Care

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Busting the myths - disability and employment

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Celebrating the success of our graduates

Plus... Becoming a manager | Changing Apprenticeships | Accolades finalists
Welcome
to the spring edition of Care magazine.

We’re all working in a tough environment presenting some big challenges, and it’s clear to me that more than ever we need to invest in our leaders and managers who really drive the high standards the people we support and their families rightly demand.

It’s obvious those leaders and managers need support so you can find out more about the reviewed Manager Induction Standards on page 6. It was also a pleasure for me to meet the next generation of leaders who graduated from our Graduate Management Training Scheme, and you can find out more about their journey on page 7.

In this issue we visit Cambridgeshire to see how a timebanking scheme is helping to tackle social isolation, and how local people are supporting others who need care and support.

One thing I am very passionate about is making sure that many more disabled people are employed in adult social care. When we have over 90,000 vacancies on any given day in our sector it makes no sense not to recruit disabled people with the skills and knowledge employers need. We offer some tips for employers who want to take on more disabled workers on pages 14 and 15.

Finally, one of the highlights of my year is attending our annual Accolades awards recognising the achievements of the very best employers and you’ll find a full list of the finalists on page 8. Good luck to them all.

Sharon Allen
Chief Executive Officer, Skills for Care

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Apprenticeships are changing: How to make them work for you

Adult social care Apprenticeships are a very successful combination of on and off the job learning and development that improves the skills and knowledge of thousands of social care workers every year.

A successful Apprenticeship not only delivers huge pay back in improving service delivery, but has clear benefits for people accessing those services.

Following a major reform of Apprenticeships the current system of ‘frameworks’ is being replaced by ‘standards’. Created by a group of employers from across the social care sector, the standards are two page documents listing the skills, knowledge and behaviours needed for being competent in your role.

Four Apprenticeship standards have now been launched:
- Adult Care Worker (level 2)
- Lead Adult Care Worker (level 3)
- Lead Practitioner in Adult Care (level 4)
- Leader in Adult Care (level 5).

Why should you use the new Apprenticeship standards?
- They’re an ideal way of filling vacancies. We currently estimate there are over 90,000 vacancies in the adult social care sector on any given day.
- Apprenticeships are a great way to raise quality. The standards are designed to prepare the apprentice for a rigorous and independent end-point test.
- There are now many financial incentives available of you want to take on 16-18 year olds.
- For existing employees, Apprenticeships give the employer an opportunity to undertake succession planning and retain good workers by moving them up the career ladder.
- For levy paying employers Apprenticeships are an efficient way of getting a return on what you pay to government.
- For those in the public sector, the standards allow you to fulfil your requirement to recruit 2.3% of your workforce as apprentices.

Find out more at www.skillsforcare.org.uk/newstandards.

How Apprenticeships are funded is changing too. Visit www.skillforcare.org.uk/apprenticeshiplevy for more information.
Improving mental health services

The new national ‘Mental Health Core Skills Education and Training Framework’ is now available.

The framework sets out the expected learning outcomes and minimum standards for the delivery of mental health services.

The aim is to improve the way the workforce care for people with mental health issues. It also supports workforce development specific to implementation of the national mental health strategy, No Health Without Mental Health.

It was commissioned by the Department of Health and we’ve developed it with Health Education England and Skills for Health.

You can download the framework at www.skillsforcare.org.uk/mentalhealth.

New learning activities to develop English, number and digital skills

Everyone working in social care needs to develop their core skills around English, number and digital skills as well as employability skills like team work and problem solving.

We’ve developed a set of learning activities to help you assess and develop the core skills of your social care workers.

We’ve also updated our managers guide to give you easy and practical steps to help you implement core skills in your recruitment, induction and ongoing learning and development.

One employer involved in testing the new activities said:

I really like them and can see how they will be a real asset to the assessment and development of [the core skills of] existing staff.

Download the free learning activities and managers guide from www.skillsforcare.org.uk/coreskills.
The reviewed **Manager Induction Standards (MIS)** are now available for new and aspiring managers in social care to use.

The standards set out what a manager needs to know and understand to perform well in their role. They can be used in all care settings and are a measure of good practice. Building on the former MIS (2012), the update includes the new standards:

- manage self
- entrepreneurial skills and innovation
- decision making.

To support you to use the standards in your organisations we’ve created the new workbook ‘**Becoming a manager**’. It’s a practical and cost effective solution to making sure managers know and understand what they need to do. It’s designed to be easy to use and fit into a manager’s busy working life.

By using the workbook you’ll be able to meet the MIS without having to invest in expensive external training. And so you can use it multiple times it comes with a USB containing electronic versions of the exercises and templates.

This new workbook can be used as evidence towards the knowledge part of the Level 5 Diploma in Leadership and Management for Adult Care qualification.

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The layout is good and does encourage reflective practice. Easy to understand and follow, I really like the idea of templates as often new managers don’t really understand, so forming templates to give ideas is really useful.

Heidi Coetzee, Care Manager.

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Buy your copy for the introductory price of £45 now from [www.skillsforcare.org.uk/bookshop](http://www.skillsforcare.org.uk/bookshop).

Find out more about the updated MIS at [www.skillsforcare.org.uk/MIS](http://www.skillsforcare.org.uk/MIS).
Celebrating the success of our graduates

Skills for Care continues to invest in our future leaders as 19 graduate trainees have successfully completed our Graduate Management Training Scheme.

The year-long programme offers hands-on management and leadership experience for graduates to develop the skills, knowledge and positive behaviours they will need to become successful leaders and managers within adult social care.

90% of the training year consists of placement-based learning with a carefully selected host organisation who in turn benefit from the enthusiasm, fresh perspective and valuable insights that the graduates bring to the workplace.

The intensive development programme includes the chance to study for an Institute of Leadership and Management qualification, leadership and management skills workshops, and a challenging group research project.

Following months of hard work the trainees had the opportunity to celebrate their success at a graduation event in January, which included presentations on the personal impact that the training scheme has had on them - but this is not where the story ends.

The graduates are now planning their next steps with many already taking up leadership positions in and beyond their placement organisations.

We’re currently working with the NHS Leadership Academy to develop a new integrated health and social care graduate management programme and are looking for organisations interested in hosting a management trainee in 2017/18. We’ll hold information sharing events during March for those organisations who register an interest. To find out more email graduates@skillsforcare.org.uk.

“It has made me much more passionate about the sector. I do want to make a difference.”

Graduate trainee

“I really liked that my placement was flexible and allowed me to see different roles. I wasn’t sure [about my career plans] at the start but now I know.”

Graduate trainee
Our Accolades finalists have now been announced!

Skills for Care’s Accolades reward adult social care organisations who deliver quality care. The awards provide an opportunity to recognise the great work being done in the sector and share best practice.

The finalists have now been selected and the winners will be announced at our awards ceremony in Liverpool on Thursday 9 March 2017. We’ll publish the details of all our winners at www.skillsforcare.org.uk/accolades.

Congratulations to all who have made it to the finals and good luck!

### Best employer support for Apprenticeships
- Anchor
- Leeds City Council
- St Mungos

### Most effective approach to leadership and management
- Hartford Care
- Somerset Care
- St Mungos
- WCS Care

### Best employer support for registered managers
- Nugent
- Sense
- The Regard Partnership Group

### Best employer of under 50 staff
- Cooper Tarry Partners LLP
- Good Oaks Home Care
- Hendra Healthcare (Ludlow) Limited
- Peregrine House

### Best employer of between 51 and 249 staff
- Castle Supported Living Limited
- Community Support Services
- Independent Lives
- Middleton Hall Retirement Village

### Best employer of over 250 staff
- Care UK (Residential Care Services)
- HC-One
- Joseph Rowntree Housing Trust
- St Monica Trust

Thanks to our sponsors who help us make the Accolades the great success it is.
Somerset Care Wiltshire is fully committed

Signing up was very easy.

That was the experience of Jenny Futcher (right), business manager of Somerset Care Wiltshire Community Services team, when she signed up to the Social Care Commitment.

The Social Care Commitment is a promise made by care providers to those who need care and support to provide high quality care.

Jenny was one of 92 employers who signed up during Social Care Commitment Week last November.

I signed up to gain knowledge and look for ways of improving our service for customers and staff, as well as helping us to achieve better CQC ratings on our inspection at the end of this year.

When asked what she would say to anyone who is thinking of signing up to the Social Care Commitment, Jenny replied:

What have you got to lose? You’re more likely to gain something from this rather than nothing. You can always make improvements and developments.

To make your commitment visit www.thesocialcarecommitment.org.uk or call 0845 300 9505.

We support registered managers at every stage of your career

Are you a registered manager and not a member of our National Skills Academy for Social Care? Join our community of managers committed to delivering great care.

Members get a copy of our registered manager’s handbook and exclusive access to resources, newsletters and support, plus discounts on our publications and programmes. Membership costs just £35 a year.

Find out more at www.skillsforcare.org.uk/membership.
If you’re committed to recruiting people with the right values and behaviours, then employing someone with a disability should be no different to employing any other candidate.

“In order to get the best out of the people that you employ, you need to be tuned into their needs,” says Helen Wilcox who is CEO of Woodford Homecare.

“This isn’t about disability, this is about investing in your workforce in terms of time and trust.”

Nearly 7 million people of working age in the UK are disabled, many of whom want to work and have valuable skills and lived experience that can greatly benefit the social care sector.

In 2012, 46.3% of working-age disabled people were in employment compared to 76.4% of working-age non-disabled people.
Myth 1: It costs a lot to employ someone who is disabled
Although there may be changes you need to make in the workplace, a lot are simple and inexpensive, such as flexible working hours. Disabled workers could also apply for an Access to Work grant to pay for support at work.

Myth 2: Disabled people have a higher absentee rate than staff without disabilities
In a study by Disability Rights UK with Reed, almost 90% of employers said they didn’t think disabled people were any more likely to take time off work than non-disabled workers.

Myth 3: I can’t fire or discipline an employee with a disability
While there are laws in place, such as the Human Rights Act and the Equality Act that serve to protect the rights of all workers, there are no special procedures for firing or disciplining disabled workers.

You must ensure you have effective people management processes in place to manage all your workforce.

Myth 4: Disabled workers are sensitive and I don’t want to say the wrong thing
You’re not expected to be an expert. If an applicant discloses a disability, have an open conversation with them and determine together what support they might need.

Ensure you have a positive workplace culture where staff feel confident to have open and honest conversations. This will benefit all staff, not just disabled workers.

We know creating disabled-friendly recruitment and retention practices can help your organisation to:
- widen your talent pool of recruits
- create a diverse workforce that reflects the people you support
- bring additional skills and experience to your organisation.

Find out more

Visit [www.skillsforcare.org.uk/disabilityandemployment](http://www.skillsforcare.org.uk/disabilityandemployment) to find out more about employing disabled workers, including practical advice to help you get started.

Helen Wilcox, Woodford Home Care
Banking your time

A recent report found that over half a million older people in this country spend every day alone. In the Cambridgeshire village of Somersham the local timebank is helping tackle social isolation.

Timebanking is still a relatively new concept in this country but the idea is a simple one according Somersham Timebank co-ordinator Lucy Bird.

"The basic principle of a Timebank is to give an hour of your time to do a task and then I can ask someone to do something for me," says Lucy.

“So I could do some gardening for someone which I bank in the Timebank. Then in two days, six months or whenever I need it, I ask whether another member could put up a shelf for me, or I’ve bought a new iPad and I don’t know how to save my pictures.”

The Somersham Timebank is supported by the local Parish Council and Cambridgeshire County Council who are helping to develop a network of Timebanks in partnership with local organisations like housing association CHS Group. Somersham Timebank was supported by some funding from Skills for Care’s innovation programme who wanted to see how skilled communities can build strong local networks.

“I have lived in Somersham a long time and when the Timebank started here people thought why do we need it?” notes Lucy.

“We’ve got the Women’s Institute, the Scouts and loads of groups, but for some people it takes a lot of confidence to go into a new group. I thought there wouldn’t be any isolated people but there are some locals who never see people or leave the house.”
Everyone has something to offer, which is why I love my job, and part of my role is to find what they have to offer.

“I work with a lot of organisations who support carers and that’s been a real help in finding isolated people. I work with groups which can identify hidden people so I go and meet them and then off we go.”

One of the Timebank groups meets regularly in the community centre to knit Twiddlemuffs that help stimulate people living with dementia. They donate the Twiddlemuffs to a local care home. Annie Clements is one the volunteers knitting and earns credits for her brightly coloured creations.

“I get a lot pleasure out of this and the end result is very rewarding,” says Annie. “I’ve used my time credits to get one member to come around and paint my doors. He also waters the greenhouse when I’m away. Although I don’t need a lot the hours are there if I need them.

“I’ve used some of my credits to learn Indian cooking, but the most important thing is getting to meeting nice people I wouldn’t normally have met. Otherwise I’d be home now watching TV but I’m here with my friends.”

We have a range of resources which demonstrate the learning we’ve found, and practical tools to help you embed community skills development.

Find out more at www.skillsforcare.org.uk/communityskills.
Attracting the next generation

With rising demands for care and support services in an increasingly competitive labour market, it’s never been more important to recruit young workers into our sector.

Employers are being encouraged to back **National Careers Week** and **National Apprenticeship Week** which take place every March offering opportunities to promote rewarding social care careers.

Here are five ways you can attract younger workers and improve your recruitment.

1. **Get involved on social media**

   Social media is a great way of engaging with young people. Use case studies, blogs, videos and pictures to bring your workplace to life.

   Read our guide to using social media to attract potential recruits at [www.skillsforcare.org.uk/recruitsocialmedia](http://www.skillsforcare.org.uk/recruitsocialmedia).

2. **Set up an Apprenticeship programme**

   Apprenticeships are a cost effective way for you to grow your workforce and improve retention. In fact, 88% of employers who hire apprentices believe that they lead to a more motivated and satisfied workforce. An apprentice really proves to be an excellent return on investment.

   Find out more about developing an Apprenticeship programme, including funding opportunities at [www.skillsforcare.org.uk/Apprenticeships](http://www.skillsforcare.org.uk/Apprenticeships).

3. **Write a blog or case study**

   Hearing from someone working in social care can be really inspiring for young people. Ask enthusiastic workers to write a blog or case study and promote this on your website, social media and in the local press.
Join I Care...Ambassadors

I Care...Ambassadors are care workers who do activities including talks and presentation to promote careers in social care.

You can sign up your staff to become ambassadors. This will motivate and develop their skills as well as promoting your organisation and social care as a great place to work!

Find out more at www.skillsforcare.org.uk/icareambassadors.

Offer work experience or volunteering

Work experience and volunteering gives students and those considering a career change a great opportunity to see if social care is right for them, and see if they’re right for social care. Some work experience and volunteering can lead to full time employment.

Check out our resources to help you

- Effective ways of communicating to target demographic groups www.skillsforcare.org.uk/target
- Guidance on employing 16-18 year olds www.skillsforcare.org.uk/16-18
- Think Care Careers: a website to help you promote careers in social care www.skillsforcare.org.uk/thinkcarecareers

Key dates

March - August 2017

There are key dates during the year when you can target your recruitment campaigns to young people.

- 6-10 March 2017 - National Careers Week and National Apprenticeship Week
- May 2017 - exam period
- June 2017 - National Care Home Open Day
- August 2017 - GCSE and A Level results day
Managing workforce change

One thing we can always be sure about is that change is constant. We have to enable the workforce to embrace, challenge and adapt to change.

Jim Thomas, Skills for Care’s programme head for workforce innovation, leads on our workforce change programmes. We asked him what he thinks are the challenges in managing workforce change.

What is workforce change?
It’s one thing to change how a service works, but if you don’t make sure that the people working in that service own that change and have the skills and confidence to work differently then not much will change.

What hinders workforce change?
Not communicating openly and honestly with your workforce, not involving them in designing the workforce changes, and not listening to their ideas to make your proposed changes better. Barging in thinking you know what you’re doing before you have a full understanding of how the workforce currently operates doesn’t work.

What drives workforce change?
Understanding the skills and knowledge that your workforce already have and making sure that any skills and knowledge gaps that need addressing are done early in your change programme.

What support is available from Skills for Care to help me manage workforce change?
Our ‘People performance management toolkit’ and the guides on workforce redesign have lots of very useful information and practical support.

Is there one bit of learning from all the workforce change programmes you’ve been involved in that has stuck with you?
Change takes time to work and different team members will adapt at different speeds. There’s no such thing as the right scale and pace to implement workforce change. It all depends on what the outcomes are that you’re trying to achieve and how adaptable you and your workforce both are.

And your top tip?
Be continuously adaptable, be prepared to make mistakes and learn from them.

Visit the leadership and management section of our website to find out more about the tools we have to support workforce change www.skillsforcare.org.uk/leaders.