

Scrutiny Review - Planning & Scoping Document

<p>What is the Purpose of the Review?</p> <ul style="list-style-type: none"> • <i>Specify exactly which Outcome(s) the review is examining?</i> • <i>Also being clear what the review is <u>not</u> looking at</i> • <i>What is the Scrutiny Review seeking to achieve?</i> • <i>Where possible refer to VFM issues of service cost, service performance and/or customer satisfaction.</i> 	<p>The purpose of this review is to look at both internal and external workforce capacity. This will include Children and Adults social care, providers and the whole health and care sector. It will look at recruitment and retention of staff to deliver services to adults and children in Dorset and how this could be improved.</p> <p>This will link to both the Children's and Adult workforce plans and the Dorset Workforce Action Board.</p> <p>This review relates to the Corporate Plan in ensuring that we have a social care workforce which can help to ensure:</p> <ul style="list-style-type: none"> • Children and vulnerable adults are safe wherever they are • Children and families know what it is to be healthy and happy • People in Dorset are independent <p><u>Internal Workforce</u></p> <p>In 2015 Adult and Community Services undertook a full review of all the teams and services as part of the Forward Together programme.</p> <p>In response to this review and the level of agency spend in Children's Services and Adult Services we have implemented recruitment and retention initiatives.</p> <p>Key workforce priorities for Adult Services are:</p> <ul style="list-style-type: none"> • The Adult Social Care Delivery Programme requires significant additional capacity in the locality teams to undertake re-assessments • Meeting our Better Care and joint working commitments • Enhancing practice through training and reflective practice • Increasing the number of Best Interest Assessors (BIA'S) and Practice Educators <p>Children's Services have continued to employ a number of agency social workers in order to meet safeguarding requirements. This was 40.5 full time equivalent in the final quarter of last financial year (2016-17). However, a number of strategies have been employed to reduce the number of agency workers and the associated costs. This has included a</p>
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more aggressive recruitment campaign using the microsite used by adults and children. This has resulted in 23 social worker posts either being filled or offered recently in Children's Services.

In addition to the recruitment site, Children's Services are continuing to participate in the Department for Education's Step Up to Social Work campaign which fast tracks the development of qualified social workers. Work is taking place on the development of a Pan-Dorset Health & Social Work and Health Care Academy with Bournemouth & Poole to help develop further social workers in both adults and children. Children's and Adult Services has also had a presence at key events to promote working and living in Dorset such as the Community Care Roadshow. Children's Services have also successfully secured a major bid from the Department for Education called Reinvigorating Social Work (RSW). It is anticipated that this will help in improving retention of social workers.

External workforce

A regional approach to address the above workforce issues, is called Proud to Care South West and at the heart of the campaign is the collaboration of sixteen authorities forming the south west branch of ADASS and the integrated approach to care and health with Health Education England. This demonstrates the public sector leading by example, working jointly across sectors and organisations, and producing a reference point for the Private, Voluntary and Independent (PVI) sector who are being encouraged to work together for the benefit of client/patient experience and financial efficiency.

The work of Health Education England and its interactions with the six Sustainability and Transformation Plans (STPs) across the region provides valuable interface along with the councils in siting this work and in positioning its importance for the campaign to be developed in years 2-5.

The work on the evaluation of the first year and proposals as to investigating in detail the "Barriers and Attractors to Care" will inform the approach to retention for the year two campaign.

Alongside this is the Provider engagement programme for both Domiciliary and Residential/Nursing providers. This has a clear plan for engagement with all stakeholders and is led in full collaboration with the CCG.

The Dorset Workforce Action Board is responsible for the strategic direction and delivery of Dorset's Workforce Strategy, which sets out its approach to the organisational, leadership and workforce development of health and social care organisations in Dorset. The Board is responsible for ensuring



	<p>this approach is aligned to and delivers Dorset's Sustainability and Transformation Plan</p> <p>The Sustainability and Transformation Plan sets out how we will deliver changes to health and social care services in Dorset.</p>
<p>What are the Criteria for Selection?</p> <ul style="list-style-type: none"> • <i>Why has this particular topic been considered to be a priority issue for scrutiny?</i> • <i>Which of the principle criteria promoted by the Centre for Public Scrutiny does it satisfy?</i> 	<p>The Care Act 2014 defines new responsibilities for local authorities and the NHS. One key element is in relation to securing sufficiency and quality in adult social care markets. Central to the success of those markets is an effective, well-supported and stable workforce. It is, however, proving challenging to recruit and retain such a workforce both locally and nationally across all care sectors and all grades.</p> <p>The intention of the review is that the Committee can offer the challenge to the Council and its partners on the effectiveness of the current initiatives.</p> <p>The analysis of both internal and external workforce initiatives and impacts from Dorset County Council and its partners will allow for commentary on how we might do things differently.</p>
<p>What are the Indicators of Success?</p> <ul style="list-style-type: none"> • <i>What factors / outcomes will demonstrate that this Scrutiny Review has been a success?</i> 	<p>The indicators of success for this review would be that current strategies have been reviewed for effectiveness, improvements made to those strategies where possible and new strategies explored. For example the number of agency works reducing across adults and children's would be a key success criteria. Improvement in recruitment and retention rates across the workforce is a key indicator and the Skills for Care and Health National minimum data sets may help assess the position.</p>
<p>What Methodology / Approach is to be followed?</p> <ul style="list-style-type: none"> • <i>What types of enquiry will be used to gather evidence.</i> <p><i>Following a structured and proportionate review process, which is likely to involve the active consideration of evidence, direct representation(s), a review of financial, performance and risk data to arrive at an objective opinion against some Key Lines of Enquiry;</i></p>	<p>a. The broad nature of the issues faced here lend themselves to two strategic enquiry events: one of internal and the other on external workforce challenges and to consider initiatives, impact and analysis across the workforce sectors. Two half day enquiry events could produce a collective approach on our participation in multi-agency workforce initiatives, and what else needs to take place for internal recruitment and retention.</p> <p>b. Utilising workforce data Intelligence from workforce leads across service providers and commissioners.</p> <p>c. The expectation within Children's is that the number of agency workers has reached a peak and that this will steadily reduce for the remainder of the year. This is born out the recent success of recruitment campaigns and the resulting recent appointments. Information has already been collated on social care staffing numbers including the number staff starting and leaving.</p>

<p>What specific resources & budget requirements are there? <i>What support is required for the review exercise?</i></p> <ul style="list-style-type: none"> • <i>specialist staff</i> • <i>any external support</i> • <i>site visits</i> • <i>consultation</i> • <i>research</i> 	<p>A significant percentage of agency workers within the social care workforce has and will have a significant impact on the delivery of council services. This is due to the cost of agency staff which is significantly higher than recruiting permanent staff. This therefore impacts on the budget available to deliver front line services.</p> <p>Input from commissioning, operations and workforce leads will be required depending upon final scope.</p>
<p>Are any Corporate Risks associated with this Review? <i>Identify any weaknesses and barriers to success</i></p>	<p>Inability to attract and retain suitably qualified specialist safeguarding staff within Adults and Children's Services is currently on the corporate risk register with a risk rating of high. Market failure due to workforce shortage and service closure is a high level commissioning risk.</p>
<p>Who will receive the review conclusions and any resultant recommendations?</p>	<p>The resulting output from the review will be made available to:</p> <p>Cabinet Health and Well Being Board. Joint Commissioning Boards as part of sharing with partners</p>
<p>What is the Review Timescale?</p> <ul style="list-style-type: none"> • <i>Identify key meeting dates and any deadlines for reports or decisions.</i> 	<p>The proposal is to schedule the review for September with the outputs being made available to Committee in November.</p>
<p>Who will lead the Review Exercise?</p> <ul style="list-style-type: none"> • <i>Identify a nominated:</i> - <i>Elected Member</i> - <i>Lead Officer</i> 	<p>Lead Officers: Harry Capron & Rick Perry</p> <p>This may change depending upon the finally agreed scope. For example this may be a commissioning lead if the scope is primarily sector wide or operational if it is DCC recruitment and retention.</p> <p>Elected Members' lead to be agreed by new Committee</p>
<p>Media Interest / Publicity</p> <ul style="list-style-type: none"> • <i>Communications Plan</i> • <i>Do we need to publicise the review to encourage community involvement?</i> • <i>What sort of media coverage do we want? (e.g. Fliers, leaflets, radio broadcast, press release, etc.)</i> 	<p>There will be a requirement to communicate the review with the wider public to demonstrate how seriously the Council takes workforce recruitment challenges.</p>
<p>Completed by: Date:</p>	<p>Harry Capron & Patrick Myers 8 June 2017</p>

Approved by Scrutiny Committee Date:	
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