



# HERTFORDSHIRE ADULT SOCIAL CARE WORKFORCE STRATEGY

APRIL 2018 - MARCH 2021

## LEAD PARTNERS



## ASSOCIATE PARTNERS



# 1. Introduction

Our workforce is our greatest asset; having the appropriate numbers of staff who are highly skilled, confident and compassionate and care about the people they support is what ensures the services we deliver are of high quality and person centred.

In Hertfordshire, we are proud of our social care workforce and recognise the importance of valuing our care workforce, supporting them with excellent training and development, different career options and progression routes, and so enabling them to thrive in their roles and be proud of the work they do.

## 2. Context

### 2.1 National

As this strategy was being finalised, the Minister for Health and Social Care, the Right Honourable Jeremy Hunt, set out his ambitions and aspirations for the social care sector, as central government prepares for the **Green Paper on Social Care**. The minister's speech set out 7 principles that will guide the government's thinking ahead of publication in late 2018. The fourth principle was focussed on the workforce, and the aspirations expressed in the statement are a reflection of all the views we heard as we developed this strategy:

*“People who work in care homes, which do home visits, which look after people with care needs with kindness and love in every street in every town – these are our society’s modern-day heroes. Often highly skilled, they are typically also the lowest paid.*

*But to attract more people into this sector, financial support must be matched with recognition of the value of this vital work and action on the wider set of challenges facing the workforce.*

*So it is time to do more to promote social care as a career of choice and to ensure there are better opportunities for progression into areas like nursing which span both the health and social care sectors. And we need coherent workforce planning that is better aligned with that now being undertaken by the NHS. Alongside social workers, occupational therapists and nurses in social care we have many care workers who could benefit or be inspired by new progression ladders similar to those that are being developed in the NHS including roles such as associate nurses and nurse degree apprenticeships. These must be as available to those working in social care as in the NHS.”*

***The Right Honourable Jeremy Hunt, March 2018***

Feedback from care providers, and from information taken from exit interviews, shows a disparity in pay between those who work in care and other sectors, such as retail and catering. It is a key reason why people leave the sector. There is also disparity not only in pay, but in employment terms and conditions, with a much higher proportion of employees across other sectors being employed on salaried contracts – rather than hourly rates.

### **The NHS and Social Care pay – how wide is the gap?**

NHS agenda for change – a progression based pay scale – underpins career progression within the NHS and impacts positively on retention. Similar career progression is not routine across the care sector. In March 2018 the Department of Health announced changes to the Agenda for Change pay structure that represents an average 6.5% pay increase for the three year period from April 2018. Some of the lower band roles – including Health Care Assistants – could receive up to a 29% increase over the same period– and so further widening the gap between NHS and social care staff in very similar roles. . In addition to this, staff working around the London borders – which includes some of Herts workforce – will receive an additional maximum 5% “fringe” supplement” . .

**Table 1 shows the Average pay rate of selected job roles by area and proposed transitional pay scales for the 3 year pay deal. Health Care Assistants are Bands 3-4 and are the roles that represent the closest match to a care practitioner working in social care.**

## **2.2 National snapshot**

The adult social care workforce has grown by 19% since 2009.

As at 2016/17 the adult social care sector was estimated to contribute £41.6billion per annum to the English economy.

## **2.3 Local**

In Hertfordshire the Adult Social Care Workforce is made up of jobs in residential and support living environments, homecare agencies, personal assistants and day activities. The hidden workforce is carers, community services and volunteers.

**Jobs are changing due to the integration agenda and a blurring of boundaries between health and social care.** Traditionally it is seen as more prestigious to work in Health owing to the favourable terms and conditions and the perception of greater career prospects which drive down the desire to work in adult social care.

**In Hertfordshire there are an estimated 30,000 jobs in social care and there is a 13.3% vacancy rate which equates to approximately 4000 vacancies at any one time.**

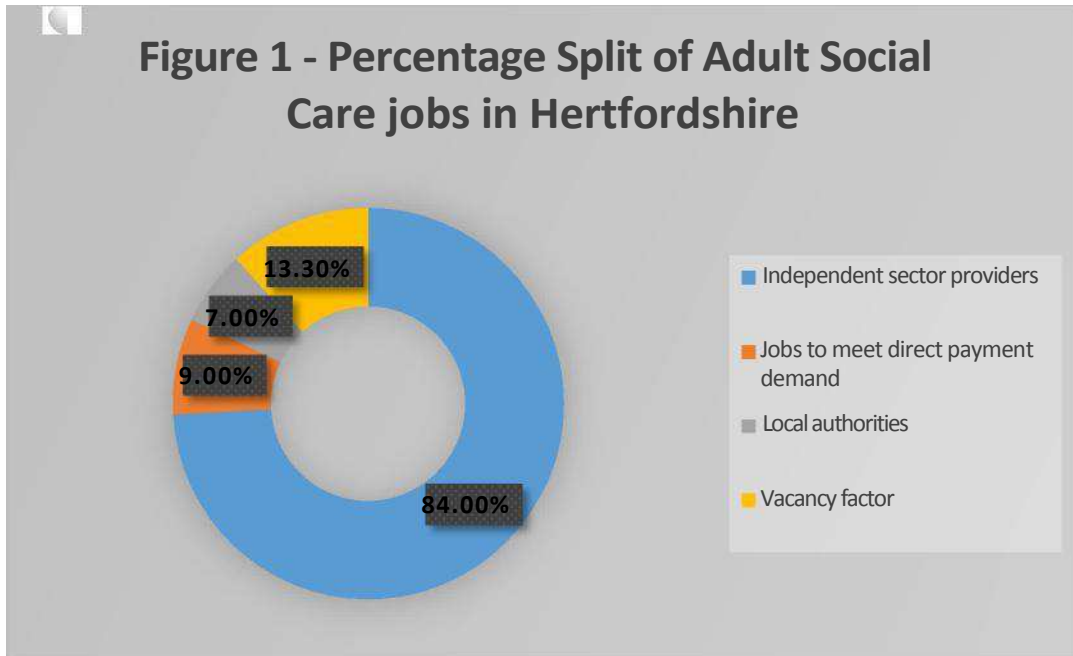
**Table One – Comparative pay in health and social care**

Social Care		NHS				
Job Type	Basic Type Pay	Band	Basic Pay 17/18	Basic pay 18/19	Basic pay 19/20	Basic pay 20/21
		Band 1	£15,404	£17,460	£17,652	£18,005
			£15,671	£17,460	£17,652	£18,005
		Band 2	£15,404	£17,460	£17,652	£19,337
			£18,157	£18,702	£19,020	£19,337
Care Worker	£15,103	Band 3	£16,968	£17,787	£18,813	£21,142
			£19,852	£20,448	£20,795	£21,142
Senior care worker	£16,661	Band 4	£19,409	£20,150	£21,089	£24,157
Support & outreach	£17,527		£22,683	£23,363	£23,761	£24,157
Registered Nurse	£27,900	Band 5	£22,128	£23,023	£24,214	£26,970
Social Worker	£33,300		£28,746	£29,608	£30,112	£30,615

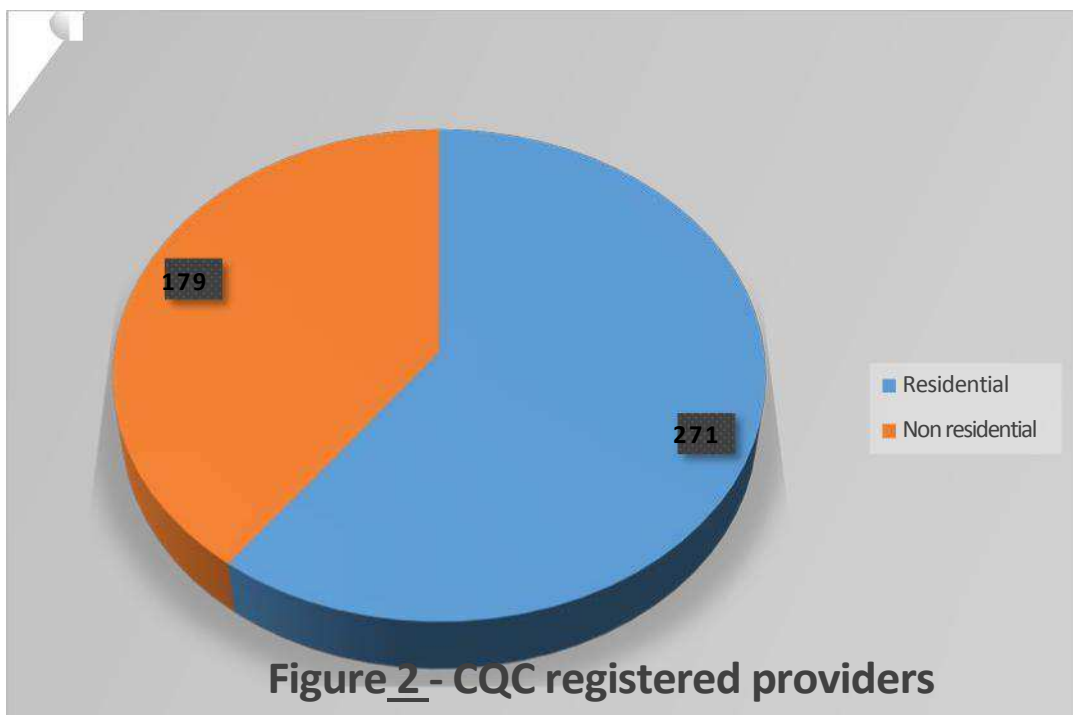
The average care practitioner in Herts will earn approximately £15,103 per annum – however this is not the full story – we know that approximately 32% of the homecare workforce in Hertfordshire is on zero hours contracts – and the remainder of the workforce will largely be made up of staff on part time contracts. This means they are further disadvantaged than NHS staff – not just in terms of pay – but also status. With no guaranteed annual income, or an income of variable pay, this makes obtaining a mortgage, or loan to contribute to a deposit or car loan, more challenging for this part of the workforce. This makes it much harder for homecare staff to access affordable housing in Hertfordshire. Although the pay of the homecare workforce has increased by approximately 8% between 2011 and 2017, taking in to account inflation pay across the homecare workforce has reduced by 2% in real terms over the same period.

**In Hertfordshire there are:**

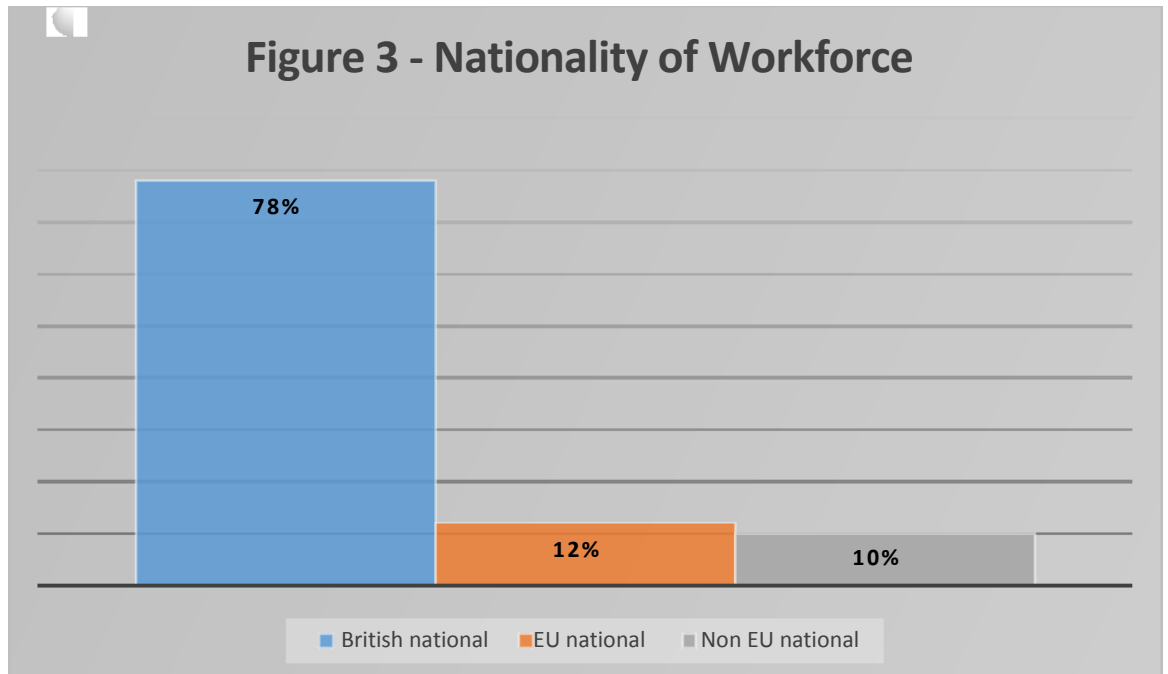
- i) An estimated 30,000 jobs in Adult Social Care



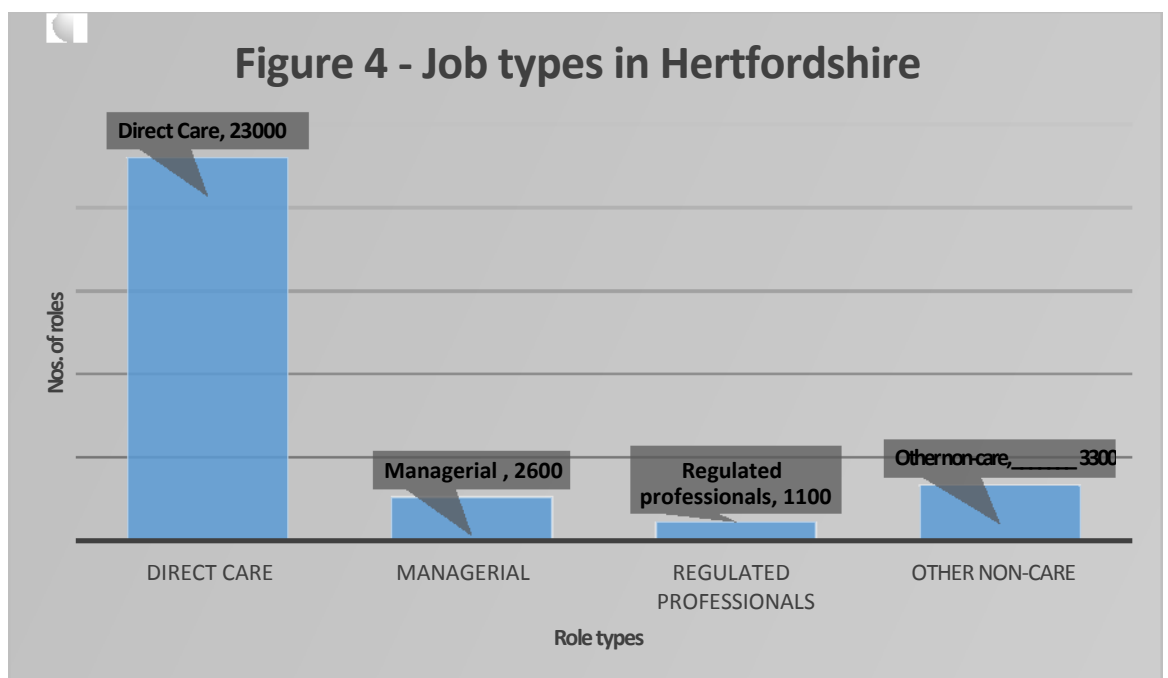
- ii) An estimated 450 CQC regulated services



iii) A similar reliance on EU and non EU workers



iv) A reliance of direct care givers



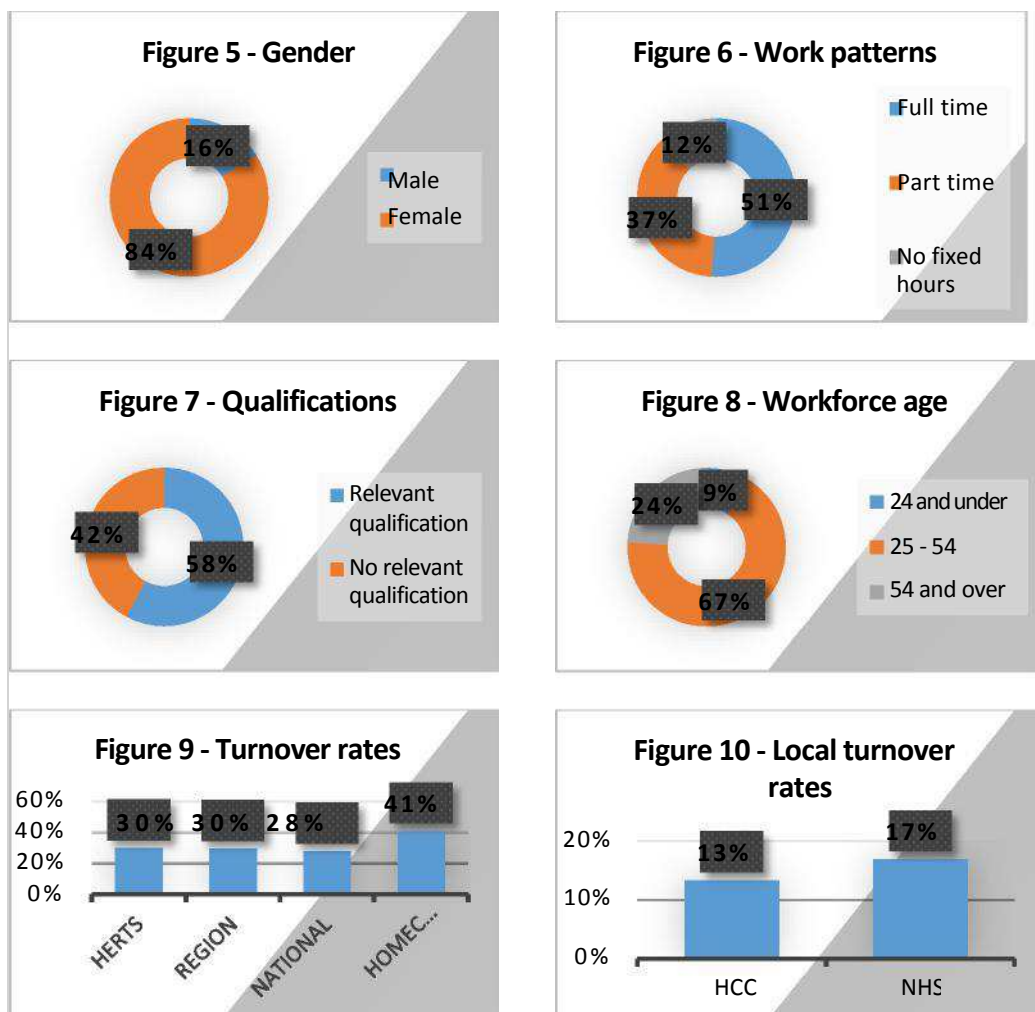
## 2.4 Local snapshot

The adult social care workforce has grown by 7% since 2012 across the East of England region.

Growing the workforce proportionally to the projected increase of the 65 years plus population, the number of adult social care jobs in the East of England region will need to increase by 36% (from 170,000 to 230,000 jobs) by 2030.

As at 2016/17 the adult social care sector was estimated to contribute £4.4billion in the in the East of England region.

Figures 5 to 10 below further provide a snapshot of the care workforce.



Not all turnover results in workers leaving the sector. Of new starters around 66% were recruited from within the adult social care sector; therefore although employers need to recruit to these posts, the sector retains their skills and experience.

Adult social care has an experienced ‘core’ of workers. Workers in Hertfordshire had on average 6.5 years of experience in the sector and 68% of the workforce had been working in the sector for at least three years.

## Access to affordable housing

There is a well-known and significant gap (renting and purchasing) between the affordability of housing and local incomes of the care workforce and care providers cite the lack of affordable housing as a key factor in an ability to attract new care workers in to Hertfordshire.

There are some areas in which accommodation and housing could form part of the offer to assist in the recruitment, retention and growth required to meet the challenges in future years. Without a significant change in the relationship between social care worker salaries and market rents, the cost of housing will be an enduring challenge for those in the care industry. The table below highlights the scale of the challenge – in the context of an average salary of a care worker in Hertfordshire being approximately £15,000 per annum and the most affordable place in Hertfordshire to rent requiring an average annual salary of approximately £31,000.

Hertfordshire County Council is working with partners across District Councils to develop a Housing Strategy for Hertfordshire that will seek to address the housing challenges and ensure a supply of affordable housing at affordable rents for those working within social care – with a specific focus on enabling those who provide care being able to live near those they provide care for.

Place / Postcode	Housing associated defined affordable rent level – suggested household income requirement
Stevenage / SG2	£31,042
Three Rivers / WD3	£66,926
St Albans / AL1	£48,792
East Herts / SG13	£47,543



### 3. Hertfordshire's Adult Workforce Strategy 2018-2021

The strategy sets out our key workforce ambitions, explains the challenges, and is underpinned by a 3 year Implementation Plan that details the activity that will undertake to achieve the goals set out within this strategy. We will do this in partnership with care providers – and where it adds value in collaboration with our partners in the NHS - outlining the scale of the challenge in terms of recruitment , retention and sustained (and measurable) growth underpinned by raising quality and focussing on aspirational working. We know that recruitment in Hertfordshire – across both social care and health – is really challenging – with average employment levels of 96% within Hertfordshire, there is an extremely constricted labour market, in which the care sector is having to compete aggressively against other sectors such as retail and catering. We also know that a lack of affordable housing often means that living and working in Hertfordshire is not possible for large parts of the adult social care workforce. Access to housing is therefore a key priority area.

The strategy is aligned to the Health Education England document '**Facing the Facts, Shaping the Future**' and the **LEP (Local Enterprise Partnership) Hertfordshire Skills Strategy**. It is aimed specifically at the **Adult Social Care workforce in Hertfordshire**:

Role	In scope
Care practitioners & Leaders employed within the homecare sector (this covers the whole market not just those covered by local authority contracts)	Y
Nurses working in social care – for example nurses employed within nursing homes run by the independent sector	Y
Care practitioners & Leaders working in care homes (this covers the whole market not just those covered by local authority contracts)	Y
Supported living practitioners - supporting adults with disabilities to lives as independently as possible within their own homes or group settings	Y
Voluntary and Community Sector	Y
Personal Assistants funded by Direct Payments	Y
Professionally Qualified Workers such as Social Workers.	N
Children's Services	N

## **Hertfordshire Care Providers Association – *sharing best practice in care through partnership***



**Hertfordshire Care Providers Association (HCPA) was formally created in 2009, with the ambition to create a county where all adults who receive care are provided with services of high quality that is, personalised to their needs.** With over 600 members from across the care sector, HCPA acts as a collective voice for the care sector and works in partnership with HCC, the Clinical Commissioning Groups, and Skills for Care and the Care Quality Commission to raise standards across all care settings. HCPA provide an annual programme of training, tailored support, network events and study days.

**Hertfordshire County Council is committed to maintaining investment in HCPA and continuing to improve quality and raise standards across all care settings in Hertfordshire through the continued funding of a wide range of professional development and recruitment programmes,** including the Herts Good Care Campaign. This includes a commitment to maintain core funding at existing levels throughout the lifetime of this workforce strategy (up to 2021) to ensure the ambitions of this strategy can be achieved. We will also ensure that the learning and evaluation from the additional investment made since 2016 with our NHS partners, through the Better Care fund (BCF) and Improved better Care Fund (iBCF), in programmes such as the Care Home Vanguard and Falls Campaign, are used to enable us to continue to attract new funding for these important schemes once the BCF and iBCF come to an end in 2019.

**HCC is proud to be working in partnership with HCPA to be developing Hertfordshire's first Care Academy - an innovative modernisation plan for the future to grow and support care staff, managers and leaders who provide care and support for the people of Hertfordshire. The Academy introduces Professional Standards into Care in Hertfordshire and is collaboration between the lead partners HCPA and HCC.** The creation of the Academy is integral to the Hertfordshire Workforce Strategy 2018 and beyond.

This strategy has been developed in partnership with key stakeholders through a multi-agency project group, and has been consulted on with a wide range of care providers. The aim has been to identify common themes, challenges and opportunities that face the sector. Whilst the Herts and West Essex Sustainable Transformation Plan (STP) Workforce Strategy is in its infancy in terms of development, this strategy will align to common themes which are relevant to social

care nationally and locally. The lead partners of this group will continue to contribute to **STP workforce strategy as it develops, and adjustments will be made as we progress with the Implementation Plan.**

The strategy has **TWO** overarching Ambitions:

- Raising quality
- Valuing the workforce

### 3.1 Raising Quality

We will attract people with the right attributes such as compassion and empathy and who care about what they do. We will support these people by encouraging providers to offer exciting opportunities which are flexible and attractive to potential job seekers and individuals who previously had not considered a career in care. These ambitions will be underpinned by Values Based Recruitment, Great Leadership and Organisational Ethos.

The aspiration will be to ensure we have enabling and personalised services through the promotion of workforce development initiatives which will focus on the delivery of quality care and improving standards.

We will create an education based '**passport**' approach that is universally accepted by providers as a mark of quality and by individuals as a professional standard through the proposed Care **Professional Standards Academy**.



The Care Professional Standards Academy is a new innovative concept for Hertfordshire, at its core will be a **passport system** for proving **quality monitored training, development and qualifications**. Benefits will include:

- i) Enabling staff moving across the sector to be trained to a consistent level of quality by kite-marked learning professionals
- ii) Building Professional Standards into the Academy, individuals will be more attracted into caring roles because they will see clear career pathways **supporting the recruitment crisis**.
- iii) Working with partners such schools, colleges and the universities to guide individuals through their learning journey. This will include apprenticeships of all types up to and including Social Care Level 5 and Nurse Associate Higher Apprenticeships, it will also focus on work placements and pathways

- iv) Cost savings will be made supporting providers to recruit quality staff and make significant savings on retraining
- v) Professionalising the workforce – making people proud to work in care
- vi) Providing staff with greater confidence to manage more complex clients
- vii) Accessing and aligning available funding streams

The Academy will take individuals who have the right values and attitudes and develop them into the skilled workforce Hertfordshire residents deserve.

In addition to recruiting the right people, it is important that providers are given the skills to meet best practice recruitment standards. We will do this by:

- i) Ensuring all **potential recruits have access to information on social care** and are made aware of the **varied care learning pathways** and **career development** opportunities that exist in Hertfordshire
- ii) Promoting **The Hertfordshire Good Care Campaign** that reflects the needs of the sector
- iii) Promoting opportunities for **work related experiences**.
- iv) Building into the **workforce development offer**, programmes focused on Values Based Recruitment, Great Leadership and Organisational Ethos
- v) Building on the Piloted Hertfordshire **Good Care Recruitment Service** and to link to any National Social Care Recruitment Services as they emerge, such as Skills for Care
- vi) Educating providers on how to recruit via facilitated peer learning initiatives

We aim to embed **Connected Lives** in all training and development programmes for providers – Hertfordshire's strengths based framework that aims to enable people to live independently and be supported to connect with their communities. We want to make people's lives better – by connecting them to people, services, technology, communities, networks, and other people.

## 3.2 Valuing the Workforce – The Hertfordshire Care Standard

We believe that caring and valuing the people who we entrust to provide care and support for people in Hertfordshire will result in better outcomes for those being cared for and will help us to attract and retain a caring and compassionate workforce.

**The Hertfordshire Care Standard was introduced in 2014 across all lead providers for homecare and sets out HCC's expectations of providers to ensure:**

- People who receive care are treated with compassion, kindness and dignity
- People employed to care for people are valued, supported and trained to carry out their work with confidence and compassion
- Recruitment is values based.
- Concerns relating to care practitioners' terms and conditions and the impact this can have on care delivery are addressed – including paid travel time and a choice of contract types to help reduce the numbers of care staff on zero hours contracts.

**Through this strategy we will:**

- i) Work with HCC Corporate services to include options within the retender of the HCC **Care well service** (care and support for HCC employees) to extend Care well to care staff employed by external providers who achieve Gold Membership of HCPA
- ii) Extend the Hertfordshire Care Standard across all homecare providers and residential care providers by March 2020.
- iii) Work in partnership with HCPA we will increase the percentage of care providers who sign up to become members of **Herts Care Partners** in 2018/19 by adding to contracts as a Mandatory requirement, this will be branded alongside Herts Good Care Campaign in marketing roll out and will support provider resilience
- iv) Specifically aim to work closely with our NHS partners, as the **integration agenda** progresses in Hertfordshire, across different settings to align and join up our workforce plans where that will bring wider benefits to the health and social care workforce and improve outcomes for residents of Hertfordshire.
- v) Promote opportunities for joint **career progression** to promote people with aspirations who can learn on the job expanding the care certificate training which is currently available through our partnership with HCPA. The pipeline of unsuccessful NHS candidates will be directed into social care.

### 3.3 Delivering the ambitions

	Raising Quality	Valuing the Workforce
<b>Recruitment</b>	<ul style="list-style-type: none"> <li>– Increase the recruitment of paid care practitioners</li> <li>– Herts Good Care Campaign (Section 4.1)</li> <li>– Herts Good Care Recruitment Service (Section 4.2)</li> <li>– Encourage practitioners' to sign up to the Care Professional Standards Academy</li> <li>– Kite mark quality in available training provision through the use of approval systems</li> <li>– Build on examples of, and learning from, integrated approaches to workforce development, across Hertfordshire County Council and both the Clinical Commissioning Groups</li> <li>– Increase the % of CQC Good and above rated care providers in Hertfordshire to 80% (baseline 74%)</li> </ul>	<ul style="list-style-type: none"> <li>– With Carers in Herts, develop a range of recruitment materials as part of the Herts Good Care Campaign and the Carers Return to Work programme</li> <li>– Develop providers to understand values based interviewing and good recruitment and retention techniques</li> <li>– Encourage Providers to sign up to Herts Care Partners</li> <li>– Work with providers to reduce the % of zero hours contracts</li> <li>– Work with NHS commissioners and providers to identify opportunities for joint career pathways across health and social care</li> <li>– Develop an action plan for inclusion within the STP Workforce work stream focusing on sharing recruitment pipelines</li> <li>– Survey care providers to establish current pay structures and conditions of front line care staff and identify challenges and areas of opportunity</li> <li>– Develop organisations to be well run in areas such as Governance, Leadership and Management,</li> </ul>

## Recruitment

making them more attractive to job seekers

- Support organisations to operate safely and legally in areas of Safeguarding, Health and Safety and First Aid
- Enable organisations to become sustainable with reference to Income generation, marketing, Communications, and Social Media
- Support organisations to thrive in the changing landscape. In particular VCS development of skills that will help the delivery of HCC's Community First model

	Raising Quality	Valuing the workforce
<b>Retention</b>	<ul style="list-style-type: none"> <li>– Reduce turnover in Homecare</li> <li>– Create a culture of valuing and keeping ‘good people’ who have the skills to offer a quality experience</li> <li>– Recognise and build on practitioners’ qualities and contributions - making people proud to work in our sector</li> <li>– Build a mixed offer around both training and qualifications at all levels</li> <li>– Enhance the personal skillset, and engage an empowered workforce including ambassador and mentoring approaches</li> <li>– Develop the workforce supporting claimants of Direct Payments for Care Support through the use of Personal Assistants</li> </ul>	<ul style="list-style-type: none"> <li>– Raise the reputation of the council as an organisation that is seeking to find solutions to the growing care challenge</li> <li>– Assist staff to fulfil potential by growing skills and developing competencies</li> <li>– Work will focus on breaking down barriers to sharing resources and skills, encouraging practitioners to be mobile and flexible</li> <li>– Use value based recruitment to steer retention strategies</li> <li>– Encourage providers to recognise good working practices focusing on best practice in HR including working patterns, flexible working, pay and conditions</li> <li>– Encourage Reward and Recognition systems</li> <li>– Increase staff accessing Herts Rewards, to double current (baseline of 864 by offering through the Academy portal)</li> <li>– Link Outcome Based commissioning practice to ‘care on the ground’ helping to retain the workforce and make working practices more attractive</li> </ul>



	Raising Quality	Valuing the workforce
<b>Growth</b>	<ul style="list-style-type: none"> <li>– Recruit additional home care staff across Hertfordshire to meet growth targets</li> <li>– Increase the % of the workforce with relevant training or adult social care qualification to national and regional levels</li> <li>– Influence the age profile of the workforce to ensure future sustainability (24% of the adult social care workforce is over 55, and 7,300 people will reach retirement age in 10 years)</li> </ul>	<ul style="list-style-type: none"> <li>– Raise awareness of and celebrate the vital work people working in care carry out every day</li> <li>– Encourage greater skills in health subjects to create career pathways in both health and care settings to help people to professionally contribute to the integrated agenda</li> <li>– Seek funding to support providers' investment in skills development</li> <li>– Encourage continued and greater skills, confidence and competency including workplace tools that support ongoing educational programmes suitable for all service types</li> <li>– Succession plan to ensure that as retirees increase there is a pipeline of skilled and trained staff</li> <li>– Work with partner organisations to promote personalization principles in all workforce development training including linking to volunteering opportunities</li> </ul>

## 4. Short Medium & Long Term Goals (targets included within the Implementation Plan)

<h3>Recruitment Short</h3>	<p>Use the <b>Good Care Campaign</b> to highlight how the local authority and partners are lobbying for <b>better terms and conditions</b> for the adult social care workforce</p> <p>Identify opportunities to discuss <b>Key Worker Housing</b> to be used as a recruitment tool</p> <p>Launch Phase One of <b>Care Professional Standards Care Academy</b></p> <p>Pilot <b>Recruitment Service</b> incorporating streamlined and interactive web portal, collaborate with schools and Colleges, Job Centres and partners</p> <p>Work with <b>Health partners</b> to create an <b>attraction strategy</b> which highlights routes into both sector areas.</p> <p>Secure <b>sustainable funding</b> stream to sustain for 2 more years of Good Care Recruitment Service</p> <p>Identify a learning offer to support individuals into the <b>PA workforce</b></p>
<h3>Recruitment Medium</h3>	<p>Ensure all potential recruits have access to information on social care and are made aware of the varied care <b>learning pathways and career development opportunities</b> that exist in Hertfordshire.</p> <p>Deliver health and social care <b>leadership</b> training programmes with values embedded promoting opportunities for work related experiences attracting people in from other sectors to work in social care</p> <p>Develop programmes to support attraction of Personal Assistants funded through <b>Direct Payments</b></p> <p>Build an <b>overseas recruitment</b> route taking account of Brexit.</p> <p>Dedicated Brexit contingency plan including overseas recruitment outside of EU</p> <p><b>Care Professional Standards Academy</b> coordination of <b>work placements</b> for all levels of individuals who are interested in care</p>
<h3>Recruitment Long</h3>	<p>Offer Career pathways into all types of <b>Apprenticeships</b>. Concentrated recruitment focus on <b>Nurses, Nurse Associates and Homecare Social Care roles</b></p>

## Retention Short

**Improve Pay and Conditions** through contracts

Identify a **suitable locality** linked to areas of low unemployment and high vacancy rates for **Key Worker Housing**

Encourage practitioners to sign up to **Professional Standards Herts Care Partners through an Academy approach**

Bespoke **targeted skills development** offered to PVI providers

**Celebrate** care and learner successes and achievement

**Implement incentivised Pay and Conditions** across the private care providers offering Adult Social Care including Carewell

**Evaluate housing opportunities** based on **geography cost and time**

Link private care providers to Accommodation strategy and Homecare Framework through **Herts Care Standards** ensuring pay and conditions and value given to staff

Focus on Care **Leadership post level 5 gaining higher skills for the sector**

Support providers to build clear **progression routes** to encourage staff to grow new skills and take on new responsibilities

Build greater staff **skills, confidence and competency**, including workplace tools that support ongoing educational programmes

**Kite-mark quality** in available training provision

Agreement to **share NHS training offer** in a reciprocal arrangement

Support sustained **competency through Professional Standards.**

## Retention Long

Encourage **Staff Reward and Recognition** systems in line with competitors (NHS) and other sectors

## Growth Short

To work with partner organisations to **promote personalization and prevention principles**

Create a **Herts Care Partners framework which encompasses all contracted HCC providers**

To develop phase one of the proposed **Academy including expectations of CPD**

To support organisations to **operate safely and legally** in areas of safeguarding, health & safety supporting complex clients

Linking **volunteering** opportunities to the social care workforce

## Growth Medium

Develop phase two - **staff Agencies** - of proposed Academy

Develop organisations to be **well run** to increase capacity to deliver extended and innovative services.

Bring together the adult social care providers with the volunteering community to promote joint working linked to the **social prescribing** and **community first** agendas

Foster **Integration** with a focus on co-location and wrap around services

## Long

Support organisations to be able to **thrive** in a changing landscape, in particular VCS development of skills delivering on Community First Model and for wider workforce the **Connected Lives** model

## 6. Herts Good Care

### a. Herts Good Care Campaign

A joint initiative between Hertfordshire County Council and Hertfordshire Care Providers Association (HCPA), the Herts Good Care Campaign was launched in June 2015.

Herts Good Care Campaign is an ongoing campaign, each year with major events that seek to bring together a range of local events and activities that positively promote working in the care sector. In the last two years of this campaign there has been an increased use of social media to reach out to the younger generation and so help raise the profile of working in care with younger people, this will be further increased. More information about the Herts Good Care Campaign can be found at <https://www.hcpa.info/herts-good-care>

All four colleges in Hertfordshire support the Herts Good Care campaign and excellent links are being established between HCPA, colleges, and individual providers who are seeking specifically to attract younger people in to the homecare workforce.

### b. Herts Good Care Recruitment Service

The Herts Good Care Recruitment Service went live as a pilot on 1 September 2017. This service is free of charge for care providers to use to help that source and place suitable candidates for their available job roles, helping providers to significantly reduce the costs involved with hiring and replacing their staff.

The Herts Good Care Recruitment team have been working with care providers and offering support and guidance on their recruitment process, with the majority now following the recommended job description template, which the team have developed to help care providers attract more prospective applicants to their available roles. The service also provides care providers with interview tips to help them get the most out of their interviews, as well as supporting candidates with care careers advice, CV writing, and interview advice.

We will build on the Herts Good Care Campaign to target our recruitment priority groups to attract new people in to the care sector and to improve the image of the adult social care sector and raise the status of the adult social care workforce.

We will adapt recruitment materials to reflect our target audiences and will increase the use of social media campaigns across all target groups. We will be proactive in developing new partnerships to enable us to reach a wider audience – we will promote careers in care to different groups of society – for example younger retirees and returners to the labour market – and will adapt our marketing models accordingly. We will evaluate the effectiveness of these strategies in partnership with care providers

## 7. What does success look like?

Positive change from a 2018 baseline across

- i) Quality – 85% Good and Outstanding Services (The East of England average is 74.19% and Herts is 74.62%)
- ii) Retention – care staff reporting that they feel valued and have career opportunities
- iii) Recruitment – vacancy rates decreasing
- iv) Image – positive media coverage
- v) Improved care experience – staff/service users surveys reporting satisfaction through the Impartial Feedback Service



## Appendix One - Homecare

There are a total number of 10,500 people working in the homecare sector in Hertfordshire. This is made up of:

Under 25	10%
25-54	67%
55 and above	23%

Vacancy rates:

PRACTITIONER 14%	1470
CARE MANAGER 3.3%	346
REGISTERED MANAGER 8%	840
<b>Total Vacancy rate for Homecare</b>	<b>2656</b>
Hertfordshire Overall Homecare Turnover Rate 41%	<b>4305 per annum</b>

Demand for homecare is forecast to grow. The population of people aged 85 and over in Hertfordshire is forecast to more than double by 2030 – rising from 28,500 to 67,700 by 2030. In addition to the ageing population, the following factors are also having an impact on the homecare market's ability to recruit the necessary numbers of high quality care staff to meet growing demand in Hertfordshire:

- i) Changing society – older people are no longer living close to families, and are increasingly being cared for by elderly unpaid family carers
- ii) The geography of Hertfordshire is an additional challenge for homecare providers – with pockets of rural areas that are difficult to attract people to work and a dependency on car owners to provide care
- iii) Proximity to London, with higher paid jobs due to the London Minimum and Living Wage
- iv) Hertfordshire's relative affluence and high cost of housing is a challenge for homecare providers trying to attract workforce from outside of the county to work in Hertfordshire
- v) Role of the media – in recent years there has been an increase in negative media coverage of care and care staff. There are few positive images of care being seen in the media.
- vi) The impact of Brexit – it is estimated that approximately 16% of the homecare workforce in Hertfordshire is from the EU, and the outcome of the referendum has resulted in a slowing of recruitment from EU countries.

Delays in sourcing homecare for people remains the single largest reason for delayed transfers of care (DTOCS). In March 2018, 54% of people delayed in hospital are waiting for a homecare package. There are also approximately 240 people in their own home awaiting a mainstream homecare package in Hertfordshire, which equates to 2,460 hours of outstanding care – the equivalent of approximately 130 new care practitioners required to reduce waiting lists

It should be noted that the majority of people awaiting a homecare package are either delayed in hospital or are receiving a short term, enablement service following their discharge from hospital; this means that while they are still being supported and receive care, they are not receiving care in the right place or at the right time.

## Appendix Two - Nurse recruitment for independent nursing homes

There are a total number of 11,700 people working in Nursing Homes & Residential Homes in Hertfordshire. This is made up of:

<b>Nursing</b>	<b>5400 staff</b>
<b>Residential</b>	<b>6300 staff</b>

Vacancy/Turnover Rates:

<b>Nursing Home vacancy rate: 9.2%</b>	<b>497</b>
<b>Hertfordshire Overall Nursing TurnoverRate 21.6%</b>	<b>1166 per annum</b>
<b>Residential Home vacancy rate: 5.5%</b>	<b>346</b>
<b>Hertfordshire Overall Residential Turnover Rate 24.7%</b>	<b>1556 per annum</b>

After homecare, the recruitment of nurses to nursing home is the second most challenging area for recruitment. In March 2018, 19% of people waiting to be discharged from hospital are waiting for a bed within a nursing home. In line with the Hertfordshire Supported Accommodation Strategy we need to increase the number of nursing beds and will need to recruit additional nurses to ensure we have enough nursing staff in the nursing homes we will be building. To support this growth, in 2018/19 we need to recruit 690 nurses (based on 44% predicted demographic growth, taking into account current vacancy rates and new jobs) to work in nursing homes across Hertfordshire which includes filling current vacancy rates and new roles to meet demographic demand.



### Appendix Three – Recruitment numbers across each part of the sector

This table has been calculated against current vacancy rates plus new jobs created in response to demographic growth set at 44% for all with exception of Supported Living which is set at 25%. The figure represented is per year NOT accumulative. The total figure comprises of current vacancy rates plus new jobs required to meet demographic demand.

Care sector	2018	2019	2020	2021
Homecare	1657.6	1700.2	1742.8	1785.4
Nursing Homes	696.3	713.1	729.9	746.7
Care Homes	512.8	522.6	532.4	542.2
Supported Living*	65	87.25	105	142.75

\*These supported living figs calculated differently – based on 25% turnover against rise in extra SL unit totaling 230 over next 4 years

We will do this through further collaboration with schools and colleges – and building new partnerships with organisations such as the navy and armed forces (to attract those leaving the armed forces that will still need to work) and University of the Third age to target early retirees.



## Appendix Four - Pay and Conditions

In Hertfordshire all partners agree that there should be value given to our workforce for the very difficult jobs they do. This is reflected in changing the name from 'workers' to 'practitioners'. It is vital that providers are funded appropriately so that they can pay a sustainable wage which will not only attract the workforce but will retain them – this will need to be linked to career progression but also excellent terms and conditions. We know that the social care sector is in competition with terms and conditions offered by the NHS and this, we hope, will be addressed in the Social Care Green Paper.

**National Minimum Wage:** Hertfordshire County Council are committed to paying care workers a fair salary for their vital work. We have championed the Hertfordshire Care Standard to ensure people are paid properly, including for travel time, training and work-related expenses. Since the inception of the National Minimum Wage and the Government's policy to significantly increase the National Minimum Wage, HCC has supported its care providers with increases to fees to enable them to meet these commitments as employers. We will continue to do this to ensure the care sector can meet its obligations as employers.



## Appendix Five – The impact of Brexit

With the continuing Brexit negotiations we are mindful that this strategy may need to flex to take account of new immigration rules. The current situation is that 16% of care staff are from the EU. We will need to work with providers to shape their recruitment strategies which have previously been reliant on an EU workforce. This will be researched on the new pay and conditions survey which is part of the year one implementation plan. We will also ensure that our plans to respond to the impact of Brexit on the social care workforce are aligned with those of the NHS through the STP Workforce Work stream.



## Implementation plan – Short, Medium, and Long term goals

<b>SHORT TERM GOALS - Recruitment</b>				
<b>No</b>	<b>Activity</b>	<b>Priority Scale</b>	<b>Priority for</b>	<b>Completion Date</b>
<b>1</b>	<p><b>Lobby to Improve Pay and Conditions across the Adult Social Care Workforce</b></p> <p>Use the Good Care Campaign to highlight how the local authority and partners are lobbying for better terms and conditions for the adult social care workforce</p> <p>Work with partners to search for solutions to identify and remedy the pay gaps</p> <p>Work with providers to decrease zero hour contract offers to new recruits</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Good Care Campaign gains coverage Nationally and locally</li> <li>• Reduce the use of Zero Hour Contracts by 25% to entice more individuals to work in care</li> </ul>	High	HCC/HCPA	April 2019
<b>2</b>	<p><b>Work with partners to create a Key Worker Housing Policy for Adult Social Care Practitioners</b></p> <p>Identify opportunities to discuss Key Worker Housing to be used as a recruitment tool</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Consideration will be given to the opportunities of using the County Council's assets, within a full market context, to identify the most appropriate outcomes to support this Strategy</li> </ul>	Medium	HCC	April 2019
<b>3</b>	<p><b>To ensure all potential recruits have access to information on social care and are made aware of the varied care learning pathways</b></p>	High	HCPA	Jan 2019

<p><b>and career development opportunities that exist in Hertfordshire.</b></p> <p>On-going Recruitment Service incorporating more streamlined and interactive web portal</p> <p>Presence at all sector recruitment events including Health.</p> <p>Good Care Campaign extended to include all organizational types.</p> <p>Study days for providers around new Universal Credit arrangements, highlighting how these can be used to extend recruitment activities eg. The removal of 16 hour rule</p> <p>Information and Advice Training linked to Money Advice Unit agreed and rolled out</p> <p>Deliver Career pathways into Traineeships/Apprenticeships within HCC which may lead to either health or social care by working with partner health services around a shared media approach – use of case studies to share with Private Voluntary and Independent Providers</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Comprehensive on-going Good Care Campaign – Engagement Strategy and events and press activity</li> <li>• 84 New Care Staff Recruited</li> <li>• 294 Interviews arranged</li> <li>• 146 Care Profiles – value-based summary reports</li> <li>• Up to 181 Care Certificates completed</li> </ul>			
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	<ul style="list-style-type: none"> <li>• 18 Managers trained in Recruitment &amp; Retention (HCC L&amp;D Funding)</li> <li>• 8 converted managers from other sectors to care as business managers (LEP Funding)</li> <li>• 16 volunteers entering care paid or unpaid</li> <li>• 3x Universal Credit Study Days</li> <li>• 50 Apprentices working within HCC services sharing 10 case studies</li> </ul>			
4	<p><b>To promote 'The Good Care Campaign' that reflects the needs of the sector</b></p> <p>Work with Health partners to create an attraction strategy which highlights routes into both sector areas.</p> <p>Providers engaged in the Good Care Campaign through Herts Care Partners</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• 50+ care providers engaged in good care campaign activity</li> <li>• 20 x schools/Colleges/Uni Talks</li> <li>• 2 x Good Care Month Celebrations (Comms/PR activity)</li> <li>• 100 providers signed up to the good care campaign through Herts Care Partners</li> </ul>	Medium	HCPA /HCC	April 2019
5	<p><b>To build on the piloted Good Care Recruitment Service and link to any national social care</b></p>	High	HCPA	Dec 2018

	<p><b>recruitment services such as Skills for Care</b></p> <p>Secure sustainable funding stream to sustain for 2 more years</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>Funding for recruitment service secured through iBCF</li> </ul>			
<b>6</b>	<p><b>To identify Personal Assistants funded through Direct Payments</b></p> <p>Segregate care packages allocated under Direct Payments into those who may use funds to employ Personal Assistants and those who are not. Interrogation of available data.</p> <p>Identify a learning offer as support individuals into the PA workforce</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>4 x surveys to identify possible Direct Payment recipients who require Personal Assistants</li> </ul>	Medium	HCC	October 2018

## MEDIUM TERM GOALS - Recruitment

No	Activity	Priority Scale	Priority for	Completion Date
<b>1</b>	<p><b>To ensure all potential recruits have access to information on social care and are made aware of the varied care learning pathways and career development opportunities that exist in Hertfordshire.</b></p> <p>Link to careers Futures Service – over 50's Information Advice &amp; Guidance</p> <p>Build a partnership with Herts Uni to create a Nurse Associate Higher Apprenticeship programme within the</p>	Medium	HCPA/HCC	April 2020

	<p>Care Academy with a route into Nursing Degrees.</p> <p>Grow and invest in local Ambassador schemes highlighting the benefits for both staff and providers for use in recruitment initiatives</p> <p>Explore appetite for Career pathways into Traineeships/Apprenticeships using HCC lessons learned which may lead to either health or social care with Private Voluntary and Independent Providers</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• 4x locality based over 50's events</li> <li>• 1 x SLA agreed with University</li> <li>• 1 x creation of Ambassador business plan</li> <li>• 25x Ambassadors</li> <li>• 1 x SLA with JCP/DWP</li> <li>• 1 x survey and 4 x event on Apprenticeships</li> </ul>			
2	<p><b>Work with partners to create a Key Worker Housing Policy for Adult Social Care Practitioners</b></p> <p>Identify opportunities to discuss Key Worker Housing to be used as a recruitment tool</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Evaluation of modern purpose built accommodation (ensuring consistent quality and favourable locations e.g. town centres) against time taken to deliver such schemes and the impact of housing legislation on shared ownership/occupancy</li> </ul>	Medium	HCC	March 2020



<p><b>3</b></p>	<p><b>To promote ‘The Good Care Campaign’ that reflects the needs of the sector</b></p> <p>Providers engaged on two or more event months each year</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• 50 providers reporting on events to promote good care campaign</li> <li>• Launch event focused on homecare</li> </ul>			
<p><b>4</b></p>	<p><b>To promote opportunities for work related experiences. To build into the workforce development offer programmes based on values based recruitment, great leadership and organizational ethos.</b></p> <p>Deliver health and social care leadership training programmes with values embedded promoting opportunities for work related experiences– ‘leading a compassionate care service’, ‘Leading and Recognising Excellence in Care’</p> <p>Deliver information days highlighting work placements to leaders</p> <p>Embed in the manager conversion course (aimed at people moving from other sectors into care) – work related experience opportunities</p> <p>Pilot the Development of Business Manager positions to complement care manager positions</p> <p>Embed into Skills Audits reports the value of work related experience</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• 70 leadership learner places</li> <li>• 4 x provider recruitment information days</li> <li>• 20 providers signed up to offering work related experiences for out of sector managers</li> </ul>	<p>High</p>	<p>HCPA</p>	<p>April 2019</p>

	<ul style="list-style-type: none"> <li>• 1x pilot completed based on the Business Manager/Care Manager model</li> <li>• 50 Skills Audit Reports highlighting work related experiences</li> </ul>			
<b>5</b>	<p><b>To develop programmes to support learning of Personal Assistants funded through Direct Payments</b></p> <p>Develop content for programmes based on co-production requirements working with Carers in Herts based on Care Certificate standards</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• 30 Personal Assistants trained to Care Certificate level</li> </ul>	Medium	HCPA	April 2020
<b>6</b>	<p><b>To build an overseas recruitment route taking account of Brexit</b></p> <p>Dedicated Brexit contingency plan including overseas recruitment outside of EU</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• 1 x multi-agency contingency plan written</li> </ul>	High	HCC/HCPA/STP	April 2019

## LONG TERM GOALS - Recruitment

No	Activity	Priority Scale	Priority for	Completion Date
<b>1</b>	<p><b>To ensure all potential recruits have access to information on social care and are made aware of the varied care learning pathways and career development opportunities that exist in Hertfordshire.</b></p> <p>Offer Career pathways into Apprenticeships which may lead to either health or social care by working with partner health services around a shared media approach</p>	High	HCPA/HCC/STP	April 2021

- 1x pilot completed based on the Business Manager/Care Manager model

- 50 Skills Audit Reports highlighting

work related experiences

To develop programmes to support

learning of Personal Assistants funded

through Direct Payments

Develop content for programmes based

5 with Carers in Herts based on Care Medium HCPA April 2020

Targets:

- 30 Personal Assistants trained to

Care Certificate level



To build an overseas recruitment route

taking account of Brexit

including overseas recruitment outside of

TP

Targets:

- 1 x multi-agency contingency plan written



	<p>Build a partnership with Health Education England to co-produce health care assistant training which highlights pathways into both health and social care</p> <p>Deliver joint Health and Social Care advertising media campaigns targeted at attracting individuals with the right value based into the whole spectrum of Health and Social Care roles</p> <p>Concentrated recruitment focus on Nurses, Nurse Associates and Homecare Social Care roles</p> <p>Inclusion of nursing homes in the rotational work placement arrangements within the University of Herts</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• 20 providers engaged in Apprenticeship shared pathways <ul style="list-style-type: none"> <li>• Service Level Agreement signed with Health Education England around Health Care Assistant recruitment</li> <li>• Joint comms plan written for advertising Health and Social Care placements</li> <li>• Social care comms plan written to target priority areas</li> <li>• 20 Nursing Homes engaged in Nursing Degree rotations</li> </ul> </li> </ul>			
<p><b>2</b></p>	<p><b>Work with partners to create a Key Worker Housing Policy for Adult Social Care Practitioners</b></p> <p>Identify opportunities to discuss Key Worker Housing to be used as a recruitment tool</p> <p><b>Targets:</b></p>	<p>Medium</p>	<p>HCC</p>	<p>March 2021</p>

	<ul style="list-style-type: none"> <li>• Work with relevant investors to increase chances of success in allocation of 'social impact' investments into housing to be let at affordable rents</li> <li>• Progress opportunities for the County Council to build suitable accommodation on its land and operate a discounted rent model directly, or work to with a third-party investor (with full consideration of associated risks and benefits)</li> <li>• Give consideration to the County Council taking a "responsible landlord" position, which may result in a lower turnover of occupiers and greater efficiencies in managing a large property portfolio</li> <li>• Develop criteria that staff would need to meet to qualify for such housing and create a menu models under which housing could be made available (such as no requirement for a deposit, for example)</li> </ul>			
3	<p><b>To promote 'The Good Care Campaign' that reflects the needs of the sector</b></p> <p>Providers engaged on two or more event months each year as business as usual</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• 50 providers signed up to inclusion in the Good Care Campaign as business as usual</li> </ul>	Medium	HCPA	April 2021

<b>4</b>	<p><b>To build on the piloted Good Care Recruitment Service and link to any national social care recruitment services such as Skills for Care</b></p> <p>Secure sustainable funding stream to make business and usual</p> <p>Open up the service to HCC in-house services and associated partners</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>Funding for recruitment service secured and service extended</li> </ul>	High	HCPA/HCC	April 2020
<b>5</b>	<p><b>To promote opportunities for work related experiences. To build into the workforce development offer programmes based on values based recruitment, great leadership and organizational ethos.</b></p> <p>Care Professional Standards Academy coordination of work placements for all levels of individuals who are interested in care</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>50 providers signed up to offer work placements through the Academy</li> <li>Operational Plan in existence for Academy Home to showcase best practice through work placements for leaders</li> </ul>	High	HCPA	April 2021
<b>6</b>	<p><b>To develop programmes to support recruitment of Personal Assistants funded through Direct Payments</b></p> <p>Develop an ongoing programme for Introduction to Care for Personal</p>	Medium	HCPA	April 2021

	<p>Assistants based on Care Certificate standards</p> <p>Create a web portal for Personal Assistants</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Ongoing programme for Personal Assistants trained to Care Certificate level</li> <li>• On-line portal for recruiting Personal Assistants</li> </ul>			
<b>7</b>	<p><b>To build an overseas recruitment route taking account of Brexit</b></p> <p>Roll out of Brexit contingency plan including overseas recruitment outside of EU</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• 1 x multi-agency contingency plan implemented</li> </ul>	High	HCC/HCPA/STP	April 2021

<b>SHORT TERM GOALS - Retention</b>				
<b>No</b>	<b>Activity</b>	<b>Priority scale</b>	<b>Priority for</b>	<b>Completion date</b>
<b>1</b>	<p><b>Improve Pay and Conditions across the Adult Social Care Workforce</b></p> <p>Use true cost of care calculations to support new negotiations around current fee settings</p> <p>Ensure contracts highlight a requirement to pass on fee uplifts directly to staff</p> <p>Award Herts Rewards directly to staff through the Academy</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Lobby Government to support Social Care Practitioner pay</li> <li>• All contracts stipulate pay and conditions as mandatory above National Living Wage</li> </ul>	High	HCC	April 2019



	<ul style="list-style-type: none"> <li>Promote Herts Rewards to staff as a benefit of signing up to the Care Academy</li> <li>Lobby for cheaper transport for Care staff</li> <li>Work to reduce reliance on zero hour contracts</li> </ul>			
<b>2</b>	<p><b>Pilot the first Key Worker Housing Project for Adult Social Care Practitioners</b></p> <p>Identify a suitable locality linked to areas of low unemployment and high vacancy rates</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>50 housing stock made available to local workers</li> </ul>	High	HCC	April 2019
<b>3</b>	<p><b>To encourage practitioners to sign up to Professional Standards and organisations to sign up to Herts Care Partners through an Academy approach</b></p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>Academy approach launched. Signing individuals up to Professional Standards within the Academy. X 1500</li> <li>Introduction of Herts Rewards for individuals x 1500</li> </ul> <p>HCC to Integrate Herts Care Partners and Herts Care Standards into contracts June 2018</p>	High	HCPA / HCC	September 2018- April 2019
<b>4</b>	<p><b>Bespoke targeted skills development offered to PVI providers.</b></p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>Self-referral x 50 and targeted support instigated by statutory services x25</li> <li>Development of a positive Behaviours Support Strategy linked to all partners in Hertfordshire</li> <li>Growth of hybrid models of care staff through associated training – 25 therapy support facilitators</li> </ul>	High	HCPA / HCC	April 2018
<b>5</b>	<p><b>To seek funding to support providers investment in skills development</b></p>	Medium	HCPA / HCC	Sept 2019

	<p>Develop the 'requirements' and 'incentive model' for Silver and Gold HCPA status.</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>To promote Skills Audits and quality assurance – further develop and promote HCPA Gold membership. X150</li> </ul>			
<b>6</b>	<p><b>To celebrate care and learner successes and achievement</b></p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>Annual Care Awards x1</li> <li>Develop more celebrations based on graduation ceremonies x 15</li> <li>Explore other service type awards. X 2</li> </ul>	Medium	HCPA / HCC	<p>Nov2018</p> <p>Nov 2019</p> <p>Nov 2019</p>

<b>MEDIUM TERM GOALS - Retention</b>				
<b>No</b>	<b>Activity</b>	<b>Priority scale</b>	<b>Priority for</b>	<b>Completion date</b>
<b>1</b>	<p><b>Implement incentivised Pay and Conditions across the private care providers offering Adult Social Care</b></p> <p>Run events relating to pay and conditions supporting retention of staff</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>Run x12 locality events to ensure better pay and conditions are embedded with the private sector providers</li> <li>Reduce turnover in homecare from the current rate of 41%</li> </ul>	High	HCC	April 2020
<b>2</b>	<p><b>Evaluate the first Key Worker Housing Project for Adult Social Care Practitioners</b></p> <p>Identify benefits, challenges and lessons learned</p>	High	HCC	April 2020

	<p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>25 case studies</li> </ul>			
<b>3</b>	<p><b>To encourage practitioners to sign up to Professional Standards and organisations to sign up to Herts Care Partners through an Academy approach</b></p> <p>Embed value based recruitment and retention techniques / competencies through Network Events and Leadership Development.</p> <p>Link private care providers to Accommodation strategy and Homecare Framework through Herts Care Standards ensuring pay and conditions and value given to staff</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>100+ providers engaged in development events over two years.</li> <li>All contracted services signed up to Herts Care Standards through contracts.</li> </ul>	High	HCC/HCPA	April 2021
<b>4</b>	<p><b>To build the mixed offer around both training and qualifications to match the needs of clients in social care</b></p> <p>Funding secured for specific interventions prompted by CCG contracted needs (eg. CHC) – alleviating pressures on Hospitals with front and back door issues ie. Delayed Transfers of Care (DToC)</p> <p>Funding to build on bespoke Care Leadership education, including succession planning and higher qualifications post level 5 and activities to support Continuing Professional Development (CPD)</p> <p>Further funding secured to bespoke some HCF courses to (non- care) Community First activities</p> <p><b>Targets:</b></p>	High	HCC/HCPA/Hertfordshire Community Foundation (HCF)	April 2020

	<ul style="list-style-type: none"> <li>• £250,000 funding secured from CCG's to enable DTOC related projects</li> <li>• £250,000 funding agreed for Leadership Training via HCC, ESIF and other sources</li> <li>• Commissioners (Integrated Community Support) integrating funding for education within tender opportunities for the Community and voluntary sector</li> </ul>			
<b>5</b>	<p><b>To support Care Providers to invest in new business models related to staff development</b></p> <p>Promote and support Care Providers to understand the importance of skills development from a business and care quality perspective – project test the care/business model</p> <p>Support providers to build clear progression routes to encourage staff to grow new skills and take on new responsibilities</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• X 10 Care Providers trialing the Business Manager/Care Manager business structure to support resilience and maintain consistent quality by improving the reputation of the market.</li> <li>• X16 locality based Manager/Proprietor Forums focused on action planning around new models of progression pathways</li> </ul>	Low	HCPA	April 2020
<b>6</b>	<p><b>To build greater staff skills, confidence and competency, including workplace tools that support ongoing educational programmes linked to enhanced pay and conditions addressing NHS/Social Care disparity</b></p> <p>Ensure pay and conditions match skills growth</p>	Medium	HCPA	April 2020

	<p>Diversify Complex Care Framework into other sectors</p> <p>Grow Complex Care Frameworks to act as a stepping stone to Nurse Associates supporting staff to progress</p> <p>Develop / train care ambassadors who have proven skills – such as Champions – widening their role to contribute to the wider workforce strategy by raising the profile of care.</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Create innovative contracting that focuses on pay and conditions relating to performance (skill levels)</li> <li>• Build a Nursing team to monitor competencies in residential and community services to help staff to feel more confident.</li> <li>• Embed Complex Care Champions into Homecare Spot Provider and Disability Services contracts</li> <li>• Trail the model of Nurse Associates within the county for Social Care services</li> <li>• X50 Champions further trained to ambassadors</li> </ul>			
<b>7</b>	<p><b>To kite-mark quality in available training provision</b></p> <p>Use the kite-mark system to promote use of training passports to providers</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• X2 standardization framework events and promotional activities across HCPA and HCC.</li> <li>• induct all associated partners into the kite-mark procedure</li> </ul>	Medium	HCPA	April 2020

<b>LONG TERM GOALS - Retention</b>				
<b>No</b>	<b>Activity</b>	<b>Priority Scale</b>	<b>Priority for</b>	<b>Completion Date</b>
<b>1</b>	<p><b>Embed further improved Pay and Conditions across the private care providers offering Adult Social Care</b> Build positive case studies relating to pay and conditions supporting retention of staff</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>Use communication channels to prove the case of improving pay and conditions to proprietors leading to reduced turnover</li> </ul>	High	HCC	April 2021
<b>2</b>	<p><b>Roll out Key Worker Housing Project for Adult Social Care Practitioners to 5 districts</b></p> <p>Promote key worker housing schemes to staff in newly identified areas</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>5 districts offering key work housing</li> </ul>	High	HCC	April 2021
<b>3</b>	<p><b>To build a mixed offer around both training and qualifications</b></p> <p>Agreement for NHS training offer for Social Care Nurses. Nurse training and development outreach – dementia nurses and RGN'S included in training that exist in NHS Trusts to grow competencies.</p> <p>Agreement of rotational work placements as a reciprocal arrangement with NHS and Social Service institutions</p> <p>Secure more funding (possibly Skills for Care, Local Enterprise Partnership, National Lottery etc.) to extend the learning offer.</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>100 Nurses accessing NHS training courses</li> <li>X25 Providers engaged in rotational work-placements</li> <li>£250,000 additional funding secured</li> </ul>	Medium	HCC/HCPA	April 2021

	<ul style="list-style-type: none"> <li>Open the learning offer to more tailored (care) courses for Community First initiative</li> <li>Open learning offer to HCC In-House services through Academy partnership</li> </ul>			
<b>4</b>	<p><b>To encourage continued and greater skills, confidence and competency, including workplace tools that support ongoing educational programmes</b></p> <p>Acquire training contracts eg. LEP to at least double the capacity of training places.</p> <p>Development of 'after-learning' products / tools that aid in embedding learning into practice.</p> <p>More emphasis on competency training to prove evidence of impact.</p> <p>Supporting sustained competency through Professional Standards.</p> <p>More tailored training for different service types. Focus on LD/Disability using 'Connected Lives' ethos</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>£500,000 training funding acquired doubling the capacity of training places</li> <li>6 x tools developed to support competency assessments</li> </ul>		HCPA	2021
<b>5</b>	<p><b>To encourage Staff Reward and Recognition systems in line with competitors (NHS) and other sectors</b></p> <p>Open discussions about the disparity between NHS and Social Care rewards for staff</p> <p>Reduce the gap between public and private pay in Health and Social Care</p> <p><b>Targets:</b></p>	High	HCC	2021

- 2 x Partner meetings

<b>SHORT TERM GOALS – Growth</b>				
<b>No</b>	<b>Activity</b>	<b>Priority Scale</b>	<b>Priority for</b>	<b>Completion Date</b>
<b>1</b>	<p><b>To work with partner organisations to promote personalization and prevention principles in all education (including linking to volunteering opportunities to enhance the personal skillset, and to engage an empowered workforce including ambassador and mentoring approaches)</b></p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Campaigns on prevention linked to Public Health eg extension of Stop falls campaign.</li> <li>• 150 Providers completing Falls Self- Assessment</li> <li>• 500 Providers completed Falls Prevention and Intervention training</li> <li>• Reduction in Ambulance Call outs and Attendances for Falls</li> <li>• Roll out of Connected Lives to Care Providers x 4 events +1 web portal</li> <li>• Embed principals of personalisation into all associated training company offers procured through HCC and HCPA x 30 providers</li> </ul>	High	HCPA / HCC / Public Health	Sept 2019 April 2018
<b>2</b>	<p><b>Create a Herts Care Partners framework which encompasses all contracted HCC providers</b></p> <p>Share practice and information across all sector types in events and through on-line portals to stimulate relationship building</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Resilience Self Assessments x 50</li> <li>• Safeguarding x 50</li> <li>• Contract requirement x 3 resi homecare disability supported living</li> </ul>	Medium	HCPA /HCC	Sept 2019



3	<p><b>To tailor skills interventions to meet the needs of the varied organization types</b></p> <p>Learning Needs Analysis (LNA's) built into all service types. Formative and summative – linked to meeting learning needs of social care providers</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• x 25% of learners included in learning needs analysis</li> <li>• Impartial Feedback Service (IFS) skills audit embedded into contract arrangements for both Health and Social Care x 3 (residential, homecare, supported living)</li> </ul>	High	HCPA / HCC	April 2020
4	<p><b>To develop phase one of the proposed Academy including expectations of CPD</b></p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Web portal used by 1000 learners</li> <li>• Development of webportal and tracking systems for individual learners</li> </ul>	High	HCPA / HCC	November 2018
5	<p><b>To develop organisations to be well run in areas such as governance, leadership &amp; management, business / organizational skills</b></p> <p>Seek more funding to develop these areas further / create best practice guidance documents</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Document x 1</li> <li>• 4 x day courses developed</li> </ul>	Medium	HCPA	December 2018

6	<p><b>To support organisations to operate safely and legally in areas of safeguarding, health &amp; safety and first aid</b></p> <p>Work with organisations to ensure that they are able to expand in a safe environment</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Deliver care certificates to care providers – 1000+ learners</li> <li>• Development of collectively agreed understanding of the expectations around different service areas in mandatory training topics and benchmarked against care certificate for VCS</li> <li>• Developing alignment to HSAB in all safeguarding training – advertise appropriate HSAB courses</li> </ul>	High	HCPA /HCC	November 2018
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## MEDIUM TERM GOALS – Growth

No	Activity	Priority Scale	Priority for	Completion date
1	<p><b>To work with partner organisations to promote personalization and prevention principles in all education programmes.</b></p> <p>Linking to volunteering opportunities to enhance the personal skillset, and engage an empowered workforce, including ambassador and mentoring approaches</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• 2 xFacilitated activities / events to link different service types eg. Community assets to homecare</li> <li>• 50% additional training delivered focused on prevention techniques to encourage staff to develop in lateral pathways eg. Occupational Therapy Support Facilitator Role.</li> </ul>	High	HCPA	2020

	<ul style="list-style-type: none"> <li>Attendance at all STP Frailty workstreams and locality workgroups under Place Based Care programmes</li> <li>50% additional teacher training and continued support focus on Homecare and Nursing around personalization.</li> </ul>			
<b>2</b>	<p><b>To develop phase two (staff Agencies) of proposed Academy, including expectations of CPD</b></p> <p>Ensuring care providers can more confidently use Agency staff that has accessed quality approved training through the Academy system.</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>Development of a countywide bank of staff to be used with the right training given.</li> <li>Relationships built with all staffing agencies to encourage buy-in to Hertfordshire agreed training practices</li> </ul>	High	HCPA/HCC	2020
<b>3</b>	<p><b>To develop organisations to be well run in areas such as governance, leadership &amp; management, business / organizational skills to increase capacity to deliver extended and innovative services.</b></p> <p>More emphasis to be put on joint meetings to allow strategic leaders in both Health &amp; Social Care to build an understanding of systems. This will allow more pilots such as Vanguard Care Homes project.</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>Seek more funding to develop these areas further</li> <li>X 3 Create best practice guidance documents around governance, leadership &amp; Management and organizational skills</li> </ul>	Low	HCPA/HCC	2020

4	<p><b>To develop organisations to operate safely and legally in areas relating to clinical activity</b></p> <p>Supporting complex clients with appropriate services</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Agreement signed with CCG's for Nurse Trainers to be utilized across all partners to ensure quality around clinical input relating to safety</li> </ul>	High	HCPA/HCC /CCGs	2020
5	<p><b>To enable organisations to become sustainable with reference to income generation, marketing, communications and social media</b></p> <p>Building the private market to offset the payments for social service clients and supporting VCS to grow sustainably</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Introduction of new topic areas supporting VCS to be more sustainable and consider charging for services</li> <li>• Business planning course funding to be acquired for all types of small businesses</li> </ul>	Medium	HCPA/HCF	2020

## LONG TERM GOALS - Growth

No	Activity	Priority scale	Priority for	Completion date
1	<p><b>To work with volunteer organisations to promote personalization and prevention principles in all education programmes,</b></p> <p>To bring together the adult social care providers with the volunteering community</p>	Low	HCPA/HCF	2021

	<p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Linking to volunteers to care providers</li> <li>• Grow volunteer ambassadors</li> <li>• Set up mentoring approaches for care staff and volunteers</li> </ul>			
<b>2</b>	<p><b>To develop the workforce supporting claimants of Direct Payments for care support through employing Personal Assistants</b></p> <p>People with Direct Payments need to be supported to grow their own individual workforce within quality standards.</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Roll out PA training programme, inclusive of links to Health and Integrated budgets (IPC)</li> <li>• Bespoke courses for PAs developed when the critical mass / tipping point is reach</li> </ul>	Low	HCPA/HCC	2021
<b>3</b>	<p><b>To ensure effective monitoring of Continuing Professional Development (CPD) and training</b></p> <p>CPD monitored through Academy model and shared with all partners (where appropriate)</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Electronic staff records created through the Academy meeting GDPR requirements</li> </ul>	Medium	HCPA	2021
<b>4</b>	<p><b>To develop phase 3 (Volunteers) of the proposed Academy, including expectations of CPD</b></p> <p>Encouraging the growth of volunteers to support social care providers</p> <p><b>Targets:</b></p>	High	HCPA	2021

	<ul style="list-style-type: none"> <li>• Development of training programme bespoke to VCS needs</li> <li>• Encouraging the use of VCS staff and volunteers to enrich the lives of service users purchasing social care to assist with the prevention agenda</li> </ul>			
<b>5</b>	<p><b>To develop organisations to be well run in areas such as governance, leadership &amp; management, business/ organizational skills across boundaries of Health Teams and Social Care Teams</b></p> <p>Integration to be based around co-location and wrap around services – if both sectors are given the opportunity to work together they will be able to recognize the worth and contribution of the whole system</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Pilot schemes set up to share the available workforces and skills</li> <li>• Run 4 x joint networking events</li> <li>• Deliver 25+ annual therapy roles linked to university placements</li> </ul>	High	HCC/CCG's /HCPA	2021
<b>6</b>	<p><b>Support organisations to be able to thrive in a changing landscape, in particular VCS development of skills that will help the delivery of HCC's Community First Model and for wider workforce the Connected Lives model?</b></p> <p>To ensure the wider workforce has a understanding of new models and VCS are able to recognize areas for positive contribution</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• Joint Networking events with VCS raising awareness of opportunities around the new models and working practices</li> </ul>	Medium	HCC/HCF	2021