



## Workforce Development Innovation Fund 2017/18

### Application guidance

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## Introduction

The Workforce Development Fund (WDF) for 2017-2018 is a funding stream from the Department of Health managed by Skills for Care. It will support the ongoing professional development of staff across the adult social care sector in England by increasing skills and competence with the fundamental aim of improving service quality.

As a special fund within WDF the Workforce Development Innovation Fund (WDIF) supports innovative projects which increase the skills and competence of staff, with the fundamental aim of improving service quality and embedding person centred values within the workforce.

This document provides essential guidance to help you through the application process. If after reading this guidance you have any further queries, please email: [Innovation.WDIF@skillsforcare.org.uk](mailto:Innovation.WDIF@skillsforcare.org.uk)

## Priorities

Skills for Care's focus is on leadership and workforce in the adult social care sector. Working with employers, everything we do is in support of our vision of a confident, caring, skilled and well-led workforce that is valued by people who need care and support. Within this context, in 2017-18 we are particularly interested in providing WDIF investment and support to projects that will focus on addressing the issues outlined below:

### **1. Improving the supply of potential talent to the adult social care sector, by attracting, recruiting and retaining entrants from different groups.**

- Adult social care is a growing sector, however many employers report high turnover and vacancy rates. It is expected that adult social care jobs will increase by a further 18% to 1.83 million by 2025. More people, with the right values, behaviours and skills will be needed to deliver high quality care services. Innovative employers will look beyond "traditional" pools of recruits and recognise that it is time to think and act differently in terms of their recruitment and retention practices whilst continuing to deliver a high quality service to people who need care and support.
- There is an increasing emphasis on adopting a values and behaviours approach to recruiting and retaining new talent as opposed to just focussing on prior experience or qualifications. Employers will need to

challenge and change their routine approaches to recruitment and retention, to consider applicants with the right potential from different and often under-represented groups such as those who work in ancillary roles within care settings, males, disabled people, over 50s, ex-offenders, homeless people and those managing mental health and drug/alcohol recovery.

- What is effective in changing recruitment practices, what challenges are experienced and how are entrants from under-represented groups attracted, recruited and retained? What knowledge, capability and support is required to deliver these new approaches?

## **2. Taking new approaches to developing the skills adult social care workers need to support hospital discharge or prevent unnecessary admission.**

- Many people who need care and support, commonly those with complex needs, experience unnecessary admission to, or a delay in discharge from, hospital. If those who support an individual have the opportunity to develop skills that are specific to the needs of that person, does this improve care outcomes?
- What approaches can employers take to individualising the training that workers, families and communities need to support people's specific care needs? What additional skills and knowledge do workers need to effectively support peoples' specific care needs? What outcomes are achieved for people who need care and support by individualising learning and development around their specific care and support needs? How does individualising learning and development make a difference to care and support outcomes?

## **3. Developing a mentally healthy workplace to ensure the wellbeing of care staff.**

- Working in social care is recognised as being an emotionally demanding, challenging and potentially stressful occupation. Care workers often focus on the wellbeing of those they provide support to but do not place the same emphasis on themselves. This can result in stress and increased sickness levels as well as low morale.
- Creating a mentally healthy workplace may involve changes in a range of areas including organisational culture, policies, procedures and ways of working as well as developing resilience and skills.

- What practical steps (in terms of organisational management and operational delivery as opposed to standalone wellbeing initiatives such as healthy eating etc.) can be undertaken to make workplaces and practices more mentally healthy? What impact does this have on the employer's business, the workforce and people who receive care and support?

**4. Developing the skills and knowledge of the workforce in information sharing and cyber security to embed digital working** (N.B. We will accept partnership applications only under this priority).

- Digital working, learning and information sharing is rapidly evolving and becoming more integrated into the ways in which people are supported. Integrated working or closer partnerships are also evolving as models that improve care outcomes. This will involve the necessary sharing and pooling of information and data between organisations, compliance with the Data Protection Act and the incoming General Data Protection Regulation where applicable.
- Employers will also have to consider cyber security (i.e. bodies of technologies, processes and practices designed to protect networks, computers, programs and data from attack, damage or unauthorised access) and ensure they develop and implement appropriate policies and procedures. It will also be necessary to ensure that staff have relevant knowledge and skills to ensure compliance.
- What skills and knowledge do the key players within the workforce need to enable them to undertake this confidently and securely? What does 'cyber security' mean for the skills and knowledge of workers? Where are the current gaps and what learning is needed? How can organisations work together effectively to improve the skills of their staff in these areas?

**What is innovation?**

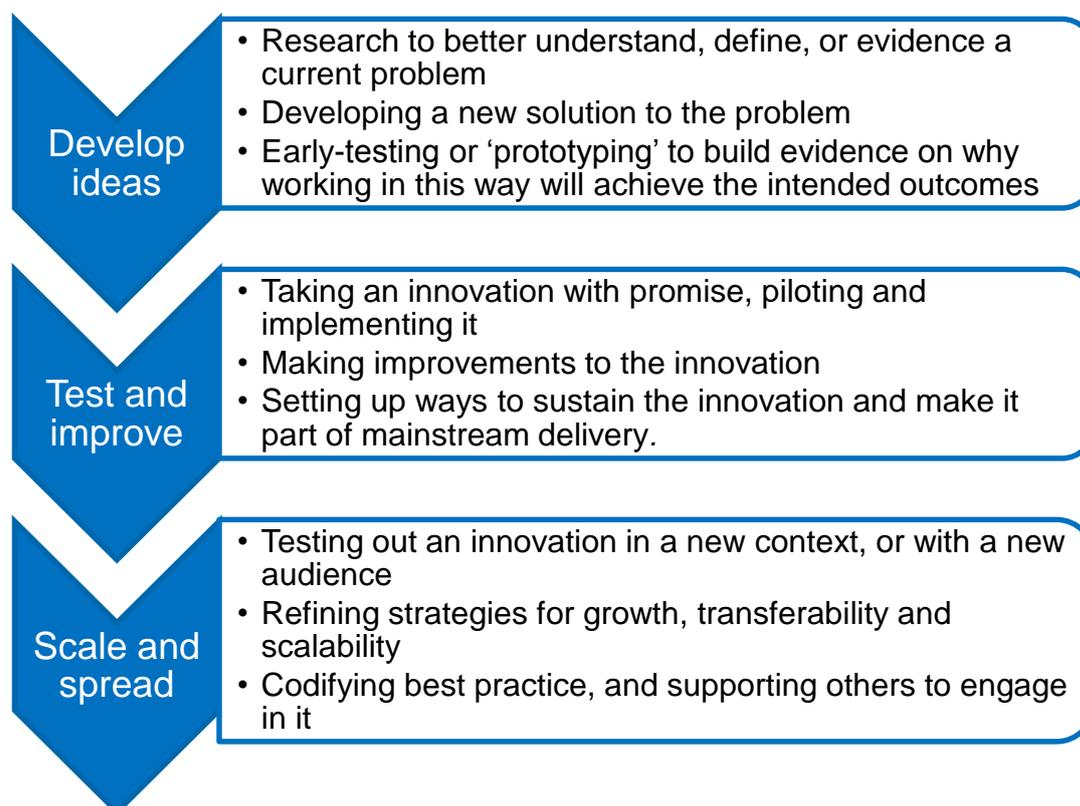
Innovation and how to define it is a complex area. Numerous models are available which try to understand both what 'innovation' is, and how it develops from an idea, through to a fully sustained programme. One way to deal with these definitional challenges is to view innovation as part of a process, with 'innovation' being defined differently at different stages. One useful model for this is the 'innovation spectrum' (Spring Consortium, for the Department of Education, 2014<sup>1</sup>). This frames innovation as a dynamic

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<sup>1</sup> <http://springconsortium.com/about-the-programme/>.

process, moving from the initial idea to scalability and sustainability. 'New' ideas (and it recognises that ideas are rarely entirely new) are only one part of innovation: piloting, scaling and improving are as important (Figure 1).

**Figure 1: The innovation spectrum (adapted from the Spring Consortium 2014 and taken from the 'Three Year Evaluation of the Workforce Development Innovation Fund 2011/12 – 2013/14')**



We will consider investment in projects that are innovative at any stage of the spectrum set out above. However it is important that applicants research their area of interest before submitting an application to ensure their proposed project is truly innovative.

### **Project outcomes**

WDIF will be invested in pilot projects that, beyond the initial funded period, have the potential to deliver continued and far reaching benefits to the adult social care sector. All applications must demonstrate that the proposed project can be:

- scaled up to benefit more people
- transferred or made applicable to different contexts or settings
- sustained through an ongoing viable business or funding model.

All projects funded via WDIF must also:

- deliver demonstrable business benefits and service quality improvements
- deliver tangible resources or products which are developed and tested as part of the project and provided to Skills for Care when the project ends
- result in an evaluation report which describes the project approach and lessons learned from delivery and a case study.

All resources produced need to be written in an accessible format so they can be used by other employers and for a range of service types within the sector. Resources produced will need to adhere to a style guide which will be made available at the outset. Any templates provided by Skills for Care must be used.

Successful applicants will be required to produce all project outcomes, an evaluation of the project and a case study to upskill the wider sector and submit these to Skills for Care. We will support the dissemination of information to the wider sector by sharing these via [Learn from Others](#). Case studies and resources from some previous WDIF projects can be found on Learn from Others.

### **The application and project delivery timetable**

There are two key phases of activity within WDIF. Firstly there is the process of tendering. Following the award of a grant the second phase involves the submission of evidence at key milestone points during the year to draw down funding. Skills for Care will be involved in the project initiation and progress meetings. The key dates for both phases are outlined below.

<b>Activity</b>	<b>Date</b>
<b>Phase 1</b>	
Tendering opens	25 May 2017
Tendering closes	22 June 2017
Grant letters issued to successful applicants in	August 2017
<b>Phase 2</b>	
Milestone 1: 40% of grant value evidenced	13 October 2017
Milestone 2: 70% of grant value evidenced	12 January 2018
Milestone 3: 100% of grant value evidenced	30 March 2018

## Essential grant award criteria

To be considered eligible for a grant from Skills for Care for WDIF applicants must ensure that:

- they complete all sections of the application form which can be downloaded from the WDIF webpage
- the application is received electronically by the deadline
- they are not a consultant or independent training provider, although it is acceptable to be an adult social care employer with a training arm
- they are an adult social care employer, or for partnerships, their members are adult social care employers.

## NMDS-SC requirements (where applicable)

Where projects include Health and Social Care qualifications, qualification units or non-accredited learning programmes delivered under licence by our endorsed providers, it will be necessary to complete the National Minimum Data Set for Social Care (NMDS-SC) as per the requirements set out in appendix 1.

## The application process

Skills for Care will contract directly with organisations or partnerships of any size operating at area or national level. **Due to the popularity of this funding stream only one application may be submitted by any organisation or partnership.** It is not permissible for any organisation to make an organisation application and to also apply as the lead organisation for a partnership application. All applications must be fully costed and as this is grant funding which provides a contribution to the cost of delivering the project, it should be treated as outside the scope of VAT and therefore VAT should not be included in your submission.

There are two application forms:

- [Individual organisations](#) – to be used if you are applying on behalf of your own organisation and beneficiaries will include your own workforce only
- [Partnership](#) – to be used if you are applying on behalf of a group of adult social care employers and will include any of their workforces in the project.

Ensure that you complete the correct application form as completing the wrong application form will result in your application being invalid.

Skills for Care has **six areas** across England:

- Eastern
- London and the South East
- Midlands
- North West
- South West
- Yorkshire & Humber and the North East.

You can tick more than one box so please indicate all areas in which this project will be delivered.

### **Milestone management**

Skills for Care will closely monitor the delivery of the project during the course of the year. Please use this information to inform your approach to managing the project and include a description of this within the application form.

We expect all successful applicants to manage the project effectively to meet the milestones set out in their grant. Milestone dates are the latest date by which fully evidenced claims for the milestone amount should be made to Skills for Care. To claim the funding it is necessary to submit evidence as set out in the milestone to enable payment.

We expect grant holders to be proactive and notify Skills for Care if they are experiencing problems with project delivery at the earliest opportunity and ahead of milestone dates. If there is any deviation between actual and projected progress or outputs/outcomes cannot be fully evidenced we reserve the right to reduce the value of the grant by the level of underachievement. Skills for Care may reject claims where the evidence is of poor quality. Where this happens it will impact on future applications made.

The first two milestones will require submission of a progress report. An outline template will be provided for this purpose. The final milestone must include an evaluation report and a case study using templates provided by Skills for Care. Sharing learning with the sector is a key part of the innovation fund. Skills for Care will support dissemination of information and sharing good practice from these project with other adult social care employers via Learn from Others. All resources produced need to be written in an accessible format so they can be used by other employers and for a range of service types within the sector. Resources produced will need to adhere to a style guide which will be made available at the outset.

The evaluation template will be issued along with the grant letter to successful applicants and it is recommended that you review the template at the outset to ensure that you can collate the information needed to effectively evaluate the project as it progresses. A link to the case study template will be included within the evaluation template.

The evaluation enables successful applicants to celebrate project achievement, whilst highlighting how best to address some of the challenges encountered which will support other organisations to adapt and replicate the approach that you have tested.

You may want to include an element of external evaluation within your application. If you choose to do this it must be clearly costed and relative to the scale of the project.

### **Completing the application form**

The following section of the guidance provides help and advice in completing the application form. Please also adhere to the guidance provided throughout the form itself, which is highlighted yellow. You should answer all applicable questions within the application form clearly and succinctly.

It is expected that you will have scoped your project ahead of submitting your application. This includes researching costs and the availability of anything on which your bid is dependent. For example, if your project is dependent on specialist knowledge or input, you have explored where you can access that and what it will cost, ahead of submitting your application.

The front cover should be completed with the name of the partnership (if applicable), the name of the lead organisation (for partnerships) or the organisation applying for individual applications and the total amount of funding requested. The name of the lead organisation or organisation is expected to be an organisation name, not the name of an individual. If the lead organisation name and partnership name are the same then please complete the information in both fields.

### **Section 1 - Organisation details**

The first section captures key information about your organisation, or about the lead organisation for partnership applications. Details you provide here will be the primary details we use to contact you, so if these change you need to

let us know. You must complete all fields and answer all questions within this section.

## **Sections 2 to 5**

Sections 2 to 5 pose specific questions which explain your bid and explore your ability to successfully deliver the grant milestones. Please provide relevant information and use your knowledge and expertise of the sector to support your application. We have not set word or character limits but you are limited to the text box available for each question.

### **Section 2 – Innovation and project outcomes**

This section is common to both application forms. We want you to use this section to provide details of the project, how it addresses a priority, how you will deliver it, the outputs and outcomes, and what difference it will make to those involved and the wider sector in the immediate and longer term. If your project outputs include qualifications, QCF units or non-accredited learning programmes which are on the Workforce Development Fund 17/18 [acceptable units list](#), these cannot be claimed via WDF when they have been costed into any WDIF project.

Resources that will be produced as part of the project which Skills for Care can share with the sector must be detailed as an output. Sharing learning from projects is key to this funding stream so you should outline how you can support Skills for Care with this. Where you are working with any external organisations (excluding partnership members) you must state who they are and explain their role and level of involvement in the project. You also need to demonstrate how your project is sustainable, scalable and transferable. These terms are explained in the guidance within the application form.

### **Section 3 - Beneficiaries of the funding**

This section is common to both application forms. You need to provide a clear breakdown of the number of people who will benefit from this funding across the groups in the table and identify who any others would be. In question 3b partnerships need to ensure that detail is provided as to how beneficiaries are split across all partners. If one partner will benefit more than others this must be made clear. Individual organisation applicants need to ensure that in question 3b they explain how any external organisations or networks will benefit from this project if a funding award is made. Applicants should use this question to demonstrate the reach of any funding award made.

#### Section 4 - Project costs

This section is common to both application forms. Applicants should use this section to provide the costs of delivering the project, **broken down by outputs**. Any bids which do not contain a cost breakdown and only a final cost will be disqualified. Costs based on inputs, e.g. roles and salaries are not acceptable. This funding cannot be used to purchase IT equipment for use in your project so please do not include this in your costs.

This section should also be used to demonstrate how your project could be scaled back and any cost reductions associated with this as it may only be possible to make a partial award of funding.

#### Section 5 - Grant management

This section is common to both application forms. These questions explore your grant management experience and the processes you will employ to monitor and ensure successful project delivery. If you have had contracts or grants from Skills for Care previously then answer question 5a. After answering question 5a, applicants who have previously had an agreement with Skills for Care move to section 6 and do not answer question 5b.

Applicants who have not held a grant/contract with Skills for Care previously do not answer question 5a and instead answer question 5b.

#### Section 6 - Grant Summary

This section is common to both application forms and applicants are required to split their project into three milestones. Financial values will be calculated by Skills for Care for successful applications and the timing for each milestone will be as set out here.

The milestones must be specific, measurable, achievable, realistic and timely (SMART) and include clear detail as to what evidence will be provided. You do not need to write the progress and evaluation reports and case studies into the milestones as this will be done for any successful applications prior to grant issue.

Any tangible resources which are being produced as part of the project must be written into the milestones, this may include draft and final versions. Funding cannot be claimed for any qualification outcomes which are not completed by 30 March 2018. Successful applicants should always refer to

the milestones in the grant letter not the application as these may be updated by Skills for Care.

## Section 7 - Declarations

### Declaration of interest

There are three types of declarations that need to be made:

1. Potential conflicts – initial declarations

What is this?

The applicant has a continuing duty to update Skills for Care of any relevant interests that may lead to a conflict. For example, if the applicant (or their employees) have an interest in another organisation that is likely to have either a financial or business interest/conflict with Skills for Care.

2. Potential conflicts - situational conflicts

What is this?

The applicant must declare any *proposed* transactions/contracts contemplated. For example the applicant or an organisation they are connected with is taking part in any Skills for Care tendering process.

3. Transactional conflicts

What is this?

The applicant must declare any *actual* transactions/contracts. For example the applicant or an organisation they are connected to is in receipt of funding from Skills for Care or is being paid for services provided to Skills for Care.

Please use this opportunity to highlight if you, any of your staff, or for partnerships, any of your members' staff, are members of the Skills for Care Board, Committees or Area Networks. This section must be answered yes or no. Where the question is answered yes, additional fields must be completed. Any interests must be declared.

### Lead organisation or organisation declaration

Please read this section carefully. By checking the box you are confirming that your lead contact/authorised signatory has read and agreed to the terms and conditions as stated within this section.

### Financial information

The only method we will use to pay monies is BACS. Bank details will be requested from successful applicants as part of issuing the grant agreement.

The appendix below is provided for information only, to support you in completing your application. This is only applicable to bids which include Health and Social Care qualifications, units or learning programmes and units as outputs.

Appendix 1: [NMDS-SC requirements for WDIF](#).

### **Submitting your application**

To submit your application, please send an email to [Innovation.WDIF@skillsforcare.org.uk](mailto:Innovation.WDIF@skillsforcare.org.uk) by **1pm on Thursday 22 June 2017**, including your organisation name in the email subject title, with **a fully completed application form**.

Please allow sufficient time to submit the application successfully, the final deadline is non-negotiable; any application that arrives after the deadline will be automatically disqualified. Skills for Care will acknowledge receipt of all applications via an email reply.