

Agenda

Adult Care and Well Being Overview and Scrutiny Panel

Wednesday, 29 September 2021, 2.00 pm
County Hall, Worcester

All County Councillors are invited to attend and participate

This document can be provided in alternative formats such as Large Print, an audio recording or Braille; it can also be emailed as a Microsoft Word attachment. Please contact Scrutiny on telephone number 01905 844965 or by emailing scrutiny@worcestershire.gov.uk

DISCLOSING INTERESTS

There are now 2 types of interests:
'Disclosable pecuniary interests' and **'other disclosable interests'**

WHAT IS A 'DISCLOSABLE PECUNIARY INTEREST' (DPI)?

- Any **employment**, office, trade or vocation carried on for profit or gain
- **Sponsorship** by a 3rd party of your member or election expenses
- Any **contract** for goods, services or works between the Council and you, a firm where you are a partner/director, or company in which you hold shares
- Interests in **land** in Worcestershire (including licence to occupy for a month or longer)
- **Shares** etc (with either a total nominal value above £25,000 or 1% of the total issued share capital) in companies with a place of business or land in Worcestershire.

NB Your DPIs include the interests of your spouse/partner as well as you

WHAT MUST I DO WITH A DPI?

- **Register** it within 28 days and
- **Declare** it where you have a DPI in a matter at a particular meeting
 - you must **not participate** and you **must withdraw**.

NB It is a criminal offence to participate in matters in which you have a DPI

WHAT ABOUT 'OTHER DISCLOSABLE INTERESTS'?

- No need to register them but
- You must **declare** them at a particular meeting where:
You/your family/person or body with whom you are associated have a **pecuniary interest** in or **close connection** with the matter under discussion.

WHAT ABOUT MEMBERSHIP OF ANOTHER AUTHORITY OR PUBLIC BODY?

You will not normally even need to declare this as an interest. The only exception is where the conflict of interest is so significant it is seen as likely to prejudice your judgement of the public interest.

DO I HAVE TO WITHDRAW IF I HAVE A DISCLOSABLE INTEREST WHICH ISN'T A DPI?

Not normally. You must withdraw only if it:

- affects your **pecuniary interests OR** relates to a **planning or regulatory** matter
- **AND** it is seen as likely to **prejudice your judgement** of the public interest.

DON'T FORGET

- If you have a disclosable interest at a meeting you must **disclose both its existence and nature** – 'as noted/recorded' is insufficient
- **Declarations must relate to specific business** on the agenda
 - General scattergun declarations are not needed and achieve little
- Breaches of most of the **DPI provisions** are now **criminal offences** which may be referred to the police which can on conviction by a court lead to fines up to £5,000 and disqualification up to 5 years
- Formal **dispensation** in respect of interests can be sought in appropriate cases.

Adult Care and Well Being Overview and Scrutiny Panel **Wednesday, 29 September 2021, 2.00 pm, County Hall,** **Worcester**

Membership

Councillors:

Cllr Shirley Webb (Chairman), Cllr Jo Monk (Vice Chairman), Cllr David Chambers, Cllr Lynn Denham, Cllr Paul Harrison, Cllr Matt Jenkins, Cllr Adrian Kriss, Cllr James Stanley and Cllr Emma Stokes

Agenda

Item No	Subject	Page No
1	Apologies and Welcome	
2	Declarations of Interest	
3	Public Participation Members of the public wishing to take part should notify the Assistant Director for Legal and Governance, in writing or by email indicating the nature and content of their proposed participation no later than 9.00am on the working day before the meeting (in this case 28 September 2021). Enquiries can be made through the telephone number/email address below.	
4	Confirmation of the Minutes of the Previous Meeting Previously circulated	
5	Worcestershire's All Age Carers Strategy	1 - 42
6	Care Work as a Career Scrutiny Report - Update on Progress against Recommendations	43 - 94
7	Supported Living Market Position Statement	95 - 106
8	Performance and In-Year Budget Monitoring	107 - 118
9	Work Programme 2021/22	119 - 122

Agenda produced and published by the Assistant Director for Legal and Governance, County Hall, Spetchley Road, Worcester WR5 2NP To obtain further information or hard copies of this agenda, please contact Emma James/Jo Weston telephone: 01905 844964 email: scrutiny@worcestershire.gov.uk

All the above reports and supporting information can be accessed via the Council's [website](http://www.worcestershire.gov.uk/info/20013/councillors_and_committees)http://www.worcestershire.gov.uk/info/20013/councillors_and_committees

Date of Issue: Tuesday, 21 September 2021

This page is intentionally left blank

ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 29 SEPTEMBER 2021

WORCESTERSHIRE'S ALL AGE CARERS STRATEGY

Summary

1. The Adult Care and Well Being Overview and Scrutiny Panel has been asked to consider the Worcestershire's All Age Carers Strategy, which is currently being updated and revised.
2. The Strategic Director of People and Cabinet Members with Responsibility for Adult Social Care and Health and Well Being have been invited to the meeting.

Background

3. The Carers Strategy, which attached at Appendix 1, is an all-age strategy which has been co-produced via engagement with carers, including parent carers, young carers and young adult carers, and a full range of other key stakeholders who refer, or have an interest, in unpaid carers to ascertain whether the vision and outcomes for carers are still relevant today, to find out what is working well, not so well, gaps and opportunities for development and improvement.
4. The rationale is to minimise the gap between Adult and Children's Services, to work in partnership to provide a more integrated offer to carers and because the vision and outcomes are the same for all carers albeit supported in very different ways with a different ethos. The all-age strategy is particularly important to parent carers whereby the cared-for person transitions from Children's to Adult Services.
5. The strategy details the present situation for unpaid carers within Worcestershire, outlines the future, and identifies how we can get there – together. It is also informed not only by key stakeholder groups but also by the legislation that protects and supports carers, good practice, research, and guidance.
6. The strategy reflects the time it was written. It is not intended to be a static document; it will change as new circumstances arise and we respond to them. The delivery of this Strategy will fall under the remit of Worcestershire's Health and Wellbeing Board. It will be implemented by working groups overseen by the Carers Partnership.
7. The carers service specification is currently being drafted with the ambition to go out to tender on 1 October 2021. Once issued, it is intended to include the assessment of carers of adults with mental health needs and learning disabilities with the Carers Hub including the assessment contract.
8. A project team was formed which comprised of a wide range of key stakeholders who completed and/or supported specific tasks within the project plan. This included:

- Reviewing findings of the carers needs assessment
- Researching good practice for Carers Support and recent reports evaluating the impact of COVID-19 on Carers e.g. NICE Guidelines, the work of other local authorities and carer support organisations such as Carers UK and Carers Trust etc
- Mapping and analysing the strengths, weaknesses, gaps, and opportunities of carers support as well as the political, economic, social, technological, environmental, and legal aspects
- Equality Impact Assessment
- Engagement with carer sand other key stakeholders including surveys and focus groups
- Mapping funding invested in carers
- Mapping support service provision both contracted and non-contracted
- Mapping governance arrangements.

9. Key partners on the Project Team are: Public Health, Children Services (including Children with Disabilities and Early Help), Worcestershire Association of Carers, Stroke Association, YSS, CCG, Young Adults Team, Learning Disability and Mental Management, Families in Partnership, Worcestershire Health and Care Trust, Worcester University and Healthwatch.

10. Other additional agencies specifically supported in specific carer engagement including Jigsaw, Autism Focus group and Age UK (Dementia Meeting Centre).

11. The annual action plan will become the key document as completing actions will be what makes a difference to carers lives and will make a difference to how we interact with carers in our daily lives at home, in education and at work.

12. The inclusion of carers of people who have had a stroke within the strategy and contract may impact on the Stroke Association who currently deliver this element of the service. Previously proposed changes to the Stroke Association contract resulted in well-co-ordinated campaigns to retain the service.

13. There are 5 key pieces of legislation that have a focus on Carers and their wellbeing. This means there is a legal responsibility to support and includes Carers of all ages. These include:

- a) Care Act (2014)
- b) NHS long term plan (2019)
- c) Health and Social Care Act (2012)
- d) Local Government and Public Involvement in Health Act (2007)
- e) Children Act (2004)
- f) Children and Families Act (2014)

14. All these Acts affect the commissioning of information, advice, and support for Carers. There are also other related pieces of legislation such as the Employment Act, Equalities Act, Mental Capacity Act, and the Mental Health Act. Web links to each of the key references used are in the strategy.

15. The agreed funds for the various elements of the services for carers are as follows:

- £617,000 pa (Public Health funding) for the adult carer's hub

- £40,000 pa (Adult Services funding) for the assessment of carers (including LD and MH carers)
- £90,000 pa for carers of stroke survivors
- £122,000 pa for young carers and young adult carers hub

16. Other related funding such as replacement care and carer DP funding to be considered in the holistic picture of funding for carers. This equates to a spend of £2.5m for adult carers (including parent carers) and £3.2m for young carers, young adult carers and parent carers/families.

17. There may be potential TUPE implications for the Learning Disability and Mental Health Teams when these assessment and reviews become part of the wider Adult Carers Hub. Professional advice from HR will be taken.

18. Assurance is given that the new Adult Carers Hub and assessment and reviews which form part of the service specification will ensure equality, diversity, and inclusion with fair access to services through appropriate marketing and information in appropriate formats etc. as part of the monitoring of contracts awarded.

Purpose of the Meeting

19. Members are invited to consider and comment on the information within this report and agree:

- whether any further information or scrutiny work is required at this time
- whether there are any comments to highlight to Cabinet Member.

Supporting Information

- Appendix 1 – All Age Carers Strategy 2021 - 2026

Contact Points

Emma James / Jo Weston, Overview and Scrutiny Officers, Tel: 01905 844964 / 844965
Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance) the following are the background papers relating to the subject matter of this report:

- Agenda and Minutes from the Overview and Adult Care and Wellbeing Overview and Scrutiny on 25 September 2019

Minutes and Agendas are available on the Council's website: [weblink to agendas and minutes](#)

This page is intentionally left blank

Carer Friendly Worcestershire



All Age Carers Strategy for Worcestershire 2021 – 2026

Contents

Foreword	2
1. Introduction	3
2. Caring – some facts and figures	3
3. Where are we now - The journey so far	5
3.1 A summary of what how we planned to support carers with their outcomes or goals, and we have done or achieved	5
4. Our direction	6
4.1. Our vision	6
4.2 Our Mission	7
4.3 Our Values	7
5 Values of Adult Social Care and Commissioning	7
6. Our Approach	8
6.1. A strengths-based approach	8
6.2 Prevention and Carer Identification – key principles relating to carers	9
6.3 What does this mean for Worcestershire?	9
6.4 Understanding Carer’s priorities	11
7 How we will support Carers	13
7.1 Priorities and Commitments to Carers	14
8. How we will deliver change, monitor progress, and measure success	15
8.1. Delivering change	15
8.2 Monitoring and reporting progress of strategy delivery and accountability	16
8.3 Successful implementation	16
9 Finally, thank you	17
10 Please get in touch if you want to know more or wish to get involved in the implementation of this strategy....	17
APPENDIX 1 – Carer definitions	18
APPENDIX 2 – Key references	19
APPENDIX 3 - Useful organisations for carers	20
APPENDIX 4 – Stakeholder feedback and engagement	20
APPENDIX 5 – Governance and carer engagement arrangements for strategy delivery	25
Appendix 6 - Map of Carers Support	26
Appendix 7 - Analysis of carers support relating to recognition, value, life of my own and ability to maintain physical health and wellbeing	27
Appendix 8 – Commitment to Carers	29

Foreword

I am pleased to present the 'Carer Friendly Worcestershire –Carer's strategy for Worcestershire 2021 – 2026'.

Through joint working between Health, Social Care, the voluntary and community sector, and carers themselves we have already improved support services for carers. This new strategy will build on these achievements and respond to the changes in carers needs identified in the recent Needs Assessment and because of the Covid 19 pandemic.

Our vision remains - and continues to be - that carers are recognised and valued by the wider community and statutory agencies in Worcestershire for the significant support and care they provide to vulnerable adults, children, and young people. We will create a 'Carer friendly community in Worcestershire' where carers are viewed as expert care givers and supported to enable them to continue to care for family members and friends whilst being able to have a life outside of caring.

Many young people (some as young as 7) care for family members. We are committed to support these young carers and young adult carers and ensure that they can grow up with their peers, access education, training and employment without their caring role having a negative impact on their social and educational development.

In Worcestershire, we continue to enable and encourage carers to support each other and access universal services to help them to maintain a life outside caring, to continue to care and where necessary find professional support if they need it. The commissioning of new and co-designed services will provide more equitable support for carers across the county, and all front-line health and social care staff involved in supporting individuals/patients will be tasked with ensuring that the needs and aspirations of carers are always considered.

The strategy will be implemented by everyone who has a statutory responsibility, interest, or link to Carers. It provides a road map of Carers aspirations, goals, and priorities and sets out how we can work together to achieve them and develop and improve services over the next 5 years. I look forward to seeing the impact this strategy and the associated actions will have and thank all carers in Worcestershire for the tremendous commitment they show daily.



Councillor Karen May
Chair of the Health and Wellbeing Board

1. Introduction

The recognition from government and the public of the value unpaid carers have played in managing the impact of Covid presents an opportunity to review the 'All Age Carers strategy' for Worcestershire 2015-2020. Increasing the need to ensure carers feel valued, supported, and enabled to balance caring responsibilities with the rest of their life, has never been more important. If Covid has taught us anything, it has shown we can be more innovative in the way services are delivered and how we connect with people in our communities. Now is the time to review the design of public services around carers experiences, enabled by working together, technology and thinking differently.

At the same time the County health and social care system continues to undergo substantial change and continually needs to find more efficient ways of working. Worcestershire's Carers Hub is vital to coordinate the delivery of services to carers of Worcestershire residents and plays a significant part, not just in supporting the day-to-day information, advice and support for unpaid carers and paid workers but also in enabling smarter and transformative ways of thinking about carers and those interactions that take place.

Our strategic objectives are:

- a) Local Impact
- b) Monitoring and reporting progress of strategy delivery and accountability
- c) Influencing better policy and practice across organisations in Worcestershire

This strategy is a document that details the present situation for carers, outlines the future, and shows us how we can get there – together. In creating our strategy, we have engaged with key stakeholders including carers. It is also informed by legislation that protects and supports carers, and good practice, research, and guidance.

This is not a static document but will change as new circumstances arise through the annual carer's implementation plan. This strategy is for adult carers (including parent carers) and it is hoped that at some point in the future, an all-age carers strategy will resume. Continuity of support for parent carers is important, so there will be the ability to support parent carers within the lifespan of the adult carer's hub contract.

The delivery of this Strategy will fall under the remit of Worcestershire's Health and Wellbeing Board (a multi-agency team of directors of all key organisations in Worcestershire for example social care for adults and children, CCG, NHS Trust, Councillors, West Mercia Constabulary, Healthwatch etc).

The strategy will be implemented by working groups which will be part of or overseen by the Worcestershire Carers Partnership. A decision is yet to be made. This would be multiagency group of key partners including carers with lived experience of the caring role. Progress on the implementation of the strategy will be overseen by the Health and Wellbeing Board.

2. Caring – some facts and figures

Who is a carer?

If someone provides unpaid support and care to an adult (18 or over) relative, partner or friend who is ill, frail, disabled or has mental ill-health or substance misuse problems then they are a carer. They

may provide emotional support, medical care, personal care, physical care and/or domestic tasks. This could be a child aged over 7, a young person or an adult.

If a parent (over 18 years of age) provides care to a child with special educational needs or disability (SEND) for whom they have parental responsibility, then they are a parent carer. A non-parent carer of a disabled child is someone over 18 who provides care to a disabled child for whom they do not have parental responsibility (such as a grandparent).

A young carer is defined as someone with a caring role aged 7 to 18 and a young adult carer with a caring role who is aged 19- to 24-year-old. The caring role could be for a parent, a sibling, or a grandparent due to illness, disability, physical or mental health difficulties or substance misuse.

A full list of definitions is provided in the Appendix 1

Carer statistics

- Pre-COVID-19 there were up to 8.8 million unpaid carers across the UK.
- The pandemic has resulted in millions of new carers – 4.5 million new to caring since the start of the pandemic, 2.8 million of whom are juggling work and care.
- The UK's unpaid Carers save the economy an estimated £132bn each year according to [this report](#)
- The caring role can be both physically and emotionally demanding, [recent research from Carers UK](#) found that 40 per cent of Carers have not had a break in over a year (*pre Covid data – this figure has increased during Covid*).
- The 2019 GP Patient survey found that 17% of the population in England over the age of 16 are carers - using this figure would suggest that there are currently more than 81,000 carers in Worcestershire

The Worcestershire County Council (WCC) [Joint Strategic Needs Assessment](#) outlines:

- The number of carers identified in Worcestershire was 63,685 in the last census in 2011. Of this figure 60,195 are adults and 3,490 are young carers and young adult carers. This figure includes both adult carers and young carers and young adult carers. This does not identify how many carers already have support needs, or who are at risk of developing needs
- Statistics collected via Worcestershire's carers register shows us we are currently in touch and/or supporting 19% of the identified carer population who self-identified on the last census (over 12,000 carers). The remaining 81% may or may not need support but some may be missing out on support as they don't know what is available. There are also carers who haven't self-identified on the census who may need support.
- There are 631 young carers and young adult carers on the register in Worcestershire.
- We know that 3 in 5 people become carers at some stage of their lives
- Many Carers must juggle their role with a job and 1 in 7 are a working carer making working carers a 'hot topic'.

The legal framework

There are 5 key pieces of legislation that have a focus on Carers and their wellbeing. This means there is a legal responsibility to support and include Carers of all ages. These include:

1. Care Act (2014)
2. NHS long term plan (2019)
3. Health and Social Care Act (2012)
4. Local Government and Public Involvement in Health Act (2007)
5. Children Act (2004)
6. Children and Families Act (2014)

All these Acts affect the commissioning of information, advice, and support for Carers. There are also other related pieces of legislation such as the Employment Act, Equalities Act, Mental Capacity Act, and the Mental Health Act. You will find web links to each of the key references used in the production of this strategy in Appendix 2.

3. Where are we now - The journey so far

3.1 A summary of what how we planned to support carers with their outcomes or goals, and we have done or achieved

Outcome	How we planned to achieve this	What we did
Recognised and valued <ul style="list-style-type: none"> • I am recognised and respected in my role as a carer • I feel confident that there is support available • I feel able to care safely • The caring I do is appropriate to my age and capabilities • I understand how to access support • I am involved and can influence the assessment of my needs and aspirations • Any services I receive meet my needs and aspirations • I can have a say in how services are designed and delivered 	<ul style="list-style-type: none"> • Face to face carers assessments that focus on the individual • Engagement and consultation with carers included at all stages • Relevant consultative carer groups are in place and regular feedback to WCC, CCGs and Health and Well Being Board is ensured Health and Social Care professionals are Carer Aware • Support services for young carers are in place, schools and colleges have the carer awareness training online to support young carers • Your Life Your Choice website (and other online resources such as http://yss.org.uk/young-carers/ clearly explain the carers pathways and what universal, commissioned and WCC provided is available • Commissioned services are in place to provide 	<ul style="list-style-type: none"> • WCC moved to the 'Three Conversation Model', with the commissioned provider carrying out the initial conversations with carers (convo 1's) and carer assessments (convo 3's) • Carers involved through Carers Partnership, consultations on specific projects, participation in Health and Wellbeing and Scrutiny Committee meetings • Co-produced annual reports presented to the Health and Wellbeing Board in 2016, 2017, 2018 & 2019 • Carers Awareness training updated and publicised • Commissioned providers contributed to development of 'Your Life, Your Choice' • Worcestershire Carers Hub commissioned in 2016 and Worcestershire Young Carers and Young Adult Carers Service
A life of my own <ul style="list-style-type: none"> • I feel able to achieve balance between my caring role and my personal life • I feel part of my community 	<ul style="list-style-type: none"> • Support will be made available to all carers • Funded social care will be made available through a carer personal budget 	<ul style="list-style-type: none"> • Wide range of support available to carers through the Carers Hub • Training and information sessions run through Carers

<ul style="list-style-type: none"> • I know how to make the most of income available to me and am not forced into financial hardship because of my caring role • I feel able to fully participate in education or training and enter or re-enter the employment market when I wish • I can remain in (suitable) employment if I wish to 	<ul style="list-style-type: none"> • Support can be provided to the person with care needs to help ensure relevant training is made available to include information about financial matters • Professionals and organisations encountering carers will be trained in carers issues. This will be through direct training or Care Aware campaign. • Young carers at risk of becoming NEET (not in education employment or training) receive 	<p>Hub including on Financial matters</p> <ul style="list-style-type: none"> • Carer Awareness training made available to professionals; Carers Hub also ran training sessions for a wide range of professionals and other organisations
<p>Supported to be mentally and physically well</p> <ul style="list-style-type: none"> • I can maintain my physical health and emotional wellbeing • I can manage stress • I feel confident to fulfil my role as a carer • I can maintain a dignified relationship with the person I care for • I can maintain relationships that are important to me • We have effective plans in place to ensure staff, people who use services and their carers are aware of and understand the advocacy offer we are developing and how this meets our responsibilities under the Care Act. 	<ul style="list-style-type: none"> • Personalised support will be provided to all carers • Some areas of provision will be provided through a carer personal budget where this is required • Relevant training (e.g., how to manage stress, caring with confidence) and local carer support groups to be in place • Carer’s support and replacement care are available to carers where they need and qualify for it • GPs and other Health professionals will make adjustments for carers in their day-to-day practice • Effective support in place for independent advocacy where a carer needs this 	<ul style="list-style-type: none"> • Personalised support provided to carers through the Carers Hub • Carers Hub provided a wide range of training including managing stress, caring with confidence, managing specific conditions, etc. Local carer support groups in place across the county (virtual during COVID 19 pandemic) • Carers Hub provider worked with NHS through the Sustainability and Transformation Partnership (and subsequently Integrated Care System) to promote needs of carers; ‘System wide ‘Commitment to Carers’ agreed • Contract in place for delivery of advocacy service for carers
<p>Staying Safe</p> <ul style="list-style-type: none"> • I can care safely and maintain the safety of the • person I care for and receive support for 	<ul style="list-style-type: none"> • Safeguarding procedures are in place and are accessible to carers 	<ul style="list-style-type: none"> • Carers are represented on Worcestershire Safeguarding Adults Board • Carers Safeguarding Reference Group in place

4. Our direction

4.1. Our vision

“All carers (adult, young adult, young and parent carers) will be recognised and valued by the wider community and statutory agencies in Worcestershire for the support and care they provide to vulnerable adults, children and young people”.

4.2 Our Mission

To research, evidence, share and implement best practice to shape strategy, priorities, and outcomes. Everything we do is informed by carers and people with experience of care and support.

4.3 Our Values

All partners signing up to this strategy are committed to becoming a more diverse and inclusive organisations, living up to our values in everything we do. We are ambitious about building the leadership and culture we need to enable our people to work at their best. We will develop a behavioural framework that ensures we are all living our values and are holding each other to account for continual improvement.

The values we have signed up to:

Progressive
always learning and developing
Inclusive
working together for equality, diversity, and fairness
Credible
evidence-based, robust, and reliable
Transparent
open and honest
Committed
focused on making a difference to people's lives

5 Values of Adult Social Care and Commissioning

The values of Adult Social care and commissioning are a:

- Customer Focus – putting customer need at the heart of everything we do
- Can do culture – being proactive to achieve excellence
- Freedom within Boundaries – courage to make constructive change

6. Our Approach

6.1. A strengths-based approach

WCC adult services and our contracted carer support service providers use a strengths-based approach (also known as '3 conversations') which is an innovative methodology for needs assessment and care planning. It focuses primarily on people's strengths and community assets. This model or way of working delivers high levels of satisfaction from people who contact the teams, particularly carers. At each contact consideration is given as to whether a Carer has needs that can be prevented, reduced, or delayed. For adult carers, it is about maintaining the caring role where the carer is willing and able to, and it is appropriate to do so. For young carers and young adult carers, it is about reducing the caring role and ensuring these carers can be children and young people and so caring does not impinge on reaching their potential.

The NHS plan also references patient and carers being at the heart of practice and processes, setting out the importance of patient empowerment and community engagement. It describes the need to harness the 'renewable energy represented by patients and communities' and the assets they possess. Underpinning this policy is the recognition that health and social care – and wider public provision – must focus on a broader set of outcomes that matter to people and communities, rather than be service-led or too narrowly focused on needs, this is the difference a strengths/asset-based approach brings.

Two key elements within the delivery of good support for carers lie within the ReViVo framework for General Practitioners, and the NICE guidelines relating to supporting carers. These are summarised below:

[Supporting adult carers \(2020\) NICE guideline NG150](#)

NICE Guidelines are recognised good practice for support for adults (aged 18 or over) who provide unpaid care for anyone over 16 with health and social care needs. The 5 NICE quality statements are: [Statement 1](#) Carers are identified by health and social care organisations and encouraged to recognise their role and rights.

[Statement 2](#) Carers are supported to actively participate in decision making and care planning for the person they care for.

[Statement 3](#) Carers having a carer's assessment are given the opportunity to discuss what matters most to them, including their own health, wellbeing and social care needs, and work, education, or training.

[Statement 4](#) Carers are regularly given the opportunity to discuss with health and social care practitioners the value of having a break from caring and the options available to them.

[Statement 5](#) Carers are offered supportive working arrangements by workplaces

WCC and Worcestershire Children's First (WCF) have contracted with community and voluntary sector organisations to deliver our statutory assessments and information and support:

1. One support provider for the adult carer hub and
2. One support provider for young carer and young adult carer support.

Our focus is on a community-based preventative model of care and support, known as 'Worcestershire's Carers Hub'. All the agencies and services that provide support to Carers in Worcestershire have been mapped, please refer to Appendix 3.

This approach will enhance carer health, wellbeing, and resilience. It will also reduce long-term pressures on higher-cost health, care, and support services if we enable carers to participate in and benefit from community resources and activities. We try to connect people to each other and to wider community assets and provide holistic support with a person-centred perspective and have a focus on carers wellbeing. To do this, we have moved away from an emphasis on deficits or needs and instead 'consider the carer's own strengths and capabilities, and what support might be available from the carers wider support network or within the community to help' (Care Act 2014).

6.2 Prevention and Carer Identification – key principles relating to carers

Prevention ranges from whole-population measures to promote health, to targeted individual interventions to improve functioning for one person such as a carer. Prevention, as defined in the Care Act Statutory Guidance (2016), is about the care and support system actively promoting independence and wellbeing. This means intervening early to support individuals, helping people retain their skills and confidence, and preventing need or delaying deterioration wherever possible.

Research carried out by Skills for Care in 2019 found that adult social care employers define prevention in four main areas:

- Supporting people to live as healthily as possible, both mentally and physically
- Reducing the use of health services, including primary care, emergency services and hospitals
- Preventing or reducing the escalation of health issues
- Supporting people to remain as independent as possible.

The main outcomes for the individual from prevention, might be:

- Increased independence, including navigation of prevention and community services and effective self-care (for the carer and the cared for)
- Improved quality of life and wellbeing for people who need care and support and carers
- Reduced social isolation and loneliness
- Delayed and/or reduced need for care and support for the cared for.

6.3 What does this mean for Worcestershire?

True prevention and carer identification should run all the way through every contact in whatever form it takes, whether it be with adult social care, children's social care, primary care services, hospitals, schools, colleges etc.; from people using universal services and community groups, to an initial request for information and advice, to assessment, care and support planning, and reviews, and beyond to strategic plans and service development. As the statutory guidance highlights, 'at every interaction with a person, a local authority should consider whether or how the person's needs could be reduced or other needs could be delayed from arising' (DHSC, 2016). To do this we need to know if the person has a carer in their life.

Carers have advised that we need a 'systems wide approach' to 'make every contact count'. Carers need to know they are a carer; they are not on their own and that there is support available. Carers can then make an informed decision themselves as to how much or how little contact they need with

the Carers Hub and the service provided. Engagement with carers and stakeholders showed us that carers do not know what is available and needlessly struggle when signposting to the Carers Hub would have helped.

Figure 1 (over page) illustrates the joined-up approach to prevention that needs to be taken locally and the role of each partner in an effective system (reference: [Prevention in social care - SCIE](#))

Scope of prevention

We recognise that:

- Prevention isn't a standalone principle, but one which links closely with wellbeing, empowerment, and partnership
- It should be an ongoing consideration, rather than something that happens only once before people develop more significant needs
- The duty to prevent needs from developing or increasing is distinct from the duty to meet eligible needs
- The responsibility applies to all adults and children, those with no care and support needs, and those with care and support needs, whether those needs are eligible or met by the local authority
- Carers, including those about to take on a caring role, those with no need for support and those whose support needs are not met by the local authority.

Figure 1: Prevention in a joined-up local system



Prevention approaches

The three approaches to prevention that we will follow in Worcestershire are:

- a) **Prevent** – primary prevention/promoting wellbeing
This approach should be applied to everyone, encompassing a range of services, facilities and resources that will help avoid the need for care and support developing, including information and advice, promoting healthy and active lifestyles, and reducing loneliness and isolation.
- b) **Reduce** – secondary prevention/early intervention
This approach is targeted at individuals at risk of developing needs where support may slow this process or prevent other needs from developing, including carer support, falls prevention, housing adaptations or support to manage money.
- c) **Delay** – tertiary prevention/formal intervention
This approach is aimed at people with established complex health conditions, to minimise the effects, support them to regain skills and to reduce their needs wherever possible including rehabilitation/reablement services, meeting a person’s needs at home, and providing respite care, peer support, emotional support, and stress management for carers.

In our work, we will:

- Consider the potential opportunities for contact with those who may benefit from preventative support and carer identification, and where that first contact might be. This may come from an initial contact through the customer services centre, via other professionals (e.g., the GP, community nurse, housing office, or welfare and benefits advisor), or during an assessment of need or carers assessment.
- Use the Carers Hub and our information and advice services to proactively share information about prevention and preventative services.
- Ensure a consistent focus on prevention and carer identification, particularly at times of (for example) bereavement, hospital admission/discharge, going into/out of prison, benefits applications, contact with/use of local support groups, contact with/use of private care and support, and a change in housing.
- Use of reablement approaches to domiciliary care and telecare and technology

Practitioners will, at every contact, consider which needs can be prevented; which could be reduced; which might be delayed; and which need support now by asking, ‘What does a good life look like for you and how can we work together to achieve it?’

6.4 Understanding Carer’s priorities

The needs and aspirations of the carers have been sought through the engagement work completed with carers as detailed in the table below. Carers have therefore informed the priorities of this strategy through their feedback.

Type of engagement	Nature of engagement	No. engaged / responded	Focus
Mini carers survey	Online, able to fill in for carers and hard copies available	73	To identify whether the carers vision and the outcomes/goals for carers were still appropriate: <ul style="list-style-type: none"> • what is working well • not so well • gaps and how we can support carers to achieve the outcomes

Stakeholder survey for other professionals	Online survey	47	Questions included what training staff had had about carers, how aware they are, knowledge of carers and support services, contingency, and future planning, how they access information about carers, whether they promote and refer people to the carer's hubs, what support would benefit carers and the positive, negative and changes needed in the current carer support provision
Focus group sessions	Via 10 Zoom focus groups	76 carers / other professionals	Discussed carers vision and identified whether the outcomes/goals for carers (in the current strategy) were still appropriate, what is working well or not so well and the gaps, as well as how we can support carers to achieve the outcomes.

Engagement groups included generic focus groups (lead by WAC) and specific focus groups for:

- Carers of stroke survivors (lead by adult commissioning and Stroke Association x2),
- Carers of people with mental health needs (led by adult commissioning and Jigsaw),
- Autism (lead by adult commissioning and Autism Partnership),
- Young Adults Transition team (YAT), parent carers in transition from children to adults (lead by adult services and YAT)
- Dementia meeting centre (lead by adult commissioning and Age UK),
- 3 groups for young carers and young adult carers - young adult carers, young carers who care for siblings and young carers who care for parents led by Youth Support Service (YSS)

A more detailed description of this feedback is provided in Appendix 4, but in summary:

- 60% of stakeholders had no carer training
- 70% felt carer aware
- 40% had good knowledge of carers and support services,
- 46% didn't know how to make referrals for carer assessments
- 67% did not routinely discuss contingency, and future planning with carers,
- Access to information - it is not easy to access information for carers. Information needs to be in one place, links to other websites, up to date, use local media and social media to know about resources and describe the role of the carer, access to both website info and telephone number, advertise info in GP surgeries, hospitals, dental practices, opticians, pharmacies and schools and online forum to post questions
- 35% did not promote and refer people to the Carer's Hubs
- Many positive comments on the Adult Carers Hub – good training, helpline, good ways to connect/accessible via website and social media, knowledgeable and caring, offer a range of support.
- In terms of negatives of the Adult Carers Hub - don't always provide the right support, more support not just information, website difficult to navigate, not enough promotion in the media about carer issues, access to more support and carer identification needs to increase.

- Potential improvements for the adult Carers Hub (current carer support provision) – information and training on finance post 18 years old, flexible training to respond to ‘hot topics’ raised by carers and better links with hospitals (acute and mental health), discuss with carers more on information they need, move statutory support for parent carers to the adult carers hub and make a consistent service/support offer to parent carers in line with other carers, capacity to create capacity to support more carers
- In terms of positives of the young person’s Carers Hub – very good peer support and good accessible support
- Comments on how carers support services should look like in the future – specific parent carer support service (in line with other carer groups, more information needed at point of diagnosis, more accessible info on carers hub tel. no, website and support available in one place, more joint working between health and social care, carer awareness, more information and support on planning for the future, prioritise training for special school family support staff and more information available through NHS, pharmacies etc.

7 How we will support Carers

The following 5 principles that have been identified through carer and stakeholder engagement:

Co-production

We will work alongside carers to co-produce and design improved carer support and involvement in the service delivered now and in the future. We will listen to the voice of carers so that they have a more powerful influence over policy and practice.

Innovation

We will use the learning from ADASS reports, NICE guidelines, the NHS Commitment to carers Hub and other sources and encourage all partners to develop and grow innovative approaches to carers.

Evidence and practice informed

We have used research and innovative findings to inform the strategy and decisions on priorities. We will continue to do so through the life of the strategy and the implementation of the annual action plans.

Partnership working

We will work together to implement the priorities of the strategy and annual action plans.

We will work together with carers awareness raising and the identification of carers, signposting and connecting carers to support available and promote the value of carers and the caring role.

Sustainable Carers support

We will make the most of the resources we have available for carers.

Actively raise awareness of carers and carer identification.

We will clearly define the ‘Carer offer’ and what you can expect from organisations. Increase our reach to ‘hidden carers’ (carers not known to services or maybe that they are a carer).

Maximise the impact we have on ensuring carers feel supported and valued. And opportunities for carers to support each other.

7.1 Priorities and Commitments to Carers

Our strategic objectives are:

- a) Local Impact
- b) Monitoring and reporting progress of strategy delivery and accountability
- c) Influencing better policy and practice across organisations in Worcestershire

To deliver the strategic objectives, it has been identified that the following priorities and commitments to Carers:

1. Carer Awareness for the whole community to increase carer identification – ‘making every contact count’ including harder to reach groups
2. Recognition and value of carers – everyone’s responsibility
3. Collaboration – carers seen as expert partners in the cared for/patient and information and time given with carers. Carers need to be automatically included in discussions about the Cared For, unless the Cared For does not want them to be or it is not considered to be appropriate or safe to do so.
4. Specific support for carers including taking a break, caring safely, end of life carer support and greater use of technology to manage risk, support the cared for to be independent and peace of mind for carers
5. Registering as a carer and the ‘carer offer’ from all partners. Utilise the ‘Tell Us Once Information Sharing Memorandum’ between organisations so Carers identified by one organisation can receive the benefits of the Carers Offer from all organisations. There also needs to be the continued role out of carer passports across Worcestershire
6. Support network including support in the community to ensure ‘A life of my own’ (strengths/asset-based approach). This includes the ability to see friends and family, do things carers enjoy as well as be able to go shopping, visit GP and dentist etc
7. Support (for some rebuilding) emotional resilience (including management of stress), self-care (including getting enough sleep), wellbeing, and physical health (GP Patient Survey in 2013 highlighted the impact of caring on Carer health e.g., % of long-standing health conditions etc. effective support for Carers may reduce unplanned admissions for Carers and the people for whom they care for and may in certain circumstances help save money). This priority has been impacted by Covid e.g., social distancing, shielding and lock downs – and management of future waves and learning to live with covid.
8. Maximising life chances: ability to work, be in education or volunteer, maximise income and deal with money matters
9. Contingency and future planning including the carers emergency card (peace of mind in an emergency)
10. Making the vision and aspirational outcomes a reality with strong leadership and governance of this strategy

From the Herefordshire and Worcestershire STP Commitment to Carers, the following priorities have been identified as commitments for all organisations within the local system to deliver:

1. To proactively identify, register, support and inform carers (needs lined to organisations core business and vision)

2. To co-produce services and policies with carers to ensure our services meet their needs
3. To be flexible to ensure they can continue to deliver their caring role
4. To actively involve carers in decisions about their own health and wellbeing as well as the health and wellbeing of those they care for
5. To have a carer lead in the organisation who promotes a 'carer aware' culture

Note – the following commitments are not covered in the Commitment to Carers:

6. To be committed to ensuring the organisation is carer aware by completing the carer awareness E-Learning or similar training, to identify Carers at any contact point in the organisation from front desk to senior management
7. To be signed up to 'Working for Carers' (or similar scheme) to ensure the organisation and workplace are 'carer friendly' for example via policies and flexible working, and how the organisation interacts with potential carers and how it enables Carers to remain in work or education.
8. To commit to letting carers know they are not on their own. To commit to signposting everyone who may be a carer to the Carers Hub so they are aware of support available as and when they need it and so they can make an informed decision as to what you may wish to access.
9. To involve carers in the design of services, policies, and procedures.
10. To support carers to contingency and 'future plan' for the cared for.
11. To signpost carers to information to help them understand the cared for person's condition.
12. Coproduction including carers
13. Meaningful carer engagement

8. How we will deliver change, monitor progress, and measure success

8.1. Delivering change

We are committed to identifying carers and support carers as needed which is person centred, preventative and strengths based using your skills, any circle of support the carer may have and local community assets and organisations. We need to bear in mind the finite funding for health and social care and we will encourage all partners to use a strengths-based approach with carers and aim to reduce bureaucratic processes and procedures. We aim to support carers to meet the goals they identify so carers will have better outcomes. We can achieve this by working together to provide personalised support for carers, optimising the use of technology and direct payments. This strategy builds on the community assets (services provided by organisations and facilities) already in Worcestershire (of which there are many) this helps to reduce inequalities that carers may feel and promote feelings of social inclusion.

8.2 Monitoring and reporting progress of strategy delivery and accountability

The strategy is approved by the Health and Wellbeing Board.

An annual action plan will be developed to ensure delivery is achieved in a measured and planned way.

A multi-agency working group will be responsible for delivering the strategy, which will be part of or overseen by the Carers Partnership. The decision yet to be made. An annual report will be provided to the Health and Wellbeing Board. This report will be published on the Worcestershire County Council website, Clinical Commissioning Group, NHS Websites, and the local Carers support service providers.

The contracts with carer support provider(s) to whom we discharge statutory duties will be performance monitored via quarterly monitoring reviews and annual reports.

Full governance arrangements are illustrated in Appendix 5 as well as Carer engagement opportunities.

8.3 Successful implementation

We will know we have been successful when:

- Carers say they feel 'recognised and valued'
- Carers say they feel they have more of a 'life of their own'
- Carers feel 'supported to maintain their physical and mental health and wellbeing'
Carers will report they would recommend the Carers Support Services to other Carers and are very satisfied or satisfied with the carer support services
- Carers will state they 'always' or 'most of the time' met the Carer outcomes/goals they set for themselves. The 'I' statements such as 'I am recognised & respected in my role as a carer'
- The assets-based strengths approach co-delivers support for carers and the cared for
- Worcestershire is felt to be more 'carer friendly'
- We have delivered against the annual action and key performance indicators agreed by the Health and Wellbeing Board, which will be published on the Worcestershire County Council website, Clinical Commissioning Group, NHS Websites, and the local Carers support service providers.
- We see the link between the NICE Guidelines and TLAP recommendations relating to carers
- The Carers Hub is the 'go to' place/provider for all things carer related.
- Organisations have used the Worcestershire's Adult Age Carers Strategy inform their policy and procedures and the way they work with carers or potential carers to improve carers lives
- When people know what a carer is, the positives and negatives of being a carer, and know the support services that are available

It is important that the strategy helps organisations and professionals to ‘think about carer’ and impacts on all our interactions with carers and the cared for. Key to our successful implementation will be the production of a coherent ‘carer offer’ that is implemented across Worcestershire and carers and professional know what it is. As the number of people who are carer aware increases and know how to signpost or know that there is carer support available and how to contact the agencies that provide this support, we shall know that our implementation has delivered and that our aspirations for carers have become a reality.

9 Finally, thank you

Thank you to everyone who has given their time to inform this strategy. It is very much appreciated. This includes support from carers and individuals from a range of agencies who have been involved in the development of this Strategy. Their active contribution ensured we were able to identify key strategic priorities for future action. We are confident will address the needs and aspirations of all carers in the county. we look forward to continued engagement during the life of this strategy and implementation of the annual action plan. Thank you again for your support

10 Please get in touch if you want to know more or wish to get involved in the implementation of this strategy...

By post: Adult and/or Children’s Commissioning Team, Worcestershire County Council, County Hall, Spetchley Road, Worcester, WR5 2NP

By Email: Commissioning@worcchildrenfirst.org.uk or AdultServicesandHealthCommissioningUnit@worcestershire.gov.uk

APPENDIX 1 – Carer definitions

TERM	DEFINITION
Carer	<p>A Carer is anyone, including children and adults who looks after a family member, partner or friend who needs help because of their illness, frailty, disability, a mental health problem or an addiction and cannot cope without their support. The care they give is unpaid. <i>(NHS Definition)</i></p> <p>This includes (but is not limited to) Adult Carers, Parent Carer/Child Carers, Sibling Carers, Primary Carers, Secondary Carers, Lone Carers, Sandwich Carers and Hidden Carers.</p>
'Cared For'	The individual the Carer is caring for.
Adult Carers	Adult Carers are Carers who are aged 18 years and over.
Parent Carer /Child carers	<p>Is a parent (over 18 years of age) who provides care and emotional support to a child (under 18 years old) with special educational needs or disability (SEND) for whom they have parental responsibility.</p> <p>A non-parent carer of a disabled child is someone over 18 who provides care to a disabled child for whom they do not have parental responsibility (such as a grandparent).</p> <p><i>(Carers UK)</i></p> <p>A person aged 18 or over who provides or intends to provide care for a disabled child for whom the person has parental responsibility.</p> <p><i>(Children and Families Act 2014)</i></p>
Young Carers and Young Adult carers	<p>Young Carers are children aged 7 to 18 with a caring role and young adult carers are aged 19 to 24 years old with a caring role.</p> <p>The caring role could be for a parent, a sibling, or a grandparent due to illness, disability, physical or mental health difficulties or substance misuse.</p>
Sibling Carers	A Sibling Carer provides a caring role of a brother or sister who is disabled or who has special educational needs, or a serious long-term condition.
Primary Carers	Primary Carer is the main carer as they are principally caring for a friend or family member (perhaps solely in some circumstances) at a given point in time, regardless of the relationship status.
Secondary Carers	Secondary Carers have a supporting role in caring and doing tasks for a friend or family member at a given point in time, regardless of the relationship status. Secondary Carers can become primary carers.
Lone Carers	Lone Carers have the sole responsibility for the family member or friend and/or care alone without support.
Sandwich Carers	<p>'Sandwich Carers' are those looking after young children at the same time as caring for older parents. It can also be used much more broadly to describe a variety of multiple caring responsibilities for people in different generations.</p> <p><i>(NHS)</i></p>
Hidden Carers	<p>Hidden Carers are unidentified Carers, often not receiving any help or support and are usually unaware that they are Carers. It can be difficult for carers to see their caring role as separate from the relationship they have with the person for whom they care whether that relationship is as a parent, child, sibling, partner, or a friend, hence may be hard to identify and support.</p> <p><i>(NHS)</i></p>
Carer of someone with a specific need	For example, a Learning Disability Carer is somebody who provides emotional and/or practical care to an individual with a Learning Disability and/or Autistic Spectrum Disorder (ASD).

APPENDIX 2 – Key references

Legislation

[Care and support guidance \(the Care Act 2014\)](#)

[Health and Social Care Act 2012](#)

[SEND code of practice: 0 to 25 years](#)

[Young person's guide to the Children and Families Act 2014](#)

Key strategies and Plan – Central Government

[Carers action plan 2018 to 2020](#)

[Working together to improve health and social care for all \(White Paper\)](#)

Key strategies and Plan – NHS

[NHS Commitment to carers](#)

[NHS Commissioning for carers](#)

[NICE guidance - Supporting adult carers](#)

[NHS An integrated approach to identifying and assessing Carer health and wellbeing](#)

[NHS Long Term Plan](#)

[CQC standards for GP's](#)

Other key documents

[Making it Real - Think Local Act Personal](#)

[Carers Week - the rise in the number of carers during Covid](#)

[Carers UK - Caring Behind Closed Doors](#)

[Carers UK launches Recovery Plan for carers](#)

[No Longer Able to Care - Carers Trust](#)

[Carers UK - the state of caring](#)

[Worcestershire Joint Health and Wellbeing Strategy 2016-21](#)

[Shaping Worcestershire's Future 2017 - 2022 - Worcestershire County Council](#)

[Survey of Adult Carers in England, 2021-22 guidance for local authorities - NHS Digital](#)

[National stroke programme](#)

APPENDIX 3 - Useful organisations for carers

Worcestershire Association of Carers WAC www.carersworcs.org.uk

Stroke Association <https://www.stroke.org.uk/finding-support/stroke-helpline>

Support for young Carers – YSS www.yss.org.uk/young-carers

Citizens Advice www.cabwhabac.org.uk

Worcestershire Parent and Carers Community www.parentcarers.org.uk

Health Watch Worcestershire www.healthwatchworcestershire.co.uk

Family in Partnership [Families in Partnership Updates | Worcestershire Association of Carers \(carersworcs.org.uk\)](#)

Jigsaw [Jigsaw - Worcestershire Mental Health Relative & Carer's Support Group \(jigsawgroup.info\)](#)

Age UK (including dementia meeting centres) [Welcome to Age UK Herefordshire & Worcestershire](#)

Patient Carer Forum [Patient and public forum - Worcestershire Acute Hospitals NHS Trust \(worsacute.nhs.uk\)](#)

Redditch Carers Careline [Carers Careline – Supporting Carers in the Redditch area](#)

Herefordshire and Worcestershire Involvement Network (HWIN) [Herefordshire and Worcestershire ccg - Ways to get involved](#)

Carers Reference Group relating to the STP

NW Autism Parents Support Group [North Worcestershire Autism Support Group \(closed Facebook support group\) | Worcestershire County Council](#)

APPENDIX 4 – Stakeholder feedback and engagement

Outcome / Goal	Carers said....	How we can measure this?
<p>Recognised and valued:</p> <ul style="list-style-type: none"> • I am recognised and respected in my role as a carer • I feel confident that there is support available • I feel able to care safely • The caring I do is appropriate to my age and capabilities • I understand how to find help and access support (suggested amendment of wording for this strategy) • I am involved and can influence the assessment of my needs and aspirations • Any services I receive meet my needs and aspirations • I can have a say in how services are designed and delivered 	<ul style="list-style-type: none"> • Still a priority – top priority and key to being able to achieve the other 2 outcomes. • System approach to recognition of carers – some carers do not recognise themselves as carers and some who do not ask for help. Use every opportunity to identify carers (record details of carers identified with consent) and avoid assumptions about carers. • GPs carer identification was stated as particularly important as a key place that carers will go was flagged as very important by carers • Provide information to carers so they know about assessments and how to request one, some support may be means tested, can access community support without formal assessment and acknowledge carers support and value of it • Ask and listen to carers views (this impacts on care delivered) • Carers are ‘eyes and ears’ to feedback what is and isn’t working, changes in condition • Poor communication – retelling story (need care coordinator so carers have one place to go to for info etc) • Limited referrals between support agencies • Lack of clarity on right to information and assessment • Need to think of cost benefits of carers role – work with carers as experts and equal partners • Joint conversations inc. carers needed so they understand condition, come to terms with it, and know the signs of deterioration & what is normal • Include carers in decision making for cared for, enable them to feel involved and consulted as part of the team • Role in life taken for granted – being identified is key to then being recognised & feeling valued (particularly due to parent carers) & talk of this helping MH • Need for carer assessment I own right & in own without cared for present and without fear of cared for being taken away from the carer (parent carers) • Appreciation carers are doing above & beyond the ‘normal’ relationship role • Distance whether live with or far away can still be big caring role • Carers doing role for professionals or so professionals don’t have to, so can be discharged, so can remain at home etc 	<ul style="list-style-type: none"> • Increase in number of carers on the carers register and flagged on EMIS as a carer • Carers feedback surveys • Support services asking carers what they think about the services available to them • Monitoring reports from contracted support providers • Numbers of carers reviews and support plans completed • Reports from commissioned providers • NHS Short and Long Term (SALT) Data collection • Carers having a carer's assessment are given the opportunity to discuss what matters most to them, including their own health, wellbeing and social care needs, and work, education, or training • Feedback from partners/carers at Carers Partnership

Outcome / Goal	Carers said....	How we can measure this?
<p>A life of my own:</p> <ul style="list-style-type: none"> • I feel able to achieve balance between my caring role and my personal life – hot topic was replacement/respite care • I feel part of my community • I know how to make the most of income available to me and am not forced into financial hardship because of my caring role • I feel able to fully participate in education or training and enter or re-enter the employment market when I wish • I can remain in (suitable) employment if I wish to (was a ‘hot topic’ of much discussion) 	<ul style="list-style-type: none"> • Overwhelming response is carers have no (for some) or limited life of their own • Need more support e.g., replacement care • Many carers felt they had no support • Activity groups very good and fell less isolated – consensus on hybrid offer i.e., online and in person • Need time with cared for/patient as non-carer relationship with the person and break from cared for/patient • Venue for carer and cared for to go to together or separately (dementia meeting centre model beneficial for carers or a spouse) - links to point above • Weekend and evening activities needed • Build carer breaks and day opps and hobbies into one by changing time to include evenings & weekends • Need right types of and choice of breaks (together, apart, home, and away, fully supported & DP. Could be a PA, day opps/hobbies & dom care, care home) • Develop PA market – specialist e.g., for dementia, children & young people with autism maybe difficulty going to mainstream services • Need to increase carer awareness – role and value. This will help with relationships with family members, friends, work colleagues and managers • Think in the widest sense about what a ‘break is’. This can mean a few hours during the day or evening, overnight, or a longer-term break. Carers' breaks may be one-off or more regular arrangements. • An issue with breaks is the need for resources to do this i.e., money for paid staff or family member • Lack of clarity on eligibility for breaks to manage expectations • Change in culture of professionals and carers of need to give carers themselves permission to take a break – feelings of guilt • Accept any help that is offered inc. family, friend & neighbour support • Engagement with the ‘right worker’ makes a big difference to outcome (trained and knowledgeable about carers) • Change in culture for the carer to be ‘on an equal footing’ by professionals, family & carer themselves • Importance of peer support - carer buddy system • Majority of carers can only work part time or don’t work due to caring role inc. for some level of appointments need to attend for the cared for (<i>Working for Carers stats show 70% of carers quit work or reduced their hours due to juggling work and care</i>). • Hard or unable to attend appointments (inc. medical appts), treatment, and operations due to nobody to look after cared for – need link between health and social care for this 	<ul style="list-style-type: none"> • Increase in number of carers on the carers register and flagged on EMIS as a carer • Carers feedback surveys • Support services asking carers what they think about the services available to them • Monitoring reports from contracted support providers • Numbers of carers reviews and support plans completed • Reports from commissioned providers • NHS Short and Long Term (SALT) Data collection • Carers having a carer's assessment are given the opportunity to discuss what matters most to them, including their own health, wellbeing and social care needs, and work, education, or training • Feedback from partners/carers at Carers Partnership

Outcome / Goal	Carers said...	How we can measure this?
<p>Supported to be mentally and physically well:</p> <ul style="list-style-type: none"> • I can maintain my physical health and emotional wellbeing • I can manage stress • I feel confident to fulfil my role as a carer • I can maintain a dignified relationship with the person I care for (this is often a specific significant relationship e.g., husband, wife, son sister etc) • I can maintain relationships that are important to me (e.g., other family members, friends, neighbours) • We have effective plans in place to ensure staff, people who use services and their carers are aware of and understand the advocacy offer we are developing and how this meets our responsibilities under the Care Act. Change this statement for this strategy to 'I am aware of and understand the carer advocacy offer as outlined in the Care Act' • I can care safely and maintain the safety of the person I care for and receive support 	<ul style="list-style-type: none"> • Appreciate caring is a journey which evolves & changes over time • Caring role takes over and priorities are cared for/patient, work & then leisure (exercise, socialising, self-care & wellbeing) • Practical support needed to be able to have time to look after themselves • 'opt' out rather than 'opt in' to signposting to carers support. Carers missing out on practical support, information, wellbeing opportunities etc • Carers want to make decision on what support they would benefit from, how little or how much they can benefit or be involved in the support available • Emotional support needed for carer of patients (follow up calls) and on completing benefit forms (PIP mentioned a lot) • Physical, mental health and wellbeing links to the outcome of 'life of my own' and having time to take a break, relax, exercise and self-care • Need culture change in that asking for help and support is a strength not a weakness, it is not seen as failing or can't cope • Need focus on self-care and building resilience • Caring can lead to own mental health needs • If care is good for the cared for/patient, then carer wellbeing and outcomes improve • Breaks are good for carer wellbeing • Many comments on no or little support with mental health and wellbeing. Some comments when carers have a 'good GP' which can be a good support, some carers had this many others didn't. • Some carers mentioned being on anti-depressants to cope. Others on waiting list to access counselling • Some had support from a partner, family and/or friends – this is key 	<ul style="list-style-type: none"> • Increase in number of carers on the carers register and flagged on EMIS as a carer • Carers feedback surveys • Support services asking carers what they think about the services available to them • Monitoring reports from contracted support providers • Numbers of carers reviews and support plans completed • Reports from commissioned providers • NHS Short and Long Term (SALT) Data collection • Carers having a carer's assessment are given the opportunity to discuss what matters most to them, including their own health, wellbeing and social care needs, and work, education, or training • Feedback from partners/carers at Carers Partnership

Other outcomes & goals	Carers said....	How we can measure this?
<p>Hot topics Understanding the cared for/patients' condition and come to terms with it</p>	<ul style="list-style-type: none"> • Need more health input into information in bite size chunks and in a time (informed but not overwhelmed with info) manner required on cared for/patient's condition to understand and try to come to terms with it and live with the person with that condition (this cut across may conditions e.g., autism, stroke, dementia etc). This helps carers stress levels and wellbeing 	<ul style="list-style-type: none"> • Increase in number of carers on the carers register and flagged on EMIS as a carer • Carers feedback surveys • Support services asking carers what they think about the services available to them • Monitoring reports from contracted support providers • Numbers of carers reviews and support plans completed • Reports from commissioned providers • NHS Short and Long Term (SALT) Data collection • Carers having a carer's assessment are given the opportunity to discuss what matters most to them, including their own health, wellbeing and social care needs, and work, education, or training • Feedback from partners/carers at Carers Partnership
<p>Hot topics Maintaining employment (some carers wish to re-enter employment too) & caring role & income maximisation (this also links to life of my own comments from carers engaged and support to maintain physical, mental health and wellbeing)</p>	<ul style="list-style-type: none"> • Awareness raising very important for employers • Need to log employees that are carers • Financial hardship experienced as working less hours, give up job etc • Confusion on benefits eligible for, issues completing forms and when to apply • Issue that some benefits don't start until several weeks or months after medical condition occurred, so gap on money family would normally receive from working or benefits and additional benefits eligible for e.g., stroke • Lack of awareness about advice & support available & referrals to DWP, Cab WHABAC, CAB's etc. Help needed to complete forms (practical & emotional) and to maximise income – would be one thing less to worry about if finances ok 	<ul style="list-style-type: none"> • Increase in number of carers on the carers register and flagged on EMIS as a carer • Carers feedback surveys • Support services asking carers what they think about the services available to them • Monitoring reports from contracted support providers • Numbers of carers reviews and support plans completed • Reports from commissioned providers • NHS Short and Long Term (SALT) Data collection • Carers having a carer's assessment are given the opportunity to discuss what matters most to them, including their own health, wellbeing and social care needs, and work, education, or training • Feedback from partners/carers at Carers Partnership

Other outcomes & goals	Carers said....	How we can measure this?
<p>Hot topics Contingency and future planning (this also links to life of my own comments from carers engaged and support to maintain physical, mental health and wellbeing)</p>	<ul style="list-style-type: none"> • Contingency and future planning is a big worry for carers constantly in the back of their mind • Few carers had a plan & not written down (inc. LPA, Wills etc) 	<ul style="list-style-type: none"> • Increase in number of carers on the carers register and flagged on EMIS as a carer • Carers feedback surveys • Support services asking carers what they think about the services available to them • Monitoring reports from contracted support providers • Numbers of carers reviews and support plans completed • Reports from commissioned providers • NHS Short and Long Term (SALT) Data collection • Carers having a carer's assessment are given the opportunity to discuss what matters most to them, including their own health, wellbeing and social care needs, and work, education, or training • Feedback from partners/carers at Carers Partnership
<p>Hot topics Full whole family approach to assessment</p>	<ul style="list-style-type: none"> • Parent carers stated the need for full whole family assessment (including individual family members assessments) and holistic EHCPs. • Parent carers stated they find transitioning from education and children to adult services very stressful. • Greater awareness needed about home schooling parent carers and their need for support • Carers stated they did not understand the systems and process of different organisations and their teams • Need to clearly understand their rights as a carer (differ depending on who you are caring for), what's available and the assessments or decisions that must be made to access services. It was felt that this would help manage expectation and aid understanding of parent carers 	<ul style="list-style-type: none"> • Increase in number of carers on the carers register and flagged on EMIS as a carer • Carers feedback surveys • Support services asking carers what they think about the services available to them • Numbers of carers reviews and support plans completed • Carers having a carer's assessment are given the opportunity to discuss what matters most to them, including their own health, wellbeing and social care needs, and work, education, or training • Feedback from partners/carers at Carers Partnership

Appendix 5 – Stakeholder feedback and engagement with Young Carers - including young carers (7-16 years) of a parent or sibling and Young Adult Carers (18-23 years).

Outcome / Goal	Carers said....	How we can measure this?
<p>Recognised and valued:</p> <ul style="list-style-type: none"> • I am recognised and respected in my role as a carer • I feel confident that there is support available • I feel able to care safely • The caring I do is appropriate to my age and capabilities • I understand how to find help and access support. • I am involved and can influence the assessment of my needs and aspirations • Any services I receive are flexible to my needs and aspirations • I can have a say in how services are designed and delivered 	<ul style="list-style-type: none"> • All focus group members believed that being ‘Recognised and Valued’ was still relevant and this element of the current strategy should form part of the 2022 strategy, as it still carries a lot of importance • Membership of the WYC Participation Group gave them a platform to be recognised and have a voice. • They felt proud of being young carers and as siblings and secondary carers, felt that they undertook a managed caring role that was appropriate. • Some carers of parents felt that they did more than they should be doing. • They all felt loved and respected by their parents and felt like part of a family team • Being an only child results in young carers feeling very much tied to the household. • Through personal experiences, some felt that they had been recognised and valued at school but as they moved into further and higher education and then on to work, they became much less recognised. • Employers may give them very little leeway if they are late or if work is compromised due to their caring role. • As young adults’ carers, they felt that their care roles were now appropriate for their age but when they were younger, they felt that their roles were (at the time) not appropriate. • The very definition of a young carer was a young person who is supporting a loved one • There is a need to develop a formal way of raising awareness of young carers/carers with employers. 	<ul style="list-style-type: none"> • Increase in number of carers on the carers register and flagged on EMIS as a carer • Carers feedback surveys • Support services asking carers what they think about the services available to them • Monitoring reports from contracted support providers • Numbers of carers reviews and support plans completed • Reports from commissioned providers • NHS Short and Long Term (SALT) Data collection • Carers having a carer's assessment are given the opportunity to discuss what matters most to them, including their own health, wellbeing and social care needs, and work, education, or training • Feedback from partners/carers at Carers Partnership

Outcome / Goal	Carers said....	How we can measure this?
<p>A life of my own:</p> <ul style="list-style-type: none"> I feel able to achieve balance between my caring role and my personal life. I feel part of my community I know how to make the most of income available to me and am not forced into financial hardship because of my caring role I feel able to fully participate in education or training and enter or re-enter the employment market when I wish I can remain in (suitable) employment if I wish to. 	<ul style="list-style-type: none"> that having 'a life of their own' was still very relevant as an element of the strategy. For those who were sibling carers, they had a good balanced life and were accessing school. They have friends at school and were given suitable time for socialising. that as siblings their parents were the primary carers for their child and that they were supported in a timely and appropriate way. For young people they can feel that they do not have a life of their own, as there was no balance, and their caring role was all encompassing. Some are home-schooled and / or they miss school a lot. Those that are home schooled may rely upon Young Carers clubs and activities for their only social outlet. Many young carers consider themselves as primary carers meaning that they must dedicate a lot of time to support their parent. Those young carers with 2 parents felt better off as they had a parent to co-care with. Young adults may have the inability to balance their lives appropriately due to the pressures of their care role. There may be fear with regards to leaving home and going to work as they worry. Young people may reside themselves to being a full-time carer indefinitely, which is compounded by academic achievement and access to gaining qualifications, where their future can feel bleak. Other young carers situations are different, and some will achieve a balanced life and reach their potential. 	<ul style="list-style-type: none"> Increase in number of carers on the carers register and flagged on EMIS as a carer Carers feedback surveys Support services asking carers what they think about the services available to them Monitoring reports from contracted support providers Numbers of carers reviews and support plans completed Reports from commissioned providers NHS Short and Long Term (SALT) Data collection Carers having a carer's assessment are given the opportunity to discuss what matters most to them, including their own health, wellbeing and social care needs, and work, education, or training Feedback from partners/carers at Carers Partnership
<p>Supported to be mentally and physically well:</p> <ul style="list-style-type: none"> I can maintain my physical health and emotional wellbeing I can manage any stress appropriately and seek help when needed. I feel confident and supported to fulfil my role as a carer 	<ul style="list-style-type: none"> To keep 'Mentally and Physically well' on the 2022 carers strategy For sibling carers, they may describe themselves as happy, but may have also struggled during COVID with things being difficult at home. For those carers that have returned to school, they felt happier as things were going back to normal. Adjustment to the 'new normal' (post COVID restrictions) could be a struggle for carers, through concerns of contracting COVID-19 and/or passing something on to the family. Carers reported that they have been 'picked on' at school for wearing a mask, accessing school counselling services. 	<ul style="list-style-type: none"> Increase in number of carers on the carers register and flagged on EMIS as a carer Carers feedback surveys Support services asking carers what they think about the services available to them Monitoring reports from contracted support providers Numbers of carers reviews and support plans completed Reports from commissioned providers

<ul style="list-style-type: none"> • I can maintain a dignified relationship with the person I care for. • I can maintain relationships that are important to me (e.g., other family members, friends, neighbours) • 'I am aware of and understand the carer advocacy offer as outlined in the Care Act' • I can care safely and maintain the safety of the person I care for and receive support when needed. 	<ul style="list-style-type: none"> • Sibling carers may feel physical health wasn't a major concern - feeling healthy themselves and acknowledging their parents would take them to the GP if they were unwell. • Young carers struggled with their mental health during COVID (and many may have experienced this before the pandemic). As primary carers they faced further isolation. Virtual respite was not ideal to counteract this impact. • CAMHS interventions took time to provide the support required, although this is acknowledged to not be a young carer specific issue. However, they felt that being a young carer held little weight with CAMHS and even less so with adult services. • Some young carers have little time for exercise and rarely get out to walk, run and do other forms of exercise. They may struggle to eat healthily as they rely on quick fix and ready meals. • Some young carers may report that they do not feel that their parent has time for them and may not receive affection. • YSS have helped them with their emotional well-being as they give them a break and are there to talk to - especially helpful during COVID. • There is more to be done in schools – some have a designated young carers worker who supports carer's well-being. • For Young Adult carers, that the friendships that they had made at young carers sessions were vital - some being their only friends. • Some young carers feel confident to fulfil their role as a carer but some too may feel they do not hold dignified relationships with the people that they care for. Some can experience control and feel that they 'live to serve' them. • More money should be invested into young people and young adult mental health services to allow them to support more people. • Investment was needed in school/college based mental health and wellbeing support to help identify and offer immediate support to all young people. 	<ul style="list-style-type: none"> • NHS Short and Long Term (SALT) Data collection • Carers having a carer's assessment are given the opportunity to discuss what matters most to them, including their own health, wellbeing and social care needs, and work, education, or training • Feedback from partners/carers at Carers Partnership
--	---	---

Other outcomes & goals	Carers said...	How we can measure this?
Respite	<ul style="list-style-type: none"> • That respite is still extremely important for the group. The opportunity of a rest of their caring role is vital and one of the most important functions of carers support providers. Groups have been missed during the pandemic restrictions and Carers cannot wait for them to start again. 	<ul style="list-style-type: none"> • Increase in number of carers on the carers register and flagged on EMIS as a carer • Carers feedback surveys • Support services asking carers what they think about the services available to them

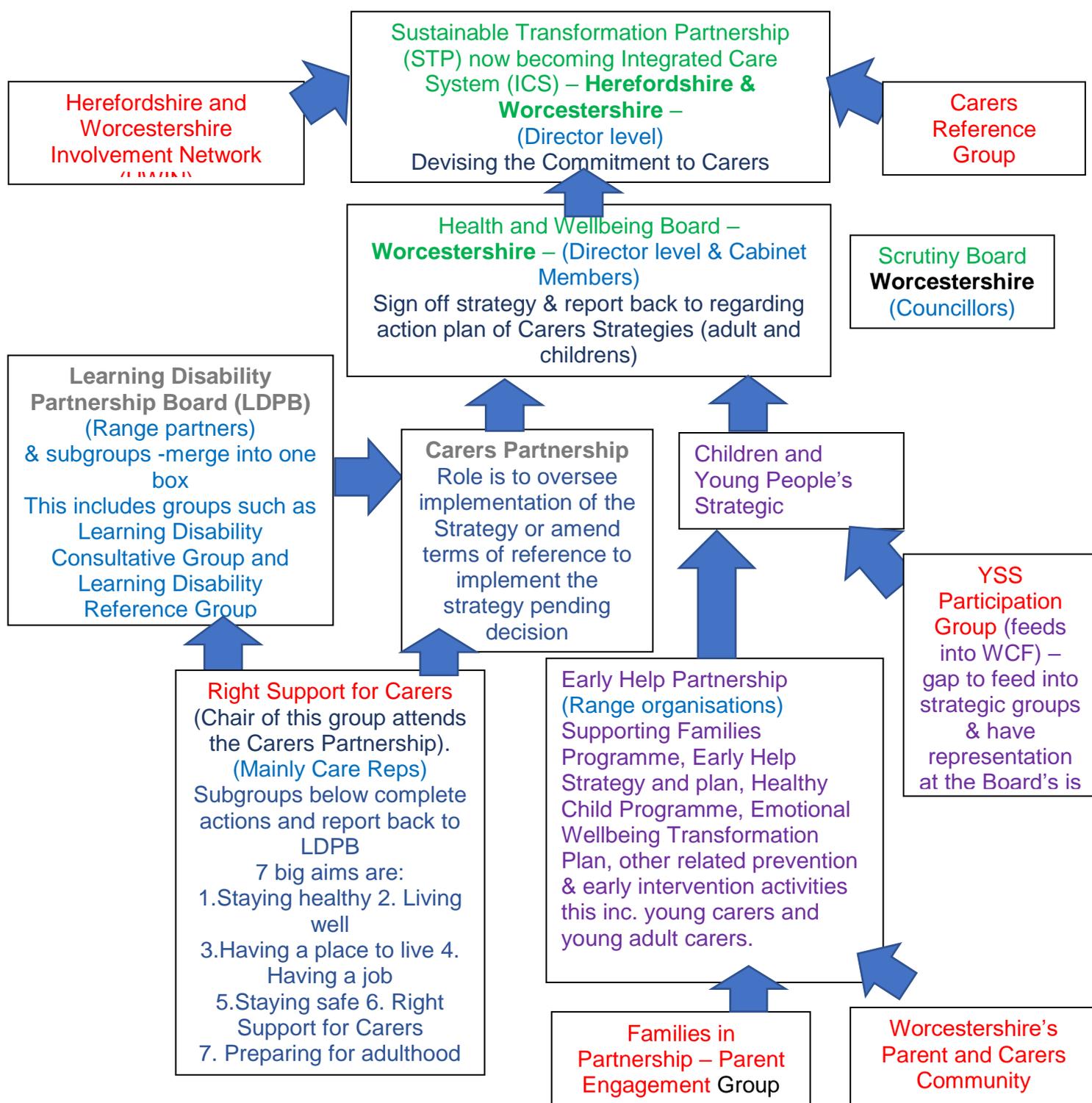
	<ul style="list-style-type: none"> • Those that care for a mother tend to get less time to socialise and struggle to build and maintain friendship groups. • More social opportunities were needed, once a month is not enough for young carers • Young carers services do not provide alternative carer support for loved ones while their primary carer takes a break. This can make life difficult for some. 	<ul style="list-style-type: none"> • Monitoring reports from contracted support providers • Numbers of carers reviews and support plans completed • Reports from commissioned providers • NHS Short and Long Term (SALT) Data collection • Carers having a carer's assessment are given the opportunity to discuss what matters most to them, including their own health, wellbeing and social care needs, and work, education, or training • Feedback from partners/carers at Carers Partnership
COVID-19	<ul style="list-style-type: none"> • During Covid-19 things had been very tough as they had not been able to have a break from their care role. • They missed their young carers sessions and respite. Some had continued to attend school during the lockdowns, and some had not. • Some schools had gone above and beyond to support them during the lockdown; however, the pandemic has left some young carers feeling more anxious. • the pandemic would result in many more young people having mental health issues. • that their mental health had been affected in some way during the pandemic, reporting that some felt that the future was bleak. • Some young carers had refused to go to school during COVID although plan to return in September. They may be very nervous about going back due to concerns about the impact it could have on their parent's health. 	<ul style="list-style-type: none"> • Increase in number of carers on the carers register and flagged on EMIS as a carer • Carers feedback surveys • Support services asking carers what they think about the services available to them • Monitoring reports from contracted support providers • Numbers of carers reviews and support plans completed • Reports from commissioned providers • NHS Short and Long Term (SALT) Data collection • Carers having a carer's assessment are given the opportunity to discuss what matters most to them, including their own health, wellbeing and social care needs, and work, education, or training <p>Feedback from partners/carers at Carers Partnership</p>

<p>Access to the digital world</p>	<ul style="list-style-type: none"> • Access to the digital world is relevant to young carers. Lockdown has highlighted the barriers that young carers face when it comes to accessing the digital world. • certain rural areas of the county have very poor connection, and this has caused them problems. • Also, that rather than internet access being the problem, having the financial ability to purchase the devices has been an issue and / or sharing devices in the family home and using less suitable means for schoolwork (e.g., mobile phone). 	<ul style="list-style-type: none"> • Increase in number of carers on the carers register and flagged on EMIS as a carer • Carers feedback surveys • Support services asking carers what they think about the services available to them • Monitoring reports from contracted support providers • Numbers of carers reviews and support plans completed • Reports from commissioned providers • NHS Short and Long Term (SALT) Data collection • Carers having a carer's assessment are given the opportunity to discuss what matters most to them, including their own health, wellbeing and social care needs, and work, education, or training • Feedback from partners/carers at Carers Partnership
<p>Maintaining Employment and Caring</p>	<ul style="list-style-type: none"> • Unanimous in the belief that the older a young carer gets, the less support there is from ETE providers. This is particularly the case with employers within the private sector as their understanding and interest seems to be limited. • There is a need to educate employers about the needs of carers with their roles at home and flexible working for those with caring responsibilities. 	<ul style="list-style-type: none"> • Increase in number of carers on the carers register and flagged on EMIS as a carer • Carers feedback surveys • Support services asking carers what they think about the services available to them • Monitoring reports from contracted support providers • Numbers of carers reviews and support plans completed • Reports from commissioned providers • NHS Short and Long Term (SALT) Data collection • Carers having a carer's assessment are given the opportunity to discuss what matters most to them, including their own health, wellbeing

		and social care needs, and work, education, or training • Feedback from partners/carers at Carers Partnership
--	--	--

Carers Strategic and Engagement Groups

Green = all carers, red = specific carers engagement, purple is children & families specific, grey is adult carer related



Appendix 6 - Map of Carers Support

Key: **services for adult carers;** **services for all carers;** **services for carers**

Stroke Association support service	National carer Helplines e.g., Carers UK	Young Carers and Young Adult Carers Hub inc. information, support, awareness raising, activities and peer support
Worcestershire Adult Carers Hub inc. information, support, awareness raising, activities, peer support, assessment, reviews, training, contingency, and future planning, promotion of wellbeing, befriending and Carers Talk line Adult Carer assessment & reviews	NHS 111 is a non-emergency telephone service. NHS Choices is an online health information system around a range of health issues, as well as local contacts for NHS. Carer Passports – discounts etc Dept Work and Pensions (DWP): administers the main welfare benefits such as Carer’s Allowance, disability benefits and other welfare benefits including state pensions. It also delivers services through local jobcentres.	Children’s Replacement Care = Respite short breaks family breaks. overnight unit based, 1-2-1 breaks with support workers and group breaks and activities (these are for the cared for but enable carers to have a break
Jigsaw – support for carers of individuals with mental health conditions or needs	Carer Assist helpline for social care and health staff that are carers	Whole family assessments (inc. Parent Carers of children and young people under 24 years old) & reviews within Children with Disabilities Team
Adult Replacement/respite Care for the cared for but enable carers to have a break. Have fully supported or DP - at home with dom care or PA, in a residential home LD specific block beds = Church View, Lock Close, Osbourne Court, Pershore Short Breaks & Worth Crescent (LD) & The Brambles (OP & PD)	Redditch Carers Care line	Worcestershire Children First – (online information on where to go to get help Family Hub includes link to the SEND Local Offer
Dementia Meeting Centres – for carer and cared for in various locations	Admiral nurses	Worcestershire Parent and Carers Community – peer support
Adult day opportunities & hobbies	Advocacy for carers	The Herefordshire and Worcestershire SENDIASS service
Mental Health carers support (transformation funding)		YAT coffee mornings – peer support
		Families in Partnership – parent carer peer support NW Autism Parents Support Group

Appendix 7 - Analysis of carers support relating to recognition, value, life of my own and ability to maintain physical health and wellbeing

Strength	Weakness
<ul style="list-style-type: none"> • Specific investment in adult, young carers, and young adult carers with specific services designed and purchased • Providers of the carer support services are independent of the LA, so carers advise us they feel more able to seek support because of this. Their sole purpose is to focus on the carer, this is important as so often the focus is on the cared for/patient • Support is solely focused on the needs of the carer as is the purpose of the organisations delivering support • Whole family approach – when delivered well (i.e., including specific time and space to talk to carers alone away from the cared for) and having a specific focus on carers not just the cared for • Peer support groups generic and specialist (Worcestershire Association of Carers, Stroke Association, YSS, Families in Partnership, Jigsaw, YAT coffee mornings, Worcestershire Parent and Carers Community, Dementia Meeting Centres, NW Autism Parents Support Group etc – can prevent carer breakdown • Conversations with carers which are strengths based – “what does a good life look like for you?” (a carer) • Social Prescribing • Carer’s training • Carer helpline and having a Carer hub for adults who are carers • E-Learning for awareness of adult carers, young carers, and young adults • Some of the large organisations and carer stakeholders have signed up to ‘Working for Carers’ • Legislation like the Care Act, Children’s Act and the Children and Families Act • NHS digital national 2-year Carer’s survey – which helps to evidence how carers feel • Discharge from hospital can be timelier manner if there is a carer at home • Conditions can be managed at home if there is a carer at home – assists GP’s role and carers can identify changes in condition or behaviour which may signify an issue with medication, or the condition has worsened in some way etc 	<ul style="list-style-type: none"> • Funding is not specific or ringfenced for parent carers as is part of wider statutory duties for the child in need and/or with a disability • Less clear responsibility of parent carer support • Parent carer support is a part of the wider service and is part of the LA – engagement evidenced may be less likely to ask for help as part of LA caring for the child, fear of child being taken away if state having issues coping etc • Mental health and learning Disability assessments are currently within the LA – this has positives and negatives. Decision made to bring this assessment work into the wider adult carer’s hub • Lack of health funding for carers • Covid – caused anxiety for carers and the cared for, those who are clinically vulnerable, other vulnerable individuals • Many carers still do not feel recognised and valued • Many carers told us they still do not have ‘a life of their own’ and are unable to balance their caring role and the rest of their life’ • Some carers unable to manage their physical health and their wellbeing – linked to lack of time to self-care • ‘Carers offer’ not published and not consistently delivered

Strength	Weakness
<ul style="list-style-type: none"> • Carer support services support schools, colleges and universities and enable pupils and students to manage their caring role and try to ensure it is more appropriate to their age and abilities hence enabling students to focus on their studies and reach their potential • Investment in replacement care/respice prevents carer breakdown for both adults and children and families (i.e., short breaks, overnight breaks), 1-2-1 breaks with support workers and group breaks and activities for the cared for but enable carers to have a break) • Investment in day opportunities and hobbies can prevent carer breakdown as way of a break from caring wither together or separately • Investment in advocacy for carers • Community MH Transformation program investment in carers support around MH in Herefordshire & Worcestershire • Carer direct payments • Adult carers assessments (conversation 1 and 3) discharged to community voluntary sector and emergency or carer breakdown (conversation 2) situations done in-house via WCC • Patient engagement groups • Carer Assist helpline for social care and health staff that are carers • Include Redditch carers careline in peer support groups? • <i>“Carers play a significant role in preventing the needs for care and support for the people they care for, which is why it is important that local authorities consider preventing carers from developing needs for care and support themselves. There may be specific interventions for carers that prevent, reduce or delay the need for carers’ support.”</i> Care Act Guidance • Stroke Association ‘Here for You’, peer to peer telephone support to carers. This will provide one-to-one peer support, which for some will be more appealing and convenient than group support. 	<ul style="list-style-type: none"> • Poor awareness and lack of signposting of carers to support services • Some carers feel the need to reduce their hours at work or leave their job due to their caring responsibility • Carers told us they suffer financial hardship due to their caring role – linked to unable to work full time and complex benefits system • Lack of clarity on what benefits carers can claim and when • Lack of emotional support when claiming benefits – many carers advised of the endless forms and the impact completing them had on them emotionally due to nature and amount of information required • Lack of counselling for carers – long waiting lists for Healthy Minds • Lack of support for carers around identifying the need to plan for the future and support to take steps to put a plan in place for both emergencies and longer term. • Carers struggle to understand how the ‘systems’ work for different user groups and the processes.

Appendix 8 – Commitment to Carers

As a Carer¹

1. My experience is valued when developing care plans for the person that I care for.
2. My own physical and mental health needs are recognised and met.
3. I can access relevant information in a format that suits me.²
4. I can access support that meets my individual needs.³
5. I am supported to maintain a life of my own, outside of my caring role.⁴

As an Organisation⁵

1. We proactively identify, register, support, and signpost carers.
2. We co-produce our policies with carers to ensure our services meet their needs.
3. We are flexible, to ensure carers can continue to deliver their caring role.
4. We actively involve carers in decisions that may affect their own and/or their cared for's health and
5. We have a carers lead in our organisation who promotes a 'Carer Aware' culture.

Herefordshire and Worcestershire Integrated Care Services 'Commitment to Carers' (agreed 1st September 2021)

¹The term carer refers to anyone, of any age, who looks after a family member, partner or friend who needs help because of their illness, frailty, disability, a mental health problem or an addiction and cannot cope without their support

²Information may include but is not limited to details of the cared for's condition; guidance on planning for the future and resources on where to find and how to access support

³Support may include but is not limited to support with coming to terms with the cared for's diagnosis; support to plan for the future; accessing replacement care; carers breaks; peer support; advocacy services; financial advice; relevant training; physiological and emotional support and support when the cared for dies

⁴A life of my own may include but it not limited to maintaining links to the local community and its social activities, relationships, work, training, or education

⁵The term organisation includes but is not limited to NHS organisations; health and social care; local authority; councils; education providers; charities and the voluntary sector. These commitments apply to both individuals accessing the organisation and the organisations own workforce.

This page is intentionally left blank

ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 29 SEPTEMBER 2021

CARE WORK AS A CAREER SCRUTINY REPORT – UPDATE ON PROGRESS AGAINST RECOMMENDATIONS

Summary

1. The Adult Care and Well Being Overview and Scrutiny Panel is to receive an update on progress against recommendations from the Scrutiny Task Group Report on Care Work as a Career.
2. The Strategic Director of People and Cabinet Member with Responsibility for Adult Social Care have been invited to the meeting.

Scrutiny to Date

3. A Scrutiny Task Group Review of Care Work as a Career was completed in March 2020. An update on the Council's work in progressing the recommendations made was provided to the Overview and Scrutiny Performance Board on 6 January 2021, with the Board requesting an informal update to the Chair of the Adult Care and Well Being Overview and Scrutiny Panel and Members of the Task Group in February 2021 and then a further update to be provided to the Adult Care and Well Being Overview and Scrutiny Panel in September 2021.
4. The Care Work as a Career Scrutiny Report March 2020 is available on the Council's website: [weblink to Scrutiny Reviews](#) and the discussion of the Overview and Scrutiny Performance Board on 6 January is also available on the website: [weblink to Agenda and Minutes](#)

Background

5. The People Directorate acknowledges that the Care Market is in no position to withstand the loss of good, motivated care workers.
6. Given the pressures on the health and care system plus changing regulation and requirements through, and post, pandemic, this has never been clearer.
7. For many working in the care sector, they remain in the shadow of their health colleagues in both esteem and understanding of the vital role they play across all sectors of society. The lack of a long-term funding plan for social care (as opposed to that in the NHS) and the on-going discussions about a revised national strategy and approach to delivering social care services remain under debate at Government and impact upon the ability of the industry to plan and offer career paths for the longer term.

8. Appendix 1 shows the further progress made against the recommendations made by the Scrutiny Task Group. To some extent progress has been hampered by the on-going impacts of managing the COVID-19 pandemic and practical support to external care providers in that regard, not least in terms of the mandatory vaccination regulations for care homes which, at the time of writing this report, could see up to 230 care workers being lost from the sector in Worcestershire and also care home closures due to reduced occupancy.

Purpose of the Meeting

9. Members are invited to consider and comment on the information within this report and agree:

- whether any further information or scrutiny work is required at this time
- whether there are any comments to highlight to Cabinet Member

Supporting Information

Appendix 1 – Progress Report

- Annex 1 – Local Skills Report 2021 (Worcestershire Local Enterprise Partnership)
- Annex 2 (i to iii) – Examples of media promotion of care work
- Annex 3 – (i to ii) – Examples of refer a friend schemes.

Contact Points

Emma James / Jo Weston, Overview and Scrutiny Officers, Tel: 01905 844964 / 844965
Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance) the following are the background papers relating to the subject matter of this report:

- Care Work as a Career Scrutiny Report (March 2020) and Response of the Cabinet Member for Adult Social Care: [weblink to Scrutiny Reviews](#)
- Agenda and Minutes from the Overview and Scrutiny Performance Board on 6 January 2021 and 22 June 2020

Minutes and Agendas are available on the Council's website: [weblink to agendas and minutes](#)

CARE WORK AS A CAREER PROGRESS REPORT

CORE PROJECT TEAM

Sponsor:	Assistant Director, People Commissioning
Business Lead:	Principal Social Worker
Project Support:	Project Manager
HR Representative:	Learning and Development Manager
Investment in Skills Team:	Investment and Skills Group Manager
Communications:	Communications Lead (Major Projects)

Other key individuals are drafted into support certain aspects of the activities required to address the Task Group recommendations on an as needs basis.

PROGRESS FEBRUARY to AUGUST 2021

Note: Where there are links and/or dependencies across the recommendations, these are picked up within the body of the appendix.

Theme 1: Recruitment and Retention of Care Work Staff

Recommendation 1: *That resources be identified to prioritise a publicity campaign aimed at promoting the work of Care Workers and increasing public understanding of the crucial role they carry out.*

- It has been possible to carry forward the unspent element of the £15,000 budget for communications from the financial year 2020/21. £4,137.80 of the budget remains available for use.
- CARE branding has been added to the Adult Social Care page on the County Council website. The use of the CARE brand will also be promoted in the next People Directorate newsletter in order to ensure that it is used widely and appropriately.
- The Investment and Skills Group Manager, working with Worcestershire Local Enterprise Partnership (LEP) launched the Worcestershire Jobs portal in April 2021 with jobs and careers in social care highlighted on the portal from day one. Coinciding with the launch, the Council promoted Care Work as a Career on social media, local radio and through media relations, directing people to the portal and showcasing job opportunities in the county.
- Worcestershire County Council (the Council) through its Skills and Investment Team, whose remit is to support young people to understand the careers and employers of Worcestershire have started a programme of development to highlight care work as a future career for young people who are still in education. As part of this, the team has committed to creating a number of resources to highlight care and social work as employment options. The team also works with the LEP who identify care as a key cornerstone industry sector for the county and in April this year the LEP published its Local Skills report highlighting the work taking place in partnership with the Council as one of its key actions for the next few years. To date the team working on the agenda has: -

- Produced insight careers pieces for the Council/WLEP Careers YouTube site that are expected to launch in September 2021.
 - Are developing a series of assemblies for education across the Key Stages of education. The offer for Key stage 3 will be piloted into schools from September 2021.
 - Produced a number of resources that young people and education establishments can download that introduce the concept of care and social work as careers for use in careers lessons and as part of the wider health and social care curriculum.
 - Commissioned an intensive virtual work experience provision that as part of the programme of industries will have a care and social work offer which will be developed over 2022 for launch at the start of the new 2022/23 Academic year.
- One of the largest search criteria on Worcestershire Jobs since its launch has been both the Council and Care since April. Shortly there will be further, new phase of marketing for the portal and it will be possible to provide a focus on some of our critical care vacancies as we promote.
 - The Worcestershire LEP local skills Report 2021 is provided at Annex 1.
 - The Council sponsored the Worcestershire Health and Social Care Awards (the Care Hero Award). The awards covered 12 different categories (see below) and the Council's Assistant Director of People Commissioning and Assistant Director of Adult Social Care contributed to the judging. The virtual Award ceremony took place in May.

Worcestershire Health and Social Care Award Categories	
The Health Care Team Award	The Good Nurse Award
The Care Hero Award	Adolescent and Child Health Care Award
The Care Home Worker Award	The Dementia Carer Award
The Care Trainer Award	The Palliative/ End of Life Care Award
The Health Care Employer Award	The Mental Health Award
Domiciliary Care Worker Award	GP Practice of the Year Award

- As part of the Council's sponsorship package for the Worcestershire Health and Social Care Awards, the Council was able to capitalise on four half page adverts and four separate editorial pieces. Articles ran across various Newsquest titles including Worcester News, Malvern Gazette, Evesham Journal, Bromsgrove Advertiser, Redditch Advertiser and The Kidderminster Shuttle, and supporting content ran across Council and Newsquest social media channels. Some examples are provided in Annex 2.
- The Council's campaign from this event alone drew significant attention, for example, adverts were viewed for in excess of 300 hours, which is almost double the industry standard. A radio advertisement which specifically highlights Care Work as a Career, was created in conjunction with Free Radio Herefordshire and Worcestershire and ran for 10 days.

- During Shared Lives Week which ran from 14 - 20 June 2021, a series of press releases were issued to the local media focussing on individuals in a Shared Lives placement with the aim of promoting the role of Shared Lives provider. The Council also issued a number of social media posts across various channels including Facebook and Twitter which throughout the week reached a total of just under 10,000 people. The Council also focussed on its internal channels to share case studies to reach around 3,500 members of staff from the Council and WCF. The Shared Lives website was updated to include information for potential new providers with details of the role including the financial benefits and a case study of someone who is a new provider on the scheme.
- In August, the Council announced its support of the national Gold and Silver Adult Social Care Awards to recognise the contribution of those who work in Adult Social Care. The Awards recognise the dedication of staff across a wide range of areas such as clinical practice, education, research or leadership, with the Gold Award winners demonstrating outstanding achievements and performance in their area of work, with Silver award winners recognising performance that goes above and beyond the expectations of the everyday role that the staff member is expected to perform. Awards can be presented to either an individual or a team. The awards, managed via the Department of Health and Social Care will not be limited to registered nurses and will be extended to include all carers across all care settings, not only care homes.

Recommendation 2: *That the Council should sign up to the 'I Care Ambassador' Scheme as an employer. The Council should then encourage and enable a minimum of six Council employees (one from each of the six district areas) to be supported to carry out the 'I Care Ambassador' role.*

- There are now 10 I Care Ambassadors registered for Worcestershire with experience across a range of services.
- A meeting with the LEP and I Care ambassadors to plan promotion of care work within schools took place in May.
- Training has been provided and contact has been made with local schools and colleges to advise that they are available, feedback has been positive.
- Ambassadors can also be contacted via West Midlands Care Association.
- Work is planned to develop resources providing information about working within Adult Social Care targeted at the different Key Stages, starting with Key Stage 3. These resources will be utilised by the Ambassadors when undertaking presentations within schools.

Recommendation 3: *That the Council should seek to build a closer working relationship with Skills for Care and develop networking opportunities for the mutual benefit of both organisations.*

- Provider Service Managers have joined the Skills for Care Nominated Individual network meetings which are quarterly, with information then fed back to the wider pool of Registered Managers. The next meeting is due to take place on 14 September.
- Registered Managers also attend the Skills for Care Registered Managers Network meetings on a quarterly basis, and feedback sector wide themes and topics which the

Council then determines how they can reflect and update practice within services. The next meeting is due to take place in October.

- Learning and Development liaise regularly with Skills for Care.
- Regular meetings with commissioners have been proposed but has not yet been possible due to the pandemic.

Recommendation 4: Whilst understanding the budgetary conditions faced by the Council, it is recommended that the Cabinet Member with Responsibility for Adult Social Care explores what influence the Council is able to have to enhance the terms and conditions of Care Workers through its commissioning process.

- A review of existing Blue Light card benefit has taken place. Blue Light benefits can be applicable to social work and social care staff. It has a cost to the individual of £5 for 2 years subscription www.bluelightcard.co.uk and provides discounts of between 10% - 40% of high street retailers as well as discounts on holidays and cinemas. The Blue Light scheme is already widely known amongst the Council's existing workforce and has been further promoted internally. Plans have also been put in place with Commissioners for the Blue Light card to be promoted to external providers. Further information is being gathered and a communication is prepared to send to all providers regarding this.
- At the Overview and Scrutiny Performance Board (OSPB), Members expressed concern about false advertising due to the impact of the hidden cost of travel expenses on the advertised wage. It has been confirmed that, for Council employees, pay is above the minimum wage, travel takes place within contracted hours and mileage is paid from their home address and that mileage would be paid for all journeys, including where there is a split shift.

Recommendation 5: That the Council considers introducing an employee referral scheme to incentivise staff to recommend friends or family for roles in social care.

- The refer a friend scheme to assist recruitment within the Council has been relaunched specifically to drive recruitment across Adult Social Care where there is a significant recruitment drive on-going. The scheme details which pop-up on screen periodically was launched via an article on the Council's internal SharePoint site MySpace and has also been included in the Chief Executive's staff messages.
- Some providers also offer similar schemes to the Council's refer a friend scheme. The examples provided in Annex 3 are from a domiciliary care provider.
- The on-going Council recruitment campaign internally was recently endorsed by Councillor Adrian Hardman, the Cabinet Member with Responsibility for Adult Social Care:

New recruitment opportunities available in the care sector

Do you have experience in the care sector, or are you looking for a new challenge?

There are a number of local companies who are keen to hear from people who are interested in helping to support people to remain independent within their own homes.

The vacancies across the County with a number of new opportunities in the Malvern, Upton and Tenbury areas of the county.

As part of the role, applicants would be expected to travel to people's homes and support the person in maintaining their independence and also activities of daily living, e.g. washing, dressing and meals. Some people may require help with personal care.

All new starters would also be given full training and receive money to cover travel expenses.

Councillor Adrian Hardman, Cabinet Member for Adult Social Care said: Lots of people are now being supported at home following a period in hospital, and this is increasingly becoming the norm. We're committed to helping people remain independent for as long as possible, and our domiciliary care team are a huge helping hand in how we continue to make that happen across the county. If you think you may be interested, or know someone who may be, please encourage them to apply."

To see the jobs available, please visit the [WM Jobs website](#) or contact AdultServicesandHealthCommissioningUnit@worcestershire.gov.uk

Theme 2: Developing the care worker role

Recommendation 6: *The Cabinet Members with Responsibility for Transformation and Commissioning and Adult Social Care are urged to consider scaling up the provision of care worker apprentices to flow into adult social care. This could be achieved with the development of a structured rolling programme of apprenticeships of 18 month's duration commencing every 6 months, centrally managed and coordinated. Care Worker apprentices would be of considerable benefit to social care teams by providing a regular source of newly qualified apprentices and would also help to make effective use of the Apprenticeship Levy.*

- This remains on the programme of work but has not progressed at this point in time due to issues regarding the funding of Apprentices – whilst the levy could cover the training, the actual employment of the apprentice and creation of the funded roles remains the main issue to overcome.
- In terms of the Council's Apprenticeship Strategy (approved by Senior Leadership Team and launched in February 2020), the Apprenticeship team has now:
 - a) Increased organisational awareness and appetite for apprenticeships and traineeships through 3-week communication campaign.
 - b) Supported managers to understand the benefits and responsibilities for apprenticeships & traineeships.
 - c) Commenced work on reducing levy underspend.

- d) Introduced a Levy transfer policy to help boost local economy through apprenticeships.
 - e) Explored opportunities to improve uptake of Care Leavers into Apprenticeship Programmes.
 - f) Drafted a Social Value policy to encourage businesses in our supply chain to take on Care Leavers as apprentices or undertaking traineeships. This will be taken to procurement for onward discussion with third party providers.
 - g) Ensured the Council's Levy transfer policy criteria requires businesses to create apprenticeship opportunities with added social value for disadvantaged groups. For example, Care leavers; young people Not in Education, Employment or Training (NEET); individuals with disabilities; long-term unemployed.
- With regard to Care Leavers the team has met with key Worcestershire Children First (WCF) Care Leavers team and WCC stakeholders to share ideas for encouraging Care Leavers into work or skills programmes via apprenticeships or traineeships within the local authority and businesses within the supply chain.

The established process is:

- a) Recruitment Team and Apprenticeship Team forward all WCC/WCF apprenticeship opportunities with the WCF Care Leavers Team and the 16-19 NEET prevention team to identify any matches between young people/Care Leavers and available opportunities.
 - b) All young people/Care Leavers are provided with the offer advice and guidance to all young people/Care leavers wishing to apply for a WCF/WCC apprenticeship.
 - c) Any care leaver who applies for a WCF/WCC apprenticeship position and meets the minimum criteria is offered an interview.
- With regard to Apprentice Recruitment, the Apprenticeship Team and the Recruitment Team have overhauled all apprenticeship adverts to ensure best chance of encouraging applications for vacancies as they arise. All apprenticeship opportunities are advertised on the [Find an apprenticeship](#) government website, and the [Worcestershire Apprenticeships website](#) and offer a simple and quick application process.

Recommendation 7: That in developing its best practice and aiming to be an exemplar of a care work employer, the Council should consider whether there would be economies of scale, by extending its existing training offer to preferred providers, to ensure standards and consistency.

- Discussions with the Learning & Development (L&D) management team have taken place regarding resuming the training offer to preferred care providers. It is agreed that this forms a positive and collaborative approach. Decisions on when to resume L&D offer will be made in accordance with government and council guidance regarding the covid recovery plan.

- Some bespoke courses have been delivered remotely to internal and external care providers, mainly around safeguarding, safe administration of medication, Blood capillary testing, mental capacity and Infection Prevention.
- The L&D apprenticeships team were also involved in supporting the Clinical Commissioning Group to meet the government target of delivering PPE training to all care homes by end of July 2020 (in response to Covid). Social care qualified staff within the Apprenticeships Team were involved in this campaign.
- The L&D apprenticeships team have also produced and distributed a number of SWAYS and quizzes which are used as knowledge refresher/updates for staff. The Council has also developed new competency check documents for care services to use to give assurance of staff competence.
- Regarding the Levy Transfer and New hire incentive, since 2019, it has been possible for the Council to transfer up to 25% of apprenticeship levy funds to non-levy paying organisations or businesses.
- As at 12 August 2021, a total value of £373,000 has been transferred from the WCC levy to 33 local businesses (20 of which are adult care providers), to fund 111 apprenticeships (89 of which are adult social care apprenticeships).
- Local care providers have been given advice regarding the [New hire incentive](#). The Council's Provider social care services were able to recruit two apprentices where they had only planned to recruit one. The new hire incentive scheme was introduced in August 2020 by the Chancellor and applies to all new apprentices recruited before 30 September 2021. There is also the Apprenticeships Awards event, held usually in the Autumn. It is anticipated that this will take place this year.

Theme 3: Supporting and Celebrating the Existing Workforce

Recommendation 8: That the Council considers developing a package of measures to recognise, reward and celebrate the work of Care Workers, under the strap line of 'Worcestershire Cares', understanding that in exploring this, we will seek to work in unison and complement what already exists. Any scheme would need to be considered in light of the Council's requirement for equal pay for all its workforce and as such reward incentives may not be by means of additional financial recompense.

- Notwithstanding the sponsorship of the Worcestershire Health and Social Care Awards (the Care Hero Award) reported earlier in this Appendix, the Council will be once again holding a virtual event Celebrating Social Work Week. This will commence on Monday 27 September and will be the fourth year that the Council has run the event.

Social workers and social care workers in Worcestershire make a difference to the lives of children, young people, and adults every day. During the coronavirus pandemic social workers and social care workers have continued to provide essential support. In recognition of this awards will be presented for outstanding achievement.

The draft programme at the time of writing this report, is outlined below and involves a wide range of participants:

Monday 27/09/2021	Tuesday- 28/09/2021	Wednesday – 29/09/2021	Thursday – 30/09/2021	Friday – 01/10/2021
Launch of Celebrating Social Workers 10 – 11.30am Live event	West Mercia Woman's Aid <u>Domestic Abuse and the role of Woman's Aid</u> 10:00-11:00	Louise McEvoy <u>Suicide Prevention-Awareness Raising Session</u> 10:00-11:30	Onside Advocacy <u>An overview of advocacy, community, and wellbeing support services</u> (10:00-11:30)	Heart of Worcestershire College <u>Use of self in Relationship based practice</u> 10:00-12:00
			<u>Onside Advocacy Mindfulness & Wellbeing session</u> 11:40-12:10	
Speaker – Waiting confirmation-	<u>Celebrating Social work 2021 Chief Social workers- Adults</u> Fran Leddra and Lyn Romeo <i>An update from the Chief Social Workers for Adults 12 – 1pm</i>	St Richard's Hospice <u>Working with bereavement and the role of hospice social work</u> 12:00-1pm	Research Practice Children Louise Johnstone <i>The Voice of the Child in Exploitation: A Reflective Session</i> 1 - 2:30pm	Social Work Academy <u>How can the academy support you: Briefing Session</u> 12.30- 1pm
	Social Work Advice Group <u>Perspectives on Relationship Based Practice Service users from How College</u> 2-3pm	University of Worcester <u>Incorporating Relationship Based Approaches into Practice Education and Professional Development</u> 2 – 3.30pm	Research in Practice Adults Claire Williams <i>A Lived Experience Perspective on Strengths Based Practice: A Reflective Session</i> 3.00 – 4.30pm	Jonathan Leadbeater Transgender Perspectives 2 – 3pm
		<u>Equality, Diversity, and Inclusion in Social Work</u> 4 – 5pm Arif Sain		

Theme 4: Liaison with education and training providers

Recommendation 9: *That the Council should develop a plan to co-ordinate and strengthen its relationships with education and training providers in the County.*

- Learning & Development (L&D) strives to commission local training providers and colleges and higher education institutions to deliver programmes of learning / courses / apprenticeships.
- L&D does have links with Skills for Care and the West Midlands Care Association.
- The levy transfer policy also requires, where possible, that businesses receiving transferred funds, engage local training providers to deliver their apprenticeships.
- The Apprenticeships team and the wider Learning and Development Team have strong relationships with a number of local providers.
- Due to covid restrictions it has remained difficult to progress use of the grant from Health Education England to support Nursing Associate development across Social Care settings in the Herefordshire and Worcestershire STP to support training and work placements in order to develop a pipeline of both employers and trainee nursing associates within social care settings (social care with nursing). This programme of

work is transferring from People Commissioning to Learning and Development from where it will be easier to work with training providers.

Theme 5: Evidence of what works well elsewhere

Recommendation 10: That Council representatives are urged to keep abreast of the Bridge Project at Shropshire Council. This Project uses sophisticated primary data from local sources to predict future service need aiding early intervention alongside more clearly defining the commissioning need. The Task Group feel that there are opportunities for collaborative working and for savings to be made to help Worcestershire's care sector.

- Following the informal discussion in February 2021, the Care Work as a Career team were advised that implementation of “the Bridge” was much broader than the Care as a Career project and indeed the People Directorate. The Chair of the Adult Care and Well Being Overview and Scrutiny Panel wrote to the Council Leader and CEO requesting that the work on building the wider business intelligence continued as part of the Council’s digital programme. As a result, all knowledge on the Bridge and details of contacts have been passed to the relevant teams.

Recommendation 11: That the Cabinet Member with Responsibility for Adult Social Care considers facilitating a County-wide body to represent care providers across the social care sector.

- This recommendation was rejected by the CMR on the basis that Care providers have multiple trade associations and bodies which already represent them. No further action has been taken.

This page is intentionally left blank



Worcestershire
Local Enterprise Partnership

Local Skills Report: 2021

FOREWORD FROM CHAIR OF THE EMPLOYMENT AND SKILLS BOARD



As Chair of the Employment and Skills Board for the Worcestershire Local Enterprise Partnership, I am delighted to present the Local Skills Report 2021-2025.

The Report has been prepared by our Employment and Skills Board, one of the LEPs key policy boards, and aligns with our work on the wider refresh of Worcestershire's economic strategy, which has been undertaken over the last year. The priorities and actions contained within this Local Skills Report will be embedded in our People strategy and will contribute to the economic recovery post-Covid and the continued sustainable growth of Worcestershire's economy.

This Local Skills Report provides a timely opportunity to drive change and improve the skills of both our existing and future workforce – Covid 19 has impacted our county by increasing the number of benefit claimants in the county and accelerating the demand of employers for a number of skills. We critically need, skilled individuals to meet the demands of our employment moving forward and support our recovery. We also need to focus on those individuals who have been adversely affected by the pandemic to respond positively, to re-engage with the labour market and continue to reskill or upskill to place themselves firmly back on a platform to success.

We critically need, skilled individuals to meet the demands of our employment moving forward and support our recovery.

We recognise the need to understand the growing industries and sectors within Worcestershire and how skills development supports the growth as well as the need for replacement labour. We also acknowledge the growing barriers in certain industries to growth through a lack of skilled professionals and this report aims to address these challenges.

Over the last few years, the Employment and Skills Board has recognised the growing challenges within the county around the ageing workforce and has prioritised its resources to support the future workforce from the implementation of the Careers and Enterprise Company Programme, focused on careers planning interventions in education adopted as part of the Governments wider Careers strategy and creating a strong brand for Apprenticeships in the County.

The Local Skills Report will not only set out how we will work towards our priorities over the next 4 years but how partners from businesses, from public sector agencies and from employment and skills providers can work with us to support the strategy moving forward.



The successful delivery of this strategy will require commitments from all partners and should be seen as a call to arms. Specifically, we ask:



For all **Employers**, private, public and third sector, to engage with this Strategy, increasing their commitment to investing in the skills development of the current and future workforce;



For the **Government**, and its delivery agencies, to maintain an open and responsive dialogue, to work jointly with us and allow us to shape policy and programmes in order to ensure they address Worcestershire needs;



For **Individuals** to use the support available to them, to assist them to make positive employment and skills choices; and



For **'Providers'**, to more closely respond to the changing needs of the Worcestershire economy and its businesses.

I am confident that this report has identified the key challenges and opportunities across the local skills landscape and that by delivering on the priorities outlined here we can deliver on the Worcestershire LEP vision of creating a connected, creative and dynamic economy for all.

Carl Arntzen, Managing Director, Bosch Thermotechnology.

Chair of the Employment and Skills Board

WORCESTERSHIRE LEP

OUR AREA

Worcestershire benefits from a diverse economy with no dominant single employer or sector driving the local economy. In fact, Worcestershire can be described as having five distinct geographical areas:

- North Worcestershire is a hub for advanced manufacturing and business services;
- Worcester City has a strong manufacturing base and strengths in the health and care, and business and professional services sectors;
- Malvern Hills is home to the Malvern Hills Science Park and a cluster of cyber and technology-led businesses;
- The Vale of Evesham has a rich history and thriving present in the horticultural sector; and
- The Rural Heartlands are home to many small and micro businesses that are a significant asset to the county's economy.



Worcestershire is an incredible county. We boast a Cathedral city, beautiful market towns and industrial centres. We have natural assets such as the River Sever, the Clent Hills and the Malvern Hills.

We have cultural assets including Worcester Cathedral and Malvern Theatres, sporting assets such as Worcestershire County Cricket Club and Worcester Warriors Rugby Football Club and visitor attractions such as the Severn Valley Railway and West Midland Safari Park. At the same time, we are well connected and strategically located within the UK.



Our Economy

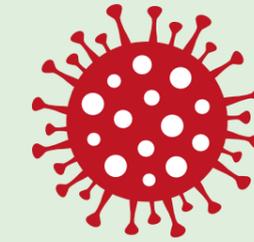
Worcestershire has relatively high employment, but faces challenges including low wages and productivity, with high levels of out-commuting to higher wage areas.

Located in the centre of the country, Worcestershire has good links to the major centres and is home to one of the UK's first 5G testbeds, successfully deploying the first live factory 5G trials in the country, placing the county at the forefront in developing digital connectivity.

WORCESTERSHIRE
5G testbed

Worcestershire has a high rate of business creation and the number of businesses now exceeds 30,000¹. Sector strengths include health & care, business administration & professional services and construction, with opportunities for growth in advanced manufacturing, cyber security, IT and defence and horti/agricultural technology.

The Impact of COVID-19...



Prior to the pandemic Worcestershire's economy was worth £13.5 billion². We had seen annual average growth at 3.7% with an increase in GVA from £11.0 billion to £13.5 billion between 2012 and 2018. The number of jobs in the county was also growing with an increase of 35,000 since 2012³. House building performance was also positive with a 77% increase in housing starts between 2012 and 2019 compared with 50% nationally. Completions increased by 67% compared with 54% for England overall⁴.

The diversity of the Worcestershire economy is a key strength helping to make it more resilient to economic shocks. The impacts of COVID-19 have been similar in magnitude or slightly less than those seen nationally.

...on our sectors

The Accommodation and food services sector has been hardest hit, with the largest number of employees furloughed at 8,560⁵ and an estimated fall in GVA in Worcestershire of over £200m since the start of the pandemic.

Restrictions have also significantly affected the wholesale and retail sector where 7,780

employees are furloughed⁶, accelerating the challenges faced by high streets by the shift to online. City and towns investment plans that seek to transform these places to ensure they continue to meet the needs of the local communities they serve will be critical in supporting adaptation.



Sectors of high employment such as health and manufacturing have generally been less adversely impacted by COVID-19. The manufacturing sector has remained far more resilient in later lockdowns, in part because of the health and safety measures put in place to allow businesses to continue trading, although 3,790 employees are currently furloughed⁷.

...on our employment

There have been significant impacts on the labour market in Worcestershire. 15% of those eligible are in receipt of the Coronavirus Job Retention Scheme⁸, and 63% of individuals eligible have been supported through the third Self-Employment Income Support Scheme (SEISS)⁹. Claimant count unemployment has more than doubled, increasing by 132% over the last year¹⁰. The impact has been greatest on young people with 8.7% of those aged 18-24 now claiming unemployment related benefits.



15% of those eligible are in receipt of the Coronavirus Job Retention Scheme



63% of individuals eligible have been supported through the third Self-Employment Income Support Scheme

...on our businesses



Business surveys¹¹ indicate that over 80% of businesses in Worcestershire are currently trading. However, around half are experiencing decreased turnover compared with normal expectations for the time of year and around 40% had three months of cash reserves or less.



¹ UK business: activity, size and location - Office for National Statistics (ons.gov.uk)

² Regional gross value added (balanced) by industry: city and enterprise regions - Office for National Statistics

³ Local Authority county - Business Register and Employment Survey (BRES): Table 5 - Office for National Statistics (ons.gov.uk)

⁴ Live tables on housing supply: indicators of new supply - GOV.UK (www.gov.uk)

⁵ Coronavirus Job Retention Scheme statistics: March 2021 - GOV.UK (www.gov.uk)

⁶ Coronavirus Job Retention Scheme statistics: March 2021 - GOV.UK (www.gov.uk)

⁷ Coronavirus Job Retention Scheme statistics: March 2021 - GOV.UK (www.gov.uk)

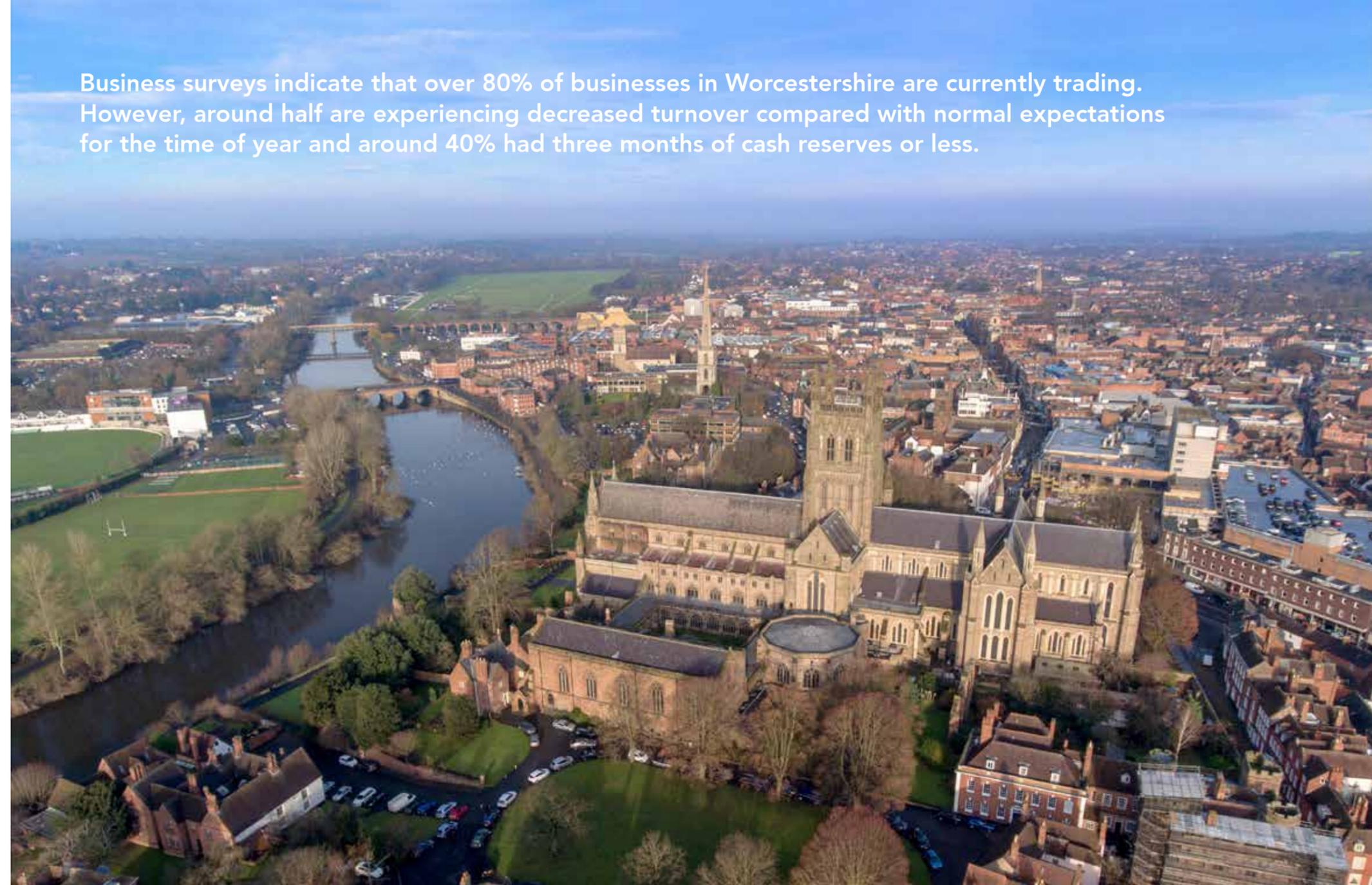
⁸ Coronavirus Job Retention Scheme statistics: March 2021 - GOV.UK (www.gov.uk)

⁹ Self-Employment Income Support Scheme statistics: February 2021 - GOV.UK (www.gov.uk)

¹⁰ Labour Market Profile - Nomis - Official Labour Market Statistics (nomisweb.co.uk)

¹¹ Business insights and impact on the subnational UK economy - Office for National Statistics (ons.gov.uk)

Business surveys indicate that over 80% of businesses in Worcestershire are currently trading. However, around half are experiencing decreased turnover compared with normal expectations for the time of year and around 40% had three months of cash reserves or less.



SKILLS ADVISORY PANELS – INTRODUCTION

Skills Advisory Panels: the national context Skills Advisory Panels (SAPs) bring together employers, skills providers and key local stakeholders to better understand and resolve skills mismatches at a local level. There are 36 SAPs across England as part of Mayoral Combined Authorities and Local Enterprise Partnerships.

Page 59

The Department for Education (DfE) supports SAPs with grant funding primarily to produce high quality analysis of local labour markets and Local Skills Reports.

The Reports set out the local strengths and skills needs and how the SAP proposes its area addresses its key priorities. The Reports aim to influence local partners and feed intelligence to central government, including the national-level Skills and Productivity Board (SPB).

In January 2021, DfE published its White Paper “Skills for Jobs: Lifelong Learning for Opportunity and Growth,” which set out a number of reforms aimed at putting employers more firmly at the heart of the skills system. The White Paper outlined plans to test in 2021-22, in a small number of areas, “Local Skills Improvement Plans” created by business representative organisations.

The White Paper committed to build on the work of SAPs to date. SAPs and their Local Skills Reports will continue as the DfE trailblazes “Local Skill Improvement Plans” and until any potential changes are made to a SAP’s remit and responsibilities.

Skills Advisory Panel: Worcestershire



The Skills Advisory Panel (SAP), known as the Employment & Skills Board for Worcestershire, is one of Worcestershire Local Enterprise Partnership’s four policy boards and acts as the designated body to set strategy for employment and skills in Worcestershire.

The Employment and Skills Board for Worcestershire was formed in 2012 and was refreshed in 2019 to undertake the role of Skills Advisory Panel for the county.

The Board reports to the main board of the Local Enterprise Partnership and meets four times each year.

Membership

The Worcestershire Employment and Skills Board is an employer-led group of between 12-15 members:

- the majority of members, including the Chair, are drawn from the private sector.
- representatives from secondary schools, nominated by the Worcestershire Association of Headteachers
- two Principals from FE Colleges, nominated by Worcestershire FE Principals
- a nominee, at Head of Faculty level, from the University of Worcester
- the Cabinet Member for Education and Skills from Worcestershire County Council
- senior representatives from funding bodies such as the Education Skills Funding Agency (ESFA) and Department for Work and Pensions (DWP)
- a representative from the Training Providers Association

The Employment and Skills Board terms of reference can be found, along with its membership, at: <https://www.wlep.co.uk/about-wlep/people/employmentandskillsboard/>

The Board plays a wider influencing role, responding to Government strategy and seeking to share analysis and best practice - as widely and transparently as possible - with central government and other Skills Advisory Panels to learn from each other and tackle wider skills challenges.

Locally, the Employment and Skills Board engages, consults and collaborates with local partners to deliver this Skills Action Plan and to identify and maximise the resources needed to do so.



SKILLS STRENGTHS AND NEEDS

Page 60

SKILLS SUPPLY

Qualification levels

Worcestershire's qualification levels are similar to national figures, although there is variation between districts with some having a lower proportion of residents with a Level 4+ qualification. Malvern Hills has the highest density of Level 4 qualifications in England.



Education and training

- There are high rates of positive destinations from education and training, particularly into sustained employment. This may reflect high employment levels in the local labour market as well as positive levels of engagement with, and achievement of, the Gatsby Benchmarks for Good Career Guidance by schools and colleges.
- COVID-19 has impacted on the local delivery of education and training. Post-16 providers are reporting a dip in education levels following lockdown, which could leave some young people unable to successfully achieve their courses and Apprenticeships.
- Achievement of qualifications from Further and Higher Education align with the priority sector of Health, whilst Apprenticeship achievements align with the needs of Advanced Manufacturing and Business Administration & Professional Services.



There are high rates of positive destinations from education and training, particularly into sustained employment.

Apprenticeships



Worcestershire Apprenticeship Award Winners

- The Apprenticeship levy has led to a shortage of providers funded to support SMEs who are non-levy payers. Larger employers have been slower to respond to the all-age Apprenticeships funded by the levy, meaning the supply of placements has been challenged. In addition, changes to Apprenticeship standards have led to a decline in the number of Care Apprenticeships.
- We support a continuing focus on sectors that are appealing to both the workforce and employers and will serve the local business community well – for example, roles such as Software Development Technician and Mechanical Manufacturing Engineer.

- Apprenticeship starts are lower than last year, particularly in Engineering and Manufacturing, due to economic conditions. If the economy recovers, it is likely that numbers will return, but how businesses recover financially will be key to this assumption.



Further education



- Worcestershire has three further education colleges with a presence in seven areas of the county, making the county well supplied with provision. The colleges offer a good distribution of full-time post 16 provision, higher education and a range of Apprenticeships.
- Technical Levels (T Levels) in Digital and Education will be offered by two of our colleges from September 2021.
- The county benefits from a specialist offer in Horticulture and Agritech, from the campus in Pershore, as well as excellent engineering facilities in several locations.
- Colleges offer a range of provision to support vulnerable learners and focus on supporting young people into employment beyond education.

Higher education

- There is only one university in the county: the University of Worcester's offer is focused on public services, supporting the county's 24% employment within this sector.
- The University is currently expanding its provision, moving further into the Health economy and supporting this LEP priority sector.
- Whilst the University does offer a range of courses relevant to some of our priority sectors, it does not offer any Engineering, Manufacturing, or Construction courses.

- However, local further education is recruiting learners into degree level courses within Engineering and other subjects, but with limited capacity. This means that many of those wishing to study these subjects must attend a higher education institution in a different locality.
- Although most graduates from local institutions remain in the region, fewer than half the Worcestershire residents, who leave for higher education, return to the county after graduating.

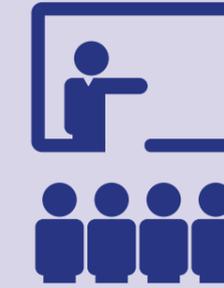


Local further education is recruiting learners into degree level courses within engineering and other subjects, but with limited capacity.



In-company training

- Most of the county's employers say they provide training for their staff, with the most frequently mentioned topics cited as: job specific, health and safety/first aid, and basic induction training. The most frequently cited barriers to providing this training are time and appropriate funding, either through government sources or within the employer's budget.

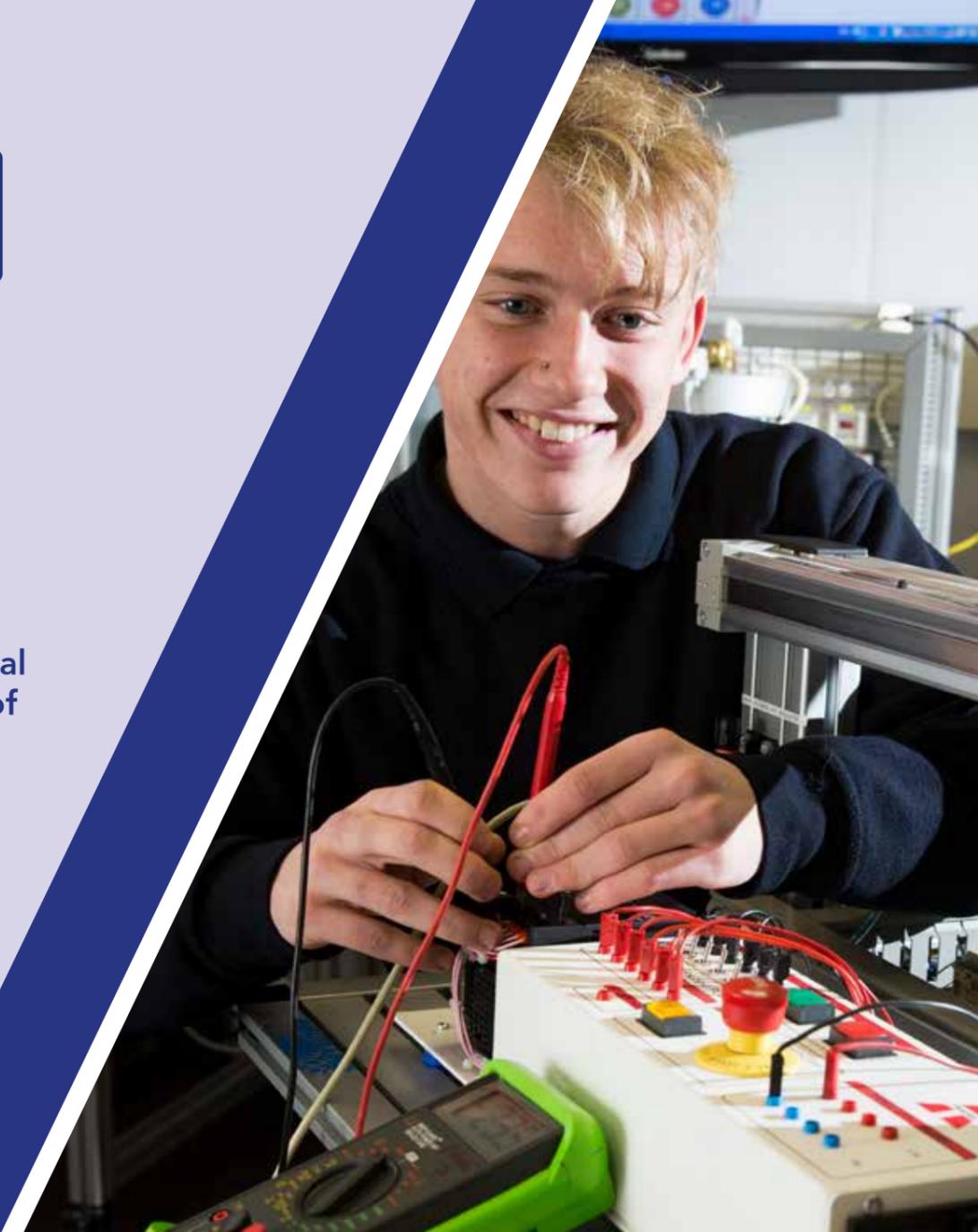


Existing workforce

- The proportion of staff who are not fully proficient is slightly lower than nationally, whilst the proportion of employers with under-utilised staff is above the national average, with a similar difference in over qualified staff. This suggests that there is a local oversupply of some skills.
- Worcestershire's population is older than the national picture, and is ageing more rapidly, making it a priority to help people extend their working lives. This is not an unusual picture in similar urban/rural shire functioning economic geographies.



There is a local oversupply of some skills.





SKILLS DEMAND

Employer demand

Businesses have identified a shortage of skilled staff as a barrier to innovation and growth within the county and is one of the major worries for local employers. A BDO survey (2019) of local employers cited the availability of skilled labour as the biggest negative attribute of the Worcestershire market (30%), with Brexit uncertainty mentioned by 16% of the companies.

The most frequently cited skills deficits are IT, job-specific, and technical skills.

We have a higher proportion than England of hard-to-fill vacancies: these are highest amongst middle-skill roles, particularly Skilled Trades.



The most frequently cited skills deficits are IT, job-specific, and technical skills

Decreasing employment opportunities



- The largest percentage falls in employment are likely to be in Manufacturing and in Agriculture, with employment levels forecast to decline in Wholesale & Retail, Secretarial & Related Occupations, and Education.
- Automation is likely to lead to a continued fall in demand for Process, Plant & Machine Operatives, although this may be offset to some extent by replacement demand.
- COVID-19 is likely to have a short-term negative impact on demand in the Arts & Entertainment and Accommodation & Food Services sectors, although these are predicted to rebound quickly once pandemic restrictions are lifted.

Increasing employment opportunities

- COVID-19 is likely to accelerate growth in Transport & Storage.



- Our older and more rapidly ageing local population is likely to lead to a continued growth in caring-related personal service occupations.
- The ageing workforce dynamic of the county is more prevalent in certain industry sectors such as public sector, education, and healthcare - this suggests that workforce strategies need to be adopted to consider replacement demand.



Without action to change the local economy's structure, future growth may be driven to a disproportionate extent by low-skilled and public sector jobs.

Automation

- The impact of automation will be significant, with 10% of low-skilled jobs likely to be affected. Worcestershire faces significant risk due to the presence of routine/ lower-skilled jobs and industry processes, such as Process Manufacturing. However, some higher skilled roles (such as those within Finance and Business Services) are also susceptible to automation. Without action to change the local economy's structure, future growth may be driven to a disproportionate extent by low-skilled and public sector jobs.



SKILLS SHORTAGES



SKILLS SHORTAGES

Digital Skills

Digital skills remain in the highest demand from the county's employers, whether for new entrants, replacements, or when reskilling existing staff. The skills most frequently mentioned relate to the use of online platforms, such as Zoom, and the use of social media. 30% of Worcestershire employers, in the Chamber of Commerce Employment Survey (2020), cited digital skills as the skills gap causing them the greatest recruitment difficulties.



- These digital skills do not tend to vary with the workforce demographic, although companies with a younger workforce are more likely to mention a need for technical networking skills.
- Digital marketing and cloud-based computing have the greatest current and predicted use amongst Worcestershire employees, although a lower proportion of the smallest companies (0-4 employees) use cloud-based computing.
- Digital skills gaps are given a low priority by some organisations, and around 20% of employers report time and cost barriers to upskilling.
- There is widespread use of e-commerce, along with anticipated growth, and almost 50% of companies are using, or expect to use, CRM particularly within the Professional, Scientific, and Technical sectors. Business support schemes are in place to encourage the uptake of technology adoption; this will drive our skills needs and improve business productivity.
- The smallest businesses are least confident in their ability to perform cyber security tasks. National evidence shows that cyber security skills gaps are greatest amongst Construction, Retail, and Wholesale businesses.
- Most companies have not undertaken any analysis of their cyber security training needs, or any cyber security training, over the past year. The increase in cyber-attacks during the COVID-19 pandemic - combined with user error being a common cause of cyber breaches - suggest an urgent need to increase employees' cyber security awareness.
- Employers in the IT sector are the most likely to cite insufficient availability of suitable training as a barrier, and to rate local digital skills training provision as poor.



The smallest businesses are least confident in their ability to perform cyber security tasks.



Skills shortages: specific roles and sectors



Page 64

- A lack of specialist skills, or the knowledge needed to perform a role, are the most frequently mentioned difficulties. Worcestershire has high proportions of vacancies where basic skills, or management and leadership skills, have been hard to find.
- The Engineering and Manufacturing sector has a higher percentage of hard-to-fill vacancies than other industries, with skills shortages reported for a range of roles including: Project Engineers; Design Engineers; IT Specialists; Welders; CNC Machinists; Fabricators; and specialist/niche positions, such as Combustion Engineering.



- Projected growth within the county's Construction sector suggests that an additional 350 workers will be required by 2022, as well as replacement demand to meet the 13,500 employees needed (compared to 2018).

Mapping and analysis have been carried out by Worcestershire County Council - using EMSI data - to assess the extent to which the supply of skills (FE course completions) meet future demand from employers (projected job openings) and where gaps in provision currently exist. Early-stage analysis of supply and demand in the key sectors, which may be subject to change, is summarised in the table opposite:

SUPPLY VS DEMAND

Worcestershire's key sectors	Undersupply – Potential to expand provision	Gaps in skills provision - Potential to create provision
Health & Social Care	Health & Social Care; Health & Safety; Counselling & Psychology	Care; Vocations Allied to Medicine; Nursing; Medicine and Dentistry; Pharmacy; Dentistry; Dental Nursing; Optical Services; Therapy
Agri-tech	Agriculture	Environmental Management and Conservation
Advanced Manufacturing	Engineering; Manufacturing	Metal Work; Packing; Food & Drink Manufacturing; Production & Manufacturing Engineering; Mechanical Engineering; Mining & Extraction; Computer Engineering; Printing; Plant Operations; Civil Engineering; Ceramics & Glass Manufacturing; Fashion, Textiles, Footwear & Leather Manufacturing; Upholstery
Construction	Construction (general); Electrical and Electronic Technology; Plumbing, Heating & Gas; Bricklaying; Stonemasonry	Architecture; Construction Management; Painting & Decorating; Roofing; Floor & Wall Covering Occupations; Plastering
Cyber-security, Defence and IT	ICT Practitioners	
Business & Professional Services	Marketing & Sales; Management; Administration; Accounting & Finance	Law and Legal Studies



A lack of specialist skills, or the knowledge needed to perform a role, are the most frequently mentioned difficulties.





Skills Strategy

Worcestershire LEP's skills vision is to work with employers and education providers to prioritise local needs, informed by stakeholder engagement and research into the challenges faced within our local geography. Through our draft Local Industrial Strategy, we have identified some key areas of focus based on evidence informed by data, consultation, and research.

We have identified our 'People' challenges as:

- **A growing number of claimants**, which is affecting economic activity with comparatively lower wealth-generating capacity. This leads to lower productivity in the county, currently exacerbated by a supply and demand skills and employment challenge resulting from COVID-19 and its impact on employment.
- In addition to our **ageing demographic forecasts** until 2041, the economic effect driven by the working age of people within our economy has the potential to be compounded further: 1 in 3 of our current workforce is over 50 years of age, with a higher rate in some of our larger sectors i.e. Public Services, Engineering and Manufacturing.
- We have a relatively highly skilled resident population, with high levels of out-commuting due to **low awareness of high-value career opportunities within the county**.
- Residents with higher levels of income will have an impact on housing demand, therefore affecting the type, provision, and affordability of homes. This can act as a major barrier to **attracting younger highly skilled individuals** to work in the county.

- Worcestershire residents with low/no qualifications cannot always afford housing in the areas they live – leading to **systemic social mobility cold spots** in the county.
- Worcestershire demonstrates good educational attainment for under-16-year-olds, but further work is required to **improve post-16 performance**, including the promotion of technical education at an early stage in the career planning process.

To address these challenges, Worcestershire's Skills Action Plan aligns all interventions with the key aims of the People strategy; these aims are designed to positively impact the challenges faced by Worcestershire's employers and residents and, in turn, improve the county's economic prosperity. This is further reflected within the Worcestershire Economic Strategy 'People' strand and Logic Chain, which can be seen within the appendices.



The rationale behind our Skills Strategy prioritisation is to:

1. **Reduce the economic impact of high levels of claimants, and any future scarring caused by growing levels of youth unemployment due to COVID-19.**

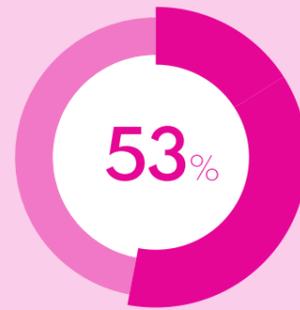
In December 2020, youth unemployment reached 9% in the county, as a result of the COVID-19 pandemic which had adversely affected many of the job roles typically held by young people. A lack of opportunity to access employment - with many advertised roles requiring high levels of knowledge and specific technical skills - as well as low levels of Apprenticeships which could facilitate retraining, had a detrimental effect on young people. Many of the sectors which young people have typically worked in - including the Service and Retail sectors - may also suffer beyond the pandemic, through changed behaviours such as social distancing and online shopping, as well as business closures. This could result in greater competition for roles, pitching older/more experienced workers against young people.

2. Attract and retain a high-quality workforce in Worcestershire, focusing on our local population and selling Worcestershire to non residents as a place to work and live.

Availability of a skilled workforce is the top employer concern in Worcestershire, and has been consistently raised in employer surveys, the most recent of which being the Chamber of Commerce Employment Survey from Autumn 2020. This survey found that, during the pandemic - with higher levels of possible recruits available - 30% of employers reported challenges in recruiting the staff they needed; more than 50% of this number cited a lack of requisite skills. In 2018, more than 50% of Worcestershire jobs advertised online required a degree-level qualification, which demonstrates the demand for high-level skills in the county.

Although 75% of current residents live and work in the county, the impact of our ageing workforce is a significant concern for Worcestershire. We have an ageing workforce and a declining demographic of under 30s Worcestershire must therefore seek to influence students within its educational establishments, helping them to choose careers which will address skills shortages moving forward.

Worcestershire must attract people to live and work in the county to impact positively on productivity for the County. In Worcestershire, 53% of our young people aged 15-19 years old leave to study and don't return. Those who do stay are often employed in lower skilled work or choose to study locally where subject choice can be a limiting factor on their attainment of higher-level skills.



53% of our young people aged 15-19 years old leave to study and don't return

Worcestershire needs to market itself as a place to live and work. One of the challenges for young people within our county, and returning graduates, is the affordability ratio of housing, which makes it hard for them to find suitable accommodation (*Malvern and Bromsgrove have some of the highest affordability ratios in the West Midlands: 1:10 average salary*).

3. Support employers to invest in their brand, and the wider "Worcestershire" brand, to attract the county's future workforce.

Worcestershire's employers are showing signs of understanding the challenge they face. A growing number are starting to influence their future workforce and sell Worcestershire, as evidenced through the Careers and Enterprise Company report "Closing the Gap" (2020), which showed that Worcestershire's young people had the highest level of employer encounters in England.



One of the challenges for young people within our county, and returning graduates, is the affordability ratio of housing, which makes it hard for them to find suitable accommodation



4. Focus our education settings, from schools through to higher education, on supporting education leavers to positively respond to the needs of Worcestershire's employers.

Worcestershire's education settings need to support their young people to actively participate in, and understand the opportunities within, the Worcestershire economy – this starts with a commitment to careers planning, understanding the opportunities, and improving their level of engagement with employers.

Whilst work in this area has been positive to date, and Worcestershire has shown some of the highest results in the country, the agenda needs to become even more embedded within education.

The Careers and Enterprise Company's work in schools needs to be the starting point for young people's learning about the Worcestershire employment landscape. There are positive levels of employer encounters across the county, with young people participating in work experience, visits to employers, and other interventions resulting in their improved understanding of employment in Worcestershire.

This work needs to continue and be further embedded within further and higher education settings. This will offer additional opportunities for young people to explore employment within the county and extend local and national initiatives – such as T levels and internships - aimed at bringing employers closer to education.



5. Skills interventions need to focus on up-skilling and re-skilling in response to changing demographics, and technology impacting across sectors, to address replacement demand and meet the needs of growth and future sectors.

Worcestershire's challenge is how best to represent its sectors in their entirety. Employers' current skill needs are predominately focused upon ICT and technical skills, especially for roles such as Network Engineers, Web Developers, Technical Architects, and enhanced Engineering Manufacturing skills.



Our education settings need to be able to consider their existing curriculum and refresh their offer in line with employer needs.

The introduction of new concepts, and changes in technology - such as the development of Hydrogen in response to net zero, and 5G - highlight the process of big data analytics and are also beginning to feature in employers' skill needs. Our education settings need to be able to consider their existing curriculum and refresh their offer in line with employer needs.



Worcestershire's education settings must be ready and able to respond to employers' demands. This will require early interventions to explore infrastructure and capital needs to deliver the skills required, as well as education leaders working with employers to understand how to adapt/ expand their curriculum and qualifications offer. There is a continuing need to address the choices made by our young people to choose education that will be employment rich in future years, as well as supporting the need to meet replacement demand as older workers retire. These demands coupled with the need to introduce concepts through education that are of growing importance to employers in county and to influence education to allow innovation and creativity from young people. Qualifications have often been designed with, and influenced by, large corporate organisations and do not reflect the roles and skills required by SMEs.

This is a national issue, but Worcestershire must create its own future by seeking to influence national funding streams, as well as innovating and leading the way around agendas of importance to the county.

6. Interventions need to focus on the health and wellbeing of residents, including those in work and those moving towards employment.

Recognising the demographic of our county - and that 1 in 3 of our workforce is aged over 50, with an even greater prevalence in some sectors - Worcestershire must focus on the health of its workforce, helping them to stay healthier and more productive for longer. Alongside this, whilst people remain in work for longer, the culture of skills development must ensure that our older workers upskill and retrain so they can use new technologies, where necessary.



Worcestershire needs to look beyond typical skills stakeholders, and work with organisations and government departments - such as Public Health England - to implement support to help residents remain healthy in work. This focus should include the implementation of early interventions that recognise potential health challenges, with actions to address them at an early stage.

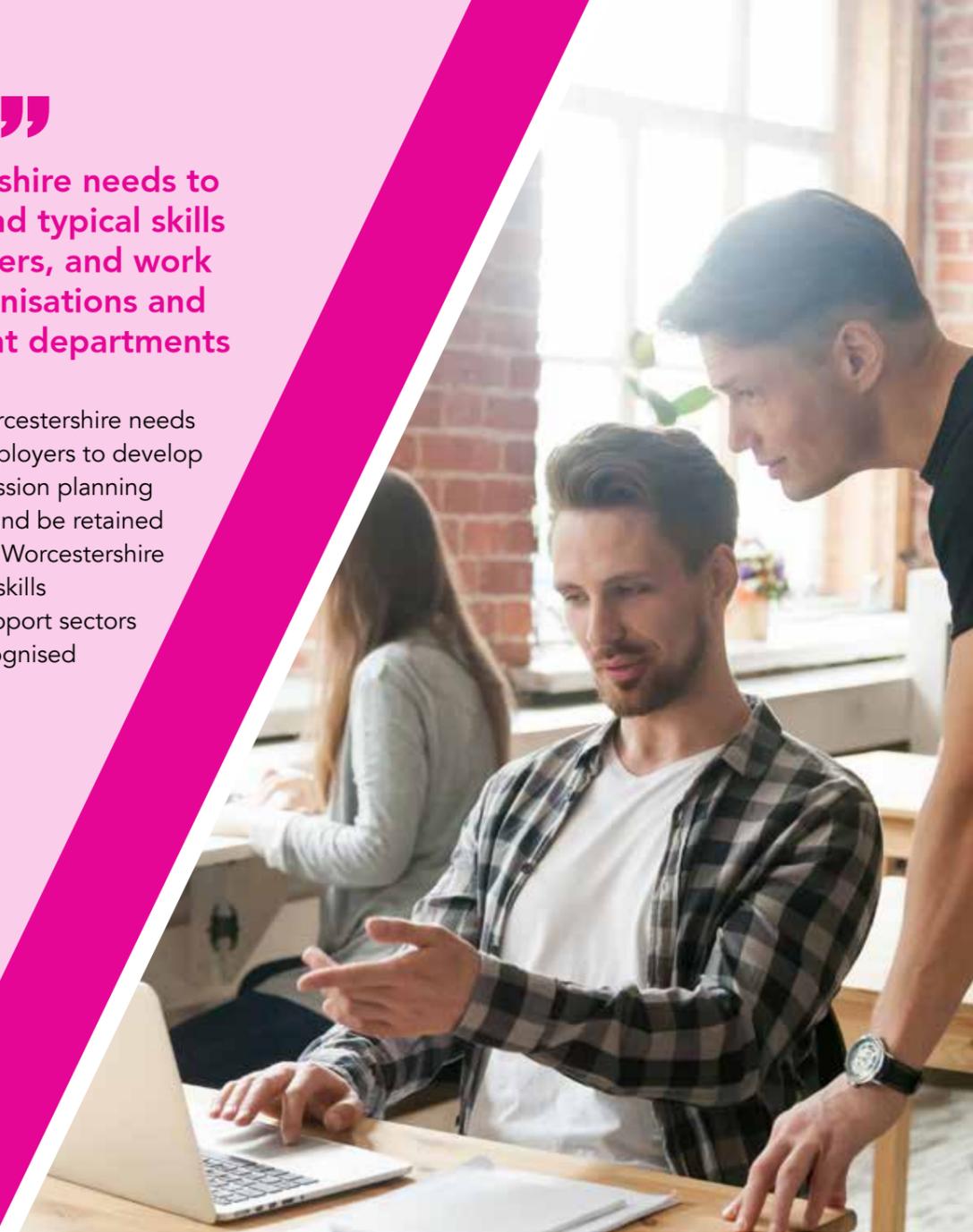
7. Accepting our ageing workforce, and the declining demographic of young people, Worcestershire's employers need to offer more flexibility and working options that will attract and retain talent, encouraging people to extend their working lives.

Worcestershire's employers need support to consider how to implement flexible working options which suit changing lifestyles and enable residents to work for longer. This will include those within the current workforce, and those currently out of work; for example, there has been a growth in claimants aged 50 years and above who have been affected by workforce restructuring resulting from COVID-19. Worcestershire needs to consider how interventions from government respond to this age group, helping them to make a quick and effective return to the workforce.



Worcestershire needs to look beyond typical skills stakeholders, and work with organisations and government departments

Alongside this, Worcestershire needs to work with its employers to develop and improve succession planning for talent to enter and be retained into the workforce. Worcestershire must then provide skills interventions to support sectors where talent is recognised to be in deficit.



8. Consider national policy and how to both maximise potential and contextualise for local geography to make the most of opportunities for Worcestershire.

Worcestershire as a geography in procurement terms often sits within wider geographical patches for large contracts offered by the Department for Work such as recently the Pensions Restart programme. The challenge being that the demography is significantly different from either central Birmingham or rural Herefordshire and Worcestershire must ensure it is recognised within these opportunities and that provision is tailored. This can be done through improved partnership working both with our LEP colleagues, central government, and local contractors. Worcestershire must work with provision to deliver and respond to the needs of the County embracing appropriate opportunities to grow and further our economic future.

Worcestershire's Skills Action Plan develops these aims, and aligns potential interventions alongside them, recognising the need to explore national and local interventions.

The priorities are:



1. To reduce claimant levels and improve individual health and well-being whilst impacting positively on economic activity, recognising the need for interventions post COVID-19.



2. To aim for all educational establishments to annually meet all 8 Gatsby Benchmarks of Good Career Guidance, with a particular focus on the Worcestershire economy.



3. To create an education and training provision eco-system that meets local needs and the future trends of Worcestershire's economy i.e. ensuring further and higher education are responsive.



4. To increase the number of graduates and skilled young people who spend a significant part of their economic life in Worcestershire.



5. To improve the economic activity rates amongst our older workforce by creating a culture of flexible work environments and upskilling/reskilling opportunities.

One of our priorities is to increase the number of graduates and skilled young people who spend a significant part of their economic life in Worcestershire.



Skills Action Plan

Priority 1:

To reduce claimant levels and improve individual health and well-being whilst impacting positively on economic activity, recognising the need for interventions post COVID-19.

This priority combines the need to reduce the number of claimants within Worcestershire, with a focus on addressing both short and long-term health and career planning. It recognises the need to focus on our high level of youth claimants, returning them to work and supporting employers to enable succession through Government and local initiatives.

The LEP recognises the need to ensure that employers are supported with accessing opportunities to create roles within their organisations.

Furthermore, it recognises the need to build on these schemes and support employers to sustain these employees beyond the initiatives.

Actions:

1. Support the messaging and promotion to employers through the Worcestershire Growth Hub, to maximise interventions in the HM Government's Plan for Jobs. This includes working with local authority partners to act as an intermediary Gateway for Worcestershire's SMEs, with a focus on long-term outcomes for young people and employers.
2. Demystify and signpost to careers services which help our unemployed residents to understand the transferable aspects of their career experience, existing skills and general know-how for jobs and employment opportunities (e.g. the National Careers Service and local provision).
3. Work with the Department for Work and Pensions (DWP) to embed national, and create local, programmes for the Worcestershire geography whilst enabling better relevance of local training provision to claimant and employer needs.
4. Explore collaborative working with health providers and programmes across Worcestershire to ensure health interventions are embedded within employment support programmes, thereby reducing health inequality within the county.



5. Support the drive to meet the recruitment needs of key cornerstone sectors within the county and promote opportunities to claimants and new entrants i.e. Engineering/ Manufacturing, Digital, Care, and Construction.
6. Market and communicate employment interventions (including the launch of a new Worcestershire jobsite) to residents within social mobility hotspots.

Progress to date:

Since the onset of COVID-19, and with growing numbers of unemployed residents, the Skills Advisory Panel has monitored employment levels and focused its efforts on supporting the recovery, as well as seeking to minimise the challenges faced by young people transitioning from education settings. The LEP, working alongside its local authority partner - Worcestershire County Council - responded by setting up **Worcestershire Careers** at the height of the pandemic, to provide help and advice to young people via a helpline and a series of webinars which help young people to explore potential careers and pathways. In Summer 2020, 96.5% of Worcestershire's young people successfully transitioned to education, an Apprenticeship, or employment; Worcestershire Careers played a part in this, helping to ensure that there was minimal impact from COVID-19.



In Summer 2020, 96.5% of Worcestershire's young people successfully transitioned to education, an Apprenticeship, or employment

CASE STUDY: CAREERS WORCESTERSHIRE

COVID-19 meant that many young people left their education establishment in March 2020, with those in years 11 and 13 being faced with important decisions on their next steps. This took place in an environment where education was struggling under the weight of supporting pupils to learn from home. During this time, Worcestershire LEP and Worcestershire County Council set up Careers Worcestershire, designed to support 16-24-year-olds in accessing careers advice and talking to experts about what next in the COVID-19 climate.

The service offered webinars and resources for young people to help them to make informed decisions about their next steps.



Recognising the changing landscape, Worcestershire LEP set up the Worcestershire Jobs Match service to support employers who found themselves with significant recruitment needs because of the pandemic. Working alongside the National Careers Service, the service signposted vacancies directly to those residents seeking work. This service supported several employers in both care and food production who were directly affected by workforce shortages.

Worcestershire LEP also responded to the growing number of youth claimants by registering to become a Kickstart Intermediary Gateway. It leveraged its stakeholders and Growth Hub to provide vacancies and enable support to SMEs, helping them to recover from the onset of COVID-19 whilst moving young people into employment. The LEP is currently supporting more than 200 employers with around 400 vacancies. Working alongside the Chamber of Commerce, locally co ordinating the activity and support available to young people, Worcestershire LEP plans to challenge employers post-placement to transition placements into Apprenticeships; or, where succession is not an option, to find the young person alternative employment through its wider schemes.



The LEP is currently supporting more than 200 employers with around 400 vacancies.

CASE STUDY: KICKSTART IN WORCESTERSHIRE

Worcestershire County Council, working with other gateways in Worcestershire, is committed to working with Worcestershire LEP as a Gateway organisation for the Kickstart Scheme; this has a focus on supporting District Councils, SMEs, and the Voluntary and Community sector. Between them, the Worcestershire Gateways have recruited more than 500 placements



In response to the pandemic, the Gateways have also focused educational partners and developed specific Kickstart training to accompany the programme ensuring that each employer and young person receives ongoing support throughout the placement, with a package of free wrap around employability training as well as support beyond their placement.

Although many of these sectors have maintained recruitment activity during the pandemic, the Kickstart Scheme offers an innovative, alternative strategy to benefit young people struggling to enter the labour market.



The Kickstart Scheme offers an innovative, alternative strategy to benefit young people struggling to enter the labour market.

MOVING FORWARD 2021-2025

Actions	Activities	Timescales: Short Term – 0-1 year Medium Term – 1-2 years
Support the messaging and promotion to employers, through the Worcestershire Growth Hub, to maximise interventions in the HM Government's Plan for Jobs. Includes working with Local Authority partners to act as an Intermediary Gateway for Worcestershire's SMEs, with a focus on long-term outcomes for young people and employers.	Act as intermediary for HM Government's Kickstart programme Deliver Communications Plan to promote employer interventions across the county. Implement the county Placement Strategy for engaging employers.	Short/Medium Term Short Term Medium Term
Demystify and signpost to careers services which help unemployed people to understand the transferable aspects of their career experience, existing skills and general know-how for jobs and employment opportunities (e.g. the National Careers Service and local provision)	Annual mapping exercise of employability programmes across the county Launch unemployment offer on Skills4Worcestershire. Improved working and targeting of the National Careers Service within the county Focus on an all-age careers service for Worcestershire.	Short Term Medium Term Medium Term Long term
Work with the Department for Work and Pensions (DWP) to embed national, and create local, programmes for the Worcestershire geography whilst enabling better relevance of local training provision to claimants' and employers' needs.	Create Sector Work-based Academy Programme for Worcestershire with DWP Support CAEHRS framework providers to implement and embed provision in the county. Implement a Youth Hub within Worcester City Embed Youth Hub Spokes into all districts. Embed role with DWP locally, to create appropriate programmes and support interventions for the county	Medium Term Medium Term Short Term Long term Long term

Actions	Activities	Timescales: Short Term – 0-1 year Medium Term – 1-2 years
Explore working with health providers and programmes across Worcestershire to ensure health interventions are embedded within employment support programmes, reducing health inequality.	Build relationships with Public Health England in Worcestershire Align the county's Health and Wellbeing Strategy and Skills Action Plan priorities Develop and bid for appropriate funding to develop support long term Create Health and Wellbeing Hubs with an employability focus across all districts in Worcestershire	Medium Term Medium Term Medium Term Long Term
Support the identified drive to meet the recruitment needs of key growth and cornerstone sectors within the county, and promote opportunities to claimants and new entrants	Improved focus of ESF programmes to support workless residents. Develop Action Plan/s for growth and cornerstone sectors to support recruitment aligning with Government initiatives such as Digital Bootcamps and career pathway programmes. Work with WCC to develop a Careers into Care programme Develop Skills4Worcestershire to market growth and cornerstone sectors	Medium Term Short Term Short Term Long term
Focused effort on marketing and communicating to residents within social mobility hotspots around employment interventions, including launch of new Worcestershire jobsite.	Launch Worcestershire Jobs in 2021/22 Target communication plan for site, including a focus around social mobility hotspots. Work with DWP to create employability hubs within social mobility hotspots.	Short Term Medium Term Long term



Worcestershire LEP, through its work on vacancy supply, recognised the challenges faced in finding vacancies and the need to simplify the process. For this reason Worcestershire Jobs will be launched in April 2021, acting as a one stop jobs portal for the county; it intends to scrape 90% of online vacancies, courses and Apprenticeships and put the results in one place, making job searching simpler and more effective.

Priority 2:

To aim for all educational establishments to annually meet all 8 Gatsby Benchmarks of Good Career Guidance, with a particular focus on the Worcestershire economy.



The Worcestershire Jobs will be launched in April 2021, acting as a one stop jobs portal for the county

Worcestershire's demographic challenge can only be resolved through succession planning. It is essential that young people are given help and support to understand their future careers and, alongside this, the careers available in Worcestershire.



COVID-19's impact will be felt disproportionately by our young people and it is essential that they are well informed about the labour market and its needs, so they are well placed to engage with it.

Worcestershire's focus on employer engagement, over the past year, has had good levels of success and this must be continued to ensure that young people are aware of employment opportunities within the county. Attention must also be given to alternative post-16 pathways, ensuring that new and existing initiatives are effectively communicated to young people and their parents/carers.

This includes Worcestershire Apprenticeships which works with education and employers to promote Apprenticeships. This work must be celebrated and continued as a key route to succession planning in Worcestershire.

Actions:

1. Support the Careers and Enterprise Company (CEC) programme, and deliver careers planning and education support in 65 education establishments across the county.
2. Annually collate labour market intelligence (LMI) and insights from partners and stakeholders to build a resource library which can be accessed by young people and Worcestershire's education establishments.
3. Continue to build and extend the work of Worcestershire Apprenticeships, ensuring young people understand all post-16 options including Apprenticeships, academic and vocational pathways.
4. Lead on exploring, co-ordinating and promoting options for employers to maximise their engagement with education such as work experience, graduate internships, T Level placements, and Apprenticeships.

Progress to date:

Recognising the challenges faced in Worcestershire, around both the ageing workforce and the need to retain young people to meet our skills needs, the Skills Advisory Panel has led a number of projects since 2012 focused on engaging education with local employers. From these programmes, the Inspiring Worcestershire initiative was launched in 2018, focused on connecting education to employers, highlighting future careers, meeting skills demand, and supporting/ addressing our ageing workforce through succession planning. The initiative brings together various Government initiatives and local programmes aimed at young people and career planning for Worcestershire.



The Skills Advisory Panel has led a number of projects since 2012 focused on engaging education with local employers.

At the centre of this initiative is the work of the Careers and Enterprise Company (CEC). In 2015, Worcestershire was identified as a cold spot for career planning support. These indicators drew together data from education and the labour market to identify economic



disadvantage, outcomes for young people, and employer engagement opportunities. The CEC report identified Worcestershire as being in the bottom third for employer engagement and work experience as well as being one of the “coldest” areas in the country for wider support.

Worcestershire embraced the work of the Careers and Enterprise Advisor programme and added work streams around employer engagement, labour market information (LMI), and events to further strengthen impact and outcomes. In 2016, the Careers and Enterprise Company (CEC) Initiative launched in Worcestershire, enabling support for education establishments to engage with employers, enabling more employer encounters and work experience for young people. Worcestershire, at the early stages of this programme, identified the need to ensure its programme was predominately focused on its own geography, thereby supporting a drive to engage more young people into the local workforce and

enable succession planning within local companies.

Worcestershire exceeded its own targets in 2016 and 17, engaging all secondary, special educational needs, pupil referral units (PRUs) and further education institutions with the programme. Education and employer relationships improved significantly, with Worcestershire becoming the first area to involve all its education establishments and engage each of them with a business volunteer. By 2018, the programme had evolved, and the team were supporting schools with the wider Gatsby Benchmarks of Good Career Guidance i.e. supporting career planning, not just engaging more employers. This was further embedded by our gaining Careers Hub status in 2018, with over 45 education establishments involved.



	Worcestershire Benchmark set in 2018	Worcestershire: Summer 2020	National average: Summer 2020
Average number of Gatsby Benchmarks met per establishment	1.92	5.05	3.86

**Worcestershire LEP Summer 2020 Report – Careers and Enterprise Company (CEC)*

In 2019, Worcestershire was highly commended for this work and recognised by the Careers and Enterprise Company (CEC) as having the highest level of employer encounters in the country.

The 3-tier schooling system, in three Worcestershire districts, create a differing landscape within schools that means that young people receive a varying level of career planning support; for this reason, we commenced a pilot in 2018 to integrate our middle schools into the programme to aid consistency for students in years 7 and 8. This has been enhanced by the creation of a Transitions Middle School Hub from September 2020.

To support the Careers and Enterprise Company’s work, **Skills4 Worcestershire** was created in 2016 as a one stop shop for careers support for Worcestershire. The site provides links to careers sites and resources

available elsewhere, as well as containing specific resources about working in Worcestershire, thereby providing in-depth LMI for the county. The website has around 16,000 visitors a month looking for resources to support their own career, their child’s career pathway, or as an educator to support their learning. To support educators to meet the Gatsby Benchmarks, the site hosts around **150 resources** with a local employer or employment at the heart of the messaging to enable young people to understand the county’s economic needs.



CASE STUDY: SKILLS4WORCESTERSHIRE

Skills4Worcestershire, launched in 2017, offers a one stop shop for careers support. The site was designed to help young people understand the local labour market and job opportunities within Worcestershire, linking young people to resources from other organisations and highlighting education pathways for specific careers. Since March 2020, the site has been developed to hold more than 150 Worcestershire-specific resources for education establishments, designed to support them in promoting and enabling careers support. The website is being developed to hold a 'live' jobs and Apprenticeships search facility, enabling residents who are out of work to find appropriate programmes within the county that can support them back into employment.



Alongside the work of Inspiring Worcestershire, Worcestershire has worked to expand and highlight its Apprenticeship programme, creating the Worcestershire Apprenticeship brand in 2017. Worcestershire LEP and the Skills Advisory Panel steer its work through the SAP board subgroup. The board members consist of employers from across the county, the chair of the West Midlands Worcestershire Apprentice Ambassador Network, plus representatives from Apprenticeship training providers.

The board is focused on expanding the number of employer opportunities in the county, promoting Apprenticeships to employers and young people, and co-ordinating messaging within the county through its websites, school engagement programme, campaigns such as National Apprenticeship Week, and local events. Annually, the Worcestershire Apprenticeship initiative runs an award ceremony hosting 350 people: it celebrates Apprenticeships and recognises talent and exemplar employers. It is a large-scale event, aimed at students in years 10 and 11 (and their parents/carers) and encourages them to be the next Apprentice cohort. Alongside this, Worcestershire LEP commissioned a £1.47 Million European Social Fund Programme to act as an Apprenticeship Hub for the county, supporting more than 900 young people into sustainable Apprenticeships, and monitored through the Skills Advisory Panel.

CASE STUDY: WORCESTERSHIRE APPRENTICESHIPS

Worcestershire Apprenticeships, created in 2015, has engaged with more than 2,500 employers and 30,000 young people to promote the benefits and opportunities of Apprenticeships. The brand works through schools, offering workshops, resources, advice and guidance, and 1:1 support.

Annually, the brand runs a number of key events from a large-scale Apprenticeship awareness event - with more than 1,000 attendees - and an awards night to recognise the achievements of Worcestershire Apprentices and their employers.



**CREATING
OUR FUTURE
WORKFORCE
WITH APPRENTICESHIPS**



MOVING FORWARD 2021-2025

Actions	Activities	Timescales: Short Term – 0-1 year Medium Term – 1-2 years
Support the Careers and Enterprise Company (CEC) programme and deliver career planning and careers education support in 65 education establishments across the county.	<p>Continue to deliver the Careers Hub programme for Worcestershire, embedding the programme into middle schools.</p> <p>Deliver the annual Worcestershire Skills Show</p> <p>Roll out employer encounters into primary schools, to support the exploration of careers at an earlier age.</p>	<p>Short/Medium Term</p> <p>Medium Term</p> <p>Long Term</p>
Annually collate labour market intelligence (LMI) and insights from partners and stakeholders to build a resource library that can be accessed by young people and Worcestershire's education establishments.	<p>Build a resource library within Skills4Worcestershire.</p> <p>Engage employers in virtual work encounters.</p> <p>Develop a new LMI tool for Worcestershire</p>	<p>Short/Medium Term</p> <p>Short Term</p> <p>Medium Term</p>
Continue to build and extend the work of Worcestershire Apprenticeships, ensuring young people understand all their post-16 options including Apprenticeships, academic, and vocational pathways.	<p>Review Strategy and approach of Worcestershire Apprenticeships, including standards gapping exercise.</p> <p>Work with delivery providers to further embed WA into their organisations.</p> <p>Continue to fund the work of Worcestershire Apprenticeships.</p> <p>Celebrate Apprenticeship success through an annual awards ceremony.</p> <p>Run an annual Apprenticeship recruitment event.</p> <p>Lead on a county Apprenticeships communications plan, targeting employers and young people.</p> <p>Continue to source sustainable funding to maintain the Worcestershire Apprenticeships programme</p>	<p>Short Term</p> <p>Medium Term</p> <p>Short Term</p> <p>Short Term</p> <p>Short Term</p> <p>Short Term</p> <p>Long term</p>

Actions	Activities	Timescales: Short Term – 0-1 year Medium Term – 1-2 years
Lead on exploring, coordinating, and promoting options for employers to maximise their engagement with education e.g. work experience, graduate internships, T Level placements, Apprenticeships etc.	<p>Create a Placement Strategy for Worcestershire</p> <p>Create a skills hub within the Growth Hub.</p> <p>Lead on the promotion of education encounters to employers</p> <p>Work with FE to develop College Business Centres</p> <p>Build a countywide database for employers around engagement, to support further activity</p>	<p>Short Term</p> <p>Medium Term</p> <p>Short Term</p> <p>Medium Term</p> <p>Long Term</p>



Priority 3:

To create an education and training provision eco-system that meets local needs and the future trends of Worcestershire's economy.

This priority acknowledges the Department for Education's desire for local skills provision to align with local employer needs and labour market trends. It recognises that the Skills Advisory Panel has a role to play in consulting with stakeholders and employers, offering local leadership of the skills agenda and creating the conditions where education can work successfully to meet the county's employment needs. It recognises the need to promote our key sectors and their skills needs, recognising the challenges of replacement demand in key industries.

Worcestershire recognised the need to expand its Engineering and Manufacturing provision to meet the demand of local employers. Over the past 4 years, it has created 400 student placements through investment of 10% of the Local Growth Fund in further education and training provider capital programmes across the county.

Worcestershire LEP recognises the need to improve digital skills in all areas of the working population. The aim is to support a move to greater flexible working and the expansion of digital marketing, accelerated by COVID-19, alongside skills gaps and the impacts of increased automation and digitalisation within our employers.



Worcestershire LEP recognises the need to improve digital skills in all areas of the working population.

Actions:

1. Explore diverse ways of addressing skills gaps, such as digital, in the Worcestershire economy, by utilising Government schemes such as T Levels, Apprenticeships and Digital Bootcamps as well as local initiatives.
2. Engage closely with training providers, further, and higher education in the LEP area to help promote their education and employability offer, their areas of research excellence and innovation, and to support them with their enhanced engagement with business.
3. Consider the needs of new technologies, and support employers to address their future skills needs - resulting from innovation – within the existing workforce and for new entrants.
4. Establish a digital skills strategy for the county, for those reskilling and for new entrants, which maps the county's digital skills provision and considers capital and revenue investment needs.
5. Work with Worcestershire's employers in cornerstone sectors, such as Care and Construction, to understand the impact of digitalisation and meet their skills needs.
6. Lead a review on the capital needs of post-16 education establishments and create a project pipeline for future Government investment.
7. Position the LEP, including the SAP, as an established partner with Government to contribute and pilot national skills policy developments.

Progress to date:

Worcestershire's Skills Advisory Panel understands the county's skills deficits and regularly seeks to influence provision that meets labour market needs. The board is aware of the growing deficit in skills around Engineering and Maths. Through the work of Worcestershire Apprenticeships, the board identified that

Apprenticeship capacity was preventing an increase in young people's skills; Worcestershire LEP therefore committed **£7.26 million investment of Local Growth Funding** into skills capital schemes to support the expansion of facilities in Engineering and Manufacturing education. This investment increased local capacity to 900 placements per year within Worcestershire companies.

CASE STUDY: HEART OF WORCESTERSHIRE FURTHER EDUCATION COLLEGE, DUCKWORTH CENTRE OF ENGINEERING.

The centre, named after Cecil Duckworth - entrepreneur and creator of the Worcester Bosch Boiler - opened in Autumn 2019, and launched phase 1 of its new Centre of Engineering following investment from Worcestershire LEP and its Local Growth Fund. This new facility delivers Automotive, Engineering, Plumbing and Heating qualifications to address local skills needs, with phase 2 starting in 2021. This centre has expanded the college's offer to enable 73 learners per year to study in these sectors.



The SAP has worked to increase the levels of young people choosing to study through the **Junior Internship Programme**, a test bed to introduce employers to the concept of increased length work experience and to act as a precursor to T Levels. Between 2018 and 2020, 100 young people studying A Levels or vocational qualifications - at two education establishments - were offered the opportunity to complete a period of work experience, with mentoring, over the year-long programme. This introduced them to their employer as well as other STEM employers, to highlight the importance of this sector within Worcestershire. A number of these young people have gone onto either an Apprenticeship or continued mentoring with their host employer.

Worcestershire LEP, through its SAP, has also commissioned a **STEM based Primary School Competition** over the past three years, highlighting the STEM agenda by setting challenges to be solved in small teams. Each school's winner moves into the county final. The challenges are localised and have included STEM challenges such as: building the Worcester City river bridge, designing train platforms for Parkway Station, autonomous vehicles with 5g technologies, and Agritech production techniques in Evesham farms. More than 50 schools take part each year, involving around 1,500 pupils.

This new facility delivers Automotive, Engineering, Plumbing and Heating qualifications to address local skills needs, with phase 2 starting in 2021.



MOVING FORWARD 2021-2025

Actions	Activities	Timescales: Short Term – 0-1 year Medium Term – 1-2 years
Explore diverse ways of addressing skills gaps in the Worcestershire economy, such as Digital, by utilising Government schemes including T Levels, Apprenticeships and Digital Bootcamps as well as local initiatives.	<p>Work with FE providers to explore Government initiatives and ways of working cross- county.</p> <p>Create a skills hub within the Growth Hub.</p> <p>Secure funding to support employers with workforce planning/ engagement strategies</p>	<p>Short Term</p> <p>Medium Term</p> <p>Long Term</p>
Engage with training providers, further, and higher education in the LEP area to help promote their education and employability offers, their areas of research excellence and innovation, enhance their engagement with businesses.	<p>Continued and ongoing promotion of Government initiatives, such as T Levels, to the wider community through schools and directly to employers using stakeholders in county.</p> <p>Termly meetings with FE, HE and training providers to explore opportunities.</p> <p>Ongoing engagement with SAP from HE, FE and training providers</p>	<p>Short Term</p> <p>Short/Medium Term</p> <p>Short/Medium Term</p>
Consider the new technologies impacting employers and support them to address their future skills needs through their existing workforce and new entrants.	<p>Complete research into Automation in county</p> <p>Work with skills providers to map current provision and explore provision gaps using government initiatives</p> <p>Create a skills focus on the specific technologies of importance to Worcestershire employers, such as low carbon and 5G technologies.</p> <p>Develop a Digital Skills strategy for the county, mapping the current offer in county and consider investment needs.</p> <p>Explore need for facilities to expand digital provision within the county</p>	<p>Short Term</p> <p>Medium Term</p> <p>Medium Term</p> <p>Medium Term</p> <p>Long term</p>

Actions	Activities	Timescales: Short Term – 0-1 year Medium Term – 1-2 years
Work with Worcestershire’s employers in cornerstone sectors, such as Care and Construction, to understand the impact of digitalisation on their employment and to meet their skills needs.	Develop action plan(s) for cornerstone sectors to support recruitment, aligned with Government initiatives such as Digital Bootcamps and career pathway programmes.	Short/Medium Term
Lead review on the capital needs of post-16 education establishment and create a project pipeline for future Government investment.	<p>Review capital needs in county and establish a project pipeline for future funding.</p> <p>Work with further education to review site needs.</p> <p>Support the University to expand its Healthcare provision</p>	<p>Medium Term</p> <p>Long Term</p> <p>Long Term</p>
Position the LEP (including the SAP) as an established partner with Government to contribute and pilot national skills policy developments.	Continue to embed the Skills Advisory Panel into the LEP and HM Government infrastructure, and challenge and create policy locally and nationally	Short/Medium Term



Priority 4:

To increase the number of graduates and skilled young people who spend a significant part of their economic life in Worcestershire.

We want young people to view Worcestershire as a place to work and live, as this will help to support the high skills needs of our economy both now and in future years. The challenge of encouraging graduates to return to Worcestershire can be solved by informing young people about local opportunities throughout their careers education, enabling them to leave for study – if they wish - but to plan to return for graduate employment. Continuing to increase the number of employer encounters, to support this messaging to young people, is essential for the marketing of Worcestershire and its labour market opportunities.



We want young people to view Worcestershire as a place to work and live, as this will help to support the high skills needs of our economy both now and in future years.

Twenty-four per cent of jobs in Worcestershire are within the key sectors – Health, Education, and Public Services - supplied by the University of Worcester. This opportunity to recruit from a local university should be further explored to benefit our local services and build the workforce to support our local residents' health and education needs.

Worcestershire Apprenticeships must expand its exploration of the Apprenticeship levy with employers, and the opportunities to develop higher level Apprenticeships to enable more organisations to access them through levy transfer.

Actions:

1. Support the work of Worcestershire Apprenticeships following COVID-19, helping them to grow Apprenticeships, consider the use of levy funds and the opportunities offered to employers by higher-level Apprenticeships.
2. Continue to build on the high level of employer encounters with young people in educational establishments, including the continued development of the Worcestershire Skills Show to highlight Worcestershire's opportunities for young people.
3. Work with the University of Worcester to build a Public Sector Centre of Excellence, to offer increased opportunities for Worcestershire communities to access higher education and maximise its potential to attract and employ university graduates directly into Worcestershire's public services.
4. Build on the existing initiative of "One Worcestershire" - the inward investment brand hosted by Worcestershire County Council - and explore how it can highlight employment opportunities and growth employment sectors to young people outside the county.

Progress to date:

The 'Inspiring Worcestershire' programme - with the Careers and Enterprise Company (CEC) work and the Worcestershire Apprenticeships brand embedded - has been designed to support the key messaging of Worcestershire's employment market and to help young people progress into positive destinations. All the resources developed within these programmes are tailored to market Worcestershire employers, and local employment opportunities, to our young people.

Alongside the Careers and Enterprise Company (CEC) programme, it has developed a number of other successful events and interventions to support the messaging around future economic needs:

Worcestershire Skills Show, developed in 2015, brings together employers and post-16 education providers to highlight local opportunities to young people over one day. The event, last held in March 2020, has been highlighted as a best practice event and is the largest single event in Worcestershire, hosting more than 120 employers and 6,000 young people. The 2020 event included an educator's careers zone, an advice and guidance area, a hands-on STEM zone, plus events for Head teachers and local stakeholders.

CASE STUDY: WORCESTERSHIRE SKILLS SHOW

In 2020, the Worcestershire Skills Show was visited by over 6000 young people from 43 schools and colleges, exploring over 120 of Worcestershire employers. The event offers young people an opportunity to explore Worcestershire's employment sectors, getting to know its employers and their work, the skills they are seeking, and career entry points. Young people report feeling more informed and recognising a greater number of Worcestershire employers and their industries.



CASE STUDY: THE INSPIRING WORCESTERSHIRE CAMPAIGN

At its 2019 conference, Worcestershire LEP launched the "Inspiring Worcestershire" pledge campaign. This campaign specifically targeted employers across Worcestershire to pledge their support to participate in careers-related activities taking place across our network of education establishments. These pledges covered traditional activities such as mock interviews and CV workshops, but also encouraged local employers to open their doors thereby enabling young people to gain workplace insights and have valuable workplace encounters. In the CEC's 2019 report - Closing the Gap - Worcestershire was leading the way with 83% of its young people having an employer encounter.

These programmes to engage employers with education are impacting upon the county's Gatsby Benchmarks of Good Career Guidance performance, with growing numbers engaged in employer encounters and within the workplace.



	Worcestershire Benchmark set in 2018	Worcestershire: Summer 2020	National average: Summer 2020
% of young people receiving encounters with employers	42%	83%	64%
% of young people receiving experiences of the workplace	44%	64%	53%

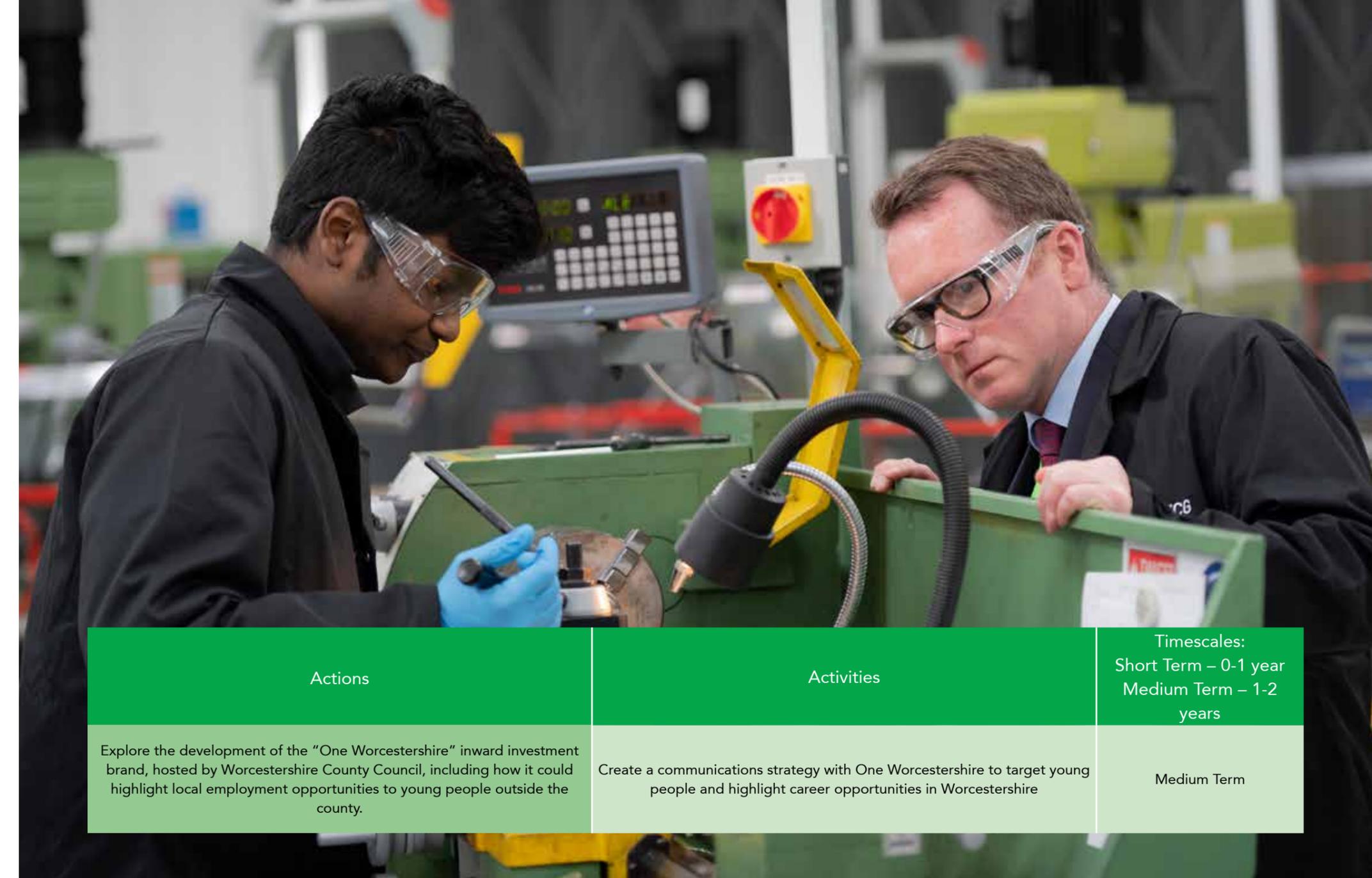
*Worcestershire LEP Summer 2020 LEP Report – Careers and Enterprise Company (CEC)

MOVING FORWARD 2021-2025

Higher-level Apprenticeships have grown in line with national trends. Worcestershire LEP has sought an opportunity to increase these numbers and work with levy providers to redistribute the Apprenticeship levy to SMEs.

During 2019-2020, Worcestershire LEP worked with Worcestershire County Council to redistribute £250k of levy to SMEs as part of a levy transfer scheme for the county.

Actions	Activities	Timescales: Short Term – 0-1 year Medium Term – 1-2 years
Support Worcestershire Apprenticeships to help stabilise the labour market, following COVID-19, and grow Apprenticeships. Consider the use of levy funds and the opportunities for higher-level Apprenticeships	Map levy employers and facilitate ways to transfer the levy to SMEs. Support employers to access incentive schemes for Apprenticeships. Lobby Government to increase incentives and link to other schemes	Medium Term Short Term Short/Medium Term
Continue to build on the levels of employer encounters for young people within educational establishments, including the continued development of the Worcestershire Skills Show to raise young people's awareness of local opportunities.	Increase levels of employer engagement in education through an increased focus on Skills and Growth Hub Support providers to access appropriate employer interventions for young people. Lead on the annual Worcestershire Skills Show	Short/Medium Term Short/Medium Term Medium Term
Work with the University of Worcester to build a Public Sector Centre of Excellence, offering an increased opportunity for Worcestershire communities to access higher Education and maximise the potential to attract and employ university graduates directly into Worcestershire's public services.	Explore the concept of a Public Sector Centre of Excellence, working with the University of Worcester, local authorities, Health and Education partners	Medium Term
Work with Worcestershire's employers in cornerstone sectors, such as Care and Construction, to understand the impact of digitalisation on their employment and to meet their skills needs.	Develop action plan(s) for cornerstone sectors to support recruitment, aligned with Government initiatives such as Digital Bootcamps and career pathway programmes.	Short/Medium Term



Actions	Activities	Timescales: Short Term – 0-1 year Medium Term – 1-2 years
Explore the development of the "One Worcestershire" inward investment brand, hosted by Worcestershire County Council, including how it could highlight local employment opportunities to young people outside the county.	Create a communications strategy with One Worcestershire to target young people and highlight career opportunities in Worcestershire	Medium Term

Priority 5:

To improve the economic activity rates amongst our older workforce by creating a culture of flexible work environments and upskilling/reskilling opportunities.

One in three of Worcestershire's workforce is aged over 50, and we have an ageing demography through to 2041. People are working longer but there is also a demand for flexible working to meet lifestyle changes. Worcestershire LEP, through its Growth Hub, has started to work on this by encouraging employers to consider their workforce demographic, recognise the need for succession planning, and offer more flexibility to current employees.



One in three of Worcestershire's workforce is aged over 50, and we have an ageing demography through to 2041.

This huge gap between the supply of flexible jobs, and the demand for flexible working, is the reason why so many people - particularly women, older workers and those with health and disability issues - are locked out of work in Worcestershire. Also, as flexible work is more prevalent in low-paid jobs (the proportion of jobs below £20,000 that are advertised with flexible options is 19% (2018)) others are stuck in low-paid part-time jobs that they are overqualified for and are unable to progress their careers. For all these people to both benefit from, and contribute to, economic growth in the region, there is a pressing need to drive structural change in the Worcestershire jobs market. Worcestershire needs to continue its efforts to reverse this picture and work with its employers to open flexible working for all.

The older workforce is also likely to be more affected by the impact of digitalisation and automation, often lacking the level of skills needed - males are particularly at risk. Worcestershire must ensure that its programmes/ education offer are designed to reskill and upskill and are aimed at those who need the offer most with a focus on the practical application of key skills.

Actions:

1. Work with the Worcestershire LEP Growth Hub continue encouraging and enabling businesses to consider alternative employment models and the upskilling/reskilling of staff.
2. Explore opportunities to introduce programmes and initiatives into the county that offer upskilling and reskilling to local employers e.g. Digital Bootcamps.
3. Develop a skills hub within the Growth Hub to support employers to access training options and gather intelligence on their skills needs.
4. Work with the National Careers Service and Public Health England to explore implementation of the Midlife MOT DWP Initiative in Worcestershire, recognising and building on existing interventions .



...there is a pressing need to drive structural change in the Worcestershire jobs market.



Progress to date:

CASE STUDY – EMPLOYMENT EXCELLENCE CHARTER

Worcestershire launched its Employment Excellence Charter in October 2020, guiding employers through a range of workshops and resources to raise standards and support the health, safety and development of their staff but also to ensure they are fairly treated and rewarded. The Charter supports employers to explore flexible working options and how they can be effectively implemented.

Prior to COVID-19, employers received effective upskilling support through European Funding programmes, and there was a need to engage more employers in succession planning and reviewing workforce needs. Employers regularly articulated skills gaps, and a demand for STEM skills, as well as wider recruitment shortages.



In 2018, Worcestershire LEP worked with Timewise to identify the extent to which flexible hiring was part of the Worcestershire employment market; the report's recommendations highlighted that industries reporting recruitment challenges were not focused on flexible hiring and that this was an aspect for Worcestershire's employers to consider. Worcestershire LEP supported this message and introduced, with partners, the Employment Excellence Charter in late October 2020. The Skills Advisory Panel concluded more work was necessary, but resource limitations affected its ability to move this forward.

Since COVID-19, the Skills Advisory Panel recognises the pandemic's disproportionate effect on older workers and there is work to be done in supporting them to retrain or to realise that COVID-19 will change their roles through enhanced digitalisation. Most recently, the Skills Advisory Panel decided to pursue the **DWP Midlife MOT** pilot, to bring together health, careers, and finance interventions to support individuals and employers to succession plan and access advice and guidance to keep them in work for longer, where necessary. The pilot will provide Worcestershire with an opportunity to map interventions, and highlight gaps and needs, which will feed back into the SAP for further assessment.

MOVING FORWARD 2021-2025

Actions	Activities	Timescales: Short Term – 0-1 year Medium Term – 1-2 years
Work with the Worcestershire LEP Growth Hub to continue encouraging and enabling businesses to consider alternative employment models and the upskilling/reskilling of staff.	Seek resources to implement the Employer Excellence Charter, supporting employers to implement different contract models and employ a diverse workforce.	Medium Term
	Map the reskilling offer for Cornerstone sectors as part of the action plan(s) development to support recruitment and upskilling aligned with Government initiatives and including ESF programmes locally.	Medium Term
	Seek funding to implement a county-wide business support programme around workforce planning and succession	Long Term
Explore opportunities to introduce programmes and initiatives into the county that offer local employers upskilling and reskilling, such as Digital Bootcamps.	Support the implementation/ introduce opportunities locally that respond to Worcestershire's economic priorities, such as Digital Boot camps, Lifetime Skills Fund etc.	Medium Term
	Create a skills hub within the Growth Hub.	Medium Term
Work with the National Careers Service and Public Health England to explore implementation of the Midlife MOT DWP Initiative in Worcestershire, recognising and building on existing local interventions.	Develop the Midlife MOT pilot and extend beyond the pilot seeking alternative funding sources.	Short/Medium Term
	Work with Public Health to extend work of Worcestershire Works Well to support workforce retention	Long Term

The Skills Action Plan, being defined by the SAP, recognises a number of unfulfilled areas of work and provides an opportunity to reset both strategy and workstreams. The Skills Action Plan also recognises the need to continue current work streams, further tailoring and embedding them into the LEP's strategy. The strategy addresses recognised needs, such as the enhancement of digital technologies. This presents the SAP with an opportunity to address its digital skills offer through current resourcing, as well as to look to new wider Government schemes such as Digital Bootcamps to the needs to consider the implications of the Skills for Jobs white paper.

CALL TO ACTION - THE IMPORTANCE OF COLLABORATION

Page 84

Now more than ever, Worcestershire LEP's skills action plan requires a collaborative approach to addressing the challenges in our skills and labour market. The Skills Advisory Panel encourages and supports an approach which sees our partners in schools, further and higher education, Apprenticeships and community education working together to provide our young people - and those out of work - with clear pathways to employment as well as supporting our employers with the skills they need for their existing and future workforces.

The Skills Advisory Panel supports the need to place the employer at the heart of skills development and, as such, encourage our businesses - large and small - to look beyond today and work with the LEP and its stakeholders for our joint future.

Supporting our education providers to develop greater levels of employer encounters for young people, innovative recruitment practices around new entrants, and support to develop a curriculum that is fit for their organisation and the future of employment in Worcestershire.



The Skills Advisory Panel supports the need to place the employer at the heart of skills development and, as such, encourage our businesses - large and small - to look beyond today and work with the LEP and its stakeholders for our joint future.

References

Local Skills Report – Annex A

Worcestershire LEP evidence review

Worcestershire ESB FE and HE Review 2014

Worcestershire EMSI Viewpoint 2019

Herefordshire and Worcestershire Chamber of Commerce Quarterly Economic Survey March 2020

Worcestershire Digital Skills Research Report – Winning Moves

EMSI : Worcestershire Automation

Worcestershire Engineering and Manufacturing Strategy 2017

EMSI Local Labour Market Outlook January 2021

Worcestershire County Council Business Viewpoint 2018

Herefordshire and Worcestershire Chamber of Commerce Employment-Survey-Report-2020

Thank you to all the amazing care workers across Worcestershire

Your hard work and commitment has really made a huge difference to people's lives



Find out more online:
www.worcestershire.gov.uk



we are continuing to offer care you can trust and welcoming loved ones **to our homes across Worcestershire**

Our homes are as **unique and individual** as every one of our residents and they all offer **comforting and safe surroundings** with teams who truly **enrich lives.**

Find out more about **your nearest Worcestershire home** as well as our pre-bookable respite breaks.

Call our dedicated **Enquiry Support Team** today on **0800 917 0478**

Sanctuary Care Limited and Sanctuary Care (North) Limited are subsidiaries of Sanctuary Housing Association, an exempt charity



This page is intentionally left blank

Carers make a real difference

CARE workers in Worcestershire are making a difference in people's lives every day and in recognition and appreciation of this, Worcestershire County Council is proud to sponsor this year's Worcestershire Health and Social Care Awards.

The awards - being run by Newsquest, publishers of The Shuttle in conjunction with the University of Worcester, recognise the hard work of care workers across the county, focussing on the time they dedicate to support people every single day, and the impact this has on the lives of those in need.

One Worcestershire residents who has really benefited from that support is Del.

Del is 88 years of age and has advancing dementia and unfortunately has a very limited family support network. She has complex care needs that require care and support at least four times a day to ensure her nutrition, medication, hygiene, and social needs are met.

Del started her direct pay-



ment scheme in February 2020 when she opted for her local authority to provide her with cash payments instead of care services, giving her much more flexibility and control over her personal support plan. She employed two personal assistants (PAs) and when Covid 19 hit in March 2020, they were able to continue providing care with no changes to the level of support Del received as they took the necessary precautions and wore the correct PPE.

As Del has needed more support, her direct payments have increased to enable her to secure a higher level of support and her niece (her facilitator) feels that this payment option has supported Del to remain happy and independent in her own home, which is what

she wanted. Not only do her personal assistants give her the care that she needs, but they also provide an essential source of trusted friendship and companionship.

Worcestershire County Council Social Care Worker, Michael Stanley said: "Before losing the mental capacity to make her own decisions regarding care Del was clear that she wanted to remain living at home for as long as possible.

"Arranging a direct payment has provided her with two personal assistants who now know her well and whom she trusts. They provide a personalised service that is specific to Del's whole care and support needs.

"I am confident that the flexibility that this care model provides has enabled Del to stay in her own home and maintain her independence."

For more information about adult social care visit www.worcestershire.gov.uk/adult-socialcare

This page is intentionally left blank

Thanks, carers

THE past 12 months haven't been easy for anyone. Regardless of what you do for a living or your personal circumstances, we've all faced our own, unique challenges and had our ups and downs.

Here at Worcestershire County Council, I am

extremely proud of our social care workers as they have worked tirelessly throughout the Covid pandemic, supporting our residents and communities.

Together, we care for and support adults across the county and despite the challenges faced by the national lockdown and restrictions, we've successfully adapted the way we work as a team to still meet the needs of vulnerable residents.

Every one of you, whether you work in a care home, domiciliary care, supported living, or social work, everyone has played a huge part in the response to the coronavirus pandemic and should be rightly proud of their achievements in doing so.

Carers have been on the frontline throughout this crisis providing the support, companionship, and care that the most vulnerable in our society need so much. There have

been many times when staff have gone above and beyond in the last year or so, yet too often, this care happens "behind the scenes", quietly and competently making a difference in people's lives.

Worcestershire's care workers continue to represent what true dedication and commitment really mean and I'm so pleased that the Health and Social Care Awards 2021 are allowing them a moment to shine

and for the wider community to see the difference that they make.

Many of us stood on our doorsteps and clapped for our health and social care staff in 2020 and they more than deserved that recognition and appreciation of their value to society.

So finally, I'd just like to say a huge thank you to every single care worker in Worcestershire. You care for others, seven days a week, 365 days a year and it

makes a massive difference to their lives.

I salute you.

Paula Furnival
Strategic Director of
People, Worcestershire
Council Council



Malvern Gazette

Our sales: 8,839
(January - December 2016)
Audit Bureau of Circulation 100% paid

Read by **23,361*** people in print and online every week

*Source JICREG/Etelmar February 2018



The recycled paper content of UK newspapers in 2019 was 63.2%

This page is intentionally left blank

Eclipse Home Care

Page 91

Caregiving
is the most
rewarding
career

Local
caregivers
helping local
people

'Award
Winning'
training and
support

01905 641 070

Mention my name for your
new joiner bonus of £100



This page is intentionally left blank

Caregiver advert - General

Eclipse HomeCare is one of the most successful homecare companies in Worcestershire and it's growing fast.

Our team is made up of Marvellous Mums, Busy Bee Retirees, Empty Nesters and University Leavers, with 50% being experienced and 50% now wanting to put something back into the local community.

We have great rates of pay, are CQC rated as 'good', 'good' and 'outstanding' and we have a special £250 Joiners Bonus for everyone joining this month.

Benefits:

- Excellent hourly rates that equate to more than £10.50 per contact hour.
- Fully paid travel time, holidays & generous mileage allowance.
- Enhanced rates for those with Health & Social Care Diplomas and previous experience.
- Lots of hours based on either full time, part time days or evenings.
- Job security with permanent employment contract.
- Fixed rotas with alternate weekend working preferred.
- 'Award Winning' Induction training & shadowing all paid for.
- Excellent backup 7 days a week from experienced management team.

The Role. Every day will be different. You will be out and about in the community helping a variety of clients. Your daily tasks will involve preparing meals, assisting with washing & dressing and overseeing the administration of medication. Award Winning training and shadowing all completed prior to starting.

Interested in a quick start in your local area? Please give me a call today or apply online.

I very much look forward to hearing from you.

Shelley 07890 250 839

"Eclipse's training and support is great. The company is friendly and professional. I would recommend them to anyone." Nicky R, June 2021.

Eclipse Homecare voted No.1 for three years running by our lovely clients across Worcestershire.

This page is intentionally left blank

ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 29 SEPTEMBER 2021

SUPPORTED LIVING MARKET POSITION STATEMENT

Summary

1. This report provides a summary of the Market Position Statement setting out the Adult Social Care's requirement for Supported Living provision in Worcestershire from 2021-2024
2. This area was added to the Panel's Work Programme following an overview of the Council's work to promote and enable independence, which is one of the work streams under the Strategy for People and Communities. Supported Living provision is part of this work and aims to enable people to live independently for as long as possible.

Background

3. Supported Living is defined as services for individuals who:
 - Live in shared houses with support
 - Live in clusters of flats with on-site, often 24/7 support
 - Live alone with support, the key purpose of which is not personal care but to support with ordinary living skills.
4. An update on Independent Living Options was provided to the Adult Care and Well Being Overview and Scrutiny Panel on 18 November 2020, which set out planned work on Supported Living to:
 - Update the Supported Living Strategy and Needs Assessment (expanding to cover all under 65 cohorts)
 - Development of the market position statement detailing housing and support requirements
 - Commissioning and market management of services required.
5. Following the discussion, the Panel requested sight of the Market Position Statement, once produced, and this is attached at Appendix 1.
6. The purpose of a market position statement is to share information with Supported Living Providers and Accommodation Providers regarding Worcestershire County Council's demand for Supported Living. A detailed needs assessment has been carried out to ascertain the need for Supported Living in Worcestershire and this has been summarised into a Market Position Statement setting out the demand for both services and accommodation over the next 4 years.
7. There are several streams of connected activity that are in progress including:

- a) A Mental Health Needs Assessment
- b) A Supported Accommodation Needs Assessment – working with the District Councils to assess the supported accommodation requirements for all vulnerable people, including those without Care Act Eligible Needs.

Key findings from the Market Position Statement

8. The Market Position Statements sets out the methodologies used to estimate levels of need for each client group. The table below sets out the Supported Living estimated requirements in each year:

Supported Living estimated requirements

Year	Client Group	High level / Complex Needs	Cluster Flat	Shared House/ Shared Lives
2021	Mental Health	8	15	7
	Vulnerable Adults		7	7
2022	Young Adults	1	1	9
	Mental Health	8	15	7
	Vulnerable Adults		7	7
	Learning Disability	13		
2023	Young Adults	3	4	8
	Mental Health	8	15	7
	Vulnerable Adults		7	7
2024	Mental Health	8	15	7
	Vulnerable Adults		7	7
	Learning Disability	11		

9. The Market Position Statement also sets out the new developments already planned for the next 12 months and the turnover within exiting Supported Living Services meaning that new accommodation is not required to meet all need above. The Market Position Statement concludes that the following accommodation will be required within the next 4 years:

Estimated accommodation required

	Complex Needs Provision (core and cluster)	Mental health higher level support	Cluster Flats	Shared Houses
2021/22	7			
2022/23		8	23	8
2023/24	4	8	26	8
2024/25		8	22	4

10. Commissioning arrangements for Supported Living Services and design standards for new buildings are included to ensure the Market has all the relevant information

Equality and Diversity Implications

11. This is part of a pre-existing work stream.

Purpose of the Meeting

13. Members are invited to note the information provided and identify:

- whether any further information or scrutiny work is required at this time
- whether there are any comments to highlight to the relevant Cabinet Member

Supporting Information

- Appendix 1 - Supported Living Market Position Statement 2021 – 2024

Contact Points

Emma James / Jo Weston, Overview and Scrutiny Officers, Tel: 01905 844964 / 844965
Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance) the following are the background papers relating to the subject matter of this report:

- Agendas and minutes from the Adult Care and Wellbeing Overview and Scrutiny Panel on 18 November 2020 - [weblink to Agenda and minutes](#)

This page is intentionally left blank

Supported Living Market Position Statement 2021 – 2024

1. Background

This Position Statement provides further information regarding the requirements for Supported Living in Worcestershire for 2021-24.

For this Statement, Supported Living is defined as services for individuals who:

- Live in shared houses with support
- Live in clusters of flats with on-site, often 24/7 support
- Live alone with support, the key purpose of which is not personal care but to support with ordinary living skills.

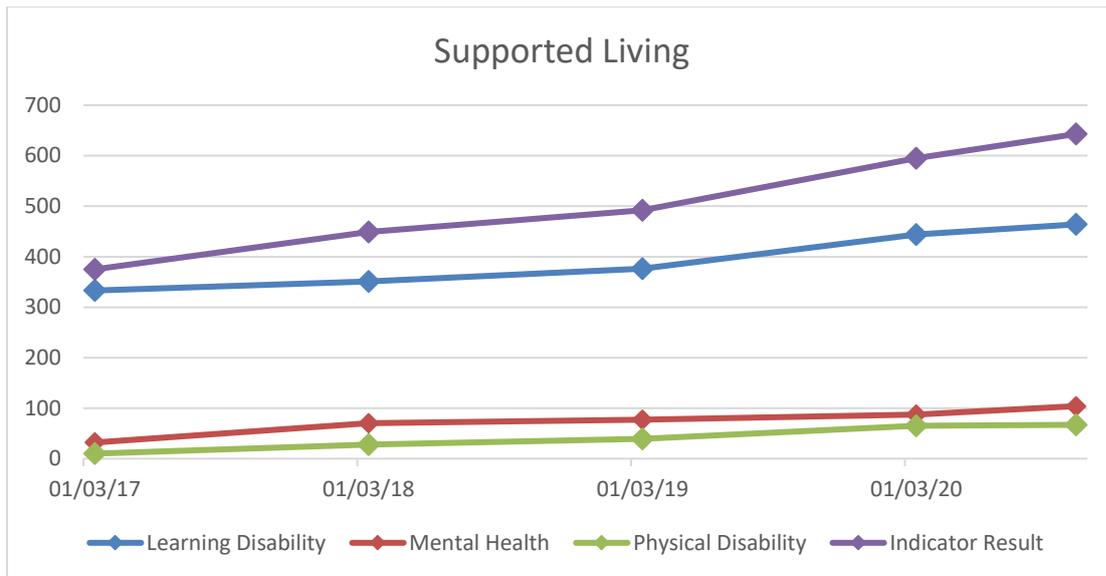
Having a Place to Live is Worcestershire's existing Supported Living Strategy 2017/18 – 2019/20 (Online: [Worcestershire's Supported Living Strategy 2017 - 2020](#)) refers to housing and support for people with learning disabilities, including people who also have physical disabilities.

Adult Services Commissioning Team have recently completed an updated Needs Assessment to assess the demand for supported living services and accommodation 2021 – 2024. All data in this report is based upon January 2021 data within that needs assessment.

Previous Needs Assessments have focused on people with a Learning Disability. However, the 2021 update widened this out to focus on supported living for Learning Disability, Physical Disability, Vulnerable Adults, and people with Mental Health conditions.

2. Current usage

The Supported Living Strategy has led to a significant increase in usage of Supported Living services across the board. There has been an increase from 375 individuals in supported living on 31 March 2017 to 643 individuals on 31 October 2020. These numbers reflect a mixture of housing options with support such as small shared supported houses and larger cluster flat schemes.



3. Current breakdown of costs

Supported Living costs vary based upon the needs of the individual, the average cost for a supported living package in Worcestershire is £766 per week.

There is a Dynamic Purchasing System for Supported Living Services and new packages are commissioned at a set tier price according to the area of Worcestershire (see below). All packages are commissioned at tier 1 unless a justification is made for tier 2.

There is a complex needs framework for service users on the Dynamic Support Register (DSR). This sits outside of the DPS and is not open to submissions of new care providers.

Table 3.1 Worcestershire Tier Prices per hour

Zone	Tier 1	Tier 2
Redditch and Bromsgrove	£15.78	£17.21
Worcester and Droitwich	£16.24	£17.65
Wyre Forest	£16.35	£17.76
Evesham, Malvern, Pershore and Tenbury	£16.68	£18.20
Complex Need Framework Supported Living prices (including MDT)	£19	£22

4. Current services

There are currently 187 Supported Living (excluding Shared Lives) settings with commissioned packages of care.

This includes single services with 1:1 support, shared houses, flats with low level support and cluster flats with core on-site provision.

There are 11 commissioned cluster flats for under 65s with capacity to support 141 individuals.

Commissioning Arrangements

Worcestershire County Council commissions Supported Living support via an open Dynamic Purchasing System (DPS). Providers on the DPS are expected to have a track record of delivering outcome focussed Supported Living and the housing/tenancies must be provided by a separate registered social landlord. Worcestershire has a well-established market for Supported Living for People with Learning Disabilities and focusses on matching individuals in groups and to existing housing voids. This means the work that comes through the DPS is ordinarily tenders for new services opposed to individual packages of care. There will be long periods where Supported Living DPS Providers do not receive any offers of work. Providers can apply to the DPS via [Intend](#)

5. Assessment of need for Supported Living

An assessment has been completed to give a high-level estimate of people who could potentially use a supported living service over the next 4 years. The approach to the desktop assessment differs slightly for each client group depending on our market intelligence. Individuals could potentially move into supported living through the following kinds of accommodation and support

- Complex needs scheme
- Cluster flat provision
- De-registered care home
- Shared Housing
- Shared Lives

The average number of people in supported living who died or moved elsewhere is 9 per year based on 3 years' data (prior to COVID). Therefore, we can assume that 45 units of accommodation will turnover in the next five years.

5.1 Learning Disability estimates of need

A well-resourced project worked to successfully increase the amount of people with learning disabilities living in supported living from 2017-2020. The Supported Living project enabled 275 individuals to move into supported living or more appropriate supported living over this period.

The provision developed over the last 4 years of the project and increased Shared Lives provision gives capacity to meet the needs of the Learning Disability population at the current time, with the exception our complex needs co-hort.

No further large-scale learning disability services are required at this time.

A number of residential services have been identified as potentially able to de-register (and become Supported Living). If these services choose not to de-register and supported living is in the best interests of the individual more Shared Housing will be required.

Work is also happening to ensure current shared accommodation is fit for purpose. Where necessary support is being given to providers to move individuals into more appropriate accommodation for their needs.

5.2 People with Complex Needs

An assessment of individuals on the Dynamic Support Register for Complex Needs has identified 13 individuals who will need core and cluster type provision over the next 2 years. Two 6-bed / unit complex needs core and cluster developments need to be developed within the next 18 months. With another 2 required in the 18 months 2 years following that. In total at least 24 units over the next 4 years.

We are currently working with developers to deliver 2 Core and Cluster Flats: 1 to be delivered in 2022 and the other in 2023.

5.3 Young People in transition estimates of need

The Young Adults Team track individuals from age 14 to plan what services will be required in advance. There are currently 109 individuals being tracked and it is estimated that 72 of those are likely to require supported living/shared lives

Based on previous evidence from the Supported Living Project it is estimated that 70% of planned moves for this cohort result in actual moves. It is also likely that a number of these individuals will attend residential college beyond the age of 18 and may require Supported Living later. Therefore, the table below shows estimates accommodation requirements for the young people over the next 3 years.

Table 5.31 estimates of accommodation required for young people in transition

Year	Complex Needs	Cluster Flat	Shared House Shared Lives
2021	0	0	0
2022	1	1	9
2023	3	4	8

However, we can see the increasing need for shared houses going forward, which will result in more mini competitions through the DPS.

5.4 Mental Health estimates of need

A desktop assessment has been undertaken to look at all the Adult Social Care funded individuals with Mental Health needs to look at the Supported Living Options they may require. This is summarised below: -

Table 5.41 potential need for Mental Health

Number of individuals identified as potentially able to move	High level supported Living	Cluster Flat	Shared House/Shared Lives
64	17	31	15

There are also currently 28 individuals in locked rehab likely to be discharged over the next 12 months who will also require accommodation. It is likely that they will need High level supported living or a cluster flat.

Based on original findings from the Learning Disability Supported Living Project an assumption is being made that 70% of those identified as able to move in the desktop assessment will move over time. In our estimates below this percentage has been applied and moves planned over 4 years.

Table 5.42 estimated potential moves for Mental Health

Year	High level supported living (shared house or core & cluster)	Cluster Flat	Shared House/Shared lives
2021	8	15	7
2022	8	15	7
2023	8	15	7
2024	8	15	7

5.5 Vulnerable Adults

A desktop analysis of individuals funded through Adult Social Care has identified that 14 individuals could potentially move into Supported Living cluster flat/shared lives provision. Further data collection will support more accurate estimates going forward but we anticipate there will be a similar requirement year on year for this co-hort for the next 4 years.

5.6 Physical disability

There was an increase in numbers of people with physical disabilities moving in to supported living in 2019/20. This was due to the individuals coming through the Young Adults Team, where accommodation needs are planned for in advance. It is not deemed any new accommodation is required for this cohort at present. Additional capacity may be created in planned cluster flats schemes by making ground floor properties larger and more accessible.

5.7 Summary all client groups

Table 5.7 summary all client groups

Year	Client Group	High level / Complex Needs	Cluster Flat	Shared House/Shared Lives
2021	Mental Health	8	15	7
	Vulnerable Adults		7	7
2022	Young Adults	1	1	9
	Mental Health	8	15	7
	Vulnerable Adults		7	7
	Learning Disability	13		
2023	Young Adults	3	4	8
	Mental Health	8	15	7
	Vulnerable Adults		7	7
2024	Mental Health	8	15	7
	Vulnerable Adults		7	7
	Learning Disability	11		

6 Planned developments for 2021/22

There are several Housing Schemes that are planned to come online during 2021/22.

Table 12.1 new developments

SILS Redditch	16	High level Supported Living for people with Mental Health Needs. Support provider in place	April 21
Bromford MyPlace, Redditch	14	Mental Health/Vulnerable Adult / Learning Disability Provision. Tender for support provider in May /June 21.	October 21
Lawrence Hotel, Worcester	10	Mental health/Learning Disability/ Vulnerable Adult provision. Tender for support provider in May / June 21.	January 22
Brickfields, Worcester	6	Site at planning for Complex Needs Provision. Tender for provider from Complex Needs Framework in July 21	March 22

7 Further Accommodation required

Considering; the estimates of needs for client groups, the turnover within existing provision and the developments already planned, it is estimated that the following accommodation needs to be developed.

Table 7.1 number of units of accommodation required

	Complex Needs Provision (core and cluster)	Mental health higher level support	Cluster Flats	Shared Houses
2021/22	7			
2022/23		8	23	8
2023/24	4	8	26	8
2024/25		8	22	4

8 Key Design Principles

All accommodation must be homely and not institutional, with capacity for tenants to have control over their environment. It should be future proof and have the capacity to support people for as long as possible in their own homes, including people with dementia. At the point those with dementia need to move they are then likely to require nursing or residential care.

New properties should be built to Lifetimes Homes standards.

<http://www.lifetimehomes.org.uk/>

Housing for people with complex autism and/or behaviours that challenge service

Accommodation should be spacious with good sized grounds to enable tenants to access space to move around freely and safely. Flats with a minimum of 45sqm floor space.

Exits designed so tenants can leave their flat without having to meet other tenants. The design should enable staff to get out of the way of tenants if they are at risk. Some internal communal space may be beneficial.

The tenants may cause damage to the building therefore the design has to be non-standard and more robust. For example:

- more robust walls and doors,
- underfloor heating,
- no visible pipes and wires,
- equipment e.g. TVs protected.
- no sharp edges to walls.
- kitchens lockable or units lockable and more robust in design.
- window blinds either within the window glass or removable.
- central point for electricity meters and AT servers etc.
- consideration given to design of window, door, and light switches etc.
- fob operated access

Housing for people who need level access accommodation

Accommodation for four or five people is the Council's preferred model.

The units must be able to accommodate wheelchairs and people who are ambulant but with mobility problems. They should be able to access the whole building. Whilst ensembles are popular they need to be accessible and, in some cases, larger 'Jack and Jill' shared bathrooms may be preferable to smaller ensembles.

There will be communal space for general living – kitchen, utility, dining and sitting. There will be a separate disabled toilet.

The ceilings must be suitable to take the weight of ceiling track hoists and doors wide enough to accommodate wheelchairs.

Assistive technology

New buildings should be designed to be able to provide a baseline for a range of assistive technology equipment which will be specific to each individual living there and which will promote their independence. This should include a superfast broadband connection, wireless connection, and hardwired AT connections to each flat/property. In addition, there

should be the capacity to use assistive technology for day-to-day control of the building – e.g., lighting, heating etc as well as a call alarm system and entry phone system.

ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 29 SEPTEMBER 2021

PERFORMANCE AND IN-YEAR BUDGET MONITORING

Summary

1. The Panel will be updated on performance and financial information for services relating to Adult Care and Well Being.
2. The Cabinet Member with Responsibility for Adult Social Care, the Strategic Director for People and the Senior Finance Business Partner have been invited to attend the meeting to respond to any queries from Panel Members.

Performance Information

3. The Corporate Balanced Scorecard is the means of understanding progress against the Council's Corporate Plan. The Scorecard contains a range of indicators linked to key priorities and themes. Many measures are long-term and may be affected by a wide range of factors, some of which are outside the direct control of the Council.

This is reported to Cabinet and is also available on the Council's [website](#).

4. Attached at Appendix 1 is a dashboard of performance information relating to Quarter 1 (April to June 2021). It covers the indicators from the Directorate level scorecard and those from the corporate scorecard and other management information (as appropriate) which relate to services relevant to this Scrutiny Panel's remit.

5. The intention is for the Scrutiny Panels to consider this information on a quarterly basis and then report by exception to the Overview and Scrutiny Performance Board any suggestions for further scrutiny or areas of concern.

Financial Information

6. In addition to regular performance information, the Panel also receives in-year budget information. In relation to Quarter 1 of 2021/22, detail has been provided in the form of presentation slides, which can be found at Appendix 2.

Purpose of the Meeting

7. Following discussion of the information provided, the Scrutiny Panel is asked to determine:
 - any comments to highlight to the CMR at the meeting and/or to Overview and Scrutiny Performance Board at its meeting on 30 September 2021
 - whether any further information or scrutiny on a particular topic is required.

Supporting Information

Appendix 1 - Adult Services Performance Information Dashboard
Appendix 2 – 2021/22 Financial Information (Presentation Slides)

Contact Points

Emma James/Jo Weston, Overview and Scrutiny Officers, Tel: 01905 844964/ 844965
Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Assistant Director of Legal and Governance) the following are the background papers relating to the subject matter of this report:

- Agenda and Minutes of the Adult Care and Well Being Overview and Scrutiny Panel on 8 July and 28 January 2021, 18 November, 22 September, 27 July and 27 January 2020, 6 November, 25 September, 11 July, 14 March and 23 January 2019 – available on the website: [Weblink for agendas and minutes](#)

[All agendas and minutes are available on the Council's website here.](#)

People ASC - Summary Data for Scrutiny Panel

Key Priorities ASC Business Objectives:	
Reduce	the number of older and younger adults whose long term support needs are met by admission to care homes.
Increase	the number of customers whose short term support services enable them to live independently for longer
Increase	the number of older people who stay at home following reablement or rehabilitation
Prevent	reduce or delay the need for care

1. Admissions to Permanent Care per 100,000 (18-64) 2021-2022 Target rate = 14 Worcestershire 18-64 Population = 341,279

Good Performance = Lower ↓

Definition: Long-term support needs of younger adults (aged 18-64) met by admission to residential and nursing care homes, per 100,000 population. (ASCOF 2A(1))

Analysis:

This national indicator looks at planned admissions and as such includes 12 week disregards, so potentially some of those included will eventually become self funders.

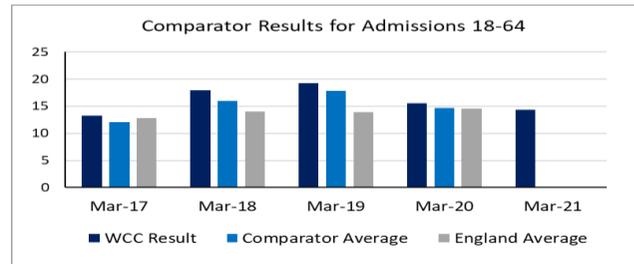
The data includes people within the age group 18-64 who have physical disabilities, learning disabilities or mental health issues.

Controls are in place to ensure that permanent admissions are minimised and are only used where there is no other support available in a community based setting. Work is ongoing to ensure that maximum use is made of services such as supported living, and all options to support young people to remain living independently or with families are considered as a priority.

Comparator Data:

Comparator data is currently only available to March 2020 when the national England average was 14.6 and comparator authorities 14.7.

The Mar-21 comparator data is due to be published in Oct-21 and will be included in the next report.



Year/Month	WCC Result	Comparator Average	England Average
Mar-17	13.3	12.0	12.8
Mar-18	17.9	16.0	14.0
Mar-19	19.3	17.8	13.9
Mar-20	15.5	14.7	14.6
Mar-21	14.4	-	-

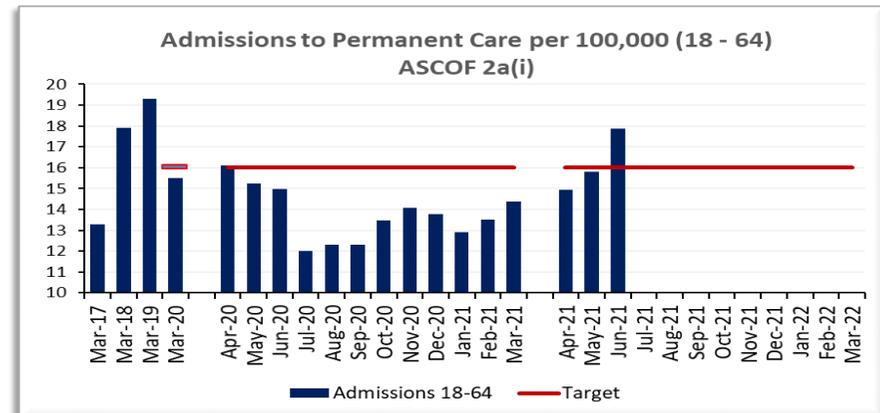
Worcestershire Results

Month	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Result and RAG	14.4	14.9	15.8	17.6									
Numerator	49	51	54	60									

Q1 2020-21 Commentary:

Over the last 3 years the rate of admissions per 100,000 18-64 year olds has fallen year on year from 19.3 (66 young people) Mar-19 to 15.5 (53 young people) in the year to Mar-20, and was 14.4 (49 young people) in the year to end Mar-21.

In Quarter 1 2021-22 the rate is 17.58 (60 young people). The results have increased steadily between April and June 2021. An audit has been carried out of recent admissions to review cases where community based alternatives cannot meet the persons needs or cost more to do so in the community, and to enable contingency/forward planning for older carers to sustain their roles, and to address market gaps, particularly in mental health provision. All placements will continue to be scrutinised.



2. Admissions to Permanent Care per 100,000 (65+)

2021-2022 Target rate = 480

Worcestershire 65+ Population = 137,440

Good Performance = Lower ↓

Definition: Long-term support needs of older adults (aged 65 and over) met by admission to residential and nursing care homes, per 100,000 population.

(ASCOF 2A(2))

Analysis:

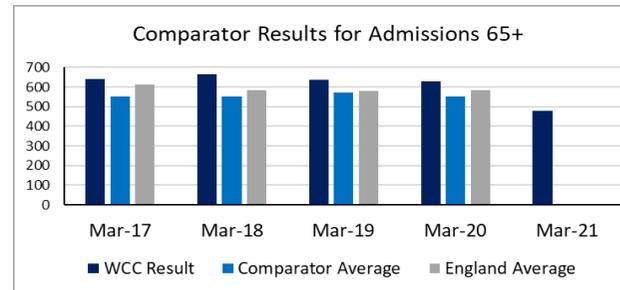
This national indicator looks at planned admissions and as such includes 12-week disregards, so potentially some of those included will eventually become self funders. Permanent admissions for people over the age of 65 are included in this indicator.

The aim is to support older people to remain living independently, in their own homes, for as long as possible. Measures are in place to ensure that admissions only occur where there is no other option to meet a person's needs. There are audits of all new admissions to ensure they are appropriate and to identify any key trends/themes. These are reported to the Assistant Director monthly and PDLT quarterly. As the population ages and has increasingly complex needs the pressure on preventing admissions becomes increasingly challenging. There will be an implication of Covid on people's long-term health and well-being that could impact on the need for 24/7 care.

Comparator Data:

Comparator data is currently only available to March 2020 when the national England average was 584.0 and comparator authorities 553.7.

The Mar-21 comparator data is due to be published in Oct-21 and will be included in the next report.



Year/Month	WCC Result	Comparator Average	England Average
Mar-17	642.0	552.2	610.7
Mar-18	663.9	549.8	585.6
Mar-19	637.9	571.3	579.4
Mar-20	629.1	553.7	584.0
Mar-21	477.3	-	-

Worcestershire Results

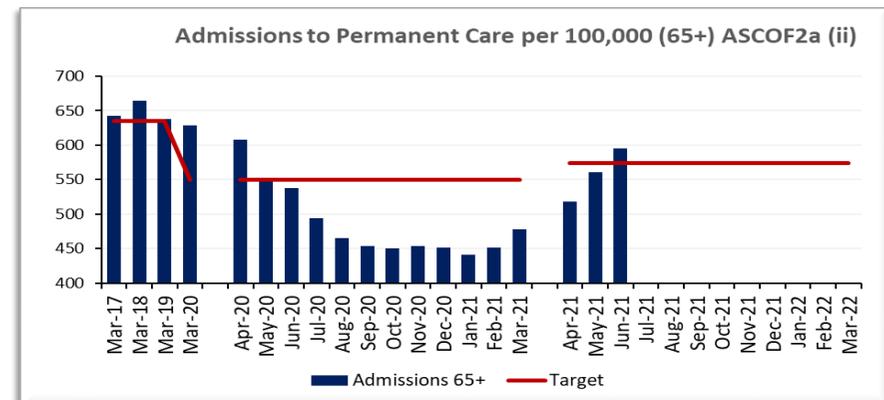
Month	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Result and RAG	477.3	518.1	560.3	595.2									
Numerator	656	712	770	818									

Q1 2020-21 Commentary:

Over the last 4 years, the admission rate per 100,000 of the older population has fallen from 663.9 (850 older people) in 2018 to 482.69 (656 older people) in the year to end Mar-21.

For Quarter 1 2021-22 the rate has increased steadily each month to 595.17 (818 people) at the end June-21.

There was an initial decrease in long term admissions during 20/21 due to Covid and alternative sources of support were provided through family support and domiciliary care. The recent increase is permanent moves for people in pathway 3 beds as a result of urgent care pressures plus increase an increase in demand.



3. Outcomes of Short-term Services 2021-2022 Target = 83.5%

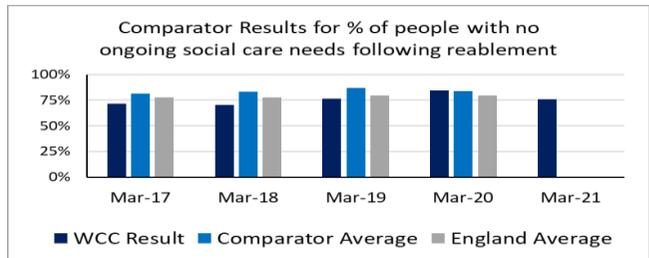
Good Performance = Higher ↑

Definition: Proportion of people with no ongoing social care needs following a reablement service - sequel to short term services to maximize independence (ASCOF 2d)

Analysis:
 This is a national ASCOF indicator which measures rehabilitation success rates for people (all ages 18+) , in terms of the percentage who do not require ongoing services following a reablement service. In Worcestershire this has related solely to services provided by the Urgent Promoting Independence Team (UPI) (which focusses on hospital discharge) but from Oct-21 the new community reablement service is also included.
 COVID-19 has significantly impacted the cohort of people using these services, particularly for those discharged from hospital where the focus has needed to be on system flow. New hospital discharge models were in place from the start of Covid-19 and have meant that more complex people are being given the opportunity for reablement and leaving hospital via Pathway 1 with the UPI team.

Comparator Data:
 Comparator data is currently only available to March 2020 when the national England average was 79.5% and comparator authorities 83.9%.

 The Mar-21 comparator data is due to be published in Oct-21 and will be included in the next report.



Year/Month	WCC Result	Comparator Average	England Average
Mar-17	71.7%	81.2%	77.8%
Mar-18	70.1%	83.5%	77.8%
Mar-19	76.6%	86.7%	79.6%
Mar-20	84.2%	83.9%	79.5%
Mar-21	76.0%	-	-

Page 111

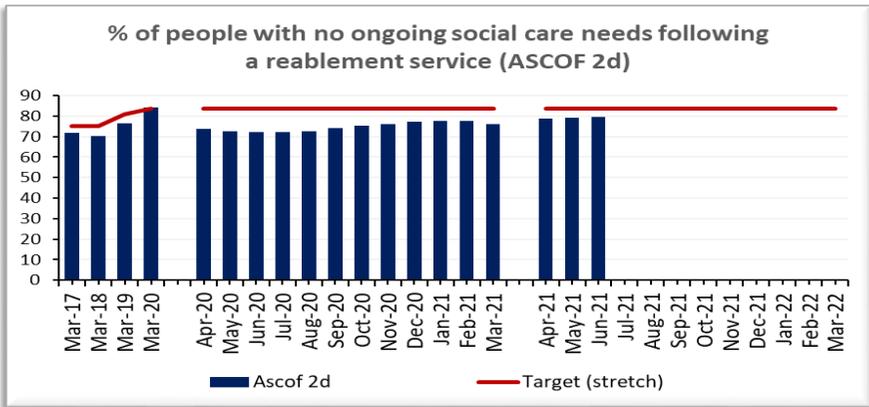
Worcestershire Results

Month	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Result and RAG	76.0%	78.9%	79.0%	79.6%									
Numerator	1207	116	169	258									

Q1 2020-21 Commentary:

For 2020-21 the result was 76% compared with 84.2% in the previous year. This decrease is linked to pressures during the pandemic meaning people with more complex needs were discharged from hospital through pathway one to facilitate hospital discharge and flow across the whole system.

In Quarter 1 2021-22 the result gradually increased to 79.63%. There continue to be pressures across the system so any increase shows how well the service are doing.



4. People aged 65+ at home following Rehabilitation

2021-2022 Target = 82.0%

Good Performance = Higher 

Definition: Older people remaining at home following hospital discharge and a reablement service - Proportion of 65+ who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. (ASCOF 2b)

Analysis:

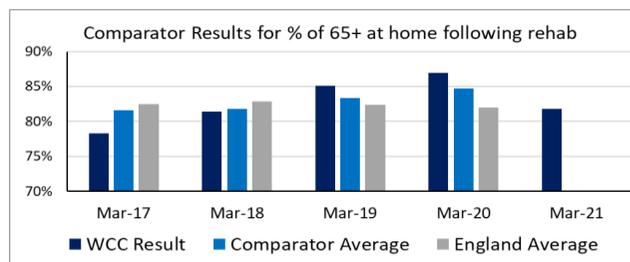
This is a national indicator that measures the percentage of older people who have gone through a reablement program on discharge from hospital and are still at home 91 days later, on a quarterly basis. Reablement services include some that are health led.

The acute hospitals are under increasing pressure, and there continues to be higher acuity in patients discharged to reablement services. These services support people being discharged to remain independent for as long as possible, and it becomes increasingly challenging to ensure that they are at home after 91 days as the needs of people using these services become more complex. As before, COVID-19 has significantly impacted this cohort of people.

Comparator Data:

Comparator data is currently only available to Mar-20 when the national England average was 82% and comparator authorities 84.7%.

The Mar-21 comparator data is due to be published in Oct-21 and will be included in the next report.



Year/Month	WCC Result	Comparator Average	England Average
Mar-17	78.3%	81.6%	82.5%
Mar-18	81.4%	81.8%	82.9%
Mar-19	85.1%	83.3%	82.4%
Mar-20	86.9%	84.7%	82.0%
Mar-21	81.8%	-	-

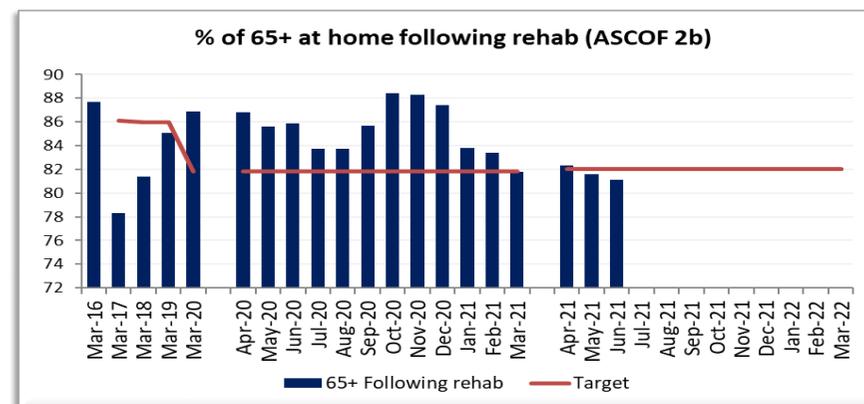
Worcestershire Results

Month	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Result and RAG	81.8%	82.3%	81.6%	81.1%									
Numerator	453	428	421	450									

Q1 2020-21 Commentary:

Despite the pressures across the health and social care system due to Covid, performance on this measure for 2020-21 was 81.8%. This was lower than the previous year's result of 86.9% but a good result in the pandemic.

In Quarter 1 2021-22 the result was 81.1%. As above, this is due to continued pressures from Covid with the complexity of older people going into the services increasing. There has been an increase in the number of older people having died, gone into a care home or remaining in hospital at the 91 day point.



5. Annual Care Package Reviews Completed

2021-2022 Target = 95%

Good Performance = Higher ↑

Definition: Percentage of people in services for twelve months who had a review completed in those twelve months or whose review is in progress at that point

Analysis:

This is a local measure that looks at people who have been in receipt of services for a year or more and checks that they have been reviewed in that period.

Worcestershire Results

Month	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Result and RAG	85.8%	86.7%	87.4%	86.9%									
Numerator	4016	4079	4131	4087									

Q1 2020-21 Commentary:

Performance at the end of 2020-21 was 85.8%. During 2020-21, in addition to the usual process of annual reviews social workers were also involved in reviewing people who had been funded via Covid special grants and carrying out a significant number of welfare checks for people living alone to check they have been supported throughout the pandemic.

For Quarter 1 2021-22 the result was increased to 86.9%. Services have action plans in place to improve this and are tackling those overdue the longest. Staffing issues in learning disability services are also being examined as these will also be impacting on this performance.



This page is intentionally left blank

Adult Care and Wellbeing Scrutiny Panel

29 September 2021

Quarter 1 Forecast Outturn 2021/22

Q1 Financial Position – Adults

Adults Revenue Forecast	2021-22	2021-22	2021-22	2021-22	2020-21
	Gross	Net	Forecast	Forecast	Outturn
	Budget	Budget	Outturn	Variance	Variance
	£'000	£'000	£'000	£'000	£'000
Older People	102,455	66,429	65,163	-1,266	-2,745
Learning Disabilities	72,513	60,336	63,152	2,816	1,293
Physical Disability	19,586	15,430	15,122	-308	-1,255
Mental Health	28,149	18,297	18,178	-119	238
Adults Commissioning Unit	14,136	2,181	2,188	7	142
Central Services (incl iBCF and Social Care Grant)	1,679	-28,786	-29,916	-1,130	1,727
Provider services	16,267	9,209	9,209	0	269
TOTAL	254,785	143,096	143,096	0	-331

Key Headlines – Adults

- Broadly a breakeven position across the service as a whole
- Ongoing implementation of transformational change via the People Services “Three Pillar” Strategy to support ongoing efficiencies and demand management
- The most significant variances from budget are:
 - Underspend in Older People services which includes Liberty Protection Safeguards growth not expected to be fully utilised in 2021/22 following national regulation changes and lower than forecast placement costs
 - Increased placement costs for Learning Disability, with the majority being a forecasted reduction in income expected and increased unit costs
 - Underspend in Physical Disability services as a result of lower than budgeted cost of people receiving services
 - Mental Health services demonstrating a forecasted overspend on placement costs offset by one off staffing savings
 - Support services - the underspend showing in this area is due to additional one-off Direct Payment income recovery

This page is intentionally left blank

ADULT CARE AND WELL BEING OVERVIEW AND SCRUTINY PANEL 29 SEPTEMBER 2021

WORK PROGRAMME 2021/22

Summary

1. From time to time the Adult Care and Well Being Overview and Scrutiny Panel will review its work programme and consider which issues should be investigated as a priority.

Background

2. Worcestershire County Council has a rolling annual Work Programme for Overview and Scrutiny. The suggested 2021/22 Work Programme has been developed by taking into account issues still to be completed from 2020/21, the views of Overview and Scrutiny Panel Members and the findings of the budget scrutiny process.
3. Suggested issues have been prioritised using scrutiny feasibility criteria in order to ensure that topics are selected subjectively and the 'added value' of a review is considered right from the beginning.
4. The Adult Care and Well Being Overview and Scrutiny Panel is responsible for scrutiny of:
 - Adult Social Care
 - Health and Well-being
5. The current Work Programme was discussed by the Overview and Scrutiny Performance Board (OSPB) on 21 July 2021 and agreed by Council on 9 September 2021.

Dates of 2021 Meetings

- 15 November at 2pm

Purpose of the Meeting

- The Panel is asked to consider the 2021/22 Work Programme and agree whether it would like to make any amendments. The Panel will wish to retain the flexibility to take into account any urgent issues which may arise.

Supporting Information

- Appendix 1 – Adult Care and Well Being Overview and Scrutiny Panel Work Programme 2021/22

Contact Points

Emma James / Jo Weston, Overview and Scrutiny Officers, Tel: 01905 844964 / 844965
Email: scrutiny@worcestershire.gov.uk

Background Papers

In the opinion of the proper officer (in this case the Assistant Director for Legal and Governance), the following are the background papers relating to the subject matter of this report:

- [Agenda and minutes of OSPB on 21 July 2021](#)
- [Agenda and minutes of Council on 9 September 2021](#)

SCRUTINY WORK PROGRAMME 2021/22

Adult Care and Well Being Overview and Scrutiny Panel

Date of Meeting	Issue for Scrutiny	Date of Last Report	Notes/Follow-up Action
29 September 2021	Worcestershire's All Age Carers Strategy	25 September 2019	
	Care Work as a Career Scrutiny Report – Update on progress against recommendations	6 January 2021 (OSPB)	
	Supported Living Market Position Statement	18 November 2020	
	Performance (Q1 April to June 2021) and In-Year Budget Monitoring	8 July 2021	
15 November 2021	Review of the consultation on Day Services for Learning Disability Services		Suggested at 8 July 2021 Meeting
	The Council's approach when self-funders in residential care homes run out of funds		Suggested at November 2019 OSPB
	Compliments and Complaints		Requested during Panel Induction
	Performance (Q2 July to September 2021) and In-Year Budget Monitoring		
Possible Future Items			
TBC	How the Council works with Carers		Suggested at 8 July 2021 Meeting
TBC	The Council's Adult Services Replacement Care Offer		Suggested at 11 June 2020 Meeting
TBC	Update on People and Communities Strategy and Workstreams		Added at 15 March 2021 Meeting
TBC	Update on Review of Funding Arrangements between the Council and the H&W CCG		Added at the 15 March 2021 Meeting

TBC	All Age Disability Strategy		Joint session with the Children and Families Overview and Scrutiny Panel Suggested at September 2020 Agenda Planning
Standing Items			
TBC	Safeguarding Adults Annual Update		Annual Update from Worcestershire Safeguarding Adults Board
Quarterly	Performance and In-Year Budget Monitoring		