

REPORT TO: Executive Board

DATE: 23rd October 2025

REPORTING OFFICER: Executive Director, Adults

PORTFOLIO: Adult Social Care

SUBJECT: Adult Social Care Workforce Strategy for Halton

WARD(S): Borough Wide

1.0 PURPOSE OF THE REPORT

- 1.1 To present the Board with the Adult Social Care (ASC) Workforce Strategy for Halton, for approval.

2.0 RECOMMENDATION: That the Board

- 1) note the contents of the report; and**
- 2) approve the draft ASC Workforce Strategy for Halton (Attached).**

3.0 SUPPORTING INFORMATION

- 3.1 Early in 2025, Skills for Health were commissioned to work with Halton Borough Council to develop an ASC Workforce Strategy for Halton, to enable and support the local authority and its commissioned services to align the right workforce resources, in the right place, at the right time, with the right skills to further enable an ASC workforce that improves the health and wellbeing of local people to live longer, healthier and more independent lives.

- 3.2 Following extensive engagement which included on line surveys capturing views across the workforce, one to one interviews with operational leaders and analysis of workforce data, vacancy trend, pay benchmarks and training uptake, the strategy is being presented to Executive Board today for approval.

- 3.3 The Strategy sets out:-

- Seven strategic recommendations – from building career pathways to improving pay and fostering collaboration
- Three cross-cutting enablers – reformed commissioning, a centralised workforce hub, and strong system governance
- A commitment to diversity, co-production, and quality

The Strategy is both a response to current pressures and a vision for long-term transformation.

- 3.4 The core components of the Strategy are:-

- Structured career development
- Recruitment and retention innovation

- Fair pay and better working conditions
- Engaged and empowered workforce
- Better use of technology
- Comprehensive training and skills planning
- Cross-sector collaboration

3.5 Implementation would not be seen as a ‘bolt on’ to the strategy; it is the Strategy.

- Year 1 would focus on laying the **Foundations** - co-design, infrastructure, and enabling conditions.
- Year 2 would be **Activation** - delivery of new systems, frameworks, and tools.
- Year 3 would then be focused on **Embedding** - evaluation, scaling, and sustainability.

3.6 The implementation plan would be structured along a linear timeline, over a 3 year period which would:-

- Reference specific strategy recommendations and enablers
- Identify who does what
- Outline inputs, outputs and expected outcomes
- Outline risks and mitigations

3.7 For successful implementation, several assumptions underpin this plan:

- Continued senior sponsorship and alignment with ASC transformation
- Willingness from providers to engage in co-production.
- Resources allocated for the Workforce Hub and core delivery posts
- That commissioning reforms proceed in parallel to operational delivery.
- That the data infrastructure required is made available.
- These are critical for pace and coherence.

3.8 A system wide response is key to the Strategy’s success and it relies on the system playing it’s part, for example Halton Borough Council leading and co-ordinating and providers shaping and delivering.

4.0 **POLICY IMPLICATIONS**

4.1 Specific policy implications in respect to the implementation of the Workforce Strategy are unknown at this time.

5.0 **FINANCIAL IMPLICATIONS**

5.1 Specific financial implications in respect to the implementation of the Workforce Strategy are unknown at this time, however it will require resources from a staff time perspective to support the Strategy’s implementation.

6.0 **IMPLICATIONS FOR THE COUNCIL’S PRIORITIES** [\(click here for list of priorities\)](#)

6.1 **Improving Health, Promoting Wellbeing and Supporting Greater Independence**

Having an ASC Workforce Strategy provides significant benefits, including improving recruitment and retention, enhancing staff

development and skills, ensuring a more stable and skilled workforce to meet demand, and ultimately delivering higher-quality care and improved outcomes for individuals in need.

6.2 Building a Strong, Sustainable Local Economy

The Strategy would support the fostering of a strong, diverse and local economy where there is access to good jobs and successful businesses in our community.

6.3 Supporting Children, Young People and Families

None identified.

6.4 Tackling Inequality and Helping Those Who Are Most In Need

The Strategy would help address inequalities by helping the people of Halton to receive the good quality services that they need to achieve their aspirations and ambitions.

6.5 Working Towards a Greener Future

None identified.

6.6 Valuing and Appreciating Halton and Our Community

None identified.

7.0 RISK ANALYSIS

7.1 Market fragility, for example some providers may lack capacity to engage without support, competing pressures on the system and cultural change are acknowledged as potential risks and mitigations include a phased delivery, joint governance and built in feedback loops.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no specific implications arising from the report.

9.0 CLIMATE CHANGE IMPLICATIONS

9.1 There are no specific implications arising from the report.

10.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

10.1 Attached is an abridged version of the strategy, however a full version is available which contains data etc. used to support the contents/recommendation within the strategy.

The full version is available from:-

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