

BARNSELY METROPOLITAN BOROUGH COUNCIL

REPORT OF: EXECUTIVE DIRECTOR CORE SERVICES

TITLE: OVERVIEW AND SCRUTINY COMMITTEE ADULT HEALTH AND CARE WORKFORCE TASK AND FINISH GROUP (TFG)

REPORT TO:	CABINET
Date of Meeting	20th March 2024
Cabinet Member Portfolio	N/A
Key Decision	No
Public or Private	Public

Purpose of report

To report to Cabinet the findings of the Overview and Scrutiny (OSC) from the investigations undertaken on its behalf by the Adult Health and Care Workforce Task and Finish Group (TFG).

Council Plan priority

- Healthy Barnsley
- Growing Barnsley
- Learning Barnsley

Recommendations

- 1. Learning from the Children's Services Academy at Barnsley College should be shared with the Health and Care Workforce Group with a view to exploring the potential for greater collaboration.**
- 2. Reassert with contracted providers that all mandatory training is funded and carried out during working hours.**
- 3. Develop a programme to ensure parity of esteem, and promote the wide variety of job roles, across the whole of health and care.**
- 4. Consider using the apprenticeship levy to boost the number of apprenticeship placements across health and care, including the independent sector.**
- 5. To review how the services provided by Barnsley Carers Service is communicated to Barnsley's unpaid carer workforce.**

6. Consider a programme of support for those aged over 30 to break down barriers to enter the health and care workforce.

7. Promote the Prince's Trust Programme through partnership working and events, including, but not limited to, Area Councils, Ward Alliances, town centre events, Family Hubs, Youth Zone and any other opportunities that may arise throughout the year.

1. INTRODUCTION AND BACKGROUND

- 1.1 There are many challenges impacting upon the Adult Health and Care Workforce. There is a national and local shortage of people applying for university courses for both social work and nursing, there is an increasingly ageing workforce, and the impact of Covid has seen many employed within the sector either retire or move to agency work, resulting in a loss of skills. In addition, services are being impacted by an increasingly ageing population and the number of people requiring support continues to rise across the board with many cases becoming more complex by the time they present to services.
- 1.2 These challenges led members of the Overview and Scrutiny Committee to identify the Adult Health and Care Workforce as an area to explore during 2023/24 and the committee agreed that it would be added to the work programme as a Task and Finish Group to allow for a more in-depth investigation.
- 1.3 Over the course of the investigation, the group met with Barnsley Council officers from Place Health and Adult Social Care, and from Employability and Skills; officers from Barnsley Hospital and the Integrated Care Partnership; and partners from Skills for Care. The group would like to take this opportunity to give thanks to all witnesses who provided information to support their investigation.
- 1.4 The members of the TFG who undertook this investigation are as follows:-

Cllrs John Clarke (TFG Lead Member), Ruth Booker, Roy Bowser, Brenda Eastwood, Jeff Ennis, Steve Hunt, Margaret Sheard, and Trevor Smith.
- 1.5 To enhance the expertise and diversity amongst the group, Chloe Bannister from Healthwatch Barnsley was co-opted for the duration of the investigation and the group would like to give particular thanks to Chloe for her invaluable contribution.
- 1.6 As a result of the investigations, the group have highlighted a number of recommendations in support of further improvement, the rationale for which is outlined in section 7.

2. SCOPE OF THE INVESTIGATION

2.1 The NHS Long Term Workforce Plan was introduced in 2023 and sets out the strategic direction for the long term, as well as concrete and pragmatic actions to be taken locally, regionally, and nationally in the short to medium term to address current workforce challenges. Those actions fall into three core priority areas:

- Train – significantly increase education and training, as well as apprenticeships and alternative routes to professional roles, to deliver more staff, including new roles designed to better meet the changing needs of patients and support the ongoing transformation of care.
- Retain – ensuring that more staff are retained by better supporting people throughout their careers, boosting the flexibilities offered to staff to work in ways that suit them and work for patients, and continuing to improve culture and leadership.
- Reform – improving productivity by working and training in different ways, building broader teams with flexible skills, changing education and training to deliver more staff in roles and services where they are needed most, and ensuring staff have the right skills to take advantage of new technology that frees up clinicians time to care, increases flexibility in deployment, and provides the care patients need more effectively and efficiently.

2.2 These priorities are reflected in the South Yorkshire Integrated Care Board's ambitions in their Joint Forward Plan.

2.3 Given the wide-ranging nature and complexity of the workforce across health and care, and the absence of a national workforce strategy for Adult Social Care in England (Scotland have a National Health and Social Care Workforce Strategy), the group agreed to direct the focus of their investigations based on these three core priorities, looking at how they are being addressed locally across the adult health and care sector - namely Adult Social Care, the Independent Care Sector (Domiciliary Care and Residential Homes), and Healthcare Providers – as well as specific support provided by the Council's Employability and Skills team.

2.4 By conducting the investigation, members aimed to achieve the following outcomes:-

- To understand the challenges associated with recruitment and retention across the Adult Health and Care Workforce and how these are being tackled so that there is the right number of people, with the right skills in place to be able to deliver the kind of care people need across the borough
- To be assured that there is a robust programme of Continuous Professional Development (CPD) in place across all organisations so that

staff have the right skills, knowledge and support to deliver safe, high quality, and consistent care to the residents of Barnsley and that working conditions are favourable and competitive with other employment sectors, including opportunities for career progression.

- To understand what is being done to take advantage of new ways of working to provide the care patients need more effectively and efficiently and to support the wellbeing of employees
- To be able to inform and support place-based plans to recruit and retain a high-quality adult health and care workforce

2.5 The TFG undertook a number of 'check and challenge' sessions with officers and partners regarding the work being carried out, and the current and future plans and challenges associated with the subject. This involved asking questions of them regarding their work and the services available locally.

2.6 To support their investigations, the group conducted their own research into the topic to understand the challenges, plans, and training and education offers available, including looking at the benefits of the recently established Children's Services Academy at Barnsley College.

2.7 They also attended the 'We Care Into the Future' careers event at the Metrodome. The event was designed to help secondary school and college students find out more about the range of jobs and volunteering opportunities across the sector; training and education offered by local colleges and universities; and the different employment schemes available, including apprenticeships.



FINDINGS FROM THE INVESTIGATION

Adult Social Care

3.1 Staff within adult social care, except for social workers, are predominantly made up of people between the ages of 50 and 65 and according to the Local Government Association (LGA), this section of the workforce is likely to retire within the next five years. Social Workers tend to be younger, with a sizeable

proportion being Newly Qualified Social Workers (NQSW) or those who haven't gained sufficient experience to become advanced practitioners. Unfortunately, there is a trend for NQSWs to complete their first year of practice and then move to agency work, primarily for pay, making it difficult to succession plan.

- 3.2 At the time the information was presented to the group, a number of Social Worker and Assistant Social Worker posts were vacant. This impacts upon caseload levels and wellbeing for existing staff, with the additional potential to impact upon the quality of service for residents. Much work has been done to enhance the culture as well as the wellbeing and benefits offer for staff, and the vision for adult social care is for 'staff to feel part of an organisation which values, promotes and enables strength-based principles by not only investing in training but putting these principles in practice'. Benefits of working in adult social care include the training and development offer, celebration events, and the supportive environment for staff to ensure that caseloads are appropriately apportioned based on experience. It is hoped that this will go some way to retaining staff and ensuring that Barnsley is an employer of choice.
- 3.3 According to the Local Government Association (LGA) website, in 2021 Community Care found that the main benefit that social workers seek when looking for a job is flexible working. Adult Social Care use the tools developed by the LGA to help build on flexible working for social workers to support work/life balance. Schemes offered include flexitime, part-time working, hybrid working, and compressed hours. A framework has been developed to support the ongoing development of excellent practice by providing a clear set of expectations applied with a consistent approach, and a tool has been purchased so that they can reflect on practice to supplement the new supervision policy that has been introduced. To support social workers to have meaningful conversations with their clients, processes have been streamlined and new ways of working are being developed in conjunction with front-line staff.
- 3.4 Recruitment for social worker (registered) posts garner much less interest than other posts and it is thought that non-registered staff see it as an opportunity to gain experience within the role with a view to progressing to social worker status. However, given that it takes three years for a person to complete an apprenticeship, there are practical implications that require thought and development with the resources to support this process, such as the need to cover caseloads whilst they are on placement (200 days over the three years), and the need for sufficient Practice Educators to support students during this time.
- 3.5 Leaders are collaborating with universities on curriculum development and are forming a peer group to look at diversity and inclusion. They are part of the ADASS, regional, and national workforce development groups to share learning, development, and best practice.

Independent Sector (Domiciliary Care and Residential Homes)

- 3.6 There are 44 older people and 27 specialist residential/nursing homes, and 49

home care providers registered with the Care Quality Commission (CQC) operating in Barnsley. There are also 200 direct payment recipients employing their own carers.

- 3.7 Of those, 42 of the 44 older people homes are contracted with the council and all 27 specialist homes have 'spot' contracts. 25 home care providers have contracts with an additional 29 providers registered outside of Barnsley. Holding a contract with the local authority comes with a range of benefits for the provider and the people they employ, including the expectation that they pay an additional £1 per hour above the national living wage to all their employees.
- 3.8 At the time the information was presented to the group, the latest available data showed that there were 5,100 filled posts in the independent sector, with 4,100 of those involved in direct care. The vacancy rate for 2022/23 was 7.1% (375 posts) which was a decrease when compared to 2021/22 (9.2%). Employee turnover rate seems relatively high at approximately 32% but is comparable with regional and national averages. Workers tend to move between organisations, with approximately 70% of recruitment coming from within adult social care, and this can impact upon consistency of care for service users.
- 3.9 The average length of experience is 5.2 years and 58% are working full-time hours. Less than a quarter (14%) of the workforce are on zero-hour contracts and these are often preferred by those who want flexible working to address childcare needs. The average age of the workforce is 44, only 10% of the workforce are under the age of 25, and more needs to be done to attract a younger workforce. Given the age profile, approximately 1,700 posts will be reaching retirement age in the next 10 years. Most providers have a rolling programme of recruitment, based on customer demand, and many new employees are attracted via word of mouth in local communities.
- 3.10 Skills for Care estimates show that 51% of the direct care providing workforce in Barnsley hold a relevant adult social care qualification. Approximately 48% have engaged with the Care Certificate which is a basic entry level qualification. This qualification is covered locally through college, independent providers and Skills for Care who endorse learning providers. Compared to other local authorities in South Yorkshire, this is the lowest for basic entry level qualifications, but Barnsley pay rates are higher and has the highest rate of relevant qualifications.
- 3.11 Employees have reported that there is a lack of good quality training. The South-West Yorkshire Partnership Foundation Trust (SWYPFT) have a comprehensive training offer, as does the local authority, but the number of providers taking up the offer from the Council has decreased resulting in training being sought from private providers that is not always fit for purpose, thus impacting upon quality. Skills for Care offer lots of opportunities to access good quality training providers. In the coming year, work will be done to develop an Adult Social Care Career Pathway and an Adult Social Care Workforce Strategy.

- 3.12 Many employers offer benefits for employees, including three meals a day; they operate an open-door policy; and some offer flexible working to support work-life balance. However, there are limited opportunities for career progression and some workers have reported having to complete mandatory training outside of working hours which is unpaid.
- 3.13 Organisational culture varies across the sector and is usually dependent upon leadership and management, but it is generally caring, supportive, stressful, and extremely busy. There is a lot of pressure on carers as people are now being discharged from hospital quicker and have support needs. Although the Government are looking at the fair cost of care, including pay, care workers have said that this is not the only factor to consider, and they would like flexible working and equal recognition with NHS workers who were celebrated and praised for their work during the pandemic whilst care workers felt forgotten and undervalued. As a result, the Proud to Care website has been developed to raise the profile of care work and promote vacancies within the care sector.

NHS Providers/Integrated Care

- 3.14 There are approximately 3,700 people employed by Barnsley Hospital NHS Foundation Trust (BHNFT), supported by 100 volunteers. There are 2,500 people employed by SWYPFT within the community and mental health service and 750 employees in general practice, including approximately 150 General Practitioners (GPs), 80 nurses and 123 other roles involving direct care.
- 3.15 Within the NHS there is increasing demand for some professional roles which has led to a shortage of qualified professionals entering the workforce such as Occupational Therapy, Bio-Medical Science, Speech and Language Therapy (SALT), mental health support, and nursing for those with learning disabilities.
- 3.16 One quarter of the workforce is over the age of 55, again with many expected to retire within the next five years, and there has been a drop in young people applying for courses in health. In September 2023, there were 7,600 fewer applicants than the previous year for nursing positions at university. Recruitment has been hindered by the lack of positive stories in the media, and challenges around Covid and strike action, meaning that NHS leaders have a job to do to improve reputational risk. There is now more competition from other sectors, and although there are favourable terms and conditions, pay is just above the national living wage for entry level roles and given the Cost-of-Living Crisis, young people are making short term financial decisions. Although this is a particular concern for social care, it is also becoming an issue for the NHS. Despite this, Barnsley Hospital is within the top 10% of hospitals nationally when it comes to staff feeling valued.
- 3.17 All Integrated Care Boards within the region are reporting overspends on pay budgets. Although the NHS Long Term Workforce Plan has been published, partners are still waiting to see the details of how the ambitions will be achieved and funded. It is expected that there will be funding for training, but not employment, which means that even though 'earn while you learn'

schemes such as apprenticeships are attractive, there is a risk that there will be no long-term job security attached to the posts. Whilst the Integrated Care Board are keen to focus on challenges at a system level with 'one workforce', the Long-Term Workforce Plan is NHS focussed and will not address challenges within social care or community care.

- 3.18 The International Nurse Recruitment scheme at the hospital has been very successful. Within 18 months, 90 skilled nurses have been recruited from overseas. The challenges around this are addressing the cultural differences and integrating those nurses into the wider community. The hospital's strong and personalised pastoral care enabled recruits to form strong bonds and rely on each other for support during Covid. It is reported that new overseas recruits feel valued, respected, and part of the organisational family.
- 3.19 DFN Project Search is a transition to work programme committed to transforming the lives of young adults with a learning disability and autism or both. In the first cohort, nine young people aged 17 to 24 gained vital work-based learning opportunities and experience in several different roles at Barnsley Hospital. The second cohort of the Project Search internship programme started in September 2023.
- 3.20 There are approximately 27,00 unpaid carers in Barnsley, and they underpin the health and care workforce. Whilst fulfilling their caring roles, they are building valuable, transferrable skills and more needs to be done to engage with this section of the community. With that in mind, the Proud to Care hub is looking at carers who may have employability, training, or education support needs to help them access vacancies within health and care settings.
- 3.21 To retain and support employees, SWYPFT has a comprehensive staff health and wellbeing offer which is to be integrated into the performance and development review (PDR) programme and they talk about health and wellbeing at all points with employees. A comparable programme is in operation at the hospital.



- 3.22 Whilst partners are trying to plan a workforce based on what they know now - that the population is getting older, the number of people being treated will grow, and requirements will be more complex - it was acknowledged that it is

difficult to plan for the future because the use of artificial intelligence for diagnostics, particularly cancer diagnostics, is going to progress, and it is not yet known how this will impact on service delivery.

- 3.23 As a health and care partnership, work is underway with the other places in South Yorkshire, supported by the Integrated Care Board, to share good practice across the wider region, looking for opportunities to collaborate and learn from good practice nationally.
- 3.24 Work is also underway with colleagues in South Yorkshire, through the Proud to Care hub, to develop a programme, exploring volunteering as a route into education, training, careers, and personal development.

Employability and Skills Team (Prince's Trust Sponsorship Programme)

- 3.25 The Prince's Trust Programme is designed to support young people into employment in the health and care sector. The program is open to anyone aged between 18 and 30, and offers training, support with applications and interviews, and pastoral support throughout the programme and the first three months in employment. Many young people have found success through the Prince's Trust, securing jobs, and furthering their education. It welcomes those who are unemployed and people who want to change careers and the offer is tailored to the individual's needs, providing support to break down barriers that prevent them from progressing with their careers, including homelessness, poor mental health, low level skills, autism, poverty, and support for those who have a challenging early start in life.
- 3.26 Of those that have engaged with the programme, 98% have gone into employment or education. Of those that have gone into employment (50 people), 27% are within the NHS, 22% within the Council and 51% within the care sector. 44 (88%) people have stayed in the job for at least three months which compares favourably with the national target of 75%. Often people leave the independent care sector to move to the NHS as there are more opportunities for career progression.



- 3.27 Officers are working with colleagues in the NHS to simplify the application process and this needs to progress to promote an inclusive workforce. Those who are neurodivergent find interviews difficult and so they are working together to look at job trials instead, with approximately 8-12 interns each year introduced to the health service. Crossroads Care has an effective training offer for school leavers who are not old enough to engage with the programme, and a funded Proud to Care course is available through Barnsley

Adult Skills and Community Learning.

- 3.28 Recruiting within domiciliary care is challenging because carers need their own transport. Of the 200 people seen by the programme in the last year, only five had their own car.
- 3.29 The greatest challenge for the programme is reaching more young people. Partnership working currently takes place with the Department of Work and Pensions (DWP), the NHS, Barnsley Youth Hub, and Barnsley College. Information is on the Council's website and the communications and marketing team do lots of work. However, it is thought that there is a general lack of understanding within the community about what the Prince's Trust does, and what the programme entails, and this needs to be more widely promoted.

4. IMPLICATIONS OF THE DECISION

4.1 Financial and Risk

There are no specific financial implications or risks associated with this report. However, in responding to the recommendations in this report, the implications would need to be fully assessed by the appropriate services responding. Consultations have taken place with representatives of the Director of Finance (S151 Officer).

4.2 Legal

There are no specific legal implications associated with this report. However, in responding to the recommendations in this report, the legal implications would need to be fully assessed by the appropriate services responding. Consultations have taken place with the Service Director for Law and Governance.

4.3 Equality

There are no specific implications associated with this report. However, in responding to the recommendations in this report, any implications would need to be fully assessed by the appropriate services responding. It should be noted that throughout the TFG's involvement in this work, it has become apparent that there is much work already being done across the sector and with partners to attract, develop, and support a diverse and inclusive workforce and identify ways to break down barriers to employment.

4.4 Sustainability

As this report does not require a decision, the sustainability decision-making wheel has not been included.

4.5 Employee

There are no direct employee implications associated with this report.

However, in responding to the recommendations in this report, any implications would need to be fully assessed by the appropriate services responding. It should be noted that by conducting the investigation, it has become clear that much work is being done to recruit, train and retain a health and care workforce that is fit for the future and members are confident that leaders are putting plans in place to address the challenges faced by the sector.

4.6 Communications

There are no direct implications associated with this report. However, in responding to the recommendations in the report, any implications would need to be fully assessed by the appropriate services responding. It should be noted that the Proud to Care hub and website will be instrumental in progressing the work, raising the profile, and promoting opportunities within the care sector. From the investigation it is evident that benefits would be realised from partnership working across Council departments to promote the work done through the Prince's Trust programme.

5. CONSULTATION

- 5.1 Consultations have taken place with the Adult Health and Care Workforce TFG members; OSC members; the Council's Cabinet members; council officers from Place Health and Adult Social Care, and Employability and Skills; partners from the Integrated Care Board, Barnsley Hospital, and Skills for Care; and the Council's Senior Management Team.

6. ALTERNATIVE OPTIONS CONSIDERED

- 6.1 No alternative options have been considered in the writing of this report.

7. REASONS FOR RECOMMENDATIONS

- 7.1 The investigation has revealed core themes across the sector. It seems that the key to boosting the workforce is 'growing your own'; developing effective succession plans to prevent a future workforce crisis; ensuring there are developed career pathways for progression; and that employees feel valued, thrive, and want to belong. To ensure a workforce that is fit for the future and the needs of residents are effectively met, work is currently underway to develop a workforce plan for Barnsley. Given that similar challenges exist across the whole of the sector, it is hoped that this will be all encompassing so that a more joined up approach to recruitment can be taken across adult health and care. It is also hoped that, by taking part in the task and finish group's investigation, officers will have had the opportunity to reflect on practice and future need, and this will inform the plan.
- 7.2 In addition to local work, it is clear to the group that change needs to be led at a national level. Members are pleased to see that the Government has recently set out plans to develop the domestic care workforce, outlining plans to improve the career prospects of the domestic care workforce through training, qualifications, and a clearer, care career path.

7.3 The investigation undertaken by the TFG, as well as the recommendations made, are in support of building a workforce that is fit for the future. Whilst recognising there is lots of evidence of good practice and plans in place to tackle the challenges, the TFG have made the recommendations to support continual improvement with a view to achieving local priorities and improving outcomes for the residents of Barnsley. In support of this, members would like to make the following recommendations: -

7.4 **Recommendation 1 – Learning from the Children’s Services Academy at Barnsley College should be shared with the Health and Care Workforce Group with a view to exploring the potential for greater collaboration.**

To help grow the workforce of the future across the whole of health and care, particularly given the foreseeable challenges linked to an ageing workforce, and to support system-wide development of health and care in Barnsley.

7.5 **Recommendation 2 - Reassert with contracted providers that all mandatory training is funded and carried out during working hours.**

To remove any expectation that exists for employees to carry out mandatory training in their own time, ensuring that they feel valued and motivated to learn, thereby improving quality and consistency for the residents of Barnsley.

7.6 **Recommendation 3 - Develop a programme to ensure parity of esteem, and promote the wide variety of job roles, across the whole of health and care.**

To change perceptions within the community about the work done in the independent care sector and to raise the profile of care givers to ensure everyone feels equally valued for their contribution. Suggestions include a celebration event (hosted by the mayor), a local rewards scheme for those in the independent sector (similar to Blue Light cards), and long-service awards. Members would also like to see work being done to raise awareness of the wide range of job roles available within the health service with a strong focus on promoting and supporting a diverse and inclusive workforce.

7.7 **Recommendation 4 - Consider using the apprenticeship levy to boost the number of apprenticeship placements across health and care, including the independent sector.**

To support the ‘grow your own’ approach being taken, and to help people ‘earn while they learn’, supporting partners and local businesses to increase the number of health and care apprenticeship placements available. However, care must be taken to ensure that there are pathways to successful careers beyond the placements.

7.8 **Recommendation 5 - To review how the services provided by Barnsley Carers Service is communicated to Barnsley’s unpaid carer workforce.**

Although not specifically within the scope of the investigation, the unpaid carer workforce largely supports the health and care sector by diverting pressure away from care services. Unfortunately, many carers that members encounter are unaware of the support available to them and the people they care for, and members would like to see a review of how this information is communicated and shared across the borough.

7.9 Recommendation 6 - Consider a programme of support for those aged over 30 to break down barriers to enter the health and care workforce.

It appears that the Prince's Trust programme has been successful in helping young people tackle barriers that may prevent them from accessing work in the health and care sector. However, this scheme only supports those aged 18-30 and members feel that this could be replicated to tap into a large pool of people over the age of 30 who have naturally developed the necessary skills and abilities required to be successful in this sector.

7.10 Recommendation 7 - Promote the Prince's Trust Programme through partnership working and events, including, but not limited to, Area Councils, Ward Alliances, town centre events, Family Hubs, Youth Zone, and any other opportunities that may arise throughout the year.

The programme has been successful so far, and this would help to extend reach and increase take-up of the programme so that more young people can access the support they need to remove any barriers they may encounter which prevent them from entering the health and care workforce.

8. GLOSSARY

ADASS	Association of Directors of Adult Social Services
BHNFT	Barnsley Hospital NHS Foundation Trust
CPD	Continuous Professional Development
CQC	Care Quality Commission
DWP	Department for Work and Pensions
GPs	General Practitioners
LGA	Local Government Association
NQSW	Newly Qualified Social Worker
OSC	Overview and Scrutiny Committee
PDR	Performance Development Review
SALT	Speech and Language Therapy
SWYPFT	South-West Yorkshire Partnership Foundation Trust
TFG	Task and Finish Group

9. BACKGROUND PAPERS

The Kings Fund – The NHS Long Term Workforce Plan Explained:-
https://www.kingsfund.org.uk/insight-and-analysis/long-reads/nhs-long-term-workforce-plan-explained?gclid=EAlaIQobChMIoKmqkJGohAMVOUBBAh35xgykEAAYASAAEgLEfPD_BwE

Proud to Care Website:-
<https://www.barnsley.gov.uk/services/jobs/proud-to-care-working-in-care-in-barnsley/>

Barnsley Council Website – Get Started | Care With Employability Support for People Under 30:-
<https://www.barnsley.gov.uk/services/training-and-development/skills-and-employability/education-employment-and-training-for-young-people/get-started-in-care/>

Skills for Care Website:-
<https://www.skillsforcare.org.uk/Support-for-leaders-and-managers/Skills-for-Care-support-in-your-area/Skills-for-Care-support-in-your-area.aspx>

LGA website – Flexible Working in Social Care:-
<https://www.local.gov.uk/pch/flexiblesocialcare>

Barnsley College Children’s Services Academy:-
<https://www.barnsley.ac.uk/college-partners-with-barnsley-council-to-launch-childrens-services-academy/>

DFN Project Search Website:-
<https://www.dfnprojectsearch.org/>

Barnsley College Website – ‘We Care Into the Future’ Article:-
<https://www.barnsley.ac.uk/health-and-social-care-students-visit-an-eye-opening-career-event/>

House of Commons Library – Adult Social Care Workforce in England Research Briefing:-
<https://researchbriefings.files.parliament.uk/documents/CBP-9615/CBP-9615.pdf>

Gov.UK – Government Sets Out Plans to Develop the Domestic Care Workforce Press Release:-
<https://www.gov.uk/government/news/government-sets-out-plans-to-develop-the-domestic-care-workforce> - GOV.UK
(www.gov.uk)

10. REPORT SIGN OFF

Financial consultation and sign off	Senior Financial Services officer consulted and date <i>Colette Tyrell</i> 20/02/2024
Legal consultation and sign off	Legal Services officer consulted and date <i>Sukdave Ghuman</i> 19.02.2024

Report Author: Jane Murphy
Post: Scrutiny Officer
Date: 21 February 2024