

Briefing Paper: Increasing the capacity of the Adult Social Care Workforce in Lincolnshire

Produced for Adults Community Wellbeing Scrutiny Committee by Lesley Cox, General Manager – Service Development on 8th March 2022 on behalf of Justin Hackney, Assistant Director Specialist Adult Services - LCC, Alina Hackney, Head of Commercial Services - LCC and Melanie Weatherly, Chair of Lincolnshire Care Association.

Introduction

The adult social care workforce is the key enabler to deliver the right services, at the right time, to the right standard to meet the needs of the people with care and support needs in Lincolnshire. Skills for Care estimates for 2020/21 that there were 22,000 jobs in adult social care, across Lincolnshire split between local authorities (3%), independent sector providers (92%) and jobs working for direct payment recipients (5%).

Adult social care is a growing sector. Across England it has increased by 12% since 2012, and in the East Midlands region it has increased by 22% 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 East Midlands region will increase by 29% (from 162,000 to 209,000 jobs) between 2020 and 2035. If we apply this to Lincolnshire, we could need a net growth of around 6,000 jobs (from 22,000 jobs to over 28,000 jobs) by 2035.

Supporting the sector to deliver this net growth will be a significant achievement given that there are also challenges in terms for recruitment and retention rates and an overall aging worker profile. Lincolnshire has established a local strategy group with membership including LCC, LinCA, Skills for Care and other key stakeholders. We also have a strategy and work plan in place.

This briefing paper has been produced to provide the Adults and Community Wellbeing Scrutiny Committee with an introduction to the workforce agenda. This briefing paper also sets out the current situation in Lincolnshire, provides an overview of the 'Made with Care' national recruitment campaign and describes the local campaign 'It's not a job' which has been initiated to support adult social care provider employers in Lincolnshire aimed at increasing the capacity of the adult social care workforce.

Demographics

Skills for Care estimates that in 2020/21 that the majority (82%) of the workforce in Lincolnshire are female, with an average age of 44 years. Workers aged 24 and under make up 11% of the workforce and workers aged over 55 represent 28%. Given this age profile approximately 5,900 people will be reaching retirement age in the next 10 years. Nationality varied by region, in England 83% of the workforce identified as British, while in the East Midlands region this was 88%. An estimated 90% of the workforce in Lincolnshire identified as British, 6% identified as of an EU nationality and 4% a non-EU nationality, showing there was a slightly higher reliance on EU than non-EU workers.

Recruitment and retention

Skills for Care estimates that in 2020/21 the staff turnover rate in Lincolnshire was 35.3%, slightly higher than the regional average of 30.4% and the England average of 29.5%. Not all turnover results in workers leaving the sector, over two thirds (64%) of starters were recruited from within the adult social care sector, therefore although employers need to recruit to these posts, the sector retains their skills and experience. Adult social care has an experienced 'core' of workers. Workers in Lincolnshire had on average 9 years of experience in the sector and 82% of the workforce had been working in the sector for at least three years.

We know from the Secrets of Success report (Skills for Care, 2017) that the turnover rates are lower for providers who recruit for values. We also know that turnover rates tend to be lower in provider settings which achieve outstanding ratings in their Care Quality Commission (CQC) inspections. Outstanding providers have vacancy rates of less than 2%. Having a skilled and stable workforce is critical to the success of all our services, without enough competent and motivated care workers it will never be possible to achieve the outcomes we desire for the people who most need our services.

Average vacancy rates

In March 2021 Skills for Care reported that the average vacancy rate for all roles in adult social care in England was 5.9% and in January 2022 the average rate increased to 9.5%. With domiciliary care being worse affected with an average 12.7% vacancy rate in January 2022.

Qualifications

Skills for Care estimates show that 40% of the direct care providing workforces in Lincolnshire have a relevant adult social care qualification (43% in East Midlands and 46% in England). We know that turnover rates are lower for staff who have achieved qualifications, so it is important that providers are investing not only in mandatory training but also the development of their staff. There will be an increasing need for a workforce, which has higher levels of qualification and skills, whilst retaining the key values of social care.

Workforce development in Lincolnshire

Alongside health service provision, the Health and Care sector has the potential to create great career opportunities and to provide the right environment for local research, innovation, and technology. The coronavirus epidemic of 2020 has raised the profile of care workers within the wider public and within government.

During the coronavirus pandemic the Department for Health and Social Care formally established a new 'care' brand to sit alongside the 'NHS' brand in England, to create a feeling of identity and parity. We expect that, over time, the use of this brand will help build recognition of social care as part of attracting people to the sector and remain within the sector. An ageing population will create an increasing need for a workforce, which has higher levels of skills, whilst retaining the key values of social care to address increased demand and complexity of care. Skills development and support will need to be provided to the sector to enable leaders and managers to understand the importance of retention, and how to measure and reduce staff turnover.

The National Recruitment Campaign

The Department of Health and Social Care's (DHSC) national adult social care recruitment campaign, 'Made with Care', was launched in November 2021 and ran for just under 6 months until March 2022.

With more than 105,000 vacancies nationally, and almost half-a-million extra job opportunities in adult social care expected by 2035, the campaign aims to encourage people to apply for exciting and rewarding roles across the country. The campaign demonstrated the amazing work that care workers do, celebrating how they empower people and shining a light on the emotional reward of the role. It was designed to support care providers in recruiting the dedicated staff they need by inspiring people with the right values to consider a career in care.

Advertising ran across social, video on demand and digital channels, with high profile bursts of TV advertising in November and January, all directing people to www.adultsocialcare.co.uk to find out more about adult social care and apply for roles.

Throughout the campaign care providers were encouraged to make the most of the raised awareness the campaign brought by running local recruitment activity at the same time and uploading their job vacancies to the Department of Work and Pensions 'Find a Job' platform. Expert advice, templates and a new toolkit of recruitment assets are available from the campaign resource centre.

The TV Advert can be viewed here [Made with Care - 30 second film \(Landscape\) on Vimeo](#)

With a significant advertising spend, the campaign intended to reach millions of people and help to position adult social care as an emotionally rewarding job where you can enable people to lead fulfilling lives.



This messaging was designed to inspire people with the right values to consider a career in social care and as a result, the campaign aims to increase the number of quality candidates applying for care provider vacancies.

More examples of the social media part of the campaign can be found on Facebook <https://www.facebook.com/adultsocialcarecampaign/> here you can see live examples of the posts including short video clips show casing different aspects of what it's like to work in Adult Social Care and where to go for further information and jobs.

www.adultsocialcare.co.uk provides resources for Adult Social Care Providers to download. There is a [campaign toolkit](#) which is a recruitment guide with tips on how to use the resources and how to build a successful recruitment campaign on the back of the national campaign.



On 19th January 2022, the Department of Health and Social Care (DHSC) announced that they had engaged some famous faces to enhance the recruitment campaign by creating job descriptions with a difference, which shine a light on the extraordinary parts of the job that are often not included in traditional adverts.

The DHSC has also teamed up with reality TV star and campaigner, who recently fronted a BBC show on her family's experience of autism, Christine McGuinness, TV presenter and Paralympian, Ade Adepitan, rapper and star of Dancing on Ice 2021, Lady Leshurr, and author and influencer Toni Tone to help show that a job in adult social care is a career like no other.

Minister for Care Gillian Keegan said *"A role in care can provide a truly rewarding and fulfilling career. You need empathy, compassion, and patience. For everything else there's training. You don't need qualifications to get started and there are many opportunities for professional development. Those already working in adult social care are doing an amazing job and we need more people to join them. I would urge anyone who thinks they might have something to offer to consider applying for a rewarding, fulfilling and varied career in adult social care."*

For Ade Adepitan, the care sector has played a huge role in his life. His sister, Omoyle, has Down Syndrome and the support from care workers has given her the tools and ability to gain independence that would have been incredibly challenging otherwise. In addition, a short breaks centre; in Brent for children and young people aged from eight to eighteen, with profound and multiple learning difficulties, complex health needs, physical disabilities, and autistic spectrum disorders, has been named after him.

Best-selling author Toni Tone is using her gift for writing to express the impact care workers have on their care recipient's quality of life, and the emotional rewards that care workers themselves can gain in return.

Reality TV star, documentary maker and campaigner who recently fronted a BBC show on her family's experience of autism – Christine McGuinness is lending her voice to the campaign after meeting adults with autism and their carers whilst researching autism for her documentary.

Rapper and star of Dancing on Ice 2021 Lady Leshurr has a close connection to the care sector as her mother is a care worker. She is incredibly proud of the impact and amazing difference she has seen her make on people's lives.

Building the workforce capacity in Lincolnshire

Lincolnshire County Council (LCC) commission Homecare Services across Lincolnshire through a 'Prime Provider' model. Contracts are awarded across 11 geographical areas, referred to as Zones. Each zone represents a separate contract with one prime provider, that provider is responsible for meeting all demand for homecare services in that zone, unless the service users choose to access their personal budget through a direct payment (DP). In those instances, the service user can choose which organisation delivers their care as they pay them directly with their DP. Prime providers can, and do, utilise other CQC registered care companies to act as sub-contractors to deliver care on their behalf.

LCC entered into new contracts on 1st October 2021, which resulted in a change of provider to 6 of the 11 zones. We have welcomed three new organisations into Lincolnshire and one organisation has left the county. The new contracts have a 5-year duration representing the commitment LCC has to these services.

The challenges facing social care are well documented in the media. These challenges are no different in Lincolnshire. Increased demand, pressures being felt by Hospitals and Covid have all contributed towards high waiting lists and insufficient capacity to deliver the care required.

Our providers have a good understanding of recruitment and how to recruit in their respective localities. What our providers have told us is that they need help raising the profile of care as a career, they need support in showcasing the profession and attracting new people into the industry.

'It's not a job' campaign

We are supporting providers to attract more recruits to the Lincolnshire Adult Social Care workforce from new and traditional backgrounds supporting the DHSC recruitment campaign 'Made with Care', which aims to encourage people with the right values to take up work in social care.

We have launched a county-wide campaign to attract and retain staff into the sector. It will link closely to the national efforts, not duplicating but supporting the national messages. It will have a local 'look and feel' to boost connection with the audience. Initially, this attraction campaign will form part of a three-month project running Feb-Apr 2022 to help the sector understand the wants and needs of potential applicants and use valuable insights to drive

people from contemplating a career in care, to actively applying for a position with one of the county's care providers, with a focus on supporting our prime providers. The campaign will be designed to attract interest and action, with a clear target audience and strong messaging.

**It's not a job.
It's a calling.**

The 'It's not a job' campaign was launched in March 2022 to attract more people to the adult social care profession in Lincolnshire. The campaign, which has been developed on behalf of Lincolnshire County Council and LinCA by a marketing and behaviour change agency based in Lincoln, Social Change UK, is taking place in consultation with a network of 12 home care providers across the county. The Lincolnshire campaign was funded via the Workforce Capacity Fund and was designed to complement the national efforts by anchoring the message in a sense of place – our beautiful, rural county – and highlighting the benefits to quality of life for carers in the profession. The key messages: 'It's not a job, it's a life' and 'It's not a job, it's a calling' draw attention to the benefits of job security, career progression and work-life balance present within adult social care that cannot always be found in other sectors.

According to a recent CBI article 'What do people want from work?' 38% of the public are estimated to be reconsidering their career goals in response to the pandemic, with a balanced life and greater flexibility featuring among the reasons for wanting to change jobs. An estimated 45% of people are reviewing what "fulfilment" looks like to them and one reason for 40% of the UK workforce wanting to change jobs is a desire for meaning. For many, a career in home care could be the answer.

According to Greater Lincolnshire Local Enterprise Partnership (GLLEP)(Jan 2022), the unemployment rate in Greater Lincolnshire dropped considerably to 4.4% during the last few months of 2021, below the national average (4.8%) and regional average (5%). However economic inactivity levels are still higher in Greater Lincolnshire than national and local comparators, with 24% of working-age people economically inactive. According to the data 29% of those are long term sick, 17.5% are retired, 20% are students and 17% are looking after family/home. This means that there are fewer people looking for work now than were a few months ago.

The main campaign objectives are to:

- Position the care sector as a profession and carers as professionals
- Promote the value and exchange that the carer will get - not just focus on the cared for
- Connect with the national conversation through coordination with 'Made with Care'
- Increase awareness of development opportunities and career pathways for carers
- Reach into the geographic areas and communities where the care is most needed
- Celebrate the real-world impact and value of carers to the community
- Educate on the benefits of working in care in the community for the carer
- Anchor the campaign in a sense of place, this campaign needs to be Lincolnshire focused

The county-wide campaign will reach out to a wide audience. However, we have identified targeted groups of people or geographical locations where we will 'upweight' activity to attract people. 'Upweighting' means 'increased effort in both time and resource'. By looking at estimates of the population in each zone, we have provided an overview of where we think upweighted efforts should be focused. The campaign will additionally target some key groups:

- **Students studying care related qualifications**
To reach students studying care-related qualifications we will seek advocates within higher educational institutions. We will target current and recent alumni of the University of Lincoln through the university's internal channels such as Blackboard, word-of-mouth from academics and the dissemination of comms material such as PowerPoint slides to be dropped into the start of lecture presentations. Digital and print display advertising will be on and off-campus, and focused in locations and platforms with high student traffic. Targeted paid and organic social media will primarily take place on Facebook.
- **Other Students**
There will be a focus on attracting students - especially students studying health and social care. Locations with a high student population have been investigated. ONS population estimates for June 2020 were used to calculate the total number of people aged 16 – 24 in Lincolnshire (used as the 'typical' student age group), and the district containing the highest proportion of this group in relation to the overall county total were identified. This district was Lincoln, where 28.6% of people aged 16 – 24 in Lincolnshire reside.
- **Skills gap 40-60 years**
This target group are highly engaged with mainstream and traditional media. We will reach them through a combination of press coverage and paid advertising with regional media. Press releases will be county-wide, and advertisements will be weighted geographically. Targeted paid and organic social media will primarily take place on Facebook with a geographically targeted presence on Next-Door.
- **Unemployed**
We will seek to work collaboratively with services such as the Department of Work and Pensions to place print display and distribution of leaflets within the Job Centre. Similarly, we will target services and public spaces likely to be frequented by people who are currently job seeking, such as Citizen's Advice Bureau and public libraries. This group will also be receptive to press coverage and paid advertisements with regional media, the weighting of which will be informed by data on areas of highest unemployment within the county. Facebook will also be utilised for targeted paid and organic social media.

Example execution

Lincolnshire County Council
Sponsored · 🌐

A new life in social care awaits.
Find time for school runs with a flexible role in homecare
Find out more at www.weblink.co.uk

Tracy, 33
Metheringham

It's not a job. It's a life. Supporting made with CARE

541 26 Comments 87 Shares

Uses rounder text boxes to match sun design variation

life
A new job in social care awaits.
Find time for school runs with a flexible role in homecare

Tracy, 33
Metheringham

It's not a job. It's a life. Supporting made with CARE

Explore social care roles in Lincolnshire

Example execution

Lincolnshire County Council
Sponsored · 🌐

Why wait until your course ends to take up your calling.
Earn and learn. A part time, flexible role in social care awaits.
Sign up here www.weblink.co.uk

Studying health and Social Care?
Why wait?

Tracy, 33
Metheringham

It's not a job. It's a calling. Supporting made with CARE

541 26 Comments 87 Shares

Are you studying health and social care?
Don't wait until the end of your course to take up your calling.
A part time, flexible role in social care awaits.

Tracy, 33
Metheringham

It's not a job. It's a calling. Supporting made with CARE

Explore social care roles in Lincolnshire

Example execution

Lincolnshire County Council
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A new life in social care awaits.
Fulfil your dream of getting on the property ladder with a secure role in homecare
Find out more at www.weblink.co.uk

life
A new job in social care awaits.
Fulfil your dream of getting on the property ladder with a **secure** role in homecare

It's not a job. It's a life. Supporting made with CARE

Rick, 30 Boston

541 26 Comments 87 Shares

life
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Explore social care roles in Lincolnshire

A call to action

In addition to raising awareness and highlighting the benefits of the sector, the 'It's Not a Job' campaign seeks to simplify the enquiry process for anyone seeking a job in social care. LCC has developed a dedicated page on the website for people interested in a career in adult social care. A single enquiry form on the webpage <https://www.lincolnshire.gov.uk/jobs-careers/enquire-career-home-care> streamlines the process by connecting jobseekers with the care providers most suited to their location and preferences. Upon completing the short form, one of the county's homecare providers will then be in touch with those responding to the campaign and to answer questions and help to find job seekers with a suitable role.

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