



Business Plan 2017-18

Get, keep and develop a
quality workforce

Context

This business plan summarises the activity Skills for Care will undertake in 2017-18 in England. The plan is presented in sections, and details the activity we will complete for our major client, the Department of Health (DH), through our agreed Work Programme. The information highlighted in green boxes, is other activity we will undertake as we develop our social enterprise to enable us to reinvest into supporting the adult social care sector.



CEO Sharon Allen, OBE

In 2017-18 our business plan priorities for our Department of Health funded work fall into two key areas which are identified in the DH high level Workforce Strategy: **Improving recruitment and retention**, and **integration and workforce development**. Our work organised beneath these two headings is designed to help employers, get, keep and develop their workforce.

We value highly our role as the delivery partner for the Department of Health on leadership and workforce in social care. We will continue to work collaboratively with other key national organisations, employers of all shapes and sizes, registered managers and people who use care and support, their families and carers.

All our activity supports our vision of

a confident, caring, skilled and well-led workforce that is valued by people who need care and support

Sharon Allen OBE

1. Improving recruitment and retention

1.1 Improving recruitment and retention

We will improve the knowledge, skills and qualification levels of social care staff through **traineeships, apprenticeships, standards, qualifications and the development of a ‘skills passport’**. We will also increase national employer and stakeholder engagement and work on endorsement of training providers to drive up the quality and supply of training within the sector.

Significant elements of this work will include:

- Traineeship programme development and technical qualification reform, new Apprenticeship standards development, the adult social care strategy for qualifications and standards and qualifications maintenance and guardianship. *Impacts will include improved quality of work placements, increased awareness of Apprenticeships among employers and regulated professionals and protection of public purse investment so far in standards and qualifications*
- Developing the concept of the skills passport scheme, *impacts will include better perceived status of social care roles, increased efficiency through reduced repeat learning, better identification of learning and development opportunities for staff leading to easier workforce development planning and better identification of the need and frequency of mandatory training.*
- Social Care Commitment, *leading to improved quality of leadership and management*
- Growth of our endorsement framework leading to increased numbers of endorsed *learning providers and approved learning programmes offered to the sector*



Skills for Care will offer bespoke development of learning programmes for license to awarding organisations, learning providers and others.

1.2 Improving recruitment and retention

We will also improve recruitment practices and retention of a quality workforce through initiatives including **an integrated health and care ambassador service, a focus on under represented groups, the PA workforce and registered managers, supported by funding for skills improvement (WDF) and underpinned by authoritative and reliable data.**

Significant elements of this work will include:

- Maintaining the National Minimum Data Set for Social Care (NMDS-SC), leading to *improved understanding social care workforce issues, better, more accurate and focused, bespoke and up to date information for policy-makers, funders, researchers, practitioners, media and communications work, civil service and ministerial briefings, supporting evidence-based policy through our NMDS-SC and savings for employers relating to reduced time preparing for CQC inspection; and mapping staff training and qualifications.*
- Investing the Workforce Development Fund (WDF) *leading to improved quality of care for at least 85% of participating employers, addressed skills gaps for at least 80% of participating employers and improved staff morale for at least 75% of participating employers; improved awareness among employers, who will know where to go for practical workforce advice, making best use of the sector and government's collective investment.*

- Improving quality and a supported development year for new Registered Managers and Registered Managers membership *leading to improved self-esteem amongst RMs and reduced turnover of RMs.*
- Recruiting for potential from under-represented groups, developing an integrated Health and Social Care Ambassador Service, showing employers how to develop and implement a holistic approach to values-based recruitment and retention, developing new sources of information for the sector (including approaches to progression and professional development for PAs) *leading to increased workforce diversity, reduced unit costs of Ambassador Service, improved confidence and ability of employers/providers to recruit, retain and train a workforce with the right values, behaviours and attitudes and progression and professional development for PAs.*



Skills for Care will offer seminars and bespoke support to organisations on use of data, including use of NMDS-SC and workforce intelligence analysis and reports.



2. Integration and workforce development

2.1 Integration and workforce development

We will promote greater service integration and person-centred health initiatives including reducing admissions, preventing delayed transfer for care and supporting people who need urgent care in the community by removing barriers connected with safeguarding, cyber security, personal workforce budgets and mental health. We will maintain and build on our stakeholder engagement through our work on commissioning and housing.

Significant elements of this work will include:

- Raising productivity in the social care workforce, information governance and cyber security, safeguarding, commissioning, housing and digital innovation. *Impacts will include a reduction of inappropriate safeguarding referrals related to financial scamming and tissue viability issues; social care employers will have a range of digital resources and support as outlined in the refreshed strategy, actions that enable employers to continue to build the digital capability of their workforce; and increased awareness among social care employers on how to protect against cyber-attack and better compliance and thus better security and respect for data and information.*
- Building relationships and trust in the health and social care sector to resolve issues pertaining to hospital discharge and admissions
- Five Year Forward View for Mental Health
- A Care Coordinator Framework *leading to individuals receiving care in a more timely way which is more appropriate to them and more cost effective.*



We will deliver bespoke opportunities around personal relationships and sexuality, becoming a user of adult social care support, Commissioning Now and Leadership for Empowered and Healthy Communities Programme.

2.2 Integration and workforce development

We will build on our strategic relationships to continue to influence regulated and integrated workforce needs including social workers and nurses by delivering practice resources and support for employers. We will further embed the ASYE amongst social work employers with emphasis on improving the national consistency of ASYE assessment decisions and fully disburse the ASYE Grant on behalf of DH. Additionally we will work closely with the Chief Social Worker to promote understanding and consistency in the knowledge and skills required to support and assess social workers and ensure standards are in place to support improved ability of assessors, supervisors and leaders in supporting and evidencing the ASYE and other work-based CPD assessments and placements. *Impacts will include improved retention and recruitment of social workers as ASYE is seen as key commitment to staff by employers; and improved knowledge and skills of assessors, supervisors and leaders and improved consistency of assessment.*



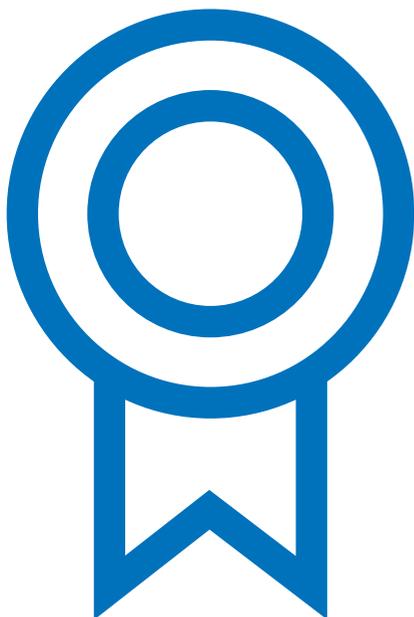
Skills for Care will offer social work leadership and support for Teaching Partnerships, support for social work employers in child and family services and embedding action learning.

2.3 Integration and workforce development



We will enhance leadership and promote values by delivering the Moving Up (BAME*), Top Leaders, New Directors, Stepping Up and RM Well-led programmes, online leadership and management development opportunities for the sector and a fully integrated graduate programme. We will also integrate our Graduate Programme in partnership with NHS Leadership Academy. *Impacts will include increased leadership capabilities and potential of aspiring leaders, most senior leadership roles, newly appointed and aspiring to director roles and registered manager roles within the social care workforce, through the provision of targeted support. Ensuring there is a supply of capable and caring up-and-coming leaders who have a wide knowledge of health and social care systems.*

*BAME: Black and Minority Ethnicity

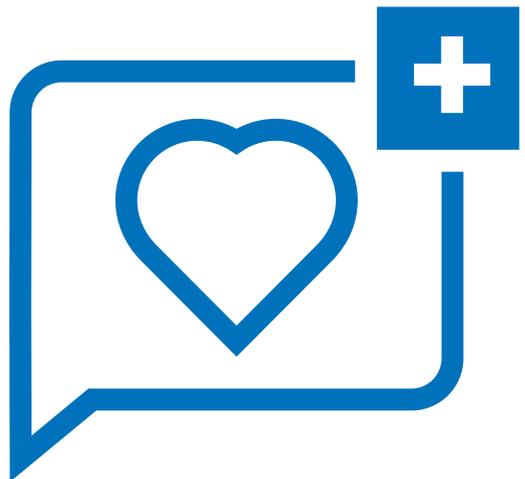


3. Other DH-funded activity

We will continue to support workforce development focused on increasing the number of workers with very specialist skills to support people with dementia and people with a learning disability and/or autism - in order to meet the aims of the transforming care programme. We are also working in partnership with Health Education England and DH to deliver a pilot project in the Midlands focussing on bringing nurses back to nursing home settings. *This will help address the recruitment and retention issues with nurses in the sector, as well as supporting integration between health and social care.*

4. Added value

We will offer added value services, such as an annual conference and Accolades, renting out London meeting room space, Apprenticeship Certification Service, sale of priced publications, supporting bids, proposals and sponsorship opportunities and hosting our UK-wide partnership, Skills for Care and Development.





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