

2023-2026

# WORKFORCE STRATEGY

Doncaster's Adult Social Care

*Proud to Care*  
DONCASTER



# Foreword

I'm excited to present the Doncaster Adult Social Care Workforce Strategy for 2023-2026. Beyond a plan, it stands as our heartfelt commitment to supporting and growing a workforce steeped in compassion, enthusiasm, and dedication to making a difference to people's lives.

Our social care workforce, who were the unsung heroes and faced unprecedented challenges during the COVID-19 pandemic, working tirelessly to keep people safe and supported. This mirrors the enduring character and tenacity inherent in our workforce, dedicated to supporting people regardless of the circumstances—and it's my honour to witness this incredible work, day in and day out.

This strategy is a celebration of your remarkable resilience, and now it's time to reciprocate your dedication by investing in your well-being, growth, and professional fulfilment. At its core, this strategy signifies our commitment to supporting our exceptional workforce's well-being, where we envision an environment where every member feels heard, valued, and respected.

Going beyond numbers and skills, we embark on a co-produced, collaborative journey with the incredible people of Doncaster to attract and cultivate a workforce that serves as a beacon of care and support.

Our aspirations extend beyond the strategy itself—we're enthusiastic about elevating the status of care work, making it more rewarding. Through competitive pay, supportive conditions, and investment in professional development, we aim to attract and retain teams inspired to deliver exceptional care. How we achieve this involves raising the profile and visibility of your fantastic work, showcasing the dedication of our social care workforce to the general public. We're also using creative methods to achieving more recruitment & retention. I'm excited to work on this further.

This strategy allows us to collectively breathe life into the 'We statements' that represent all of us in Doncaster. I hope we can build on our existing vibrancy, using compassion and creativity to enable all Doncaster people to thrive in the embrace of their homes, loved ones, and caring communities.

Our workforce is a shining light, radiating compassion and excellence, and I believe this strategy will provide the necessary foundations for growth and development for years to come. It's my pledge for us to invest in those who give so much, especially during challenging times.

With gratitude and acknowledgment of the incredible work done by the people in adult social care.

***Cllr Sarah Smith***

My name's Helen and I've got a rare genetic syndrome which mainly affects my vision which has deteriorated over the last ten years so I have to use a white cane. I have not been able to do the things that I used to do so have had to devise new strategies to carry on living a normal life. I was concerned never having had personal care in the past how this would feel but everybody has made me feel comfortable and nothing has been too much trouble. The staff have been friendly and always had time for a chat. The biggest problem I've had is not getting specific times for when people will come.

Overall I think the adult social care workforce supports the community in a structured way however it could be improved by more continuity in the people that help individuals in their own home. I also think that not one size fits all and that care should be on an individual basis. Rules are there but sometimes flexibility needs to be taken into consideration. Staff need to be supported throughout the workforce to be able to provide adequate and appropriate care to individuals that require it.

I am glad to have had the opportunity to write a foreword for Doncaster's workforce strategy. I really hope it makes a big difference to our people, communities and our workforce in the years ahead.

***Helen Stirland, lived experience member of Doncaster's Making it Real Board***

**This Workforce Strategy is for the Doncaster's Adult Social Care workforce 2023 – 2026. It sets out the steps we will be taking to work in partnership with people across Doncaster, our partners in health and social care, education and business to achieve a workforce sufficient in numbers and skills to be the vital source of care and support in the years ahead. It has a clear vision and priorities providing an excellent foundation for action over the course of the next three years. It focuses on developing a workforce capable of responding to the workforce challenges set out under local and national drivers for change to ensure:**

- The effective supply, recruitment and retention of our current and future adult care workforce
- A strong, confident and skilled workforce fit for now and the future embedding a strengths based approach that emphasises peoples self-determination and strengths, focussing on individual outcomes
- A vibrant and responsive health and social care sector able to meet the changing expectations of people accessing health and social care support

## Contents

2	Foreword
3	Our Vision for Doncaster and the Adult Social Care Workforce
7	Local area context
9	The Adult Social Care Workforce
18	How we will achieve the vision

# Our Vision for Doncaster and the Adult Social Care workforce

## Vision for Doncaster

**We want every person in Doncaster to live in the place they call home with the people and things that they love, in communities where they look out for one another, doing things that matter to them.**

**Adults, Health and Wellbeing service, Doncaster Council**

## Purpose

**We support people in Doncaster to live in the place they call home with the people and things that they love, in communities where they look out for one another, doing things that matter to them.**

**Adults, Health and Wellbeing service, Doncaster Council**

## Vision for the Workforce

- **We want our workforce to be listened to, feel valued and respected and be recognised and rewarded for their work and achievements. Their safety, wellbeing and work life balance is supported by managers who listen and pay attention to what their staff need, want and value and who act with empathy. They are motivated to come to work and do a good job for the people they are supporting. Staff morale, job satisfaction and retention across Doncaster is improving.**
- **People are choosing care as their career, as care work is recognised as a meaningful, rewarding and fulfilling career, where pay, conditions, benefits and investment in development and opportunities, attract and retain quality staff while offering flexibility to grow and work within social care and across the health and social care sector.**
- **Care providers and partners across Doncaster are working together to attract and retain a diverse, highly skilled workforce who have the personal qualities, values, confidence and competence to provide and promote truly person centred care and support using a strengths based approach and implementing community led solutions. Care services feel supported by the Local Authority and are operating with safe and sustainable staffing levels to ensure quality and consistency of care for people.**
- **Our practice and language reflect the Adults, Health and Wellbeing Practice Framework and the Making it Real framework, fulfilling the 'We statements' to meet the needs of the people of Doncaster.**

## Making it Real - Statements for Workforce

### 'I' Statements

- *I am supported by people who see me as a unique person with strengths, abilities and aspirations.*
- *I am supported by people who listen carefully so they know what matters to me and how to support me to live the life I want.*
- *I am supported to make decisions by people who see things from my point of view, with concern for what matters to me, my wellbeing and health.*
- *I have considerate support delivered by competent people.*

### 'We' Statements

- *We don't make assumptions about what people can or cannot do and don't limit or restrict people's options.*
- *We see people as individuals with unique strengths, abilities, aspirations and requirements and value people's unique backgrounds and cultures.*
- *We know how to have conversations with people that explore what matters most to them – how they can achieve their goals, where and how they live, and how they can manage their health, keep safe and be part of the local community.*
- *We have a 'can do' approach which focuses on what matters to people, and we think and act creatively to make things happen for them.*
- *We keep up to date with local activities, events, groups and learning opportunities and share this knowledge so that people have the chance to be part of the local community.*

Doncaster Adults, Health & Wellbeing are signed up to the National Think Local Act Personal (TLAP) 'Making it real' framework. This is a framework developed by people to help care and support services to understand what good looks like. There are six themes of Making it Real to reflect the most important elements of personalised care and support:

1. Wellbeing and Independence - Living the life I want, keeping safe and well
2. Information and Advice - Having the information I need, when I need it
3. Active and Supportive Communities - Keeping family, friends and connections
4. Flexible and Integrated Care and Support - My support, my own way
5. When Things Need to Change - Staying in control
6. Workforce - The people who support me

Each theme includes 'I' statements, which describe what good should look like from the perspective of people we support, and 'We' statements that say what we should be doing to make sure their experience of care and support lives up to the 'I' statements.

You can find out more about all the 'I' and 'We' statements and the Making it Real framework on the [Think Local Act Personal \(TLAP\) website](#)

**These themes and statements were worked on with the people of Doncaster who access care and support to identify what we should do and how in our services. This culminated in our Adults, Health and Wellbeing Practice Framework and Local Account.**

## Practice Framework

This is a simple, one-page practice framework to anchor and focus everything we do. It describes how we need to work to make our vision a reality, and to achieve our overall aims of:

- **better experiences and better lives for Doncaster people**
- **improved morale and job satisfaction for Doncaster's workforce**
- **more sustainable use of resources**

<b>Adults, Health and Wellbeing practice framework</b>  	<b>WHY?</b>	<b>We want every person in Doncaster to live in the place they call home with the people and things that they love, in communities where they look out for one another, doing things that matter to them.</b>					
	<b>WHO?</b>	<b>Everybody</b> We listen to people to understand what matters to them. We make connections and build relationships to improve people's wellbeing and independence.	<b>People with urgent needs for support</b> We don't make long term plans in a crisis. We work with people until we're sure there is no immediate risk to their safety, health or wellbeing, and they have regained stability and control in their life.		<b>People with longer-term needs for support</b> If people need longer-term care and support, we work with them to understand what a good life looks like for them. We make sure they have resources and support to live the life they choose and do the things that matter to them as independently as possible.		
	<b>HOW?</b>	<b>Hope</b> We focus on possibilities, dreams and aspirations. We don't limit people's choices.	<b>Connection</b> We explore ways to involve people in their communities. We make and maintain meaningful connections.	<b>Relationships</b> We support people to keep existing relationships and make sure they have opportunities to build new ones.	<b>Inclusion</b> We don't judge people or make assumptions. We involve people as equal partners in conversations and decisions about them, their families and their communities.	<b>Flexibility</b> We are willing and able to adapt. Our approach is responsive and proportionate.	<b>Rights</b> We make sure people know their rights. We promote autonomy, choice and self-determination.
		<b>We're kind</b> We respect and understand people as individuals. We don't make snap judgements.	<b>We behave</b> We know and follow the law, ethics and best practice. We are always open to improvement.	<b>We're trusting</b> We know people tend to be honest and know what's right for them. We listen and we keep an open mind.	<b>We're transparent</b> We're open about our rules, making them clear so people know what they can and cannot expect.	<b>We're present</b> We connect and engage well with people. We respond in a timely manner.	<b>We're honest</b> We are honest about what we are going to do. When we say we are going to do something, we do it.
		<b>We know the language we use matters. We use plain, respectful and kind language.</b>					
	<b>WHAT?</b>	<b>Wellbeing and independence</b> Living the life I want, keeping safe and well	<b>Information and advice</b> Having the information I need, when I need it	<b>Active and supportive communities</b> Keeping family, friends and connections	<b>Flexible and integrated care and support</b> My support, my own way	<b>When things need to change</b> Staying in control	<b>Workforce</b> The people who support me
	<b>SO?</b>	Better experiences and better lives for Doncaster people		Improved morale and satisfaction for Doncaster's workforce		More sustainable use of resources	

The yellow band informs us what we should do when we work with people and the green band tells us how we should behave.

The practice framework and the 'Making it real' themes give us the guidance on how we should shape and develop our services and our individual practice, based on the needs of our local people.

They also tell us how we should go about doing this; by integrating coproduction in to the way we change and develop to be sure what we are offering is what people want and need.

## Local Account 2023

The people of Doncaster who draw on care and support form part of the Adults, Health & Wellbeing Making it Real Board. They coproduced the [Doncaster Local Account 2023](#) which identifies what our priorities as a council should include over the next year, across the six themes of Making it Real.

Six priorities have been identified for the **Workforce Theme - the people who support me** which have been included in How we will achieve the vision section of this strategy (page 18). These priorities will be focused on in the first year of this strategy 2023.

**In summary, the key drivers for the way we deliver our service and the way we engage and interact with people are the Vision, the Practice framework and the priorities defined with the Local Account all supporting the delivery of Doncaster Delivering Together 10 year borough strategy. These along with the Local Area context in the next section of this strategy inform our Vision for the Workforce.**

## Doncaster Delivering Together 2021 10-year borough strategy

Doncaster Delivering Together is about Thriving People, Places & Planet. It emphasises the need to improve wellbeing. Team Doncaster have agreed the Great 8 priorities that will drive our work, to meet the goals within our Wellbeing Wheel showing six long term goals that we need to deliver for Doncaster over the next ten years.



Tackling  
Climate  
change



Developing  
the skills to  
thrive in life  
and work



Making  
Doncaster  
the best  
place to do  
business and  
create good  
jobs



Building  
opportunities  
for healthier,  
happier and  
longer lives  
for all



Creating  
safer, stronger,  
greener and  
cleaner  
communities  
where  
everyone  
belongs



Nurturing  
a child and  
family-  
friendly  
borough



Building  
transport  
and digital  
connections  
fit for the  
future



Promoting  
the borough  
and its  
cultural,  
sporting and  
heritage  
opportunities

# Local Area Context

## Population

Doncaster population in 2023:



57% of people in Doncaster are aged 18-64 (186,404 people)

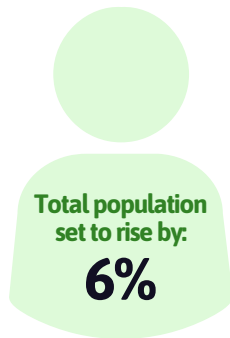
predicted to rise to 191,553 people by 2043



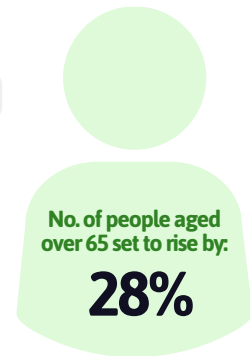
24% of people in Doncaster are aged 65 years and over (64,066 people)

predicted to rise to 81,982 people by 2043

Doncaster population in 2043:

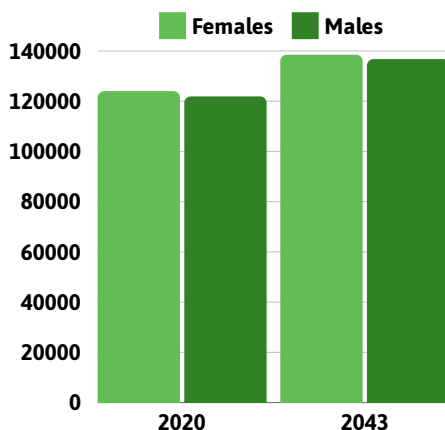


- In 20 years' time, over a quarter of Doncaster's population will be aged over 65
- Additionally, the number of people over 80 years old is projected to increase from 16,305 to 27,351 and this age group will then make up over 8% of the total population of Doncaster



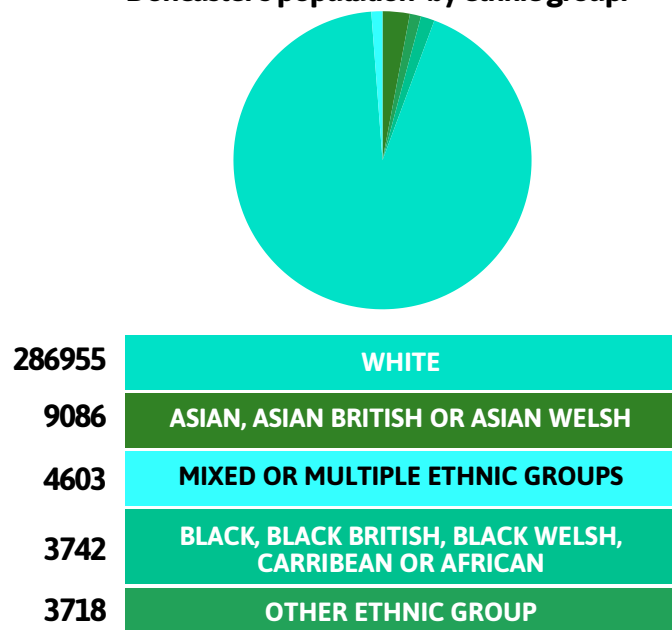
The increasing number of older people is also associated with predicted rises in health issues, people will have increasingly multiple, age related and longer term health and care needs which will influence the requirements and skills of the social care workforce to respond to those needs. These significant rises in population growth will bring proportionate increases in people with learning disabilities, physical and sensory impairments, mental health and emotional wellbeing issues, carers, people with dementia and smoking, drug and alcohol related problems.

Doncaster 18+ population by gender:



in 2043, 28% of females and 31% of males will be aged 65 or over

Doncaster's population by ethnic group:



# What has come out of the local census

As at December 2022, **8,520 people were unemployed** in Doncaster

- **4.4% of 16-64 year olds** claiming out of work benefits
- **7.3% of 18-24 year olds** claiming out of work benefits
- **8.5% of 18-21 year olds** claiming out of work benefits

These rates are higher than both the Yorkshire and Humber (Y&H) and the UK rates. In relation to our South Yorkshire (SY) neighbours, Doncaster's rates are similar to those in Rotherham but higher than Sheffield and Barnsley.

Of the 138,000 jobs in Doncaster, 22,000 of those are in Human Health and Social Work Activities industry making this the highest employee job by industry in Doncaster.

Raising awareness of the work opportunities within the sector and attracting all age groups; especially 18-24 year olds from the available labour market, needs to be a priority if we are to fulfil the needs of the growing elderly population.

## Health

The following health issues are predicted to rise significantly, all impacting on the skills, knowledge, training and diverse roles required by the health and social care workforce.

Health of people 65 years of age and over	Number of people in 2020	Prediction for 2040	Percentage increase
Dementia	4089	6234	+53%
Falls	16024	22286	+39%
Falls resulting in hospital admission	1877	2840	+51%
Mobility (People aged 65 and over unable to manage at least one mobility activity on their own. Activities include: going out of doors and walking down the road; getting up and down stairs; getting around the house on the level; getting to the toilet; getting in and out of bed).	10906	15698	+44%
Cardiovascular disease	19219	26609	+38%
Depression	5212	7016	+35%
People who needs help with at least 1 self-care activity	17132	24019	+40%
People who need help with at least 1 domestic task	17239	24341	+41%
Living Alone	19468	27002	+39%



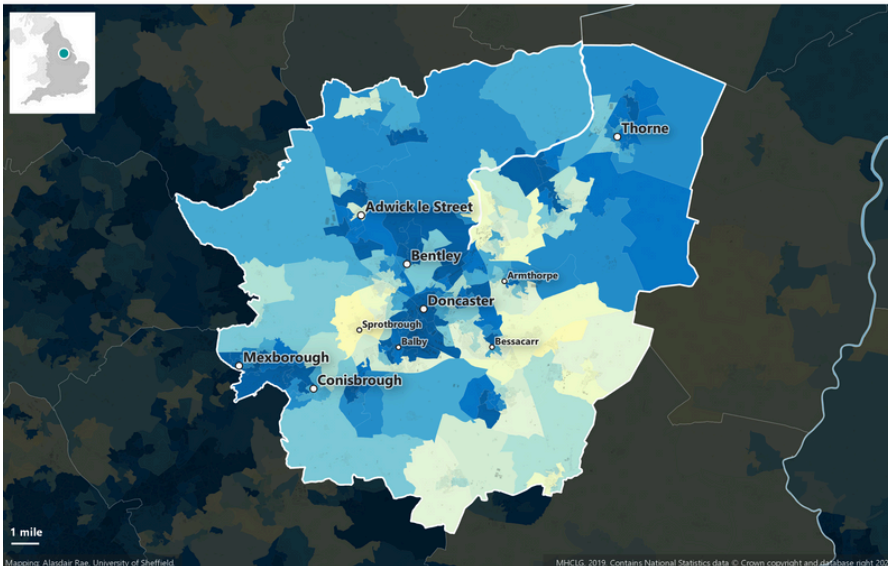
# Deprivation

Based on national comparisons, Doncaster is ranked the 41st most deprived out of out of 316 local Authorities - just over 40% of Doncaster's neighbourhoods are in the most deprived quintile.

## Index of Multiple Deprivation 2019

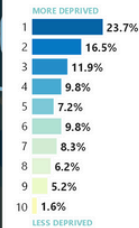
Ministry of Housing,  
Communities &  
Local Government

### DONCASTER



#### Local authority profile

% of LSOAs in each national deprivation decile



#### What this map shows

This is a map of Index of Multiple Deprivation (IMD) 2019 data for **Doncaster**. The colours on the map indicate the deprivation decile of each Lower Layer Super Output Area (LSOA) for England as a whole, and the coloured bars above indicate the proportion of LSOAs in each national deprivation decile. The most deprived areas (decile 1) are shown in blue. It is important to keep in mind that the data relate to small areas and do not tell us how deprived, or wealthy, individual people are. LSOAs have an average population of just under 1,700 (as of 2017).

More deprived  Less deprived  
Relative level of deprivation

The map shows differences in deprivation in Doncaster based on national comparisons, using national deciles (tenths) of the Index of Multiple Deprivation 2019 (IMD 2019), shown by lower super output area.

Both health and social care needs are reflected in the level of deprivation. The more deprived areas, the higher level of multiple-faceted health and care needs related to: smoking, alcohol, obesity, social isolation, mental health and self-harm all requiring specialist support, knowledge and skills in the workforce.

## The Adult Social Care Workforce

When we talk about the Adult Social Care Workforce it is far-reaching and difficult to define due to its size and diversity as it covers all those working with and in contact with the people of Doncaster who need support to continue to live their life as independently as possible. This is whether in their own homes, care homes, day care, health establishments or in the wider neighbourhoods or community.

The workforce includes both paid and unpaid carers, registered and non-registered professionals working in a variety of roles.

This workforce includes: statutory, independent, private and voluntary sector providers as well as people who use service, their families and carers including organisations in supporting roles, such as housing, leisure and training providers.

It is about achieving consistency across all services, for the benefit of people who use services, carers and local communities, regardless of who provides the services.



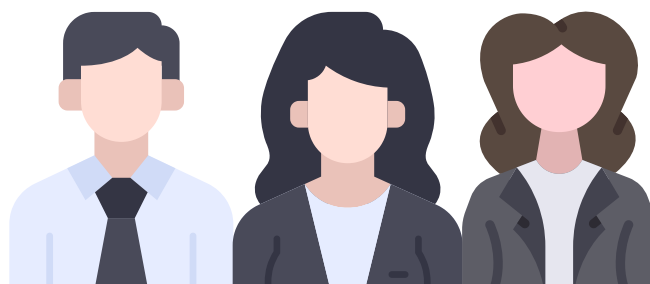
**ADULT SOCIAL WORKER** **SUPPORT WORKER**  
**TEAM LEADER** **OUTREACH WORKER** **PERSONAL ASSISTANT**  
**COMMUNITY SUPPORT WORKER** **MANAGER** **SUPERVISOR** **SENIOR CARE WORKER**  
**OWNER** **CARE WORKER** **CATERING**  
SENIOR MANAGEMENT  
**MAINTENANCE** **VOLUNTEER** **REGISTERED NURSE**  
**CLEANER** **MENTAL HEALTH SUPPORT WORKER** **SUBSTANCE MISUSE WORKER** **DIRECTOR**  
**OCCUPATIONAL THERAPIST** **TECHNICIAN** **CHIEF EXECUTIVE**  
**RESIDENTIAL WARDEN** **ADMINISTRATOR** **ACTIVITIES CO-ORDINATOR**  
**FINANCE OFFICER** **SOCIAL PRESCRIBER** **ADVOCACY WORKER**



The Adult Social Care Workforce Data Set (ASC-WDS) provides a view of the social care workforce nationally and locally. In Doncaster, we are continuing to working closely with Skills for Care and other partners to promote the use of ASC-WDS to increase the data gathered about the Adult social care sector. This is what the data tells us for 2021-2022:

## Size and structure of the workforce in Doncaster

There were **8,500** filled posts in Doncaster



5,600

Direct Care



500

Managerial



300

Regulated Professionals

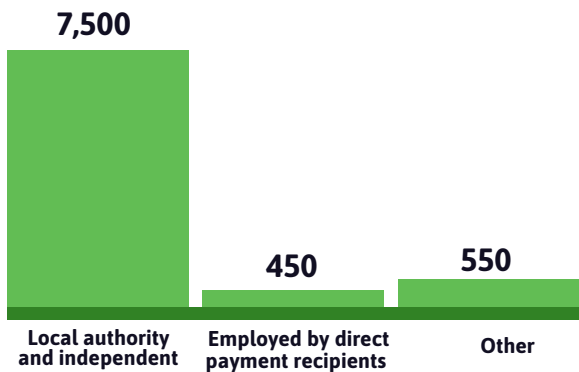


1,100

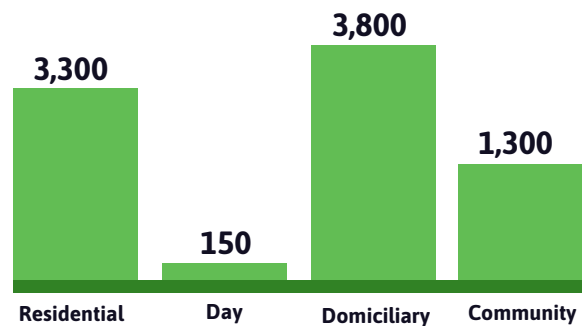
Other job roles



Filled posts by sector



Filled posts by service



Employers



250

Estimated direct payment recipients employing their own staff

INDIVIDUAL EMPLOYERS OF PERSONAL ASSISTANTS EXTRA CARE  
 SUPPORTED LIVING COMMUNITY INDEPENDENT  
 STATUTORY NEIGHBOURHOODS **HOME CARE** DAY CARE  
 PRIVATE AND VOLUNTARY ORGANISATIONS CARE HOMES  
 FAMILY CARERS SMALL ORGANISATIONS **HEALTH**

## Recruitment and Retention

The estimated turnover indicates that just under 1/3rd of the workforce leave their jobs across adult social care sector in Doncaster but not all turnover results in workers leaving the sector; of new starters in this area over three quarters were recruited from within the adult social care sector; therefore although employers need to recruit to these posts, the sector retains their skills and experience.

The turnover rate in 2021/22 was

**30.7%**

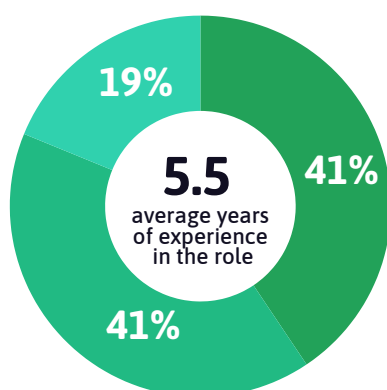
(or 2,200 leavers)

**86%**

of staff were recruited from  
within the adult social care sector

Doncaster has an experienced 'core' of workers with on average 9.9 years of experience in the sector and 79% of the workforce who have been working in the sector for at least three years.

### Experience in role

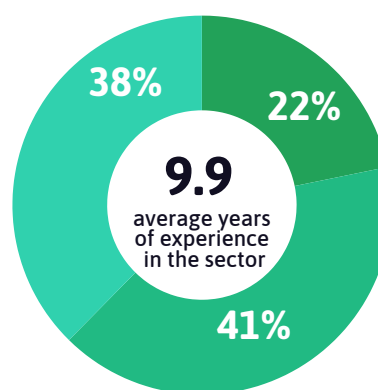


Less than  
3 years

3 - 9 years

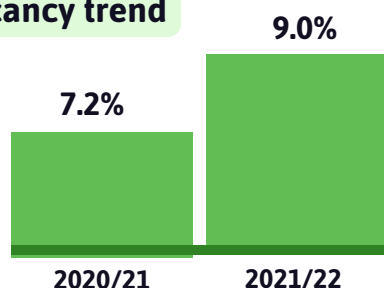
10 years  
or more

### Experience in sector



The estimated vacancy rate across care roles remained relatively low at an average of approximately 375 vacancies at any one time up to 2021. The 2022 data is showing an increase to 700 vacancies which reflects the issues care providers are reporting with recruitment and retention.

### Vacancy trend



**9.0%** vacancy rate

(700 vacant posts in 2021/22)

If the workforce grows proportionally to the projected number of people aged 65 and over then the total number of adult social care jobs in Doncaster would need to increase by 35%, which means approximately 3000 additional jobs in social care by 2040 an additional 176 new workers each year. Taking into account the number of workers due to retire and need replacing, plus the turnover rate and the current vacancy rates, Doncaster will need approximately an additional 300 people taking up jobs in social care every year.



The average number of sickness days increased by 2 days during 2021/22 to 10.2 days (8.8 days in Y&H and 8.3 days across England). With an estimated directly employed workforce of 7200, this would mean employers in Doncaster lost over 73,000 days to sickness in 2021/22 in comparison to pre covid 2019/20 which was Doncaster 7.8 days, (6 Y&H and 5.1 England) with a workforce of 7100 this equated to 56,000 days lost

## Factors affecting turnover

Across England, variables that influence the likelihood of a worker leaving their role were:

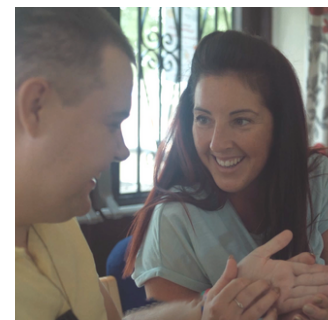
- Workers who travelled further were more likely to leave.
- Those under 25, and over 60 years old, were more likely to leave their posts.
- Turnover decreased with higher levels of experience working in the sector.
- Likelihood of leaving decreased as pay levels increased.
- Likelihood of leaving decreased with higher levels of experience in role.
- Likelihood of leaving decreased if workers had more training.
- Turnover decreased if workers had a higher number of contracted hours.
- Likelihood of leaving decreased if workers had fewer sickness days.
- Workers on zero-hours contracts were more likely to leave their posts.
- Likelihood of high turnover rates increased if the establishment had high turnover historically

## Proud to Care Doncaster Recruitment Support

The Proud to Care Doncaster campaign was started in 2021 to support care providers with recruitment and to support people to start their career in Adult Social Care.

Promotional materials to raise awareness of working in social care and the variety of roles available have included a Sky TV advert, social media posts and a series of guides, fact sheets and leaflets

Recruitment open days showcasing the different roles and vacancies available, with support to fill in application forms leading to potential interviews were held across Doncaster with social care providers and partners and will continue.



*Proud to Care*  
DONCASTER

To engage with the future workforce, Proud to Care Doncaster Team have been visiting schools and colleges to engage with students and children to raise awareness about working in Care and the variety of roles and careers available to them. The introduction of a student work placement passport has been developed to make the transition from school or college into the workplace easier.

Placement opportunities are available to give people a taste of how rewarding a career in care can be.

For people new to working in care a 12-week Care Certificate Induction Programme has been developed which combines comprehensive training alongside putting new skills in to practice in the workplace.

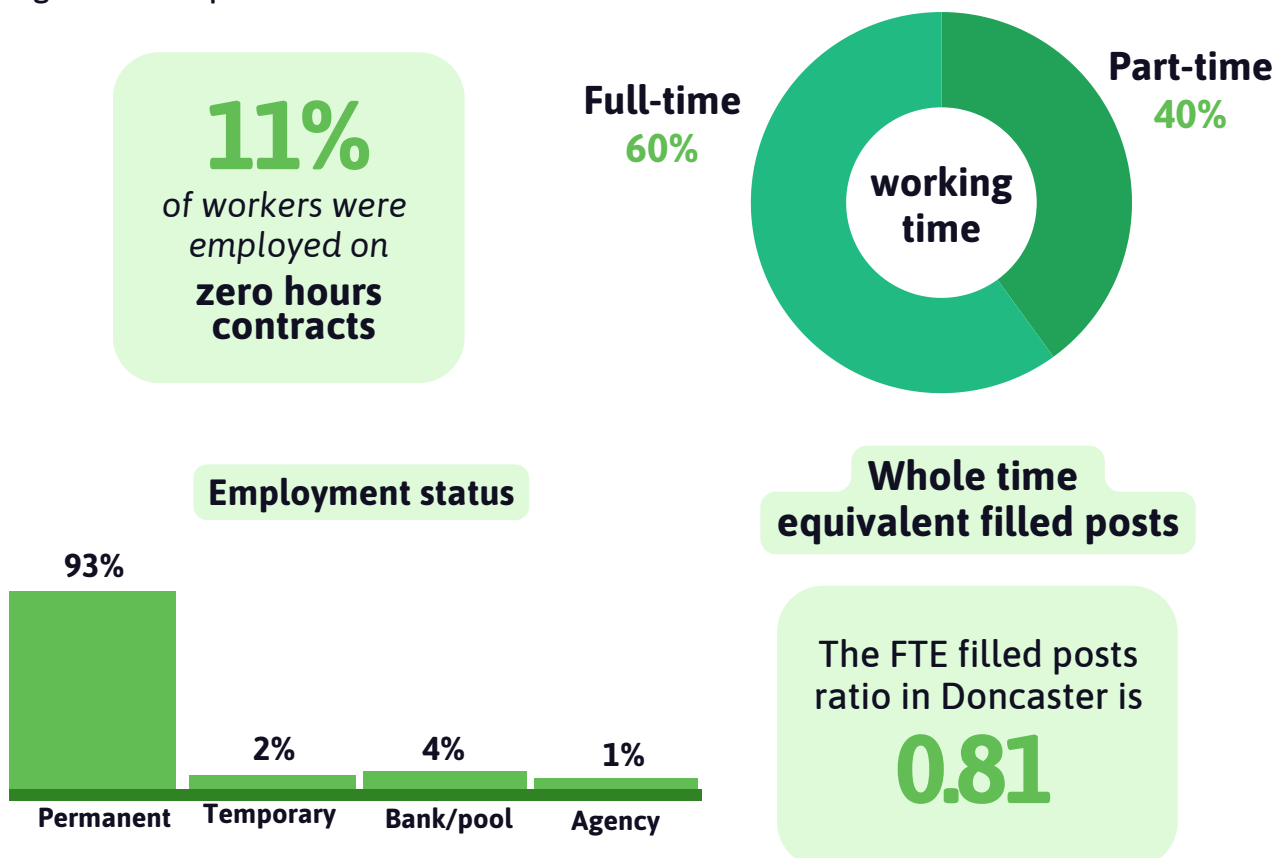
Training and development to enhance workers skills and knowledge is offer accessible to providers across the sector via the Workforce Development Team

A Series of guides/factsheets produced for employees/employers/managers/learners on roles available and key aspects of apprenticeships

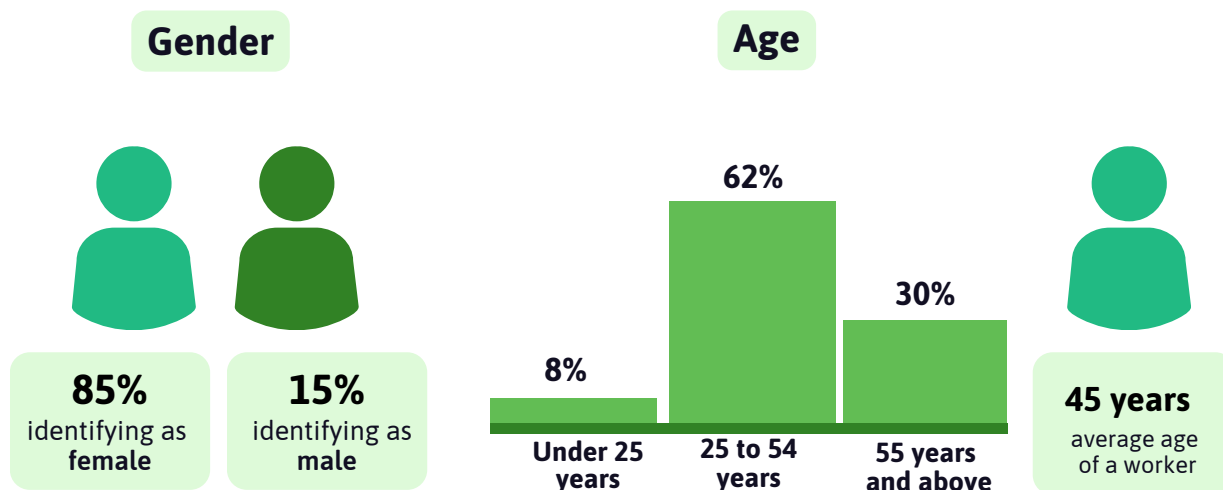
## Employment overview

The estimated number of adult social care jobs in the Local Authority and independent care sector in the Doncaster area in 2022 was 7500.

Less than a quarter of the workforce were on zero hours contracts in comparison to 24% in England, which offers some stability to the workforce in Doncaster as well as offering a good mix or part time and full time roles.

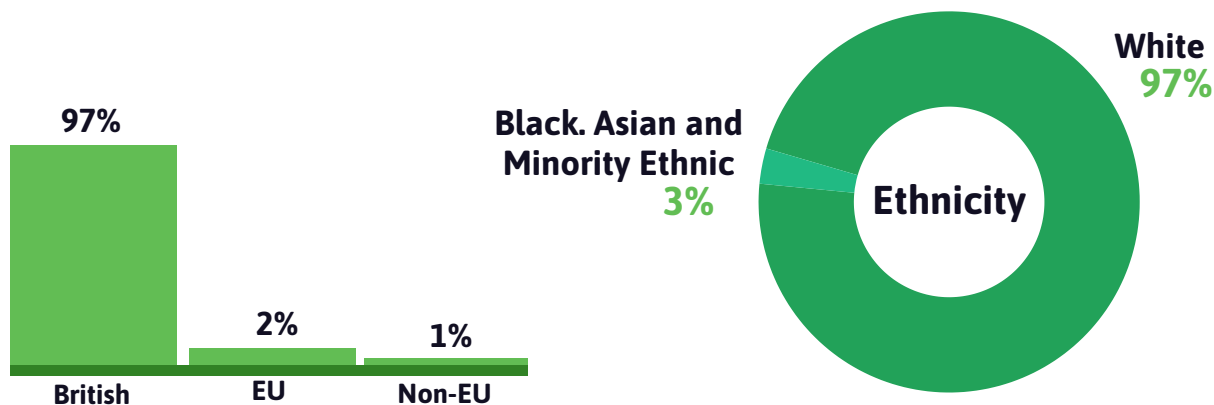


## Workforce demographics



With this age profile, approximately 2250 people will be reaching retirement age in the next 10 years.

Nationality varies by region; in England 83% of the workforce identified as British, while in Y&H this was 93%, 2% identified as EU nationality and 1% a non- EU nationality, therefore there was a similar reliance on EU and non-EU workers.



This gender, age, ethnicity and nationality balance is unrepresentative of the population of Doncaster. Succession and workforce planning will need to be a priority to ensure the workforce is available to meet demand and reflects the diverse population of Doncaster.

## Hourly and annual pay rates

In Doncaster we are paying above the regional average and in comparison to national pay we are paying well. We are committed to ensure that pay rates across the sector remain positive and are encouraging employers to acknowledge this and pay good rates of pay.

We recognise that we have been losing staff to other sectors e.g. supermarkets and distribution centres due to higher salaries, better or more flexible hours and bonuses or discounts offered which the care sector cannot offer but we know that many care workers love their jobs because they can make a real, immediate difference to people's lives. We know that career development, alongside pay, is a key issue for social care staff so we need to make greater access to training, development and career opportunities to retain staff.

We are currently working with providers on pay and rewards and terms and conditions to improve recruitment and retention across the sector and to make sure both providers and front line staff feel valued and supported to deliver good care.

## Qualifications, training and skills

We believe that everyone working in adult social care in Doncaster should be able to access the learning and development, skills and knowledge they require to carry out their role effectively, and provide high quality care and support to meet the needs of the social care market.

### Social care qualifications held

49%

held a qualification relevant to social care (excluding regulated professionals)



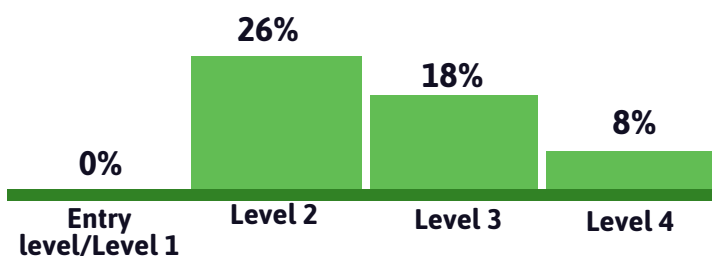
In comparison, 49% of individuals across England held a qualification relevant to social care

39%

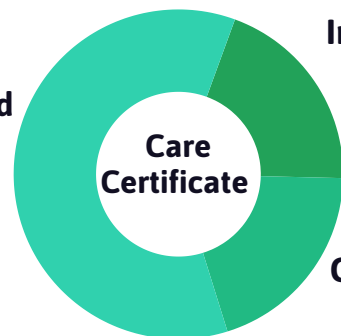
had achieved or were working towards the Care Certificate



In comparison, 51% of the total adult social care workforce achieved or were working towards the Care Certificate



Not started  
61%



In progress/partially complete  
20%

Completed  
20%

Of those workers without a relevant adult social care qualification recorded, 48% had five or more years of experience in the adult social care sector, 49% had engaged with the Care Certificate and 58% had completed training.



## Unpaid Carers/Kinship Carers

There could be as many as **78,000 unpaid carers in Doncaster** according to latest research from Carers UK. Unpaid carers are friends, relatives and volunteers caring for people alongside the traditional paid workforce.

**Carers save the economy £132 billion per year, averaging £19,336 per carer and very often prevents, reduces and delays the need for more formal services.**

**Actual reported unpaid carers in the 2021 Census estimated 28,132 usual residents aged 5 years and over provided unpaid care in 2021, this is an age-standardised proportion of 9.7%, a decrease from 12.0% in 2011.**

**1 in 7 working people are carers juggling work with looking after an older, disabled or seriously ill relative, friend or neighbour.**

However, this figure is predicted to have grown since the pandemic. With the ageing population and workforce this means that there are more people who need constant personal support and more family members and friends caring for them while also in paid work.

**1 in 5 give up work altogether to fulfil their caring role.**

**Locally 58% of carers are women and 42% are men**

The impact of staff turnover, absence and stress as a result of juggling work and caring could be costing UK businesses over £3.5 billion every year, so there are significant savings to be made by better supporting carers to manage work alongside caring.

Doncaster Council now hold an Umbrella Plus Membership to Employer for Carer's (EfC's Carers UK) to help businesses in Doncaster support and retain carers in their workforces. As part of this all working carers are able to access an online platform which has information and support on health and wellbeing, carers rights and working and caring, and access to Jointly (Carers UK's care co-ordination app). This site can be accessed at [carersdigital.org](https://carersdigital.org) using our unique access code: DGTL1849.

Participation in carer training sessions that are widely available can offer enhanced knowledge of conditions and circumstances carers may need support with. Opportunities are available to enable carers to have quality of life by improving their health and wellbeing, essential for sustainability of caring roles.

Carer friendly recruitment and support is essential for employees balancing work and care. Given the pressures that can result from balancing multiple responsibilities inside and outside the workplace, it is unsurprising that 1 in 6 carers give up work or reduce their hours to care.

Many of these employees will be your most valuable staff, the experience 45-64 year-olds. In this economic climate, it's more important than ever that we retain skilled and experienced employees to increase customer satisfaction, improve productivity and cost effectiveness.

# How we will achieve the vision

## Our workforce priorities and outcomes

These priorities will be worked on over the whole life time of the strategy up to 2026.

- **Priority 1: Recruitment, Retention and Career Pathways**
- **Priority 2: Workforce Redesign**
- **Priority 3: Workforce Development**
- **Priority 4: Integrated Workforce and Development Commissioning**
- **Priority 5: Safeguarding, Professional Registration and Workforce Regulation**
- **Priority 6: Leadership and Management**

### Priority 1: Recruitment, Retention and Career Pathways

We will work together to develop innovative ways to enhance recruitment in to new and existing roles with a focus on values based recruitment. We will have clear career pathways for people to move easily between sectors with effective induction and development to provide the many talents the workforce needs to progress and develop and reduce staff turnover.

#### How we are going to do this is by:

- Working with partners on recruitment and retention initiatives and campaigns through Proud to Care Doncaster to increase public understanding and promote a positive image of social care as a rewarding, challenging and fulfilling career.
- Developing clear entry routes, career and development pathways which provide the transferable skills mix required across the health and social care sector for both registered and non-registered staff and where specialisation is encouraged where appropriate.
- Identifying and supporting schemes to improve terms and conditions of employment, pay and benefits and working environments where staff are recognised, valued and rewarded and their wellbeing and mental health is supported and improved e.g. transport support, flexible/shorter contracted hours, childcare support, carer friendly recruitment.
- Supporting Workforce Planning and Succession Planning to avoid future workforce shortages and reduce turnover. E.g. building apprenticeships in to team structures, offer work experience placements and encouraging exit interviews to gather data on turnover.



## Priority 1 continued

- Reviewing recruitment processes to make it easier and more accessible for people to apply for jobs and developing a supportive, accessible, values-based approach to recruitment, aligned with the principles and behaviours described in our Adults, Health and Wellbeing practice framework, to attract, recruit and retain the workforce we need.
- Attracting a workforce which reflects our diverse communities by building and enhancing social justice, equality, diversity and inclusion in the workforce. Identifying and addressing barriers to work and progression and putting solutions in place to improve the issues people face in securing employment.
- To actively encourage and support people with lived experience to join our workforce in paid roles and/or to engage in coproduction work where you are paid in recognition of the value of your time and expertise.

### The impact of these actions will be:

- Increased awareness and understanding about working in social care
- The roles, opportunities and career pathways in Adult Social Care are clear
- Staff wellbeing is improved
- Staff turnover is reduced therefore less vacancies
- Job enquiries are converting to appointments
- Workforce shortages are forecasted with plans in place to minimise impact
- Job seekers find it easier to access jobs in social care
- Workforce capacity is increased as more people chose to work in care
- An increase in the number of work placements leading to recruitment
- The sector is attracting a younger, more diverse and underrepresented workforce that reflects the diversity of our communities

## Priority 2: Workforce Redesign

We will work together to change the workforce to meet the local neighbourhood and community needs.

### How we are going to do this is by:

- Developing the roles within the social care workforce to meet demand and be more active in their communities. Using different approaches to work with people that will ensure they live the lives they want. We will take a community led support approach with people placing local at the heart of everything we do.
- Increasing the number of care providers completing and using different methods of feedback and data to gain a more accurate understanding of the workforce in Doncaster which will provide valuable information to support strategic workforce planning and commissioning.

## Priority 2 continued

- Supporting commissioners in market development to provide innovative working practices where the workforce is supported to be creative and responsive to meet individual outcomes. This will include: Developing new roles to work across Health and Social Care to manage the demand of the population, developing and supporting a Trusted Assessor model, enhancing the use of technology and locality working.

### The impact of these actions will be:

- Care and support will be tailored to community strengths
- A workforce with capacity and capability to support people to live and age well.
- An increased number of employers will be accessing the Workforce Development Fund made available through completing statutory data returns
- Workforce and succession planning becomes a continuous cycle
- Peoples independence, health and wellbeing is maximised through the use of technology

## Priority 3: Workforce development

We will develop the workforce so we have the right people with the right skills, knowledge and behaviours delivering personalised, preventative and safe services using strengths based approaches.

### How we are going to do this is by:

- Embedding the Care Certificate as part of care provider induction processes for all new staff within their first 12 weeks of employment which recognises achievements and enables workers to move within the sector without having to repeat training unnecessarily.
- Building practical and simulation experiences into training and qualifications
- Developing and enhancing the skills of care givers either paid or unpaid.
- Developing the enhanced care worker skills with low-level clinical skills to meet the growing demand for support for people with multiple, age related and longer term health and care needs.
- Identifying and providing a wide range of mandatory to specialist development opportunities as services reshape, refocus and reset to recover from recent challenges and further embed strengths based approaches focussing on relationships and what matters to people, not processes.
- Developing alternative, flexible and blended approaches to learning and development which are coproduced and delivered where appropriate with people who are experts through their lived experience.
- Promoting prevention and early intervention using innovative approaches focussing on enabling, rehabilitation and recovery.

### Priority 3 continued

- Improving the understanding and take up of qualifications and apprenticeships available and offering career long continuous professional development and learning opportunities.
- Supporting and engaging family carers and communities we find hard to reach to enable them to access learning opportunities which suit their needs.
- Developing and understanding the regulated workforce requirements and embedding them into PDR's, supervision sessions, and aligning development opportunities to professional standards.
- To increase the legal literacy of our workforce to ensure that workers inform people about their rights and promote autonomy, choice and self-determination, particularly when supporting people who are unable to make decisions about their care and support.
- Developing a programme of activity around Equality, Diversity and Inclusion that improves the cultural competency of our workforce, to ensure that people are treated equally and fairly, and that the diversity of individuals and communities are recognised, seen as a strength and reflected in planning and commissioning care and support.
- Embedding a more compassionate and curious approach within and by our workforce, with a focus on promoting listening, trust and autonomy, and reducing bureaucracy and blame.

### The impact of these actions will be:

- Duplication of training is reduced
- Staff retention rates are improved
- Staff understand the development requirements for their role and are up to date with training providing a solid foundation and a consistent learning approach.
- A pipeline of talent to meet existing and future skills gaps
- Quality of care is improved
- Job satisfaction is increased
- The profile of Apprenticeships is improved and are being used as a route in to care as well as to upskill and enhance qualifications across the workforce
- An increase in staff accessing learning when and how it suits them
- Carer wellbeing is improved
- More people are making informed decisions about their care and support and remain living in their own homes, managing their health better and staying out of hospital



## Priority 4: Integrated Workforce and Development Commissioning

We will continue to work with partners across Doncaster social care, health care and other sectors to develop and commission services.

### How we are going to do this is by:

- Continuing to engage and develop partnerships to identify opportunities for joint training, development and workforce commissioning at a national, regional and local level.
- Continuing to work with local care, community and health networks to identify mandatory training required by all sectors. This will be jointly developed, commissioned, funded and monitored to achieve efficiencies and quality.
- Working with Skills for care and education providers to influence and develop curriculum content relating to health and social care qualifications and support the development of the Doncaster Health & Social Care Centre of Excellence.

### The impact of these actions will be:

- Agencies work together to achieve better outcomes for the people they support
- Budgets and funding opportunities are maximised
- Training and qualifications across Health and Social Care are of the same standard for all staff and portable across sectors
- Care and support delivered by staff across Health and Social Care is consistent
- Social, health care and other sectors are working in a joint and integrated way to commission services

## Priority 5: Safeguarding, Professional Registration and Workforce Regulation

We will work with all organisations to ensure the workforce is regulated for quality and safety in services.

### How we are going to do this is by:

- Ensuring effective quality management systems are in place that ensure adherence to workforce regulation, CQC Assurance, compliance and contract monitoring requirements.
- Progressing the developments of the Safeguarding Adults Board and its workforce sub groups to embed Making Safeguarding Personal into training and service delivery. Using six principles of safeguarding - empowerment, prevention, proportionality, protection, partnership and accountability.
- Having high quality agreed multi-agency safeguarding systems, processes and procedures in place that are being consistently implemented and frontline practice is quality assured and robust with effective risk management strategies in place. There is a Doncaster Safeguarding Adults Workforce Strategy in place to support this.

## Priority 5 continued

- Ensuring social workers, occupational therapists and nurses working in Adult Social Care have access to continuous professional development and experiences to maintain their professional registration.
- Working with the South Yorkshire Teaching Partnership to embed the partnership agreement to provide advanced practice development for social workers, provide social work student practice-learning opportunities and meet placement targets.

### The impact of these actions will be

- Quality of care is improved and evidenced through inspection and monitoring reports
- Vulnerable adults live a life free from harm and abuse
- Peoples health, wellbeing and human rights are protected
- Regulated professionals continue to practice and enhance their knowledge
- Fewer complaints



## Priority 6: Leadership and Management

We will promote strong leadership and management across the public, independent, private or voluntary sectors to achieve the transformation and culture change required.

### How we are going to do this is by:

- Supporting and promoting a clear agreed vision and embedding the values and behaviours agreed in the practice framework and local account.
- Supporting the development of employers and managers so they have the tools to support and enhance the mental health and wellbeing of their staff both now and in the future. E.g. Developing and embedding mentoring and coaching strategies
- Assessing and mapping out the needs of leaders and managers and developing appropriate plans and development opportunities to reflect service needs at all levels. Including aspiring managers and ethnic minority leadership progression which will be met through joint approaches with partners.
- Developing strategic workforce planning and succession planning skills

### The impact of these actions will be:

- Everyone is working towards and motivated to achieve the same goal
- Efforts, actions and decisions are focused and aligned to make our vision a reality
- Employee retention is increased
- Future leaders can be identified
- Employee growth is promoted
- The risk of vacancies in critical roles will be mitigated



# WORKFORCE STRATEGY 2023-26

## Doncaster's Adult Social Care



City of  
Doncaster  
Council

