

Leicester City Council Scrutiny Review

Adult Social Care Workforce Planning: Looking to the future

A review of the Adult Social Care Scrutiny Commission

10th September 2019

Background to scrutiny reviews

Determining the right topics for scrutiny reviews is the first step in making sure scrutiny provides benefits to the Council and the community.

This scoping template will assist in planning the review by defining the purpose, methodology and resources needed. It should be completed by the Member proposing the review, in liaison with the lead Director and the Scrutiny Manager. Scrutiny Officers can provide support and assistance with this.

In order to be effective, every scrutiny review must be properly project managed to ensure it achieves its aims and delivers measurable outcomes. To achieve this, it is essential that the scope of the review is well defined at the outset. This way the review is less likely to get side-tracked or become overambitious in what it hopes to tackle. The Commission's objectives should, therefore, be as SMART (Specific, Measurable, Achievable, Realistic & Time-bound) as possible.

The scoping document is also a good tool for communicating what the review is about, who is involved and how it will be undertaken to all partners and interested stakeholders.

The form also includes a section on public and media interest in the review which should be completed in conjunction with the Council's Communications Team. This will allow the Commission to be properly prepared for any media interest and to plan the release of any press statements.

Scrutiny reviews will be supported by a Scrutiny Officer.

Evaluation

Reviewing changes that have been made as a result of a scrutiny review is the most common way of assessing the effectiveness. Any scrutiny review should consider whether an on-going monitoring role for the Commission is appropriate in relation to the topic under review.

For further information please contact the Scrutiny Team on 0116 4546340

To be completed by the Member proposing the review		
1.	Title of the proposed scrutiny review	Scrutiny Review of 'Adult Social Care Workforce Planning: Looking to the Future'
2.	Proposed by	Cllr Melissa March, Vice Chair of Adult Social Care Scrutiny Commission
3.	Rationale Why do you want to undertake this review?	<p>Leicester has an ageing population who are living longer but often with complex comorbidities and ill health in later life.</p> <p>We have three times the national average of working age people in receipt of social care. When combined with nationally led cuts to prevention services, we have a real challenge in adult social care.</p> <p>Our care workforce is key to being able to support people to live on independence, dignity and safety, but the national crisis in adult social care workforce is deeply concerning</p>
4.	Purpose and aims of the review What question(s) do you want to answer and what do you want to achieve? (Outcomes?)	<p>The purpose of this review is to understand the adult social care workforce landscape in Leicester and what the plans are for the future, especially in light of growing needs for adult social care across our population in the city.</p> <p>The aim of the review is to gain an understanding of the perceptions of the adult social care workforce now and in the future. What gaps of people or skills might we face and what could we do to fill these.</p>
5.	Links with corporate aims / priorities How does the review link to corporate aims and priorities?	<p>This review links to Leicester City Council Adult Social Care Strategic priorities and plans, with consideration given to:</p> <ul style="list-style-type: none"> • The Care Act 2014 http://www.legislation.gov.uk/ukpga/2014/23/contents/enacted • The Better Care Fund • The Green Paper
6.	Scope Set out what is included in the scope of the review and what is not. For example which services it does and does not cover.	<p>The review will explore and identify 'what the perceptions are locally' to include:</p> <ul style="list-style-type: none"> • Workforce demand, capacity and forecasting • Financial resources and impacts • Training and staff development opportunities • IT initiatives and innovations • Risks and benefits to the service in planning a workforce for future need. <p>The review will not attempt to look at every area of the workforce but will identify key areas of high demand.</p>

7.	<p>Methodology Describe the methods you will use to undertake the review. How will you undertake the review, what evidence will need to be gathered from members, officers and key stakeholders, including partners and external organisations and experts?</p>	<p>The review evidence gathering will include:</p> <ul style="list-style-type: none"> • What are the major and smaller providers doing in relation to workforce planning; competing with others and addressing the skills gaps? • Engaging the views of staff to identify key issues and their ideas • How are we working with our local education providers e.g. Colleges, FEs, training, apprenticeships, and employment hubs. • What is the impact of Brexit/ restrictions on recruitment? • Best practice and supporting research reports
	<p>Witnesses Set out who you want to gather evidence from and how you will plan to do this</p>	<p>Evidence gathering will include potential witnesses, such as:</p> <ul style="list-style-type: none"> • Executive leads for Adult social Care and Jobs and Skills • Relevant adult social care service providers e.g. domiciliary care providers. • LCC Lead Executive Members • Adult Social Care staff • Local Education and Training providers • Adult Skills and Learning, LCC • Other Stakeholders?
8.	<p>Timescales How long is the review expected to take to complete?</p>	<p>6 months</p> <p>September - Scope to be agreed October to January - task group to gather evidence February – task group to prepare report of findings March – final review report to be presented</p>
	Proposed start date	October 2019
	Proposed completion date	March 2020
9.	<p>Resources / staffing requirements Scrutiny reviews are facilitated by Scrutiny Officers and it is important to estimate the amount of their time, in weeks, that will be required in order to manage the review Project Plan effectively.</p>	<p>The review can be conducted within the resources of the scrutiny team. It is estimated a total of three weeks of collective time over the proposed period will be required to support the review and prepare the report.</p>
	<p>Do you anticipate any further resources will be required e.g. site visits or independent technical advice? If so, please provide details.</p>	<p>No outside technical advice is envisaged to be needed. Potential site visits e.g. care homes</p>

10.	<p>Review recommendations and findings</p> <p>To whom will the recommendations be addressed? E.g. Executive / External Partner?</p>	<p>ALL recommendations will be directed to the City Mayor and Executive lead.</p>
11.	<p>Likely publicity arising from the review - Is this topic likely to be of high interest to the media? Please explain.</p>	<p>It is expected that this review will generate medium media interest and the Lead Directors, the Executive lead and the council's communications team will be kept aware of any issues that may arise of public interest.</p>
12.	<p>Publicising the review and its findings and recommendations</p> <p>How will these be published / advertised?</p>	<p>There will be a review report that will be published as part of the commission's papers on the council's website.</p>
13.	<p>How will this review add value to policy development or service improvement?</p>	<p>The review hopes to set out clearly the council's preparations and commitment to workforce planning and development.</p>
To be completed by the Executive Lead		
14.	<p>Executive Lead's Comments</p> <p>The Executive Lead is responsible for the portfolio so it is important to seek and understand their views and ensure they are engaged in the process so that Scrutiny's recommendations can be taken on board where appropriate.</p>	<p>I am pleased to support this review. I am particularly interested in any recommendations the task group may have on raising the status of the caring professions across communities in the city to aid long term workforce planning.</p> <p>Cllr Sarah Russell Deputy City Mayor, and Executive Lead for Social Care and Anti-Poverty</p>
To be completed by the Divisional Lead Director		

15.	<p>Divisional Comments</p> <p>Scrutiny's role is to influence others to take action and it is important that Scrutiny Commissions seek and understand the views of the Divisional Director.</p>	<p>Lead Director to complete this section</p> <p>Very supportive of ASC Scrutiny undertaking this T&F Review, as the future of the social care workforce continues to be a challenge nationally in terms of increasing demand for services and thus a need for increasing numbers of staff; high turnover and 'drop out' rates; and perceptions about the value of the role and career progression. A focus on local/City issues, perceptions of the challenge locally and the ideas, options and solutions that local organisations and employers can bring to improving future recruitment, retention and succession planning would be helpful in our approach as a commissioner and major employer in the workforce.</p>
16.	<p>Are there any potential risks to undertaking this scrutiny review?</p> <p>E.g. are there any similar reviews being undertaken, on-going work or changes in policy which would supersede the need for this review?</p>	<p>A correlation between the funding of care services and employee wage rates may be made and an overly simple solution identified that the Council as a major commissioner needs only to increase the rate it commissions services at to solve the challenges. Whilst there is no doubt a connection between rates of pay and recruitment and retention, there are other factors that play into the current challenges, and there is no one simple solution.</p>
17.	<p>Are you able to assist with the proposed review? If not please explain why.</p> <p>In terms of agreement / supporting documentation / resource availability?</p>	<p>Officers from SC&E will be able to develop a delivery plan for the T&F, engaging with the wider market, providing data and analysis.</p>
	Name	Steven Forbes
	Role	Strategic Director, Social Care and Education
	Date	09/09/2019
To be completed by the Scrutiny Support Manager		
18.	<p>Will the proposed scrutiny review / timescales negatively impact on other work within the Scrutiny Team?</p> <p>(Conflicts with other work commitments)</p>	<p>It is anticipated that there will no adverse impact on the scrutiny team's work, to support this review but it must be anticipated that there may need to be some prioritising of work done during the time of this review.</p>

	Do you have available staffing resources to facilitate this scrutiny review? If not, please provide details.	The review can be adequately support by the Scrutiny Team as per my comments above.
	Name	Kalvaran Sandhu, Scrutiny Support Manager
	Date	09/09/2019