



# *Adult Services Workforce Strategy 2024-2027*



*“Milton Keynes City Council’s adult social care budget is over £79m. As such it is a key economic driver and having a strategy for such a significant workforce is essential.”*

## Introduction

Milton Keynes City Council’s Adult Services team recognises that the social care workforce is key to achieving care that is of the highest quality and is focused on the person not the task.

Adult social care covers a range of activities to care for and support people. These include people living with a disability, a mental health condition and frailty. Care and support may be delivered in the person’s own home, within a residential setting like a care home or in the wider community when helping to participate in ordinary activities.

Adult social care supports people in our community every day. In England it generates £55.7 billion a year for the economy. Milton Keynes City Council’s adult social care budget is over £79m. As such it is a key economic driver and having a strategy for such a significant workforce is essential.

**Our Vision: Milton Keynes City Council has an ambition to ensure that all our adult social care workforce is well-led, representative of our communities, competent and demonstrates the values and behaviours to deliver excellent care and support. Our workforce will feel valued and be committed, with opportunities for development and career progression.**

## The Milton Keynes Context

Milton Keynes is a growing city with 205,500 adults living here. Over 10,000 adults aged over 65 have a long-term health condition or disability that greatly impacts their day-to-day activities. 4,000 adults aged between 18 and 64 and 890 people over 65 have learning disabilities. 11,700 adults aged 18 to 64 years have two or more mental health disorders. 8,900 adults aged 18 to 64 have a moderate or serious physical disability. 2,800 adults aged over 65 have dementia. By 2040 this is predicted to increase to 4,700.

Adult social care and support is undertaken by many organisations in Milton Keynes such as the local authority, private companies, the voluntary, community and social enterprise sector (VCSE) and individual personal assistants. Indeed, over 170 services are regulated by the Care Quality Commission in Milton Keynes. In addition, there are many other adult social care services that are not regulated, such as day centres.

Data regarding the adult social care workforce across England is collated by Skills for Care, the national skills organisation for social care. The following is a summary of the latest available data, collected in 2023.

## Skills for Care Adult Social Care Workforce Data – Milton Keynes 2022/23

### a) Employment overview 2022/23

- *Filled posts by job group*
- *Filled jobs by sector*
- *Working time*

### b) Qualifications and training 2022/23

- *Care certificate*
- *Top 3 training categories*

### c) Recruitment and retention 2022/23

- *Turnover trend*
- *Vacancy trend*

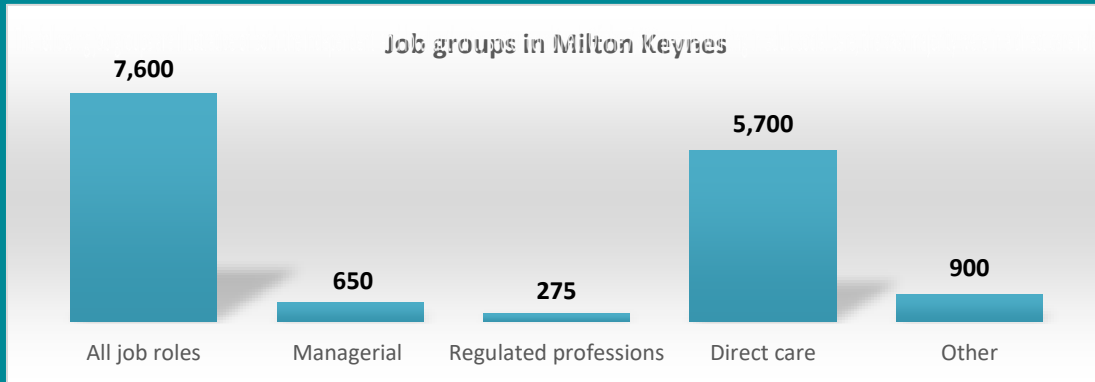
### d) Demographics

- *Filled posts by job group*

# Employment overview 2022/23

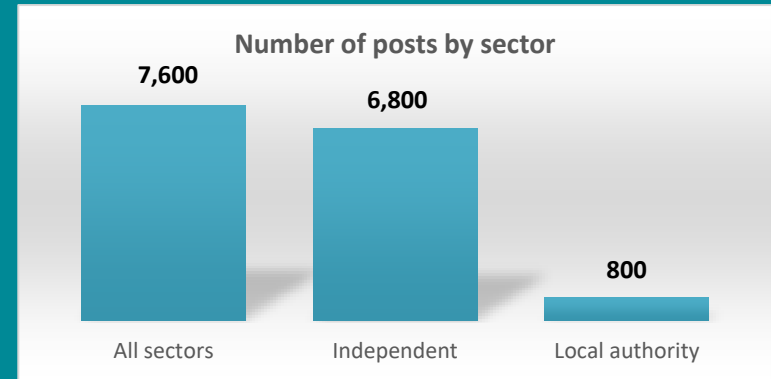
The following provides information about filled posts in Milton Keynes

## Filled posts by job group



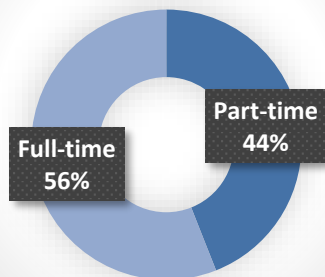
The following job groups are illustrative of both the independent and local authority sector combined. Of the 7,600 people working in adult social care, the vast majority were in a direct care role.

## Filled posts by job sector



The majority of people employed in adult social care in Milton Keynes are working in the independent sector i.e. private companies and the VCSE.

## Working time in Milton Keynes

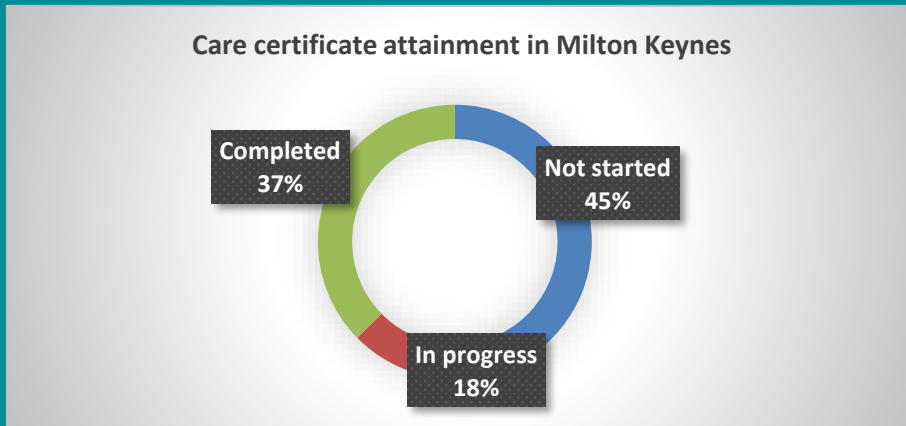


## Working time

Across all employment groups in adult social care, the largest group are full-time employees. However, part-time staff still make up 44% of the workforce.

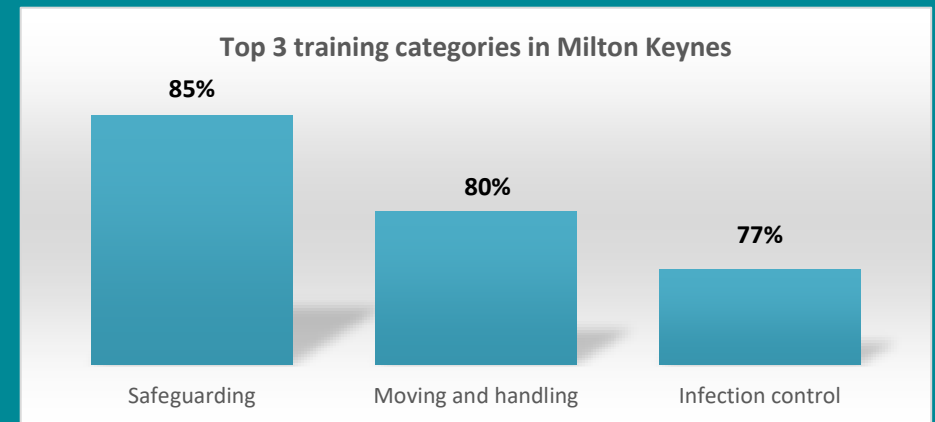
# Qualifications and training 2022/23

## Care certificate



The Care Certificate is the recognised framework for ensuring staff have skills to provide safe and high-quality care. For those employed in direct care, the data shows that a majority of employees have not yet started the process of attaining this qualification.

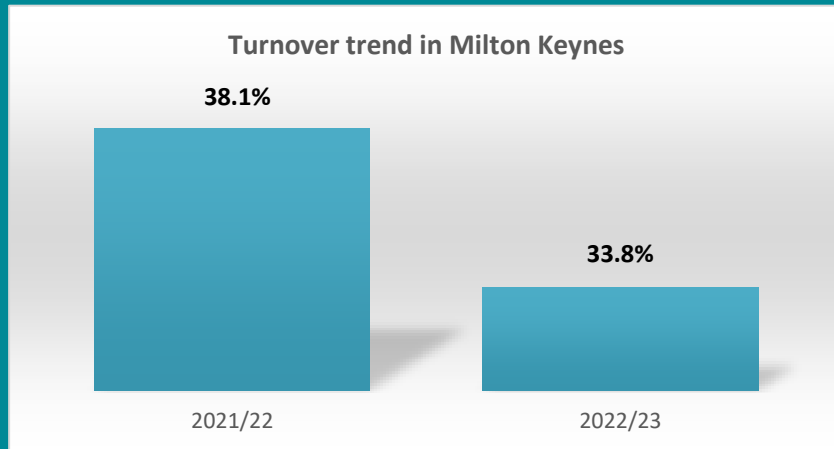
## Top 3 training categories



The top 3 categories of training in Milton Keynes are illustrated above. Unsurprisingly these are all areas of mandatory training.

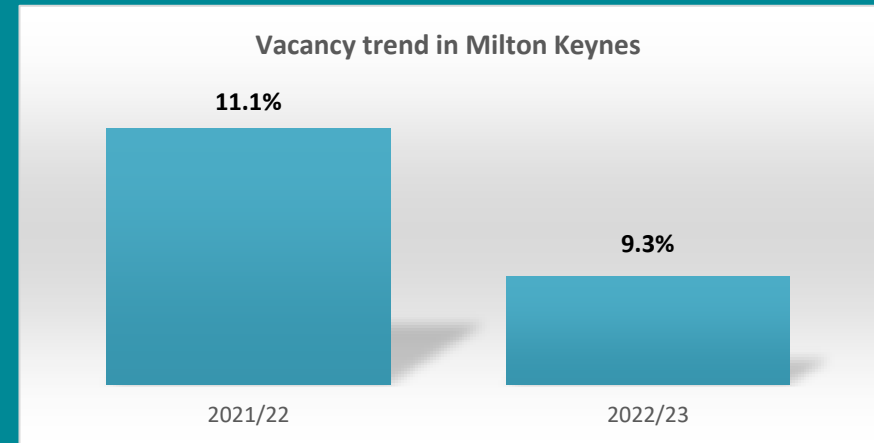
# Recruitment and retention 2022/23

## Turnover trend



Whilst there was a reduction in the turnover of staff, the rate for Milton Keynes was still above the England average of 29.1%.

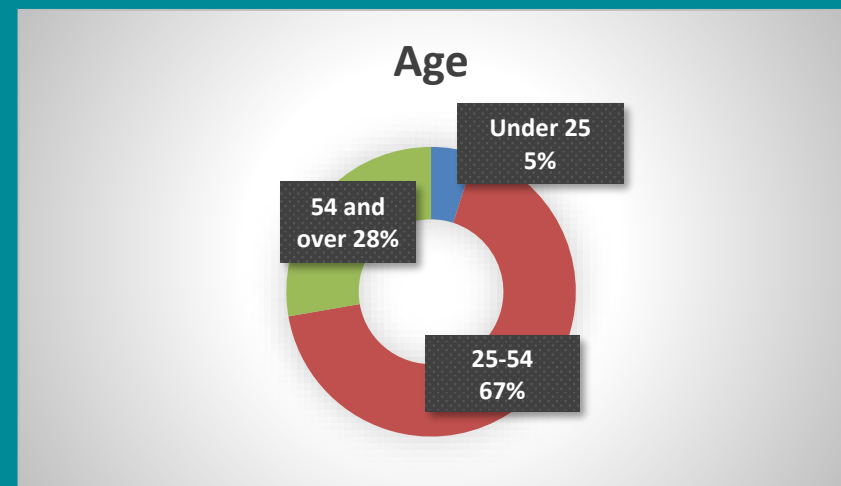
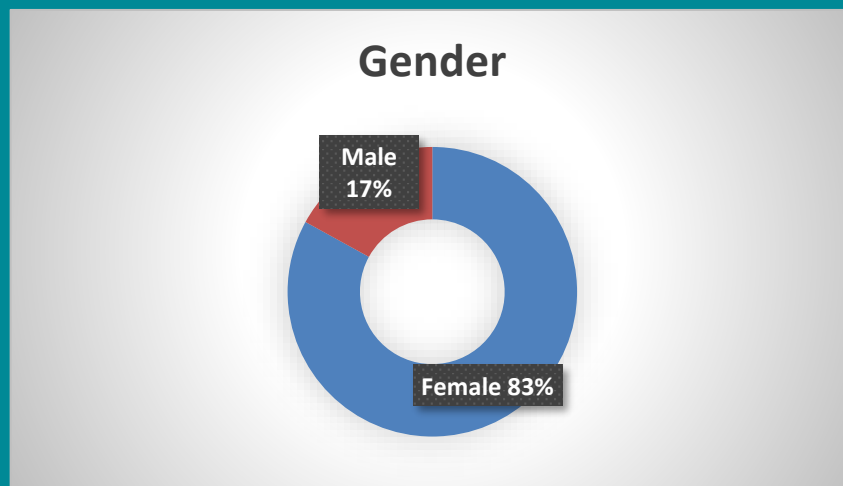
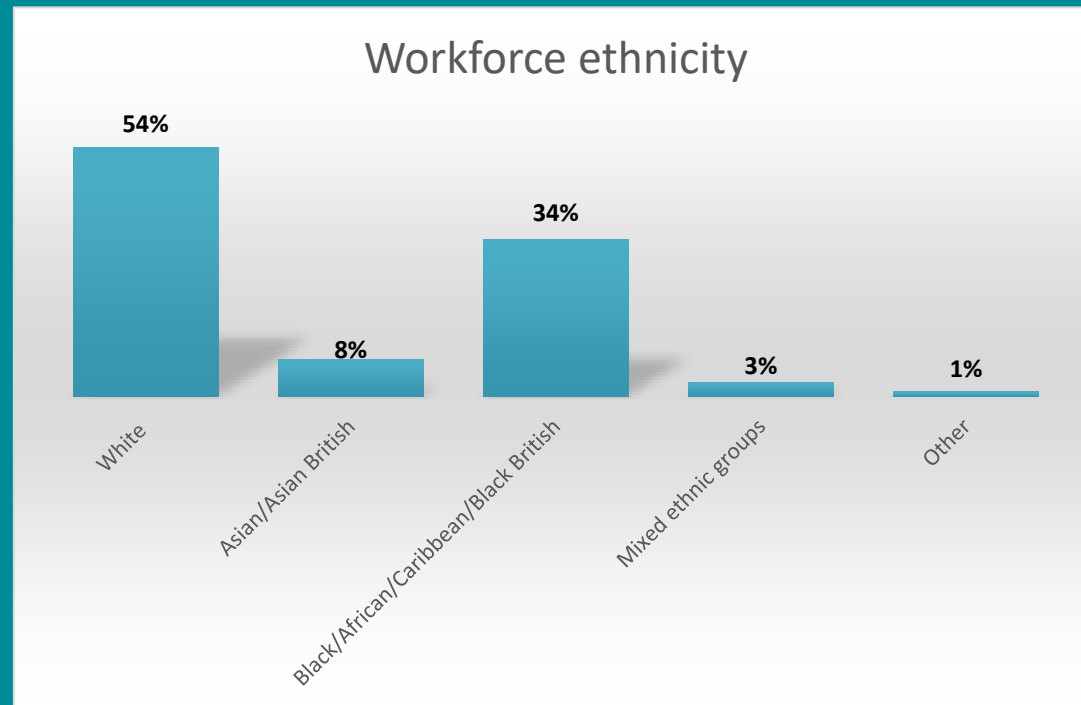
## Vacancy trend



There has been a reduction in the number of vacancies since 2021/22. Vacancies in 2022/23 are comparable with the national trend across England of 9.9%.

# Demographics

The following highlights the ethnicity, age and gender of the workforce in Milton Keynes.



## What did our workforce tell us?

During the winter of 2023, a series of focus groups were held with staff from the local authority, NHS and independent sector. We focused on the following themes: recruitment and retention; diversity and inclusion; wellbeing; learning and development and leadership and management.

- a) **“** A good induction is crucial to ensuring that staff get the best start
- Improve opportunities to develop and progress
  - Support staff to progress their career, whilst still valuing those with less ambition
  - Encourage staff to contribute ideas through team meetings, training and supervision sessions
- b)
- Ensure that all staff receive training in diversity and inclusion
  - Promote diversity and inclusion champions
  - Be considerate of all religious festivals
  - Develop cultural awareness in teams
- c)
- Importance of supervision, team meetings, briefings and drop in sessions
  - Support for physical and mental wellbeing
  - Lone workers need to be connected to their team
  - Work-life balance is important
- d)
- Consistent access to training across organisations
  - Recognise differences in learning
  - Access to apprenticeships and other qualifications
  - Identify gaps in specialist training and consider approaches to improve access e.g. dysphagia training
- e)
- Ensure awareness across organisations of key policies e.g. whistleblowing
  - Develop straightforward opportunities for informal and formal staff feedback
  - Team building is crucial
  - Communication needs to be accessible, clear and universal **”**



**Staff said  
(a-e)**



# Workforce priorities

We need to have a sustainable and valued social care workforce for the future given the increasing demand for support that is evident in Milton Keynes. To achieve this we have developed clear priorities which are underpinned by the following 'I' statements, from people who use care and support, telling us what they would expect, see and experience from the adult social care workforce.

1) *I have considerate support delivered by competent people*

2) *I am treated with respect*

3) *I am supported by people who see me as a unique person with strengths, abilities and aspirations*

4) *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*

5) *I have good information and advice on the range of options for choosing my support staff*

Standards of care

## What are we going to do?

We have identified a number of key priority areas and actions. Below we set out how we are going to achieve these priorities. In the main these will be led by the Council's Quality and Compliance Team and Adult Services Workforce Board.

### Our Priorities:

#### Priority 1

##### Improve Recruitment and Retention

- ✓ Promote a values-based recruitment approach across all sectors and organisations.
- ✓ Ensure that staff induction for all staff is comprehensive, structured and informative.
- ✓ Ensure all staff receive regular supervision and the opportunity to attend team meetings.
- ✓ Provide opportunities to progress and develop a career for those that want it.

  
Completion  
2024 / 25

ACTIONED BY -  
MKCC Quality &  
Compliance Team /  
Adult Services  
Workforce Board

#### Priority 2

##### Promote Diversity and Inclusion

- ✓ Encourage all external providers to introduce diversity and inclusion leads.
- ✓ Work with our adult social care providers to promote a workforce that is representative of our local population and the people they care for.
- ✓ Work with our partners and providers to ensure that all staff receive diversity and inclusion training and have a comprehensive awareness of its application to care practice.

  
Completion  
2024 / 25

ACTIONED BY -  
MKCC Quality &  
Compliance Team /  
Equity, Diversity &  
Inclusion Steering  
Group

## Our priorities continued:

### Priority 3

#### Promote Wellbeing

- ✓ Ensure that the health, safety and wellbeing of the adult social care workforce is a priority for everyone, including lone workers.
- ✓ Develop new opportunities to support and promote wellbeing.



Completion  
2024 / 25

**ACTIONED BY -**  
MKCC Quality &  
Compliance Team /  
Adult Services  
Workforce Board

### Priority 4

#### Enhance Learning & Development

- ✓ Ensure all adult social care providers prioritise both mandatory training and optional training to promote career development and encourage a learning culture.
- ✓ Undertake ongoing monitoring and review of the take up of training across all providers, including the attainment of the care certificate.
- ✓ Promote the use of apprenticeships, the apprenticeship levy and continuous professional development.
- ✓ Encourage a strengths-based approach to care and support.



Completion  
2024 / 27

**ACTIONED BY -**  
MKCC Quality &  
Compliance Team /  
Adult Services  
Workforce Board

### Priority 5

#### Leadership and Management

- ✓ Support talent management and succession planning across adult social care.
- ✓ Ensure that all staff have a good understanding of key policies in their organisation.
- ✓ Promote good communication for staff across all adult social care providers, alongside clear opportunities for feedback.
- ✓ Work with partners and providers to further develop leadership and management skills across adult social care.



Completion  
2024 / 27

**ACTIONED BY -**  
MKCC Quality &  
Compliance Team /  
Adult Services  
Workforce Board

**Thank you for reading this document.**

**If you have any comments or feedback, please contact  
the MKCC Commissioning Team at:**

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