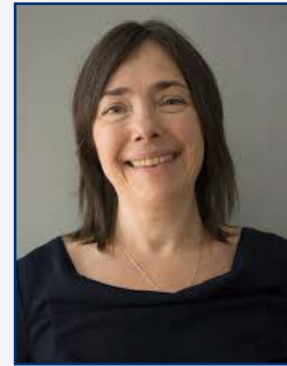


Bradford Social Care Workforce Strategy 2022 – 2027



Foreword



**Jane Wood,
Assistant Director Commissioning
and Integration**

Our greatest asset in adult social care is our workforce who provide vital care and support to our service users on a daily basis.

We know we have many committed individuals who do an amazing job and who get a great deal of satisfaction from knowing the positive difference they are making in people's lives, but we also know our sector is struggling to recruit and retain enough staff to meet needs in the way we want to be able to do. This strategy provides a starting point from which to focus on a series of interrelated actions and activities with the aim of systematically addressing some of the workforce challenges we face. We need to continue to work in partnership with the sector and our colleagues in health, education and employment services, as well as to rethink some of our service and funding models. Through the actions to implement this strategy we will make it known that social care jobs in Bradford can be incredibly rewarding and a very positive career choice leading to a range of opportunities for individuals who care.



**Louise Bestwick,
Bradford Care Association CEO**

The Bradford Care Association (BCA) represents the hundreds of independent adult social care providers based in Bradford to ensure that these providers have a united and strong voice that is heard and valued by Commissioners of care (Local Authority and NHS) and the Integrated Care System partners in Bradford and West Yorkshire.

During the COVID-19 pandemic the system partners worked together positively and collaboratively to respond quickly, find shared solutions and manage the challenges and demands that the workforce faced for the benefit of the whole integrated care system and for the residents of Bradford.

However, there still remain some key challenges and differences to overcome between public sector organisations and independent care providers in terms of parity of pay rates, terms and conditions of employment, career opportunities, and the public's perception and image of independent care providers. These differences threaten the stability and limit the capacity of the care market, and continue to impact negatively on the recruitment, resilience, ongoing development and retention of the workforce.

Our ambition through this Workforce Strategy and Implementation Plan is to achieve that parity, so that our workforce feels valued and is fairly rewarded for the quality care that it delivers. It seeks to ensure we can attract, retain and nurture a happy and resilient future care workforce to support a vibrant and sustainable care market in Bradford.

Executive Summary

The Adult Social Care workforce in Bradford is central to providing support and care to people who need it. The COVID pandemic has been a very challenging time for the care sector which has strengthened partnership working and brought communities together. Bradford Council and its partners are committed to continue this growth and development.

This strategy has been co-produced working with social care providers, Bradford Care Association, strategic partners, and Bradford Council. This was achieved by undertaking summits, conducting questionnaires and feedback from care provider networks. These events identified the challenges/priorities faced by the workforce: Recruitment, Retention, Pay and Conditions, Wellbeing, Learning and Development and Raising the Profile of social care. These challenges/priorities are the foundation of this five-year strategy.

The aims of the strategy are that the adult social care sector should:

- Be supported to increase recruitment of individuals that have the right values, feel valued in their role and advocate social care as a rewarding career.
- Have access to learning and development opportunities that provide them with the skills, knowledge, and competencies to deliver person centred support.
- Work in partnership and represent the sector at system and place level, raising pay and tackling inequalities in working conditions
- Support the wellbeing of the workforce, ensuring they have access to support appropriate to their needs.

It draws on the Bradford workforce vision and values, and states key commitments to meet current and future demand for adult social care.

The report concludes with 13 recommendations to ensure the successful implementation of the strategy.

Introduction

The complexities and ever-changing nature of health and social care coupled with the impact of the pandemic, ongoing austerity measures and acute staffing shortages mean that shaping and commissioning personalised, preventive and good quality care and support services is a challenging process, one which demands flexibility, innovative approaches and development of new ways of working.

The Adult Social Care workforce in Bradford is central to providing support and care to the people who need it. The COVID pandemic has been a very challenging time for the care sector, but has strengthened partnership working and has brought communities together. Bradford Council is committed to continue to build and develop from this foundation.

Care providers have shared the challenges they are facing; constant recruitment, which is costly and time intensive, with difficulty attracting applicants due to the image of social care, low pay and conditions. Another difficulty for the social care sector is that many applicants do not drive or have access to a vehicle which means that they are not able to work in the community to support individuals in their own homes.

Providers have shared that it is hard to retain staff because they often do not see social care as a career. In the current jobs market they can work in other industries that offer higher pay and other rewards, fewer risks and more opportunities to progress.

To support the Bradford social care sector, we have developed a five-year strategy that focuses on six priorities identified with the sector;

- Recruitment
- Retention
- Pay and conditions
- Wellbeing
- Learning and Development
- Raising the profile of social care.

This strategy aims to support the sector to increase recruitment ensuring that individuals have the right values, feel valued in their role and see social care as a rewarding career. The strategy aims to encourage individuals to stay in the sector by ensuring they are supported and have access to learning and development opportunities that provide them with the skills, knowledge, and competencies to deliver person-centred support. We need to ensure that pay levels and working conditions are appropriate to recruit and retain quality staff so that services are operating safely. We are also committed to the wellbeing of the workforce ensuring there is access to support appropriate to their needs. The workforce leaders in the sector will be enabled to develop their services which reflect the population of Bradford.

The overarching aim of the strategy is to achieve our Bradford workforce vision.

‘We will have a culturally competent workforce, that is motivated, confident and well-resourced and has the commitment to deliver person centred and strength-based approaches with individuals across the Bradford District so that people live ‘happy, healthy at home.’

This strategy has been developed in partnership and we will continue to work with all our social care provider partners and strategic partners in Bradford and with colleagues from across the health and social care sector.

Background & Progress To Date

In developing the strategy, we have taken guidance from national and local strategies. Strategic partner and care provider summits were held in March 2022 to ensure the social care sector in Bradford engaged, had an opportunity to contribute and to drive the development of this strategy. To capture a wider audience across the social care sector, questionnaires were circulated as a further channel for individuals to contribute. The strategy will be reviewed annually and refreshed as needed.

The local authority and other stakeholders in adult social care have a history of positive collaboration. Longstanding recruitment and retention challenges have been met with a diverse range of solutions intended to draw potential candidates to social care jobs and support their development. These include:

SkillsHouse – a wide-ranging partnership offering a care academy, information, advice and guidance, support into work and training and links to vacancies

Bradford Cares – a recruitment portal promoting careers in social care, with role descriptions and links to vacancies

The sector rose to the Covid challenge by bringing together the Workforce Supply Group comprising the Local Authority, independent sector and other key stakeholders in Bradford to create a sector wide recruitment and retention approach. The Local Authority funds Bradford Care Association's (BCA) activity and personnel (CEO, Administrator and Workforce Lead), to build an even stronger network to support care providers.

Since the outbreak of the pandemic Bradford Council, care providers and system partners have worked collaboratively to continue to deliver personalised health and social care services across the region. With the increased challenges and changing government requirements this has meant that delivery, policies, procedures, and processes constantly needed to be updated.

The COVID 19 team within the LA, the local Health Protection, Infection Prevention and Control team (IPC) and BCA worked together to feedback issues, find solutions (including additional funding), and provide timely information to registered managers via a twice weekly email bulletin, and all relevant information was 'housed in one place' on Connect 2 Support digital platform for ease of access.

- LA commissioners disbursed all available Government funding promptly and equitably to care providers to support financial pressures, e.g. under-occupancy, infection control measures, sick pay for staff when self-isolating, recruitment and retention, and most recently increased fuel costs for the home care workforce.

This Bradford Adult Social Care Workforce Strategy has been co-developed by members of the Bradford District Workforce Strategy Steering Group:

- **Ben Oxlade-Parker, Contract & Quality Manager, Early Intervention and Prevention, Contract & Quality Team. (City of Bradford Metropolitan District Council)**

- **Rachael Ross, Workforce Lead (Bradford Care Association)**

- **Kathryn Jones, Programme Lead – Health & Social Care Economic, Partnership (City of Bradford Metropolitan District Council)**

- **Mark Henderson, Senior HR Business Partner (City of Bradford Metropolitan District Council)**

- Strong communication channels developed via weekly BCA/IPC Provider forums, regular newsletters, and a Manager's WhatsApp group to facilitate prompt sharing of new guidance and obtain clarification to questions
- Online development and support sessions via telemeds and 'zoom' on a range of topics, including Infection Control, covid vaccinations, DSP Toolkit were delivered. Recording of zoom sessions enabled wider access at a time to suit.
- Regular Quality Workshops for Managers (delivered remotely) supported and sustained care quality, shared best practice and maintained up-to-date knowledge
- Free access to an online learning resource (ALTURA platform) was provided to assist in meeting mandatory training requirements for care staff to reduce face-to-face contact; this was funded by the LA until May 2022. West Yorkshire Health and Well-being hub resources were freely accessible and also a range of training sessions for all care staff, e.g., menopause, mental health first aid from the Bradford District and Craven Health and Wellbeing Virtual Hub, funded by the West Yorkshire ICS were made available
- SkillsHouse, Cellar Trust and JCP are all actively promoting social care positively to those seeking employment, and any interested candidates can attend a Care Certificate programme (with a local College prior to gaining employment) free of charge. Candidates interested in obtaining a job in social care are then promoted in the Manager's WhatsApp group to aid rapid recruitment of these potential staff.

Aim And Purpose Of The Bradford Workforce Strategy

This five-year workforce strategy provides direction and a framework for workforce transformation for all adult social care providers, strategic partners, commissioners and workforce across Bradford to achieve our vision for those who draw on care and support services in Bradford that is coordinated, personalised to them and delivered by the best people.

Below, we set out our five-year workforce vision, ambition and approach to ensuring Bradford adult social care sector has the right number of staff, with the right capabilities in the right place at the right time to deliver high-quality care within our available resources.

The overarching aim is to achieve our Bradford workforce vision.

'We will have a culturally competent workforce, that is motivated, confident and well-resourced and has the commitment to deliver person centred and strength-based approaches with individuals across the Bradford District so that people live 'happy, healthy at home.'

For the purpose of this strategy 'adult social care workforce' refers to:

- **Private and independent social care workforce**
- **Local authority adult social care workforce**
- **Voluntary and community sector which includes social enterprises, user-led organisations**
- **Social care staff in a health setting**
- **Individual employers**
- **Personal assistants**

We also acknowledge the huge support that family and other unpaid carers give, and that of volunteers.

This strategy identifies and offers solutions to a number of cross-cutting strategic priorities, opportunities and challenges that will need to be addressed to ensure the Bradford Adult Social Care workforce both paid and voluntary is equipped and able to respond to the current and changing needs that the sector and the population of Bradford demand.

The six cross-cutting themes (Recruitment, Retention, Pay and conditions, Wellbeing, Learning and development and Raising the profile of social care as a career) need to be underpinned by compassionate leadership and a strong commitment to equality, diversity and inclusion.

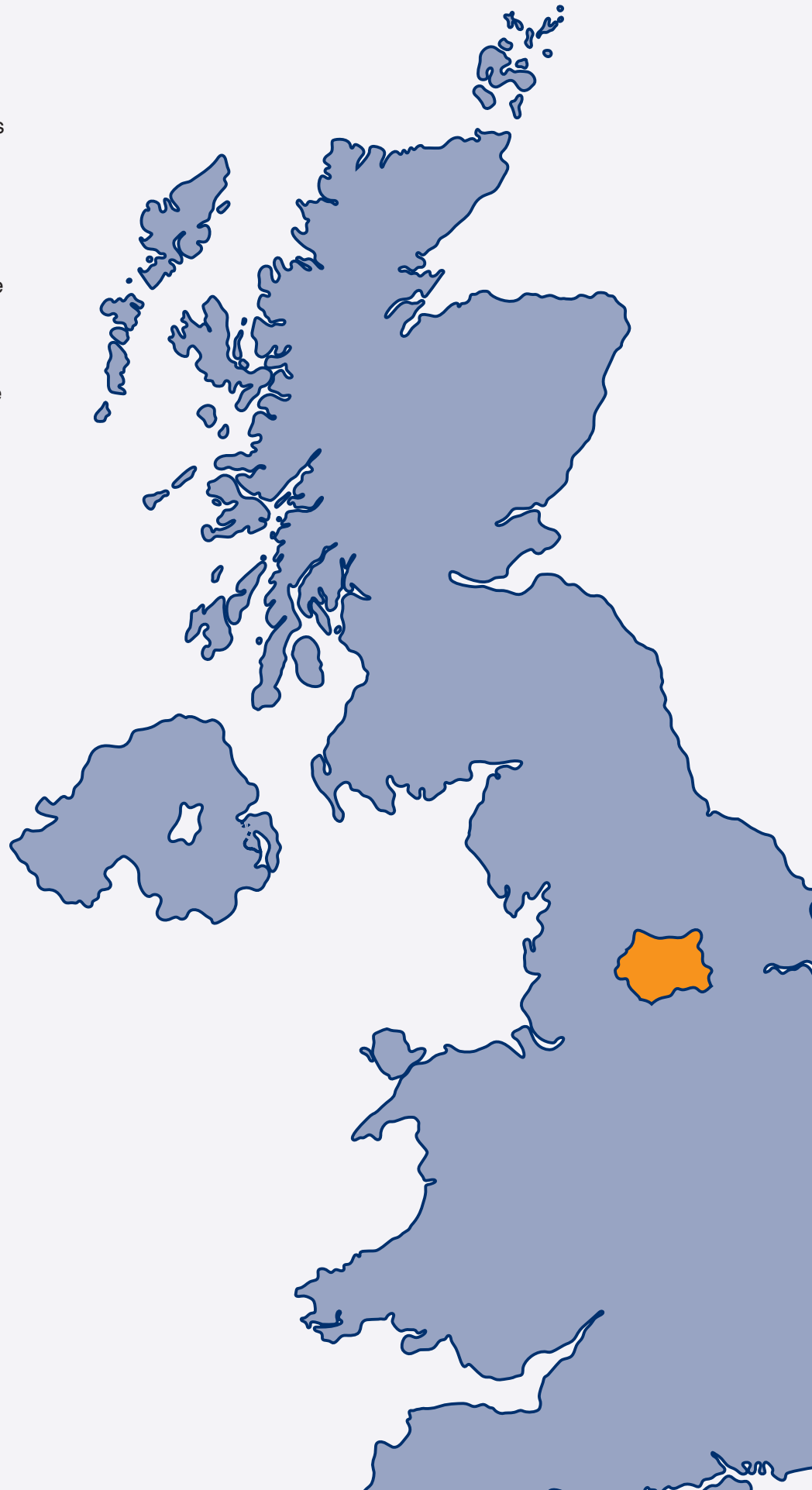
Local And National Policy Drivers

The challenges facing health and social care are documented within national, regional and local, policies and plans.

It is intended that this strategy will be flexible and dynamic as the policy and economic environment changes. We will therefore commit to review this strategy on an annual basis.

Whilst developing the Bradford Adult Social Care Workforce Strategy the steering group has sought to align its workforce outcomes to the following adult social care local and national policies and drivers.

- A joint health and wellbeing strategy for Bradford and Airedale 2018-2023'
- City of Bradford Metropolitan District Council's adult social care Market Position Statement (MPS) April 2020
- The Council's Four-year Plan 2021 – 2025
- West Yorkshire Health and Care partnership - The People Plan – Workforce Strategy 2021-2025
- Social Care leaders – vision for a future workforce strategy
- People at the heart of care: adult social care reform white paper



Key facts

Bradford at a glance



The Adult Social Care Workforce In Bradford

Size And Structure

In Bradford there are an estimated 14,000 jobs in adult social care, split between the local authority (11%), independent sector providers (82%) and jobs working for direct payment recipients (7%). There are approximately 82,000 people aged 65 and above. This population is expected to grow by 30% between 2020 and 2035, which means the adult social care workforce needs to increase by 24% (approximately 3,600 additional jobs) by 2035.

Workforce Demographics

The majority (82%) of the workforce in Bradford is female, and the average age is 44 years old – the same as the national average. Workers aged 24 and under make up 11% of the workforce and workers aged over 55 represent 24%. Given this age profile approximately 3,100 people will be reaching retirement age in the next 10 years. The majority of the workforce in Bradford identified as White ethnicity (69%, or 9,660 people) followed by Asian (24% or 3,360 people). These proportions reflect the wider population in Bradford.

Recruitment And Retention

The all staff, all sector staff turnover rate in Bradford is 19.5%, which is lower than the England average of 29.5%. However, this average conceals some very high turnover rates, for example care workers in care homes without nursing have a 45.1% turnover rate compared to just under 25% in care homes with nursing and 16% in home care services. 65% (2,300) of new starters were recruited from elsewhere in adult social care. The destinations of those leaving jobs are difficult to determine, in Bradford as well as elsewhere, as many employers don't record this and employees may not disclose this.

Pay And Conditions

The average hourly rate for all jobs in the local authority sector was £12.83. The average hourly rate for all jobs in the independent sector was £9.77. On average, pay in the independent sector was £1.05 higher than the national living wage (£8.72.)

Around 26% of adult social care workers in Bradford are employed on zero-hours contracts. These are more prevalent in home care at over 50%.

Qualifications And Training

56% of the direct care providing workforce in Bradford hold a relevant adult social care qualification compared with 46% in England.

Vacancy Rates

The adult social care vacancy rate is 5% which equates to around 450 vacancies. However, since March 2021 vacancy rates have been increasing as the wider economy reopened and COVID 19 restrictions have been relaxed. However, previous data indicated a lower vacancy rate yet more vacancies. This may indicate the sector is shrinking as fewer people are reaching the criteria for support, and also the impact of the pandemic

The Social Care Market In Bradford

Bradford has 204 social care providers who are registered with the Care Quality Commission (CQC). Providers deliver a range of services but the two most common types of care in Bradford are care homes, where individuals are cared for in a residential setting (116), and care at home, where individuals are cared for in their own home, sometimes called domiciliary care (88). These providers deliver services to people whose care is funded by the Council and to those who pay for their own care, often referred to as self-funders.

Current Demand

Bradford has a diverse population of over 530,000 people, the Census (2011) showed that 36% of the population were aged under 25, 41% were aged 25 to 54 and 24% were aged 55 and above.

The population of Bradford (ONS estimates) aged 65 and above since 2012/13 was 72,000 with an increase of 14% in 2020/21 to 81,000

In Bradford there are approximately 14,000 jobs in social care sector with the vast majority made up by workers in the independent sector 11,500. Just over 3,500 Bradford residents are supported by the local authority. Many people who do not qualify for support will be self-funding their care. ADASS has highlighted the levels of unassessed or unmet need, driven largely by the shortage of care workers.

Future Demand

The 65+ population in Bradford is estimated to grow by 44% to 116,800 people by 2041. Due to the increasing ageing population, it is estimated that Bradford adult social care sector will need to grow by 30% requiring approximately 3,500 additional jobs by 2035. It should be noted that there will also be increased demand for social care for adults of working age.



Current Workforce Challenges In Bradford

Many of the challenges in adult social care pre-date the Covid-19 pandemic, driven by a funding crisis and relatively high employment in other sectors. As other sectors open up as part of 'living with covid' competition for workers has significantly increased. Low wages in the social care sector make it hard to attract social care staff. A series of provider workshops identified recruitment and retention, pay, wellbeing, learning and development and recognition/image as key challenges.

Recruitment

Although variable, high turnover of staff is seen throughout the adult social care sector and providers find it increasingly difficult to recruit staff to fill vacancies. Recruitment is a significant cost to services. National campaigns were seen as ineffective in drawing a new pool of candidates, and locally, it was felt a strategy for recruiting staff, particularly younger workers, should include a local campaign. While there has been a lot of interest in overseas recruitment, particularly with the inclusion of care workers in the occupational shortage list, this is often too costly and complex for providers to manage, particularly smaller providers. People offered interviews often don't attend, so there is a low return on the investment in recruitment. The benefits system is also seen as a disincentive for claimants to work in the sector or increase their hours if they are already working in care. Home care services in particular have struggled to recruit enough staff. Access to a car and being able to drive are key factors for services provided in people's own homes. This is exacerbated by a rise in fuel costs and other cost of living increases.

Retention

Providers perceive low pay as the main cause of poor retention. They report staff leaving for other industries where pay and conditions are better with fewer responsibilities. There's a strong feeling that the level of responsibility is not matched by the pay adult social care can offer. Staff feel undervalued, given the importance of the care they offer, often working alone. The increasing integration of health and social care is leading to more competition for the same pool of workers, and the pay and conditions offered by the NHS can't be sustained in care services. The flat structure of adult social care – many care workers, few senior and manager roles – makes career progression restricted. Increases in the cost of living have led to experienced care workers leaving the sector for better paid jobs elsewhere. Other factors cited by providers include the difficulty of procuring training, e.g. clinical skills, which could enhance care and invest in care workers. In more senior roles, succession planning is difficult given the shortage of, for example, nurses and registered managers, to fill roles. Providers are reporting that there is burnout after the Covid-19 pandemic.

Pay And Conditions

Providers have for many years worked in an adverse funding environment. The impact of the Covid-19 pandemic have increased financial pressure on employers although some additional funding made available by central government to councils has provided some limited relief for some. Local authority funding rates vary nationally are perceived not to pay the 'fair cost of care'. A national fair cost of care exercise for care homes and home care for older people is underway and a Market Sustainability Plan is required to be published by each Local Authority by February 2023. Social care staff are paid as if they are unskilled, and lack parity with others doing similar jobs in integrated systems. Low rates of funding are a major factor in poor rates of recruitment and retention. While zero-hours contracts might suit some staff, in general they are contributing to low job security, yet providers need to have flexibility given their funding situation. Some attempts to offer financial rewards to workers have created problems with in-work benefits. The social care workforce is predominantly female, more likely to have childcare responsibilities, and about half of workers are part-time. In Bradford, 82% of the workforce is female, nearly half of those between 24 and 55 years of age.

Wellbeing

Adult social care services are emerging from the Covid-19 pandemic having experienced high levels of sickness and stress within the workforce. While there has been a wellbeing offer (for example NHS wellbeing hubs open to social care staff) these can be hard to access, as services have been under extreme pressure due to vacancies, turnover and the need to service contracts with a reduced number of staff. Time out for wellbeing, and managers finding time to support staff is challenging. Additional shifts and postponing annual leave are also factors impacting on wellbeing. Agency costs have increased, sometimes to prohibitive levels, leading to staff having to take on additional shifts to meet requirements. Available support can be hard to navigate. Some staff have found it difficult to recognise and disclose their levels of stress.

Learning And Development

The Covid 19 pandemic has impacted on learning and development although many issues predate it. Time to complete training has been pressured and backfill hard to find, given the increase in agency costs and the pressures across the workforce. When providers have been able to recruit, they are repeating training when they have staff with social care experience. Employers tend to put new staff through the care certificate rather than assessing prior experience and knowledge, and arranging a local induction. At the same time, services are being asked for a higher skill level and are implementing initiatives which require additional training such as clinical skills. For services that respond to this there is no additional funding so there is little reward to staff who undertake it. Consequently providers cannot differentiate roles and offer rewards which match the responsibility undertaken. Procuring specialist training is difficult and costly. Schemes to help with getting new staff, e.g. apprenticeships, are felt to be too complicated. Increased reliance on digital working is presenting skills challenges.

Raising The Profile Of Social Care As A Career

Public perception of social care can rely on inaccurate stereotypes especially during the pandemic when NHS staff were appreciated and had many 'perks' which social care staff found they couldn't obtain, e.g. early shopping hours, discounts. There is a lack of public understanding of social care and the breadth of services offered. Some people enter social care as a stepping stone to other careers or a stop gap in between jobs, and so impact on retention. Media representations of social care are often simplistic and inaccurate, rarely depicting the skills of the social care workforce.



Bradford Workforce Strategy

Through consultation with the sector, strategic partners, and feedback from providers, we have identified six key priorities, as described above. Building on the activity currently supporting the social care sector, an implementation plan will deliver further activity around each priority.



Ambition

We will attract the workforce from the Bradford district communities alongside developing opportunities for people looking to live and work in Bradford

We will work in partnership at place and system level to develop robust recruitment initiatives to support adult social care to employ individuals with the right values which supports the people of Bradford who are using adult social care services.

- Maximise regional and national social care recruitment and develop local targeted recruitment campaigns and resources for recruitment
- Develop inclusive recruitment campaigns for under-represented communities
- Create case studies/champions e.g. registered managers and nurses working in adult social care
- We will create a suite of resources for providers from recruitment to appointment
- Engage and liaise with Jobcentre Plus and education providers to increase recruitment to adult social care as a career of choice
- Work with West Yorkshire Combined Authority to engage enterprise advisors linked to schools in Bradford

Ambition

The adult social care workforce feels valued, recognised and are paid a fair rate for the skilled work they undertake. Pay will be competitive in relation to health and other sectors e.g. retail, logistics and digital.

- Continue to research and share learning around approaches adopted across Yorkshire and Humber regarding pay and conditions.
- Complete the fair cost of care exercise and explore benchmarking hourly rates.
- Explore additional health funding to support delivery of clinical/health activities.
- Feed into, and influence, regional ADASS networks across the region by working in partnership.
- Promote Purple Tuesday for learning disabilities organisations.

Objective

We will continue to work with strategic partners across Bradford District to access funding, resources and continue to influence and work collaboratively with West Yorkshire Health and Care partnership.

- Relaunch the Ethical Care Charter devised by UNISON and work with care providers to end zero-hours contracts.
- Explore further benefits and indirect incentives to enhance the offer to care workers, such as lease car schemes.
- Monitor wage levels across services.
- Contribute to the NIHR research to influence the development of social care.

Ambition

We will support adult social care providers/employers to develop a sustainable workforce that can access the tools, opportunities and networks which ensures the workforce is resilient.

- Undertake research to explore the other benefits the social care workforce can access.
- Undertake research across the system to understand the use of flexible contracts.
- Carry out exit interviews to ensure data is collated to understand why individuals are leaving their job/role.
- Work with providers to draw on the knowledge and expertise of approaches.

Objective

We will work with providers/employers to develop strategies/plans and improving retention and reducing turnover.

- Develop a collaboration approach across the system/place.
- Undertake review of contracts to promote and monitor good employment practices which aid retention.
- Complete the fair cost of care exercise by October 2022.
- Maintain awareness of vacancy in turnover rates and seek to improve this year on year.

Ambition

We will ensure that the health, safety and wellbeing of the workforce across Bradford is a priority for everyone.

We will provide practical and emotional support for the workforce which enables them to remain resilient and develop in their role.

- Devise a sharing/communication plan with providers and continue with direct communications and awareness raising, connect to support.
- Build more focus on wellbeing into contracts.
- Continue to access staff health and wellbeing checks, and other resources such as West Yorkshire Care Partnership resources, Schwartz rounds.
- Carry out surveys on the health and wellbeing of ASC staff.
- Analyse data sources to inform the development of further resources.

Objective

To have a workforce that feels valued, acknowledged, and supported and cared for.

- Explore and develop a suite of resources to support wellbeing.
- Explore and develop direct support e.g. WhatsApp groups, peer support, financial advice and assistance with factors impacting negatively on wellbeing.
- Research key events and opportunities, and circulate information.
- Promote the relevant government guidance produced to support the care sector's resilience.
- Introduce well-being champions across the district.

Ambition

We will support the leaders in adult social care workforce to promote a culture of openness, inclusion and belonging which provides individuals with the opportunities to be listened to, share ideas, and contribute their views.

We are committed to creating a workforce that is flexible, adaptable, and responsive and who are professionally competent with the skills, knowledge and have the development opportunities to deliver person centred/strengths-based approaches.

- Review the current offer and undertake analysis of learning and development needs.
- Agree our learning and development priorities.
- Explore use of funding to support the sector.
- Continue to contribute to the place learning needs analysis.
- Explore with partners the learning opportunities available for social care.
- Create a link on Connect to Support for people employing their own support for PA development.
- Explore the possibility of graduates becoming registered managers in a fast-track programme.

Objective

We will have an effective workforce in place with the right skills, knowledge, and competencies/capabilities to meet the current and future needs of the individuals in Bradford District.

- Explore if Level 4 Diploma in Adult Care/Level 4 Certificate in Leadership and Management in Adult Care can be funded via the apprenticeship levy.
- Develop a resource/toolkit across West Yorkshire in partnership with care associations leads.
- To identify experts available across the ICS who would advise, support and contribute to the development of policies, procedures and practice guidance for adult social care.
- Undertake a scoping exercise to establish the possibilities/links of how this could be offered/implemented.
- Explore passporting of the Care Certificate and qualifications.
- Develop a business case for the continuation of the Altura training platform.

Ambition

Social care is recognised and has clearly identified career pathways.

- Create an annual celebration of success of the sector.
- Undertake research to explore the use of positive terminology/narratives used in the care sector.
- Ensure providers can contribute a monthly blog to the WY Health and Care Partnership Learning Disabilities and Autism update.
- Create a yearly Social Care Day to celebrate achievements of the sector.
- Use positive language about care sector roles, e.g. care professional.

Objective

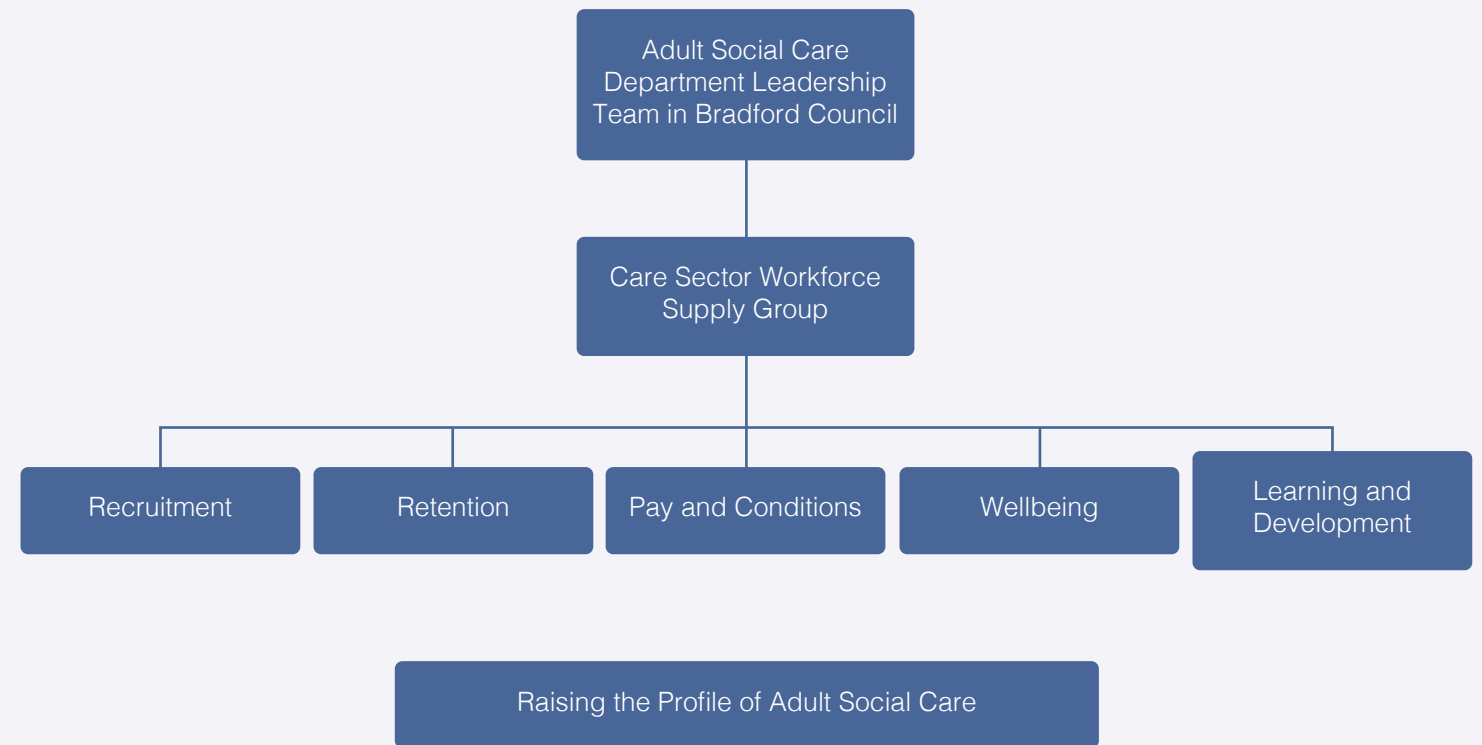
We will engage with key partners across the Bradford District and ICS to work in partnership to develop campaigns and plans that will encourage individuals to make social care a career of choice.

We will work in partnership across place to develop current initiatives for example, I Care Ambassadors and explore new approaches across the region.

- Corporate marketing team to review materials and products and update to reflect the market demands.
- Support campaigns (e.g. CarersUK)
- Sign up to the 'green heart' social care initiative.
- Continue to engage with schools, colleges and universities to promote careers and social care.
- Regularly review the workforce data to establish current and future workforce needs to support the people of Bradford.

Governance And Oversight

The Care Sector Workforce Supply Group will oversee this strategy and will provide a summary report of progress to the DMT within the Local Authority. It will also link into the system People Committee and Regional Workforce Group. The strategy will be operationally led by a Strategic Workforce Lead.



Recommendations

General

- Appoint a strategic workforce lead who will lead, advise and provide strategic leadership to deliver the workforce strategy.
- Identify the available resources and funding to deliver the strategy
- Identify project management support to support the strategic workforce lead to produce an action plan, set up task and finish groups, create management reporting systems
- Review the steering group including the purpose of the group, terms of reference, governance arrangements
- Review the implementation plan – yearly
- Consider the alignment to other workforce initiatives that fall outside the scope of this strategy

Communications

- Develop a communication plan that will provide the adult social care workforce and strategic partners with an update of current activity and successes
- Create workforce champions who will represent the adult social care across the sector to support the delivery of agreed actions
- Develop a strategic partners network to develop even stronger working partnerships, draw on knowledge and expertise of partners and identify joint opportunities to deliver on the implementation plan
- Consider how to engage with the workforce and individuals who use services to provide individuals the opportunity to feedback, contribute, influence and share their experience

Commissioning

- Refresh the Market Position Statement to reflect the current position of the workforce with Bradford and District
- Develop a strategy that describes the new ways of working to be commissioned to meet the Bradford District workforce vision including the use of workforce data, such as the Adult Social Care Workforce Data Set (ASC-WDS) and ensure that providers are signed up and committed to regularly updating the ASC-WDS.

ACKNOWLEDGMENTS

We would like to thank all who contributed to the engagement events and survey for their valuable contributions to the development of this strategy. We look forward to continued contribution as the strategy develops in supporting its implementation and the realisation of its ambitions.

The wording in this publication can be made available in other formats such as large print and Braille. Please call 01274 431352.