

# Using the workforce capacity model - case study

## Enfield Council

### Background

Enfield Council (EC) provides services to over 313,900 residents in the outer London Borough of Enfield. One in eight of the population in Enfield is over the age of 65. Enfield Council's health, housing and adult social care directorate has 680 staff with responsibility for adult social care, safeguarding, housing, and public health.

### What they wanted to achieve

EC intends that the implementation of the Care Act will build on the previous successes of its personalisation initiatives. Successful implementation of the Act will help to ensure that local people have a diverse, well-trained and developed market of providers from which to choose services.

EC planned to use the Skills for Care Workforce Capacity Model to ensure that it is Care Act compliant. In addition they wanted to discover whether there were useful findings that would benefit the workstreams that make up the council's Care Act project. They also hoped to use the findings as part of its directorate-wide training needs analysis.

### What they did

EC brought together a team of twelve representatives (nine officers and three managers) from its access and enablement service teams to use the model over a six-week period. They took the six key areas from the model and organised these into two groupings to best fit their needs. These groupings were to:

- identify current workers' activity, jobs and roles; identify new activities, jobs and roles; and examine local information
- explore the impact on care and support outcomes and identify future workforce capacity.

EC used both of these groupings to assess gaps in learning and development.

During the process EC delivered three workshops which included one briefing workshop and two further workshops to use the model.

## What was achieved?

Using the model prompted a number of questions that were useful for EC to consider when looking at the current position of the workforce.

The model helped EC to identify what is already in place and what will need to be put in place within Enfield to deliver the new Care Act.

## What was learnt?

By using the model, EC made a number of findings in relation to staff skills and knowledge gaps. Many of the findings were positive – using the model confirmed that the council's skill set is strong and that staff are engaged and want to understand and deliver what is required. However, the model also showed where changes may be needed – for example in handling increased volumes of assessments and the need for staff to understand and promote assistive technology.

EC also recognised that strong leadership across the council and its partners will be critical when engaging staff throughout the implementation. They also acknowledged that they must give consideration to how they will support the external workforce that delivers services on behalf of the council.

A number of training needs were identified which has enabled the council to think about the types of training that may be required to support the implementation of the Care Act.

To access the workforce capacity planning model visit [www.skillsforcare.org.uk/careact](http://www.skillsforcare.org.uk/careact) > capacity planning model.

Skills for Care has a range of other resources that can support the Care Act implementation. For more information and to access the resources visit

[www.skillsforcare.org.uk/careact](http://www.skillsforcare.org.uk/careact)