

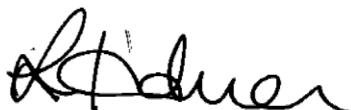
New Anglia

Health and Social Care

Sector Skills Plan

New Anglia Health and Social Care Sector Skills Plan was formally signed on 22nd September 2016.

The document was signed by Lucy Hohnen, Chair of the LEP Health & Social Care Sector Skills Plan Executive Board & Andy Wood, Chair of the New Anglia Skills Board.



Lucy Hohnen

Chair, LEP Health & Social Care Sector Skills Plan Executive Board



Andy Wood

Chair, New Anglia Skills Board

New Anglia

Health and Social Care

Sector Skills Plan

**A partnership plan to jointly address Norfolk & Suffolk's
Health and Social Care Skills priorities**

Presented to New Anglia Local Enterprise Partnership

19 April 2016

New Anglia Health and Social Care Sector Skills Plan

The Health and Social Care sector is one of the fundamental foundations of our economy.

It is the largest sector in New Anglia in employment terms and plays an essential role in tackling poverty, driving employment and thus productivity. The sector covers services delivered by the NHS and private providers including hospitals, GP services, residential care homes, day services, homecare and care in the community.

Economic Growth

A healthy population is more productive, and more economically active and is a key building block upon which the growth and success of our economy is built.

Expenditure on Health and Social Care in the UK has increased by approximately 120% since 2000 to over £150bn a year, meaning that the sector now accounts for a significant proportion of GDP (over 10%).

In New Anglia the sector accounts for an estimated 102,700 jobs across Norfolk and Suffolk, some 13% of total employment, making it the largest sector by employment in this region. The sector has also been the fastest growing with an additional 12,000 jobs in the region since 2009 (a 12.2% increase). This is more than any other sector, with almost 30% of new employment since the recession in New Anglia in health and social care.

Employment in the sector is split between the private sector (58%) and the public sector (42%) with the majority of employment related to human health, 25% in residential care activities and 22% in social work activities.

As well as being the most significant sector by employment, Health and Social care has an estimated Gross Value Added (GVA) of £2.8 billion, making it New Anglia's third largest sector by economic output.

The sector is projected to grow steadily (2.4% a year) and employment overall also continues to rise. A high proportion of this growth relates to the higher skilled occupations (degree level and above), the proportion of which is expected to rise in the sector to around 39% by 2020 (higher than the average of all other sectors).

As well as contributing to economic growth directly, health and care services are also major contributors to the wealth of other sectors (such as construction, IT, finance, insurance, pharmaceuticals, catering and food suppliers, healthcare equipment and consumables) as a consumer of services and products. It provides the primary market for the life sciences industry – one of New Anglia's identified growth sectors -

and is a source of exportable innovative ideas and expertise which can provide business opportunities for Norfolk and Suffolk based businesses.

Increased demand

Growth in Health and Social Care is essential if the sector is to be able to respond to an ever increasing demand for its services. The population of New Anglia is growing and ageing at a rate above the UK average. This alongside other factors, such as the continued rise of obesity, puts pressure on the sector. Across the country an additional 6.5 million cases of heart disease and stroke, and between 492,000 and 669,000 additional cases of cancer are expected by 2030. The difference between average life expectancy and healthy life expectancy continues to rise and is currently 15 years for men and 17 years for women.

We also know that demand is increasing and that simply maintaining existing levels of employment in adult social care will not meet demand. The Centre for Workforce Intelligence tells us that, nationally, the changes in population will bring a 33% increase in demand for social care by 2030. We need to look at new ways of meeting and managing that demand but there will still be a need to increase worker numbers.

In short, Norfolk and Suffolk have:

- A higher number of over 65s than the national average
- A lower number of working age adults than the national average
- An increasing number of years of ill health and disability before death

National data indicates that across adult social care in Norfolk and Suffolk 42% of the workforce have no qualifications compared to a national figure for the sector of 32%. The data also indicates that the proportion of qualified staff in Norfolk and Suffolk for levels 2, 3 and 4 and above is consistently 5 % lower than the national figure.

This sector experiences high staff turnover, for Norfolk and Suffolk this fluctuates at about 25%, with a vacancy rate of just over 4%.

It is clear that Norfolk and Suffolk needs an effective Health and Social Care sector to support the growth of our local economy. It is therefore important to ensure that there is a supply of the right skills for the sector in the local workforce.

Following extensive consultation across the health and social care sector, public private and voluntary, the Health and Social Care Sector Skills plan project group have identified 3 key areas of focus which are regarded as fundamentally important to both health and social care. These are:

- (1) Entrance and retention to the health and social care sector with a particular focus on adult social care.

The turnover of some parts of our sector is extremely high. Some home care providers, for example, report in excess of 50%. However the data also suggests that, once in the sector, people are more likely to move around to other parts of the system (other adult social care providers, children's or health services) than to other sectors. The negative perception of the industry (low pay, zero hours, low skilled, limited career progression, media reports which report failing services) is more likely to be held by those who have never worked in the adult social care or those advising possible future workers than amongst the workers themselves.

We also know that demand is increasing and that simply maintaining existing levels of employment in adult social care will not meet demand. The Centre for Workforce Intelligence tells us that, nationally, the changes in population will bring a 33% increase in demand for social care by 2030. We need to look at new ways of meeting and managing that demand but there will still be a need to increase worker numbers.

There is a 'public relations' battle to be won – re-framing the way in which care is perceived and the enormous opportunities for a lifelong skilled and valued career in a sector that employs over 71,000 people in Norfolk and Suffolk. There is also work to be done to reduce the waste in the system that comes from unnecessary turnover, employing and re-employing the same individuals in different parts of the system. For example, the Care Certificate (a requirement for all new health and social care workers) presents an opportunity to standardise induction processes.

Within this priority we also need to consider how the proposed changes to the apprenticeship system are likely to impact on entry into the sector and ensure the sector is suitably prepared.

(2) Recruitment and retention of registered nurses in nursing homes

The need for high quality nursing homes and the problems for the health and social care system when a lack of nursing care results in additional demand on emergency services, or delays in discharging people from hospitals are well documented.

The importance of nurses to the social care system and the wider healthcare system has recently been highlighted by the pressures on Accident and Emergency Departments in hospitals across England. It has been reported that on the 30th November 2014 there were 5,200 patients in hospital who were ready for discharge but were not able to because there were not suitable care arrangements in place. Some of this pressure on the health and social care system has been attributed to a shortage of nursing staff e.g. in "reablement" and "step down" services including residential care with nursing. Representatives of independent social care providers have recently commented that whilst nurse workforce planning may be taking place in the NHS it has not been sufficient with respect to the independent sector. ("Registered Nurses in Adult Social Care", 2015, Skills for Care)

There is a consistently high annual turnover of registered nurses in nursing homes (c 40%) with no single identifiable reason why nurses leave. There are also issues of 'perception' within the profession. Despite the fact that nurses in nursing homes are effectively nurse unit leaders, the role does not have high status, is felt to be highly pressured (with higher ratios of patients to nurses than elsewhere) and quite isolated. Career progression is seen as limited.

We have an opportunity to draw on the resources and intelligence supporting the current range of initiatives encouraging people into and returning to the nursing profession. We need to enable nurses in nursing homes to access more easily the range of professional development opportunities open to others to improve career pathways between health and social care.

(3) Leadership and succession planning for registered managers and owners of adult social care businesses

Leadership is regarded as pivotal to the quality of care and the working environment of Care Quality Commission (CQC) registered providers, of which there are almost 1,000 in Norfolk and Suffolk.

Adult social care businesses: need to be agile, commercially minded and able to respond to changing demands. The care provided must be high quality and safe (as measured by CQC reports); and the working environment needs to be one in which people feel well led and supported.

In Norfolk the turnover of Registered Managers is 16% and in Suffolk it is around 7% so turnover is also a concern.

Our focus on this area is on both ensuring we have a good cadre of aspiring Registered Managers and that the managers and owners are themselves effectively supported both on appointment and subsequently.

Ownership and governance

Details of representation on the Health and Social Care Sector Skills plan project group can be found at Appendix 1.

To ensure clear ownership of the actions included within this sector skills plan an Executive Board and governance framework has been established and can be found at Appendix 2.

Supporting data

The sector skills action plan development was based on an analysis of local data which is summarised in Appendix 3.

PRIORITY 1	Entry and Retention in the Health and Social Care Sector
Action 1	A cross-region, multi-media campaign to increase the number of quality individuals recruited by the health and social care system
Description	<p>The nature and size of the New Anglia workforce needs to respond to increasing demands for health and social care services. By working in partnership across Norfolk and Suffolk the sector will plan, prepare and deliver coordinated and targeted local promotional campaigns to ensure there is awareness of the breadth of career opportunities within the sector, including career pathways between health and social care.</p> <p>Our intention is to re-frame and enhance the image of the sector and attract a more diverse local workforce. The campaign will include the support and recruitment of <i>I...Care Ambassadors</i> and Health Ambassadors to work with schools and colleges and those who provide careers guidance.</p> <p>Such a coordinated approach will also help to address the recruitment challenges present when there is a diverse adult social care provider market with 1,000s of independent providers by presenting the career opportunities as part of a unified pathway.</p>
Strategic Links	<p>This action will build on work already being undertaken in the sector including the delivery, by Suffolk Brokerage and Norfolk and Suffolk Care Support, of the <i>I...Care Ambassador</i> scheme, the NHS Health Ambassador Scheme and the recently established Care Careers Suffolk brand. It will also capitalise on opportunities arising from ongoing skills activity such as the local economy online platforms in both counties and the New Anglia Youth Pledge</p> <p>This action will contribute to the New Anglia Skills Manifesto by:</p> <ul style="list-style-type: none"> • Linking to the New Anglia work inspiration offer to ensure that all young people have access to the information they need to make informed decisions about their future. • Supporting employers to better communicate their current and future skills needs to schools, colleges, universities and government. • Helping to increase the supply of high level apprenticeships
Start Date	<p>May 2016 –</p> <p>Individual organisations and partnerships already undertake a wide range of work in this area. This action is about co-ordination of existing initiatives, identifying and meeting gaps.</p>
Expected End Date	Progress review November 2016
Estimated costs and resource implications	<p>£45,000 funding already secured from Better Care Fund, Health Education England (East), Norfolk & Suffolk County Councils to provide a Project Officer will significantly contribute to this priority.</p> <p>Estimated campaign costs £40,000</p> <p>It is also expected that financial and resource commitments will be required from a wide group of stakeholders including Local Authorities, CCGs, health and care providers, NALEP and Health Education England (East).</p> <p>Potential funding source:</p> <p>New EU Calls to Overcome Gender Stereotypes in Education & Workplace</p> <p>Action grants to support transnational projects to promote good practices on gender roles and to overcome gender stereotypes in education, training and the workplace</p>
Ownership and Accountability	<p>Christine Futter – Norfolk & Suffolk Care Support</p> <p>Louise Whitley – Suffolk Brokerage</p> <p>Reporting to the Health & Social Care Skills Sector Executive Board</p>

Key Activities	Milestones	Date
	Project Steering Group Established	June 2016
	Existing initiatives and new work identified	June 2016
	Co-ordinated campaign begins This will include a coordinated approach to use of cross-sector initiatives such as ICanBeA and the New Anglia Youth Pledge.	September 2016
Further milestones will be detailed in the campaign plan		
Measures of Success	<ul style="list-style-type: none"> • There is an increased supply of good quality applicants interested in working in the sector. (evaluation of campaign) • Vacancy rate across all social care providers has reduced – especially in home care • Increase the number of new apprenticeships aged 16 to 24 • Increase the number of higher apprenticeships in the sector. 	
PRIORITY 1	Entry and Retention in the Health and Social Care Sector	
Action 2	A sector-owned and branded 'recruitment centre' for adult social care	
Description	<p>The 'recruitment centres' will be established as a business model. They will source suitable candidates (apprenticeships and workers), deliver pre-entry training (linked to the Care Certificate) and explore opportunities for an Apprentice Training Agency for rotational apprenticeships across health and social care.</p> <p>They will also work in support of local or place-based initiatives in the recruitment initiatives</p> <p>This action will help reduce turnover rates which are particularly high in some sectors (such as home care) by helping ensure that candidates are appropriately prepared and understand the requirements of the working world they are choosing to enter</p> <p>Given the geography of Norfolk and Suffolk, initial work will look at piloting a 'recruitment centre' in both counties.</p>	
Strategic Links	<p>This action will build on work already being undertaken in the sector including the development of rotational apprenticeships by Health Education England (East) and the existence of funded apprenticeship co-ordinator by Suffolk County Councils. Both Suffolk Brokerage and Norfolk and Suffolk Care Support, funded by the Norfolk and Suffolk County Councils already provide of support on recruitment and retention to the sector including signposting, advice and recruitment events.</p> <p>This action will contribute to the New Anglia Skills Manifesto by:</p> <ul style="list-style-type: none"> • Linking to the New Anglia work inspiration offer to ensure that all young people have access to the information they need to make informed decisions about their future. • Helping to increase the supply of high level apprenticeships 	
Start Date	October 2016 – Business proposal for consideration	
Expected End Date	Established by April 2017	
Estimated costs and resource implications	Start up funding to support detailed business plan approximately £300,000	
Ownership and Accountability	Christine Futter – Norfolk & Suffolk Care Support Louise Whitley – Suffolk Brokerage Reporting to the Health & Social Care Skills Sector Executive Board	

	Milestones	Date
Key Activities	Project Steering Group Established	June 2016
	Business Plan drafted	September 2016
	Development of concrete costed proposals	October 2016
	Further milestones will be detailed in the costed proposals	
Measures of Success	<ul style="list-style-type: none"> • Creation of a recruitment centre • An established sustainable recruitment centre meeting the needs of the sector 	

PRIORITY 2	Recruitment and Retention of Registered Nurses in Nursing Homes
Actions 1	Improving the perception and career opportunities for nurses in nursing homes.
Description	<ul style="list-style-type: none"> • Supporting and developing nursing homes in order to be able to provide placements to pre-registration Nurses and other pre-registration health care students, ensuring that the placements meet the necessary regulatory requirements and enable the students to meet their learning outcomes during all years of their programme (across health and social care sector) • Implementation of practice based learning models using a coaching method to support pre-registration students in practice • Developing and supporting the sharing of CPD opportunities within Norfolk and Suffolk allowing cross organisational and cross sector learning. • Development and implantation of career framework/pathway ensuring leadership development is embedded throughout. • Implementation of a preceptorship package and minimum offer for newly qualified nurses. This includes CPD opportunities and a preceptor during their first year of Qualification. • Advertise, actively recruit and support Return to Practice students. • Increase the awareness of education and student support within the sector • Increase the number of qualified mentors and practice educators within the sector. • Piloting rotational and secondment opportunities across NHS, Private and social care sectors to support staff with their development. • Support NMC revalidation of Nursing within the care sector
Strategic Links	<p>Health Ambassador Schemes Directors of Nursing Health Education England (East) Suffolk Association of Independent Care Providers (SAICP) Norfolk Independent Care (NIC)</p> <p>This action will contribute to the New Anglia Skills Manifesto by:</p> <ul style="list-style-type: none"> • Ensuring there are clear and complete training pathways for each sector that enable people to get into and progress within their chosen career and develop the higher level skills needed. • Aligning collective effort to meet the skills needs of the sector
Start Date	September 2016 – this will need to link with the Norfolk and Suffolk Workforce Partnership Group work programme.
Expected End Date	August 2019
Estimated costs and resource implications	<p>Appointment of a clinical Educator to support pre-registration placements and implementation of practice based learning model including the role of peripatetic mentor £495,000 over a 3 year period (3 eqv band 6 afc)</p> <p>CPD funding to support preparation for mentorship and practice education development costs would need to be ascertained after TNA has been completed.</p>
Ownership and Accountability	<p>Laura Mallett – Health Education England (East)</p> <p>Reporting to the Health & Social Care Skills Sector Executive Board</p>

Key Activities	Milestones	Date
	Project Plan produced	Sept 2016
	Training needs analysis of mentorship completed	Dec 2017
	Funding secured	March 2017
	Clinical educators appointed	May 2017
	Development of new placement areas	June 2017
	Further activities will be detailed in the project plan	
Measures of Success	<ul style="list-style-type: none"> • Reduction in loss of nurses from the nursing home care sector • Increased number of applications for advertised posts • Decreased vacancy rate • Uptake and evaluation of preceptorship • Post impact evaluation of CPD • Increased available CPD portfolio • Student feedback from HEI • Mentor feedback • Increased number of pre-registration placements 	

PRIORITY 2	Recruitment and Retention of Registered Nurses in Nursing Homes
Action 2	To develop and implement programmes that enables nursing homes to “grow their own” nurses and other health care professionals to deliver holistic care to service users.
Description	<p>Research suggests that the shortage of registered nurses in nursing homes and the level of ‘churn’ (c40%) is not attributable to any one specific cause. Due to the national and global shortage in nursing the contribution of other healthcare professionals and generic workers needs to be explored further.</p> <p>The actions proposed in this work strand will link with the range of existing initiatives and work streams, supported by Health Education England and our local Higher Education Institutions.</p> <ul style="list-style-type: none"> • “Grow your own” schemes to help care assistants progress to a career as a health care professional e.g. through developing a higher level apprenticeship • Active exploration of other healthcare roles that can support the existing nurse resources e.g generic workers and Allied Health Professionals • Engage with and pilot the nursing associate role following the publication of the consultation.
Strategic Links	<p>This action will build on work already being undertaken in the sector (eg Flexible Nursing Schemes, Talent for Care, Assistant Health Practitioners and Clinical Apprenticeships).</p> <p>Skills for Health</p> <p>Skills for Care</p> <p>Higher and Further Education Providers</p> <p>Health Education England</p> <p>NMC and HCPC</p> <p>This action will contribute to the New Anglia Skills Manifesto by:</p> <ul style="list-style-type: none"> • Helping to ensure there are clear and complete training pathways for each sector that enable people to progress • Helping to increase the supply of high level apprenticeships

Start Date	September 2016– linking with the Norfolk and Suffolk Workforce Partnership Group work programme.													
Expected End Date	August 2019													
Estimated costs and resource implications	<p>Additional funding quantified by Higher Education establishments will be required to develop new courses that are structured appropriately to ensure accessibility for health social care trainees. It is currently unclear how much is required and no further information will be available until the completion and publication of the consultation for the comprehensive spending review.</p> <p>Employer contributions to support students whilst learning on a ‘grow your own approach’ in the form of salary support, back fill costs and education training costs.</p> <p>Apprenticeship Grants for Employers (AGE) accessed</p> <p>We will look to investigate the potential of using Employer Training Incentive Pilot funding for level 3 apprenticeships as well as the possibility of New Anglia Skills Deals Programme co-funding.</p>													
Ownership and Accountability	<p>Laura Mallett – Health Education England (East)</p> <p>Reporting to the Health & Social Care Skills Sector Executive Board</p>													
Key Activities	<table border="1"> <thead> <tr> <th>Milestones</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>Project Plan produced including securing of start-up funding</td> <td>January 2017</td> </tr> <tr> <td>Training needs analysis to enable the development of a workforce transformation plan</td> <td>March 2017</td> </tr> <tr> <td>Full funding secured</td> <td>May 2017</td> </tr> <tr> <td>Development and validation of educational pathways to meet the needs of the workforce</td> <td>September 2017</td> </tr> <tr> <td colspan="2">Further activities will be included in the project plan</td></tr> </tbody> </table>		Milestones	Date	Project Plan produced including securing of start-up funding	January 2017	Training needs analysis to enable the development of a workforce transformation plan	March 2017	Full funding secured	May 2017	Development and validation of educational pathways to meet the needs of the workforce	September 2017	Further activities will be included in the project plan	
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Measures of Success	<ul style="list-style-type: none"> • Enhanced patient outcomes e.g. reduction in avoidable admissions, incidence of pressure ulcers and improved satisfaction surveys & CQC ratings • Increased capacity of nursing beds across Norfolk & Suffolk • Reduction in waiting times for admission to nursing home care • HEI feedback • Student feedback • Mentor feedback • Good return on investment i.e. good completion rates, low attrition, low staff turn over 													

PRIORITY 3	Leadership and succession planning for registered managers and owners	
Action 1	<ul style="list-style-type: none"> • Develop a “Registered Managers’ Academy” for aspiring and Registered Managers and Adult Social Care Private Voluntary and Independent Sector Owners 	
Description	<p>The purpose of an ‘Academy’ a virtual concept rather than a physical building is that it will be a place where:</p> <p>Aspiring and existing managers and owners can access:</p> <ul style="list-style-type: none"> • management/leadership qualifications and on-going continuing professional development; • on-going in-setting support to enable the embedding of leadership behaviours that deliver cultural change; • peer to peer support through networks and other fora <p>This priority directly links to the preceding two priorities since registered managers and owners set the culture that enables excellent practice or otherwise. We need to develop the quality of leadership and management in the adult social care provider system and ensure that aspiring managers are adequately supported to take on these roles.</p>	
Strategic Links	<p>Suffolk Brokerage, Norfolk and Suffolk Care Support and Norfolk Independent Care are commissioned through Suffolk and Norfolk County Councils and Skills for Care to provide a range of support for Registered Managers including networks, master classes, action learning and coaching activity.</p> <p>Skills for Care provides Registered Managers programmes and a wide range of online resources to support both owners and social care managers in their roles.</p> <p>This action will contribute to the New Anglia Skills Manifesto by:</p> <ul style="list-style-type: none"> • supporting the development of emerging leaders and innovators 	
Start Date	October 2016 business proposal developed, with a funding plan	
Expected End Date	Academy established by April 2017	
Estimated costs and resource implications	<p>Management and administration £70,000</p> <p>Initial Training and resources costs £150,000</p> <p>£220,000</p>	
Ownership and Accountability	<p>Emma John - Suffolk Association of Independent Care providers</p> <p>Nigel Carlton – Norfolk Independent Care</p> <p>Reporting to the Health & Social Care Skills Sector Executive Board</p>	
Key Activities	Milestones	Date
	Project Steering Group Established	June 2016
	Business proposal prepared with funding plan	October 2016
	Academy launched	April 2017
	Further detail and milestones will emerge from the Project Plan	
Measures of Success	<ul style="list-style-type: none"> • CQC inspection ratings improve (especially against the domain ‘well led’) • Staff turnover reduces • A range of high quality applicants for Registered Manager positions. 	