



**ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE**  
**7 MARCH 2017**

**ADULT SOCIAL CARE WORKFORCE STRATEGY 2016-2020**

**REPORT OF DIRECTOR OF ADULTS AND COMMUNITIES**

**Purpose of Report**

1. The purpose of this report is to advise members of the Committee of the production of the Adult Social Care Workforce Strategy 2016–2020, the associated high-level delivery plan and the work taking place to restructure the Adults and Communities Department.

**Policy Framework and Previous Decisions**

2. On 5 February 2016, the Cabinet approved the Adult Social Care Strategy 2016–2020 which sets out the strategic goals relating to Adult Social Care. The Adult Social Care Strategy underpins the requirements of:
  - The Care Act 2014;
  - Leicestershire County Council Medium Term Financial Strategy 2015–2019;
  - Leicestershire County Council Strategic Plan 2014–2018 (Leading Leicestershire; Transforming Public Services);
  - Leicestershire Communities Strategy 2014;
  - Leicestershire Commissioning and Procurement Strategy 2015;
  - Better Care Together Five Year Strategic Plan 2014 – 2019.
3. Leicester, Leicestershire and Rutland's (LLR) draft Sustainability Transformation Plan (STP) was published on 21 November 2016 setting out plans to develop local health and social care services over the next five years.

**Background**

**National Adult Social Care workforce**

4. In July 2016, the organisation, Skills for Care, produced a report providing an overview of the size and structure of the adult social care sector and workforce in England as of 2015. Within the report the number of adult social care jobs was estimated at 1.55 million, of which 1.11 million were full-time equivalents. Since 2009 there has been an 18% increase in adult social care jobs.
5. At the same time there has been a shift away from local authority jobs (-33%/-60,000 jobs) towards independent sector jobs (+25%/+245,000 jobs). The report also states that in 2014/15, 235,000 adults, older people and carers received direct payments

from councils for adult social care services and of these it is estimated that 28%/65,000 may have employed staff to attend to their care and support needs.

6. It is evident that the majority of the adult social care workforce across England who provide and/or manage either residential or domiciliary care work for independent employers and, therefore, the way in which local authorities seeks to shape and influence this workforce needs to be considered. Micro-employers and their employees, ie Personal Assistants, need particular consideration with regard to how authorities engage with them as engagement is on an individual basis.
7. It is estimated that if the adult social care workforce grows proportionally to the projected number of people aged 65 and over in the population, then the number of adult social care jobs will increase by 18%/275,000 jobs to 1.83 million jobs by 2025.

#### Leicestershire Adult Social Care workforce

8. Although local authorities are required to complete the National Minimum Data Set – Social Care (NMDS-SC) independent providers are not therefore the NMDS-SC cannot provide the whole picture. The NMDS-SC as at July 2016 estimated that within Leicestershire there were 15,700 adult social care jobs of which 10.8%/1,700 jobs were local authority, 82.2%/12,900 jobs were independent employers and 7%/1,100 jobs were micro-employers.
9. In June and July 2015, the Better Care Together (BCT) Workforce Strategy group undertook surveys and interviews with 56 independent sector providers across a range of adult social care services within Leicester, Leicestershire and Rutland. Of these providers 85% reported that they experienced significant difficulties in recruiting in the current market and that retention of staff was a challenge.
10. The BCT Sub-Regional Workforce Group which provides strategic direction for workforce development across LLR is made up of representatives from the independent sector and the local authorities for these regions. Representatives from the Group have reported that they experience difficulty with recruiting to both residential and domiciliary care posts and that there is a shortage of Care Quality Commission registered managers.

#### Leicestershire Strategic Response

11. In order to deliver the Adult Social Care Strategy and the STP there needs to be a sustainable labour market with the appropriate skills, behaviours and competencies. The Adults and Communities Department has developed a Workforce Strategy which is designed to provide a workforce able to implement the Adult Social Care Strategy 2016-2020.
12. The Workforce Strategy focuses on the paid adult social care workforce across Leicestershire and has two strands:
  - i) Focusing on the wider adult social care workforce within Leicestershire where the Council has a statutory duty to facilitate and shape the market for adult social care;
  - ii) Focusing on the internal social care workforce within the County Council.

13. A high-level implementation plan has been developed to support the strategy and this will be used to direct specific work over the life-time of the strategy. Partner agencies and independent sector organisations were invited to comment on the strategy and their views have been included in the final document. Further partnership work will take place during 2017/18 to implement and embed the strategy in the wider sector.

### Restructure of Adult Social Care

14. During 2015/16 work commenced to integrate the care pathway with Health at a locality level. This work has continued throughout 2016/17 and has informed the restructure of adult social care. A significant amount of further work is required to ensure that the workforce is confident and equipped to drive the cultural and practice changes required by the Adult Social Care Strategy and the STP. This will include enabling confident professional decision making and devolving demand led budgets to managers.
15. At the start of 2016/17, there were a large number of temporary and unfunded positions within the Department totalling £2million. With the addition of £1.25million Medium Term Financial Strategy savings requirements there was the need to stabilise the workforce and to reduce staffing expenditure.
16. Work has been taking place to stabilise and restructure the internal social care workforce. The full year effect of the work is a saving of £2.9million. The work is split into phases:
- Management: Management structures have been simplified and are more consistent across the department.
  - Commissioning and Quality section: The commissioning section and the quality and compliance sections have been reorganised to focus on more strategic relationships with fewer providers.
  - Care Pathway: The care pathway is being reorganised to support an East/West footprint which mirrors the Clinical Commissioning Groups. Older people's mental health services will be amalgamated with Older Adults services in order to provide a more efficient service.
  - Support Services part 1: The business support function is being reviewed to support the reorganised care pathway and to provide a more consistent support offer.
  - Support Services part 2: The service user finance pathway is being reviewed to remove duplication and to improve service user experience.

### Resource Implications

17. Although there are no specific resource implications relating to the Workforce Strategy, demographic pressures are increasing as income reduces resulting in a funding gap. Key changes to the Adult Social Care delivery model are required in the next four years to meet the financial challenges and the workforce needs to be supported to meet those changes.
18. The action plans aim to address the funding gap in full by 2018/19. As a result of the timing of implementation, only £2.10m of the savings requirement will be met in 2017/18. It is expected that this shortfall will be funded either from reserves or early achievement of future years departmental savings targets.

19. The Director of Corporate Resources and the Director of Law and Governance have been consulted on the content of this report.

### **Background Papers**

#### **Adult Social Care Strategy 2016-2020 – Report to Cabinet, 5 February 2016**

<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=135&MId=4599&Ver=4>

### **Circulation under the Local Issues Alert Procedure**

None.

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### **List of Appendices**

Appendix A – Adult Social Care Workforce Strategy 2016-20  
Appendix B – Adult Social Care Workforce Strategy 2016-20 Implementation Plan

### **Relevant Impact Assessments**

#### **Equality and Human Rights Implications**

20. The Equality and Human Rights implications of the Workforce Strategy have been considered within the Adult Social Care Strategy 2016-2020. Where there are service reductions or significant change, i.e. MH Welfare Rights service is discontinued, a full EHRIA assessment is being completed.