

HRM in Social Care

A Time of Change

- **5 years of current workforce strategy**
 - Modernising Social Services 1998
 - Quality strategy 2000
 - Care Standards Act 2000
- **Central Government changes**
 - Children's Minister in DfES
 - DH reorganisation: Health & SC workforce development
- **Service Policy shifts**
 - Green and White Papers – children, adults and care in the community

Story so far.....

- **Infrastructure reform**
 - S4C, CWDC, GSCC, SCIE, CSCI
- **National Minimum Standards** – under review
- **Codes of Practice** – employees and employers
- **Regulation of staff** – SWs and now 750k others
- **Workforce Planning** – SfC annual reports/NMDS
- **Recruitment & Retention** - National campaign
- **Quality and Quantity of Training**
 - New SW degree
 - National Training Strategy
 - NVQs
- **Leadership and Management Development**
 - national strategy & SCLDI
- **Quality of HRM practice** – audit tool

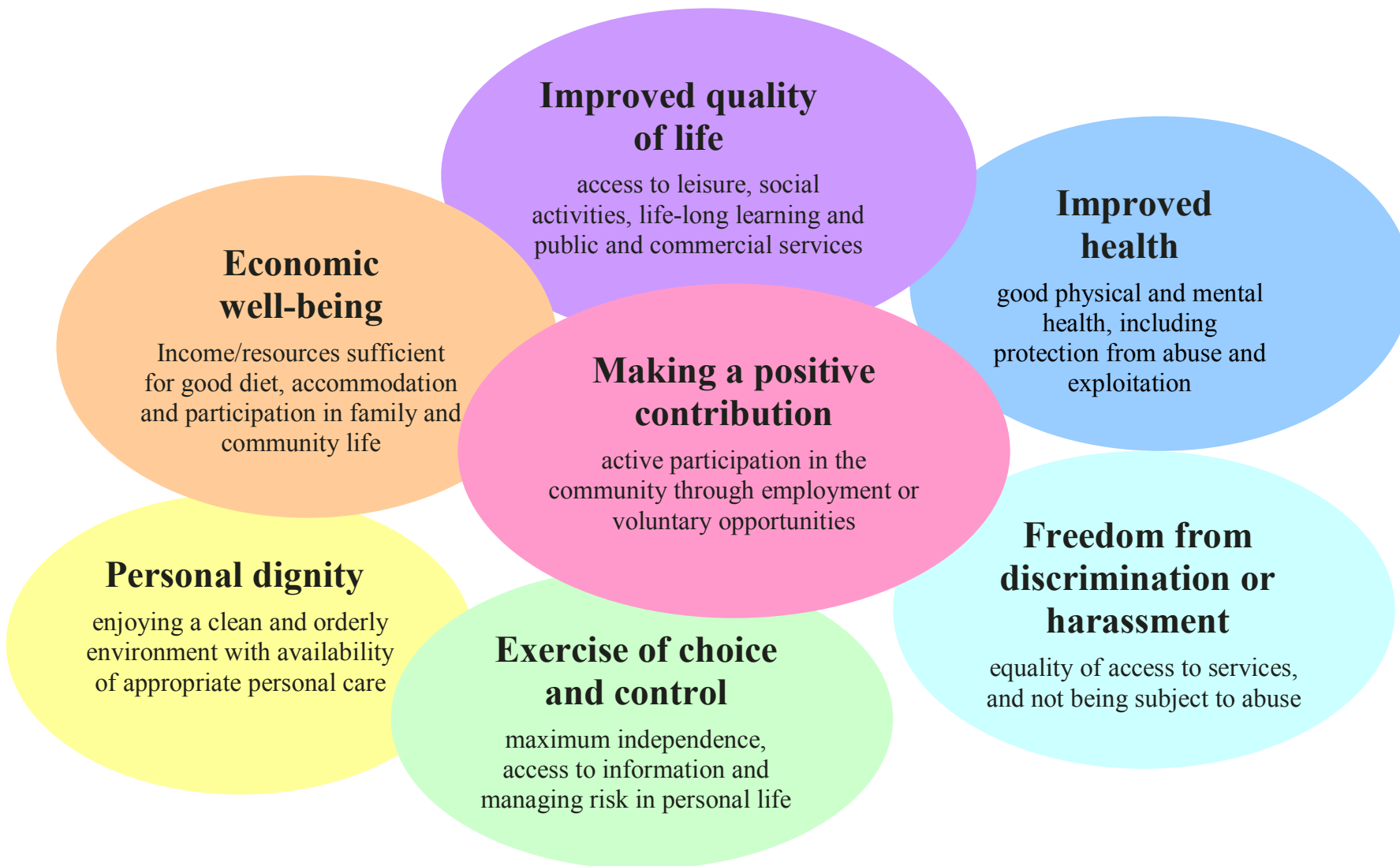
Our health our care our say

- **Vision for the future**
- **Enabling well-being**
- **Access to services**
- **Support – long term needs**
- **Care closer to home**
- **People in control**
- **Making change happen**

People want...

- **Personalised services meeting individual needs**
 - More choice and control
- **Support for healthier, independent lives**
- **Promotion of well-being**
- **Better support for those with high level needs**
- **Services shifted to local communities**
 - And integrated services

OUTCOMES



Workforce

- **Joint workforce planning** - to reflect WP priorities
- **Joint teams** – common competencies and NOS
- **Competence rather than staff group or profession**
- **Navigators**
- **Personal assistants**
- **Build up skills in social care**
- **Options for Excellence: recruitment & retention and SW role**
- **‘New’ workforce**
 - young people/elders/unemployed/men/volunteers/carers
- **Model employer**
- **Leadership** - DASS/role with DPH & DCS/strategic needs assessment

Options for Excellence



- **Ministerial review of options to improve the social care workforce**
- **Joint DH and DfES - report Autumn 2006**
- **Purposes**
 - Feed into the White Paper *Our health our care our say*, and the *Children's Workforce Strategy* process
 - Proposals for the Spending Review
 - Vision for 2020 and proposals to get there
- **Focus**
 - Quality of practice
 - Recruitment and retention
 - Tasks and roles of SWs
 - Commissioning
 - Future of the wider workforce

Changing Context



- **Demography**
 - Older people by 2026
 - 85+ age group increase by two thirds
 - 53% increase needing SC
 - Children by 2015
 - Increase in Under 5s by over 5%
 - Lone parent families increase by around 50%
- **Changing expectations**
 - Quality vision
 - Personalised services – DP impact
 - Earlier interventions
- **People who use services at the centre**
- **New ways of working**
 - Integrated services – multi agency & multi-skilled

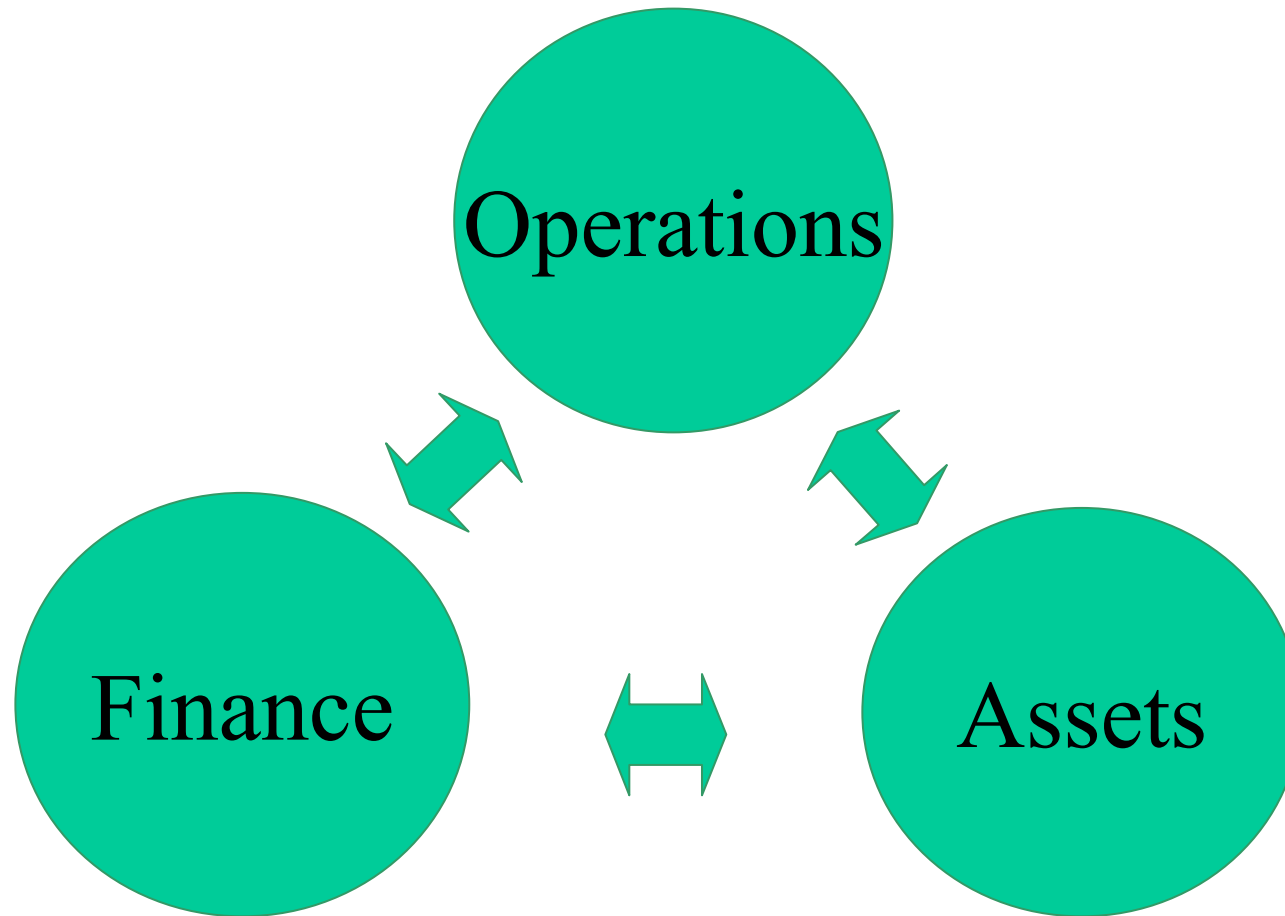
Emerging themes

- **Quality not yet meeting minimum standards**
 - NVQs/balance of development funding
- **Leadership & management development**
 - HRM capacity and skills
- **Commissioning**
 - For HR standards
- **Public understanding**
 - Sustained long term publicity campaigns

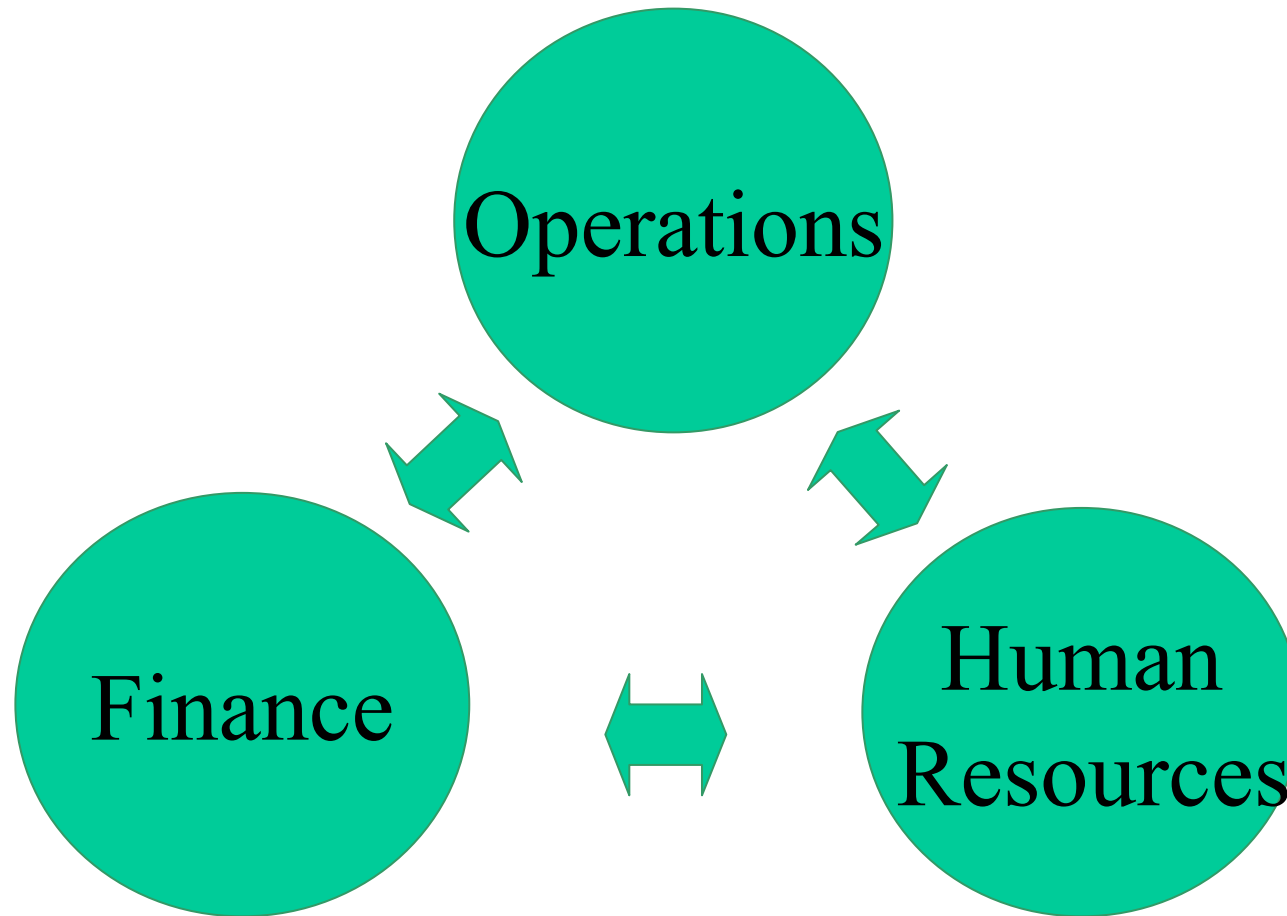
Emerging themes

- **Vacancies**
 - need 100,000 workers by end decade
 - Rewards and incentives
 - Overseas recruitment
 - Diversity in the workforce
 - Agency staffing
 - New Types of Worker
- **Retention**
 - Induction/training/CPD
 - Supervision
 - Workload management
- **Introduce “Social Care Direct”**
- **Extend roles of Care Ambassadors**

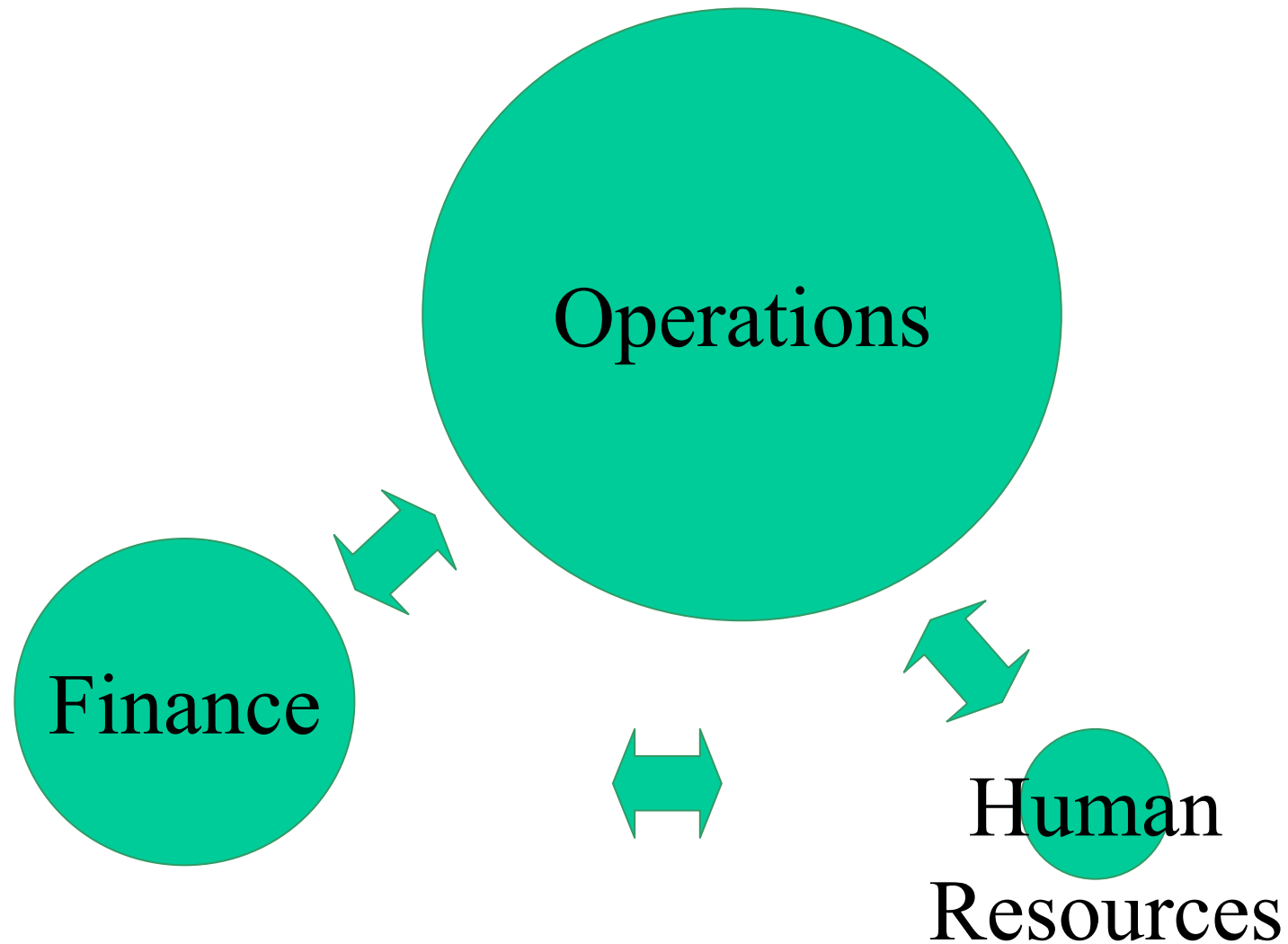
3 Sides of the management coin



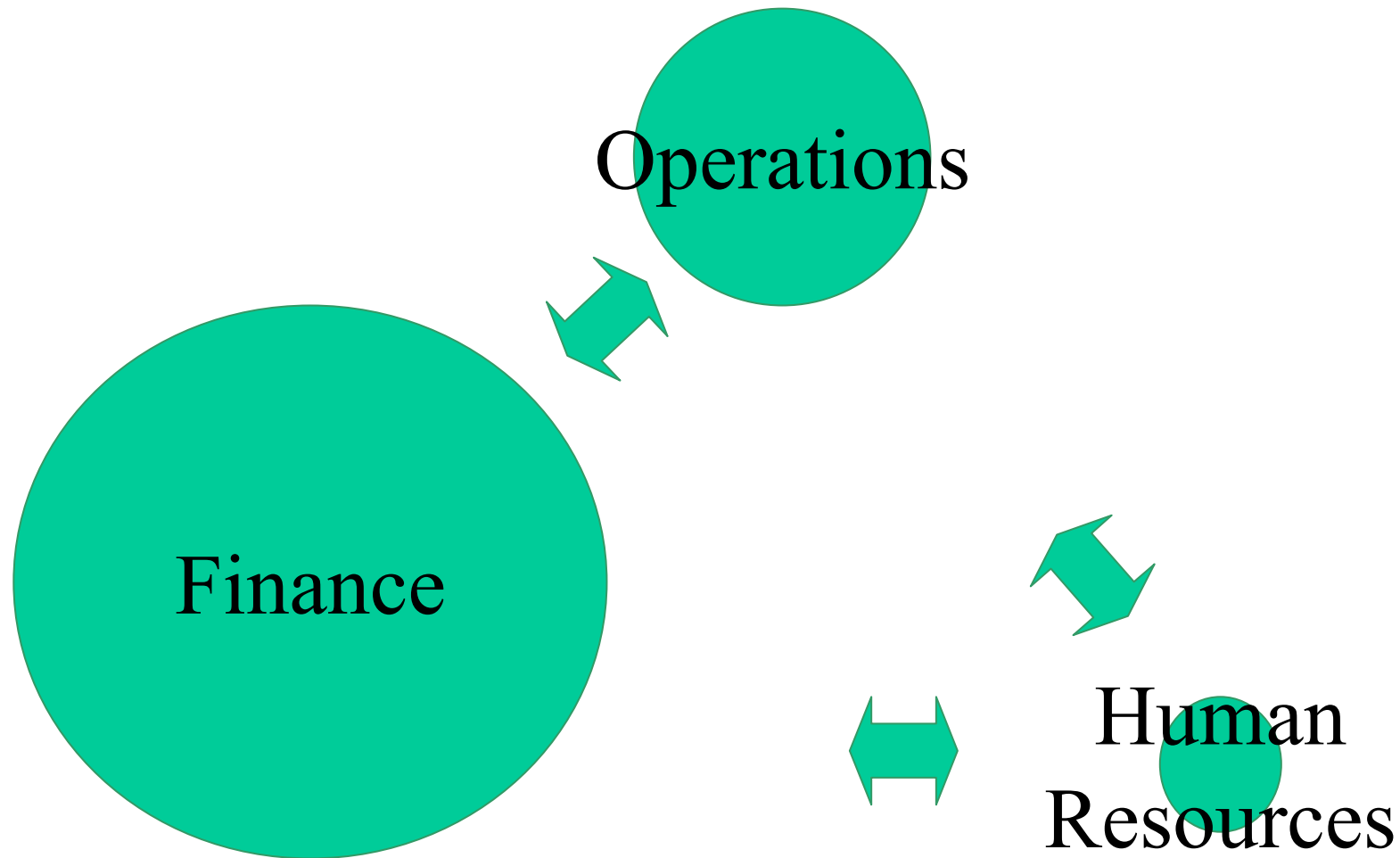
3 Sides of the management coin



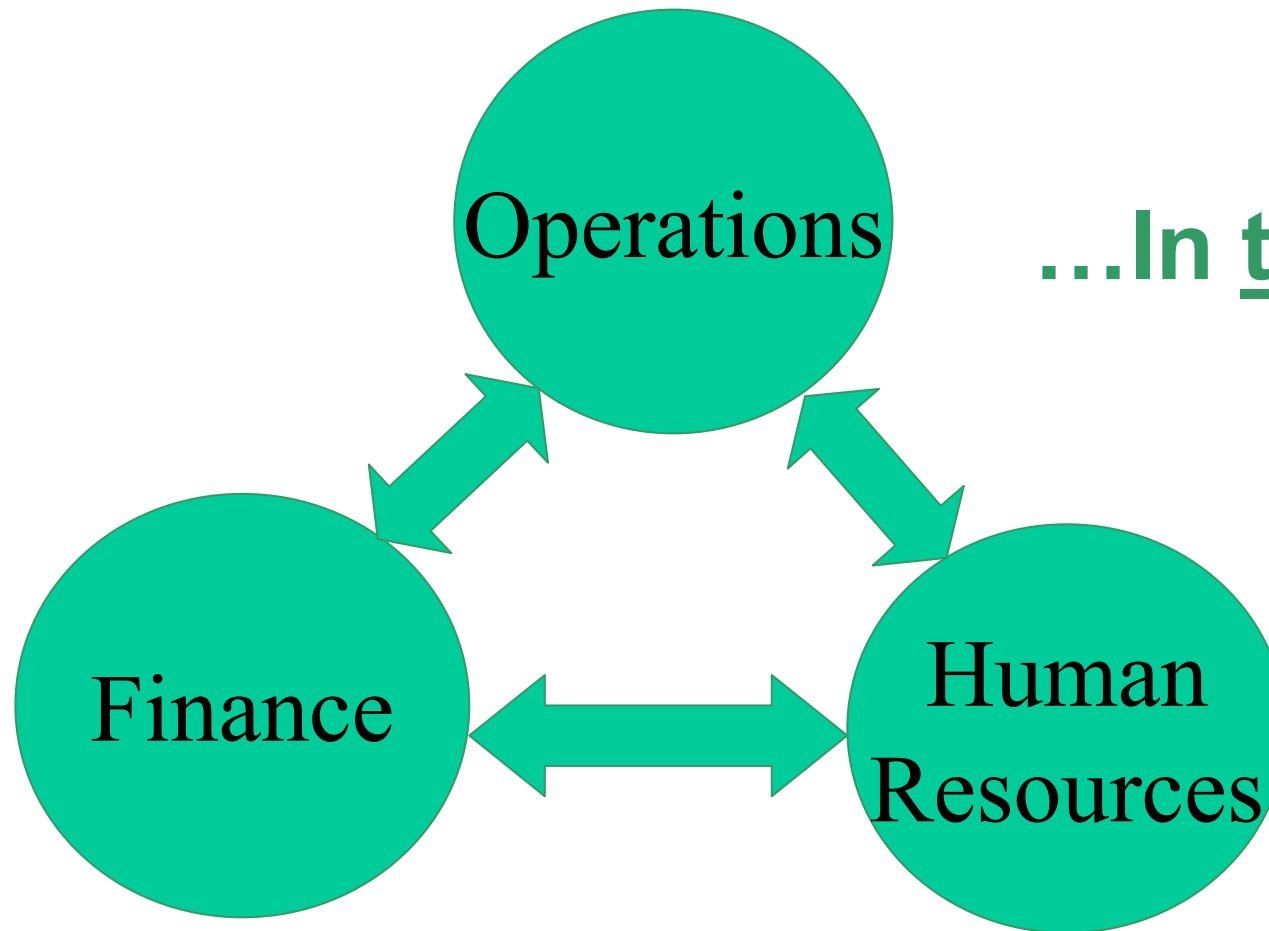
Typical



Unlucky



Balance



...In touch

So what's to do in HRM?

- **Workforce Planning**
 - 80% spent on staff
- **Recruitment & retention**
 - No staff, no service
- **Training**
 - Limited skills, poor service
- **Regulation**
 - To raise standards and ensure public safety

Workforce Planning



- Sector Skills Council (Skills for Care/CWDC)
- Workforce Development Strategy
 - Whole systems' HR policies
 - Model employer
- Workforce intelligence
 - National Minimum Data Set
 - Research & Development
- Learning Resource Network
- Funding - NTS/HRDS grants
 - Grant funding for workforce development trebled by 2005-06 over 2002-03
- Quality of HRM practice
 - HRM best practice guidance/audit tool
- Commissioning

Recruitment & Retention

- Recruitment campaign
- International recruitment
- OT recruitment
- ‘New’ workforce
- Careers information
- Re-engineering of job roles
 - New Types of Worker/new ways of working

Training

- Social work
 - Expansion in training numbers
 - Development of student placements
 - Develop engagement of users & carers
- Inter-professional learning
- Post-qualifying training
- More...and more NVQ training
- eLearning programmes
- Leadership and Management Development
 - National Leadership & Management Strategy
 - Top Managers Development Programme
 - BME programme
 - HRM skills

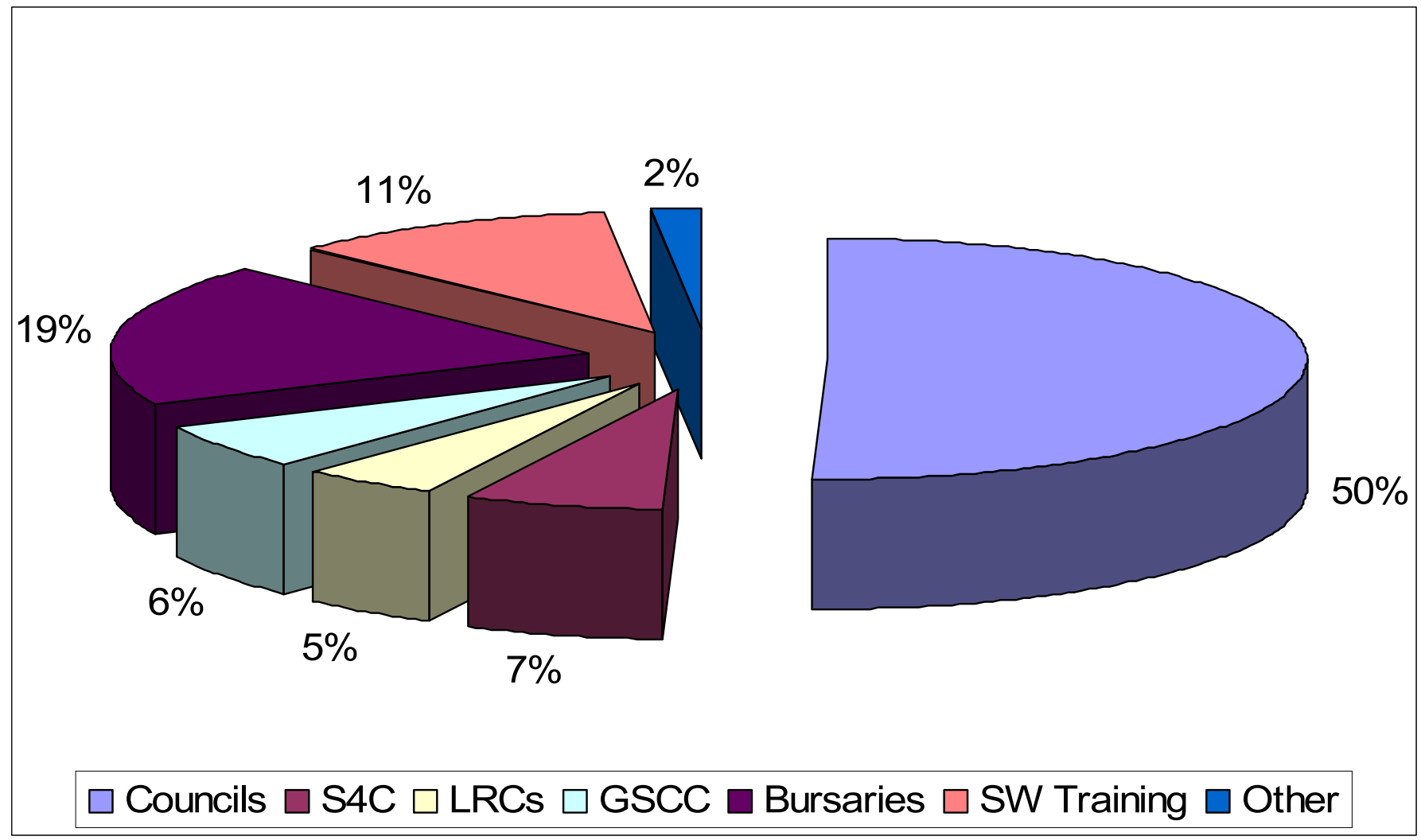
Regulation & Inspection

- Implementation of GSCC Codes of Practice
- Regulation of Social Workers – 80k and rising
- Registration of wider social care workforce
 - 750k residential and domiciliary workers
- National Minimum Standards
 - Are they being met?
 - Link to commissioning
 - NMS under review

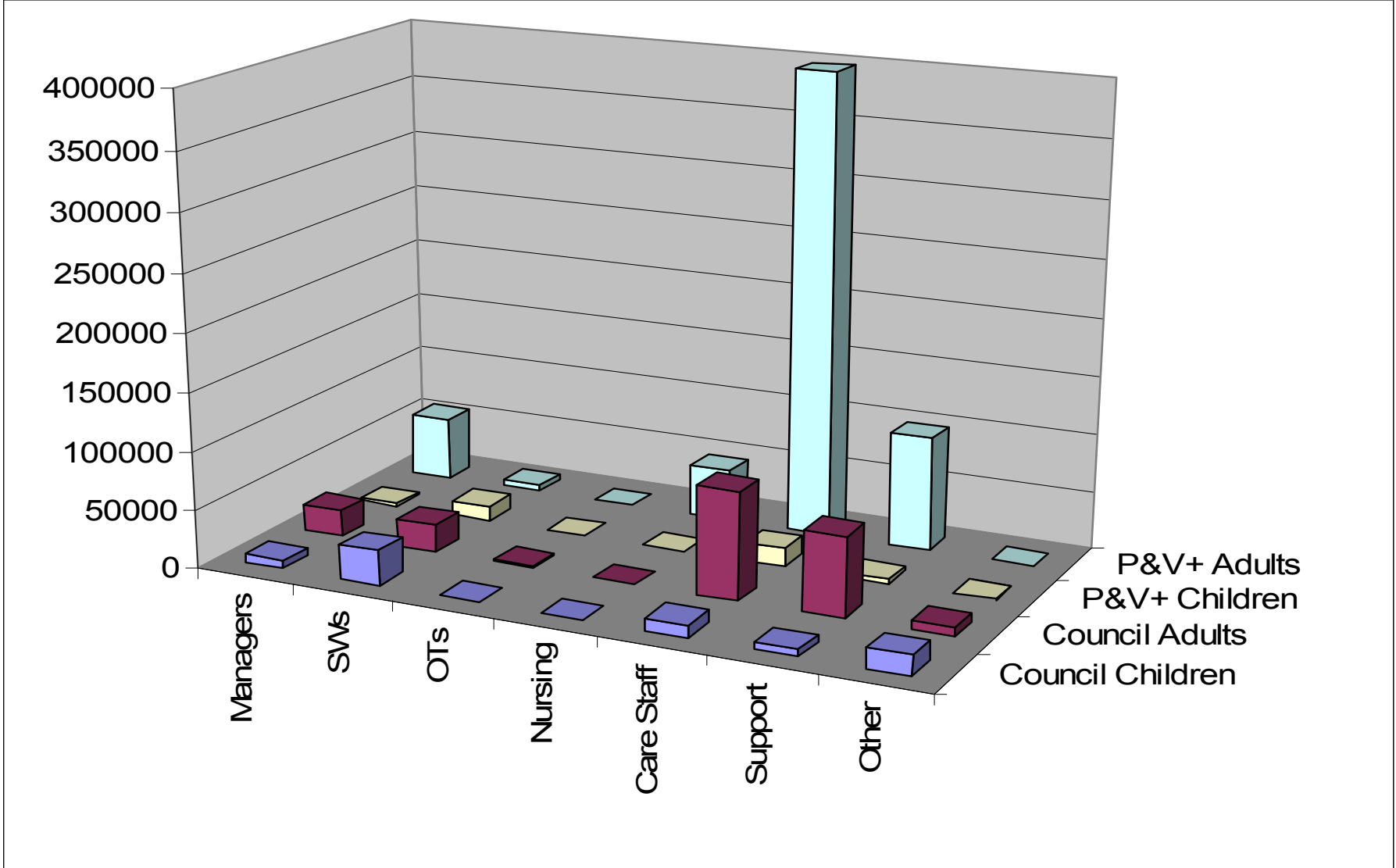
***Quality Services
are strongly
associated with
quality Workforce
Management***

DH SCW Development Funding

c. £290m



SC Workforce – 924k



Adult SC Workforce – 800k

