



Adult social care workforce strategy 2016-2020

Implementation plan



Contents

Strategic theme 1: Workforce engagement	2
Strategic theme 2: Prevention of need	4
Strategic theme 3: Reducing need	7
Strategic theme 4: Delaying need	11
Strategic theme 5: Meeting need	14
Strategic theme 6: Workforce planning and economics	18
Strategic theme 7: Workforce supply	22
Strategic theme 8: Workforce development	25
Strategic theme 9: Health integration	28
Strategic theme 10: Health, safety & wellbeing	30
Strategic theme 11: Workforce equality & diversity	32

Strategic theme 1:

Workforce engagement

Objective: Social care workers across Leicestershire understand the mission, principles and strategic approach within the Adult Social Care Strategy 2016-2020, and how they contribute towards its delivery, within their role.

Outcome: Workers understand what the strategy means for them, why they need to work differently, engage in learning and development, access new information, or work in partnership with new services or organisations.

Work required	Contributors	Time frame	Lead area	Outputs
Robust partnership working to develop and implement sector wide training and development.	Provider organisations Leicestershire County Council LSCDG Health	2016-2020	Leicestershire County Council LSCDG	Provision of support and guidance to independent adult social care employers on how to identify how to implement the strategy and engage with their workforce
Procurement, engagement and communication reviewed Contract amendments Included in HTLAH communication Compliance and monitoring procedures reviewed Development of LCC Support Plans to reference this item.	Leicestershire County Council Provider organisations Health	2016-2017	Leicestershire County Council	Market facilitation, procurement and contract information clearly states our expectations in terms of how workers need to deliver services in line with the Strategy
Direct Payment employer and Personal Assistant (PA) approach, including training requirements for employers & PAs, to be agreed. Micro-employer support approach to be agreed. Ownership of approach implementation to be agreed.	Leicestershire County Council Direct Payment employers Personal Assistants Micro-employers Health	2016-2020	Leicestershire County Council	Provision of information, advice and support to micro employers and personal assistants on how to implement the strategy
Strategic workforce strategy employee engagement plan to be agreed and implemented.	Leicestershire County Council	2016-2020	Leicestershire County Council	An employee engagement plan is implemented to all LCC staff delivering and supporting social care activities
Strategic workforce strategy employee engagement plan to be agreed and implemented. Check through supervision and team meetings	Leicestershire County Council	2016-2020	Leicestershire County Council	All LCC social care workers understand how the performance of their role delivers the Adult Social Care Strategy.

Strategic theme 2:

Prevention of need

Objective: Workers have the knowledge, skills and confidence to identify and take action to prevent illness or injury and increase independence.

Outcome: Workers understand how to prevent illness or injury and increase independence. They do this proactively as part of their day to day activities. Prevention is part of what everyone does every day.

Work required	Contributors	Time frame	Lead area	Outputs
Facilitate development of local directory (either existing or new facility) Increase take-up of LSCDG training Expand usage and increase take-up of Care Certificate Expand usage of decision / risk tool Sell benefits of self-serve to independent providers	Leicestershire County Council Provider organisations Locality based organisations LSCDG Health	2016-2020	Leicestershire County Council	Provision of information and advice to independent providers to enable their staff to deliver preventative messages, sign post service users to prevention services and increase peoples independence through their daily work
Council contracts are amended to show requirements relating to delivery of the prevention agenda	Leicestershire County Council	2016-2017	Leicestershire County Council	The council's expectations regarding delivery of the prevention agenda within council contracts is clearly identified
Build partnership approach with provider organisations	Leicestershire County Council Provider organisations Locality based organisations Health	2016-2020	Leicestershire County Council	A partnership approach is in place to promote the preventative approach across all commissioned services
Facilitate development of local directory (either existing or new facility) Increase take-up of LSCDG training Expand usage and increase take-up of Care Certificate Expand usage of decision / risk tool Sell benefits of self-serve	Leicestershire County Council LSCDG Micro-employers Direct Payment employers Personal Assistants Health	2016-2020	Leicestershire County Council	Provision of information and advice regarding prevention to micro employers and personal assistants

Strategic theme 2:

Continued

Work required	Contributors	Time frame	Lead area	Outputs
Develop, promote and maintain easy-use local directory	Leicestershire County Council Provider organisations Locality based organisations Micro-employers Direct Payment employers Personal Assistants Health	2016-2020	Leicestershire County Council	Independent sector workers are aware of and can identify community / family based solutions to prevent or minimise future need
Facilitate development of local directory (either existing or new facility) Increase take-up of training. Expand usage and increase take-up of Care Certificate Expand usage of decision / risk tool Sell benefits of ASC Strategy approach Include in Support Planning and application of Cost Effective Care Policy	Leicestershire County Council	2016-2020	Leicestershire County Council	Provision of information and advice to LCC staff on the range of prevention services and how to access them
Increase take-up of training Expand usage and increase take-up of Care Certificate Expand usage of decision / risk tool Sell benefits of ASC Strategy approach Include in Support Planning and application of Cost Effective Care Policy	Leicestershire County Council	2016-2017	Leicestershire County Council	LCC staff understand how they can prevent need within their role and check this understanding through supervision

Strategic theme 3:

Reducing need

Objective: Workers have the knowledge, skills and confidence to identify those who are most at risk of having future needs and proactively use early intervention services to reduce future need.

Outcome: Workers understand how to identify those individuals who through early intervention could sustain their independence for longer. They proactively refer individuals to appropriate early intervention services.

Work required	Contributors	Time frame	Lead area	Outputs
Robust partnership working with providers (two-way) Information and best practice sharing with providers (two-way)	Leicestershire County Council Provider organisations Health	2016-2020	Leicestershire County Council with provider organisations	Providers can identify opportunities to reduce workforce costs through the provision of assistive technology
Information and best practice sharing with providers	Leicestershire County Council Provider organisations Health	2016-2020	Leicestershire County Council with provider organisations	Providers are able to support their customers to plan ahead and ensure they have a plan for potential crisis situations
Information and best practice sharing with providers	Leicestershire County Council Provider organisations Health	2016-2020	Leicestershire County Council with provider organisations	Providers are able to identify, recognise and support unpaid carers to continue in their caring role
Robust partnership working with providers (two-way) Information and best practice sharing with providers (two-way) Local directory of services Review website "message" Online care assessments Online self-assessment and self-service offer Online financial advice referral route	Leicestershire County Council Provider organisations Locality based organisations Health	2016-2020	Leicestershire County Council with provider organisations	Provision of information and advice to independent providers to enable their staff to sign post service users to early intervention services
Information and best practice sharing with providers LSCDG agreed training plan reflects Workforce Strategy requirements	Leicestershire County Council Health Provider organisations	2016-2020	Leicestershire County Council with provider organisations	Independent sector providers deliver learning and development to staff to support early intervention, crisis intervention and progression models of care

Strategic theme 3:

Continued

Work required	Contributors	Time frame	Lead area	Outputs
Local directory of services Online care assessments Online self-assessment and self-service offer Online financial advice referral route Skills for Care links and information	Leicestershire County Council Micro employers Personal Assistants Direct Payments employers	2016-2020	Leicestershire County Council with micro employers	Provision of information and advice regarding early intervention services to micro employers and personal assistants
Information and best practice sharing Local directory of services Online care assessments Online self-assessment and self-service offer Online financial advice referral route Review ASC "front door" model	Leicestershire County Council	2016-2017	Leicestershire County Council	Provision of information and advice to LCC staff on the range of early intervention services and how to access them
Use of Assistive Technology is integral to prevention agenda, self-service and support planning	Leicestershire County Council Provider organisations District & Borough Councils	2016-2017	Leicestershire County Council	The use of equipment and technology is at the forefront of our social care offer.
Information and best practice sharing Review learning and development plan	Leicestershire County Council	2016-2020	Leicestershire County Council	All LCC social care staff understand crisis intervention and progression models and are able to practise these as models of social care
Information and best practice sharing Local directory of services Review ASC "front door" model Review supervision practice Review Team Senior role Ensure Cost Effective Care policy is implemented consistently Audit case files Roll out decision tool to enable risk assessments.	Leicestershire County Council Health District & Borough Councils Partner agencies	2016-2020	Leicestershire County Council	All LCC social care staff understand how they can reduce need within their role and understanding is checked through supervision
Information and best practice sharing Review learning and development plan	Leicestershire County Council	2016-2020	Leicestershire County Council	All LCC social care staff understand how unpaid carers can be supported to maintain their caring role

Strategic theme 4:

Delaying need

Objective: Workers work with individuals who have experienced a crisis or who have an illness or disability, following an accident or onset illness, their families and community to minimise the effect of the disability or deterioration.

Outcome: Workers ensure the best outcomes are achieved through the most cost effective support; interventions include reablement, rehabilitation and recovery from mental health difficulties.

Work required	Contributors	Time frame	Lead area	Outputs
Review procurement activity Review contracts Review compliance and monitoring activity Partnership working with providers to ensure understanding and expectations, sharing information and best practice. HTLAH to include in communication and engagement activity. Review effectiveness of transferring cases between sectors Manage service user expectations of service to be delivered and outcomes to be achieved Roll out care certificate to all staff groups	Leicestershire County Council Health Provider organisations LSCDG	2016-2020	Leicestershire County Council	Procurement and contract information clearly states our expectations for providers delivering reablement, rehabilitation or recovery services in terms of how workers promote independence
Partnership working with providers to ensure understanding and expectations, sharing information and best practice.	Leicestershire County Council Health Provider organisations	2016-2020	Leicestershire County Council	External providers will support the effective delivery of all commissioned services which delay need.
Best practice and information sharing	Leicestershire County Council Micro-employers Health	2016-2020	Leicestershire County Council	Micro-employers deliver services which promote independence
Help to Live at Home (HTLAH) programme	Leicestershire County Council Health	2016-2017	Leicestershire County Council with Health	The HTLAH project is delivered

Strategic theme 4:

Continued

Work required	Contributors	Time frame	Lead area	Outputs
<p>Information and best practice sharing</p> <p>Local directory of services</p> <p>Review ASC “front door” model</p> <p>Review supervision practice</p> <p>Review Team Senior role</p> <p>Ensure Cost Effective Care policy is implemented consistently</p> <p>Audit case files</p> <p>Roll out decision tool to enable risk assessments.</p>	<p>Leicestershire County Council</p> <p>Health</p> <p>District & Borough Councils</p> <p>Provider organisations</p>	2016-2020	Leicestershire County Council	The LCC social care workforce have the understanding and skill to ensure the best outcomes are achieved through the most cost effective support
<p>HTLAH programme</p> <p>Review Business Support & CCF model</p>	<p>Leicestershire County Council</p> <p>Health</p>	2016-2017	Leicestershire County Council with Health	The LCC back office functions are integrated with health to support the delivery of the Help to Live at Home project
<p>Workforce planning in place</p> <p>ASC Strategy is embedded in planning and delivery</p> <p>Training plan supports delivery of reablement, recovery and progressive models of care across all service user groups.</p>	<p>Leicestershire County Council</p> <p>Health</p> <p>Provider organisations</p>	2016-2020	Leicestershire County Council	LCC social care staff are deployed and supported to deliver reablement, recovery and progressive models of care across all service user groups and in all settings.

Strategic theme 5:

Meeting need

Objective: Personal and community resources and assets are identified and fully explored prior to accessing local authority funded social care.

Outcome: Workers focus primarily on increasing individual's independence and the support they have or could gain from their own social network. Workers ensure any social care that is required is cost effective; there is a continuous focus on promoting independence and reviewing what paid care is required, if any.

Work required	Contributors	Time frame	Lead area	Outputs
Robust partnership working with providers (two-way) Information and best practice sharing with providers (two-way) Gain provider acceptance and implementation of ASC Strategy & Cost Effective Care policy Utilise information from TLAP and Skills for Care Review assessment and review approaches	Leicestershire County Council Provider organisations Skills for Care TLAP	2016-2020	Leicestershire County Council	Provision of information and advice on progressive models of support to independent providers to enable their staff to manage the expectation of service users and their families/ carers and maximise the use of non-local authority funded support to meet individual outcomes
Robust partnership working with providers (two-way) Information and best practice sharing with providers (two-way) Gain provider acceptance and implementation of ASC Strategy & Cost Effective Care policy Utilise information from TLAP and Skills for Care Review assessment and review approaches	Leicestershire County Council Provider organisations Skills for Care TLAP	2016-2020	Leicestershire County Council	Learning and development opportunities are available to increase understanding and delivery of just enough support to maximise independence and share examples of innovative approaches.
Agree approach for Direct Payments employers and Personal Assistants Utilise information from TLAP and Skills for Care PA training and certification Explain ASC Strategy and Cost Effective Care policy and gain support from employers to implement Establish employer support model Review assessment and review approaches	Leicestershire County Council Micro-employers Personal Assistants Skills for Care TLAP Provider organisations	2016-2020	Leicestershire County Council	Provision of information and advice on progressive models of support to micro employers to enable the management of their expectations

Strategic theme 5:

Continued

Work required	Contributors	Time frame	Lead area	Outputs
<p>Internal training plan is reviewed</p> <p>LCSDG training plan is reviewed</p>	<p>Leicestershire County Council</p> <p>Leicester City Council</p> <p>Health partners</p> <p>Provider organisations</p>	2016-2020	Leicestershire County Council	Learning and development opportunities are developed to increase understanding and delivery of “just enough support”.
<p>Information and best practice sharing</p> <p>Review ASC “front door” model</p> <p>Review supervision practice</p> <p>Review Team Senior role</p> <p>Ensure Cost Effective Care policy is implemented consistently</p> <p>Audit case files</p> <p>Roll out decision tool to enable risk assessments</p> <p>Review assessment and review approaches</p>	Leicestershire County Council	2016-2020	Leicestershire County Council	LCC staff have the understanding and skill to ensure that people who are assessed as eligible, receive ‘just enough’ support which is reviewed to reflect continued changes in their independence and family/ community support.
<p>Workforce planning in place</p> <p>ASC strategy embedded in working practice</p>	<p>Leicestershire County Council</p> <p>Health</p> <p>Provider Organisations</p>	2016-2020	Leicestershire County Council	LCC has the right staff with the right skills in the right place to deliver the right care alongside the right partners to promote self-reliance and reduce dependence on social care services.
<p>Support planning approaches are reviewed</p> <p>Cost Effective Care policy is implemented consistently</p> <p>Audit case files</p> <p>Roll out decision tool to enable risk assessments</p> <p>Review assessment and review approaches</p>	Leicestershire County Council	2016-2020	Leicestershire County Council	Innovative approaches to meeting outcomes, based on individual, community and family assets are promoted.

Strategic theme 6:

Workforce planning and economics

Objectives: The social care workforce in Leicestershire is efficiently utilised in order to cope with the rising demand for social care and the reduction in funding.

Outcome: The way that the workforce is utilised to deliver social care has been changed in order to meet the rising demand and the MTFs savings targets.

Work required	Contributors	Time frame	Lead area	Outputs
Gain provider agreement to complete NMDS-SC returns Review career path for care staff	Leicestershire County Council LSCDG Provider organisations Skills for Care	2016-2020	Leicestershire County Council	The LSCDG is supported to provide leadership and management training which meets the changing needs of providers, therefore assisting them to manage their businesses successfully within the changing financial climate.
HTLAH implementation Review contractual relationship with non-domiciliary care sectors	Leicestershire County Council Health Provider organisations	2016-2020	Leicestershire County Council with Health	LCC has a more strategic relationship with fewer larger providers and is therefore able to provide them with more support in managing the financial challenges social care faces.
Amend contracts	Leicestershire County Council Provider organisations Health	2016-2020	Leicestershire County Council	All LCC social care contracts require social care providers to complete the NMDS-SC-SC on an annual basis to provide the necessary data to support the development of the Leicestershire social care workforce.
Gain provider agreement to complete NMDS-SC returns	Leicestershire County Council LSCDG Provider organisations Skills for Care	2016-2020	Leicestershire County Council with Skills for Care	All social care providers complete the NMDS-SC-SC on an annual basis to provide the necessary data to support the development of the Leicestershire social care workforce.
Learning and development plan is reviewed Career pathway is reviewed	Leicestershire County Council Provider organisations Skills for Care	2016-2020	Leicestershire County Council	The application of Social Value principles is embedded to encourage workforce skill sharing and workforce resource sharing between providers with the aim of improving efficiency and lowering costs.
Learning and development plan is reviewed Career pathway is reviewed	Leicestershire County Council Micro employers Skills for Care	2016-2020	Leicestershire County Council	All micro employers and direct payment recipients complete the NMDS-SC-SC on an annual basis to provide the necessary data to support the development of the Leicestershire social care workforce.

Strategic theme 6:

Continued

Work required	Contributors	Time frame	Lead area	Outputs
Workforce modelling pilot in ASC Workforce modelling rolled out across ASC	Leicestershire County Council	2016-2017	Leicestershire County Council	LCC social care managers are engaged in workforce planning across ASC ensuring understanding of current workforce and changes required to meet demand.
Directly provided services are reviewed	Leicestershire County Council	2016-2018	Leicestershire County Council	A comprehensive review of LCC directly provided services has been undertaken
Care Pathway is reviewed	Leicestershire County Council	2016-2018	Leicestershire County Council	A comprehensive review of the LCC care and finance pathway has been undertaken
Care Pathway support functions are reviewed	Leicestershire County Council	2016-2018	Leicestershire County Council	A comprehensive review of LCC adult social care support services has been undertaken
Establish agency use and trends Recruitment Panel reviews use of agency staff	Leicestershire County Council	2016-2017	Leicestershire County Council	LCC use of agency staff is reviewed by senior managers on a quarterly basis and has been reduced to the agreed target
Heads of service undertake reviews	Leicestershire County Council	2016-2018	Leicestershire County Council	Sickness absence is reviewed by senior managers on a quarterly basis and has been reduced to the agreed target
Review at Recruitment Panel Review of temp / fixed / seconded posts	Leicestershire County Council	2016-2017	Leicestershire County Council	A coordinated vacancy management process is in place in LCC ASC
Review at Recruitment Panel Review of temp / fixed / seconded posts Unfunded spreadsheet	Leicestershire County Council	2016-2017	Leicestershire County Council	A department wide review of unfunded posts has been undertaken and the volume of unfunded posts has been reduced to the agreed target.
Review of temp / fixed / seconded posts Review at Recruitment Panel	Leicestershire County Council	2016-2018	Leicestershire County Council	A department wide review of secondments and fixed term posts in LCC ASC has been undertaken and all employees are appropriately contracted
Include in Workforce Planning	Leicestershire County Council	2016-2020	Leicestershire County Council	The principles of Smarter Working have been embedded within LCC ASC
Explore and understand funding arrangements	Leicestershire County Council Funding partners	2016-17	Leicestershire County Council	Existing funding arrangements with external organisations are understood to ensure the impact of changing services is known and funding reflects which organisations benefit from the work.

Strategic theme 7:

Workforce supply

Objective: The local social care job market is positioned to support the needs of LCC and independent employers: social care in Leicestershire is seen as an attractive career option.

Outcome: The workforce in Leicestershire has a better understanding of social care and sees it as an attractive career option. The council is seen as an attractive employer and has good recruitment and retention rates.

Work required	Contributors	Time frame	Lead area	Outputs
Develop plan to support local health and social care labour market	Leicestershire County Council Provider organisations Health National & regional partner organisations Job Centre Plus Careers Advisors	2016-2020	Leicestershire County Council	Support the development of the local health and social care labour market
Review procurement and contracting arrangements	Leicestershire County Council	2016-2018	Leicestershire County Council	Sustainable social care services which meet legislative requirements are commissioned and procured.
Review learning and development plan	Leicestershire County Council LSCDG Provider organisations	2016-2020	Leicestershire County Council	Support the LSCDG to facilitate a programme for aspiring registered managers
Establish Personal Assistant approach Establish Personal Assistant pool Establish employment support approach Roll out care certificate to Personal Assistants Establish care certificate assessment model	Leicestershire County Council Personal Assistants Direct Payment employers Provider organisations LSCDG Skills for Care Job Centre Plus Careers Advisors	2016-2018	Leicestershire County Council	Support the development of a personal assistant market to meet the needs to individuals wishing to become micro employers and direct payments recipients

Strategic theme 7:

Continued

Work required	Contributors	Time frame	Lead area	Outputs
Develop plan to support local health and social care labour market	Leicestershire County Council Provider organisations Health National & regional partner organisations	2016-2020	Leicestershire County Council	The profile of the social care sector is enhanced in the delivery of economic development and strategic growth initiatives.
Review recruitment approaches Workforce modelling pilot in ASC	Leicestershire County Council	2016-2020	Leicestershire County Council	Ensure all employment legislation is implemented within LCC ASC and the improvements this makes to terms and conditions for care workers is promoted within our recruitment activity.
Review recruitment approaches Workforce modelling pilot in ASC	Leicestershire County Council	2016-2020	Leicestershire County Council	Coordinate recruitment activity for hard to fill social care posts and consider alternative job design to overcome these difficulties where appropriate.
Review recruitment approaches Review contract with workforce supply provider	Leicestershire County Council	2016-2020	Leicestershire County Council	Work in partnership with managed service provider to find cost effective solutions to workforce supply.
Link with Universities Link with learning providers Review recruitment approaches Review Locality Model	Leicestershire County Council University of Leicester DeMontfort University Loughborough University Learning Provider Network (Leicestershire)	2016-2018	Leicestershire County Council	Establish a strategic relationship with key Universities to influence social education and to access high quality graduates for our workforce.
Review corporate recruitment and retention strategy	Leicestershire County Council	2016-2018	Leicestershire County Council	Actively contribute to the development of a corporate LCC recruitment and retention strategy to ensure our position as an employer of choice.
Review funding opportunities	Leicestershire County Council	2016-2020	Leicestershire County Council	Influence corporate LCC colleagues to access funding opportunities aimed at developing future skills e.g. European Social Fund.

Strategic theme 8:

Workforce development

Objective: Staff have the right skills and knowledge, the right tools available, and are deployed in the right place

Outcome: The council has a strategic approach to agreeing the priorities for learning and development and these are informed from the Adults Social Care Strategy 2016-2020 together with statutory requirements. There is a range of basic learning and development ranging from induction, statutory training, through to personal development in place.

Work required	Contributors	Time frame	Lead area	Outputs
Review independent sector training plan	Leicestershire County Council LSCDG and partner agencies Provider organisations	2016-2020	Leicestershire County Council	The council continues to support the work for the LSCDG through the sub-regional workforce group and has developed an agreed training plan for the independent sector which supports outcome-focused, person-centred, safeguarding practice
Personal assistance approach is agreed Personal assistance recruitment and training plan is developed	Leicestershire County Council Skills for Care Direct Payments employers	2016-2018	Leicestershire County Council	The personal assistant market is developed to meet the needs of individuals wishing to become micro employers and direct payments recipients
Leicestershire County Council and Better Care Together (BCT) workforce strategies and development plans are aligned	Leicestershire County Council BCT	2016-2020	Leicestershire County Council	The council works with the BCT workforce group to integrate workforce development where there is benefit for the health and social care system
Workforce modelling tool to be implemented Workforce healthcheck to be undertaken Training uptake and needs to be reviewed Review supervisor and manager roles Review supervision practice	Leicestershire County Council	2016-2020	Leicestershire County Council	A workforce development plan is in place to support the implementation of the Adult Social Care Strategy 2016-2012.
Workforce healthcheck to be undertaken Training uptake and needs to be reviewed	Leicestershire County Council	2016-2020	Leicestershire County Council	All necessary mandatory health and safety, corporate and other learning and development required by legislation are included in the workforce development plan.

Strategic theme 8:

Continued

Work required	Contributors	Time frame	Lead area	Outputs
Review workforce design to enable ASC Strategy implementation	Leicestershire County Council	2016-2020	Leicestershire County Council	Changes to job design and organisational structures have been made to enable the LCC ASC department to meet the MTFS targets and to implement the Adult Social Care Strategy 2016-2012
Review learning and development plan Review induction and development processes				Ensure the workforce development plan supports outcome-focused, person-centred, safeguarding practice.
Review learning and development plan Review induction and development processes	Leicestershire County Council	2016-2018	Leicestershire County Council	The Care Certificate is utilised as an induction and development tool within LCC
Include in workforce development plan Review learning and development plan Review induction and development processes	Leicestershire County Council	2016-2018	Leicestershire County Council	The workforce development plan includes provision for CQC registered services to meet the 5 KLOE; safe, effective, caring, responsive and well led
Workforce healthcheck to be undertaken Training uptake and needs to be reviewed	Leicestershire County Council	2016-2020	Leicestershire County Council	A range of learning and development activities are provided to support the culture and behaviour change required to enable the implementation of the Adult Social Care Strategy 2016-2012
Review learning and development methods Training uptake and needs to be reviewed	Leicestershire County Council	2016-2020	Leicestershire County Council	Effective and time efficient learning and development methods are utilised.

Strategic theme 9:

Health integration

Objective: Employers will work collaboratively with health sharing resources where this provides a benefit to the health and social care system.

Outcome: Better Care Together (BCT) enables social care employers to work together and with health colleagues to find new ways to structure roles and deliver services in order to meet the demand for services.

Work required	Contributors	Time frame	Lead area	Outputs
The council is represented on the sub-regional workforce group	Leicestershire County Council BCT	2016-2020	Leicestershire County Council	The council works with the BCT workforce group to develop opportunities and engage providers through the sub-regional workforce group
Develop a plan to support the development of the local health and social care labour market	Leicestershire County Council LSCDG BCT Provider organisations Health	2016-2020	Leicestershire County Council	The development of the local health and social care labour market is supported.
Undertake demand modelling exercise	Leicestershire County Council Health BCT	2016-2020	Leicestershire County Council with Health	The impact of the 'left shift' arising from Better Care Together on the social care workforce is understood and funding is secured to support this.
Align the workforce development plans for the council and BCT	Leicestershire County Council Health BCT	2016-2020	Leicestershire County Council with Health	The council works with the BCT workforce group to develop opportunities for health and the LCC workforce to benefit from integration.
Align workforce development plans	Leicestershire County Council Health Provider organisations	2016-2020	Leicestershire County Council with Health	Provider organisations work with health to ensure that social care staff have the highest level of competence and skill in carrying out delegated health tasks.

Strategic theme 10:

Health, safety and wellbeing

Objective: The health, safety and wellbeing of social care workers across Leicestershire is a priority for everyone.

Outcome: Workers and employers understand and exercise their health and safety responsibilities, and seek to promote wellbeing at work.

Work required	Contributors	Time frame	Lead area	Outputs
Review procurement, engagement and communication activity Review and amend contracts Review compliance and monitoring processes Review HTLAH engagement and communication	Leicestershire County Council Health Provider organisations	2016-2020	Leicestershire County Council	The procurement and contract information clearly states our requirements in terms of employee health, safety and wellbeing
Review LSCDG training plan	Leicestershire County Council LSCDG partners Provider organisations	2016-2020	Leicestershire County Council	The LSCDG provides a range of workforce development activities for independent sector providers to meet their health, safety and wellbeing responsibilities
Review LSCDG training plan	Leicestershire County Council LSCDG partners Micro providers	2016-2020	Leicestershire County Council	Micro providers and direct payment recipients are able to access information and advice regarding their health and safety responsibilities
Training uptake and needs to be reviewed Review requirement for refresher training	Leicestershire County Council	2016-2020	Leicestershire County Council	All LCC ASC staff complete mandatory health & safety training
Encourage rollout across teams Training uptake and needs to be reviewed Review requirement for refresher training	Leicestershire County Council	2016-2020	Leicestershire County Council	LCC social care staff are encouraged to become Mental Health First Aiders. All managers have completed the Mental Health First Aid Lite course as a minimum
Annual healthcheck to be undertaken and action plan to be implemented	Leicestershire County Council	2016-2020	Leicestershire County Council	A yearly health check of our social care workforce is undertaken and an action plan is agreed to address any issues arising.
Staff Survey to be analysed and action plan to be implemented	Leicestershire County Council	2016-2020	Leicestershire County Council	A departmental action plan is agreed to address issues arising from the staff survey
Action plan to be implemented	Leicestershire County Council	2016-2020	Leicestershire County Council	The corporate Wellbeing Charter is supported and implemented in the department.

Strategic theme 11:

Workforce equality and diversity

Objective: Employers ensure that the workforce has equality of opportunity and strives to ensure that the workforce is representative of the local population.

Outcome: Employers ensure that their policies and procedures provide for equality of opportunity. LCC monitors the diversity of the wider workforce and considers interventions to ensure that the workforce is representative of the local population.

Work required	Contributors	Time frame	Lead area	Outputs
Review procurement, engagement and communication activity Review and amend contracts Review compliance and monitoring Review HTLAH engagement and communication	Leicestershire County Council Health	2016-2020	Leicestershire County Council	The procurement and contract information clearly state our requirements in terms of workforce equality and diversity
Gain provider agreement to complete NMDS-SC returns Utilise Skills for Care to highlight the benefits of NMDS-SC completion	Leicestershire County Council Skills for Care Provider organisations	2016-2020	Leicestershire County Council	All social care providers are required to complete the NMDS-SC-SC on an annual basis to provide the necessary data to monitor the diversity of the Leicestershire social care workforce
Encourage staff to complete diversity monitoring	Leicestershire County Council	2016-2020	Leicestershire County Council	The diversity of the workforce is monitored and action is taken to meet the agreed targets
Action plan in place	Leicestershire County Council	2016-2020	Leicestershire County Council	A plan is in place to improve the levels of employee declaration