

Corporate Plan



Contents

Foreword from the Chair	2
What is the National Skills Academy for Social Care?	3
Why the Skills Academy is needed	4
The social care context	4
The workforce context	4
The skills challenge	5
What the Skills Academy will do	6
Our aims	6
Our objectives	6
Our target audiences	7
Our work programme	8
The benefits	9
How the Skills Academy will work	10
Values	10
Equality and Diversity	10
Staffing	10
Funding	10
Stakeholders	11
Accountability	11
Learning and growing	12

Foreword

by David Sherlock, Chair



Adult social care faces complex challenges, but also great opportunities. Good care services have the potential to transform the lives of millions of people.

The new National Skills Academy for Social Care is a partnership of employers and employer-led organisations working in social care in England. Together, we have not only a wealth of expertise and experience in social care, but real aspirations for the sector.

We will work to transform the quality and quantity of qualified workers, managers and leaders in adult social care. Only then will the sector begin to enjoy the status and respect it deserves.

The Skills Academy will be a catalyst. It will not replicate the work of others, but will add value to their work by identifying, disseminating and rewarding world-class training and development throughout the sector. It will also ensure that people who use services, and carers, are involved in all aspects of the sector's training and development work.

It will become the recognised centre for information and support on training and development for care employers, for training providers and for people using services.

The Skills Academy will encourage, support, promote and celebrate excellence in training, learning and working. We mean to ensure that businesses are better informed, employees are better trained, people get better care and the sector is fit for the future.

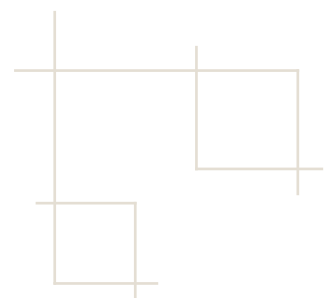
A handwritten signature in black ink, appearing to read 'David Sherlock'. The signature is fluid and cursive, with a large, stylized initial 'D'.

What is the National Skills Academy for Social Care?



The National Skills Academy for Social Care is an employer-led centre of excellence supporting training, development and career progression in adult social care in England. The Skills Academy will collaborate with organisations across Europe and internationally.

It will target learning support and training practice to 1.5 million adult social care workers and 35,000 employers, with a particular emphasis on small and medium-sized organisations.



Why the Skills Academy is needed

The social care context

Adult social care is vital for any society to function well. It enables people to participate in community and economic life. It contributes to community and individual wellbeing. It adds years to life and life to years.

But care services are facing unprecedented challenges:

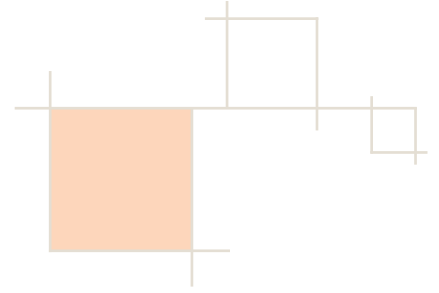
- England's ageing population means demand is set to increase radically
- There will be increasing numbers of people living with a disability or long-term condition who will need care and this will increase demand dramatically
- The public's expectations for public services are changing, but social care remains a low status occupation
- Attracting and keeping new workers is highly challenging.

The workforce context

Overall, the social care workforce numbers 1.5 million, representing diverse occupational groups, both qualified and unqualified, including home care workers, residential care workers, social workers, personal assistants and many other forms of support worker.

The 35,000 employers in the social care sector are also highly diverse in character. Fifty nine percent are micro establishments (with fewer than 10 employees), twenty nine percent are small, employing fewer than 50 staff, twelve percent are medium, (employing 50–99 staff) and one percent are large national care service providers with more than 250 staff.

In addition, as personalised care becomes mainstream, increasing numbers of people are using care funds to become personal employers of their own carers. There are also large numbers of family members and friends who are unpaid but provide essential care services.



The skills challenge

An increasing demand for services comes in the face of a growing shortage of trained and qualified workers. Employers struggle with both recruitment and retention. The public view social care as an admirable role, but low skilled, poorly paid and with little chance of career progression.

At the same time the changing nature of care, with more personalised and flexible services, means staff and employers need to learn new ways of working.

Working to Put People First, the 2009 adult social care workforce strategy from the Department of Health, highlights the need to tackle recruitment and retention issues, and to support the development of a workforce with the right skills. The Leitch review, World Class Skills, and subsequent policy sets ambitious targets for improving skills, and ensuring all provision is led by the needs of employers and learners.

These are the challenges the Skills Academy, in partnership with others, will seek to address. Our vision is of a growing workforce, attracted to the sector for the opportunities it holds and the values it espouses, with all in the workforce motivated by the desire to support people who use services to identify and meet their own needs.



What the Skills Academy will do

The Skills Academy will promote excellence in leadership across the adult social care sector.

Our aims

The Skills Academy will work:

- To raise the ambitions of the social care workforce so that social care services aspire to excellence, enabling those who use care to have the opportunity to live fulfilling and rewarding lives.
- To enable people using services, and carers, to contribute to training and development for the workforce.
- To work with training providers to enable them to train and develop staff who can meet the expectations of people using social care.
- To identify and distribute information and knowledge about best practice in social care learning, development, leadership and management.
- To boost the profile and image of social care so that more people want to work in the sector, and those who do are given the status, respect and career opportunities they deserve.

Our objectives

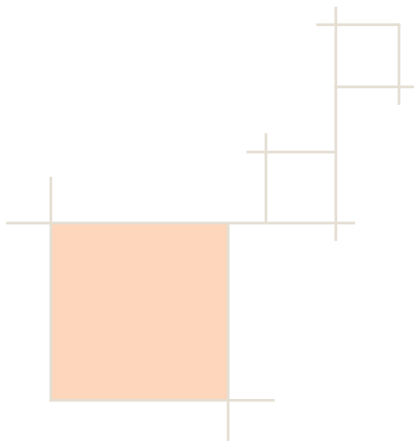
The Skills Academy will aim:

- To provide a unified voice on skills issues in the care sector
- To establish the Skills Academy as a membership body, open to all employers, including personal employers, advising members on how to support staff development, and representing their interests at national policy level.
- To drive up the volume of skills and qualifications at all levels of care
- To identify and endorse excellent training providers to improve the quality of training, which in turn will ensure that completion and qualification rates are vastly improved.
- To help care employers support skills development for their staff, providing information about career pathways, about the skills and qualifications care work requires, and about sources of funding for training, so that employers and learners can be sure that they have selected appropriate training.
- To help care employers assess and access high-quality training operating a training provider endorsement scheme to help employers invest wisely in training from accredited providers.

Our target audiences

The Skills Academy will focus on key groups within the adult care sector:

- People arranging their own care or that of loved ones
- Large and small employers and sole traders providing a range of care services
- People working in the care sector, including those providing direct care, care brokers, people managing and leading care provision
- Local authorities and other statutory commissioners of care services
- Training providers who are funded through the Learning and Skills Council or directly by care employers
- Membership organisations representing employers, employees or other interest groups.



Our work programme

The Skills Academy will provide:

- **Leadership and management programmes**

We will provide leadership for leadership, delivering leadership and management programmes for all levels in the sector, prioritising levels 2 (frontline practitioner) and 4 (manager) in with the sector's minimum standards requirements.

The leadership programmes have three main tiers:

- Leadership and management programmes including leadership behavior and skills and leadership of care practice/profession
- Resources for leadership and management such as the provision of system supports like coaching and mentoring, accreditation and career pathways
- Leadership of leadership including the provision of seminars, masterclasses and debate for leaders across the sector

- **Endorsement programme**

We will develop quality indicators for excellence in education and training in social care. These indicators will be based on a synthesis of criteria to be found in quality marks currently in use across the post-16 education sector – such as Training Quality Standard, Matrix, Investors in People – and the results of regulatory inspection or review processes. The Skills Academy standard will require training providers to show that they understand and can put into practice what is necessary to gain those other quality marks. In addition, they will also demonstrate how they espouse the values of social care and can demonstrate how their training activities improve the lives of people who use services. This rigorous process of aspiring to excellence will raise the quality of training and enable employers to be able to identify 'flagship' training providers which they are looking for.

- **Personalised care programmes**

We will provide the training support that will be needed both by those purchasing their own care and by those providing personalised services:

- Quality assured induction training for self-employed personal assistants (PAs)

- Training in effective commissioning/purchasing for people buying their own care
- Training in business skills for personal employers.

- **Recruitment, retention and career development programmes**

- Online signposting to learning and training funds
- Promotion of the uptake and completion of apprenticeships
- Products for employers and training providers to map out progression, skills and qualifications routes in the sector
- Materials for individual learners operating skills accounts, those seeking Skills for Life training, and for schools and colleges offering the 16–19 Diploma in social care
- Promote good practice by local training providers and employers who offer practical experiences to students
- Campaigns to educate and influence the influencers of career choices, for example careers services, Job Centre Plus.

- **Advocacy and policy work**

The Skills Academy will act as an effective voice for employers to promote excellence in training and development in the social care sector. Our particular strength will be in harnessing the voice of micro employers, sole traders, personal assistants and personal employers. We will:

- Commission and disseminate research on the impact of training on the quality of services and on staff retention
- Run a series of local, regional and national events to enable people to contribute to our work and shape our development
- Sponsor annual awards to raise the significance of learning management and leadership
- Undertake media work to share knowledge, raise public debate and promote values in social care and training
- Advise regulators and commissioners
- Contribute to policy debates
- Use Skills for Care and Department of Health survey data to set a baseline and propose targets for year on year improvements in the status of social care.

The benefits

The Skills Academy will provide a range of resources to meet the needs across the sector.

The benefits the Skills Academy products and services will offer to **care employers** include:

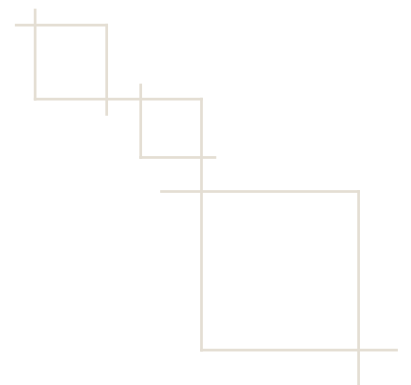
- A resource and network supporting all employers to engage in best practice and service improvements, regardless of their size
- A robust quality assurance system enabling wise investment in training
- Authoritative advice and advocacy on workforce development
- Influence – on funding for training, on training provision and on recruitment and retention.

The benefits the Skills Academy products and services will offer to **learning providers** include:

- The chance to gain competitive advantage by becoming a flagship provider through our endorsement scheme
- Good intelligence about employer need and demand for training, and about national policy
- The chance to identify new markets and opportunities
- A national focus for new learning materials about care
- Opportunities to partner the Skills Academy in testing and developing new training, and in promotion of good practice.

The benefits the Skills Academy products and services will offer to **learners** include:

- Access to skills training, transferable qualifications and clear career pathways that will lead to real career development, for existing care staff and for new entrants to the sector
- Career development opportunities for school and college leavers
- Leadership and management enhancement and clear career pathways.



How the Skills Academy will work

Values

As an employer-led organisation, the Skills Academy will adopt a dynamic approach to how we work.

We aspire to be:

- **Authoritative:** Clear, accurate and accessible information and services will provide people with opportunities to learn, develop and progress throughout the adult social care sector
- **Responsive:** We will listen to employers, including people who use services and carers; they will be our core members who will help guide and steer our development
- **Collaborative:** We will see those who provide care, those who receive care, and those who provide learning as equal partners in the development of our work. Our products will be co-created with our end-users
- **Inspiring:** We will model excellence in ways that others can emulate, enabling people to work in partnership with us, valuing their expertise and demonstrating how a co-production approach to work can produce lasting benefits.
- **Enabling:** We believe that those receiving, commissioning and providing care should be enabled to bring their personalities, individuality and knowledge to the process; we will reflect these beliefs in all our work.
- **Reliable:** We will do what we say we will do, in time and to the highest standards.
- **Inclusive:** We will tackle barriers to access to adult social care employment for all disadvantaged groups
- **Brave:** We will push boundaries in what needs to be done and take managed risks to make a real difference. We will mirror the values that the very best social care practice embodies.

Equality and diversity

The Skills Academy is committed to working to minimize the impact of disadvantage, to increase equality of opportunity within the social care sector and to improve the diversity of the workforce. This will be a theme running through all our work. It will include ensuring that we make particular efforts to reach and engage with those in the community who are 'seldom heard', to recruit people into the workforce from these groups, and to demonstrate the ways they can be supported by social care services.

Staffing

We will employ a small staff team to lead and develop our work. Each programme will be led by a programme head. All staff will work regionally and nationally, and all will be responsive to employers of all sizes.

We will buy in specialist expertise from the sector to develop projects, services and programmes. Wherever possible we will use open competitive tendering processes to identify the best possible agency for the job.

Funding

The Skills Academy is set to receive £3m per year in funding from the Department of Health and £3m development funding for three years from the Learning and Skills Council. As with the other National Skills Academies, the Skills Academy is then expected to replace the Learning and Skills Council development funding with self-generated income from products and services.

Stakeholders

The Skills Academy will complement the work of existing organisations within the sector, working alongside a range of stakeholder partners to identify gaps and transform provision.

- Primary stakeholders – end-users of Skills Academy products and services:
 - Care employers, including personal employers, micro employers, SMEs and large firms
 - Care workers, including self-employed care workers and personal assistants
 - Care training providers in the private, voluntary and statutory sectors, and in-house trainers
 - The Association of Directors of Adult Social Services (ADASS) who represent employers and commissioners of local social care services
- Secondary stakeholders – those who provide inputs or receive outputs from the Skills Academy:
 - Skills for Care (the sector skills council for adult social care)
 - The Social Care Institute for Excellence (the Skills Academy’s host organisation)
 - The General Social Care Council, (the registration body for social workers)
 - Skills intermediaries such as care skills brokers, Train to Gain brokers
 - Regional Joint Improvement Programmes
 - Trade unions representing care workers
 - Higher education institutions
 - Further education institutions
 - Regional development agencies
 - Awarding bodies
- Tertiary stakeholders: those affected by the success or failure of the Skills Academy:
 - People who use services
 - Carers
 - The National Skills Academy network
- Facilitating stakeholders: those involved in funding, development and maintenance of the Skills Academy
 - The Department of Health
 - The Learning and Skills Council/
successor body
 - Production partners
 - Delivery agencies.

Accountability

We are a charity and company limited by guarantee. We account regularly to our Board of Trustees. We also account regularly to our funders. Our Director, Liz McSheehy, reports to the Board. Our Board members are:

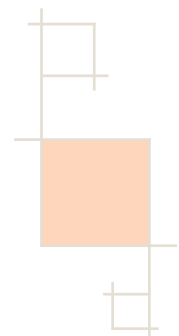
- David Sherlock CBE, (Chair) Director, Beyond Standards Ltd, President NIACE, Board member QCA
- Jo Cleary, ADASS, Director of Adult Services, Lambeth
- Peter Beresford OBE, Chair, Shaping our Lives
- Martin Green, Chief Executive, English Community Care Association
- Sheila Scott OBE, Chief Executive, National Care Association
- Andrew Cozens CBE, Strategic Advisor for children, adults and health services, IdEA
- Jerry Garrett, Development Manager, NVQUK
- James Clegg, Head of People Development, BUPA Care Services
- Des Kelly OBE, Executive Director, National Care Forum
- Ian McLintock, Director of Commercial Development, Methodist Schools
- Michael Preston-Shoot, Immediate past Chair, Joint University Council’s Social Work Education Committee
- Two service users who are personal employers, to be appointed
- Observers from the Learning and Skills Council, Department of Health, Skills for Care and Social Care Institute for Excellence

Each of our programmes of work is overseen by a Programme Advisory Group, and each of these Programme Advisory Groups reflects key stakeholders right across the adult social care sector.

Learning and growing

All our development work will be co-produced and co-created with partner organisations to meet the needs of employers. We will make sure that every piece of work we do includes meaningful consultation with the people who are intended to benefit from the end product. These processes will enable us to learn as we develop, and to understand the real needs and pressures of employers large and small in the social care sector. As we develop and learn, new ideas will emerge from our work for us to take forward through further collaborations, co-productions and co-creations.

We will commission evaluations of our key programmes of work, to ensure that we are making a real difference, that our work is based on the best possible evidence, and that we are learning from what we do well and less well. In this way, we will model excellence as a small to medium employer in the sector.





Contact us

National Skills Academy for Social Care
2nd Floor
Goldings House
2 Hay's Lane
London SE1 2HB

Email: contactus@nsasocialcare.co.uk
Telephone: 0207 397 5629
Fax: 0207 397 5621
www.nsasocialcare.co.uk

Charity number: 1131969
Company registration: 6996828

This prospectus will be available
in easi-read format and will be
downloadable from our website