



**HEALTH AND WELLBEING BOARD: 24 SEPTEMBER 2020**

**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 an annual progress update on the Leicester, Leicestershire and Rutland (LLR) 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:

<b>Plan</b>	<b>Relationship</b>
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 and Adults and Communities Departmental Strategy 2020-24	The current 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; the new strategy, draft at the time of writing but expected to be approved by the time of this Board, further emphasises the importance of wellbeing.
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 the Board notes:
  - a) The final year's progress in delivering the Health and Social Care Sector Growth Plan.
  - b) The cross-system workforce initiatives which have taken place during the Covid-19 period.
  - c) The intention to include this sector in the Economic Recovery Strategy that is currently in development across Leicester, Leicestershire and Rutland.
  - d) That a new plan for the sector will be developed once the Economic Recovery Strategy has been finalised.
  - e) That the new plan will fall within the economic recovery work being led by the Leicester and Leicestershire Enterprise Partnership (LLEP). New governance arrangements will be put into place for the Economic Recovery Strategy and will incorporate work on this sector.

## **Policy Framework and Previous Decisions**

4. The sector growth plan was presented to the Health and Wellbeing Board on 20 July 2017, and updates were presented in July 2018 and 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 LLR, supplementing the earlier activity led by the 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:
  - Improving the image of the sector;
  - Supporting the sector with resilience and growth;
  - Developing and retaining the current workforce;
  - 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 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. In July 2018, it was agreed a LIS would be developed for Leicester and Leicestershire. In March 2020 the LLEP had finalised the content of the draft LIS, including the development of Logic Chains for each of the five foundations of productivity and was at the point of submission to Government. There was a clear reference to health and social care and the importance of this sector in the document. The advent of Covid-19 and the immediate and ongoing negative impact on the local economy (including significant shifts in the LIS Evidence Base) meant that the submission of the LIS was postponed.
10. In conjunction with partners, the LLEP is currently developing a shorter-term Economic Recovery Plan, allied to the five LIS foundations: people, business, ideas, infrastructure and place. They are now seeking to commission a consultant to work with the LLEP and its stakeholders to write an Economic Recovery Strategy for 2020-2030 which incorporates both medium-term recovery interventions with the longer-term LIS objectives, and which also considers emerging priorities including Green Recovery and the impact of Brexit.
11. 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. A SAP has been established in Leicester and Leicestershire which is a local partnership aimed at strengthening the link between employers, local authorities, schools, colleges and universities.
12. The SAP supported the development of a Skills Evidence Base which was published in March 2020 with a view to informing the development of a Skills Strategy. Due to the ongoing Covid-19 pandemic, the LLEP is now working on collating business, skills and economic intelligence to inform the Leicester and Leicestershire Economic Recovery Strategy. In particular, the SAP will analyse the economic shock to the area and the implications for the labour market.
13. The Strong Economy is one of the outcomes for the County Council's Strategic Plan. A key priority for this outcome is that *Leicestershire has a highly skilled and employable workforce*, which includes the development of a resilient social care workforce to meet the growing demand.

*COVID-19 response*

14. There is no doubt that the Covid-19 period has been exceptionally challenging for and across the sector, including impacts and considerations relating to workforce; a number of cross-sector initiatives and working arrangements have been put into place at very short notice.
15. Leicestershire County Council has engaged extensively with adult social care providers throughout the emergency, to understand their challenges and concerns, to tailor the Council's response accordingly, and to communicate important information. Briefings and weekly conference calls are held which are open to all adult social care providers, with separate service-focussed conference calls for residential care, domiciliary care, Supported Living and Community Life Choices services. Matters relating to workforce have included Personal Protective Equipment, Infection Prevention and Control including the distribution of the national Infection Control Fund focussed on workforce measures, testing, and recruitment. Feedback has been positive from attendees who have found them useful and informative.
16. Through the Department's [Inspired to Care](#) team, a free offer was developed early on in the Covid-19 emergency to recruit care professionals on behalf of providers to fill any potential gaps in the workforce. The Inspired to Care team was expanded to give them the capacity to manage the recruitment process from candidate attraction to first day of work. This offer included a values-based interview process, free Disclosure and Barring Service and a free rapid-induction programme, commissioned by Skills for Care, including induction training via e-learning (virtual care certificate). This contributed to a reduced time to hire period of between 20-30 days.
17. A large recruitment advertising campaign, 'Keep Leicestershire Safe and Well at Home', was launched to support the recruitment of care and support professionals during the pandemic. The campaign featured across social media, radio, broadcast, digital outdoor advertising space, county wide circular newsletter 'Leicestershire Matters' and televised news including 'BBC East Midlands Today'. A 'Refer-a-Friend' scheme was launched for the current external workforce to participate in and boosted the impact and reach of the campaign by showcasing the positive impact care professionals have on the lives of the people they support, showing how they go above and beyond to ensure that vulnerable people stay safe and well.
18. Over 2,000 applications, CVs and enquiries were received, with circa 50 people placed into care professional roles.
19. As the sector moves into recovery, support to providers will continue and focus on their present and foreseen challenges.

## **Delivery Planning and Implementation**

20. 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.
21. The delivery of the plan is overseen by a Steering Group, and accountability is currently to the Strong Economy Outcome Advisory Board.
22. The Steering Group membership currently includes the three local authorities, LLEP, Health Education England, Skills for Care, Department for Work and Pensions, Skills for Care and LOROS.
23. There was a review of the delivery plan in autumn 2019 and the Steering Group decided it would look at how the group can influence the work of LWAB and Association of Directors of Adult Social Services to add value to their strengthened roles rather than duplicate. A table (attached as Appendix B) was produced that aligns the relevant LWAB subgroups and partners with the priorities in the Health and Social Care delivery plan. This allowed us to see where activity should be and identify where we should be influencing and where there were gaps. The main gap identified was around communications and it was agreed that the Steering Group would coordinate communication activity from the various sub-groups and continue to fill in any gaps.
24. The Steering Group also considered the risks to implementation and how the risks might be mitigated, especially with regard to:
  - Resource limitations;
  - Avoiding duplication;
  - Capacity of partners to deliver actions;
  - Changing priorities.
25. 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 were aligned to the four themes of the sector growth plan outlined in paragraph 6 above.
26. During its second year of operation, the project has delivered a number of schemes, including:
  - a) tailored recruitment and retention support from industry specialists;
  - b) held topic conferences specific to recruitment and retention best practice methodologies including creative attraction, values-based recruitment and cost effect use of job boards;
  - c) education and roll out of values-based recruitment methodologies to aid in right hires and retention;
  - d) continued partnership with the Leicester Mercury in the Care Professional of the year awards;
  - e) the continued development of the Inspired to Care website to both attract local target audiences to a career in care, change perceptions of career within the sector

as well as a comprehensive resources section for Leicestershire and Rutland adult social care providers;

- f) creation of various social media platforms to reach different demographics, publishing case studies, good stories and sharing provider vacancies;
- g) engaged with the local media highlighting good news stories which appear in BBC East Midlands today and various newspapers;
- h) created a centralised preferred supplier list with recruitment agencies with reduced fees and better terms of business;
- i) identifies hard to recruit locations within the county and created workforce plans to aid in attraction in these areas to support local providers;
- j) worked with educational establishments in city and county locations to aid in attracting the future workforce, succession planning and changing perceptions of careers within the sector;
- k) in response to Covid-19, supported the external market by increasing provider capacity, by acting as a free recruitment agency, launching a county wide campaign to attract, recruit, on-board, train and deliver ready to start candidates into the external market.

27. Evaluation of each workstream has shown that providers value its tailored approach, which is led by those with adult social care recruitment expertise.

### **Next Steps**

28. An Economic Recovery Cell has been set up by the LLEP with a purpose to provide a coordinated analysis of the impact of Covid-19 on the economy of Leicester and Leicestershire and to advise the LLEP oversight group on key decisions that need to be taken on strategy, delivery and funding. This will result in the development of an Economic Recovery Strategy for Leicester and Leicestershire, structured around the existing Local Industrial Strategy Foundations.
29. Once the Economic Recovery Strategy has been finalised, a more detailed plan for the health and social care sector will be developed. It is proposed that those on the current steering group contribute to the development of this plan.
30. The governance arrangements for the sector plan will fall within wider Economic Recovery Strategy governance. These arrangements are still evolving.

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

31. 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.
32. The Adults and Communities Strategy 2020-24 for Leicestershire County Council, which is being presented to the Cabinet for approval on 18 September 2020, provides the strategic framework for the Authority's workforce initiatives. Its consultation phase in late 2019 to mid-2020 saw extensive engagement with a range of stakeholders.

33. Further, there has been and continues to be significant engagement across the sector with the public, patients, service users and providers during the Covid-19 period.

### **Resource Implications**

34. Wherever possible, bids will be made for additional resources not normally available to partners individually, but accessible through a partnership working approach.
35. The iBCF supports the delivery of Leicestershire County Council's Inspired to Care initiative.
36. European Social Funding (ESF) will be phased out and it is our understanding that ESF will be replaced by the UK Shared Prosperity Fund. Further guidance is awaited on how this funding stream will work in practice, but given the work undertaken locally on this sector, the authority should be in a good position to apply.

### **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**

37. None.

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## **Appendices**

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

Appendix B - Table of activities

## **Relevant Impact Assessments**

### *Equality and Human Rights Implications*

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

### *Partnership Working and associated issues*

39. 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. Although governance arrangements for the Economic Recovery Strategy are still evolving, it is envisaged that a similar partnership will take forward the more detailed work on the health and social care sector so that we can build on the successful achievements of the last three years.