



Recruitment and Retention in Adult Social Care

Scrutiny Commission

Monday December 13th 2021



REcommendations

- To provide Members and People Scrutiny Commission with the status of recruitment and retention in adult social care and particularly the impact on supply of care and support in the City.
- To update Members and People Scrutiny Commission on key mitigations being put in place to support Adult Social Care workforce.

Contextual information on the Adult Social Care Workforce in Bristol

- Estimated 13,000 Adult Social Care jobs in Bristol - 8,400 are direct care jobs
- 82% of jobs are with independent sector provides, 8% with the Local Authority and 10% working for direct payment recipients
- 79% of the care workforce is female; 79% identifies as British and 13% of EU nationality and 8% as non-EU nationality
- Workers in Bristol have on average eight years of experience in the sector and 78% of the workforce has been working in the sector for at least three years
- 55% of workers have full time hours and 45% have part-time hours
- Skills for Care estimates show that 38% of the direct care providing workforce in Bristol hold a relevant Adult Social Care qualification (46% in South West and 46% in England)
- Average number of sick days slightly higher than SW and England average
- Staff turnover rate is higher than SW and England average
- Less than a quarter (14%) of the workforce in Bristol is on zero-hours contracts
- 321 Social Worker and Occupational Therapists in Bristol – vacancy rate 10% and turnover 10% (better than national average)

Growth of Adult Social Care but contraction of workforce

- Adult Social Care is a growing sector. Across England it has increased by 12% since 2012, and in the South West region it increased by 6% over the same period
- If the workforce grows proportionally to the projected number of people aged 65 and over then the number of Adult Social Care jobs in the South West region will need to increase by 35% (from 178,000 to 240,000 jobs) between 2020 and 2035

The Workforce Challenges

- Retention and recruitment in ASC is extremely challenged currently and is one of the largest issues faced by Social care and Health partners.
- This is challenged by competition from other industries and associated financial incentives, e.g. Amazon, large supermarkets.
- Exhaustion, burn-out, low pay and terms and conditions are cited factors in retention and recruitment; the impact of covid illness and isolation, vaccination law and impact of Brexit on loss of staff.
- Current situation is considered a workforce crisis in Adult Social Care and has a significant impact on BCC's ability to source and broker care and support for people with eligible needs under the Care Act (2014)
- BCC has experienced over 150 'hand backs' of homecare support packages and reductions in support to access the community packages over the past few months
- Citizens and families are waiting for care and support as a result of providers (external and in-house) not being able to commit to packages of care and support as they cannot staff the care.
- Extreme pressure on our Acute Hospital system as well as increased levels of risk in the community
- Current over-reliance on families and carers to provide care & support for their loved ones

The National Picture

- This supply of care issue is mirrored nationally as evidenced in the recent ADASS Snap Survey Winter 2021
- Similar but varied picture across the South West
- In this survey, the proportion of local authorities reporting closures or providers ceasing to trade for home care (for example) was 41% for the past six months. This figure was 15% for the six months prior to the onset of Covid-19
- Working closely with ADASS (Association for Directors of Adult Social Services) and the Local Government and feeding in to Department of Health & Social Care to help inform current national picture, raise awareness and develop solutions

What are we doing to address the situation?

- Brokerage service and Social Work teams working closely and flexibly to ensure all eligible citizens are safe and have their needs met
- Working in partnership across wider Health & Social care system
- Close working with care providers to support them in a range of ways
- Use of one off funding
 - Sourcing of Public Health Covid Outbreak Management Funding (COMPF) to support providers financially to support their operations and staffing £2.6m
 - Government awarded Workforce Recruitment and Retention Funds £1.37m
 - Government awarded Infection Prevention Control Funds - this has been extended until 31 March 2022 to support the care sector to put in place crucial measures over the winter period. £2,625,901 has been allocated to Bristol City Council for distribution as per Government guidance
- Use of alternative models e.g. Technology
- Developing a future models of community based care in partnership with city leaders

Mitigations to support recruitment and retention

- **PR campaigns and support for workforce** : DHSC national campaign; BNSSG Proud to Care campaign; BNSSG Retention Toolkit and BNSSG psychological support service for ASC workforce
- **Longer-term workforce development:** Development of career pathways, hybrid roles with the NHS, incentivising care as a career. Within BCC social work teams - apprenticeships, graduate pathways into social work and OT, secondments and other routes into BCC social care pathways
- **Staff banks and mutual aid between providers**
- **Changes to commissioning models** e.g. extending use of block contracts for homecare to better guarantee supply and improved TCs for providers and care and support workers

The Care Provider perspective

- David Smallacombe (CEO, Care & Support West)

Final points and next steps

- Need to develop both a short term and longer term strategy
- Maintain excellent relationship with Care partners and Care and Support West and with regular checkpoints on staff wellbeing, retention, recruitment and supply issues
- Financial pressures of continued investment in the remuneration levels and terms and conditions of ASC workforce and the importance of initiatives such as the Ethical Care Charter and Proud to Care campaigning
- Need to keep innovating with Assistive Technology and other ways to reduce the burden on reduced human resources alongside skills development and attracting staff into ASC
- Need to consider City wide 'Thank You' to all ASC staff for their highly valued skills and expertise caring and supporting the most vulnerable in our society.