

Adult social care workforce

Local Authority and external providers

Health and Adults Scrutiny Sub Committee

18 October 2022



What currently constitutes the adult social care workforce



- Local authority employed staff (315 permanent posts)
 - Social workers
 - Occupational therapists
 - Non professionally registered assessment / review staff
 - Reablement officers
 - Day centre staff
- Social care staff working with commissioned and non-commissioned providers such as care homes, domiciliary care agencies, voluntary sector



The London adult social care workforce



The information below is taken from the Skills for Care report on the London adult social care workforce for 2021-22, providing context and background for the priorities and actions in this strategy.

Size of workforce

An estimated 219,000 people worked in adult social care in London in 2021-22

Job roles

79% of jobs involved directly providing care. 7% were managerial & supervisory roles. 5% were regulated professions. 10% were 'other'.

Jobs & service types

55% jobs in adult social care were in home care. 26% were in residential services, 2% in day care services, and 13% were community-based.

Turnover

Turnover of directly employed staff was 27.6%, rising to 33.5% for care workers. 66% of starters came from within adult social care.

Vacancy rate

The staff vacancy rate was 11% as of August 2021 - higher than pre-pandemic levels.

Employer

79% of jobs were employed by the independent sector. 5% of were in local authorities. 7% were adult social care jobs in the NHS.

Learning & development

77% of care-providing staff had engaged with the Care Certificate. 46% held a relevant adult social care qualification.

Size of organisations

Around 43% of organisations had 1-4 employees. 87% had fewer than 50 employees. workforce as at 2020-21.

Gender

81% workers were female, compared to 47% of the economically active population.

Age

28% of adult social care workers were aged 55 and over compared to 17% of the economically active population.

Ethnic background

67% of adult social care workers were from a Black, Asian and minority ethnic background compared to 40% of the London population.

Disability

1.4% of adult social care workers had a disability compared to an estimated 14% of the London population.



How does Tower Hamlets local authority workforce in Adult Social Care compare with the London position?



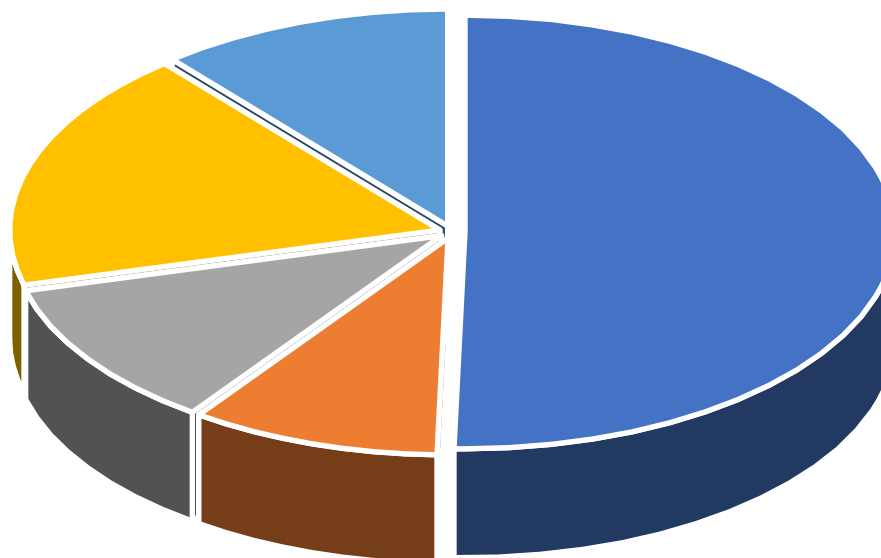
- 70% staff in regulated professions
- Turnover 10%
- 69% female
- 33% aged 55 or older
- 73% black and multi ethnic background
- 26% Bangladeshi, 3% Somali
- 10% have declared a disability – much higher than London wide social care workforce



Proportion of workforce in regulated professions



Local authority employed adult social care workforce by role



- Social workers
- Occupational therapists
- Non professionally registered assessment / review staff
- Reablement officers
- Day centre staff



Why do we need a workforce strategy?



- Growing population and levels of demand
- Workforce is very diverse but does not fully reflect the local population
- Current age of workforce - 33% aged 55 or older
- Age of those coming into workforce – many people coming into social work are changing profession
- Hard to fill roles – Occupational therapy and Approved mental health practitioners
- Reactive workforce planning
- Clear expectation in Care Quality Commission inspection framework pilot inspections



How will we link the workforce strategy to regional and local strategies?



- Develop a workforce strategy which aligns with regional and local strategies – London Association of Directors of Adult Social Services workforce strategy and Tower Hamlets Together Strategy
- ADASS workforce strategy sets four priority areas
 1. Improving recruitment and retention
 2. Supporting the care workforce
 3. Reducing structural inequality
 4. Developing how we work
- Tower Hamlets Together workforce strategy
- Workforce strategies and priorities identified through NEL Integrated Care System



External influencers



- Social Work England
- College of Occupational Therapists
- Health & Care Professions Council
- Skills for Care – National Minimum Data Set
- National policy set by Department for Health & Social Care
- Care Quality Commission
- Local Government Association Employer standards for social work



Other partnerships / initiatives



- North East London Integrated Care System
- North East London Teaching partnership (London Met, UEL, Royal Holloway universities are partners)
- North East London Allied Health Professions
- Kingston University – provider of social work apprenticeships
- University of East London – provider of occupational therapy apprenticeships
- Tower Hamlets Equalities Hub
- Black, Asian and Minority Ethnic Inequalities Commission



What recruitment strategies are currently in place?



(ADASS workforce strategy priority 1)

- Workforce dashboard recently developed to allow monitoring against all protected characteristics
- 3 year career development plan for all newly qualified social workers recruited
- Offering on average 15 placements to student social workers each year through partner Universities to provide ready made recruitment pool
- Varying recruitment methods to include virtual recruitment events
- The number of requirements which need to be met at application stage has been reduced to encourage applications



Recruiting to hard to fill posts

(ADASS workforce strategy priority 1)



- Occupational therapists
 - Difficulties recruiting permanent or agency workers
 - Advertised in a range of media
 - Jobs go public
 - **NHS Jobs**
 - Guardian
 - Community Care
 - Virtual recruitment events
 - 80% posts now filled
 - Grow your own – apprenticeship, preceptorship, student OT placements
 - Increased agency rates for a three month period



Recruiting to hard to fill posts

(ADASS workforce strategy priority 1)



- Approved mental health practitioners
 - Training more AMHPs – 2 this year, 4 next year
 - Need to complete pre-AMHP qualification before being allowed to study on AMHP programme
 - 4 month placement during AMHP course limits numbers who can be released at any given point
 - All newly recruited mental health social workers required to train as AMHP
 - Issue London wide
 - Recently agreed to raise agency rates for AMHPs for one year period



How will we address structural inequalities?

(ADASS workforce strategy priority 1 & 3)



- Talk to local community about barriers -
 - Review current recruitment processes
 - Review where and how posts are advertised
 - Provide simple guidance / tips for people in local community on submitting applications, writing CVs and consider workshops around interview skills
- Offer greater flexibility around work patterns – in line with needs of service
- Coaching / mentoring to support existing BAME staff to be successful in applying for higher level roles
- Offer apprenticeships in social work and occupational therapy – subject to funding



How will we retain staff?

(ADASS workforce strategy priority 1, LGA Employer Standards for social work)

- Career development
- Communication strategies
- Support around wellbeing
- Clear expectations



Career development for regulated professionals



(ADASS workforce strategy priority 1, 2 & 4)

- Career progression scheme for social workers and occupational therapists – linked to pay grades
- Extensive learning & development offer linked to appraisal and supervision
- Internal transfer scheme
- Support around professional registration for social workers and occupational therapists – fees paid, support sessions
- Updated supervision policies including reflective supervision
- Opportunities to share good practice – good news stories, reflection group, journal club, short videos



Communication strategies

(ADASS workforce strategy priority 2 & 4)

- Staff forums led by the Principal Social Worker
- Open forums with Director of Adult Social Care Feedback from staff survey and annual social care health check formulated into action plan which is shared with staff, with updates provided
- Monthly staff newsletter
- Two-way feedback loop being introduced
- Staff survey highlights improvements in all areas



Clear expectations to support practice (ADASS workforce strategy priority 2 & 4)

- Adult social care strategy and vision refreshed
- Service standards introduced to ensure that staff have a clear framework to work to
- Content on staff intranet updated to make it easier for staff to find information
- Processes and forms reviewed to ensure strength based and limit paper work where possible



Wellbeing support

(ADASS workforce strategy priority 2)

- Wellbeing sessions – independently facilitated to allow BAME staff space to talk about issues
- Health & wellbeing support through KeepingNELWell and corporate support
- Annual conference focussed on wellbeing



What is the current position of Adult Social Care in Tower Hamlets ?



You are looking at **Tower Hamlets**.

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Summary and key findings

Employment overview

Recruitment and retention

Demographics

Pay

Qualifications and training

Summary of the adult social care workforce



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This summary of the adult social care workforce in **Tower Hamlets** includes filled posts in local authority and independent sectors as well as filled posts for direct payment recipients. **Please note that the other pages refer to filled posts in the local authority and independent sector only.**

There were **7,700** filled posts in **Tower Hamlets**.



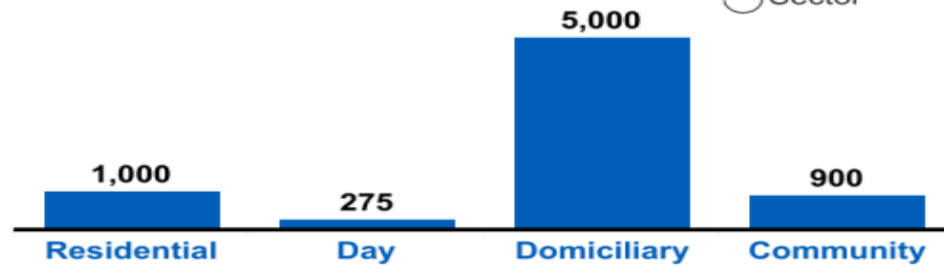
6,900 filled posts were in the **local authority** and **independent sectors**.



CQC regulated establishments in **Tower Hamlets**

Filled posts by service

Select a view:
 Service
 Sector



In **Tower Hamlets** there were the following number of filled posts...



5,800 Direct care

500 Managerial



375 Regulated professionals

There were also... **350** working for direct payment recipients



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TOWER HAMLETS

Employment overview (i)

Download PowerPoint

Use the drop-down menus to change the sector and/or job role.

Select a sector:
All sectors

Select a service group:
All services

Select a job role:
All job roles

Number of filled posts:
6,900



Zero-hours contracts

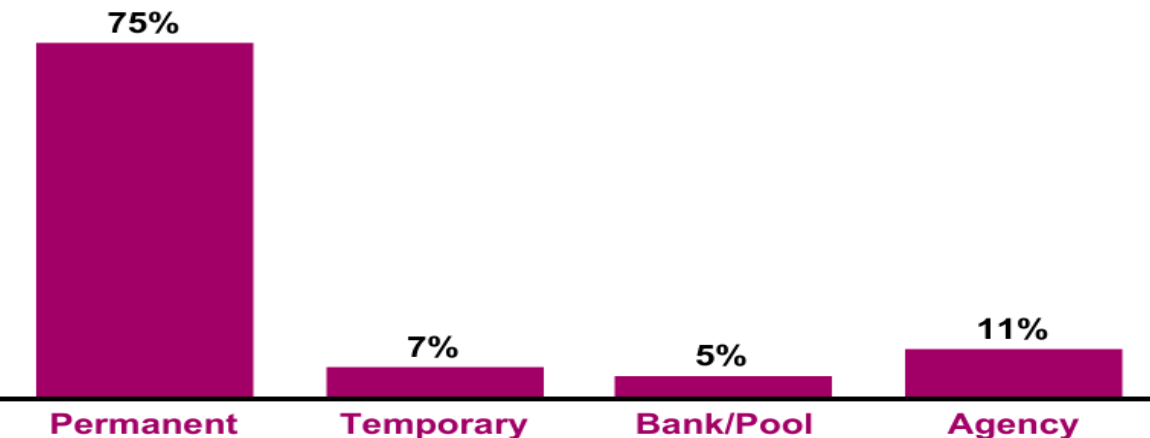
40%
of workers were employed on
zero-hours contracts
(or 2,800 filled posts)



In comparison...

CQC non-residential services across England had an average of **46%** of all workers employed on zero-hours contracts (**260,000 filled posts**).

Employment status



Whole time equivalent filled posts

The **WTE filled posts** ratio in
Tower Hamlets
is
0.65



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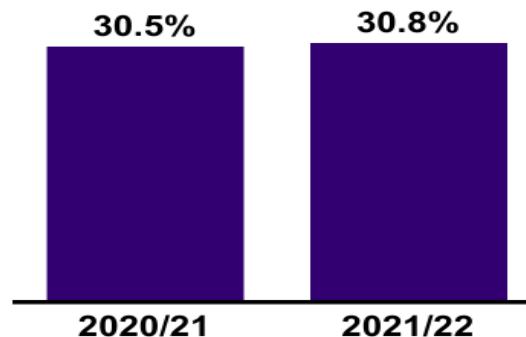
The **turnover rate** in 2021/22 was
30.8%
(or 1,700 leavers).

Sickness



The **average number of sickness days** taken in 2021/22

Turnover trend

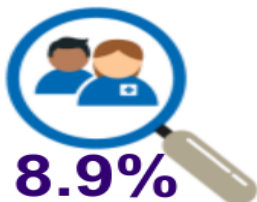


Select a view:

- Turnover
- Vacancy

Vacancy and turnover trends have increased at a **national** and regional level since **March 2021**

COVID-19 dashboards

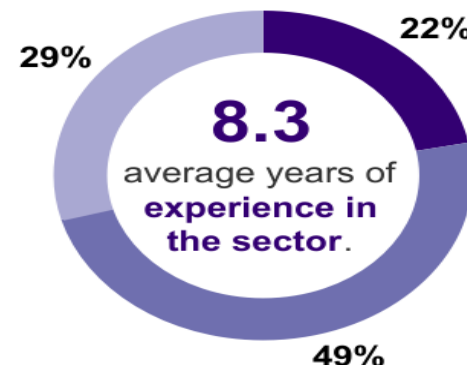


8.9%
vacancy rate
(550 filled posts)
in 2021/22.

Experience in role



Experience in sector



Key:

- Less than 3 years
- 3 to 9 years
- 10 years or more



68%
of staff
recruited from within the sector.



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TOWER HAMLETS

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All sectors

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All services

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Number of filled posts:
6,900

Gender

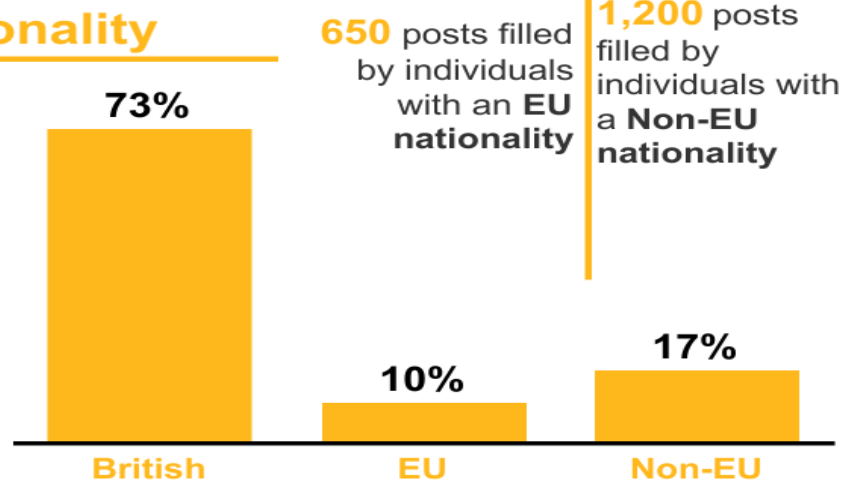


75%
of the workforce
were **female**.

25%
of the workforce
were **male**.



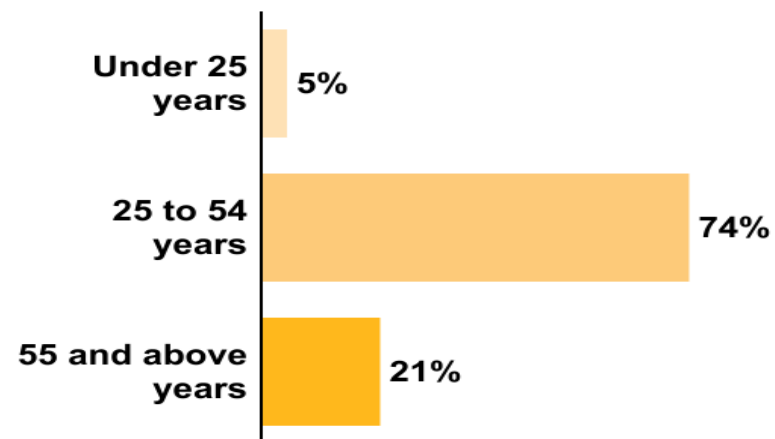
Nationality



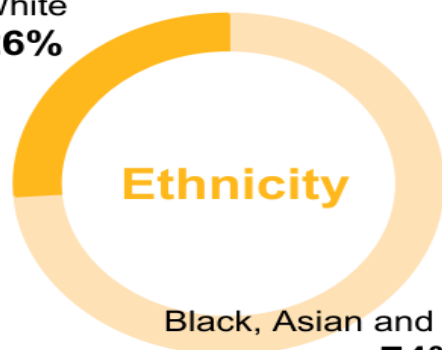
Age



45 years
average age of a worker



White
26%



Ethnicity

Black, Asian and Minority Ethnic
74%



Current workforce challenges- feedback from TH providers

Care homes -11 homes in the Borough (6 for Older People, 5 for Mental Health/ Learning Disability)

- Have bank staff to cover
- Do not use agency as is too costly
- Operate a planned rota system
- Some vacancies across homes – most difficult to recruit nurses

Extra Care (housing with care)- 6 schemes in the Borough

- Do not use agency staff
- All Staff are in place
- Some staff are paid LLW whilst other are not and recent issues with price rises mean that staff are asking for increase in their salaries to bring up to LLW
- Have pool of staff that can call upon

Day care

- No immediate issues all fully in place
- They pool staff from other places and plan rotas



Current workforce challenges- feedback from TH providers



Homecare- 5 commissioned providers, up to 40 total registered providers

- Five commissioned providers – all staff paid at least London Living Wage
- Commitment to Ethical Care Charter- all staff offered a guaranteed contract of 12 hours per week
- Rising fuel prices and cost of living crisis- more carers leaving the profession
- Some people worried about personal safety working at night (unsocial hours)
- Increasing complexity of people needing care especially from hospitals – need skills development for care workers
- Most homecare workers work for more than one employer
- Capacity is a continual challenge
- Additional workforce are Personal Assistants (PA) supported through Direct Payment arrangements



How are we supporting providers?

- Commitment to London Living Wage and Ethical Care Charter in TH contracts
- Fair Cost of Care / inflationary uplifts

Proud to Care London – see [LondonADASS – London Association of Directors of Adult Social Services](#)

- Jobs portal to advertise posts
- ASC roles to explain how rewarding a career social care can be
- Promotion of events and training
- Discounts on local services and shops

Employment service – carers in social care

- Taster course for 3 days on what social care is and the roles available

Registered manager networks

- Skills for care locally organised provider networks to discuss workforce challenges and solutions

Provider forums

- Regular dialogue with providers working across the Borough to promote collaboration to tackle workforce issues

