Workforce Development Innovation Fund 2019-20

Application guidance

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Introduction

The Workforce Development Fund (WDF) for 2019-20 is a funding stream from the Department of Health and Social Care managed by Skills for Care. It will support the continuing 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

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 2019-20 we are particularly interested in providing WDIF investment and support to projects that will focus on addressing the issues outlined below:

1. **To test an approach to develop capacity for Registered Nurses to support and supervise pre-registration nursing associates and return to practice nurses, within an ethical and safe learning culture. (**NB – we will accept partnership applications only for this priority)

Projects that can demonstrate outcomes to support the workforce planning and future deployment of nursing associates will be prioritised. The success of developing the nursing associate role in social care depends on effective work-based learning and staff having the right skills to support and supervise trainee nursing associates.

Bids under this priority must be led by a Social Care employer or recognised Social Care membership organisation, such as a Care Association or similar. It must be demonstrated that the funding will be used for the development of the regulated nursing workforce in social care/ environment to support Pre-registration nursing associates.

It is likely that this activity will also enhance support being offered to Return to Practice students, Pre-Registration student nurses.

Your project should be able to demonstrate aspects that are sustainable and transferable within the sector.

Your project must include as required measurable outcomes:
- An approach to undertaking educational audit and developing plans to create a learning culture
- Registered Nurses own professional development in relation to supervising and supporting learning for pre-registration nursing associates

In addition to the two required outcomes, your project should have at least one measurable outcome that is *project specific*. The list below are *suggestions* as examples of what you may wish to include:
- Registered Nurses own professional development – in relation to clinical skills
- Cross organisational roles to support work-based learning
- Detailed workforce planning in relation to new nursing roles and support for learning
- An organisational commitment to an ethical and safe learning environment with measurable actions/outcomes
- A place based/neighbourhood approach to learning (multi partnership)

You should think creatively about what would produce sustainable learning environments.
You will need to include how your project will be evaluated and what you see as the resultant "product" that can be shared within the sector.

Supporting information for priority 1
You must demonstrate that your project is adding to what is already in place and is not simply a reworking of existing provision.

Your project should demonstrate impact on more than one organisation. Your partnership may include partners from other sectors for example health, local authority or education; however, the measurable outcomes and benefits must relate to the social care workforce. Partners from other sectors may be involved, for example, in the delivery of learning, planning tools, cross organisational approaches, audit tools etc.

Educational institutions and learning providers who offer training for Registered Nurses and Nursing Associates, have to demonstrate to the Nursing and Midwifery Council (NMC) that placement environments, including for employed learners undertaking an Apprenticeship, are suitable and meet the NMC requirements. You may find it useful to review the Standards for student supervision and assessment (NMC, 2018)

www.nmc.org.uk/globalassets/sitedocuments/education-standards/student-supervision-assessment.pdf. We do not expect bids to demonstrate all aspects of the NMC standards, this is included for information.

2. **Enhance the impact of your registered manager network**

Bids under this priority can only be accepted from existing Skills for Care registered manager networks or organisations that host or are part of a network (including Care Associations, employers, etc.).The bid must have the agreement and support of the network chair.

Your project should achieve at least one of the following:
- Embed skills within the network that either support managers to resolve specific issues or provide opportunities to problem solve, reflect and access peer support beyond those already provided by your network.
- Increase engagement with the network from one or more specific audiences. Skills for Care has a particular interest in bids that prioritise engagement with new providers, managers from services considered 'hard-to-reach', services rated requires improvement or key stakeholders (as identified by the network).

N.B. Skills for Care will not fund activity which proposes paying managers or stakeholders for attendance.

Projects will also be considered where:
- Activity benefits the staff of managers attending a network: for instance supporting the development or talent management of staff (including, but not limited to aspiring or deputy managers).
- A network can demonstrate that they will partner with another network to replicate, spread or grow an existing, successful model of enhanced peer support.

You must demonstrate that you're **enhancing** the impact of your network, beyond its existing activity. Other registered manager networks should be able to adopt, replicate or adapt the approach developed post project.

3. **Developing future registered managers: supporting deputies and aspiring managers to progress**

Bids under this priority can be accepted from adult social care employers and existing Skills for Care registered manager networks or organisations that host or are part of a network (including Care Associations, employers, etc.). In the case of the latter the bid must have the agreement and support of the network chair.

Your project should:

- Take a proactive and structured approach to supporting managers to identify talent; looking at who shows the right values as well as the commitment, potential and motivation to become a registered manager in the future.
- Prioritise the provision of development opportunities (e.g. leading a project/management task, visiting other services, buddying, supervising others, etc.) alongside more formal learning
- Recognise the importance of regular and effective supervision

Other possible elements that should be considered by bids include:
- Access to an existing leadership programme or qualification
- Opportunities for peer support/networking
- Supporting reflective practice

Successful bids will demonstrate a structured talent and development strategy which prepares people for a role as a registered manager.
Other employers/networks should be able to adopt, replicate or adapt the approach delivered by the project.

Supporting information for priority 3
Skills for Care is preparing to publish a guide to support deputies and aspiring managers in June 2019. If you are considering bidding for this priority and would like to see a draft version of this resource and our recommendations ahead of publication, please email wdf@skillsforcare.org.uk. We would encourage all employers/networks considering this priority to take this opportunity.

4. **Improve the working practices between social care and health workforces in support of integrated working.**
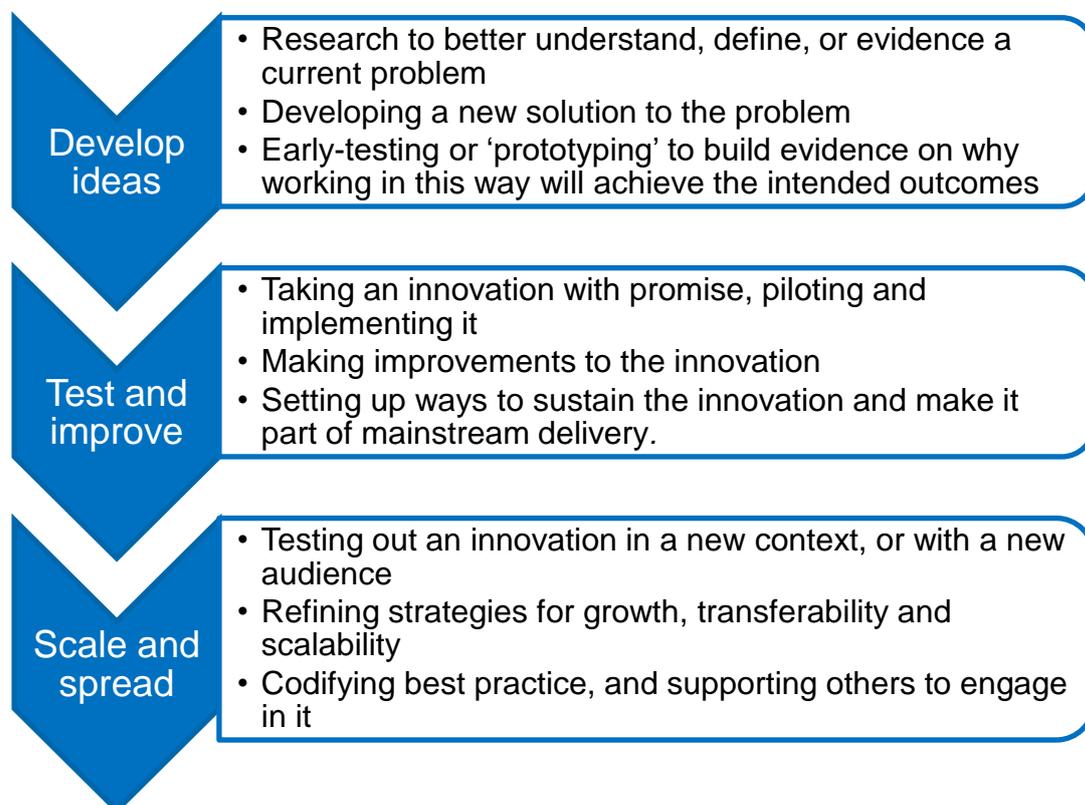   - To lead this project you must work in social care, but must develop and deliver in partnership or close collaboration with health organisations.
   - Training and working practices in social care and health organisations are often very different. To deliver high quality care which is truly person centred, colleagues in social care and health must design and deliver joint training and/or amend working practices in support of integrated working and show how these are person centred.
   - This may also include the development of, and recruitment into new roles or the development of existing roles within social care, such as care co-ordinators and link workers to bridge the gap between adult social care and health.
   - What skills, knowledge, training and support are necessary to enable the delivery of effective multi-disciplinary working which focuses on the individuals receiving care?

- You should produce an approach, training programme or processes that can be used by you or other providers to ensure effective integrated working practices.
- Through evaluation, demonstrate the impact of developing and delivering joint training and/or amending working practices between social care and health to deliver high quality, person centred integrated care.

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[1]). This frames innovation as a dynamic 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')

Develop ideas
- Research to better understand, define, or evidence a current problem
- Developing a new solution to the problem
- Early-testing or 'prototyping' to build evidence on why working in this way will achieve the intended outcomes

Test and improve
- Taking an innovation with promise, piloting and implementing it
- Making improvements to the innovation
- Setting up ways to sustain the innovation and make it part of mainstream delivery.

Scale and spread
- Testing out an innovation in a new context, or with a new audience
- Refining strategies for growth, transferability and scalability
- Codifying best practice, and supporting others to engage in it

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[1] http://springconsortium.com/about-the-programme/.

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 up-skill 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. All projects must complete and deliver all outcomes by 31 March 2020. Skills for Care will be involved in the project initiation and progress meetings. The key dates for both phases are outlined below.

Activity	Date
Phase 1	
Tendering opens	31 May 2019
Tendering closes	13:00 on 28 June 2019
Grant letters issued to successful applicants in	August 2019
Phase 2	
Milestone 1: 40% of grant value evidenced	31 October 2019
Milestone 2: 70% of grant value evidenced	31 January 2020
Milestone 3: Project completed and 100% of grant value evidenced	31 March 2020

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 and networks, their members are adult social care employers.
- where a priority is open to a registered manager network being supported by Skills for Care, applications will also be accepted by organisations that host or are part of a network (including Care Associations, employers, etc.). N.B. The bid must have the agreement and support of the network chair.

ASC-WDS requirements (where applicable)

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

The application process

Skills for Care will contract directly with organisations, partnerships or networks of any size operating at area or national level. **Due to the popularity of this funding stream only 1 application may be submitted by any organisation or partnership/network.** It is not permissible for any organisation to make an organisation application and to also apply as the lead organisation for a partnership/network 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 is one application form which should be used by all applicants whether you are applying on behalf of an individual organisation or a partnership/network. Individual organisations apply on behalf of their own organisation and beneficiaries will include their own workforce only. Partnerships/network applications are made by a lead organisation on behalf of a group of employers and will include beneficiaries across their workforces in the project.

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 you operate and in which this project will be delivered.

Milestone management

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 all required milestone evidence should be submitted to Skills for Care. To claim the funding it is necessary to submit evidence as set out in the milestone to enable payment

Skills for Care will closely monitor the delivery of the project during the course of the year and will arrange meetings and/or phone calls with you to review progress. 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. . Any projects or elements of projects which are funded through the Workforce Development Innovation Fund must complete by 31 March 2020. 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 also be issued at the outset.

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 is in addition to your internal evaluation and 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 or network (if applicable), the name of the lead organisation (for partnerships/networks) 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/network 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

Use this section to provide details of the project, which priority it addresses, 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, or non-accredited learning programmes which are on the [Workforce Development Fund 19/20 list of funded qualifications and learning programmes](#), 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 or network 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, and what could be achieved if ongoing funding was available. It can be beneficial to successful applicants to share details of their project with external networks and stakeholders as raising awareness can generate demand for any outputs produced, which in turn can assist with sustaining, scaling and transferring the project.

Section 3 - Beneficiaries of the funding

In this section 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. Partnerships and networks need to split the beneficiaries between the lead and partner organisations. Applications from individual organisations only need to complete beneficiary information in the lead org column. Question 3b should be used to explain how any external organisations, networks or the wider sector will benefit from this project if a

funding award is made. Benefits should be included both by the end of the project and in the longer term. Applicants should use this question to demonstrate the reach of any funding award made.

Section 4 - Project costs

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.

We do not set minimum or maximum funding values but it must be possible to complete the project or the elements of the project for which you are applying for this funding by 31 March 2020. You must also include why the project represents value for money.

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. Any contributions you are making to the project should also be included here, whether this is a direct financial contribution or an in-kind contribution such as time commitment. If you plan to access any other sources of funding for this project it must be declared in question 4c along with a summary of how that funding will be used, whether it is confirmed, or if not when the outcomes will be known, and any time restrictions as to when alternative funding must be used by. Any dependency on alternative funding must be made clear here.

Section 5 - Grant management

This question explores your grant management experience and the processes you will employ to monitor and ensure successful project delivery. Where you have held grants/contracts with Skills for Care previously, you can include the agreement numbers for up to 3 projects in the last 5 years.

Section 6 - Grant Summary

You are required to split your 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 31 March 2020. 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 and networks, 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 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 or learning programmes as outputs. Appendix 1: ASC-WDS Requirements for WDIF

Submitting your application

To submit your application, please send an email to Innovation.WDIF@skillsforcare.org.uk by **1pm on 28 June 2019**, 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.