

7 January 2019

Agenda Item: 5

## **REPORT OF THE SERVICE DIRECTOR, SOUTH NOTTINGHAMSHIRE**

### **CONNECTING THE NATIONAL ADULT SOCIAL CARE RECRUITMENT CAMPAIGN WITH A LOCAL RECRUITMENT CAMPAIGN**

#### **Purpose of the Report**

1. To seek Committee approval to connect the National Adult Social Care Recruitment Campaign with a local recruitment campaign and proceed with a range of events and activities to boost recruitment to key roles.

#### **Information**

##### **National Recruitment Campaign for Adult Social Care – findings from a scoping study**

2. The national difficulties experienced over recent years in recruiting and retaining sufficient frontline care workers to meet rising demand across all sectors of the social care market is well known. In response to this, from November 2017 to February 2018, a national evidence review and consultation exercise was undertaken by Skills for Care. This established the main challenges faced by the social care sector when recruiting, as follows:
  - perception of low pay (80%)
  - not enough people applying for vacancies (70%)
  - perception of poor terms and conditions of employment (69%)
  - poor public perception of adult social care locally (61%)
  - lack of awareness of different roles and opportunities (56%)
  - candidates' expectations do not match the reality of the work (40%)
  - applicants do not have genuine interest in the roles (33%) or lack the right values (27%).
3. The outcome of the Skills for Care consultation was that 94% of survey respondents strongly supported a national campaign. 98%-99% of respondents agreed with the stated aims of the campaign as set out at **paragraph 7** below.
4. In September 2018 the Department of Health and Social Care announced that they would therefore progress the campaign in two pilot sites (Gloucestershire and Tyne and Wear Councils) over the autumn, quickly evaluate and if successful, seek to roll out to local authorities early in the New Year. The pilot will focus on frontline social care workers, with the aim to widen out to other roles if successful.

## **Difficulties in recruiting and retaining staff to support people in Nottinghamshire**

5. A workforce intelligence data report was published by Skills for Care in June 2018, assessing vacancy rates for the whole of adult social care across all sectors, including not for profit, private, public and people employed as well as personal assistants. The report estimated that the turnover rate in Nottinghamshire was 30.1%, which was slightly lower than the East Midlands average of 33.1% and similar to England at 30.70%. It also estimated that in Nottinghamshire, 9% of roles in adult social care were vacant at any one time, which equates to approximately 2,000 vacant posts.
6. Current vacancies in the Council's Short Term Assessment and Reablement Service (START) run at an average rate of 7%. These vacancies need to be filled quickly, along with the short term posts to provide extra capacity over the winter.

## **The Objectives of the National Recruitment Campaign**

7. The objectives of the national campaign are:
  - raise awareness of the sector so that the public understands the importance of the adult social care workforce
  - increase interest in a job in adult social care among target audiences by 10% by April 2019
  - increase the number of applications into social care jobs by 10,000 by April 2019
  - equip smaller and medium-sized providers with tools for successful proactive recruitment to increase the number of vacancies advertised online on job boards by 25%
  - showcase the range of roles within the adult social care workforce, increase awareness that jobs are available and increase the interest in applying and advocacy from friends and family members in supporting a friend or family member in applying.
8. The proposal is that the campaign needs to raise the variety and breadth of adult social care roles and career options. A toolkit, including an evaluation methodology, is being developed nationally that can be tailored to local delivery.

## **Connecting the national campaign with a local campaign in Nottinghamshire**

9. The Council's Adult Social Care 2018 – 2020 Workforce Plan identified some Council social care posts that are hard to recruit to and retain people in and are also key to delivering the objectives of the Adult Social Care Strategy. The short term nature of recent national funding has led to a high proportion of short term posts in the Adult Social Care Department. This has exacerbated recruitment and retention difficulties because temporary posts are not as attractive to external candidates and also because temporary staff apply for permanent posts when they become available. In response to these hard to recruit to/retain posts, in January 2018, Committee approved a recruitment campaign and the Department has already started targeted work to attract more people into some key posts including frontline Re-ablement Workers in the Council's in-house team, Occupational Therapists (OTs) and Community Care Officers.

10. A number of actions are underway and/or are being planned as part of shaping the local campaign to recruit staff to key roles in the Council's adult social care frontline teams including:
- developing a more targeted approach to recruitment that does not solely rely on advertising on the Council's website. A direct marketing approach coupled with strong online presence is now being established to provide better opportunities to engage with potential candidates during the process.
  - communications activity, including marketing materials for recruitment events, job centres, universities and colleges; videos highlighting key roles; social media activity; email and digital screen promotion; development of web pages and promotion through the local media.
  - stronger promotion of the Council as Employer of Choice, focusing on highlighting what Nottinghamshire offers as an employer to attract and retain its employees.
  - it is planned to broaden the Department's existing adult social care supply register (for Community Care Officers and Occupational Therapists) to a wider range of roles, including Re-ablement Workers and Social Workers. The supply register provides an alternative option to the Council's preferred agency supplier, which works particularly well for more specialist roles.
  - work is being done with Derby, Lincoln and Sheffield Universities who only run the OT course in East Midlands to encourage students to consider applying to the supply register initially as Reablement Support Workers to support them to gain the necessary experience into OT work.
11. The Optimum Workforce Partnership and the Council's Quality and Market Management Team have been working closely with independent sector providers to help with their recruitment and retention difficulties. Joint work with independent sector providers has identified key factors in ensuring that the Council can support and enable the home care market to become viable and sustainable. There have been recruitment events and the use of videos to promote care roles and career pathways during roadshows.
12. Planned activities to support the independent sector with recruitment are underway, including:
- facilitating regular Care Provider Forums to share ideas and practices
  - engagement in the East Midlands Workforce Network's 'Homecare' work stream to share practice on what has worked across the region
  - promoting value based recruitment and different models of care delivery through service specifications and contracts which give staff greater job satisfaction and promote sustainability within the social care market
  - using the Quality Market Management quality audit process to ensure staff training and development are embedded within provider policies and practices
  - reviewing the existing 'Fair Price for Care' framework for care home fees to ensure it supports a sustainable social care market

- supporting providers to submit NMDS-SC (National Minimum Data Set) data in order to build robust baseline information across the sector and support future workforce planning
- the independent sector has had a schedule of briefings about what it is like to work in the sector and promotional videos created by the Council's Communications teams to run in libraries and bus stations. More needs to be done, so work is underway for the Council to work collaboratively with the independent sector during the local recruitment campaign.

## National campaign

13. The National Recruitment Campaign is timely and will enable the Council to build on its local campaign. National roll out will have a particular focus on the national pilot priority of recruiting and retaining frontline care staff across all sectors. Further details about the national campaign can be found at **Appendix A**. The full national toolkit is due to be made available during January 2019, at which point an assessment will be made of which national aspects to use that best complement the work already underway in Nottinghamshire. The national campaign does not include a national television/media advert. The plan for Nottinghamshire's campaign runs up to April 2019 and the outcomes of this will be evaluated in order to inform ongoing work to reduce the number of vacant posts.
14. Social care providers in the independent sector will be engaged and a series of local recruitment activity and events will be run, including displays in local libraries, social care career days/presentations, school and university career events attended, and recruitment seminars in the community. Messages will be sent out through a variety of partners' publications, websites, radio and social media to raise awareness of a career in social care and where to get further information. There will be opportunities for Elected Members and local staff will be involved in the campaign.
15. A local evaluation will utilise the learning from the national methodology, in addition to the Department's existing outcomes/targets:
  - increased number of recruitment events attended or supported
  - increased number of expressions of interests recorded
  - % of expressions that lead to completed, returned applications
  - % of expressions that lead to joining Adult Social Care
  - increased number of candidates being shortlisted
  - increased number of candidates passing interviews and assessments
  - comparison of success rates according to gender, ethnicity and disability
  - 90% of shortlisted packs completed within 10 working days
  - 90% of pre-commencement health, DBS and reference checks completed within 10 working days of selection interview
  - increased number of job applications from core provider homecare organisations
  - increased number of social care frontline staff recruited onto the Supply Register.

## **Other Options Considered**

16. Not to undertake recruitment events, activities and publicity relevant to adult social care local campaign would result in lack of awareness or understanding of opportunities, roles and career pathways available in adult social care. It would be a missed opportunity not to be able to connect with the national campaign at a local level and benefit from the publicity and engagement with local communities to consider Adult Social care as a job/career choice. Also loss of good candidates who would have liked to work for the Council. Similarly a missed opportunity to showcase the Council as an employer of choice and not able to support and work collaboratively with the independent sector on community engagement and recruitment.

## **Reasons for Recommendations**

17. To ensure that people in the community are aware of potential jobs for people with the right values in adult social care and to increase applications from new entrants to the sector and to hard to recruit roles at the front line. Also to support and work with the independent sector to successfully recruit into social care frontline roles.

## **Statutory and Policy Implications**

18. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **Financial Implications**

19. Funding for the national recruitment campaign was approved by Adult Social Care and Public Health Committee on 12 November 2018 as part of the winter plan. The funding will cover costs of a temporary Programme Officer, local advertising and marketing materials, venues for job fairs and use of local media.

## **RECOMMENDATIONS**

- 1) That Committee gives approval to connect the National Adult Social Care Recruitment Campaign with a local recruitment campaign and proceed with a range of events and activities to boost recruitment to key roles.

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### **Constitutional Comments (KK 04/12/18)**

20. The proposal in this report is within the remit of the Adult Social Care and Public Health Committee.

### **Financial Comments (CT 11/12/18)**

21. The financial implications are contained within paragraph 19 of the report.

### **Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

The health and development of the Adult Social Care and Public Health workforce – report to Adult Social Care and Public Health Committee on 8<sup>th</sup> January 2018.

Proposals for allocation of additional national funding for adult social care – report to Adult Social Care and Public Health Committee on 12<sup>th</sup> November 2018

### **Electoral Division(s) and Member(s) Affected**

All.

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