

Appendix

LLR Health & Social Care Sector Growth Plan 2017 - Delivery Plan

Actions					
Specific <i>Objectives to be achieved</i>	Measurable <i>How this will be assessed</i>	Actions <i>Required actions for achievement</i>	Lead <i>Responsible organisation</i>	Milestones <i>Key dates/success measures</i>	Existing Resource <i>and activities</i>
Thematic 1 - Image of the sector					
<p>Develop a Communications Plan identifying current promotional activity and defining other activities to be carried out in support of raising the image of working in H&SC. To include:</p> <p>Work with local media (e.g. written press and radio) to develop and publicise a series of positive news items about the health and care sector.</p> <p>Develop case studies of older entrants to the sector and promote these through local media to reach potential 'career changers' and through JCP to reach unemployed workers.</p>	<p>Defined Communications Plan with clear actions, responsible bodies, delivery of ambassador network activity using the Skills for Care Ambassador Impact tool. Track the reach of promotional websites / social media platforms. Staff engagement surveys.</p>	<p>Form an action group to focus specifically on communications activities. Outputs may include:</p> <ul style="list-style-type: none"> - Strategy to engage with social media - Closer working with partners such as JCP to include jobs fairs, presentations to JCP staff, employers using facilities and group sessions - Press campaign with local interest, e.g. 'Local Care Awards', variety of roles available locally in sector, new roles emerging such as Personal Assistant or Nursing Assistant, attraction for older entrants/career changers - Printed material for distribution, for example via GP surgeries, libraries, colleges, etc - Proposal for promotional social care careers website via LCC - Action the delivery of Provider and staff engagement surveys - Address negative perceptions of working in social care with terms and conditions review (linked to paying staff DBS, Induction training, travel time, NLW) - Ability to deliver work experience sessions across H&SC to better educate prospective starters and improve readiness and resilience to work in the sector - Engagement with external providers via the external workforce team in LCC to identify perceptions of working in social care and the turnover and vacancy rates experienced which inevitably link to the image of the sector. Throughout the duration of the external workforce project this research and engagement will continue to be facilitated - with providers' and staff views central to informing work proposals through the workforce board in LCC 	<p>LWAB within LCC - ASC - External Workforce Project</p>	<p>October 2018 - Awarded Skills for Care - growth of ambassador network funding - milestone in October to have recruited 26 ambassadors across the Leicestershire ambassador partnership</p> <p>Periodic staff engagement and provider surveys - June 19 / 20</p>	<p>Local Authorities</p> <p>LLEP</p> <p>LSCDG</p> <p>Skills For Care</p> <p>LWAG - A&R Group</p> <p>JCP (to use the case studies with older people who are out of work)</p> <p>Health & care providers (to source info /examples for case studies)</p> <p>Local media (to promote the case studies)</p>

Activity to Date

Some promotional activity has been undertaken by LCC, for example banner stands were produced for a recruitment event in July 2017 which included information about the different roles and biographies of those currently working in the sector. An accompanying briefing pack highlighted the benefits of the Council as an employer and Leicestershire as a county in which to live/work.

Skills for Care produce a number of brochures / leaflets and attend jobs fairs and other events. 'I-Care Ambassadors' go out to schools to promote roles within the sector and encourage work experience. Feedback will be provided on the current national consultation being carried out in relation to promotional campaigns.

The LWAG Attraction & Retention Group is developing a promotional website. This may be based on Northants' Best of Both Worlds website which attracts employees through promoting wider place / environment. Launch in summer 2018 is anticipated.

Implementation of external workforce team employed by Leicestershire CC - ASC department - funded through IBCF funding. The team commenced in April 2018 and have been developing a delivery plan centred on improvement of recruitment and retention of staff in the social care sector. To date, the team have identified lead providers representative of the external workforce - 26 providers across the county and have engaged with providers to produce a workforce statement which measures current turnover rates / vacancy rates and qualitative data around provider perception of social care and the challenges they view as being obstacles to recruitment and retention of staff. This information has informed a 'Leicestershire workforce statement' that cross references data against the NMDS data set and provides an accurate representation of the as-is situation in Leicestershire's external workforce for ASC. This workforce statement in turn has helped to inform the delivery plan and used information obtained from the provider network to address perception issues raised. The external workforce team at LCC has proposed facilitating culture change training for providers to challenge perceptions of working in social care which is inherent in their managers and staff teams. Other proposals include an extension of Leicestershire care awards which will help to promote and recognise good practice solely on a regional level - subsequently supporting providers towards achieving national recognition.

Thematic 2 - Support the sector with resilience and growth					
Develop mechanisms to promote/signpost social care providers to business support services, workforce development support, recruitment and retention resources etc.	Increased use of business support and other available resources by local H&SC providers - research conducted by external workforce team centred around turnover rates and vacancy rates for LCC external providers, research to be repeated on a periodic basis.	<p>Ensure clear referral mechanisms between existing providers of support - whether physical or online - and monitor to incorporate new resources as they become available. Existing online sources include:</p> <p>LLEP Business Gateway - www.llepbizgateway.co.uk</p> <p>GCGP LEP Signpost to Grow - www.gcgp.co.uk/business_support/</p> <p>Skills for Care - www.skillsforcare.org.uk/</p> <p>Leicestershire Social Care Development Group (LSCDG) - www.lscdg.org/</p> <p>Health Education England - https://hee.nhs.uk/hee-your-area/east-midlands</p> <p>Health Careers - https://www.healthcareers.nhs.uk/</p> <p>Planned additional resources include the LLEP Employment and Apprenticeship Hubs (January 2018) and the Local Workforce Action Group (LWAG) online portal</p> <p>Support the development of an LCC apprenticeship strategy to include creating new standards for attractive and engaging apprenticeships that are designed with the intention of filling roles which are skilled and require specialist training</p> <p>Prospective engagement with overseas employment agencies to attract individuals to Leicestershire. Define best practice in how to attract and engage prospective staff who are underrepresented in the current workforce - such as early retired / disabled / young people</p>	LLEP / LAs	For confirmation at Sept 2018 Steering Group Meeting	<p>LLEP & GCGP LEP (for details/ factsheets on business support services)</p> <p>Skills for Care (for details/ factsheets on relevant resources)</p> <p>LSCDG (for details of forthcoming courses and events)</p> <p>LWAG (for updates concerning workforce development resources)</p>
In line with the 'Grand Challenge' of an ageing population referenced in the Industrial Strategy White Paper ensure, where possible, that 'health and social care' be included within the list of eligible sectors for business support and workforce development programmes in LLR.	Reference to the issues within the sector and strategies to support sustainability and growth included in all relevant LLR documents / policies.	<p>Embed the requirements and provision of support to the sector in documents and policies:</p> <ul style="list-style-type: none"> - New Local Industrial Strategy - Funding opportunities through ESF / Shared Prosperity Fund - Support available via Business Gateway/ Signpost to Grow 	LLEP	For confirmation at Sept 2018 Steering Group Meeting	LLEP GCGP LEP Local Authorities

Activity to Date

Business support activities currently offered by the relevant LEPs, whilst not specifically focussing on the sector, do not exclude health and social care providers. A bid has been prepared to the LLEP Business Rate Pool to pilot dedicated and bespoke business support for the sector.

Issues around recruiting, developing and retaining the workforce have long been identified as an area of weakness for the sector on a national basis (and may also be negatively impacted by Brexit as well as the increasingly ageing population) and several sources of advice, training and information have been developed (or are currently being developed) by a number of stakeholders. External workforce team within LCC has been engaging with external providers to help identify best practice in recruitment of staff. The appointed external workforce lead comes from a background in the social care recruitment sector and has identified where successful recruits come from and is encouraging the provider market to track return on investment of staff. This has led to sharing of a ROI tracker developed by the workforce team. Through the Leicestershire Homecare Alliance the team have delivered training centred on recruitment sources. This training incorporates suggestions of how to engage with likely applicants to careers in social care through mapping of existing staff and encouraging referral schemes as a main method of staff attraction. The delivery plan from LCC has identified proposals for further free training to be made available to the provider community related to best practice in recruitment and retention techniques, also facilitating culture change training for providers to challenge perceptions of working in social care which is inherent in their managers and staff teams. Leics CC is considering piloting an assessment tool with homecare providers to prioritise values-based recruitment to the sector, and empower providers to have the confidence in recruiting based on values with the support of a recognised and well regarded assessment tool.

Thematic 3 - Develop and retain the current workforce

Deliver a sector-wide promotional campaign to promote the workforce development potential of apprenticeships, the different levels of apprenticeship now available and the 90% funding available to SMEs under the new levy arrangements	Sector specific evaluation to be included in the monitoring of Employment and Apprenticeship Hubs engagement	Ensure that promotion, support and information offered by the Employment and Apprenticeship Hubs provide sufficient focus on the health and social care sector. Leics CC is working on apprenticeship strategy across ASC to engage staff for career development and reshape the way apprenticeships have traditionally been perceived.	Employment Hub	For confirmation at Sept 2018 Steering Group Meeting	Local Authority NHS (as participants in the project) Social care providers (as above) Post 16 skills providers (for the knowledge based elements)
Develop a mechanism to encourage social care providers to share workforce plans and joint training/ recruitment opportunities	Increase in number of businesses accessing existing support including leadership and management support / workforce skills training funded via ESF. Increased engagement with existing networks	Support businesses in responding to ESF calls or other funding opportunities aimed at developing management capabilities. Work with sector to enhance leadership and management skills specifically to support workforce development plans. Encourage providers to share examples of good practice relating to recruitment and retention through existing networks e.g. LSCDG. Support providers to work towards regional and national awards that promote innovative recruitment campaigns	LAs	For confirmation at Sept 2018 Steering Group Meeting	LSCDG Local Authority JCP
Work with partners to help ensure that (health and) social care is appropriately supported through discretionary funding for skills development (e.g. ESF and post-Brexit equivalents).	Increase in funding secured and enhanced support for the sector.	Raise the profile of the growth needs of the sector and importance to the local economy to funders. Increase dissemination of relevant information on calls and funding events to providers. Provide support for bid development.	LAs / LLEP	For confirmation at Sept 2018 Steering Group Meeting	LLEP & GCGP LEP Local authorities (to raise awareness of funding opportunities via their networks) Skills for Health and Skills for Care (as above)

Engage in discussions with partners in other LEP areas that have stated an interest in / preference for a formal care worker grading structure (e.g. D2N2) to explore the feasibility of a cross-boundary programme to raise aspirations and promote career pathways	Ongoing relationships established between LEPs to ensure an awareness of activities and developments in the sector.	LLEP to maintain engagement with D2N2.	LLEP	For confirmation at Sept 2018 Steering Group Meeting	LLEP
Identify skills / career shortages within HSC that could add value to the outcomes of service users / clients [new action since plan was developed]	Implementation of newly created careers that are designed with the focus on improving outcomes for clients / service users	Engagement with providers to identify skills or job roles that could add value to outcomes for service users. Review terms and conditions for providers to empower career progression and development into newly created roles. Newly created roles to reflect ageing population and LA strategies centred on preventative need and supporting individuals to remain living at home.	LA	For confirmation at Sept 2018 Steering Group Meeting	LA - External Workforce team, LSCDG

Activity to Date

A report by Skills for Care published in June 2017 considered the level of activity in integrated apprenticeships across the health and social care sectors, providing examples of good practice and identifying barriers and solutions to overcome these. LWAG's Attraction & Retention Group also have an action to consider an integrated apprenticeship.

Health Education England, Health Careers (NHS) and Skills For Care all provide information on career planning and development, including the opportunities offered by apprenticeships.

LWAG's Attraction and Retention Group and Skills for Care are both developing online career pathways tools.

LCC have a Regional Workforce Development Strategy for the adult social care workforce and LSCDG have a strong relationship with local providers, seeing a high take up of their (subsidised) courses.

Projects such as the ESF funded 'Skills Support for the Workforce' provide free leadership and management training, an area identified as a weakness for many in the sector. The establishment of the Skills for Care ambassador partnership should help to aid retention. It has been identified by Skills for Care that staff who become ambassadors report increased engagement with their role and greater levels of job satisfaction. Leics CC have registered as an ambassador partner and have been actively recruiting ambassadors from the provider network. Through initial provider engagement the workforce team have been suggesting to providers a variety of retention initiatives - such as 'thank you letters to family', 'employee of the month', 'increased rates for working additional hours / covering shifts'. The workforce team has engaged with lead commissioners of dementia to inform future skills required by the workforce. As a result we have engaged with local universities to scope the availability of specialist training on the delivery of level 5+ dementia training and will use the outcomes as a proposal for future career development within the provider community.

LCC have met with Alan French, Loughborough University, to discuss workforce development issues.

Thematic 4 - Attract a high quality future workforce					
Recruit Enterprise Advisors from social care to raise the visibility of the sector and improve careers insights	Three H&SC sector EAs to be operating in Leicestershire by full roll out in 2020	As additional scope for increasing the number of Enterprise Advisors develops, in line with the government's new Careers Strategy, candidates from the H&SC sector should be identified and recruited. LCC registered as i-care ambassador partnership with Skills for Care and thus this resource could be used as a prospective pool to engage as enterprise advisors	LLEP	For confirmation at Sept 2018 Steering Group Meeting	LLEP Social care providers (to nominate Enterprise Advisors)
Develop / adapt / promote a 'careers pathway' tool for care (or health and care) to demonstrate routeways through the sector and career progression opportunities	Increased profile of existing information on routeway	Support development and promotion of available tools to schools, colleges and through job fairs, JCP etc. A careers pathway tool is being worked on through the ADASS network workforce group - this will be authorised to share across the ADASS network.	Skills for Care / LLEP	For confirmation at Sept 2018 Steering Group Meeting	Local Authority Skills for Health and Skills for Care (to assist with the development of accurate and up-to-date careers pathways).
Ensure that communication channels exist to keep education and skills providers abreast of service re-design (e.g. through the STP) and what that means for job and career opportunities in the sector	Course design and career advice to better reflect the needs of employers in the sector	Maintain strong communications between stakeholders, particularly ensuring that social care roles equal the profile given to health opportunities.	LWAB	For confirmation at Sept 2018 Steering Group Meeting	NHS Education and skills providers (as the recipients of the information)
Explore opportunities for closer working on recruitment strategies between large employers in the sector and DWP/JCP, drawing on practice elsewhere in the country	Fewer employers reporting difficulties recruiting to the sector	Develop closer relationships with key players in the sector, monitoring skills levels and shortages in LLR and identifying good practice demonstrated elsewhere.	DWP / Futures	For confirmation at Sept 2018 Steering Group Meeting	Local Authority DWP/JCP Local authorities elsewhere where arrangements are well embedded

Activity to Date

Engagement with schools / colleges currently supported through Enterprise Advisor network (including one healthcare professional) and I-Care Ambassadors.

Skills for Care support sector recruitment through comprehensive website and event attendance with LWAG also providing strategic support as part of the LLR STP developments.

Through the training delivered to date this has focussed on improving conversions between applicants to attending interview and subsequently offered positions in the provider community. The actions to date are related to reliability and commitment to the role and empowering providers to have great awareness of those at risk of drop outs or not having the resilience to maintain a career in the care sector. This work has been facilitated through training sessions with the Homecare Alliance, provider engagement meetings targeted at registered managers and where appropriate their recruitment officers. Leics CC is planning to pilot an assessment tool with homecare providers to prioritise values-based recruitment to the sector and empower providers to have the confidence in recruiting based on values with the support of a recognised and well regarded assessment tool.

LCC have a DMU graduate intern in Adults and Communities Department for 6 weeks during summer 2018.

As part of the LLR Business Intelligence Strategy currently being developed, University of Leicester are considering the development of a 'Fellows' programme for health sciences data and are currently working with LCC on this.

The following actions were included in the original Sector Growth Plan action plan, but it was felt by the implementation group that these were of a lower priority for action at this time.

Recruit publicly recognised/celebrity 'Care Champions' to raise public awareness of the value of social care and the careers it offers.		Care Champions / Enterprise Advisors / I-Care Ambassadors are all potentially the same group and community - this is now set up as an ambassador partnership in LCC as a service coordinator and there has been proactive work on recruiting ambassadors from various job roles from the provider community.	LA - LCC	October 2018 - Awarded Skills for Care - growth of ambassador network funding - milestone in October to have recruited 26 ambassadors across the Leicestershire ambassador partnership.	
Introduce an LLR-wide workstream with a remit to consider how local authorities could invest in the social care sector with maximum impact/effectiveness. This may involve researching national and international examples of good practice and considering how the services and skills base of the private sector can be further developed.				For future prioritisation	
Develop and implement a business case for the introduction and ongoing operation of an 'LLR Integrated Health and Social Care Apprenticeship' project, drawing on learning from successful schemes in other parts of the country (e.g. Kent and Norfolk).				For future prioritisation	

Activity to Date

LCC are in regular contact with DMU's Professor of Health and Care Integration and are pursuing a number of research areas of interest and innovation opportunities.

GLOSSARY	
A&R Group	Attraction & Retention Group
ASC	Adult Social Care
D2N2	Derby, Derbyshire, Nottingham & Nottinghamshire (Local Enterprise Partnership)
DBS	Disclosure and Barring Service
DMU	De Montfort University
DWP	Department for Work & Pensions
EA	Enterprise Advisor
ESF	European Social Fund
GP	General Practitioner
GCGP LEP	Greater Cambridgeshire & Greater Peterborough Local Enterprise Partnership
H&SC	Health & Social Care
iBCF	Improved Better Care Fund
JCP	Job Centre Plus
LA	Local Authority
LCC	Leicestershire County Council
LEP	Local Enterprise Partnerships
LLEP	Leicester & Leicestershire Enterprise Partnership
LLR	Leicester, Leicestershire & Rutland
LSCDG	Leicestershire Social Care Development Group
LWAB	Local Workforce Action Board
LWAG	Local Workforce Action Group
NHS	National Health Service
NLW	National Living Wage
ROI	Return on Investment
NMDS	National Minimum Data Set
SME	Small & Medium Enterprise
STP	Sustainability & Transformation Partnership / Plan