

# Safeguarding Overview and Scrutiny

**Dorset County Council**



Date of Meeting	13 March 2018
Officer	Harry Capron - Assistant Director for Adult Care
<b>Subject of Report</b>	<b>Recruitment and Retention Work in Adult Social Care</b>
Executive Summary	<p>During 2016/17 we ran at a capacity deficit of about 15% including vacancies plus significant sickness and requirements for backfill, e.g. training. This was too much and had an impact on resilience and our ability to deliver complex work. This was against a backdrop of increasing demands in areas of work such as Mental Health Capacity Act/ Department of Liberty cases and hospital work required to support the system wide demand for hospital discharge into community services.</p> <p>Additionally, the Adult Social Care Delivery Programme set up workstreams to achieve savings which required re-assessment capacity from social work and OT staff over and above business as usual demands.</p> <p>The following overall priorities were identified in the Adult Care Workforce Plan for 2017/18:</p> <ul style="list-style-type: none"> <li>(i) Build more resilience in the workforce</li> <li>(ii) Ensure more experienced workers to meet the demand for increasingly complex work, and deliver the project review re-assessment work</li> <li>(iii) Embed temporary funded resources in hospital teams to reduce delays in discharging people as part of the Better Care Fund (BCF) improved performance targets</li> </ul>

	<ul style="list-style-type: none"> <li>(iv) Build capacity into the transitions work to achieve improved proactive interventions and better outcomes for young people and value for money</li> <li>(v) Refocusing practice and developing skills</li> <li>(vi) Managing sickness and wellbeing for social workers, occupational therapists, unqualified front line staff and business support.</li> <li>(vii) Improving recruitment and retention to reduce the temporary call on agency staffing to cover business as usual gaps, which costs on average a third more</li> <li>(vii) Improve the quality and availability of agency staff to support transformational work to help us deliver savings agreed to transformation.</li> </ul> <p>2017/18 has seen a successful year in enhancing staffing capacity through both recruitment and retention initiatives and sickness management. We are also developing improved relationships with agency partners to try and support capacity. There are still significant risks and pressures which require a review of on-going measures to ensure initiatives remain effective. Retaining good workforce capacity and skills is a business critical area for adult care.</p>
<p>Impact Assessment:</p>	<p>Equalities Impact Assessment:</p> <p>Not required. Update not a new policy or strategy.</p> <hr/> <p>Use of Evidence:</p> <p>Evidence drawn from DES workforce and finance data. Priorities based on transformation programmes and the Better Care Fund.</p> <hr/> <p>Budget:</p> <p>Additional staffing resources have been funded as part of a previously agreed Better Care Fund plan. Use of agency staffing is within existing staffing budget allocations or transformation funding.</p> <hr/> <p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council’s approved risk management methodology, the level of risk has been identified as:          Current Risk: Medium          Residential Risk: Medium</p>

	Other Implications:
Recommendation	The committee is asked to note and comment on the recruitment and retention measures taken to date.
Reason for Recommendation	<p>Members of the Committee requested that an update was provided and that work be carried out to improve recruitment and retention in the adult care workforce, therefore ensuring that Dorset County Council can fulfil its commitments under the four key elements:</p> <ul style="list-style-type: none"> <li>• Safe</li> <li>• Healthy</li> <li>• Independent</li> <li>• Prosperous</li> </ul>
Appendices	None
Background Papers	Adult Care Workforce Plan 2017/18
Officer Contact	<p>Name: Harry Capron          Tel: 01305 224363          Email: h.capron@dorsetcc.gov.uk</p>

## **1.0 Introduction**

- 1.1 In 2015 Adult and Community Services undertook a full review of all the teams and services as part of the then Forward Together programme. This included a review of the adult social care teams and the establishment of Tricuro as the local authority trading company. The ACCoRD review sought to reinforce key elements of implementation of the Care Act 2014 for the adult social care teams.
- 1.2 Stocktakes of the ACCoRD review took place in 2016. Since the enactment of the Care Act 2014 we have more data about demand including information from the adult access team about what can be dealt with at the front-door of contact.
- 1.3 The most significant statutory demand for qualified staffing resource has been the process of making an application under the Court of Protection - this is both complex and time-consuming. To illustrate this, accepting that individual circumstances can vary widely, it takes over six days work, spread over a month to liaise with family, gather information from professionals, evidence alternative support options, write up court reports and attend court itself. In addition to this, general best interests or Deprivation of Liberty (DOLs) assessments feature in many cases where the person has complex needs and a reduced capacity to make decisions. Locality teams participate in a rota to cover this. Additional bank staff spend for social work capacity is used to undertake the volume of best interest assessments which has been steadily increasing. Extra capacity was built into the staffing budget for 2017/18.
- 1.4 Another key priority for DCC is meeting our Better Care and joint working commitments. The Better Care Fund (BCF) includes priorities for delivering improved performance for avoiding admissions to acute and community hospitals as well as reducing delayed transfers of care. The hospital social work teams across Dorset County Hospital, Poole General Hospital and Royal Bournemouth and Christchurch Hospital are included in the utilising of the BCF. The improved BCF was used to enhance existing hospital team capacity including the cover for Yeovil and Salisbury Hospitals.
- 1.5 Investment from the BCF has also been used to provide additional capacity for people funding their own care both through dedicated social workers supporting people with complex Court of Protection issues as well as the CHS (Care Homes Select) contract with the independent sector for enhanced information, advice, brokerage and social work support. These interventions are improving the delayed transfers of care position for Dorset, which is now getting closer to the agreed targets set within the Better Care Fund.

## **2.0 Recruitment and Retention of the Social Care Directly Employed Workforce**

- 2.1 As part of responding to identified capacity problems the following initiatives were put into place
  - Investing time in the social care workforce including a social work conference for staff with the opportunity to hear from national leaders in Social Work and Occupational Therapy - Lynne Romeo and Alison Raw
  - A review of our advertising strategy which led to a more online shift and away from hard copy local advertising
  - Creation of an adult social work microsite

- Use of Community Care Online including articles promoting Dorset and the microsite
- Further investment into the peripatetic team to provide flexible capacity to support service gaps and projects
- Rolling adverts for social work staff into the peripatetic team
- Application of minimum starting salaries and the addition of Labour Market Increments for all qualified roles
- Application of merit increments for eligible qualified staff from 1 October 2017 subject to staff meeting their PDR targets and demonstrating reflective practice through personal HCPC portfolios
- Development and implementation of a regular cycle of learning groups led by the Principal Social Worker and Learning and Development to support reflective practice and to assist in developing peer support networks
- Appointment of a full time Principal Occupational Therapist
- Investment in Community Care Inform licences and RIPFA resources to give all front- line staff access to resources to support best practice and reflective practice on- line
- Identified protected time for staff to use for learning and continuous professional development (qualified staff)
- Support for a small number of unqualified staff into qualification through the open university as part of an approach to grow our own and retain good staff
- Further development of direct links with Bournemouth University to support best practice and ensure visibility of Dorset as a place to work
- Internal advertising of promotion opportunities to support workforce mobility and internal progression
- Better co-ordination of the management of the talent pool across adult care by looking across the service at readiness for progression within the service following PDR discussions
- Work is underway to enhance leadership workforce capacity and service capacity (including Transitions) and to ensure more availability of practice supervision for the front line workforce is 2018/19 in response to feedback from staff engagement and a staff health check survey.

### 3.0 Current Workforce Analysis

3.1 Analysis shows that there has been a steady improvement in recruitment and workforce capacity. Since 2016/17, Vacancy levels fluctuate and the data below is based on a snapshot in time and local intelligence.

**In May 2017, a snapshot showed the following permanent vacancies:**

Post Type	FTE vacancies	% of permanent establishment	Identified hard to recruit areas
Social Worker	16	15.5%	East, North Dorset, Bridport
Occupational Therapist	2.59	8.6%	

Area Practice Manager	1.5	5%	North
Unqualified Social Work	6.66	5.5%	

In January 2018, a snapshot shows the following permanent vacancies:

Post Type	FTE Vacancies	% of permanent establishment vacant	Number and areas of hard to recruit posts	% of establishment which is difficult to recruit (as at February 2018)
Social Worker	10	8%	7.5 FTE	6%
Occupational Therapist	2	7%	All	7%
Area Practice Manager	1.5	5%	-	-
Unqualified social work	2.5	2%	-	-

3.2 The key areas where there are high levels of vacancies and hard to recruit posts are:

**The Peripatetic team** – there is a steady recruitment in and staff then move out if they secure jobs in teams in which they provide cover. This this team provides a recruitment feeder role and support to fill temporary capacity gaps.

**North Dorset** – we have significant problems in attracting experienced staff into Blandford and Sherborne

**East Dorset** – we are starting to see difficulty in recruiting into Occupational Therapist posts with repeated adverts producing few or no applicants. There is equally a challenge for health services to recruit O/T's and Physiotherapists.

**Weymouth** – we are having difficulty recruiting experienced Social Workers

We have no reported difficulties in recruiting unqualified staff and business support staff.

#### **4.0 Sickness and Paternity, Adoption and Maternity Gaps in Workforce Capacity**

- 4.1 Significant work has been undertaken by line managers and the Adult Care leadership team with HR to support staff health and wellbeing and to ensure that sickness and staff wellbeing is well managed.
- 4.2 Interventions have included:
- A focus on sickness as part of monthly performance reporting including return to work
  - A deep dive on sickness figures with help and support for managers to address areas of higher sickness
  - Manager briefings including a session at a management conference in September about wellbeing and resilience
  - More learning and development resources to promote resilience for the social care workforce
  - A focus on employee wellbeing and resilience including stalls at Directorate roadshows to promote five ways to wellbeing
- 4.3 Sickness rates have reduced by from 8.46 days lost per FTE in October 2017 to 7.83 days lost per FTE in February 2018. Whilst there is still work to do this reflects an increasing trend downwards (The figure was 10.89 days per FTE in September 2016).
- 4.4 Paternity, adoption and maternity leave absences are currently at 4% of the qualified Social Worker workforce with no absences in Occupational Therapy (as at February 2018).
- 4.5 Our peripatetic team capacity is helping to support teams with temporary gaps in workforce capacity due to sickness and other longer-term absences.

#### **5.0 Use of Agency Workforce**

- 5.1 In addition to covering vacancies in the directly employed workforce we are actively using agency staff to provide additional capacity to support transformation work (e.g. re-assessment of those people using services which are subject to recommissioning)
- 5.2 There is currently some use of agency social workers covering vacancies and sickness and transformation capacity. All spend on agency staff is funded within the available budget in ACS for directly employed staff. There were 23 social work agency assignments during quarter 2 and 3 2017/18 with the main use of agency workers to support gaps in North Dorset, Purbeck and the West including Weymouth and Dorset County Hospital in addition to extra capacity to support the transformation work.

#### **6.0 Ongoing Work**

- 6.1 To ensure we employ the right people with the right skills we are working on the following:

- Advertising – building upon our social work microsite, and reviewing the effectiveness of our recruitment, promoting Dorset, using digital and social media and using staff networks to promote working in Dorset
- We have made a Dorset Teaching Partnership Bid with neighbouring authorities and Bournemouth University
- We are working on a further re-focusing of the learning and development offer including exploiting opportunities for joint working and training to support integrated working with partners – some additional investment into learning and development has been made for 12 months to support this work using transformation funding.
- Grow our own approaches – including development of apprenticeships for Social Worker and Occupational Therapists. Our approach will be further developed locally once national apprenticeship frameworks are finalised
- Promoting Dorset at universities
- Talent management and reviewing the management of progression and ensuring we work to retain good staff
- Ensuring we are keeping our resourcing right and in line with demand. A monthly review is planned of team capacity against staffing budget and spend (including use of new management information from MOSAIC and performance reporting against outcomes). Options for further consideration include the over recruitment of staff resourcing in localities as well as into the peripatetic team to allow for turnover and time taken to recruit
- Further work with agency partners will continue to further develop relationships and to seek a good supply of affordable skilled workers to meet peaks and troughs and to support additional capacity required for transformation work. This will also include consideration of other possible models to buy in support as required
- Better management of placements and follow up including job offers for students directly out of university and during holidays
- Further work to improve our offer around induction, progression, coaching and mentoring and leadership support (for example, 360 degree feedback for leaders)

## **7.0 Business Support**

7.1 We plan to redefine roles and structures in order to make best use of the Business Support talent in the future and to support recruitment and retention. Based on current information we know that we have difficulties in recruitment to notetaker posts and we are starting to see problems with retention in some areas. It is necessary to realign the work of the function to support changing service priorities, policies and workflows and to take account of feedback from the business support staff on areas which require improvement. We need to focus on re-designing the business support function to promote good recruitment and retention within this staff group and to ensure all staff understand their crucial role in helping the delivery of the adult service vision.

## **8.0 Risk and Mitigations**

8.1 We have identified the key risks below which may impact on our ability to sustain progress:



- Brexit – we need to monitor and review
- Competitiveness of salaries and retention packages– we keep this under review
- LGR and Integration – we need to keep staff informed and engaged in changes and ensure vacancies are well managed and reassure staff about the future and to promote the opportunities new ways of working will bring for their practice and for the people they support. We will conduct staff briefings and communications.
- Workforce capacity in the right areas to support for transformation as well as business as usual work (direct and non- directly employed) – we will keep this under review
- The costs of buying in temporary skills if there is a shortage (and need to have a balanced workforce and manage agency use and ensure the direct employment offer is good enough so we don't lose direct staff into agency work)
- Geography, it is hard to recruit a qualified and experienced workforce in some areas such as North Dorset and Weymouth and in some areas of work OT East – continuous capacity will be required in the peripatetic team due to turnover. We will continue to revisit plans to address shortfalls in their areas.
- Leadership capacity if there are gaps following restructure. We will keep this under review.

**Harry Capron**  
**Assistant Director for Adult Care**  
**March 2018**