



Adult Social Care Select Committee
5 December 2013

Recruitment and retention update

Purpose of the report:

This report provides Adult Social Care Select Committee with a summary of how we have improved the strategic management of workforce; the challenges that we face nationally and locally within Surrey; an overview of the current workforce; and workforce plans for core services. It includes information on the challenges we face both as a sector and an employer, and suggests a role for Members in developing a sustainable Adult Social Care Workforce in Surrey.

Introduction:

1. Adult Social Care has been on a journey of transformation for four years. We have made changes to how work is done, how jobs are designed, where staff are based and we have also seen major changes in the numbers of staff employed.
2. As we come through these changes, we have developed our recruitment and attraction processes to equip the directorate with the staff needed and prepare ourselves for future challenges. Whilst this report highlights our successes, we still face challenges and Members have a critical role in helping support development of a sustainable workforce within Adult Social Care and the wider Surrey social care workforce in Surrey.

Strategic resourcing

Strategic approach to resourcing

3. Adult Social Care has taken a strategic approach to workforce management through the HR and Workforce Project. A number of initiatives are improving the strategic resourcing of the directorate; including:
 - a) **Accurate information**; we have reviewed and amended our records of staffing information and improved our recording

processes so that our staffing and posts records remain accurate and up to date;

- b) **Clear budgets**; removing vacancy factors and auditing vacancies; so that establishment posts represent true figures and accurately reflect budgets;
- c) **Improved recruitment**; systematic improvements to recruitment that deliver quality, local and responsive recruitment, including a new candidate management system and on-boarding process;
- d) **Flexible resourcing**; proactively worked with Manpower on the operation of the master panel contract to improve quality, process and reliability of supply; developed the staffing bank to improve utilisation and sharing of bank staff;
- e) **Improve performance**; we have significantly reduced staffing absence from an average of over 13 days per employee per year to less than 8; we have a renewed focus on promoting performance management and professional development working closely with national organisations and workforce regulators;
- f) **Address retention**; introduced a directorate-wide programme called 'Supporting You' addressing issues of concern to staff, and reviewing our training offer to clarify the essential training offer to staff. Both of these initiatives support retention of staff;
- g) **Strategic planning**; formed a strategic partnership within the adult social care sector to identify and resolve systems issues in the supply and demand of staff in the sector that is 'commissioning-led' and, linked to this, rolling out new workforce planning within the directorate.

National and Surrey context

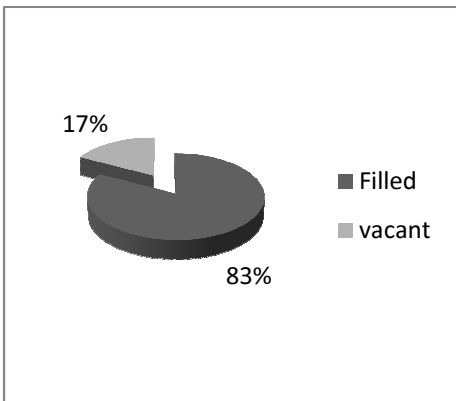
4. Demand for social care is growing as the numbers of older people and of those with long-term conditions, learning disabilities and mental health conditions increase. Estimates from the Centre for Workforce Intelligence (2011) predict at least 1.7 million more adults will require social care over the next 15 years, which Skills for Care (2012) predict could require an increase in the social care workforce from the current estimate of 1.63 million to between 2.1 and 3.1 million by 2025.
5. Three quarters of social care jobs involve providing direct personal care and these numbers are expected to grow as personalisation of services continues to bed down. There is also evidence that nationally the social care sector is experiencing shortages of **experienced** professionally qualified Social Workers; Occupational Therapists and Approved Mental Health Social Workers.
6. At a county-level in Surrey and using the same approach to modelling, we expect between 8,100 and 28,000 additional social care jobs will be

needed by 2025. Analysis of the current workforce demonstrates high turnover (25 to 30 per cent) and retention as a major factor in the domiciliary care sector. The Surrey working population is shrinking due to demographic change and workforce flexibility is limited as most staff in the sector work less than 6 miles from home.

- Community Care (2013) reports local authority social worker vacancy rates have fallen for the fourth year in a row, but figures suggest the gap is increasingly being plugged with agency staff. Community Care’s annual investigation found 6.5 per cent of all social worker posts across the UK were vacant in September 2013, down from 7.1 per cent in 2012. The fall appears to be largely due to progress in filling positions in adult services. In 2012, 7.5 per cent of social worker posts in adult services were vacant, but this has now fallen to 6.7 per cent. The investigation also showed that employers are increasingly relying on agency staff to fill posts.

Overview of directorate staffing

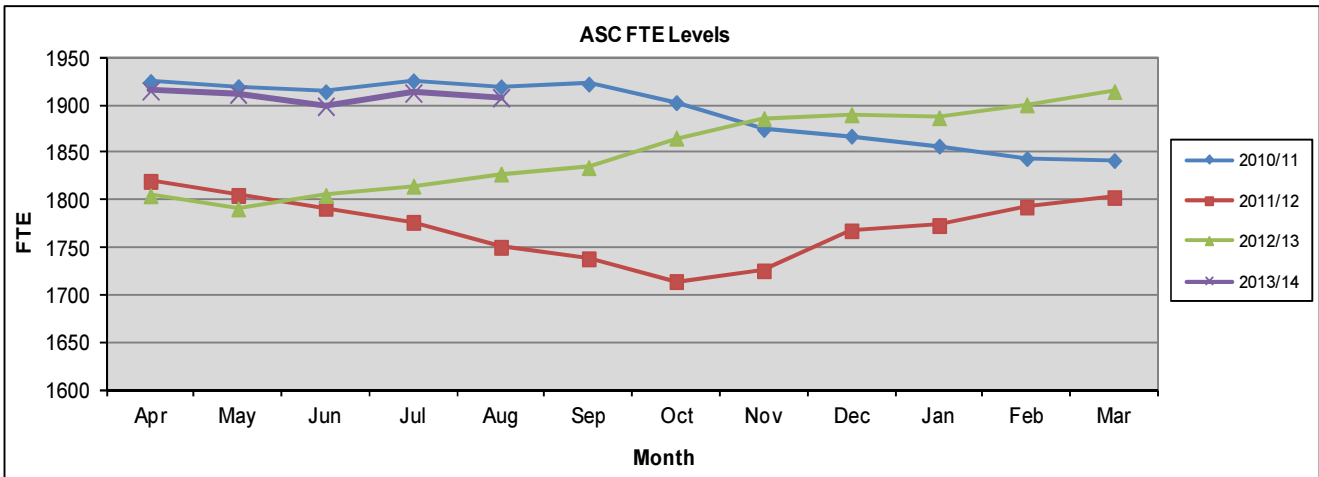
- Within the directorate 83 per cent of posts within the directorate are filled. The table below shows the break down for core services.



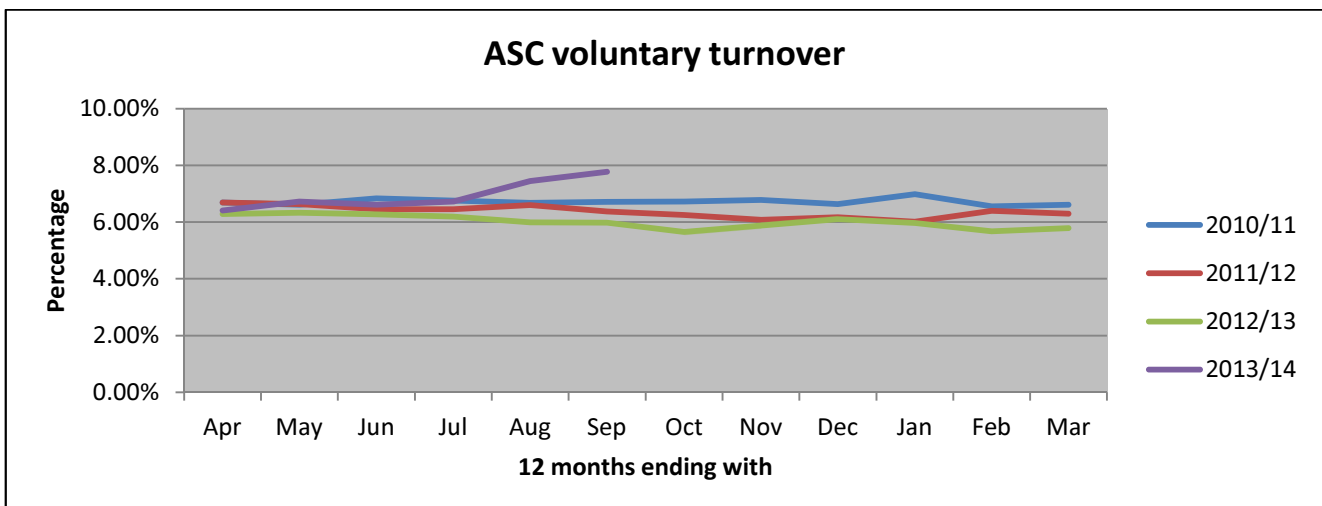
Service	Posts	Filled	Vacant	Total
PC&S	1460.52	1225.11	235.41	16.12%
Comm	84.97	71.52	13.45	15.83%
SD	799.94	643.67	156.27	19.54%
Total	2345.43	1940.3	405.13	17.27%

- Directorate staffing levels have grown steadily since significant reconfiguration of the workforce during 2011-12 when staffing was reduced and recruitment was restricted to deliver efficiency changes. The graph below is taken from the ASC workforce information report and shows:

- staffing levels are higher than the same time in 2011-12 when we had reduced staffing,
- the growth since January 2011 when we began recruitment in earnest and introduced a centralised recruitment process in PC&S ; and
- staffing levels remain higher than staffing at the end of 2010-11, reflecting the rationalisation of services as part of our re-organisation.

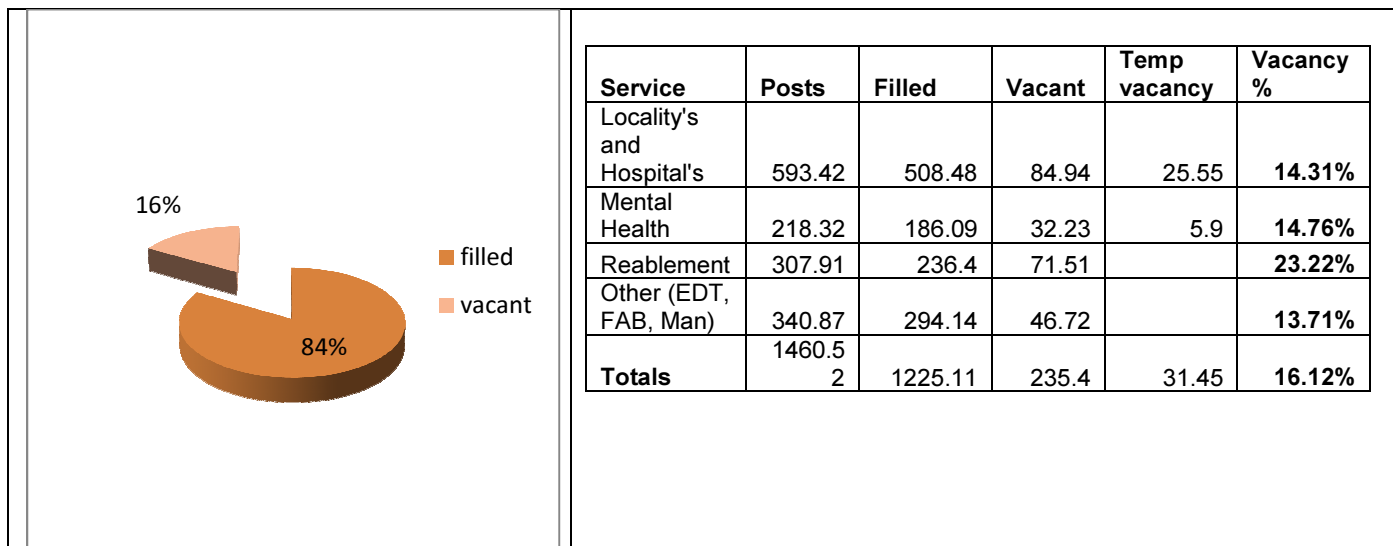


10. In the same period voluntary turnover (i.e. where an employee chooses to leave) that rate of staff choosing to leave the directorate was lower in 2012-13 than in the previous years. There has been an increase in voluntary turnover since April of this year from 6.5 to 8 per cent. This accounts for slight decrease in staffing numbers since July 2013.



Personal Care and Support staffing

11. The data and chart below show the staffing, vacancy and temporary vacancy position for care and support staff in Personal Care and Support. Overall, the countywide position is broadly repeated in each of the areas. Recruitment activity is on hold within Mental Health, Reablement and within Sourcing and Administration functions in Personal Care and Support where restructuring is taking place.



Note: 'Temporary' means vacancies which arise because a member of staff is currently deployed elsewhere away from the substantive role, e.g. acting up or seconded elsewhere; vacancy percentage excludes temporary vacancies

12. The ratio of professionally qualified roles e.g. practitioners, to occupational roles, e.g. assistant practitioners, is 1:1 and represents the same pattern of employment that existed before the reorganisation of services during 2011-12. In terms of vacancies for permanent professionally qualified roles are currently 18 per cent and 9 per cent of occupational roles are vacant.
13. Occupational roles are entry level roles to the profession. They are 'case holding' and will work with families and service users in their homes and other settings. Their work includes gathering information about service users and carers, helping to identify needs and support planning and providing an in-touch and duty service. Occupational roles have specific identified 'essential training' that they are required to complete as part of their induction and on-going professional development.

Flexible resourcing, bank staffing and locums

14. There is a competitive agency market in Surrey for social workers specialising in children and adult social work reflecting the 'sellers' market. Agencies capitalise by promoting an increase in average rates or pay. For example, it is common to find agencies asking for £25 per hour for a social worker that we would assess as grade 8 or level 1. This is equivalent to £47,000 per annum which is a Team Manager salary.
15. Agencies are very keen to engage the local authority onto specialist supply contracts and regularly seek engagement outside of our master vendor contract with Manpower. Despite this, we have engaged the majority of the social work agencies to be suppliers under our master vendor contract with Manpower. Through this we have been able to exercise a degree of market control through pay restraint in agency rates.
16. Active management of agency numbers and approval helps us to challenge managers where locums have been in place for some time

and make sure the agency worker knows that the post will be advertised as permanent. We have used temp to perm processes to encourage permanent staffing. We have not developed a dependency on locum support with 7 per cent of professionally qualified roles currently covered by locums and half of these are in mental health where recruitment has been on hold whilst we restructure the service in response to the Mental Health Public Value Review. Careful monitoring and control of locum appointments is exercised by ALT and we meet monthly with Manpower to manage quality and to transition locums to the permanent staffing.

17. As well as improving the contract management of temporary workers we have improved and grown flexible resources with a bank of 116 workers now available to support PC&S.

Candidate attraction

18. Adult Social Care in Surrey is a progressive service leading on improvements in social care and adopting modern approaches, e.g. generic teams based in localities, and this offers a stimulating and exciting opportunity to new recruits. Over the last 18-24 months we have developed our attraction approaches to promote Surrey as an employer and sell these improvements. This has included refreshing advertisements and promotional materials, developing our on-line presence; using specialist media and careers fairs.
19. In terms of professionally qualified roles, we have developed new approaches including targeted recruitment from universities (we employed over 30 newly qualified social workers last year); adopting search approaches with specialist agencies and having a considerable presence at careers and employment events.
20. We are reviewing professional development programmes to bring on new social workers and we continue to offer an in-house development pathway for staff to become professionally qualified with an annual intake of four students. Through this process we work closely with universities on quality and content of degree courses.

Recruitment process and quality control

21. We have also taken steps to improve the quality of decision taking in the recruitment process and to set standards in recruitment. A centralised administrative function has allowed us to deliver recruitment at pace and with an increased quality of outcome. We have improved the speed of response to agency candidates so that we don't lose quality locums.
22. Recruitment runs continuously and we have adopted centralised recruitment processes to improve efficiency and quality of new hires. This team works closely with the shared services recruitment team. Recruitment activity is closely monitored for 'front line' teams and targeted action is taken to address pinch points that arise. Monthly monitoring information is shared with managers and progress is reported at the Adults Leadership Team 'Service Board' which is attended by the lead Council Member.

Workforce supply

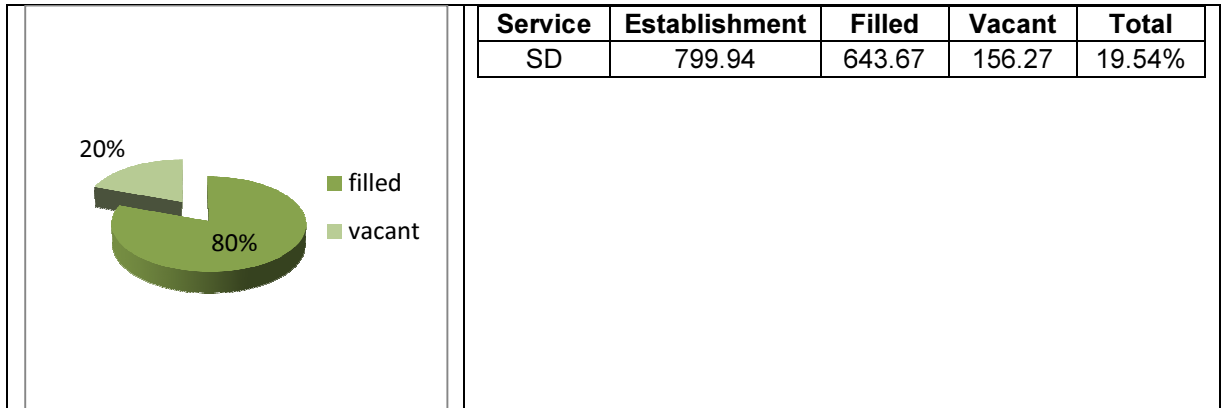
- 23. With demand for services expected to increase due to demographic changes, we are mindful of the challenges of maintaining and modelling workforce supply. We are working close with Skills for Care in the Surrey and Sussex Social Work Education Group looking at social workers; and our colleagues in Health Education England (Kent, Surrey and Sussex) looking at occupational therapists. These groups focus both on the quality and quantity of supply of professionally qualified roles.

Hotspots

- 24. **Practitioner (Level 2)**; we continue to struggle to recruit to this level post and other organisations report a shortage of experienced practitioner of social work and occupational therapy. We use a range of creative approaches and are now commissioning agencies to ‘search’ for Practitioner roles. The situation in Surrey seems to be aggravated by a buoyant market in experienced locums, many of whom are self-employed, and the competition offered by London.
- 25. **Occupational Therapist (Level 2)**; after initial success in filling OT roles we are now experiencing difficulties. We are enlisting our advertising agency, TMP, to assist with research and a more creative media strategy.
- 26. **Approved Mental Health Professionals (Level 2)**; there is a national shortage of experienced AMHPs and we are have difficulty in recruiting. Continuous advertising since June 2013 has produced 46 candidates, the majority of which did not meet the necessary standards. Again, we are working collaboratively with TMP and have reviewed materials to improve attraction and processes to minimise drop outs. In September 2013 we are planning to transition the mental health training team into the Organisational and People Development Team and will rationalise our process for ‘warranting’ AMPHs and improve supply.
- 27. **Carer Liaison Workers**; these occupational roles are being reviewed in the workforce changes and vacancies are being held pending this change.

Service Delivery staffing

- 28. The data and chart below show the staffing position within Service Delivery. There is a vacancy rate of 20 per cent, with 156 of the 800 posts vacant. This reflects the higher degree of flexible staffing approaches used within Service Delivery. There is a staffing bank of 341 staff (more than double the current number of vacancies) and currently 141 active agency workers supporting service delivery.



29. The use of flexible staffing approaches reflects the work which has been going on over the last 12 to 36 months where various options for the future of the services have been explored. There has been a de-facto recruitment freeze in some to services. Consequently, flexible staffing has grown. The higher vacancy rates are in fact being used to pay for flexible staffing resources.
30. We are taking a strategic approach to improve the balance between permanent and flexible staffing. Smarter and closer management of the Manpower contract for agency workers has improved the supply of agency workers and the current Manpower outperforms all key performance measures for the service.
31. We have reviewed the establishment posts for each individual service so that these accurately reflect the needs of the service. We are implementing 'smarter rotaring' of staff to improve utilisation with staff and have embarked on a series of consultations to change rotas. As each new rota is introduced, a 'total resourcing' plan will be drawn up for each establishment.
32. These plans will include reducing agency staffing through temp to perm processes, transferring to full time contracts bank workers who are effectively working full time and establishing the right level of flexible staffing to cover emergencies and demand changes. This will take time to work through and a joint implementation group has been formed to oversee this work.

Retention of staff and social workers

33. Retention of social workers and social care staff in Surrey is influenced by a range of different factors.

Promoting social work reform

34. We have taken a leadership role in social work reform, being represented both nationally and locally in social work reform fora. We have embraced the new standards for newly qualified social workers providing excellent support programmes for our new social workers. We have adopted the career pathways and professional capabilities framework in our job design and supervision practices. This will make

sure social workers continue to develop in their profession whilst working with Surrey.

Involving staff in change

35. We continue to involve staff in co-design and rapid improvements events to develop and improve our systems. This, together with a genuine commitment to flexible and mobile working, empowers staff to take control of their work and have influence over how things are done.

Improving training and development

36. In house, we have committed to a root and branch review of social care training programmes. Our in-house offer will reflect the new professional capabilities framework for social workers, the national minimum training standards set out by Skills for Care, and will contribute to the development and retention of quality staff.

Supporting You and Health Check

37. We have invested in a programme of support for staff, including developments in appraisal, practice and management. We have just completed engagement with social work staff through the Health Check process. We will use feedback from staff to develop our workforce plans for the coming period. Further health checks with other services will be rolled out this year and will inform our workforce development plans.

Workforce challenges

38. There are a number of resourcing challenges that will affect our longer term ability to meet staffing demands
- a. **Image, supply and demand**; improving the image of social cares so that people will choose a career in social care; working with partners to develop creative solutions to improve future supply of workforce including integration of services; and reducing demand for services in-house through rapid improvement of process; and managing demand in the sector demand for services developing and promoting self help through improved community skills, volunteering and self service;
 - b. **Recruitment and retention strategy**, developing our attraction and messaging around Surrey County Council Adult Social Care whilst change continues; working with management teams to continue improvement of processes and systems, addressing hot spots in Personal Care and Support and re-balancing the flexible and permanent workforce whilst during a period of continued change within Service Delivery.

Workforce strategy

39. At a strategic level we are working with partners to develop and integrated workforce strategy and directorate workforce plans to identify and address issues around staffing supply and development. In this approach we are working closely with service commissioners to embed workforce commissioning into strategic commissioning of services. The Workforce Board has identified supply and image as major issues requiring investment.
40. Taking a lead role on workforce development we are developing links within the South East Region with other local authority workforce leads and commissioners to improve our understanding of demand for social care roles and the ability to influence education and policy at regional level.
41. In terms of addressing longer term issues we are meeting with Local Economic Partnerships (Enterprise EM3 and Coast to Capital) to explore funding workforce needs. We are also meeting with partners, Public Sector Transformation leads, Health Education Kent, Surrey and Sussex and Skills for Care and Skills for Health to explore service integration from a workforce perspective.
42. We have agreed a pilot project, funded by Skills for Care and working in partnership with Mole Valley District Council to identify and map community skills and use this as a flagship project in developing guidance for local authority workforce commissioners.
43. We are currently developing a blueprint for care sector 'apprenticeship hub' with Surrey Care Association and other partners, and will be exploring this as a potential joint venture with Health Education England. Surrey Care Association and Health Education England have also expressed interest in a joint 'graduate programme'. We are also working with Procurement Teams and Commissioning to see how volunteering could be promoted in local authority contracting.
44. We have taken the lead for developing the National Minimum Data Set information for Surrey and Sussex having taken over the Workforce Development Fund for Skills for Care. Having achieved our target take-up this year (six months early) we have workforce data for more than half registered care providers in Surrey. Improving this data means our resourcing strategies will be informed by improve workforce information.
45. We have adopted Skills for Care's 'I...Care Champions' initiative as a way of promoting social care and are looking to expand this programme as part of our recruitment strategy and working with the sector. A multi-agency task group including the Surrey Care Association, Skills for Care, UK Home Care Association, providers, commissioners, and Trades Unions ask group has been set up to look at the problems of supply in this sector.

Recruitment and retention strategy

- 46. We are developing strategic workforce plans within core services of Service Delivery and Personal Care and Support. We are committed to developing a recruitment and retention strategy alongside our development of workforce plans. These will be informed by data gathering, feedback from staff (through Health Checks) and workforce planning within services. Our Recruitment and Retention Strategy will be in developed for March 2014. An overview of the development process is shown at Annex 1.

Impact of Care Bill on workforce

- 47. We are considering implications of the Care Bill on the social care workforce as a whole. It is clear that the additional assessment work cannot be absorbed by our own staff and there will be insufficient budget to increase resources to take on this work. We are exploring different models of delivery involving user and carer led organisations to see how their role and expertise might be expanded to deliver additional tasks. We will be developing models of delivery which will allow us to consider workforce implications in their widest sense. We are also working with Skills for Care and Department of Health to determine training and support packages that will be needed.

A role for Members:

- 48. Members have a critical role to play both within the organisation and within the social care sector which includes:
 - a. **Championing social care**; the social care sector faces significant challenges to meet workforce demands and this is hampered by its image and not helped by recent high profile crisis such as the tragedy of Winterbourne View. We need active champions for the professionalism of the staff and the opportunities within the profession. Members may also be able to influence economic partnerships and enterprise initiatives to support investment into the social care sector.
 - b. **Supporting investment in improvements**; the directorate continues to develop and improve processes and practice to improve the efficiency of service provision. Members have a role in making supporting initiatives that will drive and improve efficiency.
 - c. **Whole systems working**; members can encourage and support whole systems working with District and Boroughs, Health and the independent sector. The challenges of increasing demand and improving service delivery with less resources mean cooperation, co-design, and joint working must be the norm. Systems leaders should expect this as the norm.

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- d. **Advocating for ASC staff;** staff within ASC have delivered huge changes and the directorate continues to transform services in the face of significant challenges. Members have a role in championing professional and personal development of staff and supporting staff through the process of continuous improvement of services. This will be essential to retain the talented staff in a competitive market and allows us to further develop their skills.

Conclusions:

49. We have succeeded in attracting social workers to join Adult Social Care in a competitive recruitment market. We cannot be complacent in developing our attraction approaches. We have in place a range of development initiatives to address staff concerns and shape our future delivery models and development plans. This will lead to improved retention of staff and also improved attraction. The best way of attracting people to the organisation will be through the advocacy and views of our current staff.
50. On regional level, Surrey is taking a systems leadership role in facing-up to and addressing the wider workforce challenge. We are viewed by our partners as being progressive and, in many cases, leading the agenda around workforce commissioning.

Financial and value for money implications

51. There are no specific financial implications associated with this report. The sector continues to face challenges in terms of resourcing growing demand for services.

Equalities Implications

52. Adult Social Care directorate compares favourably with other directorates in terms of representation of staff with protected characteristics. Within the directorate, as within the sector, there is an over-representation of women in the workforce. The directorate has challenges around increasing the number of younger employees age 16 to 24 and the representation of Black and Minority Ethnic employees in senior positions. These challenges we will continue to address through our workforce plans and recruitment and attraction strategy.

Risk Management Implications

53. The directorate's ability to recruit and retain the best staff is central to our strategy for delivery both savings and supporting the transformation of public sector services. Close monitoring of vacancy rates takes place on a monthly basis and is reported to CLT.

Implications for the Council's Priorities or Community Strategy

54. It is essential that we have a full committed, confident and competent staff to deliver high quality social care outcomes and transformation of public service.

Recommendations:

55. It is recommended that the Committee:
- a) Note the actions taken and planned to address recruitment and retention of social workers and related staff;
 - b) Comment on the role of Members of the Adult Select Committee to act as Champions for working for Adult Social Care in Surrey and Social Care as a sector.

Next steps:

56. There will be continued development of the approach to recruit and retain social workers as part of the directorates HR and Workforce Development Project.

Report contact: Ken Akers, HR Relationship Manager, Business Support Directorate

Contact details: 020 8541 8614 (office) or 07792 511083 (mobile) and ken.akers@surreycc.gov.uk

Sources/background papers: Workforce Information Report Adult Social Care

DEVELOPING A RECRUITMENT AND RETENTION STRATEGY

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