



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
11 NOVEMBER 2019

INSPIRED TO CARE

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of report

1. The purpose of this report is to provide the Committee with an overview of the County Council's Inspired to Care team's work in relation to the external adult social care workforce.

Policy Framework and Previous Decisions

2. The adult social care sector in the UK contributes £46.2 billion to the economy and represents 6% of total employment. External providers across adult social care have identified increasing workforce pressures. As a result of this, an external workforce team was agreed and implemented in Spring 2018. This team has developed an independent project branding named 'Inspired to Care'.

Background

3. Inspired to Care is a project designed with the purpose of supporting social care providers to develop best practice techniques in recruitment, retention, development of the workforce, and improving the image of the sector. The project is a response to addressing provider comments about the challenges of attracting a social care workforce. The team work with any providers in Leicestershire and Rutland. The project's aims are aligned to the four themes of the Health and Social Care Sector Growth Plan: improving the image of the sector; supporting the sector with resilience and growth; developing and retaining the current workforce and attracting a high-quality workforce. The Growth Plan was developed in recognition of the scale of the Health and Social Care Sector and its importance to a vibrant Leicester, Leicestershire and Rutland economy and the opportunity for key partners to work together on well-recognised challenges.
4. Research was carried out by the team to explore the challenges faced by providers. These included:
 - The social care sector has a significantly higher than average turnover rate for staff. In Leicestershire, the turnover figure was on average 32.3%. The average UK turnover rate for adult social care was 30.8%. The UK average turnover rate for all sectors is 15% although this varies by sector;
 - Leicestershire has an ageing population with a significant increase expected by 2030 for adults over the age of 65, which is expected to rise by 33% by 2030;
 - The population of 25-64 year olds is expected to decrease by 2% from 339,900 people to 333,900 people by the year 2030. Given rising demand for care staff

this will have significant repercussions on the current workforce as this is the most heavily represented age demographic;

- Using the data collated from Skills for Care and Market Statements regarding Leicestershire population, there is a necessity for an increase of 2,858 staff required in residential services for external providers by 2030, with an additional 1,607 staff required in non-residential services by 2030;
- There is a significant disparity between home care and residential services between recruiting and retaining staff, an average turnover rate of 50.4% in homecare set against 33.2% in residential and 13.3% in supported living services.

5. Providers can sign up to be a member of the Inspired to Care scheme. There are currently 80 members with other applications in progress. The scheme is free and there is no charge for services or resources offered. Members receive benefits including:

- Access to an online recruitment and retention toolkit and recruitment resources – this is also available in hard copy;
- Training sessions and invitations to bespoke topic conferences;
- 1:1 tailored support;
- Free advertisement on a ‘Find our local care employer’ map;
- Access to the Skills for Care | Care Ambassador partnership;
- Wider wallet employee benefit package.

6. In return members are asked to:

- Engage with the project;
- Attend events and topic conferences;
- Complete research questionnaires and feedback;
- Tell the project about good news stories so these can be showcased on the project social media sites.

7. The Inspired to Care website launched on 18 July 2019. This is available to the public and showcases local case studies of people who have transitioned into social care careers and highlights why they enjoy their roles and how they have progressed. There is also an exclusive members’ area for all current members where they have access to a catalogue of resources/tools. There is a planned phase two for the website to include a vacancy page. The aim of this is so providers can advertise directly which will give potential employees an immediate link to the current vacancies when they access the site.

8. The project has links with the Skills for Care Ambassador scheme which is aimed at improving the image of social care and using the current workforce as ambassadors to encourage people to want to work in the sector. This is done through ambassadors visiting schools, colleges and job centres and running careers activities such as interactive tools for a person to experience sensory overload similar to a person who is living with autism. Ambassadors also give presentations about their experiences of working in care and what it means to them. Having people who talk honestly and enthusiastically about their job can motivate people. Over 80% of care workers felt more motivated in their work having become an ambassador. The link below provides more information about ambassadors - <https://www.skillsforcare.org.uk/Recruitment-retention/I-Care...Ambassadors/I-Care...Ambassadors.aspx>.

9. The project is currently working with 80 members on a 1:1 basis supporting them to develop their recruitment and retention. This includes working with providers who are contracted with both Leicestershire and Rutland Councils in hard to recruit areas to support with improved service delivery and capacity. The project offers tailored support based on the providers current recruitment offer. This includes support with developing job adverts, where to place these for better results from adverts and how to make them interesting for potential candidates, inviting providers to consider other ways to incentivise staff to encourage people to apply, ways to interview staff, how to make the most of the offer from the provider to encourage people to apply and ways to retain staff.
10. The project has a partnership with the Leicester Mercury Carer of the Year Awards and sponsored three awards; Ambassador of the Year, Employer of the Year and Lifetime Service Award. This is an event which is highly publicised locally, offers the chance to celebrate the successes of the workforce and gives the public positive stories about staff in the local workforce. In 2018, there were 12 awards categories. Finalists for each category were invited to the event along with sponsors and guests. The awards were publicised in the Leicester Mercury and providers celebrated their success through their own websites.
11. A topic conference was held with 50 attendees on 26 September 2019. This was around recruiting on social media. Feedback from this was very positive and future topic conferences are being arranged. Delegates were asked for ideas on what they wanted the next conference to be on.
12. A Careers event was held on 8 October 2019. This was jointly arranged with Leicestershire, Leicester and Rutland and was led by the Inspired to Care Team. 300 students attended and 45 providers had stalls to advertise their companies and engage with the attendees. The photo boards from the National Recruitment Campaign run by the Department of Health and Social Care were displayed during this event and this was the first showing outside of London.
13. The project has a social media presence on Facebook, LinkedIn and Instagram and regularly post good news stories from members to encourage people to see the positive work happening in the sector. A sponsored Facebook campaign recently reached 32,166 people and 1,000 people visited the Inspired to Care website. A recent good news story about a former Leicester City football player who now works within the care sector was picked up by the Melton Times, Leicester Mercury and local radio.
14. The project has links with partners including Work, Live, Leicestershire, Market Harborough work club, National Association of Care and Support Workers, Leicestershire Workforce Advisory Board and East Midlands Care.
15. Inspired to Care is recognised as being a leading-edge development and is a finalist in the Care Innovator Award category of the East Midlands Great British Care Awards.
16. The project is working with the lead Help to Live at Home domiciliary care providers to promote the winter pressures initiative to support the providers to offer incentives to staff over the winter period to impact on retention. The project will be supporting providers to implement values-based recruitment, and offering culture change and best practice training for recruitment by March 2020.

17. Evaluation of the project through feedback from providers has shown providers value the tailored approach, which is led by those with adult social care recruitment expertise. Providers have identified the key learning for them includes - identifying and advertising to specific audiences; less hard selling; actively using social media to recruit and not just for general posts; ensuring their content is engaging; reflecting and evaluating current practices; working on engagement and creating content plans.
18. Key performance indicators are being developed for the team to show the impact of the team on the workforce of the providers they are working with.

Resource Implications

19. The project has three team members with an annual cost of £140,000. There are additional costs for running conferences and events. The budget for the team is £218,000 for this financial year.
20. The Director of Corporate Resources has been consulted on the content of this report.

Conclusions

21. The Inspired to Care project supports the Health and Social Care Sector Growth Plan and offers providers a tailored support to improve recruitment and retention of staff to develop the services people are receiving. Workforce is a national area of concern for Social Care and the project offers providers a very valuable resource to try and stabilise the social care market in Leicestershire by offering creative ideas and best practise techniques as well as promoting social care as a career of choice.

Background Papers

- Health and Social Care Sector Growth Plan - <https://bit.ly/33XUHXr>
- Inspired to Care Website link - <https://www.inspiredtocare.co.uk/>
- Leicester Mercury Care Awards 2018 link - <https://bit.ly/33PpmpF>
- Melton Times story link - <https://bit.ly/2J7kWCH>

Circulation under the Local Issues Alert Procedure

None.

Equality and Human Rights Implications

22. The Equalities and Human Rights Impact Assessment will be reviewed to ensure the project is fully considering the impact on people's human rights implications.

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