



**HEALTH AND WELLBEING BOARD: THURSDAY 11<sup>TH</sup> JULY 2019**

**REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES**

**PROGRESS OF THE HEALTH AND SOCIAL CARE**

**SECTOR GROWTH PLAN 2017-2020**

**Purpose of the report**

1. The purpose of this report is to present progress with the Leicester, Leicestershire and Rutland Health and Social Care Sector Growth Plan published in 2017.

**Link to the local Health and Care System**

2. The LLR Health and Social Care Sector Growth Plan operates alongside, and adds value to, other significant programmes of reform in the sector. Linkages with the local Health and Care System are as follows:

<i>Plan</i>	<i>Relationship</i>
Sustainability and Transformation Plan and Better Care Together	Of relevance to a number of activities, but particularly workforce and organisational development. The health and social care system Local Workforce Action Board (LWAB) has links to the sector growth plan steering group, which endeavours to add value to and avoid duplication with the work of LWAB
Leicestershire County Council's Strategic Plan 2018-2022	The sector growth plan contributes to the 'Strong Economy' and 'Keeping People Safe' strategic outcomes
Adult Social Care Strategy and Workforce Strategy 2016-2020	The plan supports the approach to ensure that people who need support receive the right support from the right partner in the right time and place, and to prevent, reduce, delay, and then meet need
Better Care Fund	Some of the initiatives with the delivery plan are supported with Improved Better Care Fund (iBCF) budget

## **Recommendations**

3. It is recommended that
  - a) The progress towards the Health and Social Care Sector Growth Plan be noted
  - b) The Board considers a further update on the progress of the Health and Social Care Sector Growth Plan in 12 months' time.

## **Policy Framework and Previous Decisions**

4. The sector growth plan was presented to the Health and Wellbeing Board on 20<sup>th</sup> July 2017, and an update was presented in July 2018. It was agreed that a further update on progress would be brought to the Board in July 2019.

## **Background**

### *Sector Growth Plan Context*

5. In 2016, Leicestershire County Council, Leicester City Council and Rutland County Council commissioned the development of a three-year sector growth plan for health and social care in Leicester, Leicestershire and Rutland (LLR), supplementing the earlier activity led by Leicester and Leicestershire Enterprise Partnership (LLEP) that had focussed on other key sectors. This was in recognition not only of the scale of the health and social care sector and its importance to a vibrant LLR economy, but also of the opportunity it presented for key partners to work together on well-recognised challenges.
6. The resulting growth plan was informed by a quantitative assessment of the sector and by primary research with more than 150 frontline workers, managers and stakeholders from across LLR. It considered the scale and composition of the health and social care sector, identified challenges and opportunities, and proposed the development of actions to ensure that the sector in LLR can flourish and meet the needs of the local population in the future, structured under four key themes:
  - a. Improving the image of the sector
  - b. Supporting the sector with resilience and growth
  - c. Developing and retaining the current workforce
  - d. Attracting a high-quality workforce

### *Strategic Developments*

7. Since the publication of the plan in 2017, there have been a number of positive strategic developments, some of which are summarised below. The health and social care sector has become more embedded in the development of new developing strategies clearly showing how important and influential this sector is to the local economy.

8. Government launched its UK Industrial Strategy in November 2017 and announced its intention to work in partnership with places to develop Local Industrial Strategies (LIS) that will be developed locally and agreed with Government.
9. Local Industrial Strategies will be long-term, based on clear evidence and aligned to the National Industrial Strategy. They will identify local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness. They will also guide the use of local funding streams and any spending from national schemes. In the current draft of the Leicester and Leicestershire LIS there is a clear reference to health and social care, and the importance of the sector. This represents significant progress from 2016, where health and social care was not even included as a LLEP priority sector.
10. In December 2018 Government published guidance on the establishment of Skills Advisory Panels (SAPs) to support LEPs to fulfil their local leadership role in the skills system by helping them understand their current and future skills needs and future labour market challenges. SAPs will be local partnerships aimed at strengthening the link between employers, local authorities, colleges and universities. This presents a significant opportunity to influence local skills and training policy and possibly future funding streams.
11. The Strong Economy is one of the outcomes for the County Council's Strategic Plan. An emerging priority for this outcome is that *Leicestershire has a highly skilled and employable workforce*, which includes reference to the development of a resilient social care workforce to meet the growing demand.

### **Delivery Planning and Implementation**

12. A summary of progress against the delivery plan is attached as Appendix A. The Steering Group is mindful not to duplicate existing initiatives and of its remit to add value as a partnership.
13. Delivery of the plan is overseen by a Steering Group, and accountability is to the Enabling Growth Board (which is soon to be replaced by the Strong Economy Outcome Advisory Board).
14. The Steering Group membership includes the three local authorities, University Hospitals of Leicester NHS Trust, LLEP, Health Education England, Skills for Care, Department for Work & Pensions, Leicestershire Housing Services Partnership and Futures Group.
15. At the July 2019 Steering Group meeting, the action plan will be reviewed with a view to simplifying its structure and having greater focus on a few key activities over the next 12 months.

16. The Steering Group will also consider the risks to implementation during 2019/20, and how the risks might be mitigated, especially with regard to:
- a. Resource limitations
  - b. Avoiding duplication
  - c. Capacity of partners to deliver actions
  - d. Changing priorities
17. It is proposed that the Health and Wellbeing Board will receive a further progress update in 12 months' time.
18. An example of innovative activity underway within the partnership is Leicestershire County Council's 'Inspired to Care' adult social care workforce initiative. Established in spring 2018, the project began with the baselining of local evidence to form a Leicestershire Workforce Statement. Its aims are aligned to the four themes of the sector growth plan outlined in paragraph 6 above.
19. During its first year of operation, the project has delivered a number of schemes, including:
- a. tailored recruitment and retention support from industry specialists
  - b. best practice training sessions, growing and deployment of an ambassador network
  - c. piloting of values-based recruitment
  - d. a partnership with the Leicester Mercury Care Awards
  - e. the development of a website to attract local target audiences to a career in care, as well as resources for Leicestershire and Rutland adult social care providers.
20. Evaluation of the initiative has shown that providers value its tailored approach, which is led by those with adult social care recruitment expertise.

### **Consultation/Patient and Public Involvement**

21. The sector growth plan activity is largely aimed at businesses/partners within the sector, and therefore engagement has focussed on providers, and building up an understanding of the health and social care sector context by continuing to develop relationships with them.

### **Resource Implications**

22. Wherever possible, bids will be made for additional resources not normally available to partners individually, but accessible through a partnership working approach.
23. The Improved Better Care Fund (iBCF) supports the delivery of Leicestershire County Council's Inspired to Care initiative.

**Background papers**

LLR Health and Social Care Sector Growth Plan

<https://www.llep.org.uk/strategies-and-plans/sector-growth-plans/health-social-care/>

**Circulation under the Local Issues Alert Procedure**

None.

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**Appendix**

LLR Health and Social Care Sector Growth Plan 2017 – Delivery Plan Progress, June 2019

**Relevant Impact Assessments*****Equality and Human Rights Implications***

The plan has paid due regard to equality, diversity, community cohesion and human rights in its decision-making process.

***Partnership Working and associated issues***

Development of the sector growth plan was initiated by Leicestershire County Council, but from the outset has been progressed in partnership with organisations highlighted in the paragraphs above.

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