apprenticeships and diplomas available to progress are given below. It is not always necessary to progress level by level – sometimes steps can be missed out if a worker's skills, knowledge and experience enable them to progress more quickly.



Appendix 5 – Career Pathway – Social Work



PCF Level	Example Job Roles	Qualifications & Experience
Strategic Social Work Level	<ul style="list-style-type: none"> Director 	Essential: Leadership and management training.
	<ul style="list-style-type: none"> Head of Service Service Managers, including Safeguarding Group Manager 	
	<ul style="list-style-type: none"> Lead – Social Care 	
	<ul style="list-style-type: none"> Commissioning 	
	<ul style="list-style-type: none"> Principal Social Worker, Quality Assurance 	
Advanced Social Work Level	<ul style="list-style-type: none"> Team Manager 	Desirable: Undertake specialist Training AMHP, Supervision Training, BIA, PEPs 1&2.
	<ul style="list-style-type: none"> Advanced Mental Health Practitioner 	
	<ul style="list-style-type: none"> Advanced Practitioner / Senior Care Manager 	
Experienced Social Work Level	<ul style="list-style-type: none"> Experienced/specialist/expert social worker in an adult's service Possibly a specific specialist area in social work e.g. hospital social worker, palliative care, dementia, safeguarding. Likely to be a mentor to others May be a Practice Educator or May be a Practitioner Lecturer May be a Research Advocate May be a Best Interest Assessor 	Desirable: Working towards specialist training: AMHP, Supervision, BIA, PEPs 1&2.
Social Work Level	<ul style="list-style-type: none"> Working towards experienced social work level 	Essential: Undertake Consolidation Module. Desirable: Working towards PEPs 1 & 2, BIA.
Newly Qualified Social Work Level	<ul style="list-style-type: none"> Newly qualified social worker in any adult's service 	Essential: Assessment and completion of the Assessed and Supported Year in Employment

Learning and Development

Capabilities level to be met	Essential learning and development opportunities	Possible learning and development opportunities
Strategic Social Work Level	IN-HOUSE LEARNING PROGRAMME <ul style="list-style-type: none"> • Shadowing practice teams and provider services. • Co-production of practice, policy and education development with adult social care. • mentoring and coaching • Strategic oversight of practice • Strategic support for use of research. 	<ul style="list-style-type: none"> • Commissioning or leading research. • Supporting learning opportunities with other professions, agencies and organisations that support older people. • Leading local and national practice and policy development.
Advanced Social Work Level	IN-HOUSE LEARNING PROGRAMME <ul style="list-style-type: none"> • Shadowing practice teams and provider services. • Involvement of service users and carers in practice evaluation and improvement. • Oversight of practice • mentoring and coaching • Support social workers to use research. 	<ul style="list-style-type: none"> • Facilitating critically reflective case discussions, group supervision • Facilitating community of practice • Creating practice guidance • Overseeing research • Creating and delivering learning and development • Contribution to local and national practice and policy development
Experienced and Social Work Level	IN-HOUSE LEARNING PROGRAMME <ul style="list-style-type: none"> • Strengths-based work with adults. • Critically reflective application of knowledge, research and theory • Mentoring of other practitioners • Undertaking research • Learning with other professions, agencies and organisations that support adults • Legal literacy including the application of the Mental Capacity Act 2005 and Mental Health Act 2007 	<ul style="list-style-type: none"> • Evaluation and feedback by older people and carers • Peer support, group supervision, reflective case discussions • Rotation, secondment, swaps • Undertaking research or service evaluation • Peer teaching or practice education • Involvement in local or national communities of practice • Internal or external specialist courses • Involvement in local and national practice and policy development e.g. BASW, pilots, evaluations • Input to commissioning and quality assurance.
Newly qualified social work level	IN-HOUSE LEARNING PROGRAMME ASYE Programme Direct Observation of Practice Service User and Carer Feedback Professional Feedback <ul style="list-style-type: none"> • Induction for all newly qualified social workers to include visit to social workers working with adults, carers and provider service(s) 	<ul style="list-style-type: none"> • Learning from lived experiences • Visiting third sector services • Reading research and theory • Having a mentor • Shadowing • Observations • Social work journal • Reflective account

	<ul style="list-style-type: none">• Direct work with adults, carers and local providers.• Critical reflection on work with adults in different contexts and settings.	
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Appendix 6 - Social work degree apprenticeships models and suggestions

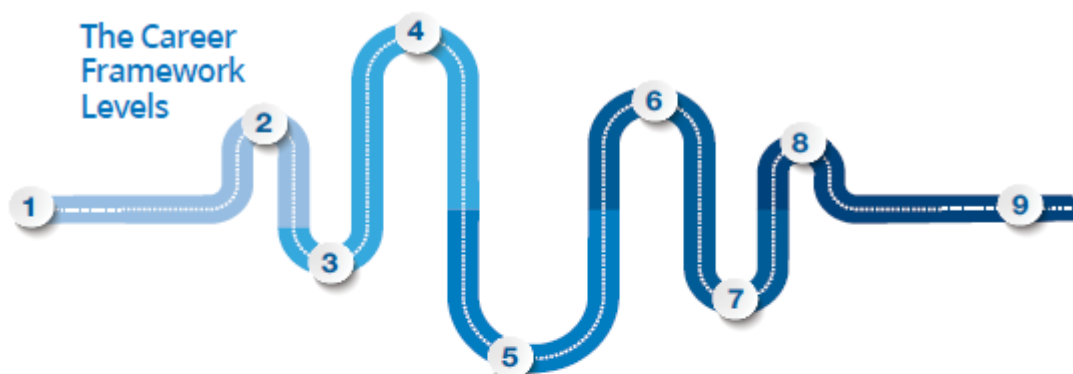
Creating new social work apprenticeship roles



Enabling people in relevant roles * to stay in their current role and do their apprenticeship at the same time



Appendix 7 - The Career Framework for Occupational Therapy



- ① Level 1**
basic general knowledge and an awareness of the role of occupational therapy
 entry level; undertakes a limited number of straightforward tasks under direct supervision; any new starter to work in the sector, not necessarily straight from school; may progress rapidly to Level 2; aware of service improvement projects, and the need for self-development
- ② Level 2**
basic understanding of occupational therapy and the field of work
 may carry out practice based, technical, scientific or administrative duties per established protocols or procedures, with guidance and supervision; participates in service improvement; beginning to identify areas for self-development
- ③ Level 3**
knowledge and understanding of occupational therapy procedures, processes and general concepts in a field of work
 may carry out a wide range of delegated duties with guidance and supervision available when needed; contributes to service improvement, and is responsible for self-development
- ④ Level 4**
knowledge and understanding of occupational therapy principles, procedures, processes and general concepts within a field of work
 guided by standard operating procedures and protocols; makes judgements, plans activities; contributes to service improvement and demonstrates self-development; may have responsibility for aspects of supervision of some staff or students
- ⑤ Level 5**
comprehensive, specialised, factual and theoretical knowledge and understanding of occupational therapy and of the boundaries of that knowledge
 creative problem-solver; makes judgements within own scope of work; actively contributes to service improvement and self-development; may have responsibility for supervision of staff or students; may be eligible for registration with the Health and Care Professions Council (the regulatory body in the United Kingdom) as an occupational therapist, or may be non-regulated and have own specialist trade or craft e.g. posture and seating skills
- ⑥ Level 6**
critical understanding of theory and practical occupational therapy knowledge
 leads in a specific area with some responsibility for service and team performance; creative problem-solver; supervises staff / students; consistently undertakes self-development
- ⑦ Level 7**
highly specialised knowledge and critical awareness
 specialist practice-based, technical or scientific skills; innovative; responsible for service development in complex environments; leads within services/research/ education contexts; supervises staff / students; pro-actively self-develops
- ⑧ Level 8**
most advanced and specialised knowledge
 at the forefront of the profession; strategic leader; political influencer; original thinker; responsible for finances, service development and / or multiple teams; supervises staff / students; intuitively self-develops
- ⑨ Level 9**
innovate and advance occupational therapy in the wider context
 develops services to a population; works at the highest level of an organisation; accountable for the performance of staff / services; thinks at a systems level; supervises staff / students; intuitively self-develops

Appendix 8 – Career Pathway for ASC provider and non-provider workforce

Provider Workforce

Provider Workforce			
Level	Example Job Roles	ASC Roles	Qualification
Level 2	Care Assistant; Care Worker; Support Worker; Personal Assistant; Relief Team Worker; Key Worker	Occupational Therapist Assistants; Initial Contact Workers Rehabilitation Assistants Rehabilitation Officers Day Opportunities Officers Day Opportunities Assistants; Day Centre Assistants	Adult Care Worker Customer Service Practitioner Healthcare Support Worker
Level 3	Supervisor; Team Leader; Shift Supervisor; Shift Manager	Community Care Navigators; Care Assessors; Senior Day Opportunities Officer	Team Leader/Supervisor; Lead Adult Care Worker; Senior Health Support Worker
Level 4 *Apprenticeship standard currently being developed by Institute of Apprenticeships			
Level 5			Learning and Development consultant/Business Partner
Level 6	Social Worker student; Occupational Therapist Assistant		Occupational Therapist; Social Worker
Level 7		Senior Practitioners	Advanced Clinical Practitioner
Level 8		Service Manager	

ASC Workforce – other key roles

Non-provider Workforce			
Level	Example Job Roles	ASC Roles	Qualification
Level 2		Front Door Support Workers; Day Opportunities Assistant	Adult Care Worker Customer Service Practitioner Healthcare Support Worker
Level 3	Supervisor; Team Leader; Project Officer; Shift Supervisor; Shift Manager	Business Support Administrators; Complaints and Information Officers; Finance Officers; Performance Reconciliation Officers	Team Leader/Supervisor; Lead Adult Care Worker; Senior Health Support Worker

Level 4	Business Support Officer; Project Support Officer;	Performance & Reconciliation Officer; Administrative / office staff not care-providing; Complaints & Info Officer (Adults; Chldn & Learning) Finance Officer; (Debt Recovery) Court of Protection Appointee and Deputyship Officer; Financial Assessment Officer; Advice, Guidance and Advocacy Review Team Worker	Associate Project Manager; Accountancy Finance Officer; Audit Team Manager; Business Analyst; Revenue and Welfare Regulators and compliance Officer
Level 5	Management and Leadership (Masters level) Foundation Degree	Court of Protection Appointee and Deputyship Manager; Complaints and Information Team Manager Project Leader Senior Financial Assessment Officer; Financial Assessment and Benefits Team Manager; Business Support Team Leaders;	Learning and Development consultant/Business Partner
Level 6		Heads of Service Business Manager; Project Manager; Financial Services Professionals	