

Slide 1: North West Association of Directors of Adult Social Services

Future of Adult Social Care Commission

Workforce – context across the North West

29 March 2022

Slide 2: The adult social care sector and workforce North West

[picture of the cover of the 2021, Skills for Care, workforce Intelligence report on the adult and social care sector and workforce in the North West]

Key findings

- 231,000 jobs in adult social care
- 190,000 in the local authority and independent sector
- This is an increase on 182,000 in 2012/13
- There was a change of 8,000 jobs since 2012 in local authority and independent sectors
- Mean hourly pay for care workers is £10.75 in local authorities, and £9.08 in the independent sector
- 93% of staff in the sector are British, 3% are from the EU and 4% are non-EU
- 19% of jobs were zero hour contracts
- 6.1% average vacancy rate in 2020/21
- The average turnover rate was 28.4%
- 27% were aged 55 or above

Slide 3: Supply and Demand

[Graph of new client requests to access adult social care services in England 2015/16 to 2019/20 that shows requests slowly increasing, with annual requests for those aged 18-64 years around 500,000 by 2019/20 and those for 65 years and over around 1.3million]

[graph of vacancy rates for selected social care occupations, 2013-2021, showing that vacancy rates have been gradually increasing over the period, but have been highest for nurses, then care workers, then senior care workers. 2020 saw a sharp increase in Nursing vacancies to around 13%, and slight drops in care workers vacancies (to around 8%) and senior care workers vacancies (to around 4%). 2021 is predicted to see a sharp increase in vacancies in all three categories.

Slide 4: Experience of working in adult social care (Cavendish, 2022)

- Frequent churn within the sector. Care Workers may regularly move between providers. Care workers may sign up to work for one employer, only to find that their contracts have been awarded to another agency
- Having to retrain. Many employers do not trust training done by competitors, so ask staff to retrain. This can be demoralising. “They don’t appreciate I’ve got years of experience. I felt it was back to the beginning each time”
- Not feeling trusted. “Before I even say hello, I have to get on the phone to prove I was there and start the clock ticking. It’s not fair”
- Not being able to look after the whole person or build relationships. “I can’t bear not to be able to give them the care I know they need. Some of our clients see too many faces...it upsets them”.
- Lack of job security. A quarter of care staff are still employed on zero hours contracts, rising to 40% in the domiciliary care workforce.¹² While some workers are happy with these, fitting shifts around their lives, most are not
- Not being paid for time spent travelling between visits.
- Years of experience are worth almost nothing in terms of pay. The introduction of NLW has actually reduced the pay gradient: the pay difference between care workers with less than one year of experience and those with more than 20 years of experience is now £0.15 an hour.

Slide 5: High Level Market and Workforce Risk Framework

Risk/issue

- Impact of the pandemic on wellbeing and resilience leading to staff burnout and leaving
- 'pingdemic' reducing availability of current staff
- Mandatory vaccination may lead to % of staff unavailable from 11 November and lead to provider failure
- Impact of Brexit and the end of lockdown resulting in increased competition in low pay economy
- Increasing demand for adult social care (both suppressed during COVID and long-standing trend)
- Increasing demand for NHS services
- Longstanding challenges in recruitment and retention

Impact

- Providers cannot meet demand leading to increased waiting lists 'highest ever seen'
- Provider failure leading to further reduced capacity
- Provider failure and short term decision making that undermines long term strategy (e.g. preferred providers, specialist provision and reduction in residential care)
- Current workforce and leaving sector or retiring
- Increasing use of spot purchase outside of pricing agreements
- Inappropriate placements
- Use of agency staff increasing costs
- Concerns about quality

Support

- Communications
 - Support local authority comms with provider with families
 - Lobby DHSC for key national messaging
- Operation commissioning
 - Triage service users to understand potential alternative provision
 - Support provider collaboration around packages of care

- Financial support offer to providers
- Revisit provider failure protocols to understand preferred and next-in-line providers
- Use of data to understand vaccination at risk providers
- Fortnightly NW ADASS operational Commissioner Group
- Workforce retention
 - Wellbeing offer
 - Financial rewards
 - Childcare and travel support
- Workforce recruitment
 - Rapid review of current recruitment processes to improve customer service
 - Engage universities to target unsuccessful nursing / medical applicants
 - Revisits 'Be a Care Hero' regional campaign

Priority Workforce Groups

Networks suggest all aspects of the sector are impacted with some variation between councils. Current focus has been on registered managers, residential and nursing care, home care, reablement and social worker.

Slide 6: What actions are councils taking?

- Increasing fees to increase pay (and creative use of WRRF)
- Overseas Recruitment
- Supporting providers through recruitment campaigns including greater use of social media
- Developing Career Academies
- iCare Ambassadors
- Working with providers to develop new roles and career pathways

Slide 7: #StepIntoSocialCare

<https://carejobsnw.co.uk>

- Social media and local campaigns including Social Media Toolkit
- Process for applicants to complete a simple form
- 23 x commissioners and HR leads and signed up to be automatically notified
- Local processes for quickly passing applicants onto local providers

Slide 7: #StepIntoSocialCare

<https://carejobsnw.co.uk/resources/>

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- Facebook - <https://www.facebook.com/CareJobsNW>
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- Tiktok - <https://www.tiktok.com/@carejobsnw>

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<https://carejobsnw.co.uk/resources/>

Our resources

Assets include social media toolkit, email signature, graphics for websites, focused guides on recruitment practice, carousel images, Tiktok and Instagram videos that care workers have produced, 17 campaign static images available in high resolution format