

Workforce Information for Adult Social Care within KCC

1. Introduction

- 1.1 Following a request from Members the following information has been collated from Older People/Physical Disability (OPPD) and Learning Disability/Mental Health (LDMH) in respect of the adult social care workforce within the County Council.

2. Context and current workforce information

- 2.1 The National Minimum Data Set for the Adult Social Care Workforce has identified the following numbers of employees within the Kent Local Authority area

Total	41,100
Direct Payments Recipients	4,700
Private	27,300
Voluntary	9,100

- 2.2 KCC currently commissions a significant number of contracts with the private and voluntary sector to provide direct care to vulnerable adults and carry out other social work activities including carer's assessments. It is not possible to quantify the numbers of staff employed by the organisations we contract with but the numbers in 2.1 above will include these.

2.3 Staff Numbers and vacancies by team as at 30 January 2015**a) OPPD**

The number of resignations following the voluntary redundancy process was far higher than expected and as a result there are a number of vacancies in the OPPD area teams. The following table represents the OPPD establishment which was implemented on 1 October 2014, as a result of the introduction of revised systems, processes and new ways of working across the areas.

Area	Establishment FTE	Vacancy FTE	Vacancy rate including agency workers %	Agency FTE
West Kent				
Service Manager	2	1	50%	
Team Manager	4	0	0%	
Senior Practitioner /OT	11	2	18%	
Case Manager/OT	51.5	7.5	15%	

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Assessment/Case Officers	48.5	7.5	15%	
Administration	32	3	9%	
Thanet & Kent Coast				
Service Manager	2	0	0%	
Team Manager	4	1	25%	
Senior Practitioner /OT	9	9	55%	4
Case Manager/OT	55	2.2	4%	
Assessment/Case Officers	36.5	5.7	16%	
Administration	26	0.07	0%	1
Dartford, Gravesham, Swanley & Swale				
Service Manager	2	1	50%	
Team Manager	4	2	50%	
Senior Practitioner /OT	8	8	100%	
Case Manager/OT	31	4.3	10%	1
Assessment/Case Officers	54.5	6.8	12%	
Administration	30	7.9	20%	2
Ashford, Canterbury & Coastal				
Service Manager	2	1	50%	
Team Manager	4	1	25%	
Senior Practitioner /OT	7	2	29%	
Case Manager/OT	42	2.9	4.5%	1
Assessment/Case Officers	33.5	-2.5	0%	
Administration	27	-1.3	0%	2

b) Provision

Establishment	Establishment FTE	Vacancies FTE	Vacancies %
OPPD – Broadmeadow	52.43	7.39	14%
OPPD – Blackburn Lodge	37.86	0	0%
OPPD – Dorothy Lucy Centre (Residential FTE)	37.2	1.5	4%
OPPD – Dorothy Lucy Centre (Day Centre FTE)	4.9	0	0%
OPPD – Gravesham Place	79.33	5.95	8%
OPPD – Kiln Court	27.85	3.33	12%
OPPD – The Well	3.37	0.235	7%
OPPD – Wayfarers	31.3	3	10%
OPPD – Westbrook House	35.91	1.07	3%
OPPD – West View	43	3.3	8%
OPPD – Minnis Day Centre	7.14	4.51	63%

Agency workers are used across all establishments on a shift by shift basis and will vary on a daily basis.

In addition, Kent Enablement at Home (KEAH) employs 190.1 fte enablement workers working a total of 7034 hours across the county.

c) Learning Disability

Area	Establishment FTE	Vacancies FTE	Vacancies %	Agency Workers
East Kent Provision	162.2	15	9%	Around 15 agency workers are used across the Provision service to provide 1 to 1 support to clients
East Kent Locality	70.5	1	1%	
West Kent Provision	195.04	7	4%	
West Kent Locality	72.19	2	3%	

d) Mental Health

	Establishment FTEs	Vacancies FTEs	Vacancies % including agency workers	Agency FTE
Area Teams				
Service Managers	5	0.00	0%	0
Team Leader/Senior Practitioner	33.01	4.50	11%	1.00
Social Workers (including AMHP)	93.08	15.90	4%	12.00
Social Work Assistant	26.79	1.20	4%	0
Administration	29.77	6.00	20%	0
Support Time and Recovery (STR)				
Team Leader				
Senior STR Worker	5.78	0.6	10%	0
STR Worker	40.05	2.2	5%	0
Administration	1	0.2	20%	0

e) Kent AMHP (Approved Mental Health Professional) Service

All AMHPs are trained to carry out assessments under the Mental Health Act on behalf of Kent County Council under the Section 75 Partnership Agreement with Kent & Medway Partnership Trust. The service is based at St Martin's Hospital in Canterbury and at Priority House in Maidstone. The AMHP service is a 24 hour service with all AMHPs centrally managed by the Dedicated AMHP service. There is a group of Dedicated AMHPs, which is made up of seven Team Leader AMHPs and four Dedicated AMHPs with a Service Manager and Administrative Support. The Dedicated AMHP service is supported by Mixed Role AMHPs who leave their Community Mental Health Teams for a focussed period of time to support the 24 hour AMHP rota.

3. Numbers of leavers

The following table is a summary of leavers in the key roles within OPPD and LDMH since April 2014.

Roles	OPPD (FTE)			LDMH (FTE)		
	Q1	Q2	Q3	Q1	Q2	Q3
Care Manager, Case Manager, Social Worker, Senior Practitioner	11.07	39.64	15.51	3.09	5	7

The peak in leavers within OPPD at Q2 is linked to the re-organisation of the area teams in line with the transformation programme and is made up of 15.5 voluntary redundancies, 15.2 resignations and 5.2 retirements. It should be noted that the resignations took place following completion of the voluntary redundancy process.

4 Recruitment Activity

4.1 OPPD

Since August 2014, following the re-organisation within OPPD, thirty-eight posts have been advertised on the KCC micro-site <http://www.kent.gov.uk/jobs/careers-with-us/careers-in-adult-social-care/Adult-social-care-vacancies> and twelve appointments have been made so far and recruitment is on-going.

An external media campaign has been commissioned to recruit to the social work vacancies in DGSS as this was the area most affected by the vacancies within key roles in the teams. This will be monitored and evaluated in terms of the number of applications and how many appointments are subsequently made. Through campaign monitoring it is possible to identify the number of “hits” on the microsite pages and where these originate from.

Following analysis of vacancies across the areas, there will be further work on using the media campaign to ensure a consistent approach

4.2 LDMH

A detailed recruitment strategy has been developed for mental health which includes the development of a revised employer brand and development of a dedicated microsite for mental health social work vacancies. The priority areas for recruitment are team leader, senior practitioner and experienced social worker roles across all teams. It is anticipated that a campaign approach to recruiting to these critical roles will be started in the next few weeks with results being monitored to inform future activity.

5 “Growing our own”

A total of thirty-two Newly Qualified Social Workers (NQSW) have been recruited to Adult Social Care roles since 2013: Nineteen completed the Assessed and Supported Year in Employment (ASYE) in January 2015; and a further thirteen started the programme in September 2014. This is a new programme introduced by the College of Social Work to enable newly qualified staff to receive appropriate supervision, training and mentoring to become effective practitioners.

Eight Open University (OU) students sponsored by the Council will be returning to practice in 2015 and will be considered for available vacancies. A further seven OU students will return by 2017. The OU students are existing Council staff employed in care manager assistant type roles, who have been selected for the OU degree in Social Work.

Consideration is currently being given to the continued use of the OU programme as well as participation in the Think Ahead Programme, being piloted for mental health social worker training.

The employment and development of newly qualified staff has to be balanced with the capacity of the experienced workforce to give support and mentoring. This means that future activity in this area has to be carefully managed by the different services.

6 Retention of staff

Retaining high quality staff is equally important as recruiting new staff and there are a number of ways in which our effectiveness in this area is monitored. Research shows that social workers value manageable workloads, high quality professional development, good supervision and support and a culture that enables them to practice as a professional. Offering a consistent culture which responds to these values will enable the Council to retain and attract the staff we need.

An analysis of recent staff feedback has been used to develop an understanding of the key reasons why staff stay with the Council and what factors might cause them to look for alternative employment outside of the Council. An on-boarder (recently recruited staff – those who started 6 – 9 months ago) survey carried out in December 2013 resulted in a response from around 50 staff in Adult Social Care.

It showed that staff were engaged by the nature of the work itself and the calibre of their colleagues; the Council's reputation as an employer; and pay and benefits. The risk factors identified by more than 25% of the respondents included the potential for progression; the physical working environment; relationship with managers; and the match between their expectation and the reality of the work. By addressing some of these issues we would expect to reduce the risk of staff leaving the service.

A further engagement survey is being undertaken to obtain views from staff who have started within the Council over the last six to nine months and we will use the information from this for Adult Social Care teams to inform future retention activity

7. Pay and reward

Given some of the recent difficulties in recruiting and retaining specialist staff, concerns have been raised regarding the level of pay and benefits offered by the Council to the qualified social workers that are required across the service. Recent research into salary and benefits from neighbouring authorities has been compiled and shared with Directors to inform decisions about additional payments to attract and retain certain key staff as well as consideration of the level of salary for AMHPs given the skills, knowledge and experience required in these roles. Consideration is being given to market premium payments for recruitment and retention of critical roles both in terms of attracting to specific geographical areas and to specific identified roles.

8. Re-engagement of ex-employees

The County Council's annual pay policy states that the Council would not expect the re-engagement of an individual who has left the organisation with a redundancy, retirement or severance package. There would be specific exceptions to this on a case by case basis and managers who wish to re-engage people who have left would need to have an audit trail of their decision.

It has been agreed that in Specialist Children's Services that any social worker who leaves to become an agency worker cannot work with the Council for twelve months.

9. Report Author

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