

# Hertfordshire Private, Voluntary & Independent (PVI) Social Care Provider Workforce Strategy

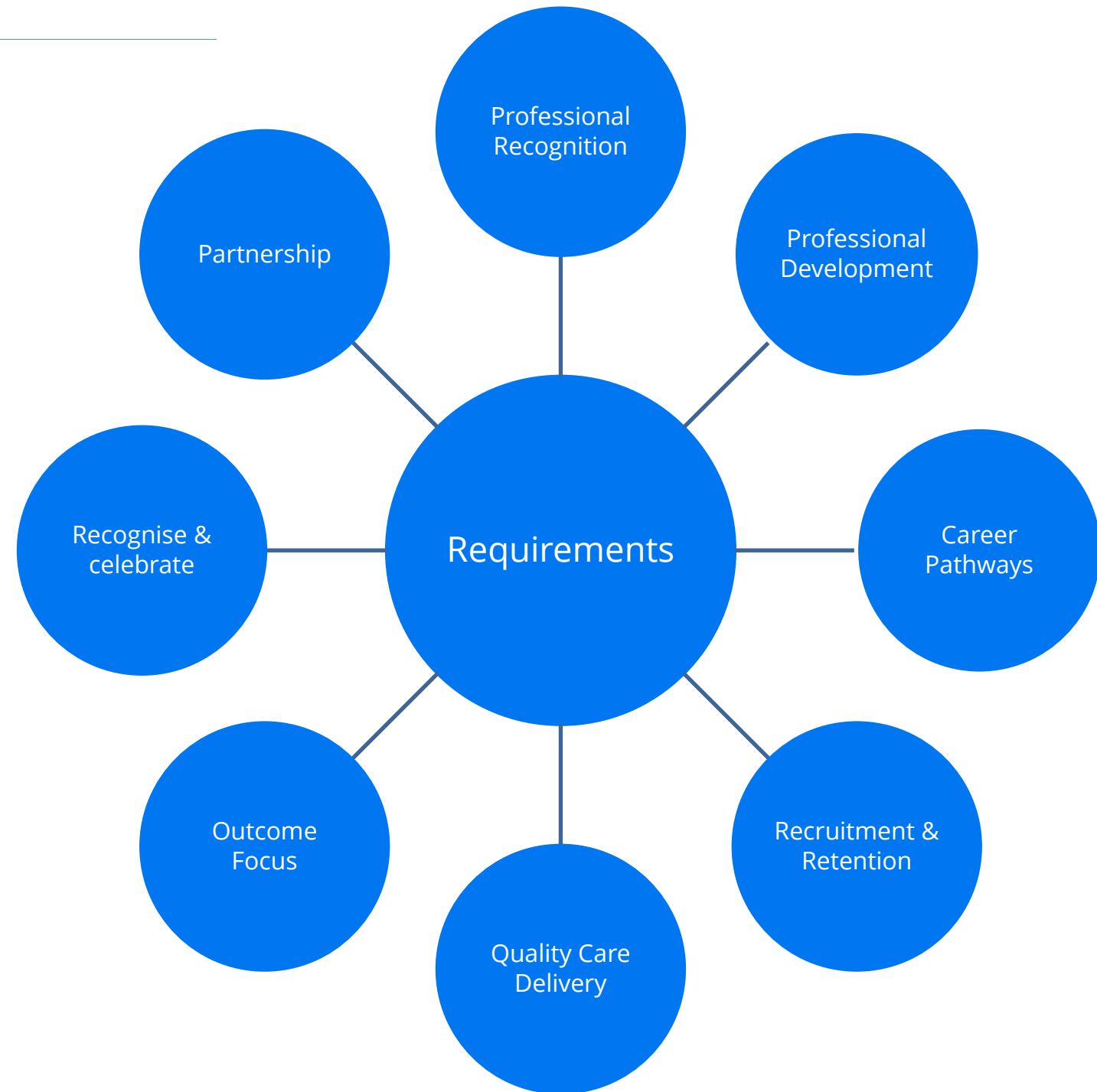
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2024-2027

*Developed by Hertfordshire County Council Adult Care Services and Hertfordshire Care Providers  
Association in collaboration with system partners and Hertfordshire care providers*

# Our Vision

*Our vision is to have a growing workforce offer to support and retain our increasing workforce needs to ensure the sector is recognised as professional and equal to health to deliver best quality of care and achieve the outcomes that matter most to the people being supported*



# Purpose and Representation

This strategy, developed by Hertfordshire Care Providers Association (HCPA) on behalf of Hertfordshire County Council, involved input from the council's Director for Integration, commissioning and monitoring teams, Herts & West Essex Integrated Care Board workforce colleagues, the HCPA Advisory Board, and ongoing feedback from PVI providers in Hertfordshire.

HCPA is the primary delivery partner for much of the strategy, supported by other system partners. Its implementation relies on care providers utilising the support offered, with success hinging on effective collaboration and support for the PVI sector.

The strategy aligns with future sector needs, incorporating Hertfordshire County Council's Market Position Statements, the CQC's New Assessment Framework, and the Connected Lives Approach to quality care.

Through out the development adult social care colleagues have been included from a commissioning , monitoring and integration to ensure key areas challenge are included and that the strategy helps build on the market position statements.

[Click here](#) for Market Position

[Click here](#) for CQC Assessment Framework

[Click here](#) for Connected Lives

Representation from the PVI sector of providers across Hertfordshire is essential.

The HCPA Advisory Board recognises HCPA as the key partner to represent PVI social care workforce views, influence local policy and guidance, and lead fee negotiations.

*"HCPAs work is crucial work to ensure that we have a collaborative and integrated system"*

**Abbots Care Managing Director**

*"HCPA draw down and enable funding to make this all happen, but this requires ongoing resource and time and the important role HCPA plays for providers in funding negotiations enabling some stability within the workforce and campaigning for best possible conditions for the workforce. This in turn supports retention, saves providers money ensuring services are running highest quality, most efficient and value for money services that enable providers to invest maximum funding in the frontline."*

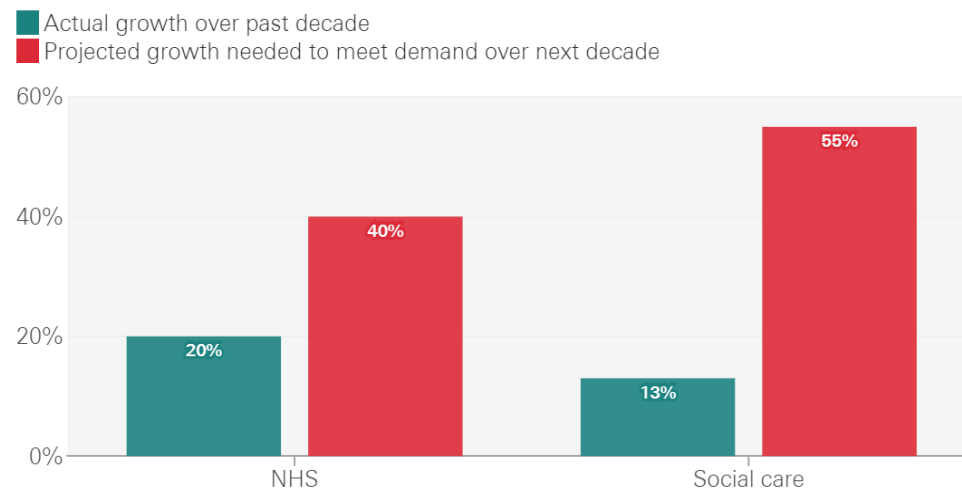
**Watford Mencap Managing Director**

HCPA hold regular networks, forums and training which continually feeds into a collective understanding of the needs and barriers for the workforce to action and build the plan.

# National context

The care and health sectors face severe staffing challenges:

- Social care employs 1.62m people (90% in the independent sector) but lacks the public value of the NHS.
- There are 165,000 vacancies, with over 1,100 daily departures, largely due to low pay (average £11.30/hour).
- By 2035, full-time care needs will double, requiring 627,000 new social care staff and 488,000 for the NHS.
- Over 4 million unpaid carers contribute £196bn annually, highlighting significant reliance on informal care.
- Social care often serves as a stepping stone to NHS roles, with 28% of staff transitioning.



## The scale and impact of adult social care

Adult social care supports people in all our communities every day. It's a fundamental part of our community infrastructure, adding £55.7 billion per annum to the economy in England, up 8.5% from 2021-22.

Adult social care is a key economic driver in local communities. Having a strategy for such a significant workforce is essential.

## Keeping the people we have

A key focus is to retain those who have chosen to work in adult social care and specifically to reduce high turnover rates.

A strong workforce strategy will ensure that employees are equipped with the skills they need and are given opportunities to develop and advance in their careers.

This will help create a stable, high-quality, and responsive workforce capable of providing the support people need.

*See details of National Workforce Strategy Appendix 1*

# Hertfordshire context

Hertfordshire aims to build a skilled and confident adult social care workforce to deliver high-quality services, ensuring healthy and fulfilling lives for residents.

Key strategies include workforce flexibility, holistic health and care planning, delegation activities and utilising Personal Assistants, embedding the Connected Lives approach, and creating a Care Workforce Pathway.

## Vision for the Workforce (3 Years):

- A well-trained, adaptable, and resilient workforce.
- Staff equipped to handle diverse and evolving care needs.
- Greater integration of Personal Assistants and delegated roles.
- Strong commitment to the Connected Lives framework.
- Clear and supported career pathways for all care workers.

## The Challenge

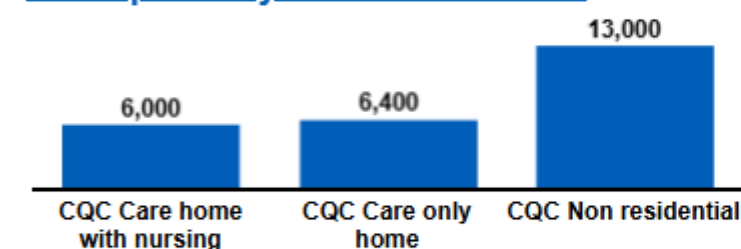
Providing high-quality social care is increasingly complex due to:

- **Attraction and recruitment pressures:** Difficulty in drawing in and retaining skilled workers.
- **COVID recovery/political change:** Ongoing impacts and uncertainties.
- **Increasing care costs:** Rising financial pressures.
- **Growth in social care demand:** Demography and expanding community needs.
- **Social care reform:** Including CQC inspections.
- **Expansion of Prevention and Enablement services:** Growing focus on proactive care closer to home.
- **International recruitment:** Addressing workforce shortages.
- **Digital skills:** Need for enhanced use and proficiency of technology.

## The Hertfordshire Workforce



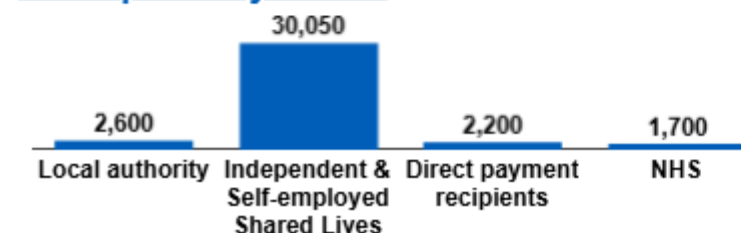
### Filled posts by selected services



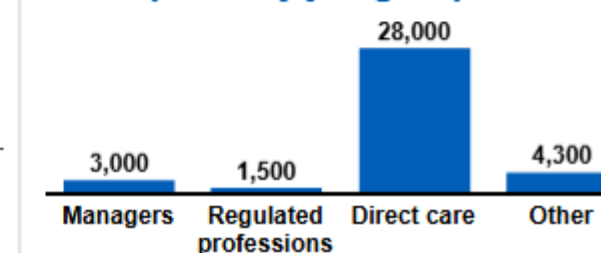
### CQC-regulated establishments



### Filled posts by sector



### Filled posts by job group



# Intended Outcomes

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Reduce Vacancy Rates

Reduce Turnover Rates

Increase Qualification uptake

Increase quality Care Inductions

Retain and develop competent Registered Managers

Ensure Hertfordshire is performing above average against national workforce statistics

Establish new ways of working for delegates health care activities and digital skills

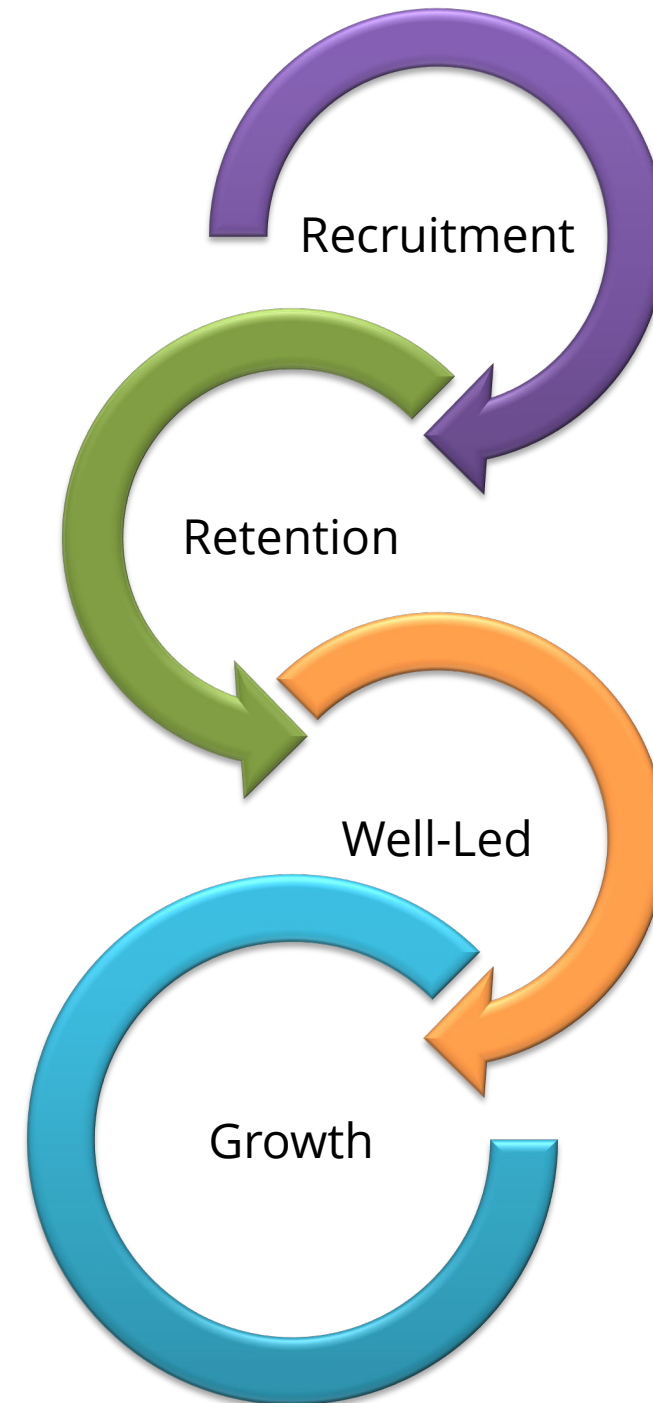
*See Appendix 2 to see baseline and progression*

# Recommendations & Commitments

This strategy's recommendations and commitments are organised into four key areas: recruitment, retention, leadership, and growth.

**Commitments** represent initiatives currently being implemented through local efforts, funding and support.

**Recommendations** identify areas that are either not yet addressed or are only partially addressed.





# RECRUITMENT

Social care faces significant challenges due to a lack of recognition and parity with the NHS. The Papworth Trust advocates for equality between social care and NHS staff not only in pay but also in terms, conditions, and benefits. While NHS workers benefit from schemes like the Blue Light Card, social care workers have access to far fewer benefits.

Sarah McClinton from the Association of Directors of Adult Social Services highlights the dedication of social care workers, who often feel undervalued. Achieving parity of esteem with NHS colleagues is essential. More needs to be done nationally and locally to give social care staff a voice.

The Local Government Association (LGA) underscores the importance of aligning national social care recruitment campaigns with local initiatives. Locally tailored campaigns can address specific workforce shortages and help reduce competition with the NHS for candidates.

## Our Aim

Support Hertfordshire social care providers to meet the growing workforce needs including value-based approaches, building a compassionate and competent workforce that delivers quality care.

International recruitment is vital in England's adult social care sector, with one in five workers born outside the UK. High visa salary thresholds and short visa durations are challenges, so local systems must collaborate to support ethical recruitment.

Around 18% of care workers are on zero-hours contracts, which creates job insecurity. Employers should improve pay, offer contracts after three months, and compensate for travel time. Clear training and career pathways will help attract a more diverse workforce.

Pay remains a major issue, with many workers earning below the real living wage. Aligning salaries with NHS pay bands and implementing national pay frameworks will help with retention and recruitment.

Lack of training contributes to turnover. Comprehensive training and values-based recruitment can improve performance and reduce turnover.

Improving pay, working conditions, training, and career pathways is therefore essential to building a skilled, sustainable workforce.



# RECRUITMENT

## Our Commitments

- Comprehensive recruitment service across Hertfordshire, emphasising value-based recruitment.
- Education for providers on safer recruitment, screening, and maintaining competitive pay rates supported by Hertfordshire County Council.

### ***Current mechanism- Good Care Recruitment Service (GCR)***

- Nationally adopted strategy to raise the profile of care work.
- Focus on youth engagement, marketing strategies, and collaboration with Integrated Care System Recruitment & Retention Groups.

### ***Current Mechanism: Good Care Recruitment Service (GCR)***

- Assisting providers with overseas recruitment via resources and cultural education.
- Supporting redeployment and smooth transitions for international recruits.

### ***Current mechanism: International Recruitment Support HCPA (as part of the Regional International Recruitment Hub)***

- Supporting provider start-ups and maintaining high provider ratings to attract workforce.
- Advocating for better pay and benefits for care workers.
- Introducing Safer Staffing kitemarking for care agencies.

### ***Current mechanism: HCC Commissioning and HCPA Business Development Service***

## Education

- Promoting high-quality onboarding, induction, and specific training (e.g., First Aid, Moving and Assisting).
- Maintain good uptake of Care Induction across providers including transition to new Level 2 Adult Social Care Certificate
- Supporting leadership development through value-based recruitment training.
- Encouraging providers to upskill and develop existing staff for leadership or nursing associate roles.

### ***Current mechanism: HCPA education offer funded by HCC***

- Enhancing care sector appeal with benefits and rewards.
- Elevating the status of care as a profession, linked to the DHSC Care Workforce Pathway.
- Promoting training passports for easier staff transitions between services.

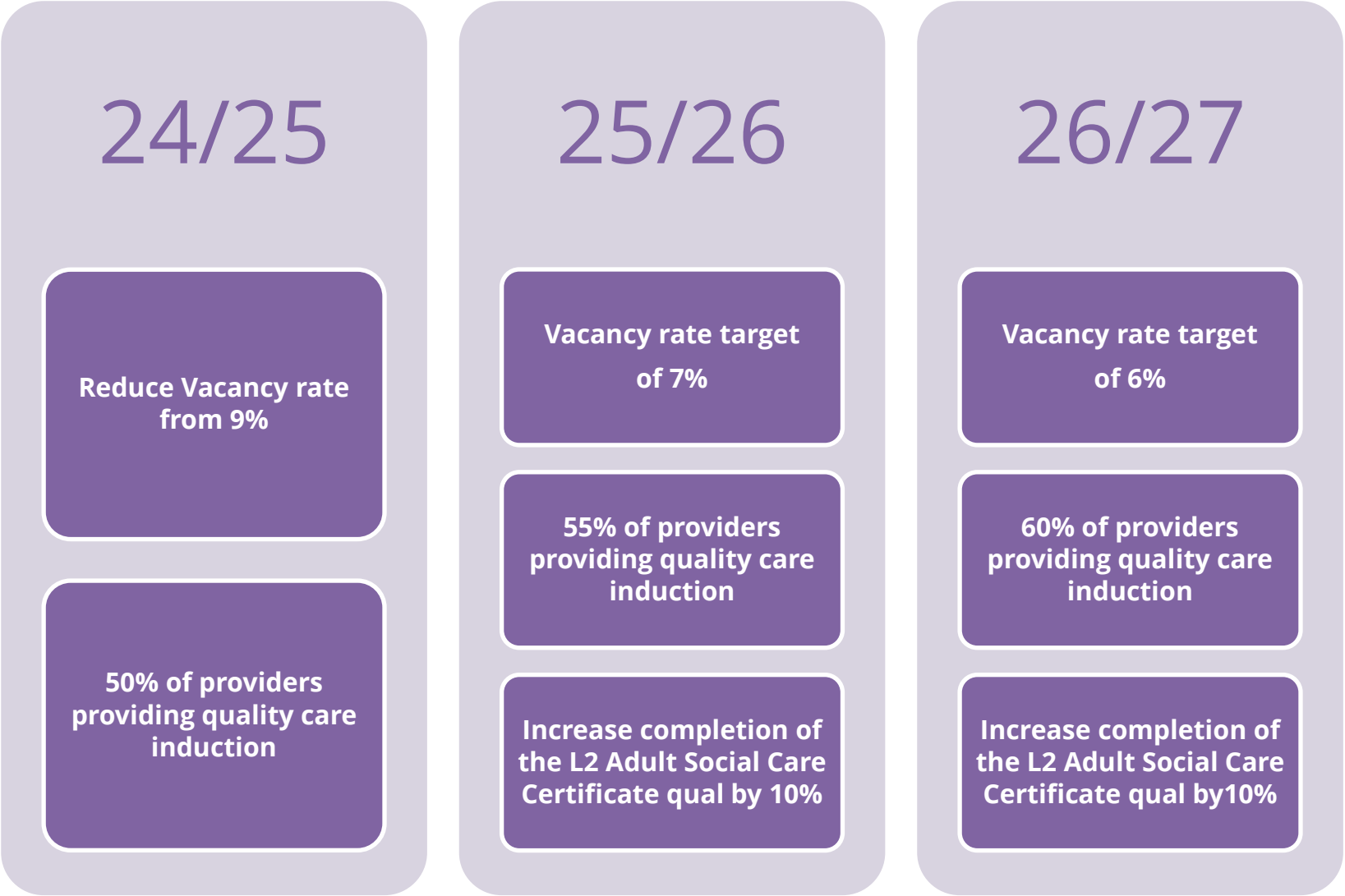
### ***Current mechanism: Care Professional Academy (CPA)***

# RECRUITMENT

## We will:

- Strive to reduce the vacancy gap
- Promote sustainable and competitive pay rates.
- Encourage individuals to join or rejoin the sector by promoting the Good Care Campaign through community events and social media platforms.
- Provide a free recruitment service to support care providers in Hertfordshire, which includes screening applicants; conducting value-based assessments; referring qualified candidates for interviews; facilitating successful placements
- Increase the rate of care staff who complete the Care Induction
- Embed the new Level 2 Adult Social Care Certificate qualification as best practice
- Boost the number of providers who promote the Care Professional Academy as an attractive benefit for working in the care sector.

## Quantitative Measures



*Measured via SfC state of the Market*

# Recommendations to Attract

- **Promote Careers in Care:** Use targeted advertising (petrol pumps, bus stops, Spotify, radio, and social media).
- **College Engagement:** Establish permanent links with colleges and appoint a College Liaison Officer.
- **English Education for Staff:** Develop English language training, focusing on international recruits (IRs), exploring funding options.
- **Recruitment Initiatives:** Organise large recruitment fayres and connect with students studying in Hertfordshire.
- **Driving Support:** Provide driving lessons for international recruits with foreign licenses.
- **Training and Qualifications:** Leverage national funding to deliver the Level 2 Adult Social Care Certificate qualification after six months of employment.
- **Digital Care Systems:** Enhance the use of digital systems to help staff with English, allowing for quicker, easier recording and understanding through oration and note playback features.
- **Support for Providers:** Offer ongoing assistance, including visa management for international recruits, including license removal where needed.
- **Care Inductions:** Focus on embedding outcome-based care, moving away from “time and task”-based approaches.

## Nursing Homes

- **Nursing Associates:** Encourage more providers to introduce these roles.
- **Nurse Recruitment:** Provide incentives for nurses to enter social care, targeting both new recruits and non-clinical care workers.
- **International Nurses:** Support transitioning international nurses in care roles to UK RGN status.
- **Specialised Nursing:** Expand nursing specialties like palliative care to meet resident needs.
- **University Collaboration:** Partner with universities to create social care-specific cohorts with grants.

## Older People Residential Homes

- **Development Pathways:** Expand pathways for delegated responsibilities, focusing on Treatment of Disease, Disorder, or Injury (TDDI) registration.

## Homecare

- **Driver Recruitment:** Grow the driver workforce.
- **Self-Funding Placements:** Help providers expand self-funder placements for larger hour contracts.
- **Local Specialisms:** Identify and develop services catering to local community needs, such as language and culture.

## Mental Health

- **Recruitment Strategies:** Focus on graduates in psychology.
- **Role Development:** Expand roles in mental health nursing and occupational therapy.

## Disabled Adults & Supported Living

- **Career Pathways:** Develop sector-specific career pathways tailored to individual needs, including aging support.

# RETENTION (Retain)

To attract more people to social care, professional development and better contracts are essential. Without these, the sector will continue to struggle despite high demand.

The Local Government Association (LGA) states that improved terms and conditions must include better pay, rewards, and career progression. A 2021 House of Commons report highlights burnout due to overwork and the emotional toll of workers.

Despite its critical role during the pandemic, care work is still seen as low-skilled. **Professionalising** the sector requires statutory registration, higher pay, better training, career development, and improved conditions.

Achieving training parity with the NHS is crucial, as NHS workers benefit from stronger training, recognition, and pay.

Mandatory, role-specific training improves care quality, boosts confidence, and reduces turnover.

Care home managers often report inadequate support and training. The government plans to fund Level 5 diplomas and offer support for new managers. Equality, diversity, and inclusion (EDI) principles should be embedded, with all staff accountable. The Care Quality Commission (CQC) should ensure positive EDI outcomes.

## Our Aim

Support social care providers in investing in workforce retention to ensure continuity of high-quality care, foster a positive workplace culture, enhance staff wellbeing, achieve time and cost savings, and secure positive CQC ratings.

Our goal is for care professionals to be recognised as skilled professionals and for the wider community to view a career in care as an attractive prospect by:

- Establishing a clear career pathway.
- Developing a skilled, talented, and knowledgeable workforce.
- Promoting a culture of continuous growth and adaptability.
- Promoting professional recognition of all care roles.
- Foster a sense of belonging to a professional workforce.
- Expanding access to training and qualifications through the Care Professional Academy
- Facilitate movement between employers within the sector.
- Focus on creating a positive workplace culture.
- Offer sector-specific and locality-specific education to keep staff informed and engaged.
- Celebrate successes and provide access to rewards and discounts

# RETENTION CONTINUED - WELLBEING

Since the October 2020 State of Care report, health and social care services have been under immense strain due to the COVID-19 pandemic. Despite the relentless efforts of professionals, carers, and volunteers, the prolonged pressure has taken a significant toll.

Many stakeholders have highlighted the severe impact on the mental health and wellbeing of health and social care staff.

Research reveals that these workers have faced numerous challenges, including increased workloads, limited support and resources, frequent exposure to illness and death, witnessing colleagues affected by the virus, feelings of guilt, isolation from loved ones, and uncertainty about the future.

These factors have resulted in heightened anxiety, stress, exhaustion, and burnout across the workforce.

## Our Aim

Our aim is to address the real issues of stress and burnout among adult social care staff by prioritising workforce wellbeing. This focus is crucial to ensure that individuals receiving care and support receive high-quality services

We aim to achieve our objectives by:

- Enhancing managers' mental health and resilience knowledge to support their teams.
- Promoting local support services and providing resources via the SWELL Wellbeing page.
- Celebrating care workers through initiatives like the Hertfordshire Care Awards and Good Care Campaign.
- Offering access to the Provider Hub for staff support.
- Promoting equality, diversity, and inclusion for all staff.
- Gathering feedback through surveys from staff, families, and people receiving care.
- Using technology to boost productivity
- Connecting staff to national and local support services.
- Training managers to effectively support their teams.
- Quality-assuring wellbeing initiatives and offering support to unsupervised managers.
- Evaluating workplace cultures and providing bereavement support.



# RETENTION (Retain)

## Our Commitments

Offer a centralised hub to:

- Providing a professional CARE identity
- Connecting staff to the wider social care workforce
- Giving care staff a voice through polls and feedback
- Offering a clear career pathway structure
- Providing access to wellbeing support
- Encouraging staff recognition, including benefits
- Supporting development planning with training passports
- Expanding benefits to retain staff in the sector

**Current Mechanism:** *Care Professional Academy (CPA)*

- Supporting a positive culture and good working practices through business coaching and governance tools
- Using STAN+ and Impartial Feedback Service to capture staff needs and set development actions.

**Current Mechanism:** *HCPA Business Development Service and provider forums*

- Celebrating the achievements of care staff and the system

**Current Mechanism** *Hertfordshire Care Awards*

- Engaging directly with individuals who have been placed in care services to gather feedback on how they have settled and offer support.

**Current Mechanism:** *Good Care Campaign (GCC) HCPA*

## Offer broad selection of education aligned with quality standards

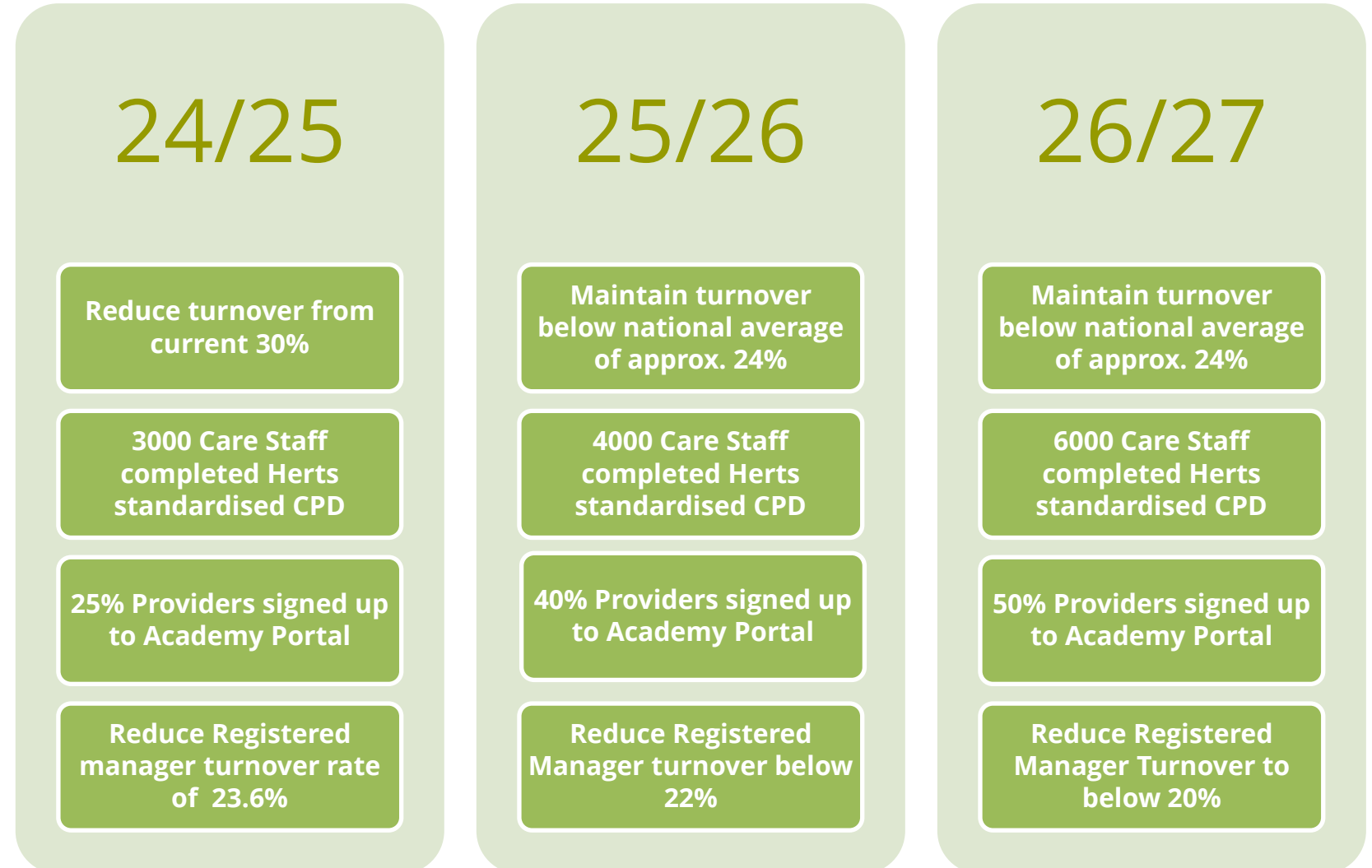
- Develop quality toolkits to ensure effective learning integration in the workplace
- Offer qualification options to support staff development
- Maintain nurse competence
- Help providers access training funding
- Promote understanding of EDI needs among providers
- Ensure the workforce feels supported with the right skills for their roles
- Assess staff digital skill levels and provide development opportunities
- Expand condition-specific training offerings

# RETENTION (RETAIN)

## We will:

- Support providers in reducing staff turnover, promoting staff well-being.
- Encourage widespread adoption of the Care Professional Academy
- Promote sustainable and competitive pay rates.
- Enhance workforce by increasing completion of training and qualifications addressing skill gaps.
- Ensure access to high-quality trainers and review funding.
- Strengthen supervision and Professional Development Plan (PDP) skills for staff.
- Integrate national workforce pathways into local education.
- Support providers in creating positive care cultures
- Reduce the percentage of care providers rated as Inadequate or Requires Improvement.

## Quantitative Measures



*Measured via SfC state of the Market*



# Recommendations to Retain

- Secure national funding for the Level 2 Adult Social Care Certificate and Level 3 Diploma in Adult Care
- Increase funding for leadership qualifications
- Provide career conversation and cultural education
- Build support networks for international workers and address English language needs
- Develop a pay model for Hertfordshire and create a 10-year workforce plan
- Expand leadership programmes to retain staff and foster an inclusive workforce culture
- Offer bereavement support for staff managing end-of-life care
- Explore standardisation of terms and conditions
- Develop competency frameworks for specific services
- Support providers in retaining staff and promoting career development in care
- Address high turnover by improving wages, management positions, and career progression
- Strengthen career pathways, salary/fees, and service culture
- Expand Information Advice and Guidance to help care staff access cost-of-living support

## Nursing Homes

- Increase joint Continuing Professional Development (CPD) with NHS trusts
- Expand nursing specialisms to meet resident needs
- Develop staff skills to address growing needs in frailty and dementia care

## Older People Residential Homes

- Expand development pathways for staff with delegated responsibilities, including Treatment of Disease, Disorder or Injury (TDDI) registration
- Develop staff skills to meet the growing needs of residents with high frailty and dementia

## Homecare

- Partner with providers to increase self-funder placements and offer larger hour contracts
- Expand access to continuing health care funding for providers
- Enhance staff skills to reduce loneliness, build rapport, and identify wellbeing needs during visits

## Mental Health

- Increase mental health nursing and occupational therapy roles
- Build condition-specific skills tailored to individuals needs

## Disabled Adults & Supported Living

- Help providers meet Oliver McGowan Training requirements
- Explore opportunities for LD nursing workforce development to meet the needs of an aging population
- Develop non-nursing staff to support complex needs and conditions

# WELL-LED

A "Well-Led" organisation cultivates an inclusive and positive culture that emphasises continuous learning and improvement, prioritising the needs of individuals receiving care. Strong leadership plays a vital role in supporting staff, fostering collaboration, and ensuring care that is safe, person-centred, and sustainable, while addressing inequalities.

- **Shared Vision and Culture:** Leaders and staff collaboratively establish a vision grounded in transparency, equity, and inclusion. Staff understand their roles in achieving strategic goals and contribute to a compassionate, trust-based culture.
- **Inclusive Leadership:** Leaders at all levels embody the organisation's values, are experienced and capable, and model inclusive behaviours. They ensure good leadership through transparent recruitment and development practices, while addressing any poor culture promptly.
- **Speaking Up Culture:** There is an environment where staff feel empowered to raise concerns without fear of retaliation. Leaders encourage openness and transparency, investigating issues and ensuring lessons are shared.

## Our Aim

For leaders to proactively support staff and collaborate with partners to deliver care that is safe, integrated, person-centred and sustainable, and to reduce inequalities, We aim to ensure care providers have effective governance and management systems, and use information about risks, performance and outcomes to effectively improve care.

- **Workforce Equality, Diversity, and Inclusion:** Leaders prioritise improving equality and eliminating bias. They address disparities for marginalized groups and actively foster a culture where diversity is valued and supported.
- **Governance and Management:** Clear governance systems ensure accountability, risk management, and the improvement of care quality. Information is effectively used to monitor performance, and innovation is encouraged.
- **Partnerships and Communities:** Staff and leaders collaborate with external partners to provide integrated care. They engage with communities and stakeholders to share learning and foster improvements in services.
- **Learning, Improvement, and Innovation:** The organization prioritizes continuous learning and innovation, ensuring improvement is measured and that people using services are involved in this process.

# WELL-LED

## Our Commitments

Support and maintain all leadership roles within care services to feel support and able to lead survives that meet Hertfordshire cultural ethos for quality care delivery

### Education

- Driving cultural transformation to align with best practices and values.
- Implementing succession planning strategies to nurture future leaders.
- Promoting inspiration and engagement through TEAMology.
- Supporting leaders and managers in obtaining Level 4 & 5 care qualifications for professional advancement.
- Providing governance education to ensure compliance and ethical decision-making

**Current Mechanism:** *HCPA Leadership team funded and commercial options*

### Leadership Networking

- Hosting Manager Forums to discuss challenges and share solutions.
- Organising networking events to build connections within the care sector.
- Offering study sessions in collaboration with strategic partners to enhance learning and growth.

- Maintaining a Manager Portal offer to help track staff benefits, skills, and competencies.
- Providing an Employee Assistance Programme to support staff in times of need.

**Current Mechanism:** *Care Professional Academy*

### Business Development Support

- 1:1 business development support tailored to individual needs.
- Strengthening business development governance practices.
- Ensuring robust business continuity planning for unexpected challenges.
- Offering expert business coaching for sustainable growth.
- Supporting providers with inspection and monitoring to meet regulatory standards.
- Conducting culture surveys to assess and improve workplace environments.
- Delivering an impartial feedback service to gather valuable insights.

### Information, Advice & Guidance

- Access to a comprehensive Resource Library.
- Tools and updates via the Provider Hub to support informed decision-making.

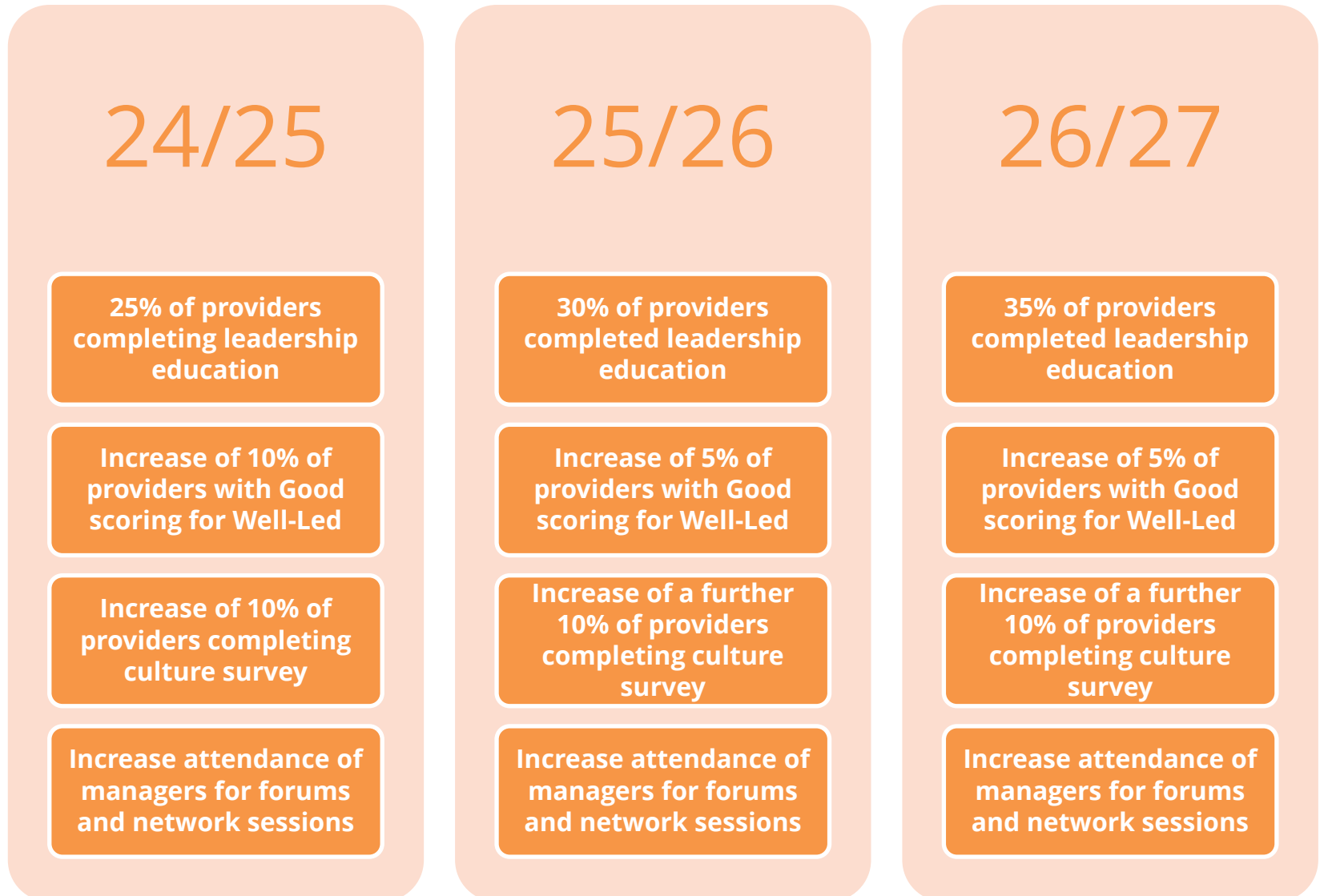
**Current Mechanisms:** *HCPA provider hub, business development funded and commercial education*

# WELL-LED

## We will:

- Align with and promote the DHSC Care Workforce Pathway
- Encourage progression to Tiers 3-5 on the Care Professional Academy
- Raise awareness of the link between culture and being Well Led
- Promote succession planning to build provider resilience and identify talent
- Foster cross-system education and learning through events
- Support cross-system collaboration with study days
- Develop leaders with tailored 1:1 support
- Increase Inspire uptake across providers to retain managers in care services

## Quantitative Measures



*Measured via SfC state of the Market*

# Recommendations to Retain

- Expand service-specific leadership education
- Increase focus on succession planning education
- Develop a values framework aligned with national career pathways for managers to implement in services
- Provide education for managers to promote risk-positive care across services
- Establish a network for new and emerging leaders
- Support providers in retaining new staff and highlight the benefits of a career in care, addressing the challenge of high turnover after 18 months due to unsustainable wages, unappealing management roles, and limited career progression. Focus on career pathways, development, salary, and service culture
- Boost manager participation in manager forums
- Enhance business skills for managers, including understanding market growth potential with self-funders
- Build skills in digital governance and auditing
- Develop competencies in staff observation and development
- Ensure diversity is considered in leadership role development

## Nursing Homes

- Managers with enhanced skills in high frailty and dementia care

## Older People Residential Homes

- Managers with enhanced skills in high frailty and dementia care

## Homecare

- Develop managers who can support referrals 7 days a week
- Respond to referrals within 2 hours, with a start date within 24 hours for urgent cases, or 48 hours for others
- Offer same-day restarts for requests made before 12pm
- Deliver quality care in a local area by understanding their community, professional teams, and available resources
- Focus on providers with the infrastructure and management to support complex cases with skilled staff

## Mental Health

- Grow mental health nursing and occupational therapy roles

## Disabled Adults & Supported Living

- Address challenges in retaining and finding managers for supported living services
- Create clear pathways and expectations for managers in these services

# GROWTH

Stakeholders agree that successful recovery in adult care depends on meeting people's needs and ensuring accessible care. However, skill gaps and workforce planning issues persist.

The House of Commons Health and Social Care Select Committee recommends annual, independent workforce projections for both NHS and adult social care to address capacity, demand, and staff training and retention challenges.

Improving services for both users and staff, along with addressing recruitment and retention, is vital. Proposals include updating workforce strategies, raising the status of care workers, and ensuring career progression and fair rewards.

Additionally, tackling housing affordability and improving funding to end commissioning practices that impact care quality and working conditions are crucial for building a sustainable workforce.

## Our Aim

Our aim is to evolve and enhance our workforce to meet the evolving demands of the social care sector and the individuals we serve, incorporating new skills and roles as needed. This involves bolstering leadership capabilities and market resilience through various means

- Provide leaders with toolkits to track employee training and qualifications.
- Offer comprehensive support services for service managers.
- Empower managers to plan, implement, and improve key business practices, helping them better manage staff and enhance care quality, customer satisfaction, and overall service experience.
- Implement tailored leadership development programmes
- Keep leaders updated on best practices across partners.
- Conduct culture surveys to assess organisational climate and pinpoint areas for improvement.
- Uphold the 6 C's of care as core principles for delivering quality care and support.



# GROWTH

## Our Commitments

### Care Professional Academy

- Scholar programmes driving quality and growth
- Provider Portal to track and monitor training
- Career Pathways and banding information for sector guidance
- Nationally established with Scholars Programme aligned to NICE guidance
- Develop phase two: Staff Agencies Academy

### Good Care Campaign

- Introduce innovative methods in line with national reports
- Expand overseas recruitment

### Market Shaping & Business Development

- Monitor sector trends
- Assist providers with workforce planning
- Evaluate services through feedback to drive growth
- Develop providers as good employers offering quality care
- Digitise care providers and staff within the sector

### Education and Quality

- Support providers with best practices and quality governance (e.g., HCC, PBS, BoC, communities of practice)
- Benchmark against CQC standards to maintain high ratings of "Good" and "Outstanding"
- Develop new leaders through succession planning and training
- Future-proof roles and foster co-production
- Promote EDI in leadership training and forums, linking with ICS on EDI initiatives

### Support for Providers

- Help organisations thrive in a changing landscape, focusing on VCFSC skill development in the Community First Model and Connected Lives model
- Assist providers in challenging circumstances to maintain services and workforce commitment
- Link volunteering opportunities to the social care workforce and promote collaboration with VCFSC community for social prescribing
- Develop organisations to increase capacity for extended, innovative services
- Foster integration with co-location and wraparound services
- Build digital skills across the sector



# GROWTH CONTINUED - DIGITAL

Skills for Care emphasises the essential role of digital technology and skills in the future of the social care workforce strategy. The newly launched [Workforce strategy for adult social care](#) outlines the current state of the sector, the need for change, and how to develop the workforce of the future.

The Digital Care Hub supports the strategy and looks forward to collaborating with Skills for Care and sector leaders on its implementation.

Katie Thorn, Project Lead for Digital Care Hub, said, "We welcome the strong focus on the importance of digital technology, as well as digital and cyber security skills, in the workforce strategy. As a care provider-led organisation, we are committed to helping services use technology safely and effectively. We're excited to continue our work on responsible AI use in social care and our data and cyber security program (Better Security, Better Care)."

The strategy includes [projected returns for every £1 invested in digital technology](#), showing that investment in this area can offer substantial benefits for providers, the NHS, and people receiving care.

## Key recommendations:

**Expand Digital Skills Training (2025):** Partner with key organisations to increase access to digital skills training across the social care workforce.

**Pilot Care Technologist Role (2025):** Collaborate with partners to test and implement a new care technologist role.

**Expand Skills (Starting 2024):** DHSC and Skills for Care to launch the Care Workforce Pathway in 2024-25, with a review in 2025 focusing on mental health, digital skills, and dementia care.

**Higher Education Support (2025):** The Association of Colleges and Employment Providers to assist the higher education sector in offering programmes on digital, data, technology, and AI in social care.

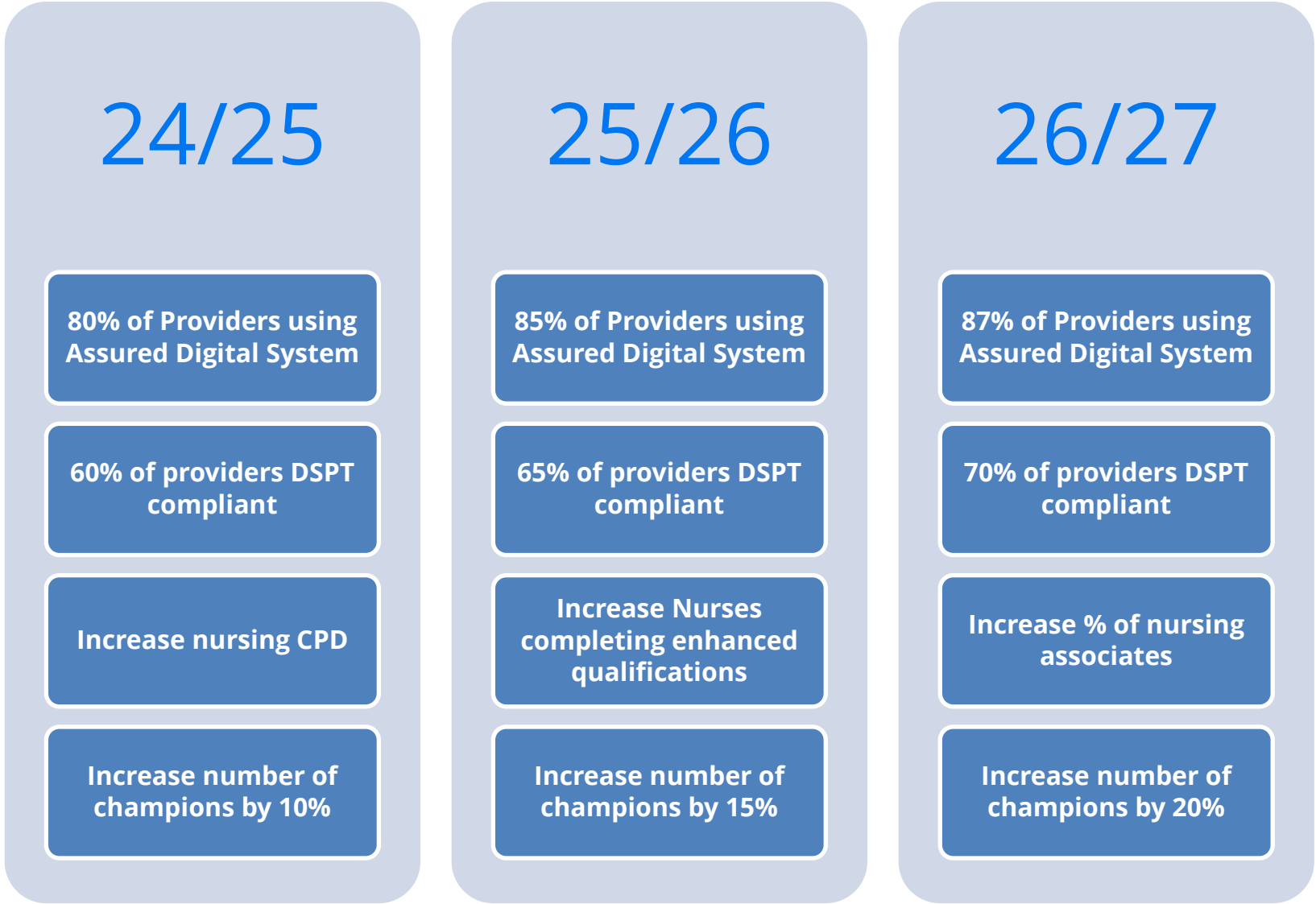
**CPD and Supervision Strategy (2025):** Develop a strategy to enhance continual professional development and supervision, focusing on apprenticeships, innovation in technology, and leadership in assistive technology, data, and AI.

# GROWTH

## We will:

- Support to expand the number of providers offering nursing dementia beds
- Support adoption of assured digital care planning systems.
- Expand CPD training for nurses in nursing homes, focusing on end-of-life and frailty care.
- Support providers improve compliance with data protection and security toolkits.
- Increase the number of Champions across services and topics
- Foster system relationships and encourage providers to utilise available services.
- Provide business development support to providers.
- Establish delegated health care activities ways of working within HWE ICB
- Create a group of stakeholders to evaluate future workforce requirements for residential and nursing older people services including expanding nursing and dementia skills

## Quantitative Measures



*Measured via SfC state of the Market*

# Recommendations to Grow

- Establish a workforce structure aligned with national pathways, including roles such as Nursing Associates and Delegated Responsibilities.
- Develop a consistent pay model for social care, similar to the NHS.
- Increase NHS awareness of care managers' roles to reduce pressure.
- Ensure service registration includes TDDI (Treatment of Disease, Disorder, or Injury).
- Expand technology-assisted care and build digital roles.
- Promote collaborative systems of working and market shaping for future needs.
- Continuously evaluate best practices and implement a consistent Dependency Tool.
- Ensure sustainability planning tools are embedded in services.
- Meet best practice design standards in care service estates.
- Address the gap in supported living for individuals with autism, mental health issues, brain injuries, and challenging behaviours.

## Nursing Homes

- Expand nursing specialisms to meet resident needs, such as Palliative and Frailty Nursing.
- Adapt services to support the shift from hospital-based to community-based care, accommodating more complex needs.

## Older People Residential Homes

- Develop pathways for delegated responsibilities with providers needing TDDI registration.
- Support the shift to community-based care, addressing complex needs in community settings.
- Improve facilities and skills to accommodate plus-sized residents

## Homecare

- Expand pathways for delegated responsibilities with homecare providers requiring TDDI registration.
- Build skills specific to Enablement.
- Promote integrated care with therapy partners.
- Support people to remain at home longer and prevent avoidable hospital admissions.

## Mental Health

- Expand mental health nursing and occupational therapy roles.

## Disabled Adults & Supported Living

- Explore learning disability nursing roles to address the needs of the aging population.
- Support individuals with early-onset dementia and behaviours that challenge, enabling long-term care with specialised providers.
- Increase Supported Living placements, including individual, self-contained, or small shared environments across Hertfordshire.

# Appendix 1- National Workforce Strategy

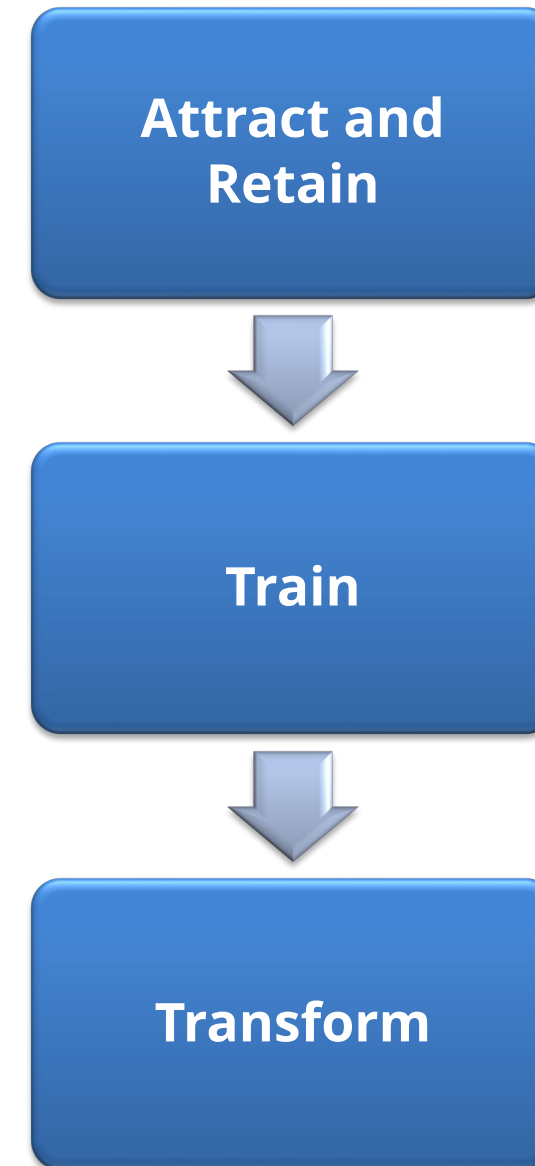
The National Workforce Strategy outlines the approach for both the short and long term, alongside practical actions to address current workforce challenges in the short to medium term.

These actions focus on three key priority areas:

**Government leadership:** The government, in collaboration with local authorities, employers, and unions, must take consistent, coordinated action on pay and terms and conditions over several years. This will help ensure that we remain competitive in a market where the number of British nationals in the workforce has already declined by 70,000 over the past two years.

**Ongoing investment in training and career development:** We must consistently invest in training and create clear career pathways to prepare social care workers to deliver exceptional care in a constantly evolving environment.

**Legislative foundation for a workforce strategy:** A formal workforce strategy, akin to the Health and Care Act requirement for the Secretary of State to publish a report every five years on the workforce needs of the health service, is essential. This is not a luxury; it is a fundamental necessity for the sector.



[Executive summary \(skillsforcare.org.uk\)](https://skillsforcare.org.uk)

# Appendix 2 – Baseline and Progress

Outcome	Baseline Line Region October 2023	Baseline Hertfordshire October 2023	Update National October 2024	Update Regional October 2024	Update Hertfordshire October 2024
Reduce Vacancy Rates	9.9%	9%	8.1%	8.3%	6.1%
Reduce Turnover Rates	29.9	30.1%	24.8%	23.9%	20.6%
Increase Qualification uptake	43%	45%	46%	43%	47%
Increase quality Care Inductions			40%	42%	43%
Retain and develop competent Registered Managers	24.5%	23.6%	19.4%	19.9% Thurrock particularly low at 6% compared to rest of region	22%
Ensure Hertfordshire is performing above average against national workforce statistics	Overall Hertfordshire performing above national and regional averages including performing at or just below the top of the table for average pay, turnover and vacancy. Registered manager turnover above average and therefore needs some specific focus.				

# References

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<https://committees.parliament.uk/publications/23246/documents/169640/default/>

[Long-term funding of adult social care](#)

[Independent report | Leadership for a collaborative and inclusive future](#)

[State of Care Reports](#)

[The State of the Adult Social Care Sector and Workforce 2023](#)

[Adult Social Care and Immigration: A Report from the Migration Advisory Committee April 2022](#)

[New horizons: What can England learn from the professionalisation of care workers in other countries?](#)

[Personal Assistant Survey - The Forgotten Workforce](#)

[The size and structure of the adult social care sector and workforce in England](#)

[Celebrating good care, championing outstanding care](#)

Additional cross referenced to the ICS People Plan and the ACS 22-25 plan