

Corporate Governance Committee

29 January 2021

Corporate Risk 7.3 and 7.2 in Adults and Communities Department

If the Adults and Communities Department fails to develop and maintain a stable, sustainable and quality social care market to work with it may be unable to meet its statutory responsibilities.

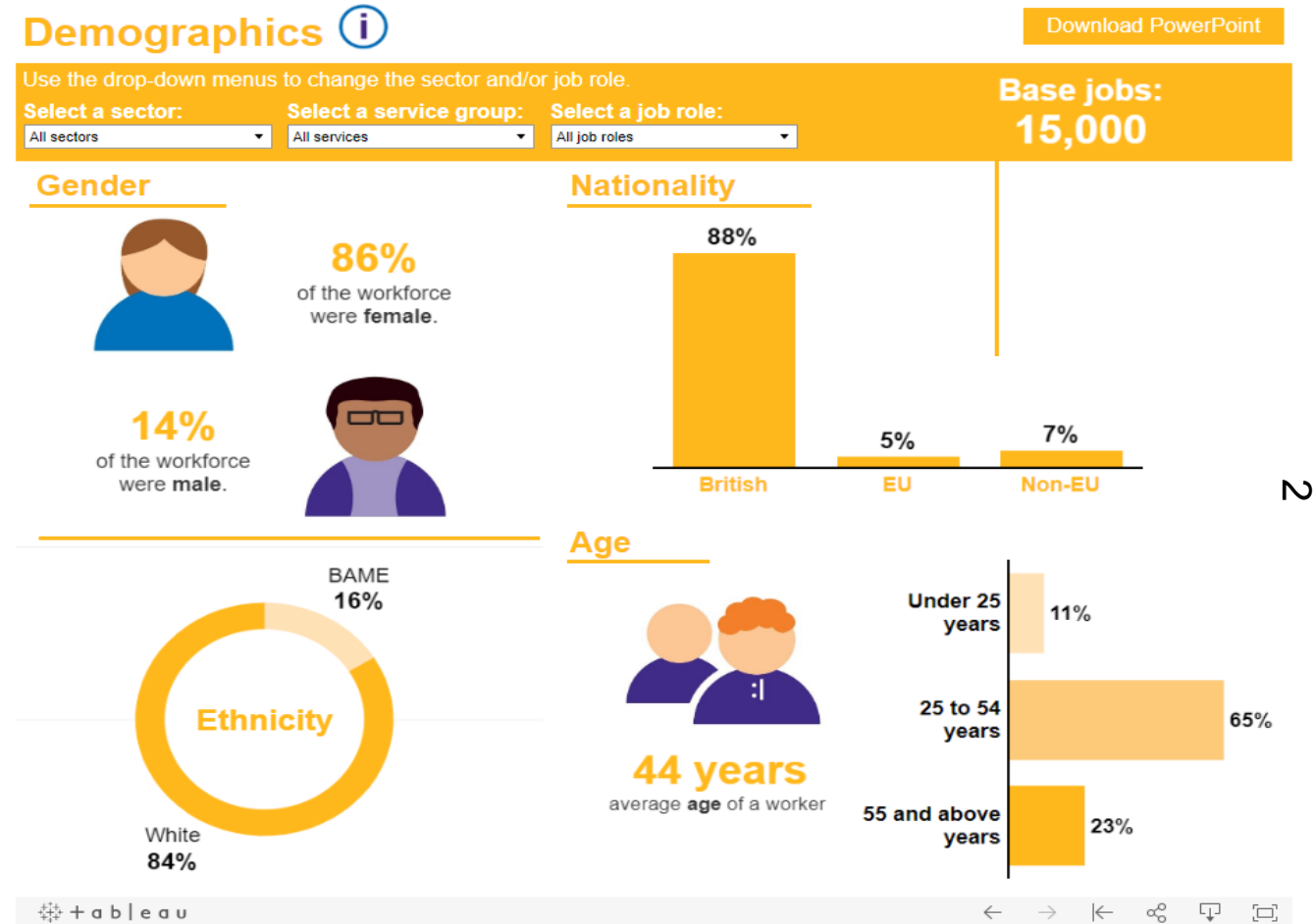
If departments are unable to promptly recruit and retain staff with the right skills and values and in the numbers required to fill the roles needed, then the required/expected level and standard of service may not be delivered, and some services will be over reliant on the use of agency staff resulting in budget overspends and lower service delivery.

The External workforce: Context

81% of social care is delivered by the independent sector:

In the last 10 years:

- The workforce has continued to shift away from local authority jobs (decrease of 25%) and towards independent sector jobs (11% increase);
- Jobs in domiciliary services increased at a faster rate (15%) than jobs in residential services (4%);
- Registered nurses were one of the only job roles in adult social care to see a significant decrease (down 30% since 2012/13).



- High **turnover** in Leicestershire – 38.6% (Higher than the national average of 30.4%) (39% of the lost workforce move out of the sector).
- Moderate **vacancy rate** – 5.5% (This is just to deliver on current requirements and lower than the national average pre-Covid of 8.3%).
- 2020-2035 Forecasts on **additional staffing** is an additional 31% across East Midlands, which equates to 48,000 additional care professionals for East Midlands and roughly 10,000 for Leicestershire.
- Quality and turnover of **leadership** in Leicestershire:
 - 15% turnover of leaders in social care (*vs 8.7% national average*);
 - 15.3% of Leicestershire provisions hold Care Quality Commission ratings of ‘Requires Improvement’ and ‘Inadequate’ in the ‘Well Led’ categories.

November 2020

Rating	Number of services	Percentage	Type of service	
			Homes	Community based ASC
Outstanding	7	2%	3 (2%)	4 (3%)
Good	220	75%	139 (76%)	81 (70%)
Requires Improvement	37	12%	26 (14%)	11 (9%)
Inadequate	7	2%	7 (4%)	0 (0%)
Unrated	28	9%	7 (4%)	21 (18%)

- High number of vacancies in Care Homes caused by increased death rates due to Covid-19 and lower levels of placements;
- Insurance costs for providers substantially increasing and measures insurance companies are putting on providers;
- Increased demand for home care as more individuals decide to live at home longer with increasing needs;
- Availability of nurses in nursing homes due to competition for nurses by the NHS;
- Ongoing viability of smaller providers offering services for Direct Payments due to Covid-19 pausing services;
- Ability of Day services to meet the changed demands of customers post lockdown.

- Decline in service quality;
- Increasing provider instability or failure;
- Damage to reputation of/reduced confidence in care services;
- Service users not kept safe;
- Poor or no service provided to service users so their outcomes are not met and their living conditions and health deteriorate;
- Increased impact on the NHS if inadequate care services are available;
- Impact of Covid-19.

- Engagement with providers
- Provider support
- Information/ advice and guidance
- Additional funding & payments
- Grant funding
- ASC Winter Planning
- Departmental COVID response -Escalation and management
- County council escalation and crisis response
- LRF tactical and strategic response

- 5% of the workforce in Leicestershire is of EU nationality and 7% are of none EU nationality.
- Consultation with the external market has taken place to encourage them to engage with EU national employees to obtain the correct visa's or put them through settlement. There is a deadline approaching for this in summer 2021.
- Potential impact on equipment, supplies and services should there be any shortage due to EU exit.
- Possible impact on care home financing due to large scale providers being owned and financed through European companies.

- As a result of increasing workforce pressures identified by external providers across adult social care, the development of an A&C External Workforce Team was agreed in 2017. The purpose of the team is to:
 - Improve the image of the sector;
 - Support the sector with resilience and growth;
 - Develop and retain the current workforce;
 - Attract a high-quality workforce.
- Working regionally (ADASS) to share good practice, do further work on understanding issues and plan accordingly.

Keep warm and well

Help us support our more vulnerable residents to stay warm and well this winter. Visit leicestershire.gov.uk/winter-weather for advice and information and to download our keep warm and well booklet or winter contact card.



We have been working closely with Leicestershire Support for Carers to develop a new passport for carers in response to the difficulties and challenges carers are facing. The identity card is designed to help people who are looking after someone who could not manage without their support. It provides information and advice, as well as giving them important recognition, particularly during the current pandemic.

If you are a carer living in Leicestershire and you don't have a carer's passport, please contact Leicestershire Support for Carers on 01858 468543 for a discussion about your caring role or visit supportforcarers.org to find out more about the support they can offer.

JOBS

Inspired to care

Jon's change of career could be an inspiration to others.



A support worker at a residential care home in Leicestershire hopes his story will encourage more people to consider a role in social care.

Jon, who formerly worked in a theatre, has been working at Apple House care home in Wigston since June.

Jon said: "Since I started in June, I have found it really easy to fit into Apple House, every day I am learning new skills and new things about the residents."

"At Apple House we work to do our best for every one of our residents. My more experienced colleagues are so keen

to help me develop and support me in giving the best possible care."

Jon was recruited by our Inspired to Care team which has a mission to recruit people to a variety of adult social care roles.

He added: "I encourage those thinking about a role in adult social care to speak to Inspired to Care."

Councillor Richard Blunt, cabinet member for adult social care, said:

"I am so pleased to hear Jon has settled into Apple House and I am sure his work is invaluable to the residents."

"We are always after caring, passionate people to join us in adult social care. The roles on offer will give Leicestershire residents the opportunity to make a difference in their local communities, support

the most vulnerable to stay safe and well at home, and earn money while carrying out a rewarding role."

There are long-term, temporary, full time and part-time positions available.

For more information and to apply visit inspiredtocare.co.uk/jobs or call 0116 305 5186.

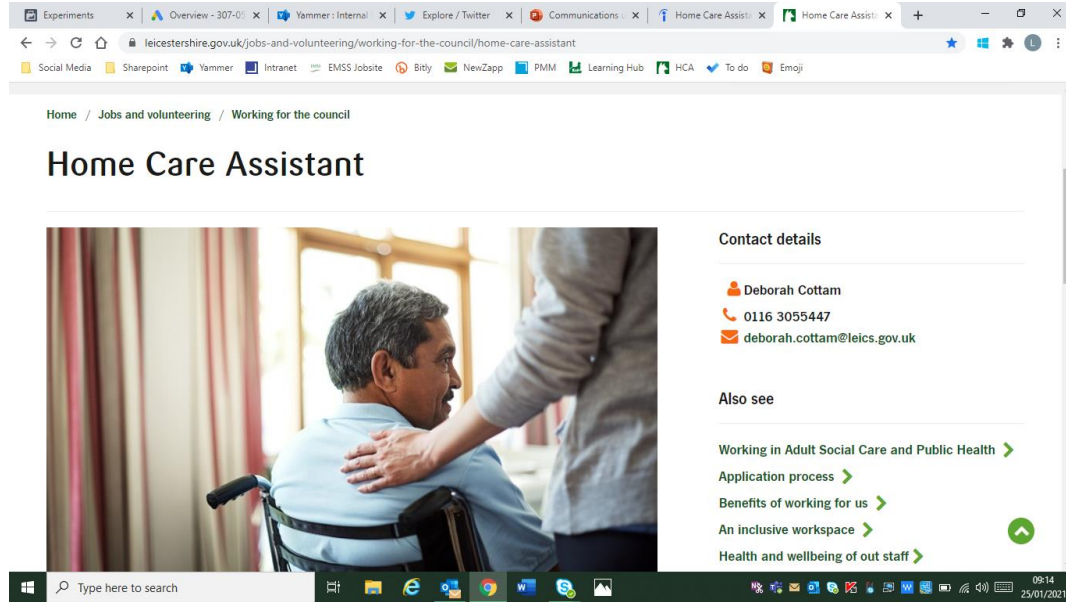
We are also recruiting permanent home care assistants to help people return home from hospital or prevent them from being admitted.

Through our 'crisis response' and 'home first' services, we provide short-term support (up to a maximum of six weeks) which helps residents to regain independence, by giving them the opportunity, motivation and confidence to relearn or regain daily living skills that have been lost as a result of illness, accident or disability.

For more information visit jobs.emss.org.uk


- Variety of roles including social work, occupational therapy, home care, community life choices, business support and commissioning;
- 86.25% female staff; BAME staff 16.4% & 11.1% paid at Grade 13;
- Current turnover is 8.8%;
- Recruitment and Retention of social workers;
- Recruitment and Retention of reablement workers;
- Increased competition from agency workers, due to rates of pay, accessing County Council training, including Continuing Professional Development;
- Ensuring safety and wellbeing of people who access services;
- Risk to delivery of services due to lack of appropriately skilled staff;
- Reputational damage to the County Council as there is a lack of qualified workforce to complete complex statutory duties across the care pathway.
- Impact of Covid-19.

- Target Operating Model (TOM) – Practice improvement and continued embedding of TOM;
- Strong leadership to lead a flexible workforce;
- Professional progression pathways and supervision offer for social workers and occupational therapists;
- ‘Catch before you fall’ approach for health and wellbeing of staff, working with Health partners across the system;
- ‘Grow our Own’ – Apprenticeships, two cohorts social work apprenticeship and third in planning. Proposed Occupational Therapist apprenticeships;
- ASYE/NQOT – continued programme for social workers and planned introduction for occupational therapists;
- Establishment review – rights roles in the right place to provide and efficient and effective service;
- Development of adult social worker landing page for recruitment on internet, use of Indeed, increased use of LinkedIn and Facebook.



Home / Jobs and volunteering / Working for the council

Home Care Assistant



Contact details

- Deborah Cottam
- 0116 3055447
- deborah.cottam@leics.gov.uk

Also see

- Working in Adult Social Care and Public Health >
- Application process >
- Benefits of working for us >
- An inclusive workspace >
- Health and wellbeing of out staff >

09:14 25/01/2021



Leicestershire County Council

then I really suggest the Working Age Adult Disabilities team. Thanks.

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Join our social care team



Crowd Control HQ

Leicestershire CC Published by Harley Kenna 1w ago @LeicsCountyHall

We are looking for experienced Home Care Assistants to join our team and help our residents remain independent. If you would like to find out more and what Leicestershire County Council has to offer, please visit <https://t.co/rYMIv84yT> #socialcare <https://t.co/7Ctb3e0LNI>



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Leicestershire CC Published by Kyle Burn 3w ago @LeicsCountyHall

We are looking for experienced Home Care Assistants to join our team and help our residents remain independent. If you would like to find out more, or what it is like to work at the Leicestershire County Council, please visit <https://t.co/Quhfsm6hQ> #socialcare <https://t.co/q4UTDAEaYn>