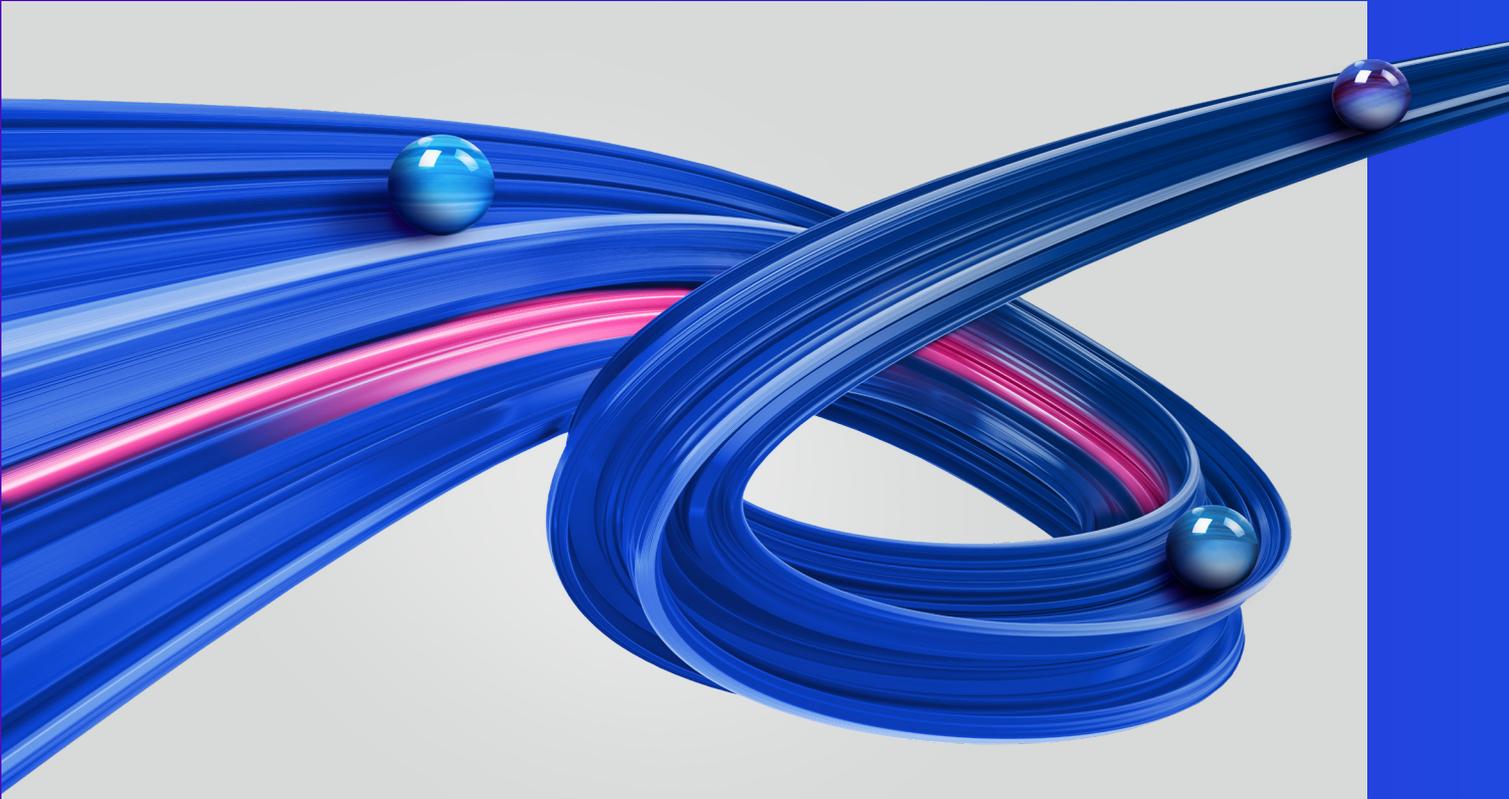




How a learning solution can address the adult social care challenges

Put the carers at the heart of care



Contents

The adult social care challenges	03
Putting people at the heart of care	04
A better-equipped workforce	05
Caring for the carers	06
Case study	07
Learning to provide lifelong careers	08
Future-ready	08
An end-to-end learning infrastructure	09
About KPMG	10

The adult social care challenges

If a loved one needed care, you would hope the care system could look after them with the maximum possible dedication, attention and skill – as good as or better than you yourself would provide.

Compassion and empathy are vital to working in adult social care – but just as important is having the right skills and knowledge to deal with an increasingly complex care landscape.

The current issues in the adult social care system

The adult social care system in the UK has faced mounting pressures for years. In 2019-20, nearly 839,000 adults received publicly funded long-term social care, with an additional 231,000 cases of short-term care provision. But despite more demand for services, total expenditure on adult social care in England was only £99 million more than 2010-11.

And the Association of Directors of Adult Social Services (ADASS) predicted in July that the coming year will be the most challenging that the people needing and working in adult social care have ever faced. Inflation is compounding the pressure felt by a system already suffering from the long-term impact of austerity measures and the pandemic.

Directors are reporting growing levels of requests for support and increasingly complex demands. More people need care, people in care are living longer and comorbidities are on the increase. But pressures elsewhere in the health and care system are also adding to caseloads.

On top of this, our expectations of care have rightly evolved, and the skills we need the workforce to have including digital capabilities are also evolving.

Intertwined with all of this is the sector's ability to attract, retain and reward the best workers. Jobs in the sector are largely misunderstood by the public at large – and the people in these jobs are overstretched.

82%

Of director respondents to an ADASS survey in spring 2022 report increased referrals of people discharged from hospital.

Nearly three-quarters of them are recording more referrals and requests for support from the community.

And over half are recording more referrals and requests because of a lack of other services in the community.



Putting people at the heart of care

The government's 10-year vision, laid out in its [adult social care reform white paper](#) published in 2021, sees an evolution towards personalised care that promotes greater independence. It wants to give people choice and control over the type of care they receive and aims to ensure that care is both accessible and fair.

This long-term plan means accelerating the adoption of technology in the sector. It means better joining up health and care services. And it means addressing variations in the quality of care.

Crucially, delivering on these changes also means empowering and enabling the adult social care workforce. At present, it's hard to identify one coherent professional identity, and training is not always properly accredited or recognised. Unless we address this, we can't turn the vision into reality.



A better-equipped workforce



As the care needs of the nation evolve, regular upskilling will help workers remain confident in their roles and experience job satisfaction. We need to give workers the tools to deal with increased demands and complexity – this could be helping them make good care records, using digital tools to deliver care, or allowing them to learn about new models of care.

A programme of learning and development

A programme of learning and development will support those working in the sector to develop the new knowledge they need and create a clear progression route – whether this is among frontline caregivers, their managers, or those further back in the system.

It can also help establish common standards and a common language, which helps support a higher standard of care and enables people to make better decisions.

Given the broad range of roles the sector covers – and the inherently mobile nature of many jobs – the learning offering needs to be both highly tailored and flexible. People need to build the skills they need at a time and place that suits them.

Added into the mix, technology is reconfiguring the way we work (and learn), expanding what is possible and shifting expectations among the general population. The social care workforce needs to be up to speed with its digital skills in the same way it is with other, more traditional elements of caregiving.



The employers that really steal a march will be those that have good learning and development systems in place, and really help their care workers progress.

Louise Scott-Worall
Head of Learning Services
KPMG in the UK

Caring for the carers

“A workforce capacity problem is significantly adding to tensions in the care system,” says Louise Scott-Worrall, UK Head of KPMG Learning Services. “But lots of evidence shows that people typically don’t leave their jobs because of money. They leave because they don’t feel valued or that they aren’t being developed.”

Prioritising worker wellbeing through training and development is also a key concern, given the toll on the workforce during the pandemic. Many workers are suffering from burnout or poor mental health, and [annual staff turnover reached 30 percent in 2020-21](#), the UK Department of Health and Social Care says.



Throughout the upcoming programme of reforms, recruitment and retention will be a recurring challenge for the sector. There are currently about 1.65 million jobs in the adult social care workforce. This is forecast to grow by almost a third by 2035. A learning and development pathway is part of building a strong job proposition to ensure these roles are filled.

A personalised care offering

Shifting to a more personalised care offering, with much more home-led care, is leading to a growing desire for familiarity – people will want to know the person who has come to their home. Consistency of care and an understanding between caregivers and care users can’t be built on the back of high staff turnover. We need the care sector to become a long-term career choice for those within it.

Without a programme of continual learning, workers are unable to see where their jobs can take them – they can’t develop and progress. This can contribute to workers feeling unrecognised and undervalued for the essential contributions they provide.

We must both recognise the skills that exist within the care system – and hold them in greater esteem. Backing these skills up – and building on them – with formal qualifications is part and parcel of valuing and acknowledging the vital role of workers in the sector.

The economic outlook

From an economic perspective, there are also productivity and efficiency gains to be made within a system that retains and attracts the best people. The [adult social care sector contributed at least £50.3 billion to the UK economy in 2020-21](#), according to workforce development and planning body Skills for Care.

Case study



Learning and the UK Civil Service

The issue

The UK Civil Service wanted to reinvigorate its training, creating a more flexible, relevant and tailored programme for civil servants. It was seeking to create a culture where learning became second nature as part of its aim to ensure individuals had the skills needed to deliver the best public services for Britain's evolving demands.

The solution

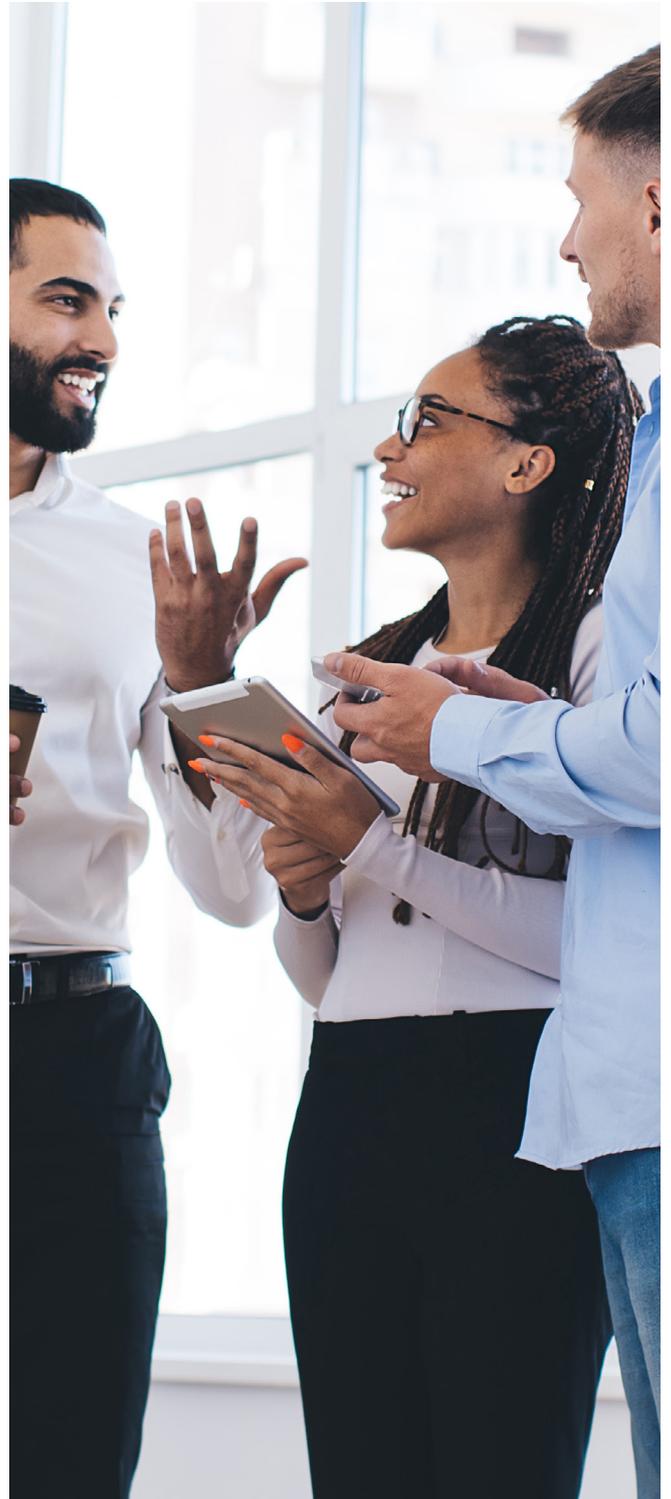
KPMG was appointed to deliver learning to 450,000 civil servants in the UK government's biggest ever learning and development project.

As part of a central learning framework, KPMG Learning Solutions (KLS) is helping upskill civil servants on everything from core skills to more specialised areas, as well as leadership and management.

Working as a strategic learning partner to the Civil Service, KLS is acting as a single point of contact for all of the organisation's learning activities.

The outcome

Since the partnership was established, learning uptake has increased by 238%, and cost per learning event has fallen by 22%. 88% of delegates report improved performance as a result of the learning.



Learning to provide lifelong careers

KPMG has been a supplier of learning and learning infrastructure for over a decade, working with the UK Civil Service, the NHS Leadership Academy and others within the public and private sectors.

We've built up a bank of data over that time that underlines the importance of a lifelong approach to learning. Using insights from this data we can build specific learning pathways – and we're able to see the activities and methods that are really making a difference.

"It's not about learning skills 'just in case'," says Scott-Worrall. "It's about getting the learning that I need, when I need it, so that I can apply it straight away. Data helps us build learning into the flow of work – we know when people are going to need certain skills and capabilities and how to deliver those most effectively."

Future-ready

Building a system that's capable of delivering at least the quality of care you would give your own loved ones relies on having a workforce that's able to meet the growing demands we are placing on it.

There is no quick fix: bringing in a consistent standard of care that offers individuals genuine choice and control requires some fundamental rethinking of the existing structures.

A technology-enabled learning solution

Technology is providing organisations with more efficient ways of working and collaborating – and is also reshaping the world of learning. It provides a flexible, scalable, cost-effective way of delivering training.

The World Economic Forum's Future of Jobs Report 2020 found that there has been a [five-fold increase in employer provision of online learning opportunities](#) for workers since its 2018 report. The continuing impact of the pandemic means that upwards trajectory is likely to still be rising steeply. The Forum also found that 66% of employers expect to get a return on investment within a year of [reskilling or upskilling employees](#).

People are at the heart of the government's vision for social care – and this must include both those in need of care and those providing it.

We must consistently invest more time, focus and effort in learning and development: it is a key attribute of quality care.

An end-to-end learning infrastructure



KPMG wants to revolutionise learning. We want to build skills for the workforce of the future and help employers close skills gaps.

We've helped some of the largest organisations in the UK and globally to reimagine their approach to learning. Starting by understanding your business and employees, we then rethink your learning strategies. We create innovative learning solutions based on advanced technology and support you to implement them.

Using Microsoft cloud technologies, we have built a learning platform that has delivered almost 4 million hours of learning to 300,000 people, based around the world.

Insight-led learning pathways

KPMG Learning Services creates learning pathways that are technology-enabled and data-led. This means customised learning and development can be accessed no matter where learners are based. And because learning better fits into the flow of work, upskilling is more rapid.

Data analytics also allows employers to identify where skills need to be built up.

About KPMG

The way we fuse technical and sector expertise to help develop your L&D programme isn't the only powerful combination we provide. We also add operational delivery expertise to strategic advice and content development.

Technology is a critical part of our learning solution. We work with modern, cloud-based, resilient and scalable technologies, which has allowed us to create a complete learning platform that hosts all our learning materials, provides management information, as well as learning analytics.

As a fundamental part of our managed learning service provision, our platform incorporates key front-, middle- and back-office functionalities.

To find out more, visit kpmglearningsolutions.co.uk

Contact our experts



Louise Scott-Warrell

Partner, UK Head of Learning Services
KPMG in the UK
louise.scott-worrall@kpmg.co.uk



Mike Zealley

Managing Director of Learning Services
KPMG in the UK
mike.zealley@kpmg.co.uk

Some or all of the services described herein may not be permissible for KPMG audited entities and their affiliates or related entities.

kpmg.com/uk



The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

© 2022 KPMG LLP, a UK limited liability partnership and a member firm of the KPMG global organisation of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organisation.

Document Classification: KPMG Public

CREATE: CRT143875A