

## HSCP Workforce Pressures

<b>Meeting of South Ayrshire Health and Social Care Partnership</b>	<b>Integration Joint Board</b>		
<b>Held on</b>	<b>16 February 2021</b>		
<b>Agenda Item:</b>	<b>Item 11</b>		
<b>Title:</b>	<b>HSCP Workforce Pressures</b>		
<b>Summary:</b>			
<p>The purpose of this report is to provide the IJB with an overview of current pressures on the Health and Social Care Partnership with a particular focus on workforce challenges. The report outlines some headline data, places this in the context of other demographic pressures, and outlines mitigations being taken forward by the HSCP.</p>			
<b>Author:</b>	John Wood, Senior Manager (Planning & Performance) James Andrew, Coordinator (OD)		
<b>It is recommended that the Integration Joint Board:</b>			
<ul style="list-style-type: none"> <li>i. Notes the summary of current pressures within the HSCP, focusing on challenges to recruitment and retention within the workforce;</li> <li>ii. Notes that these challenges are shared by the third and independent sector and across each HSCP area in Scotland;</li> <li>iii. Notes the mitigations in place in South Ayrshire and offers endorsement to other measures set out in the report; and</li> <li>iv. Agrees that further reports and discussion be taken to the Strategic Planning Advisory Group.</li> </ul>			
<b>Route to meeting:</b>			
<p>Not applicable. Workforce pressures are currently considered within a range of internal HSCP management groups.</p>			
<b>Directions:</b>		<b>Implications:</b>	
1. No Directions Required	<input checked="" type="checkbox"/>	Financial	<input type="checkbox"/>
2. Directions to NHS Ayrshire & Arran	<input type="checkbox"/>	HR	<input type="checkbox"/>
3. Directions to South Ayrshire Council	<input type="checkbox"/>	Legal	<input type="checkbox"/>
4. Directions to both SAC & NHS	<input type="checkbox"/>	Equalities	<input type="checkbox"/>
		Sustainability	<input type="checkbox"/>
		Policy	<input checked="" type="checkbox"/>
		ICT	<input type="checkbox"/>

# HSCP Workforce Pressures

## 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide the IJB with an overview of current pressures on the Health and Social Care Partnership with a particular focus on workforce challenges. The report outlines some headline data, places this in the context of other demographic pressures, and outlines mitigations being taken forward by the HSCP.

## 2. RECOMMENDATION

### **2.1 It is recommended that the Integration Joint Board:**

- i. Notes the summary of current pressures within the HSCP, focusing on challenges to recruitment and retention within the workforce;
- ii. Notes that these challenges are shared by the third and independent sector and across each HSCP area in Scotland;
- iii. Notes the mitigations in place in South Ayrshire; and
- iv. Agrees that further reports and discussion be taken to the Strategic Planning Advisory Group.

## 3. BACKGROUND INFORMATION

- 3.1 Officers are presenting this report to the IJB to raise awareness among members of the significant challenges in recruiting and retaining staff to the HSCP which have a limiting effect on the services we can offer.
- 3.2 The Health and Social Care sector across Scotland has for some time been experiencing significant pressures in regard to recruitment and retention of staff, beginning before the pandemic but exacerbated by the challenges of the past two years. These pressures are felt to varying degrees across the country and between sector employers (i.e. local authority, NHS, third and independent sectors) and are driven by a range of factors explored within this report including demographics, level of pay, staff morale, and broader economic factors.
- 3.3 These pressures have been recognised at a national level in a range of recent publications on social care including the [Feeley Review](#), a recent [Audit Scotland briefing note](#) on social care and Scottish Care's [Workforce Recruitment and Retention Survey Findings](#) interim report. Common themes across these publications report that social care staff often feel under-valued and are deterred by low rates of pay, unsociable hours and a lack of clear career progression.
- 3.4 HSCPs are also experiencing challenges in NHS employed roles such as nursing, district nursing and the allied health professions (AHPs) which are set out further below. For both 'health' and 'social care' roles, there are also specific features of South Ayrshire which pose a challenge including our high dependency ratio (i.e. relatively low working age population), absence of training centres for some roles (leaving no natural pipeline for new AHPs, having to attract new recruits from the central belt) and our geography.
- 3.5 The general conclusions of this report concern the HSCP *and* our third and independent sector partners and we strive to ensure that any mitigations can benefit the whole system locally.

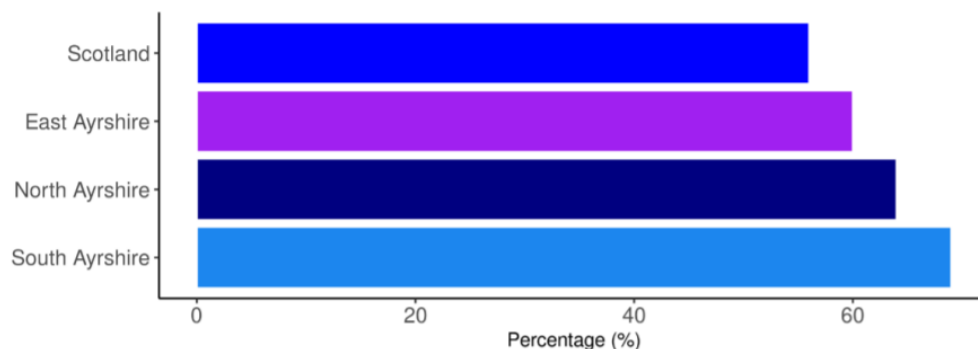
## 4. REPORT

### ***South Ayrshire – demographics and population***

- 4.1 Although, as described above, the primary drivers of pressure in health and social care are national, even international, in nature relating to an ageing population, greater level of 'need' and changes to the way people live their lives (i.e. independent of a larger family unit in smaller households) it is important to recognise that there are specific aggravating factors within South Ayrshire which make the challenge all the more complex.
- 4.2 Our unique population and geography have a negative impact on the available workforce as well as an upward pressure on the level of service 'need' within the community. In short, South Ayrshire has:
- **the highest dependency ratio in Scotland;**
  - **an older-than-average population;**
  - **pockets of substantial economic deprivation (including the poorest ward in Ayrshire); and**
  - **areas of significant rurality.**
- 4.3 Our community and our public services are challenged by a combination of factors that mean there are less informal carers available, greater demand for care and a smaller working-age population from which to draw key workers. These demographic factors are of increased significance given the majority of our workforce live in the area.

### Dependency Ratio

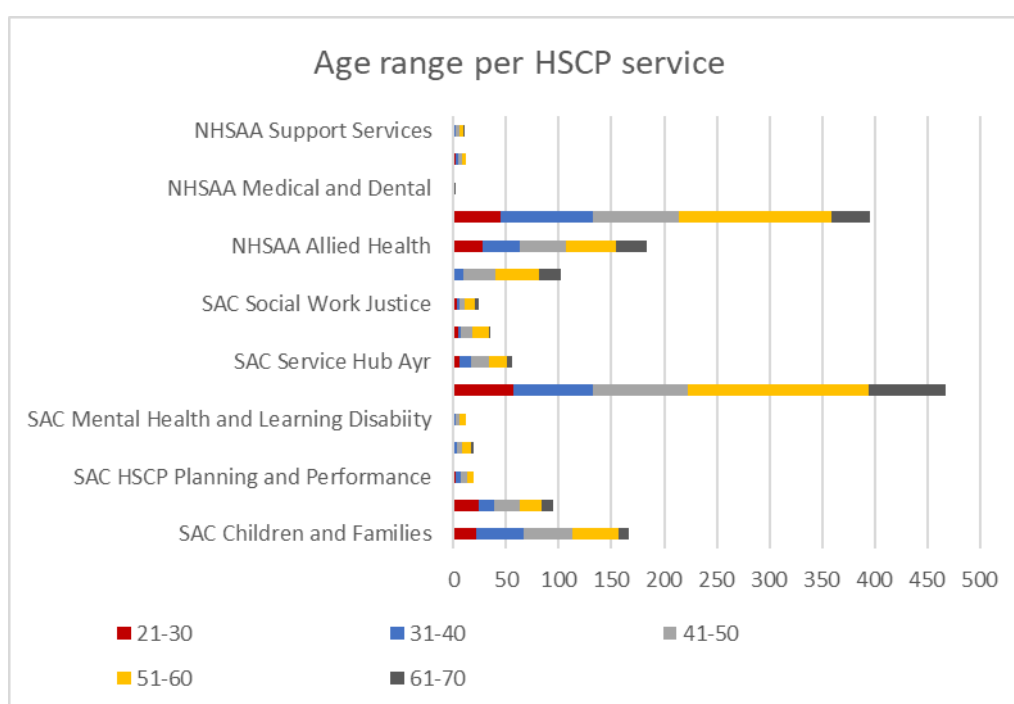
The chart below shows the number of people aged 0-15 and 65+ as a percentage of those aged 16-65. For South Ayrshire HSCP, the figure was 70% for the most recent year.



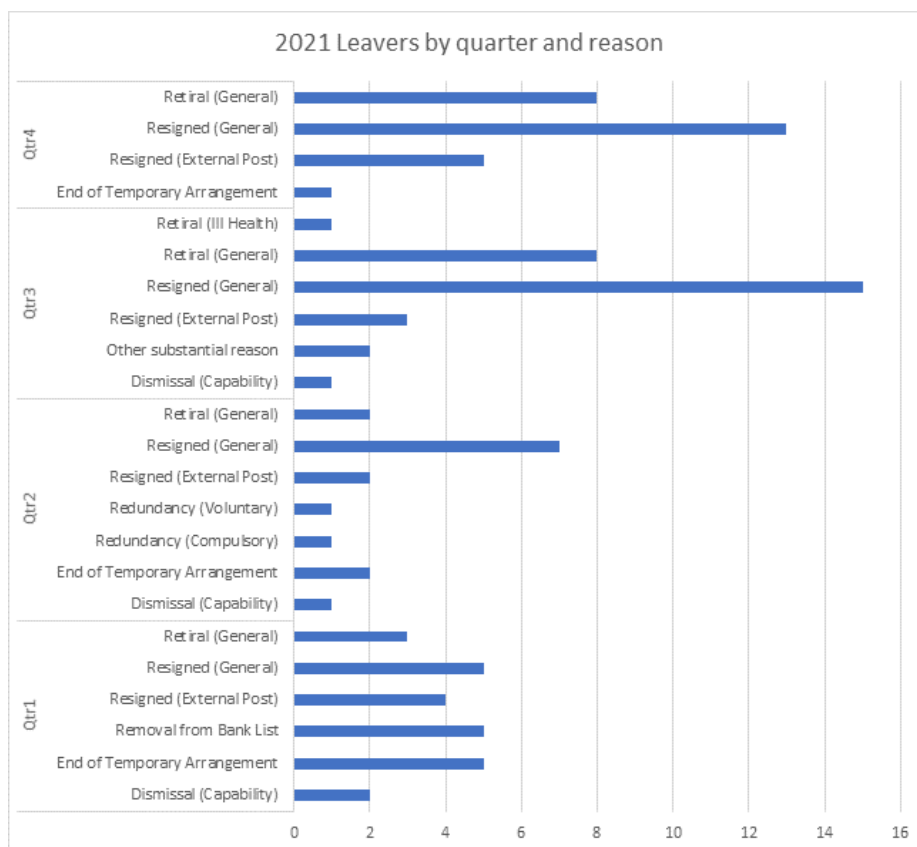
- 4.4 The dependency ratio within South Ayrshire is projected to rise from approximately 73 dependants per 100 working age population in 2018, to 87 per 100 in 2041; the highest dependency ratio in Scotland based on the current population projections. A rising dependency ratio is a concern, as it impacts on the ability to provide for a significantly older, non-working population within South Ayrshire.
- 4.5 There is a projected shrinking of both the children and working age populations (at a greater rate than Scotland overall) and increase in the pensionable age population.
- 4.6 Some other key indicators to be considered include:
- From 2011 until 2015 the population in South Ayrshire reduced, but from 2015 onwards has grown marginally.
  - The number of households has increased in line with Scotland overall, but the size of households has continually dropped. This in effect means more homes within South Ayrshire, which will be occupied by just over 2 people in 2019, dropping to under 2 in 20 years.
  - There will be significantly more households occupied by people aged 75+.
- 4.7 Further detail can be found at **Appendix 1** and in the IJB's [Strategic Needs Assessment](#).

### South Ayrshire HSCP workforce – the current picture

- 4.8 Within the HSCP, workforce data is monitored regularly and closely within the Directorate Management Team as well as at a service level and recently an increasing amount of information on workforce pressures is being demanded by the Scottish Government. Comprehensive information was contained within the HSCP’s [Workforce Plan](#), submitted to the Scottish Government in 2021, and headline messages of the current picture are set out below.
- 4.9 South Ayrshire has an ageing workforce, creating an increased likelihood of staff shortage in coming years, with particular pressures in Nursing and Registered Services.

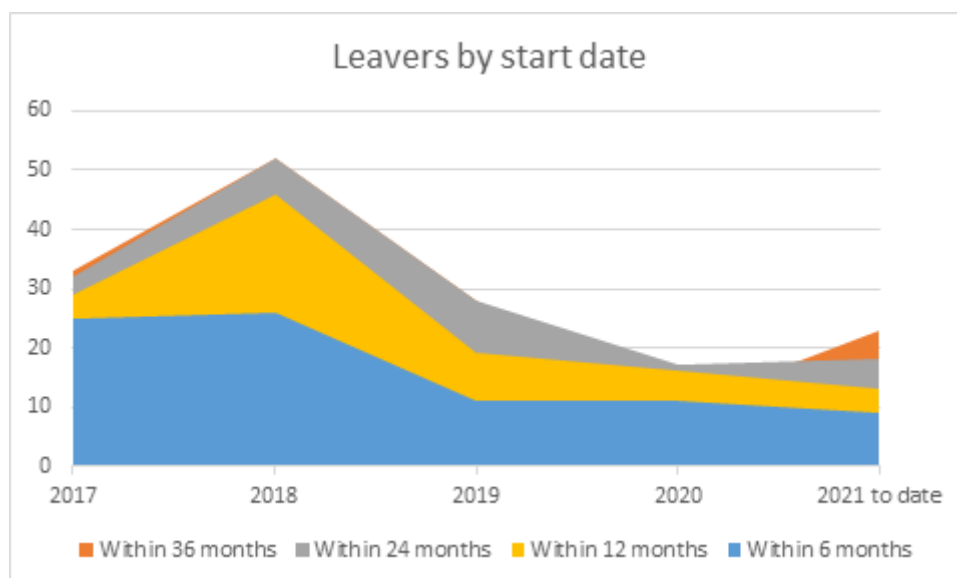


- 4.10 The age of leavers is also a concern. From a South Ayrshire Council perspective, there is a recent increasing trend of over 51-60’s leaving the workforce. Anecdotally the pandemic has resulted in more people in this age bracket looking to leave the workforce.
- 4.11 In terms of **staff absence**, high levels of absence (particularly within the council where the rate averages 6.5% compared to the NHS’ 4%) are a risk to our service delivery with the two most prevalent reasons for absence being psychological and musculoskeletal. Psychological/mental health related absences have increased more than any other kind over the past two years.
- 4.12 Our staff turnover is of concern, where our retention rate within the council (see breakdown below) is 12% and approximately 5% in the NHS. Note the increase in retirements in the latter half of 2021.



4.13 Significantly, the SSSC’s 2020 [workforce report](#) demonstrates that over 25% of ‘leavers’ are leaving the social care sector altogether. Stability within adult day care (66% within South Ayrshire compared to 80% nationally) and care homes for adults (77.6% within South Ayrshire compared to 81% nationally) ) is significantly lower than in other service areas

4.14 Perhaps of greatest concern in relation to staff turnover is the recent increase in leavers, driven by a sharp rise in those leaving after 2-3 years (see below).



4.15 Further narrative on turnover will be presented at the IJB on 9<sup>th</sup> February. Vacancy rates across the HSCP are high with up to **200 vacancies** across the HSCP at any one time. This compares to an overall staff complement (NHS and Council) of just over **2,000**. Efforts to reduce this number are driven within services e.g. Nursing and AHPs have a clear line of sight to their vacancies at any one time and are putting in enhanced measures to fill these.

4.16 Over half of vacancies are **'live' between 11 and 20 weeks** before being filled or closed, and one-quarter of roles have to be re-advertised due to the following reasons:

- No suitable candidates identified.
- Candidate withdrew offer
- No show at interviews

4.17 Recent feedback from provider forums (Care at Home and Care Homes) confirms significant barriers and similar issues in filling vacancies.

4.18 Further detailed information from within services is monitored at a service level with key points highlighted below.

#### 4.19 **Care at Home:**

- Care at Home is the biggest service within the HSCP and also the area that suffers from the greatest recruitment and retention challenges. Across South Ayrshire, there are 4920 people involved in the delivery of care (across public and Third and Independent sectors), **with 70% involved in some form of care at home for adults**
- Some areas struggle more than others to recruit to care at home: Maybole/Girvan and Ayr North, in particular, have had very low numbers of applicants.
- To address workforce pressures in CAH, a shortlife working group has been established (see below).

#### 4.20 **District Nursing**

- Recruitment retention issues borne out by significant levels of vacancy.
- Band 5 nurses staying only a short time before leaving, creating a bit of unrest and uncertainty in District Nursing teams.
- Lost six district nurses from Partnership and we have a focus to rebuild this.
- Recruiting and retaining staff to wards is easier than to District Nursing. We have student nurses, all programmed and coordinated for placements.

#### 4.21 **Care Homes**

- There remain challenges around trained staff i.e. competing with the NHS in terms of salaries.
- Vacancy rates are reported through TURAS and constant work takes place to support staff across sectors.

#### 4.22 **Social Work**

- The Adult Social Work Learning Review is delivering clear messages around people's sense of diminished professional identity and highlighting areas for practice improvement.
- Recruitment, training and retention have been key to the considerations of this review.

#### 4.23 **Allied Health Professions**

- Significant levels of vacancy within AHPs.
- AHPs have been working with colleagues in HIS and NES and been trailing workforce tools that nursing has been using.
- Main risk post-covid is around rehab, Mental Health practitioners, some practitioners in Acute, some of community rehab teams, particular physio and SLT, Primary Care dietitians and our community rehab wards with hospitals. This has been done on pan-Ayrshire basis.
- Looking at flexibility of workforce and mix of registered and unregistered. There are areas if we bolster unregistered and look at career pathway and options and properly supported training would give us more sustainable proposition moving forward.

## **Mitigations and next steps**

4.24 The key ongoing strands of work at a strategic level to minimise these challenges are our **HSCP Workforce Plan** (driven forward by an internal implementation group), our continued effort to reform and improve **Care at Home**, the **Adult Social Work Learning Review** and other service reviews including around **District Nursing** structures and **Business Support**. In the immediate term, to support recruitment activity over the winter period the HSCP has been delivering some general deliverables in addition to focused activity in relation to Care at Home recruitment which has been identified as our area. These are set out below:

- *General activities*
  - **Creation of dedicated webpages** on the HSCP website (linking to all HSCP vacancies) and the myjobscotland.gov.uk website (linking to all South Ayrshire third and independent sector vacancies).
  - **Recruitment survey** issued to 125 Council staff who joined HSCP in last 12 months. 51 responses detailing a range of information, including useful comments around the recruitment experience and thoughts from staff on how the HSCP can recruit better. Also, high-level information such as the below. A range of services and managers asked to consider the results and how progress can be made.
  - Further exploring exit interview results, which highlight themes around workload pressures.
  - Use of Scottish Government additional 'winter pressure' funding to create an additional **35 FTE council roles and 31.5 FTE roles within the NHS**.
  - Guaranteed interviews offered to students who complete the 'Introduction to Adult Social Care' online course provided by Ayrshire College.
  - A range of well-being support measures, utilising national funding.
  
- *Care at Home*
  - Establishment of a **Short Life Working Group** in October 2021, chaired by HSCP Director to ensure concerted effort to recruit more staff into Care at Home both 'in-house' and in the third and independent sector.
  - **Changes to shift patterns** to incorporate shifts that would accommodate those with, for example, other caring duties; and additional flexible shifts to maximise capacity.
  - **Rolling recruitment** to Care at Home vacancies and more regular (monthly) induction training for all new staff.
  - Working with DWP and others (supported by the council's Employability Team) to take advantage of all local opportunities to promote social care e.g. **recruitment fairs**.
  - **Social media output** and liaison with SAC Public Affairs team around a broader range of advertisement, including the potential of Royal Mail postcode drop of flyers.
  - Continued liaison with **third and independent sector**, including planned events in Feb/March.
  - **West FM radio advert** to run for an initial period of six weeks; also exploring running content in Ayrshire Live/Daily Record to promote recruitment events.

4.25 In addition to this existing activity, there are some planned actions that will take effect in the coming months. These include:

- The recruitment of an Attendance Improvement Officer dedicated to the HSCP.
- A communications campaign in relation to the additional posts created by the Scottish Government's 'winter pressures' fund.
- Further improvement of the HSCP's website and other channels to promote vacancies.

- The proposal to develop a dedicated ‘People Plan’ for the HSCP, in collaboration with staff and our partner agencies (SAC and NHSAA).
- Development and consideration of a dedicated digital solutions role, that will explore and implement digital solutions that will benefit both clients and the workforce.
- 

4.26 In terms of next steps, the HSCP management team recognises the need for constant attention to be paid to tackling the challenges set out above. This needs to take place at all levels: from ensuring recruitment processes are efficient and service managers have a clear eye to data within their teams, to constantly ensuring SAHSCP is an attractive place to work and supporting the local and regional ‘market’ of providers and potential employees.

4.27 While the HSCP is not an employing body and hold no formal responsibility for the workforce pipeline, we recognise the significant influence we can have on our workforce and the labour market, in particular by working with local partners. With this in mind, it is recommended that while this work continues, regular reports be taken to the Strategic Planning Advisory Group who, in particular, will support the development of the SAHSCP ‘People Plan’. The South Ayrshire Area Partnership Forum (trade union/staff side liaison committee) will also be a key forum as well as our networks for engaging with providers to ensure the third and independent sector are supported in relation to workforce challenges too.

## 5. STRATEGIC CONTEXT

5.1 This report has significant links to the IJB Strategic Plan.



## REPORT AUTHOR AND PERSON TO CONTACT

Name: John Wood Senior Manager – Planning and Performance

Phone number: 01292 612665

Email address: john.wood3@south-ayrshire.gov.uk

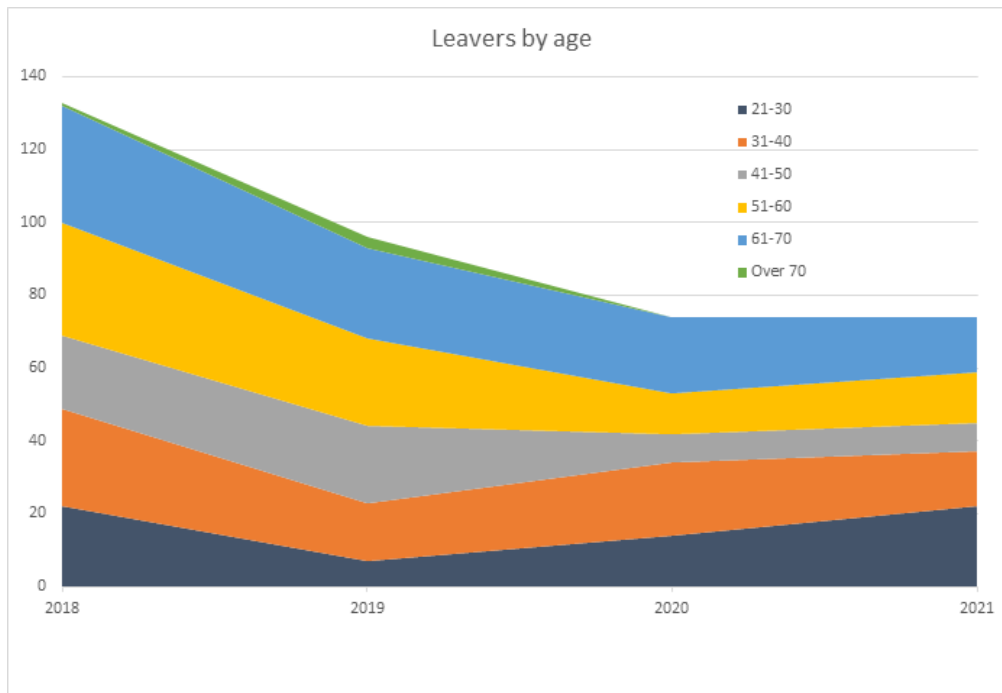
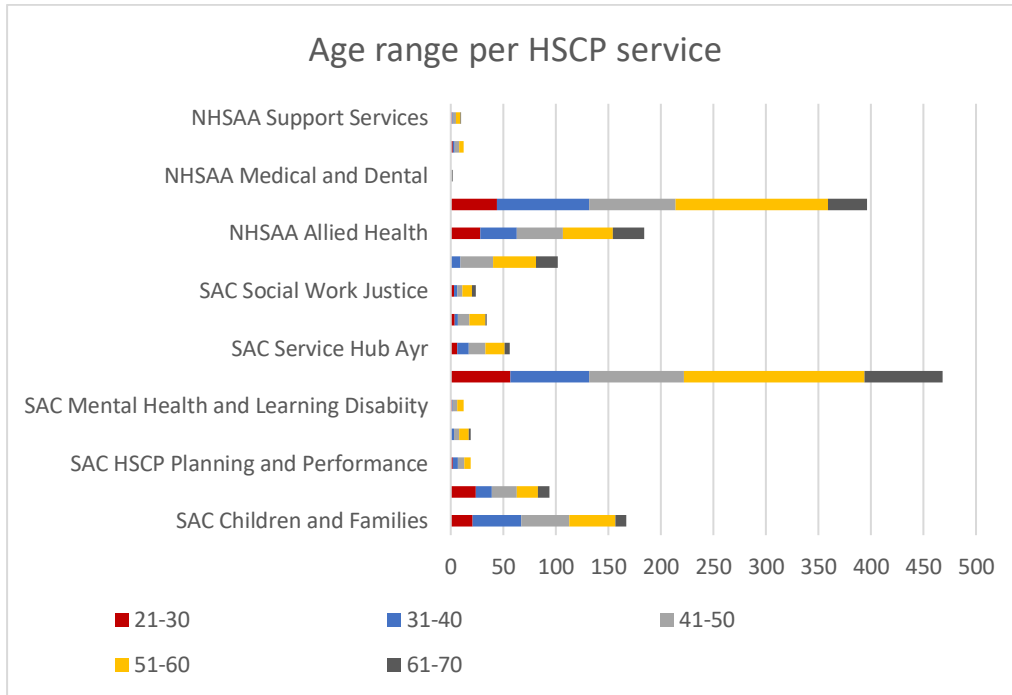
## BACKGROUND PAPERS

February 2022



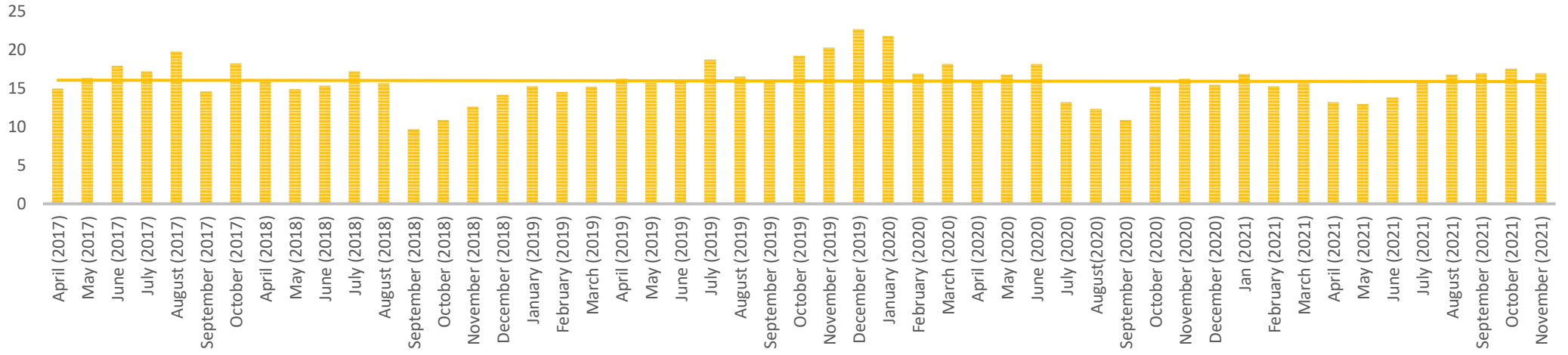
## Appendix 1

This appendix provides a further detail on which the conclusions above are drawn. A selection of these tables will be presented at the IJB on 16<sup>th</sup> February.

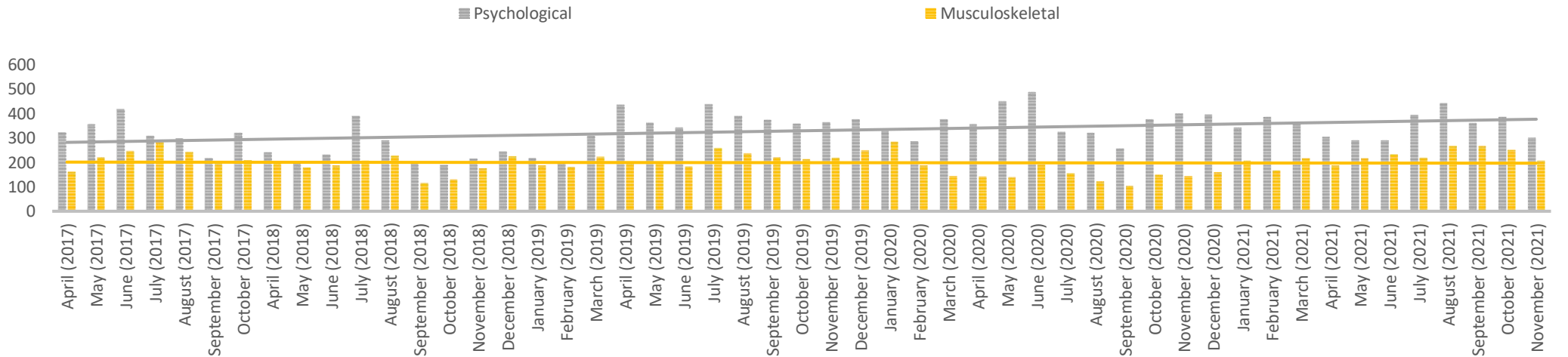


(South Ayrshire Council HSCP employees)

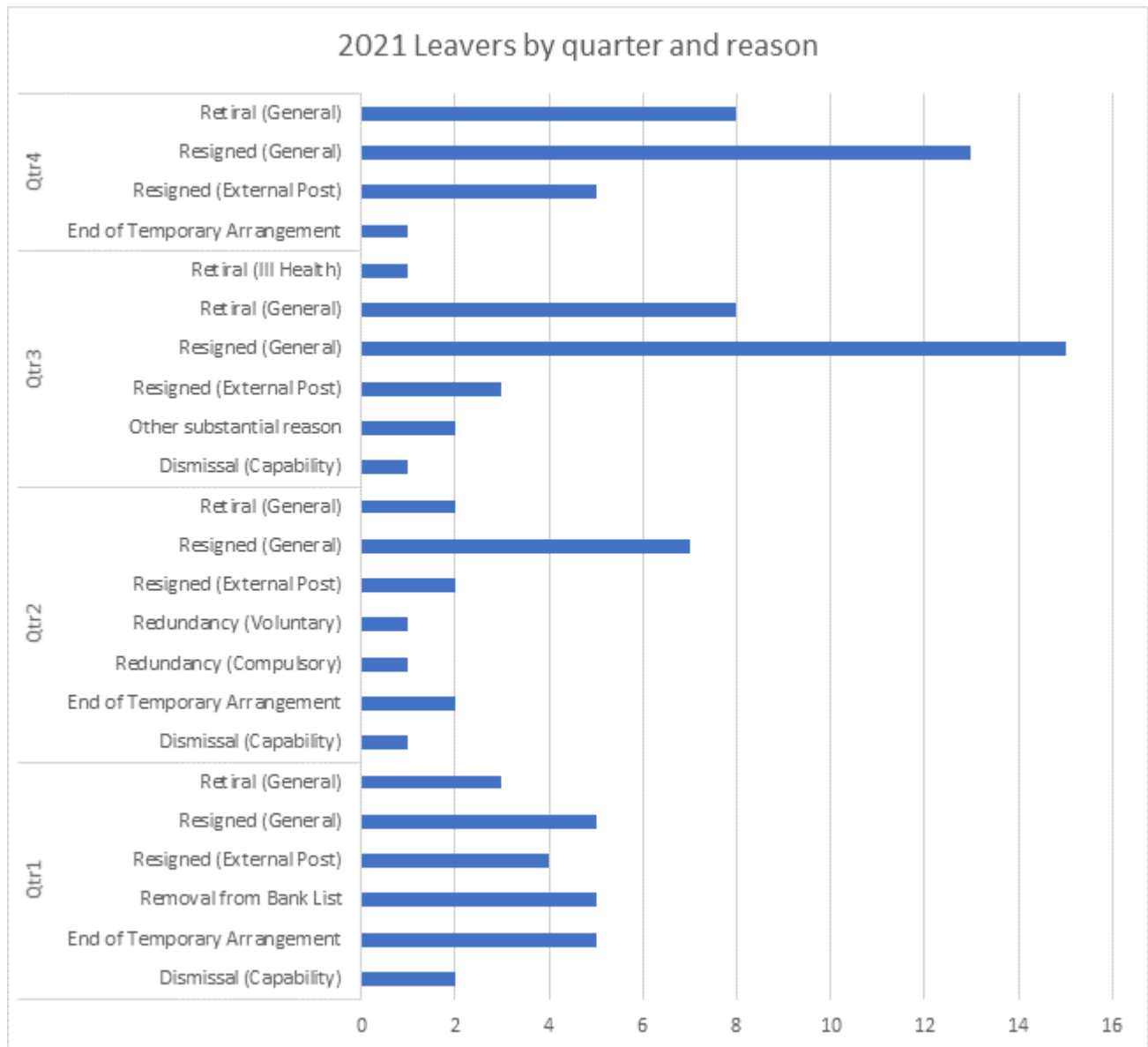
## ANNUAL WORK DAYS LOST PER EMPLOYEE



## TOP 2 ABSENCE REASONS



# Turnover



### Broad leaving destination split by sub-sector

South Ayrshire, 2020

	Same organisation	Different organisation (social services)	Different organisation (non-social services)	Non-employment	Abroad	Self-employment	Death	Other destination	Not known
Adult Day Care	30%	3%	5%	11%	0%	0%	3%	0%	49%
Care Homes for Adults	4%	6%	20%	10%	0%	0%	0%	1%	60%
Day Care of Children	30%	18%	14%	14%	0%	2%	0%	1%	21%
Housing Support/Care at Home	3%	14%	15%	16%	1%	1%	0%	1%	50%
Residential Child Care	40%	13%	13%	0%	2%	2%	0%	4%	26%
All	9%	10%	16%	13%	1%	1%	0%	1%	49%

Source: SSSC workforce data

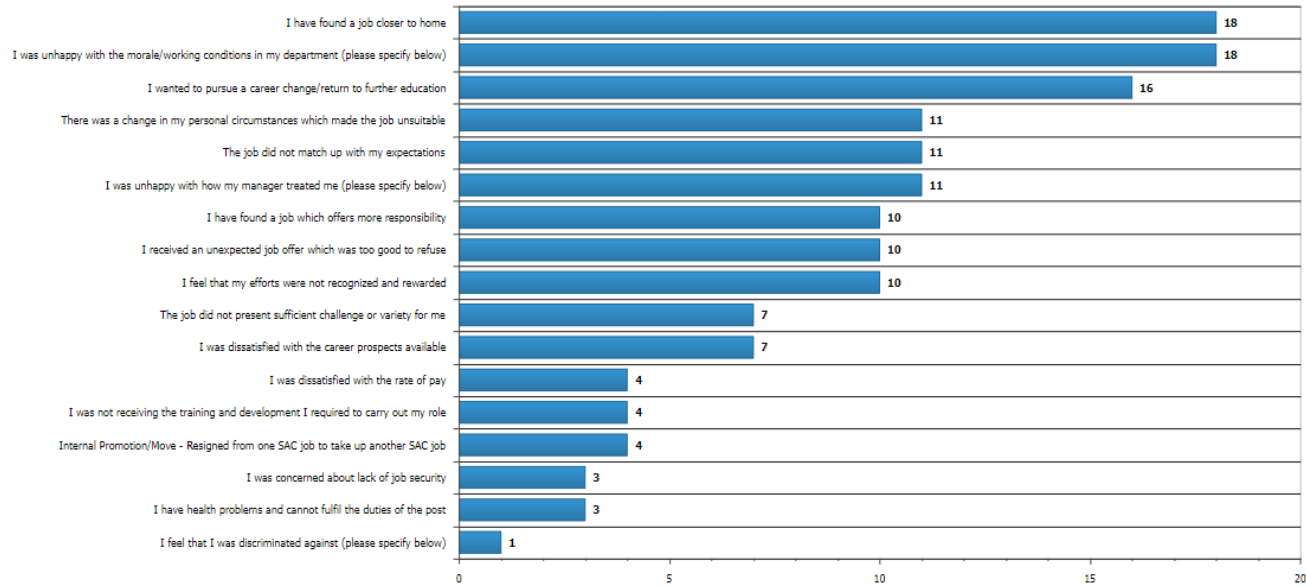
Stability index by sub-sector  
South Ayrshire, 2020

	SI
Adoption Service	100.0%
Adult Day Care	66.0%
Adult Placement Service	100.0%
Care Homes for Adults	78.6%
Central and Strategic Staff	82.4%
Day Care of Children	86.5%
Fieldwork Service (Adults)	97.0%
Fieldwork Service (Children)	82.6%
Fieldwork Service (Generic)	136.4%
Fieldwork Service (Offenders)	97.0%
Fostering Service	83.3%
Housing Support/Care at Home	83.3%
Residential Child Care	83.0%

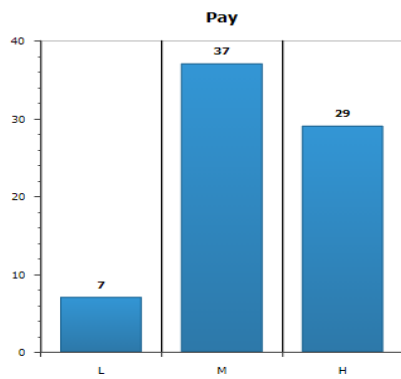
Source: SSSC workforce data



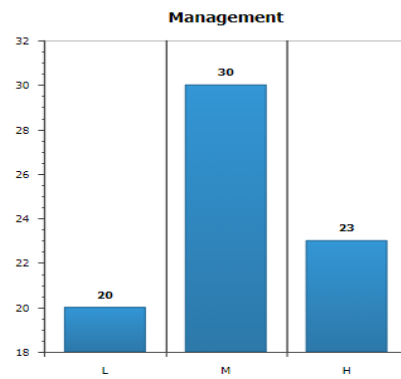
### Leaving Reasons



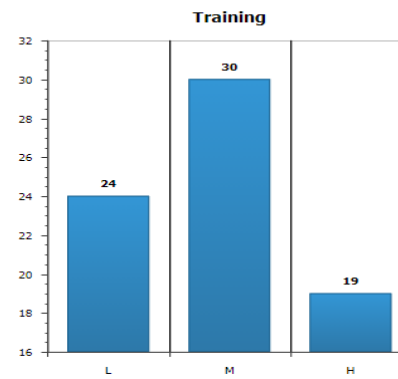
### Satisfaction Levels - Pay



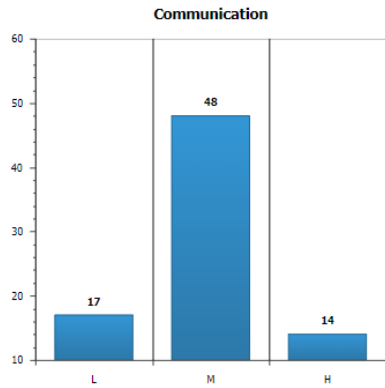
### Satisfaction Levels - Management



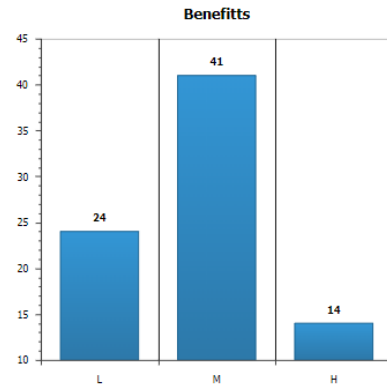
### Satisfaction Levels - Training



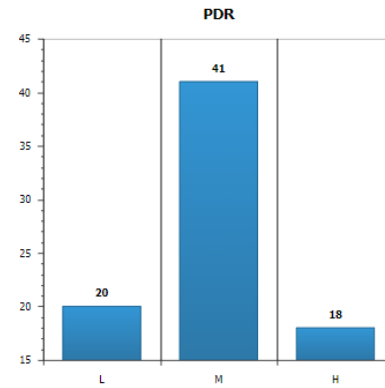
Satisfaction Levels - Communication



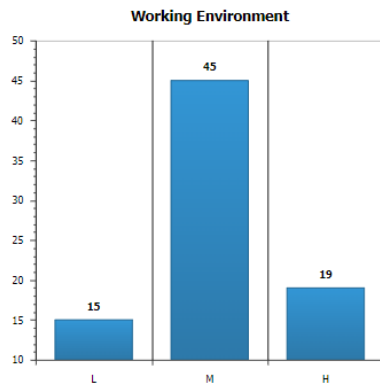
Satisfaction Levels - Benefits



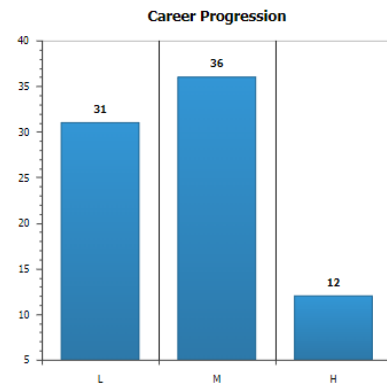
Satisfaction Levels - PDR



Satisfaction Levels - Working Environment



Satisfaction Levels - Career Progression



Satisfaction Levels - Overall Employment

