

Caring for the future

Corporate plan 2018-2023

This plan is our main strategic planning document, providing a framework for the delivery of our services. It is a clear statement of our purpose, strategic aims, key policy priorities and our values for the next five years. We review this plan each year.

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Our purpose is to achieve a caring, skilled, confident and well led social care workforce valued by everyone



Foreword

A country can be judged on how it responds to the needs of those most in need of care and support. Across England, demographic changes are impacting on vital services: this year we have seen, for the first time, the debate about the funding of care for both working age and the retired repeatedly make headline news. CQC have described our sector as being in a precarious position and there is no doubt that our institutions, including the NHS and the housing sector are also under huge pressure.

The national debate about the interconnectedness of services, how services can innovate and integrate to deliver truly person-centred care to citizens and communities, is as necessary as ever. Skills for Care has a vital part to play in this debate. Our unique structure enables us to work at both national and local levels (through our area teams), reaching into communities, employers and networks to help improve public knowledge of, and confidence in social care. As the organisation of choice for workforce leadership, standards and qualifications in adult social care, we believe in the power of people to be the sector's greatest asset. Recruiting and retaining the right people is employers' number one challenge.

As our sector evolves then it, like us, must adapt to meet the significant challenges we know lie ahead of us. Over the next five years, by engaging with employers and stakeholders, we expect to increase the range of services and products we offer to the sector and to grow our digital capabilities. An example of this is the work we will be doing to upgrade our National Minimum Dataset for Social Care – the leading source of workforce intelligence for the adult social care sector in England holding information on 23,000 care providing locations and three quarters of a million individual worker records. This major piece of work should be complete in 2019.

This document, together with our annual Business Plan will constantly evolve in line with our approach to inevitable changes to the way services are offered to those who need care and support in our communities. We want a caring, skilled, confident and well-led social care workforce that is valued by everyone.

Dame Moira Gibb



Skills for Care Chair

Sharon Allen, OBE



Skills for Care, CEO

Who we are

Skills for Care is a trusted independent charity with over 18 years' experience in leadership and workforce development. We are the Department of Health and Social Care's key delivery partner.

We are the experts in leadership and workforce development for adult social care in England and are the sector's leading source of workforce intelligence and insight. We also work closely with related sectors such as health, housing and children's services.

Skills for Care is the Department's key delivery partner in developing the social care workforce and in shaping a new strategic workforce agenda for the Department of Health and Social Care.

Gavin Larner, Director of Workforce, Department of Health and Social Care

What do we do?

We support social care employers to provide the care and support citizens need and what commissioners and regulators expect. We do this by helping employers get the best from their most valuable resource - their people.

Our practical support helps leaders and managers **recruit, retain, develop** and **lead** their staff, from entry level right through to senior leadership and management roles. Our local area teams provide information on our tools, offer tailored support and can put you in touch with local networks, initiatives, and opportunities.

Our analysts provide expert insight into the adult social care sector and its workforce: www.skillsforcare.org.uk/workforceintelligence

The data has helped form our understanding of the staffing market in the care sector, and provided some useful benchmarks with which to compare against in our new care home staffing report.

Ben Hartley, Director, Carterwood, 2017

You can find out more about us by following us on social media, taking a look at www.skillsforcare.org.uk or by calling our dedicated information line **0113 241 1275**.

Our purpose, aims and values

Our purpose

We want a caring, skilled, confident and well-led social care workforce that is valued by everyone.

We achieve this by employing talented people to work in partnership with employers and others to enable individuals to lead the lives they want to.

Our aims

Our aims link clearly to our annual Business Plan, which contains our Work Programme for the Department of Health and Social Care. We will -

- Support social care employers to recruit and retain sufficiency of a caring, skilled, competent and values led workforce. (Links to the recruitment and retention section of our Work Programme)
- Use data, workforce intelligence and our unique employer engagement to support development of a workforce that is effective in meeting citizens' needs. (Links to the Improvement section of our Work Programme)
- Model being a Learning Organisation and actively promote learning and development, including achievement of qualifications, to enhance provision responding to citizens' needs. (Links to the Improvement section of our Work Programme)
- Promote practice through all of our resources and activity that keeps people safe and that innovates to support new ways of working. (Links to our Prevention and Wellbeing section of our Work Programme)
- Develop compassionate leaders at every level to ensure citizen focused services are well-led. (Links to the Improvement and Workforce for integration sections of our Work Programme)
- Maximise investment into leadership and workforce development through our social enterprise. (Links to our Business Development activity)

Our values that help us achieve success

We ensure our values form part of our staff supervision discussions:

We are responsible

- We deliver outcomes that have a measurable, positive impact on the lives of all those who need care and support.
- We ensure value for money for the taxpayer, through efficient and effective stewardship of public money and through our social enterprise.

We are dedicated

- We commit to long term investment and support with sector partners
- We nurture our talent. We do this by investing in our employees to support their development and being an employer they want to stay with.

We are collaborative

- We work with others, to ensure the whole workforce offer is joined-up and relevant.
- We are inclusive in our work, knowing that diversity across social care is a key strength.

We are innovative

- We use our brand to create a compelling workforce offer; one that enables everyone to access resources for their development in our sector, from entry level to top leaders.
- We encourage innovative thinking that enables the workforce to provide better, whole person care to those in need.

☾ Thanks so much for the superb organisation, facilitation and most importantly local knowledge which combined to deliver a very successful meeting yesterday. It was clear that this sector is not getting the information in ways that are meaningful to them and so an opportunity to share good practice and learn of the latest seemed very welcome. I hope the evaluations show the same! ☽

Jacqueline Joyce, Clinical Learning Lead. Health Education England (Kent Surrey and Sussex)

Our key priorities 2018-2023

Our aims are supported by six priorities. We review these each year alongside our business planning processes.

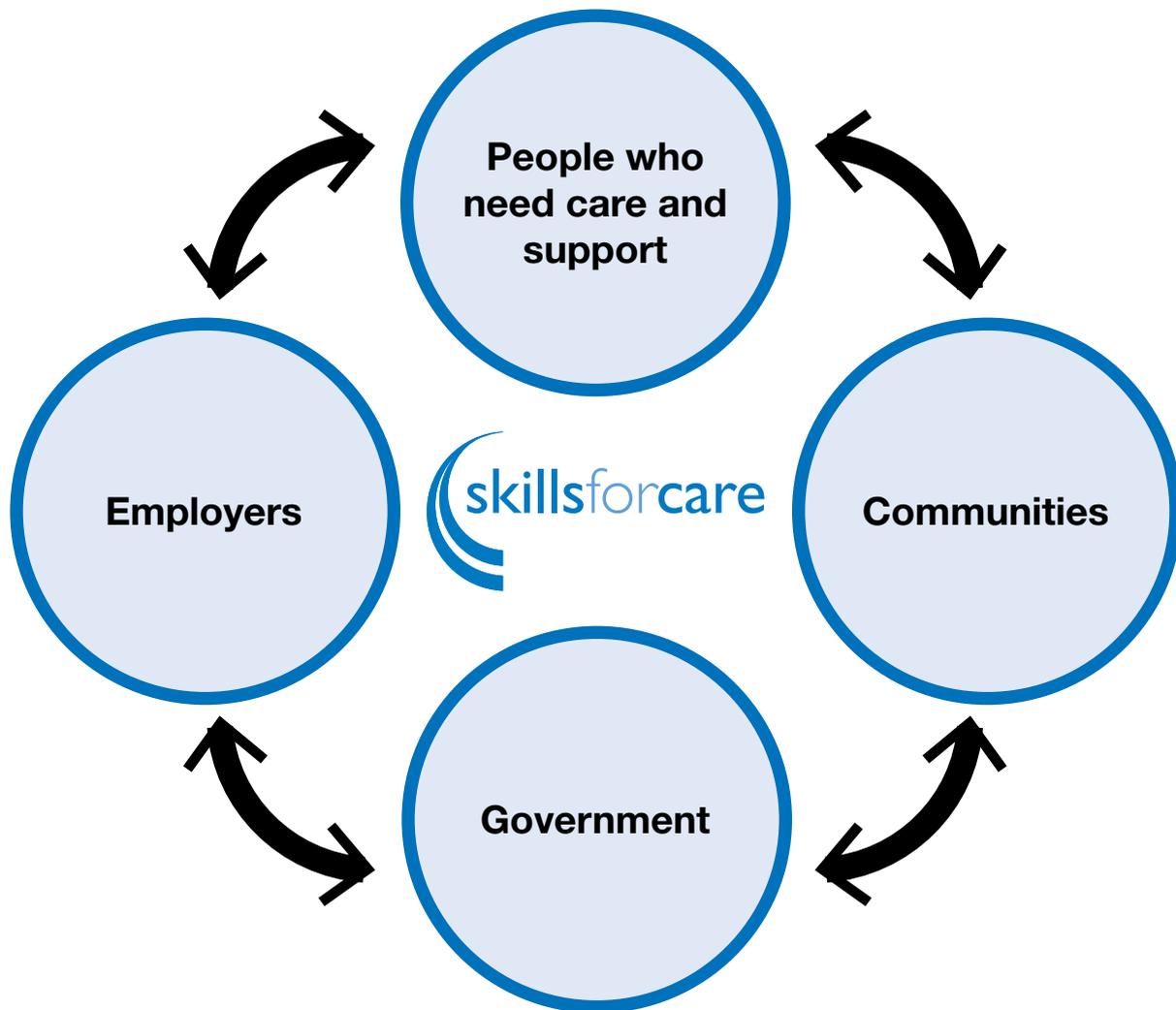
- Engage with employers and use our workforce intelligence to fully understand key issues of concern to the sector in order to guide government strategy and influence and support the national debate on the future of care
- Encourage and support innovation in the sector, focusing our support on (a) the retention and recruitment challenge; (b) leadership and management with a particular focus on supporting Registered Managers; and (c) support for effective induction with ongoing professional development for the whole workforce
- Engage with the adult social care sector to develop standards apprenticeships and qualifications to ensure we have a better led, skilled, confident and valued workforce
- Use our market intelligence and unique employer engagement capability to inspire and support fresh approaches to achieving joined up care and support, for example across other sectors including health, housing and leisure to make sure people who need care and support can access joined up services, provided by confident, caring, skilled and well-led workforces in their communities.
- To model ourselves, the leadership we say the social care sector needs
- Continually improve the quality of the work we do and our value for money as well as diversifying our business, so that we maximise investment into the sector's leadership and workforce development

 Skills for Care is the trusted body that supports workforce planning and development in adult social care. The organisation has excellent reach with strong partnerships across the many different types of employers to be found in our diverse sector. Skills for Care does well to listen, understand and represent the interests of employers when taking forward its own projects and when channelling views into Government. 

Dr Rhidian Hughes, Chief Executive VODG (Voluntary Organisations Disability Group) and Chair of the Care Provider Alliance

Who we work with

We work in partnership with many organisations and individuals. Our ability to directly interface between government, employers¹, communities and individuals makes us unique. This requires us and our people to accurately balance our resources against the sector's greatest needs.



At all levels, we work directly with adult social care employers (including individual employers employing their own support staff), commissioners, leaders and regulators. Our support enables and empowers them to develop their workforce to meet the needs and aspirations of, and improve the quality of life of, people who need care and support. In addition, we will work closely with policymakers and delivery partners including training, learning and development providers and awarding organisations in the social care sector and related sectors such as health and housing. The social care workforce includes workers from entry level to leadership and management and includes regulated professions such as social workers, occupational therapists and nurses. It also includes practitioners, commissioners and regulators. We help attract new entrants to the workforce, including Apprentices, young people, career changers and jobseekers. We work closely with the private, independent and voluntary sectors including user-led organisations and groups. Our work helps carers as well as people who need care and support.

¹ “Employer” in this context includes all sectors, sizes, service and business models who provide care and support to enable people to live independently in communities, including Individual Employers.

A key benefit of working with Skills for Care is their capacity to work rapidly, in partnership with others, to deliver good results

Kevin Kewin, Senior Advisor, Care and Health Programme, LGA

In the years ahead we want to boost awareness of our offer to all employers; and deepen our most important employer relationships further. **Why?** Being ‘the place to go’ for employers both strengthens our knowledge of their needs, enabling us to deliver the right, practical support they need, and positively drives our dialogue with government and national policy leaders.

Balancing our work between practical support, consultancy, intelligence and insight to our customers with advice to commissioners including government is demanding.

We would like to take this opportunity in thanking you and your colleagues at Skills for Care for all your hard work in putting together the regular Registered Managers meetings.

As a local Domcare/Nursing Agency we have found attending these meetings very beneficial, not only have they allowed us to gain greater knowledge around the subjects covered, we have also had the opportunity in meeting new people in similar organisations to ourselves, it has also allowed us to share experiences and to hear of other people’s experiences.

We have as a result of these meetings made many small but constructive changes within our organisation, we believe these implemented changes have helped contribute to us achieving an overall Good rating from our recent CQC inspection in November.

We would therefore like to highly encourage other Registered Managers to attend these valuable meetings in the future

Krasi Georgieva and Zoe Chew from Advantage Nursing Agency Ltd

How do we manage this? We trust our people to manage this balance. Where resourcing decisions are needed, we collectively agree solutions based on our analysis of where we can achieve the greatest positive impact for those in need of care and support.

Other plans and strategies

This document is supported by our annual Business Plan which sets out activities, key objectives and impacts as well as detailed performance measures. Our organisational development plan supports the development of people, systems and processes to support effective delivery of our business plan.



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