

**AGENDA ITEM**

**REPORT TO CABINET**

**13<sup>TH</sup> OCTOBER 2022**

**REPORT OF CORPORATE  
MANAGEMENT TEAM**

**CABINET DECISION**

**Adult Social Care - Lead Cabinet Member – Councillor Ann McCoy**

**RECRUITMENT AND RETENTION IN THE ADULT SOCIAL CARE SECTOR**

**1. SUMMARY**

The purpose of this report is to summarise the findings of the evaluation of a 6-month pilot programme, with the recommendation that the support to the sector is continued and upscaled.

**2. REASONS FOR RECOMMENDATION / DECISION**

To proactively respond to the recruitment and retention issues in the Adult Social Care sector with the focus being on providers commissioned by the Local Authority.

**3. RECOMMENDATIONS**

Cabinet is asked to support the introduction and delivery of a focussed approach to recruitment and retention within the care sector in Stockton-on-Tees.

**4. DETAIL**

4.1. Based on national and local intelligence regarding the challenges of recruitment and retention in the sector, a 6-month pilot programme was commenced to support the sector and to work towards achieving the priorities set out in the Council's strategic plans.

4.2. This pilot supported the transformation agenda for Care Home and Home Care services to:

- Improve the quality of service delivery in relation to the five domains outlined by the Care Quality Commission
- Increase skills within the social care workforce
- Promote care as a career; and
- Improve the outcomes of the residents of the Borough who access Social Care services.

4.3. The Pilot also supported the objectives set out for inclusive growth in the Council Plan to:

- Support a growing economy
- Improve education and skills development
- Job creation and increased employment; securing social value from contracts where appropriate.

4.4. Following the completion of the pilot an evaluation exercise was undertaken and what follows are the key findings.

- 4.5. The Group has developed a proposal for a 6-month pilot, with suggested recommendations for activities that are framed around the priorities listed below:
- i. Support the recruitment and training of new employees to the sector
  - ii. Promote retention of the existing workforce
  - iii. Support progression and career development
  - iv. Raise the profile of Social Care careers
  - v. Promote the health and wellbeing of those who work in care
  - vi. Encourage and support care providers to plan for their future workforce and training needs.

## 5. SUCCESS OF THE MODEL

- 5.1. A Sector-Based Work Academy Programme (SWAP) was established, which helps prepare those receiving out of work benefits to apply for jobs in a different area of work and in this case prepares candidates to work in the care sector. This also gives candidates an opportunity to understand the roles and responsibilities of working in the care sector.
- 5.2. Following the SWAP and through direct recruitment via the Employment and Training Hub, 35 residents have been recruited into roles across Health and Social Care. Of the 35 people securing employment 16 were directly recruited via the E&T Hub and 19 were recruited via the SWAP.
- 5.3. As part of the SWAP, candidates are offered guaranteed interviews with providers. As of mid-September, three SWAPS have been completed with 19 of 21 candidates securing employment, resulting in a success rate for the SWAP programme of 90.5%. The two candidates that did not secure employment have been routed back into the Hub for further support.
- 5.4. A variety of projects were developed, and existing projects were drawn on to increase knowledge and skills within the sector:
- Well Led Programme - 16 managers and future leaders graduated the Well Led Programme. (Existing)
  - Management Skills Development Programme - The programme supports managers to develop skills in the more practical aspects of running a service, e.g., time management and managing challenging staff. There is currently a cohort of 13 people going through the programme (interest expressed from 24 managers) so there is scope to grow this project. (Newly Developed)
  - North Tees and Hartlepool Education Alliance – the Alliance has trained 40 people working within the older persons sector between April and August. See **Appendix 1** for training offered by NTHEA. (Existing)
  - Two Pilot Providers secured a place on Skills for Care “Valuable People: Finders Keepers” pilot programme supporting recruitment and retention into the sector. (Newly Developed)
  - Teesside University placements offered to providers – 4 x Physio and 3 x Nursing placements taken up by Roseville, White House, Church View and Woodside Grange care homes. The University pays £102 per student, per week, so in effect that money can be reinvested back into the sector. This programme has scope to grow. (Newly developed)
- 5.5. Communications and marketing resources have been allocated to the project and support resources such as leaflets, display banners and social media campaigns were developed. There was an article in the summer edition of Stockton News profiling a staff member working in the Care at Home sector. The ‘Made with Care’ national campaign is being

reinstated towards the end of the year with the communications lead and project team working on a regional campaign for buses and trains; two people from Stockton-on-Tees are to be featured in that campaign and additional local resource is being developed to complement this.

- 5.6. The E&T Hub continues to host workshops on a regular basis for the National Careers Service (NCS) which supports candidates seeking employment who are already engaged with Job Centre Plus. Providers have also committed time for weekly drop-in sessions at the E&T Hub to promote careers in Care.
- 5.7. Supporting the health and wellbeing of those that work within the sector is vitally important. This not only helps job performance but also makes staff feel that they are valued and supported within their roles. The Social Care Operational Group continues to disseminate wellbeing resources via their monthly newsletter.
- 5.8. A Social Care specific BHAWA resource has also been developed and this is currently being deployed across the sector. This resource contains information across a range of topics including reducing alcohol, mental health support and financial support.
- 5.9. A celebration event for those graduating the Well Led Programme and the first SWAP was held. This was well attended and those involved felt valued and that their contributions were recognised.
- 5.10. Workshops were co-ordinated with Older Person and Learning Disability Care Homes to design costumes for the Stockton International Riverside Festival (SIRF) community carnival event; with staff members and residents taking part in the parade.
- 5.11. The Group have been working in conjunction with Tees Valley Combined Authority's Skills for Growth team around completing Skills Needs Assessments with the wider Adult Social Care Sector. At this point there are three Pilot Providers signed up to complete that assessment and it is being offered to the wider market, week commencing 19 September. The Skills for Growth Programme supports small to medium sized businesses by providing access to local skills, training and support to ensure gaps within Provider teams are fulfilled now, and/or in the future; helping them to boost their productivity and improve their competitive position in the marketplace by future-proofing their workforce requirements.

*"Sometimes in social care we feel overlooked but when I turned the corner at the SIRF Community Parade and people were all cheering, it felt like they were cheering just for us. I felt so proud!"*

Carer, Woodside Grange

## 6. IMPACT IMPLICATIONS

The decision does not constitute a change in policy, strategy, or delivery of an existing service.

## 7. CORPORATE PARENTING IMPLICATIONS

There are no corporate parenting implications as a direct result of the decision.

## 8. FINANCIAL IMPLICATIONS

Consideration is being given around how the project can be upscaled and funded. Potentially Providers can be approached to collectively fund the project.

## 9. LEGAL IMPLICATIONS

There are no Legal Implications as a direct result of this decision.

## 10. RISK ASSESSMENT

10.1. By doing nothing the problems with recruitment and retention faced by the market would likely continue to worsen based on past and current trends.

10.2. Having re-visited the labour market information for the Tees Valley the vacancy trends within the Care sector are continuing to rise and the sector has consistently had the highest number of vacancies across all sectors. It will be important that we continue to review this intelligence in conjunction with engaging Care Providers to ensure that our approach to recruitment and retention meets current and future needs. In respect of the outcomes of the pilot, this information suggests that our approach would need to scale-up to meet the demands of the sector.

## 11. WARDS AFFECTED AND CONSULTATION WITH WARD/COUNCILLORS

Not Ward specific.

## 12. BACKGROUND PAPERS

- [Government White Paper for reforming Social Care](#)
- [Stockton on Tees Borough Council Adult Social Care Strategy 2021-2025](#)
- [Stockton-on-Tees Inclusive Growth Strategy 2022-27](#)

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