



Unlock Success:

9 Powerful Workforce
Planning Strategies for
Outstanding Results!

Sharon Davies OBE

CEO

Hertfordshire Care Providers Association



Housekeeping



Please keep your mobiles on silent during the presentations



Exits



No planned fire drills



Comfort Break

Today's Event



Herts Workforce Strategy



**9 Key Strategies to guide
you through**



**Checklist - getting it right in
your organisation**



Agenda



10:00 – Welcome and housekeeping

Herts Workforce Strategy: Focus of Workforce Planning

Meeting and exceeding Quality Standards

Equipping staff with the knowledge to deliver outcome-focused care

Brunch

Professional recognition for your staff

Safer Recruitment and Value-Based approaches for long term success

Retaining and Supporting Staff

Professional Development: Utilising Care Pathways and Qualifications to develop your team

Break

Embedding a positive workplace culture

Harnessing the power of partnerships to enhance care

Adapting Your workforce for future needs

HCC updates

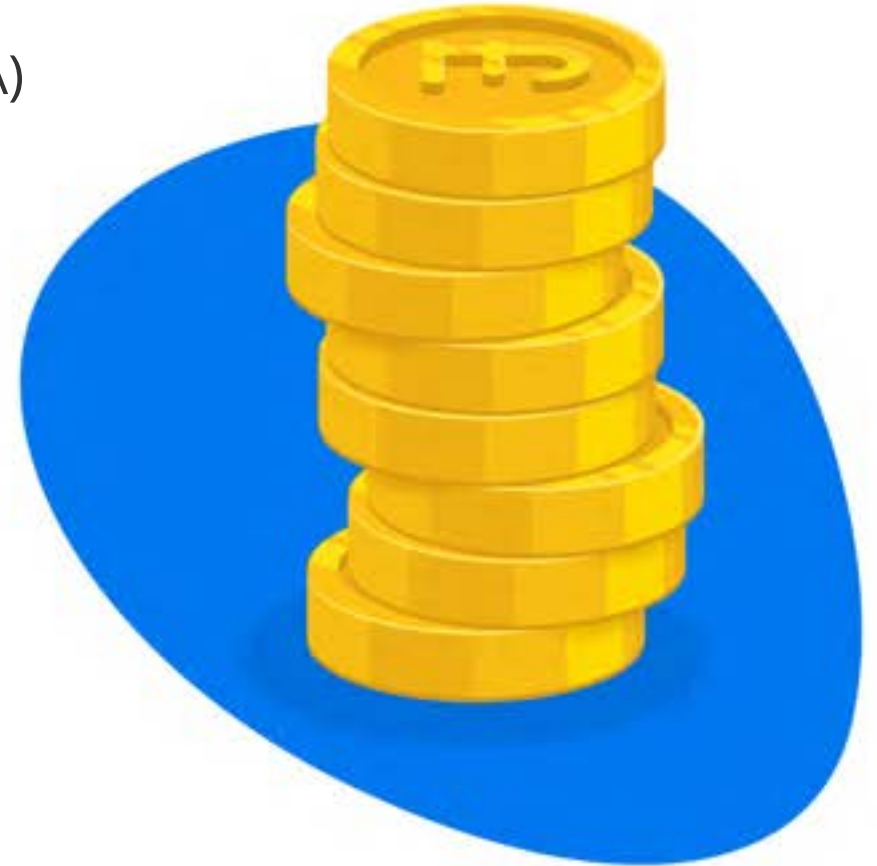


Event closes

Funding

The **Learning & Development Support Scheme (LDSS)** administered by NHS Business Services Authority (NHSBSA)

- allows care providers to claim back funding for eligible courses and qualifications (up to cap)
- digital online claims service
- includes select Leadership programmes
- claim 100% of cost upon completion
- includes select qualification including the Level 2 Adult Social Care Certificate qualification - **HCPA cost £1,000+VAT**
- claim 60% of cost upon starting qualification, and remaining upon certification
- Look for the QACL logo



Quality
Assured
Care Learning



Government Recommended

© Crown Copyright

Funding

The **Learning & Development Support Scheme**

- Providers must complete or have completed the Adult Social Care Workforce Data Set (ASC-WDS).
- Providers need to complete the LDSS onboarding process.
- Once set-up, providers can submit claims for their employees development.
- Providers must provide required evidence, including proof of payment, to make a claim.
- Staff **do not need** to be British citizens to qualify for the scheme.
- Staff must be legally employed in England by the provider and have a UK NINO



LDSS – Learn more from Skills for Care

**■ Making the most of funding for training in
2025–26: the Adult Social Care Learning and
Development Support Scheme
Tuesday 14 May 2025 | 10:00 – 11:30 | Online**

■ [Book your place.](#)

Hertfordshire Named Centre of Excellence for Training in Music and Dementia



Coming Soon!...

HCPA is one of the lead delivery partners.

The project will focus on Care Home in year one and then expand to community services in year two.

Michelle Airey

Head of Education, Quality & Integration

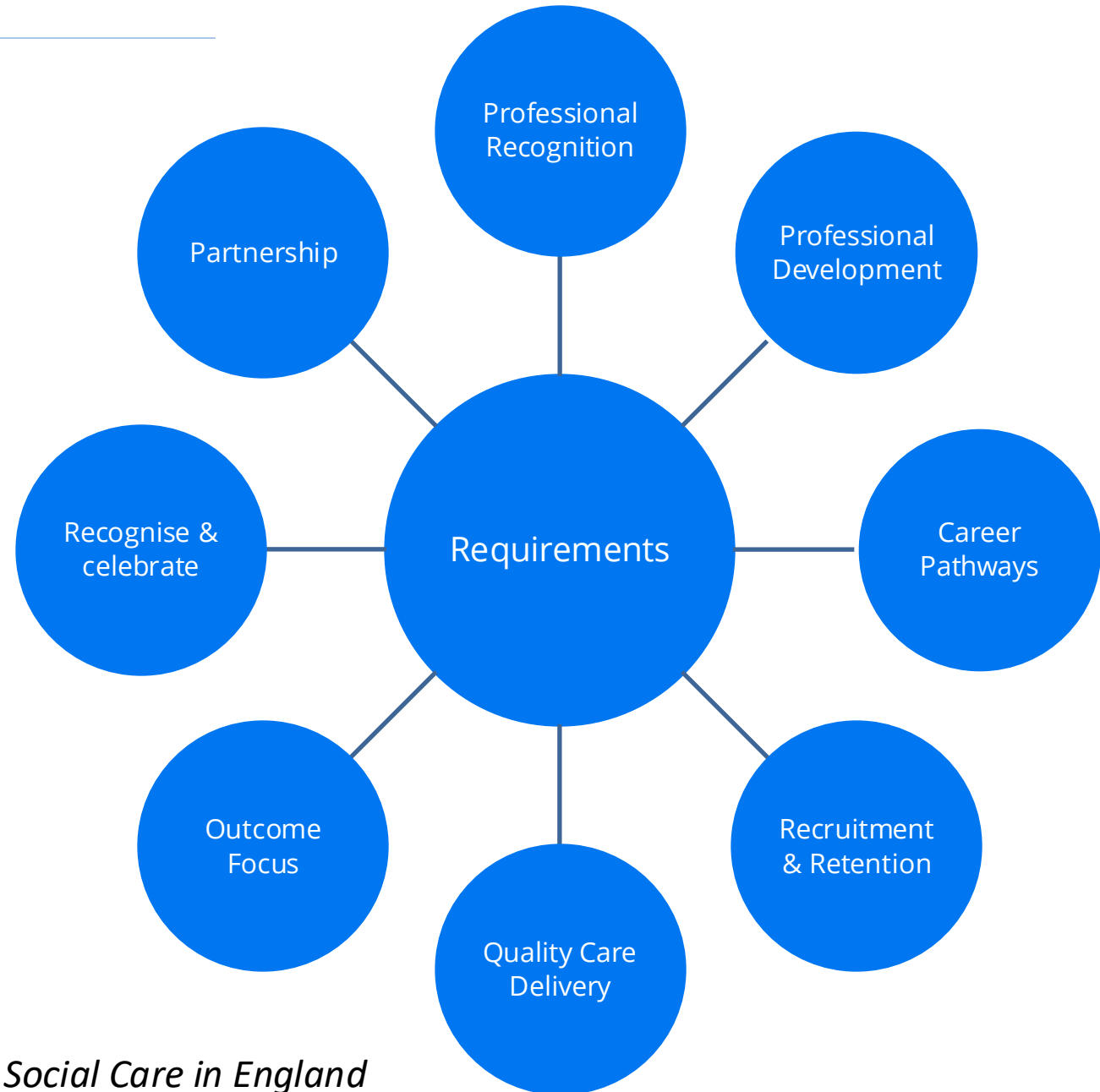
Hertfordshire Private, Voluntary & Independent (PVI) Social Care Provider Workforce Strategy

2024-2027

Developed by Hertfordshire County Council Adult Care Services and Hertfordshire Care Providers Association in collaboration with system partners and Hertfordshire care providers

Our Vision

Our vision is to have a growing workforce offer to support and retain our increasing workforce needs to ensure the sector is recognised as professional and equal to health to deliver best quality of care and achieve the outcomes that matter most to the people being supported



Directly links to the Workforce Strategy for Adult Social Care in England

Hertfordshire context

Hertfordshire aims to build a skilled and confident adult social care workforce to deliver high-quality services, ensuring healthy and fulfilling lives for residents.

Key strategies include workforce flexibility, holistic health and care planning, delegation activities and utilising Personal Assistants, embedding the Connected Lives approach, and creating a Care Workforce Pathway.

Vision for the Workforce (3 Years):

- A well-trained, adaptable, and resilient workforce.
- Staff equipped to handle diverse and evolving care needs.
- Greater integration of Personal Assistants and delegated roles.
- Strong commitment to the Connected Lives framework.
- Clear and supported career pathways for all care workers.

The Challenge

Providing high-quality social care is increasingly complex due to:

- **Attraction and Recruitment Pressures:** Difficulty in drawing in and retaining skilled workers.
- **COVID Recovery/Political Change:** Ongoing impacts and uncertainties.
- **Increasing Care Costs:** Rising financial pressures.
- **Growth in Social Care Demand:** Demography and expanding community needs.
- **Social Care Reform:** Including CQC inspections.
- **Expansion of Prevention and Enablement Services:** Growing focus on proactive care closer to home.
- **International Recruitment:** Addressing workforce shortages.
- **Digital Skills:** Need for enhanced use and proficiency of technology.

The Hertfordshire Workforce



Filled posts by selected services



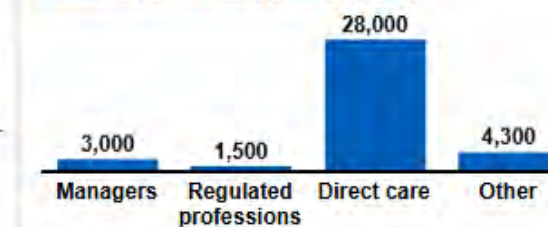
CQC-regulated establishments



Filled posts by sector



Filled posts by job group



RECRUITMENT

Our Aim

Support Hertfordshire social care providers to meet the growing workforce needs including value-based approaches, building a compassionate and competent workforce that delivers quality care.

Commitments

- Offer a Comprehensive recruitment service including education for on safer recruitment, screening, and maintaining competitive pay rates.
- Deliver Hertfordshire Good Care Recruitment Campaign
- Assisting providers with overseas recruitment via resources and cultural education, including redeployment
- Offer high-quality onboarding, induction, and specific training (e.g., First Aid, Moving and Assisting).
- Maintain good uptake of Care Induction across providers including transition to new Level 2 Adult Social Care Certificate
- Enhancing care sector appeal with benefits and rewards via the Care Professional Academy
- Elevating the status of care as a profession, linked to the DHSC Care Workforce Pathway.

Recommendations

- Promote Careers through targeted advertising
- College, school and university engagement
- English language training, focusing on international recruits
- Large recruitment fayres
- Driving lessons for domestic and IRs
- Offer ongoing assistance for IRs including visa management
- Encourage providers to expand roles linked to national career pathways to attract new staff such as Nursing Associates
- Provide incentives for nurses to enter social care, targeting both new recruits, non-clinical care workers and IRs
- Identify and develop services catering to local community needs, such as language and culture.

Outcome

Reduction in vacancies to 6% by 26/27 promoting care work as a rewarding career option and increasing the uptake of new qualifications such as the Level 2 Adult Social Care Certificate by 10%

RETENTION (Retain)

Our Aim

Support social care providers in investing in workforce retention to ensure continuity of high-quality care, foster a positive workplace culture, enhance staff wellbeing, achieve time and cost savings, and secure positive CQC ratings.

Commitments

- Offer a centralised **Care Professional Academy** centralising the voice of the workforce. Academy will include training management and personal passports, **access to wellbeing support**, staff recognition and benefit opportunities.
- Supporting a positive culture and good working practices through **business coaching and governance tools**
- Offer **STAN+ and Impartial Feedback Service** to capture staff needs and set development actions.
- Celebrating the achievements of care staff and the system through the **Care Awards**
- Offer broad selection of education aligned with **quality standards and career pathways**

Recommendation

- Secure national funding for the Level 2 -4 **qualifications**
- Enhance **new skills** in career conversations, culture, competency frameworks, frailty and dementia
- Address high turnover by improving wages, management positions, standardised terms and conditions and career progression
- Expand **IAG** to help care staff access cost-of-living support
- Create **joint CPD** for nurses with NHS trusts and expand nursing specialisms to meet changing resident needs
- Partner with providers to increase self-funder placements and offer larger hour contracts to main staff

Outcome

Improved workplace environments with mental health support, resilience training for managers, and a focus on staff wellbeing. Expansion of the Care Professional Academy as a tool for professional development and recognition. Reduce Turnover to 24% by 26/27

WELL-LED

Our Aim

Leaders to proactively support staff and work with partners to deliver care that is safe, integrated, person-centred and sustainable. Ensure providers have effective governance and management systems and use information on risks, performance and outcomes to improve care.

Commitment

- Offer education including cultural transformation, succession planning strategies to nurture future leaders, TEAMology, Level 4 & 5 care qualifications for professional advancement and governance
- Hosting Manager Forums to discuss challenges and share solutions.
- Organising networking events to build connections within the care sector.
- Tailored Business development including business coaching for sustainable growth, business continuity planning and culture surveys to assess and improve workplace environments.
- Access to a comprehensive Resource Library and provider support hub

Recommendations

- Secure further funding for leadership CPD and qualification to meet local demand
- Develop a values framework aligned with national career pathways for managers to implement in services
- Establish a network for new and emerging leaders and boost manager participation in manager forums
- Enhance business skills for managers, including understanding market growth potential with self-funders
- Ensure diversity is considered in leadership role development
- Deliver quality care in a local area by understanding their community, professional teams, and available resources
- Address challenges in retaining and finding managers for supported living services

Outcome

Enhanced leadership and management training to strengthen governance, support positive organisational cultures, and improve compliance with regulatory standards.

GROWTH

Our Aim

Our aim is to evolve and enhance our workforce to meet the evolving demands of the social care sector and the individuals we serve, incorporating new skills and roles as needed. This involves bolstering leadership capabilities and market resilience through various means

Commitments

- Use the Care Professional Academy to develop **career Pathways**, local banding and a Scholars Programme aligned to NICE guidance
- Support market shaping by **monitoring sector trends** and assist providers with workforce planning
- Support **digitisation** through national funding and digital skills
- Offer **enhanced** education through topic specific champion programmes
- Promote EDI in leadership training and forums, linking with ICS on EDI initiatives
- Support organisations to develop new ways of working focused on the future needs of residents including pilots in **delegated responsibilities and new technology**

Recommendations

- Develop pathways for delegated responsibilities supported by NHS
- Increase NHS awareness of care sector **roles and responsibilities**
- Expand pilots of **new technology-assisted care and build digital roles.**
- Address the gap in supported living for individuals with autism, mental health issues, brain injuries, and behavioural support.
- Expand **Enhanced Skills** link to DHSC Care Workforce Pathways including mental health, nursing, digital skills, frailty, enablement and dementia care.
- **Improve facilities** and skills to accommodate plus-sized residents
- Develop a consistent pay banding model for social care, similar to the NHS.

Outcome

Implementation of digital care solutions to 87% of providers, expanded training for dementia and end-of-life care, and tailored workforce solutions to new ways of working such as delegated health care activities.

Linking the strategy to your
workforce planning:

Using 9 Key Strategies

Utilise our Workforce Planning
Checklist to help build your
workforce plan



Topic 1

Powerful workforce planning strategy

Meeting and Exceeding Quality Standards



René Rogers

Care Business Consultancy Manager
Business Development Department

A Holistic Approach to Exceeding Quality Standards

1. ANALYSE Your Business Plan

- Review what your organisation looks like now against your original plans and timeline
- Plan should contain a strategic workforce plan – what is it?
- Important to analyse your workforce current / how it might change
- Identify gaps/ overdue actions



2. PLAN To Advance

- Update your SIP with the identified key actions needed to get you to where you want to be, future proof your workforce plans.
- Consider the resources you have and will need to accomplish this.
- Engage the team that will drive the progress of the actions forward.



3. DO: Implement

- Review your organisational chart/Roles and Responsibilities, are you utilising your resources effectively?
- Is there clear ownership, have mutual expectations been established?
- Complete STAN+ to audit staff skills and needs
- Workforce Competency Scanning Tool- Do you have the relevant competence to meet the needs of the role and care required.



Create An Environment to Achieve Success

- Commitment, support, participation and collaboration at all levels of the workforce - leadership, people supported and stakeholders.
- Effective Communication.
- Strong effective leadership at all levels with a focus on continuous improvement, good quality outcomes.
- Shared responsibility and accountability for performance/achievement of goals.
- Positive appreciation for the contribution each party makes.



4. Review and Evaluate Governance and Quality Assurance

- Why is it so important?
- Ensure robust Systems and Processes are in place
- Have the right compliance & quality monitoring with safe staffing regulatory requirements in place
- The right auditing and analysis tools in place – do they feed into QA meetings?

5. Develop

- Repeat the planning and follow the process annually.

Analyse

Plan

Do

Review

Develop

Services We Offer



Business Development Business Coaching

- Executive Coaching
- Grow Your Business



Business Development Inspection & Monitoring Support

- Pre-Inspection**
 - CQC Single Assessment Evidence Categories Tool
- Post-Inspection**
 - Action Planning Support / (SIP)
 - Governance & Quality Assurance



Business Development Business Continuity Planning

- ACE
- Business Continuity Planning 1:1 or video plus toolkit



Business Development Impartial Feedback Service

- Stakeholder Feedback on service



Business Development Culture

- 6 C's Culture Check
- Swell
- Cultural Values in Care Survey

Contact Us!

 HCPA Business Development Team

 businessdevelopment@hcpa.co.uk

 01707 536020

HCPA Provider Support request





Bryony Morris

Head of Provider Monitoring and Assurance

Adult Care Services



Hertfordshire Overview

Provider Assessment and
Market Management Solution

Provider Monitoring and Assurance Team

Our approach to quality monitoring ensures:

- contracted providers deliver high quality care and support services in Hertfordshire
- services give people choice and control
- people are confident the care and support they receive will be of high quality and that they will be safe and treated with dignity and respect
- the approach to monitoring and assurance is consistent across all service types
- the provider market is clear of our expectations toward quality and safety
- HCC fulfils Care Act duties to *facilitate a diverse, sustainable high-quality market for their whole local population*
- PAMMS audit/assessment is aligned to the standards in the East of England Contract

PMAT 25-26 Strategic Priorities

1. Effectively monitor commissioned services across ACS
2. The individuals' voice is at the heart of everything we do
3. Promote and Monitor Connected Lives
4. Build Equality, Equity, Diversity and Inclusion into the monitoring programme
5. Support continuous improvement throughout the commissioned market

PAMMs Structure

- PAMMS is an online assessment tool used in monitoring visits by ACS Monitoring officers
- Provides assurances that the terms of the contract are being met and to provide an assessment of the quality of care delivered by commissioned providers of adult social care services.
- Five domains / outcomes
- 16 standards in PAMMs to assess the outcomes
- All questions in PAMMs are directly referenced in your contract

Involvement and Information		Personalised care and support		Safeguarding and Safety		Suitability of Staffing		Quality of Management	
1	Respecting & Involving Service Users	3	Care & Welfare of Service Users	6	Safeguarding People who use the Service from Abuse	11	Requirements Relating to Staff	14	Assessing & Monitoring the Quality of Service provision
2	Consent	4	Meeting Nutritional Needs	7	Cleanliness & Infection Control	12	Suitability of Staffing	15	Complaints
		5	Co-operating with other Providers	8	Management of Medicines	13	Supporting Staff	16	Records
				9	Safety & Suitability of Premises				
				10	Safety, Availability & Suitability of Equipment				

PAMMs

Standard 8

- Triangulates documents, observations, feedback and records.
- Example of how Standard 8 is scored to demonstrate this:

No	Question	Evidence
A1 6	Care & support plans document that service users have been involved in all decisions regarding their medications (where they have capacity to do so). If medication is administered covertly this is evidenced by an assessment of capacity and best interest decision making and signed agreements from the GP and pharmacy provider and resident or relative with POA.	<ul style="list-style-type: none"> - Care plan demonstrates involvement, record of person's preference - Risk assessment for self medication - Correct documentation for Covert - LPA for health and welfare
B1 6	Staff are observed to handle medicines safely, securely and appropriately.	<ul style="list-style-type: none"> - Medications stored securely - Staff practice in administration
B1 7	Service users confirm that they are involved in decisions regarding their medication.	<ul style="list-style-type: none"> - Residents confirm involvement - LPA evidence of involvement
C7	Staff where responsible are able to explain the appropriate handling of medications, that they have undertaken the required training and competency skills in line with the mandatory training requirements and are aware and follow any local requirements under the contract.	<ul style="list-style-type: none"> - Staff confirmation around support including training and competency checks and their confidence in medication - Staff knowledge, e.g. prompt, administer, assist, covert, PRN protocols - Pharmacy knowledge

PAMMs assessment

- In Hertfordshire PAMMs assessments are completed by Monitoring Officers in the Provider Monitoring and Assurance Team.
- Your Monitoring officer (MO) will make contact to tell you the week they are planning to come. There may be the ability to negotiate dates if you are on leave, planned sick leave etc. The MO will include a PAMMs guide.
- You will be sent a pre PAMMs questionnaire or asked directly for any evidence in advance dependent on service type and will be expected to upload evidence, you will have a deadline for this information.
- The MO will want to talk to staff and People you support.
- The MO will go away and write the PAMMs Assessment.
- You will be notified when your assessment has been completed.
- You will then have 14 days to respond on the PAMMs portal.
- The MO will review your comments and then Publish the PAMMs, you will be notified, and you can go onto the portal and see your score.
- The score is produced by an algorithm which weights some areas higher than others.
- Once published the General Public can view a summary, this shows your overall score and the scores for each of the standards.

Action Plans

Suggest to use the SMART approach to action planning:

S is specific

M is measurable

A is achievable

R is recordable

T is timed in that improvements have a set time frame for delivery

PAMMs assessment is published and provider produces their Action Plan within 14 days (10 working days)

- All areas scoring RI or Poor to have an action agreed to address
- Contractual requirement with clear timescales
- Provider owns the action plan and Monitoring officer verifies complete.
- Once the Monitoring Officer has approved the Action Plan:
 - Providers can return to their Action Plan at any time to add information via the **Comments** icon
 - The comment will automatically populate against all areas the Action has been linked with
 - The provider can upload evidence via the **Attachment** icon – please be mindful of GDPR
 - When an action is complete the provider will tick '**completed by provider**'

Once approved the Monitoring Officer will mark the action as **Approved by Assessor**

Once all the Action Plan has been completed the provider will click **Submit Action Plan**. If the Monitoring Officer is satisfied with it, a note will appear on the PAMMs assessment explaining that Actions have been taken to address areas non-compliance which are now complete.

Actions must be evidenced before the Monitoring Officer is able to sign off as complete.

Planning

High Strategic

High-strategic either due to:

- Volume of activity
- Associated strategic risk / Hard to replace
- Speciality services and impact on wider system
- Impact on resources/workforce
- Finance

or as a combination of these factors.

Strategic Importance

Level 2 Quality Oversight

High strategic
High Assurance

Level 4 Quality Oversight

High Strategic
Low assurance

Level 1 Quality Oversight

Low Strategic
High assurances

Level 3 Quality Oversight

Low strategic
Low assurances

High Assurance

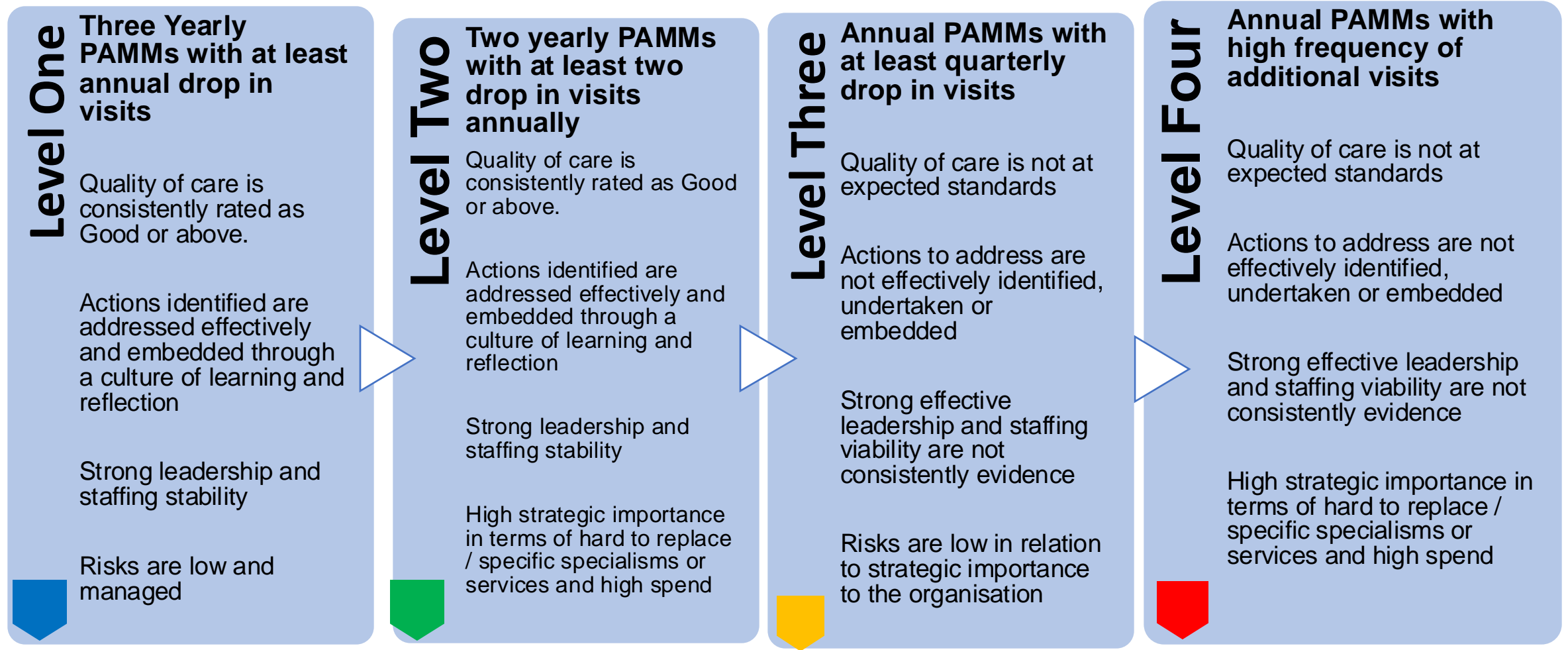
Level of Assurances

Low Assurance

Low Strategic

Assurance that Contractual obligations are being met and evidence of high quality safe, and effective care delivered. concerns and risks are addressed, and action plans / service improvement plans are having the desired effect.

Framework



Additional Visits

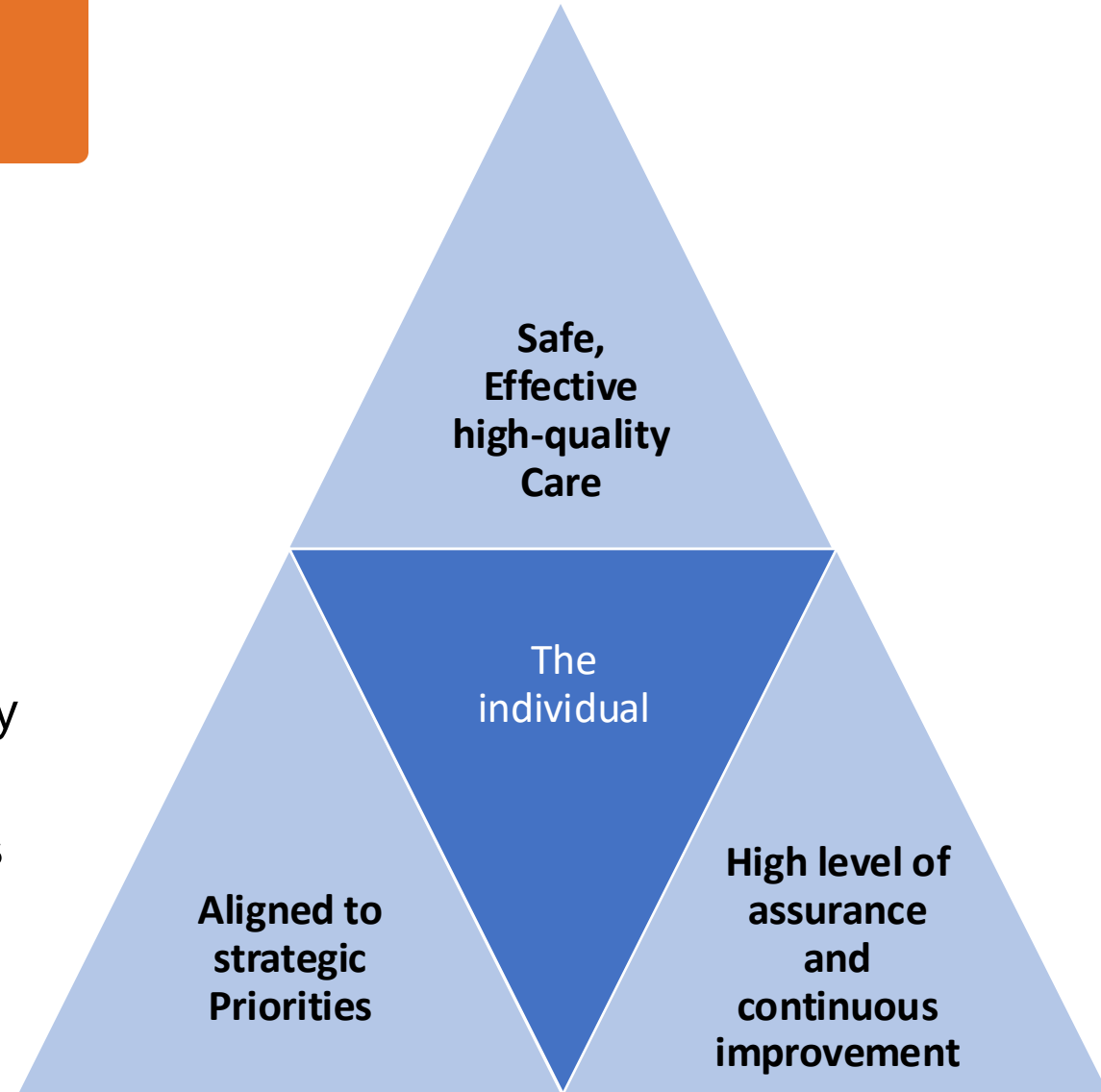
Additional visits will focus on the Providers Action Plan following a full PAMMs visit, however the programme will be supplemented with themed and focussed visits which will look at:

- a single domain in PAMMs identified as a trend of lower quality in comparison to others, such as Quality of Management.
- focus on areas that have been highlighted as being of concern for that specific service, e.g. late calls for a homecare Provider.
- focus on a specific theme or standard identified as critical to assure the council that services are safe and effective, such as effective Recruitment or Medications management.

Involvement and Information		Personalised care and support		Safeguarding and Safety		Suitability of Staffing		Quality of Management	
1	Respecting & Involving Service Users	3	Care & Welfare of Service Users	6	Safeguarding People who use the Service from Abuse	11	Requirements Relating to Staff	14	Assessing & Monitoring the Quality of Service provision
2	Consent	4	Meeting Nutritional Needs	7	Cleanliness & Infection Control	12	Suitability of Staffing	15	Complaints
		5	Co-operating with other Providers	8	Management of Medicines	13	Supporting Staff	16	Records
				9	Safety & Suitability of Premises				
				10	Safety, Availability & Suitability of Equipment				

Additional Visits

- The domain or standard chosen will be based on wider system learning and intelligence to help make preventative improvements and minimise the risk of service failure.
- The themed visits will be agreed at the beginning of the financial year between Commissioning, Operational Teams and the Provider Monitoring and Assurance Team
- The voice of individuals will continue to form a key assurance metric within the themed visits
- Connected Lives will continue to form a key focus of the visits and effectiveness of delivery will be part of the assurance metric



Jessica Bentley

Education Quality & Integration
Development Manager

Topic 2

Equipping staff with the knowledge to deliver outcome-focused care



All care must be centred around the individuals you care for

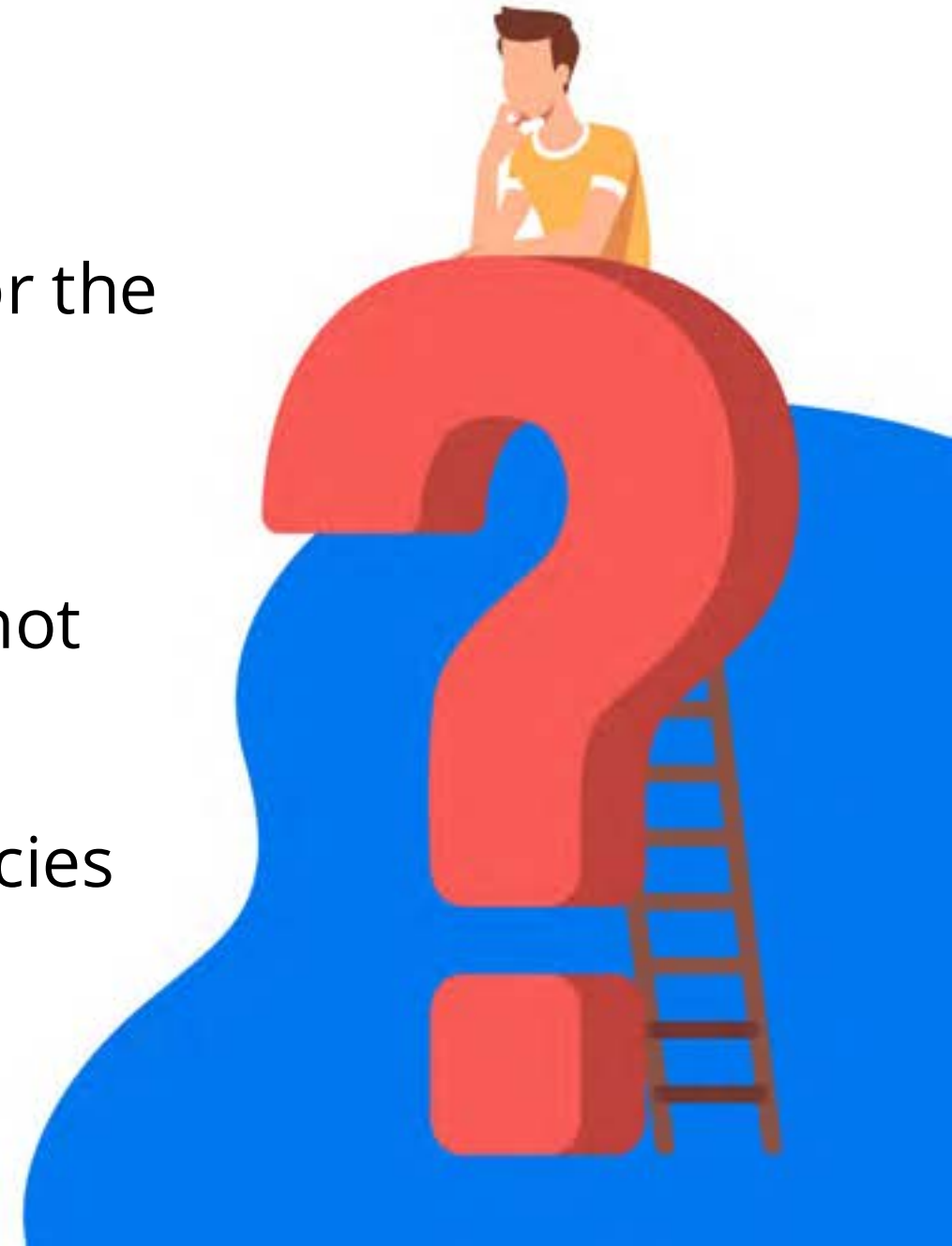
This means that your workforce should be built around their needs and outcomes

Providers need to be constantly adjusting the workforce as the clients change - either new or current



Why is this important?

- You cannot deliver the right outcomes for the people you support if your staff are not appropriately skilled
- You cannot support individuals you are not registered for
- You cannot deliver good care if your policies and procedures don't link in with local pathways



**Let me tell you a story
about John**



ACTIVITY - PEN Portraits

On your tables you will see a pen portrait.

- Review the information on the pen portrait
- Identify the potential impact of staff not knowing what to do
- The skills and knowledge required by staff supporting this person

Portrait 1

Skills and Knowledge requirements:

- **Neurological Conditions Training** to understand how to work with someone with a brain injury and manage their needs
- **Communication Training** to ensure that all staff know to communicate with the person specific to the persons communication passport
- **Basic Health Observations Training** to be able to spot signs of deterioration
- **Tracheostomy Training** to ensure the persons airway is managed well and kept clean
- **MCA/DoLS Training** to establish if they have capacity and need Best Interest decisions to be made
- **Posture and Positioning Training** – 24-hour postural management to help reposition, support good alignment, manage tone and prevent contractures and pressure sores
- **PEG Feed Training** to manage the persons food intake and ensure the site is kept clean
- **Mental Health Training** to understand depression
- **Bed Care Prevention Training**
- **Skin and Oral Health**
- **Meaningful Engagement**
- **Moving & Assisting Training**
- **Advocacy**
- **Person-centred care**
- **Medication Training**

Portrait 2

Skills and Knowledge requirements:

- **Basic Health Observations Training** to be able to take vital signs and notice when oxygen saturations have dropped
- **COPD Training** with oxygen therapy training to understand CO2 retention and hypoxic drive
- **Falls and Frailty**
- **Enabling and Mobility**
- **Equality, Diversity and Inclusion Training** as they identify as LGBTQIA+
- **Pressure Ulcer Prevention** due to extended time in chairs
- **Advocacy**
- **Medication Training**

Portrait 3

Skills and Knowledge requirements:

- **Autism Training**
- Oliver McGowan Tier 2
- **PBS Training** to support him with his sensory needs
- **Dysphagia training** to understand his swallowing difficulties and to support with meal planning
- **Mental Capacity Training** to understand if he can decide what food to eat and what support he needs
- **Basic Health Observations Training** to be able to take vital signs and notice when he might have a chest infection
- **Communication training**
- **Mental Health Training**
- **Advocacy**

Portrait 4

Skills and Knowledge requirements:

- **Communication Training** linked to Strength Based Approaches
- **Risk Positive Approaches**
- **Understanding Learning Disabilities** including Learning Disability Mortality Review Findings and the use of purple folders
- **Oliver McGowan Tier 2**
- **Nutrition and Weight Management Awareness**
- **Mental Capacity and DoLS Training**
- **Healthy Lifestyles**
- **Moving and Assisting**
- **Meaningful Engagement**
- **Falls and Frailty Prevention**
- **Advocacy Training**

What you need to show to achieve outstanding

- That robust initial assessments are carried out and packages are only accepted when the service can demonstrate that it can meet the needs of the person
- That care staff have the right training, champions, support, and competencies to ensure you meet the person's needs.
- There is good governance processes in place to ensure staff skills are maintained



Support Available

- HCPA Topic Study sessions previous and upcoming
- Prevention and Enablement Targeted Support
- Care and Support Planning Toolkit
- All Training and Resource Library
- Review of Governance and Care Planning

Remember!

- System Partners and Services
- Family and Carers



**Action Sheet - Linked to
Workforce Planning checklist**

HOWDEN

HCPA Conference 2025

Richard Lawson
Senior Account Executive, Howden

Agenda

01. About Howden
02. Our care markets
03. Staffing & Retention
04. Agency Staff, Are you Covered?
05. The insurance mindset
06. Next steps for care providers

Our group statistics

GWP

£35bn

Employees

15,000

Acknowledgement

Insurance Broker of
the Year 2022

Insurance Insider

Trading offices & branches

500

Countries

50

Howden One Network partners

45

Network territories

100+

Howden Health & Care

GWP

£250m

Specialist team

70+

Clients

40,000

Clients (Social Care)

1,500+

Retention rate (Social
Care)

90%+

Acknowledgement

Best insurance supplier

Social Care Premier Supplier
Awards 2024

Our Care Markets

01

DUAL



02

Allied World



03

Open Market



Staffing & Retention

- Staff shortages/Low Availability
 - How do you avoid high staff turnover?
 - Staff Training
 - Employee Benefits
 - What some insurers can offer?
 - Claims correlation with a low staffed Care business?
 - Your broker should be aware of your situation
-

Agency Staff, Are you Covered?

- Risk of high Agency usage?
 - Does your current insurer cover Agency staffing
 - Benefits of not using Agency staffing where possible
 - If using Agency staffing, can you use the same staff each time?
 - Claims correlation with Agency staffing?
 - Your broker should be aware of your situation
-

Claims correlation with a low staffed Care Business

- **Understaffing and Neglect:**

Staff shortages can lead to understaffing, potentially resulting in inadequate attention for residents/clients and increased risks of falls, dehydration, malnutrition, and bedsores.

- **Reduced Quality of Care:**

Staffing shortages can impact the quality of care, particularly in terms of social interaction and engagement with your residents/clients.

- **Potential for Abuse:**

Understaffing and staff burnout can increase the risk of abuse and neglect.

- **Poor CQC rating:**

Understaffing can lead to poor standards and therefore poor CQC rating which affects your business in so many ways, including insurance.

Insurance Mindset

Once a year

We are all guilty of looking at insurance the same way.

Once a year you've got to pay someone for something you hope never to claim on.

Investment, not cost

I would hope to change your mind set to insurance. I would urge you to look at Insurance as an Investment, not a cost.

To Partner with your Broker, work with them to flourish in your sector and provide the amazing Care you do every day with peace of mind.

Expert Advice

Can you put a price on Expert Advice?

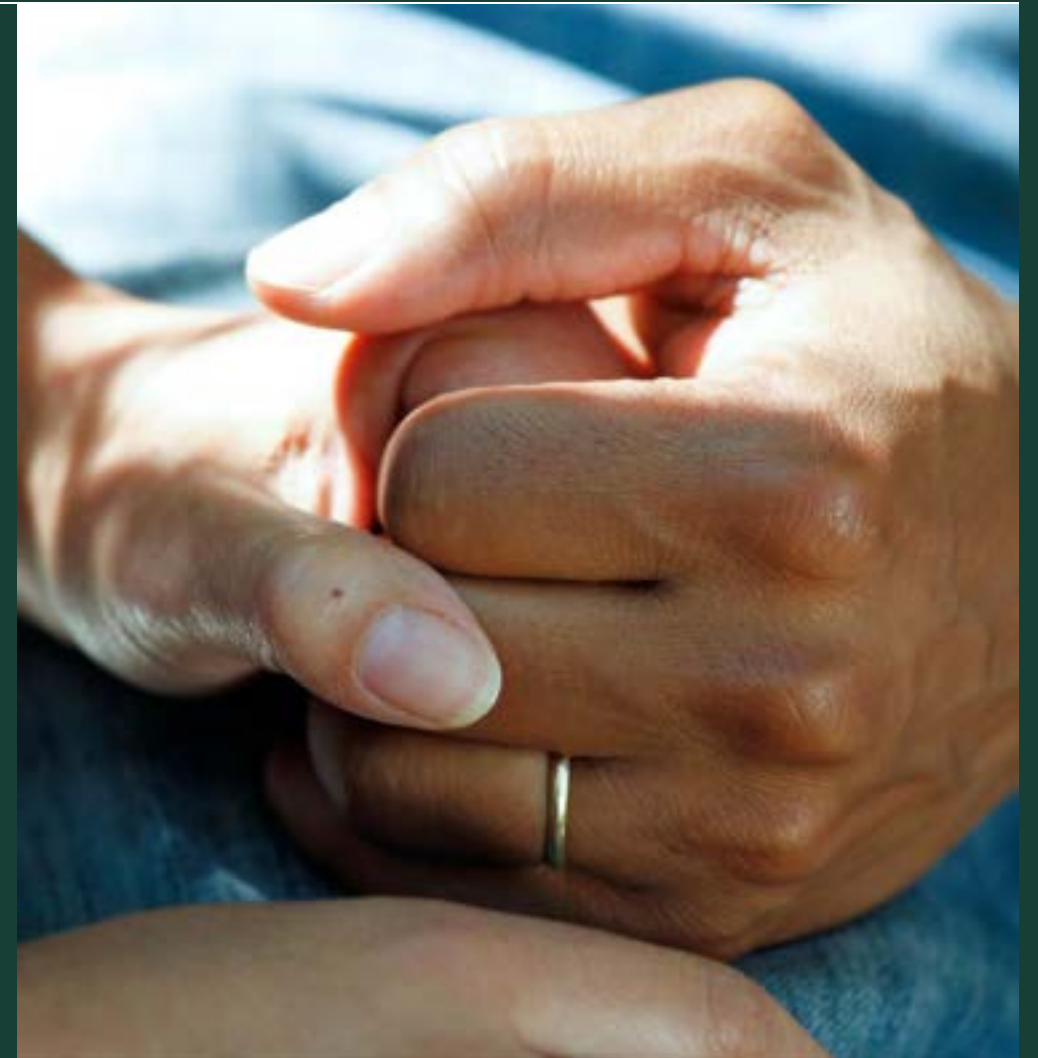
There are multiple cheap alternative to expert advice, but is it worth the risk?

Using a Care Insurance Expert lowers risk to you, and your business.

Care providers: Next steps

What can you do as care providers?

- Work with your partners, work with your associations
 - Engage with your broker. Discuss renewal, claims processes and risk management.
 - Talk to an expert, who can advise on the adequacy of your cover
 - Ensure your broker understands your business as if they were your partners
 - Up-to-date – Keep your broker in the loop at all times.
 - Ensure your broker keeps you informed of current and emerging risks, it works both ways.
-



HOWDEN

One Creechurch Place, London, EC3A 5AF

T +44 (0)20 7623 3806

F +44 (0)20 7623 3807

E care@howdengroup.com

[howdenbroking.com](https://www.howdenbroking.com)

Howden is a trading name of Howden Insurance Brokers Limited, part of the Howden Group Holdings. Howden Insurance Brokers Limited is authorised and regulated by the Financial Conduct Authority in respect of general insurance business. Registered in England and Wales under company registration number 725875. Registered Office: One Creechurch Place, London, EC3A 5AF. Calls may be monitored and recorded for quality assurance purposes.

Topic 3 - 5

Professional recognition for your staff and making the most of a free staff benefits system

.....

Safer Recruitment and Value-based approaches for long-term success

.....

Retaining and Supporting staff



Brunch



Wesley Strahan-Hughes

Director of Operations
HCPA



Professional Recognition

“Staff wellbeing and recognition are vital for delivering high-quality care. Adult social care providers struggle to offer wages aligned with inflation, impacting staff satisfaction and retention. In our national survey, 91% of adult social care respondents agreed that assessing workforce wellbeing is an important part of CQC’s assessment approach, indicating that providers see staff wellbeing as a real priority.”

Safer Recruitment and Values Based

“Recruitment and retention of staff remain significant challenges in the adult social care sector. Having enough good quality staff is vital for improvement in adult social care. Providers inform us that recruiting staff from overseas has enhanced the diversity and skills of their teams and helped resolve staffing issues.”

Retaining and Supporting Staff

“Staff wellbeing and satisfaction are affected by working conditions, including stress and anxiety. Over the last two years, care staff have generally been more than twice as likely to record ‘anxiety/stress/depression’ as the cause of their sickness absence than any other reason. Many adult social care services describe difficulties attracting new staff to roles to fill vacancies, citing low pay, high pressure, and staff burnout as key causes.”

Professional Recognition

“Staff wellbeing and recognition are vital for delivering high-quality care. Adult social care providers struggle to offer wages aligned with inflation, impacting staff satisfaction and retention. In our national survey, 91% of adult social care respondents agreed that assessing workforce wellbeing is an important part of CQC’s assessment approach, indicating that providers see staff wellbeing as a real priority.”

Professional Recognition



Discounts

Discounts



Communications



Wellbeing Centre

Your wellbeing matters



Healthcare Cash plan

Westfield Health

Support for YOU

Free & confidential counselling & advice

Free Mortgage Advice

Charles Cameron

Total Savings
£489.26

Approved cashback
£194.74

Pending cashback
£10.10

The essentials

Discounts home
Offers, exclusives and new retailers

2025 Travel Planning
Find the best travel deal

HelloFresh
Make delicious, fresh dinners from scratch easy this spring

Your Tech Hub: Currys
Save more on electronics

Gift Hub
Send a discounted personalised eGift Card to your family and friends

Greener Savings
Make every day Earth day with our special deals

Top Offers
This week's exclusive promotions

Instant Reloadable Vouchers
Top-up the same Voucher and save instantly

Savings Calculator
Calculate your savings on the things you buy every day!

Instant Vouchers
Instant savings on any device, 24/7

Cashback
Earn money when you shop online

Discounts by category

Automotive (41)

Children & Toys (32)

Electronics & Computing (95)

Fashion (141)

Green Shop (45)

Health & Beauty (99)

Insurance & Financial Services (77)

Luxury (35)

Office Equipment (14)

SmartFit™ (11)

Travel (153)

Wellbeing (33)

Books & Entertainment (18)

Dining (66)

Entertainment & Days Out (83)

Flowers & Gifts (46)

Groceries & Food (37)

Home & Garden (105)

Jewellery & Watches (30)

Mobile Phones (31)

Pets (21)

Sports & Leisure (48)

Utilities (22)

Trending Now

Flowers Earn 10%

RBC Earn £165.50

Dunelm Save 5%

PC Earn £60

GO COMPARE Earn £35

Featured offers



With a tiered reward system, you can **motivate your staff to learn** and upload their certificates to the Portal. This will result in them moving up through the 5 tiers to access more rewards and discounts!

Tier 1: Care Professional Rewards

Discounts and cashback from over 800 supermarkets, fashion, home & leisure retailers. As well as:

- Healthcare cash plan
- Support for YOU service (Employee Assistance Programme)
- Wellbeing Centre
- Mortgage Support Service

Tier 2: The Academy Care Professional Travel Club

Transport discounts on parking, bus travel, rentals, vehicle servicing and leasing.

Tier 3: Student Zone

Student discounts plus the opportunity to purchase student discount card with over 200+ UK discounts and 42,000 worldwide discounts available.

Tier 4: The Academy Competition Zone & Preferential Rates for Care Professionals

Participate in exclusive competitions also receive preferential rates on essential workwear, equipment & items plus savings on day experiences.

Tier 5: Special Luxury Deals & Offers

Spa days, spa breaks, treatments, hotel stays and online lifestyle retailers.

- › Retain & incentivise your staff to learn by providing them with exclusive rewards & discounts.
- › Access to an Employee Assistance Programme (EAP), Wellbeing Centre, Healthcare Cashplan and Mortgage Support Service as well as discounts & savings at over 800+ retailers that support everyday living.
- › Your employees' certificates and expiry dates all in one place.
- › Receive notifications of expiring certificates.
- › Management of your staff learning & development via a Training Matrix & report.
- › Training passports can be used as a resource for governance monitoring & inspections.
- › Develop your recruitment & retention strategies.
- › Be a great employer, supporting your staffs emotional & financial wellbeing.

Save at over 800 retailers!



MATRIX

[Back to Site](#)
[Classification](#)
[Download](#)

	Assisting and Moving People	Basic Life Support and First Aid	Communication	Dignity	Equality and Diversity	Fire Safety	Food Hygiene	Health and Safety Awareness	Infection Prevention and Control	Medication Management	Mental Capacity and Liberty Safeguards	Moving and Handling Objects	Nutrition and Hydration	Oral Health	Other	Person-Centred Care	Positive Behaviour Support and Non-Restrictive Practice	Recording and Reporting	Safeguarding Adults	Safeguarding Children
Amanda Handscomb (Project Lead- Impartial Feedback & Skills Audit Service Focus)	0	1	0	0	3	1	0	3	0	0	1	1	0	0	28	0	0	1	4	0
Andrew Bezwick (Business Support Team Manager)	0	1	0	0	1	1	0	<div style="background-color: #e67e22; color: white; padding: 5px;"> Valid Certificates: X • Risk Assessment (expires on 16/11/2025) • Health and Safety Awareness (expires on 16/01/2026) • Health & Safety Responsibilities (expires on 12/12/2025) Click X to close </div>	0	0	0	1	0	0	12	0	0	0	2	0
Andy Bezwick Provider Portal Administrator (Test Admin)	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0	0	0
Ashleigh Mitchinson (Project Lead)	0	1	0	0	2	1	0		0	1	0	0	1	0	0	14	0	0	1	1
Attila Topolics (Academy Engagement Lead / Recruitment Officer)	1	1	0	0	2	1	1	5	1	0	1	2	0	0	15	0	1	2	2	0
Belinda Gouws (Impartial Assessor)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Carla Kedzierski (Care Tutor)	1	2	0	0	3	0	0	2	1	0	0	2	0	0	16	0	0	0	1	0
Charlie Strack (Care Tutor)	2	1	1	0	2	1	0	3	0	1	2	2	0	0	23	0	0	1	1	0
Chris Leversha (Marketing and Design Specialist)	0	1	0	0	2	0	0	2	0	0	0	0	0	0	4	0	0	1	0	0
Davyd Strahan-Hughes (Practice Education Team Manager)	0	1	0	0	2	1	0	4	0	0	1	1	0	0	12	0	0	0	2	0
Deb Parker (DSPT Area Lead)	0	1	0	0	1	0	0	3	0	0	0	0	0	0	2	0	0	0	0	0
Emily Hardy (Academy Campaign Lead)	0	1	0	0	1	1	0	2	0	0	0	1	0	0	1	0	0	0	1	0
Frankie Bundoek (Academy Support Specialist)	0	1	1	0	2	1	1	2	0	0	0	1	0	0	6	0	0	1	1	0



Wesley Strahan-
Hughes
Tier 4



MY CERTIFICATES

NAME	TYPE	ACHIEVED	EXPIRES
FAA LEVEL 2 AWARD IN BASIC LIFE SUPPORT AND SAFE USE OF AN AUTOMATED EXTERNAL DEFIBRILLATOR (QCF)	Academic Studies/National Qualifications + Full Level 2 (5 GCSE or O Levels grades A*-C) + Level 2 certificate	29/08/2017	N/A
NCFE LEVEL 3 CERTIFICATE IN ASSESSING VOCATIONAL ACHIEVEMENT	Academic Studies/National Qualifications + Full Level 3 (2 A/AS Levels or National Diplomas) + Level 3 award	23/07/2012	N/A
Mental Health in the Workplace for Managers	Academic Studies/National Qualifications + Full Level 3 (2 A/AS Levels or National Diplomas) + Level 3 award	14/12/2022	N/A
Level 6 Certificate in Human Resource Management	Academic Studies/National Qualifications + Level 6 (Bachelor's Degree) + Level 6 certificate	25/06/2024	N/A
BA (Hons)	Academic Studies/National Qualifications + Level 6 (Bachelor's Degree) + Degree with honours	22/11/2000	N/A
Safeguarding Adults elearning SC	CPD/Training Courses + E-learning + 1-4 hours	04/04/2016	N/A
Equality, Diversity & Inclusion Awareness	CPD/Training Courses + E-learning + 1-4 hours	16/03/2023	16/03/2026
Health & Safety Responsibilities	CPD/Training Courses + E-learning + 1-4 hours	16/03/2023	16/03/2026
Health and Safety Awareness	CPD/Training Courses + E-learning + 1-4 hours	16/03/2023	16/03/2026
Lone Working	CPD/Training Courses + E-learning + 1-4 hours	16/03/2023	16/03/2026
ACAS Equality, Diversity and Inclusion 2023	CPD/Training Courses + E-learning + 1-4 hours	20/03/2023	20/03/2026
First Aid Awareness	CPD/Training Courses + E-learning + 1-4 hours	20/03/2023	20/03/2026
Manual Handling Awareness	CPD/Training Courses + E-learning + 1-4 hours	20/03/2023	20/03/2024



Advertisement



CARE PROVIDERS JOIN FORCES ACROSS HERTFORDSHIRE TO PROMOTE CAREERS IN CARE FOR **GOOD CARE MONTH**...

Now in the national awareness calendar following Hertfordshire's successful lead, Good Care Month has become a twice-yearly campaign to promote what a rewarding career in Care can look like. In a bid to recruit more people into roles, the campaign highlights wonderful stories of real care in real time, speaking directly to front line staff who are delivering exceptional care to their clients.

Providers from across Hertfordshire got involved last month by sending in images, videos and stories which were highlighted through the Herts Good Care campaign.

Sara Weir who heads up the team at Herts Good Care said "We see first-hand on a daily basis the struggles care providers are having to fill their care vacancies, our Good Care campaign which runs in January and July is an opportunity for us and care providers to shout about the incredible career opportunities there are available within the

Adult Social Care sector.

By showcasing the variety of roles and the progression available we hope to encourage individuals to consider the care sector and to highlight that choosing a career in care can not only be a fulfilling career choice but can also really make a difference to another person's life"

If you are interested in finding out more about a career in care, the friendly team at Herts Good Care would love to hear from you. Call 01707 536020 or visit www.hertsgoodcare.com

Herts Good Care is a free recruitment service and campaign within Hertfordshire Care Providers Association (HCPA). HCPA are a not-for-profit organisation and help adult care providers in Hertfordshire raise their standards of quality by offering fully-funded training, network events and study days, low-cost or fully-funded business services, advice and tailored support. They manage funding for adult social care training courses and qualifications for care providers on behalf of the government, the local authority, the NHS, and other agencies.

HCPA work closely with partners at Hertfordshire County Council, the Care Quality Commission, the NHS, Skills for Care and other public bodies to help make positive changes in the Hertfordshire adult social care sector.

GOODCARE
Hertfordshire



Safer Recruitment and Values Based





“Recruitment and retention of staff remain significant challenges in the adult social care sector. Having enough good quality staff is vital for improvement in adult social care. Providers inform us that recruiting staff from overseas has enhanced the diversity and skills of their teams and helped resolve staffing issues.”

Values Based Recruitment in Care

WHAT IS VALUES BASED RECRUITMENT (VBR)?

A recruitment approach that focuses on aligning candidates' values with the core values of care – compassion, dignity, respect, and person-centred service.

WHY VBR WORKS

-  Improves retention & morale
-  Enhances team culture
-  Ensures better care outcomes
-  Reduces long-term recruitment costs



Retention Rate

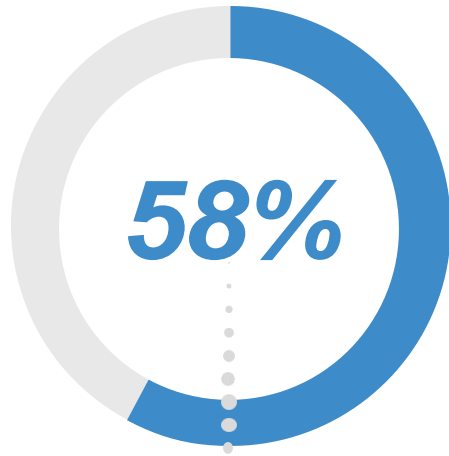


VBR

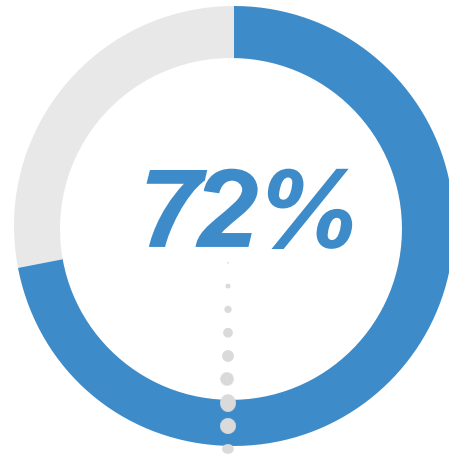
ROBUST RECRUITMENT = STRONGER FUTURE

Value Based Techniques

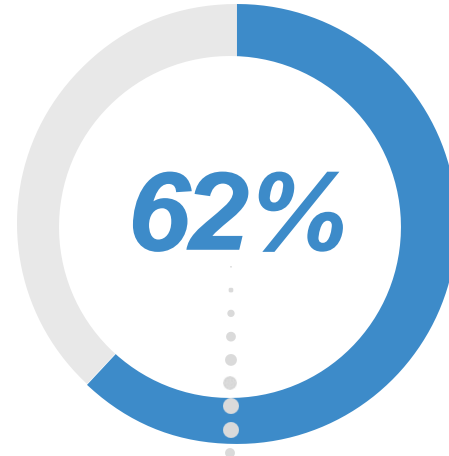
“An interview which seeks to understand candidates’ values and attitudes and how they apply them in work/volunteering situations in order to assess whether they align with the values and expectations of the organisation.”



Agreed that staff recruited for values were better at developing the skills needed for their role



Agreed that staff recruited for values perform better than those recruited using traditional methods



Agreed that staff recruited for values have lower rates of sickness and absence

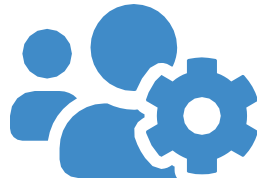


Estimated return for every £1 invested in a values based approach to recruitment

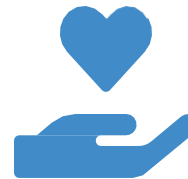
Employers report that values based recruitment:



Can result in a happier workforce



Offers a much more robust recruitment process



Can lead to a better quality of care



Can strengthen the development in the work place

**WE CARE.
CAN YOU?**

GOODCARE



"As a mum of a toddler, I have a great balance between work and family life. Care work offers flexibility as well as opportunity."

- Jess, Care Worker

Look after your children, get paid and make a difference to others... Sounds impossible right? Wrong! Why not be a paid care worker and achieve all three? Who said Supermum doesn't exist?

Careers in care - more options than you think
Find out what opportunities are waiting for you by visiting www.hertsgoodcare.com

#WECARE



Why work in care?

- If you're looking for a great job to fit around your kids, why not be a paid care worker and make a real difference to somebody's life?
- Hertfordshire is working to make sure paid care workers get a fair deal by ensuring they are paid more than the national minimum wage and receive payments for travel and training.
- Hertfordshire has excellent standards of care and we make sure people in need are well looked after.

Is there a job to suit me?

There are more opportunities than you might think – as well as traditional care roles, you could work as a **chef, driver, activity co-ordinator, or a trainer.**

Visit www.hertsgoodcare.com to find out more!



Careers in care - more options than you think
Find out what opportunities are waiting for you by visiting www.hertsgoodcare.com

#WECARE





Resources for Sponsors of International Workers

Register to be included in our network of local sponsors and receive regular updates on funding and resources: <https://working-in-the-uk.hertsgoodcare.com/topics/log-in/>

Register your intent to recruit: essexsuffolkhertsIR@essex.gov.uk

Resources through International Recruitment East:

<https://www.norfolk.gov.uk/article/42839/Practical-support-for-international-recruits>



Further resources and documents

- HCPA Best Practice Guide
- HCPA and EofE Pages
- Care Induction Standards (and course)
- SFC Leadership Qualities Framework
- SFC VBR Toolkit
- HCPA Membership Brochure





CULTURE

THE LAW FIRM WITH
A PASSION FOR PEOPLE

Implications of poor recruitment approaches on your workforce

Laura Shelton and Stephenie Malone, HCR Law

hcr law

| Road map



| Job design



| Job design



| Job advert and interview



| Road map



| Onboarding processes



| Road map



| Stage 7



| Road map





Empowering healthcare

By simplifying the complex



Laura Shelton

Partner, Healthcare Regulatory

E: lshelton@hcrlaw.com



Stephenie Malone

Legal Director, Healthcare
Employment

E: smalone@hcrlaw.com

Retaining and Supporting Staff

“Staff wellbeing and satisfaction are affected by working conditions, including stress and anxiety. Over the last two years, care staff have generally been more than twice as likely to record ‘anxiety/stress/depression’ as the cause of their sickness absence than any other reason. Many adult social care services describe difficulties attracting new staff to roles to fill vacancies, citing low pay, high pressure, and staff burnout as key causes.”



Life Shocks



Mental Health Relationships



Physical Health



Financial Worries



Family Issues



Home Life Support

If you're having trouble balancing your budgets, debt or even require assistance with civil disputes, we have expert advisors here to offer the support you need.



Work Life Assistance

Our work-life advice is dedicated to supporting you through professional issues, whether it be returning to work or coping with a change in structure.



Physical & Emotional Health

A little information goes a long way. That's why we have a suite of resources aimed to support you both physically and emotionally. From manage anxiety to simple breathing techniques.



Wellbeing Resources

We recognise the value of self-help tools, which is why we provide a range of wellbeing modules, fact sheets and invaluable video counselling.



4 Week Self-Help Programmes

Whatever your goals, our 4 week programmes are designed to help you through those small, but important lifestyle changes. Covering everything from sleeping better to changing habits such as smoking and alcohol consumption.



we recognise the value of self-help tools, which is why we provide a range of wellbeing modules, fact sheets and invaluable video counselling.



4 Week Self-Help Programmes

Whatever your goals, our 4 week programmes are designed to help you through those small, but important lifestyle changes. Covering everything from sleeping better to changing habits such as smoking and alcohol consumption.



Mini Health Checks

Our Mini Health Checks are a great way for you to assess your own wellbeing. They only take a minute or two and you'll be provided with instant guidance, based on your answers.



Health Calendar

The Health Calendar raises awareness each month of different health concerns such as Heart Disease or Dementia, providing information on early detection and how to help prevent issues occurring.

















Webinars

At Health Assured we have a particular focus on supporting your mental wellbeing. Our webinars provide topical information and coaching to guide and educate on a range of mental health issues.

About your Employee Assistance Programme (EAP)

Sometimes it can be difficult to balance the pressures of work and home life.
We provide caring support to both you and your immediate family
so you can give your best in life.*

What can I use this service for?

- | | | |
|--|---|---|
|  Family issues |  Financial information |  Legal information |
|  Medical information |  Relationship advice |  Housing concerns |
|  Alcohol or drug issues |  Childcare support |  Stress & anxiety |
|  Gambling issues |  Domestic abuse |  Retirement |
|  Consumer issues |  Tax information |  Bereavement |

24/7 Confidential Support

Your call will be handled by an experienced therapist or advisor, who will offer support in a friendly, non-judgmental manner.

The 4 Pillars of Employee Wellbeing

Move



Hundreds of exercise videos for all abilities and goals

Munch



Nutrition tips and healthy recipes

Money



Impartial expert financial advice

Mind



Mindfulness videos to manage stress, sleep and more


Explore Your Wellbeing

Moving home or considering remortgaging?



In your search for the ideal mortgage, we can offer you:

- An impartial adviser who analyses the whole of the market and recommends the most suitable mortgage for you.
- An expert adviser who is fully qualified to give you the advice and help you need to make important decisions about your mortgage.
- An adviser who will ensure that all your protection and insurance needs are catered for.
- An adviser who can place you in the best possible buying position by pre-approving your mortgage.
- An adviser who can do all of this free of charge and without obligation.



VIDEO APPOINTMENT

Book the next available GP or book a time

A GP can help you soon. Choose the option that works for you.

Book next available 20 minutes

Book a time



Discounts

Discounts



Communications



Wellbeing Centre

Your wellbeing matters



Healthcare Cash plan

Westfield Health

Support for YOU

Free & confidential counselling & advice

Free Mortgage Advice

Charles Cameron

Total Savings
£489.26

Approved cashback
£194.74

Pending cashback
£10.10

The essentials

Discounts home
Offers, exclusives and new retailers

2025 Travel Planning
Find the best travel deal

HelloFresh
Make delicious, fresh dinners from scratch easy this spring

Your Tech Hub: Currys
Save more on electronics

Gift Hub
Send a discounted personalised eGift Card to your family and friends

Greener Savings
Make every day Earth day with our special deals

Top Offers
This week's exclusive promotions

Instant Reloadable Vouchers
Top-up the same Voucher and save instantly

Savings Calculator
Calculate your savings on the things you buy every day!

Instant Vouchers
Instant savings on any device, 24/7

Cashback
Earn money when you shop online

Discounts by category

Automotive (41)

Children & Toys (32)

Electronics & Computing (95)

Fashion (141)

Green Shop (45)

Health & Beauty (99)

Insurance & Financial Services (77)

Luxury (35)

Office Equipment (14)

SmartFit™ (11)

Travel (153)

Wellbeing (33)

Books & Entertainment (18)

Dining (66)

Entertainment & Days Out (83)

Flowers & Gifts (46)

Groceries & Food (37)

Home & Garden (105)

Jewellery & Watches (30)

Mobile Phones (31)

Pets (21)

Sports & Leisure (48)

Utilities (22)

Trending Now

Flowers Earn 10%

RBC Earn £165.50

Dunelm Save 5%

PC Earn £60

GO COMPARE Earn £35

Featured offers



careprofessional.co.uk



Staff Retention



24/7 professional support for
business, across employment
law, HR, Health and Safety



About Peninsula



Protecting
employers since
1983



Over 40,000
clients currently



Working with SMEs
and large employers



1M pieces of
HR advice given
per annum



Advice given 24/7



Handling Tribunal
cases for employers



Current **HOT** topics

- Employment Rights Bill
- Staff absence
- Staff performance & conduct
- Flexible working
- Sexual harassment
- Dismissal procedures

What **rights** do employees have?

Over **150** pieces of law governing
employee rights

What **rights** do employers have?

Zero

Establish **your rights**

Standards

Expectations

Policies &
procedures

Establish your rights...

Pension

Probation

Protection

Policies

Mobile Phone

Pension

Absence

Short Time Working

Holidays

Work related Study

Probation

Health & Safety

Hygiene

Harassment

Equal Opportunity

Anti-Bribery

Social Media

Internet

Cash

Handling

Stress

Notice

E-mail

Media

Whistleblowing

Data Protection Training

Lone Worker

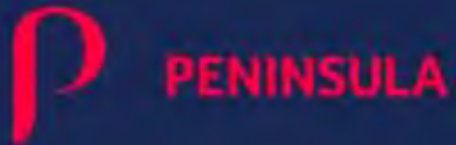
Confidentiality

Stress Absence

Parental

Leave Drugs

Health & Safety



Sickness absence
costs the UK
£32.7bn
in lost productivity

Managing Sickness Absence



Managing **Sickness Absence**

1

Notification

2

Return to Work
Interview

3

Absence Policy/
Trigger Points

4

Investigation/
Disciplinary
Procedures



PENINSULA

Peninsula's BrightHR software

Sickness and absences
couldn't be managed any
easier with the BrightHR
app created
by Peninsula



Five fair reasons for dismissal

Conduct

Capability

Redundancy

Statutory
ban

Some other
'substantial'
reason

Book your complimentary Employment Contract and Staff Handbook Review

Take this opportunity to review and update ALL your employment documentation to bring it right up to date with current legislation and in line with your present, and future, business needs...

Use your employee handbook alongside the Statement of Main Terms (SMT) to set out your company's rules, policies and procedures.





ARE
YOU
READY?

Employment law changes 2024:

Flexible Working



New rules added to existing process

6th April 2024

Key takeaways:

- Day one right
- Two requests per 12 months
- Two months to conclude process instead of three months
- Employees no longer have to explain effect that the change they want will have on work and how the effect might be dealt with
- Must consult with the employee before refusing a request

Paternity Leave

System has become more flexible

6th April 2024

Key takeaways:

- Still two weeks long but employees can now take two separate weeks
- To be taken within one year from birth/adoption
- Shorter notice period – only 4 weeks

* Paternity leave is for dads, mother's partners or adopter's partners



Carer's Leave

For employees who have a dependant with a long-term care need

6th April 2024

Key takeaways:

- It applies from day one of employment
- One working week per 12 months
- You can't ask for evidence of eligibility



Redundancy and Pregnancy

Existing protection afforded to employees on maternity leave extended

6th April 2024

Key takeaways:

- Employers already needed to offer those on maternity leave a suitable alternative vacancy, where one exists, ahead of other employees.
- The period of protection now also applies from the point the employee informs the employer that they are pregnant, whether verbally or in writing, and ends 18 months after the birth.
- Applies to adoption and shared parental leave too

Holiday entitlement and holiday pay

New system in place for zero hours workers, term time only workers etc

Leave years starting 1 April 2024 or after

Key takeaways:

- Irregular hours workers and part year workers accrue annual leave on the basis of 12.07% of hours worked, which enables a pro-rata reduction.
- Removed the 'Harpur Trust effect'
- Rolled up holiday pay is lawful again

UPDATES
TO
CONTRACTS
NEEDED

'Fire and Re-Hire'

Must take extra steps when using dismissal and re-engagement to introduce contract changes

18th July 2024

Key takeaways:

- Can't raise prospect of dismissal 'unreasonably early'.
- Must make more effort to find compromise with employee
- Failure to follow the code can result in compensation uplift of up to 25%

New **sexual harassment** prevention duty

26th October 2024

Did you know it's your fault if one of your employees harasses another?

They do the harassment; you pay for it.

Previously

To avoid paying compensation, you need to prove you take steps to prevent sexual harassment if a worker makes a claim to an employment tribunal.

Current position

An employee can make an official complaint to the **Equality and Human Rights Commission** at any point that you are not taking steps to prevent sexual harassment, even where no complaint/allegation has been made.

And, if an ET claim is made, and you haven't taken preventative steps, the compensation will be increased by up to 25%.

Sexual harassment prevention duty

- Have you got a specific policy covering sexual harassment, and is it sufficiently robust?
- Do you provide Equality & Diversity training
- If training is by video, do you really know that your employees are watching it?
- Do you consider risk from third parties?





ARE
YOU
READY?

Employment law changes 2025:



National **minimum** wage

FROM APRIL 2025

National Living Wage; 21 and over

£12.21

18 to 20

£10.00

16-17

£7.55

Apprentice

£7.55

Neonatal Care Leave and Pay

April 2025

**NEW
POLICY
NEEDED**

Legal right to time off for parents of babies in neonatal care

Key takeaways:

- From day one of employment
- Maximum amount of leave is 12 weeks, to be taken in one block at the end of maternity/paternity leave
- Paid at same rate as maternity/paternity pay

Impact on **documentation**

- **Brand new policies**
statutory bereavement leave; right to disconnect
- **Amendments to existing policies**
disciplinary; capability; flexible working; parental leave; whistleblowing; sickness absence etc
- **Brand new contracts**
for self-employed individuals
- **Amendments to existing contracts**
all employee and worker contracts!

Thank you



0844 892 2773 | [peninsula-uk.com](https://www.peninsula-uk.com)

Peninsula, Victoria Place, Manchester, M4
4FB



Topic 6

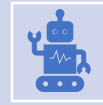
Professional Development: Utilising career pathways and qualifications to develop your team



What does Professional Development mean for Adult Social care?



Do you have a policy?



Continuous process of enhancing care professionals' skills and knowledge.



Essential for maintaining up-to-date practices and legislation compliance.



Opportunities for career advancement and leadership roles are vital.



Career conversations and SMART goals foster personal development plans



Linking workforce development to companies' future plans

DHSC Care Workforce Pathway

Introduces a universal career structure for adult social care.

Recognises care workers as professionals and promotes career growth.

Includes eight role categories for structured workforce development.



Care Workforce Pathway

The role categories are:

- new to care
- care or support worker
- enhanced care worker
- personal assistant
- supervisor or leader
- practice leader
- deputy manager
- registered manager



HCPA has mapped all education to the role categories

Implementing the Care Workforce Pathway

1. Consider how to implement the Care Workforce Pathway in your organisation.
2. Explore resources for workforce development in adult social care.
3. Assess your organisation's alignment with the Care Workforce Pathway.
4. Utilise templates for effective pathway adoption and mapping.
5. Gather feedback using the pilot group survey.

Resources Available from Skills for Care
[A practical guide to adopting the Care Workforce Pathway](#)
[Care Workforce Pathway adoption plan template](#)
[Care Workforce Pathway mapping template](#)

Importance of access to Qualifications

Over 50% of the workforce in Hertfordshire do not hold an accredited qualification!



Level 2 Adult Social Care Certificate qualification



The Level 2 Adult Social Care Certificate qualification provides a route for thousands of staff to gain a recognised qualification, reaffirming care work as a career, and helping to promote recruitment and retain talent.

Having a more recognised and qualified workforce will offer a greater peace of mind to people who draw on care and support, families, loved ones and care providers, that people with the right skills and values are joining the profession.

Cohort Starting 6th May- Book Now!

Importance of Continual Professional Development in Social care

Engaging in CPD improves job satisfaction and retention rates among staff

Updates to the HCPA Champion Programme

- New streamlined application process for Champion courses.
- Champions will revalidate every two years instead of annually
- Extended knowledge courses available for non-Champions launching throughout the year
- Multiple cohorts throughout the year for flexible training.



Further Considerations



Cultural
Competence

Embracing
Digital

Enhanced Skills
for Registered
Roles

Remember
succession
planning

Consider New
Roles

Key Actions

Complete Review of your service against Workforce Pathway to create a list of actions for Adoption

Create an internal Professional Development policy including career conversations

Review which staff hold qualifications and create a plan to increase uptake in your organisation. Recommend to aim for 75%

Utilise new HCPA Workforce Planning Webpage to access all tools and resources linking training standards, national career pathways, competency needs and qualification access

Remember log all CPD and Qualification on the Care Professional Academy

Comfort Break



Topic 7

Embedding a positive workplace culture through strong leadership



Embedding a positive workplace culture through strong leadership

Davyd Strahan-Hughes – CPBA
Leadership Education Manager

Building a service



Building a service

Bricks

Building a service

Bricks

Mortar

Building a service

Bricks

Mortar

Paint

Building a service

Bricks

Mortar

Paint

Plaster

Building a service

Bricks

Mortar

Paint

Plaster

Housework

Building a service

Bricks

Mortar

Paint

Plaster

Housework

Repairs

Building a service

Bricks

The Team

Mortar

Paint

Plaster

Housework

Repairs

Building a service

Bricks

The Team

Mortar

Leadership

Paint

Plaster

Housework

Repairs

Building a service

Bricks

The Team

Mortar

Leadership

Paint

Supervision & Appraisals

Plaster

Housework

Repairs

Building a service

Bricks

The Team

Mortar

Leadership

Paint

Supervision & Appraisals

Plaster

PIPs & Investigations

Housework

Repairs

Building a service

Bricks

The Team

Mortar

Leadership

Paint

Supervision & Appraisals

Plaster

PIPs & Investigations

Housework

Internal Conflict

Repairs

Building a service

Bricks

The Team

Mortar

Leadership

Paint

Supervision & Appraisals

Plaster

PIPs & Investigations

Housework

Internal Conflict

Repairs

External forces

Building a service

Bricks

The Team

Mortar

Leadership

Paint

Supervision & Appraisals

Plaster

PIPs & Investigations

Housework

Internal Conflict

Repairs

External forces

Culture is the Foundation of an Outstanding Organisation

Hertfordshire Workforce strategy

1. Meeting and exceeding quality standards
2. Equipping staff with the knowledge to deliver outcome-focused care including meeting the demands of Connected Lives
3. Professional recognition for your staff and making the most of a free staff benefits system
4. Safer Recruitment and Value-based approaches for long-term success
5. Retaining and Supporting staff through Wellbeing Support and employee policies
6. Professional Development: Utilising career pathways and qualifications to develop your team
7. Embedding a positive workplace culture through strong leadership
8. Harnessing the power of partnerships to enhance care
9. Adapting your workforce for future needs

Hertfordshire Workforce Strategy - Culture

1. Meeting and exceeding quality standards
2. Equipping staff with the knowledge to deliver outcome-focused care including meeting the demands of Connected Lives
3. Professional recognition for your staff and making the most of a free staff benefits system
4. Safer Recruitment and Value-based approaches for long-term success
5. Retaining and Supporting staff through Wellbeing Support and employee policies
6. Professional Development: Utilising career pathways and qualifications to develop your team
7. Embedding a positive workplace culture through strong leadership

What Outstanding Culture Looks Like:

Staff feel valued, heard, and supported, with open communication, strong leadership role models, and recognition embedded in daily practice.

Why it Matters:

A positive workforce culture enhances staff retention, enables more effective recruitment, raises care quality, and supports workforce sustainability.

How to Get There:

Leaders must role model positive behaviours, empower staff, communicate openly, prioritise wellbeing, and make recognition a habit.

Hertfordshire Workforce strategy

7.

Embedding a positive workplace culture through strong leadership

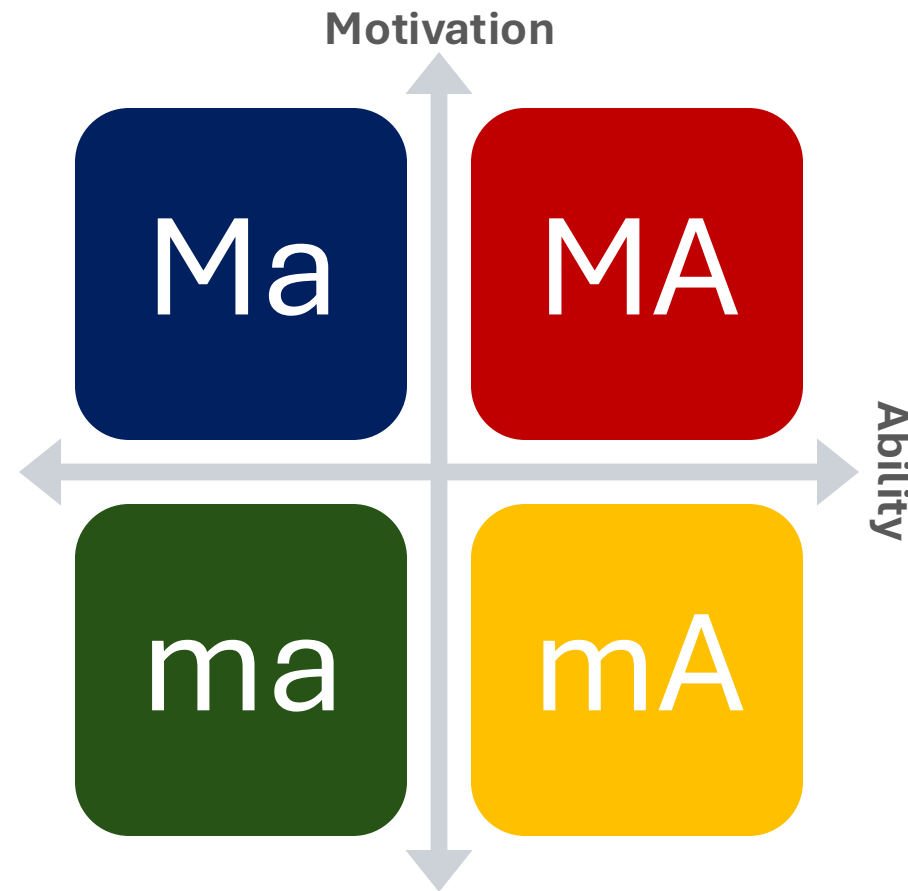
How to Get There:

Leaders must role model positive behaviours, empower staff, communicate openly, prioritise wellbeing, and make recognition a habit.

**Empower, Communicate,
Wellbeing & Recognition**

Hertfordshire Workforce strategy

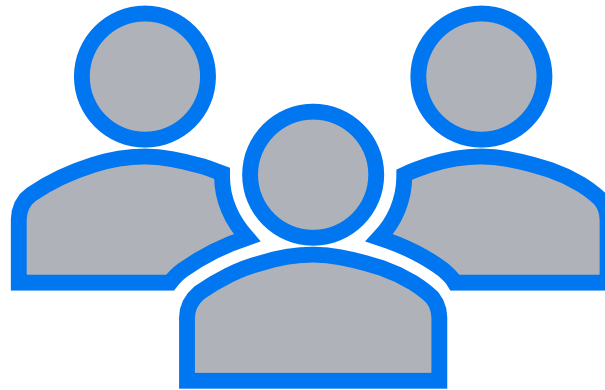
Motivation V Ability



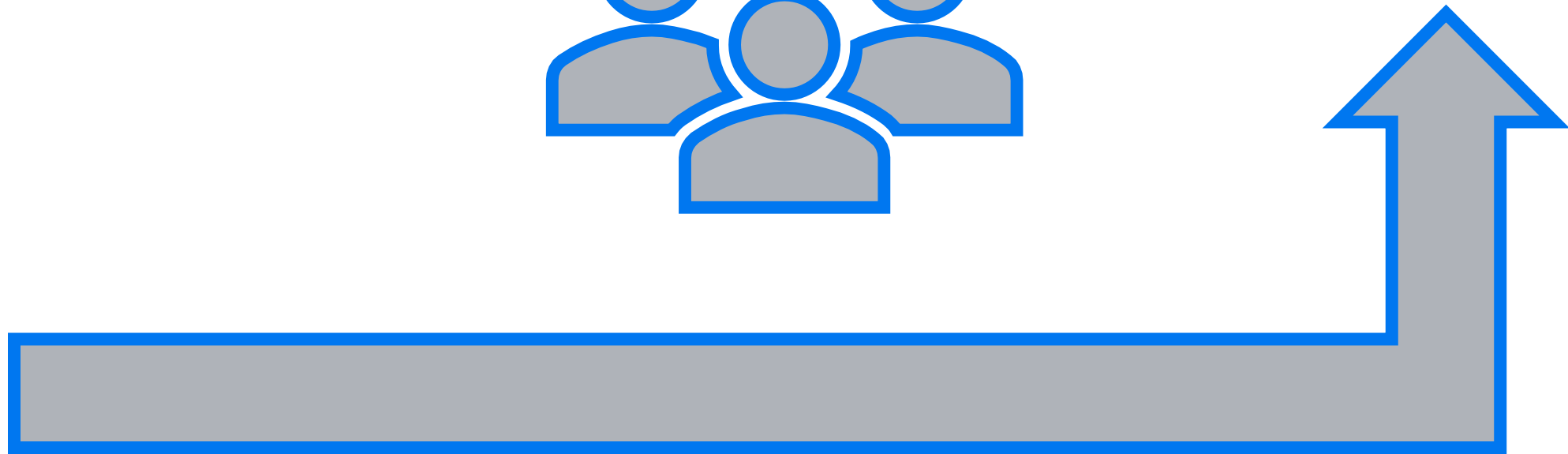
Hertfordshire Workforce strategy

Breakout – Best Employee

**Experience &
Qualifications**



**Values &
Behaviours**



Hertfordshire Workforce strategy

7. HCPA Services to support

GOODCARE
Hertfordshire



Business
Development
Services

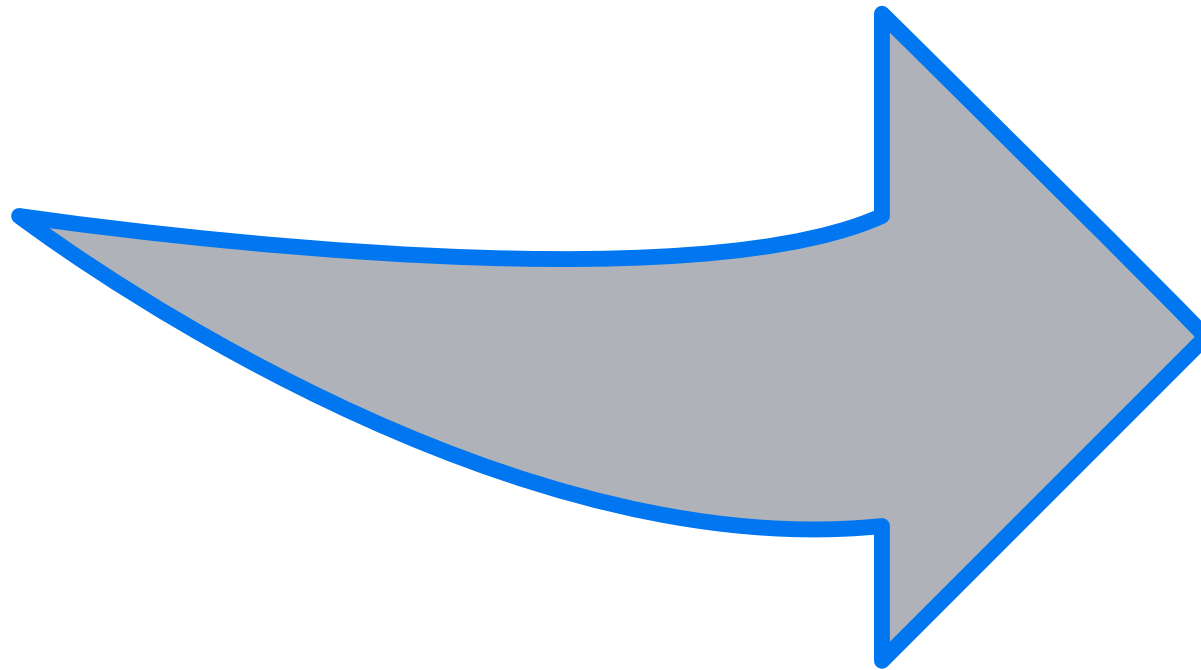
 **INSPIRE**
FRAMEWORK



CULTURAL
TRANSFORMATION
PROGRAMME

Hertfordshire Workforce strategy

8. Harnessing the power of partnerships to enhance care
9. Adapting your workforce for future needs



Topic 8

Harnessing the power of partnerships to enhance care and support your workforce



Enhanced
Service
Delivery

Improved
Skills and
Support

Direct Access
to Services

Targeted
Support
through MDTs

Integrated
Care Pathways

Holistic Health
and Care
Planning

Sustainable
Joint Working

Growing
Community
Links

Aligning with
local strategies

Topic 9

Adapting your Workforce for Future Needs



New ways of working

Embracing
Technology

Enhanced
Skills and
Roles

Adjusting
Business Plan

Sustaining
current
delivery

Example of New Ways of working

What are Delegated Healthcare Tasks?

A delegated healthcare intervention is a health intervention or activity usually of a clinical nature, that a registered healthcare professional delegates to a paid care worker

Skills For Care – Delegated Healthcare Interventions Guide for Social Care Employers and Managers

Local examples that we are aware of include:

- Changing dressings to support wound healing and skin integrity
- Medication administered via feeding tube
- Buccal Medication
- Blood glucose testing

- Collecting urine samples from catheters
- PEG feeding
- Modified diets
- Changing leg bags

Basic health observations - no longer considered delegated healthcare task. Now considered as day-to-day care

Benefits to Staff, Residents and Wider System



Care delivered at right time that fits in with people's lives
Familiar person doing procedures
Reduced ED visits and better prevention of deterioration



Development for staff
Able to act upon needs, rather than waiting for support
More job satisfaction



Releases community partners to be available for emergencies
Reduces travel time
Reduces use of emergency services

Should I take on Delegated Healthcare Activities?

- As our population ages, we find are finding complex conditions are becoming more common and the needs of people receiving care are changing.
- In order to deliver the right care at the right time, and allow people to live in their preferred places for as long as possible, social care professionals will need to find ways to meet more complex health needs
- To take on Delegated Healthcare Activities you need staff who are:
 - Trained in relevant conditions to the people you care for
 - Trained in specialist activities that could be delegated
 - Competent and confident in supporting with these healthcare activities



Prevention & Enablement

Prevention and Enablement

Service Relaunch



Aims and objectives



To foster a culture of prevention and enablement for individuals at risk of frailty, hospital admissions, and loss of independence



To support care providers to be proactive about people's care by getting people moving more, sitting less, and improving their overall quality of life.



Using HCPA resources, support to ensure proactive management of falls, which aligns with an Enabling ethos to prevent further deterioration.



This holistic approach aligns with the local Health and Wellbeing Strategy.



For Providers to build their internal P&E Multidisciplinary Team (MDT) and are using the P&E framework.

By embedding an Enabling approach, providers will have a proactive management of falls, which include therapeutic techniques from HCPA training, ensuring that providers have the knowledge and skills within their workforce to improve individuals' quality of life.

Education and Resources

Ensuring that providers have the knowledge and skills within their workforce to improve individuals' quality of life.

- Introduction to P&E
- Food and Malnutrition
- Skin Education
- Bed Care Management and Prevention
- Champions:
 - Enabling care
 - Falls and Frailty
- Instructors:
 - Chair based exercise
 - Strength and balance
- End of life care
- Dementia and Frailty
- PBS strategies



Resources

Multifactorial risk assessment

Falls Management pathways

Enabling Care and Sit Less, Move More

Falls and frailty outcome measures

Supporting a person on the Stairs guidance

Back on Feet Risk Assessment

Bed care Prevention guide

The framework is a tool to help evidence everything you are doing to meet the outcomes/expectations required by CQC, Herts Monitoring and any other Stakeholder who may wish to know.

With our NEW UPDATED framework, we'll help you track and demonstrate the positive impact you're having in promoting healthier lives.

We are committed to helping you maximise each individual's potential to:

- **Do more and do it more easily**
- **Feel better physically, mentally and emotionally.**

The P&E framework and MDT

Providers to build their internal P&E multidisciplinary team (MDT) and use the P&E framework to:

- ✓ Build a solution focused approach and problem solve together, rather than one person taking responsibility.
- ✓ Create an opportunity to discuss those at most risk of deterioration, leading to better outcomes for individuals.
- ✓ Update risk assessments, actions plans, goals and the P&E framework
- ✓ Review current progress of individuals



Let's work together

- Make an education plan to sign staff up to our courses. Who can be a champion? Who can deliver exercise? Are there any role gaps?
- If you have champions, have you spoken to them about their actions and what the main priorities are? Organise monthly meetings.
- Regular review of care plan and risk assessments, including reviews of correct equipment and robust post falls processes.
- Data Analysis: Falls including times, time spent in beds or chairs.
- Let's chat, learn how the **Prevention and Enablement Service** can support your work and review the framework together. **Please scan the QR code.**



Embracing Technology in Social Care

- Technology can enhance the quality of care delivery in social services.
- Innovative tools can streamline communication and allow staff to focus on human interaction.
- Technology can give individuals more independence if used well
- Workforce is key to technology adoption
- Stay safe in a new world of AI- Remember the boundaries of Data Protection
- The East of England Tech in Care Summit shares valuable resource.



Adapting Services for Evolving Needs

- Focus on community engagement for tailored support and enhance independence
- Implement strength-based care planning for better outcomes.
- An Aging Population means greater Frailty, Dementia and Comorbidities across all care services
- Utilise delegated healthcare activities to enhance service delivery.
- Planning your workforce skills and qualifications based on evolving needs
- Remember your CQC registration



Understanding Market Shaping



Market shaping in social care involves several key activities aimed at ensuring a diverse, sustainable, and high-quality market for care services:

1. Understanding the Local Market
2. Collaboration and Support
3. Workforce Development
4. Innovation and Best Practices
5. Performance Monitoring

OP Residential and
Nursing

Support at Home

Community
Commissioning for
Disabled Adults

Mental Health

Key Actions

Review intelligence on evolving community needs

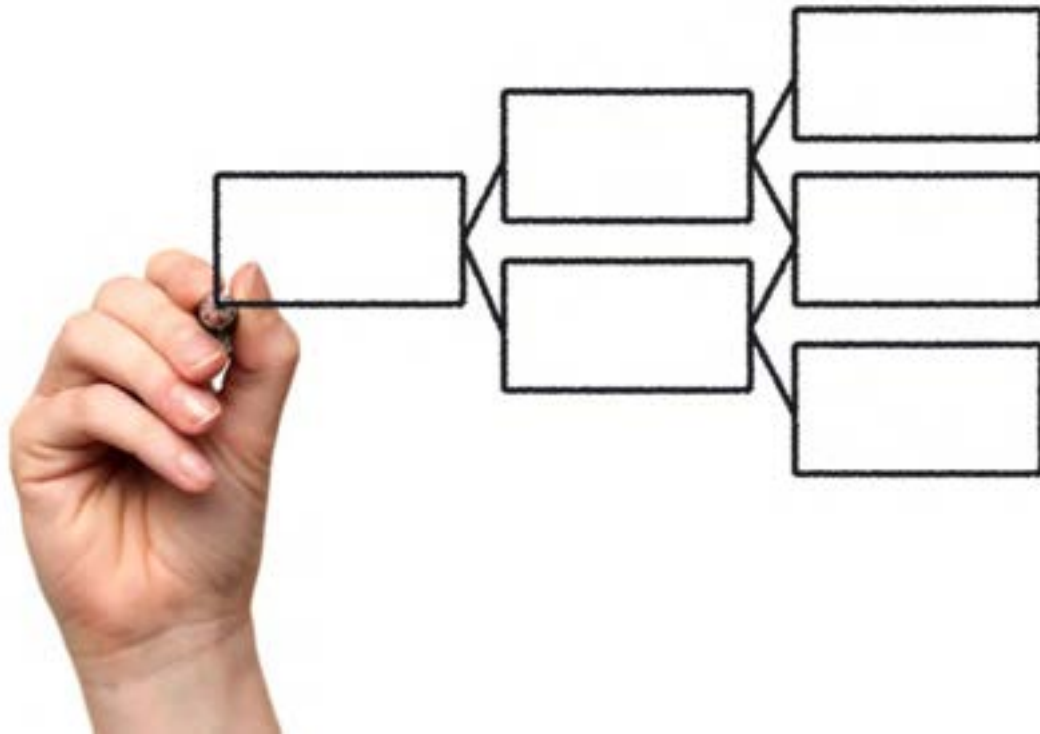
Review Market Shaping suggestions and compare to current business plan

Assess necessary workforce changes and update organogram

Create a company Professional Development plan based on chosen direction

Consider staged plans 2 years, 5 years and 10 years

Creating a Workforce Plan



1. Create a plan using the following template
2. Utilise the Workforce Planning Checklist to ensure Key Strategies from today's event are embedded within your company plan
3. Update your plan
4. Link back to your business case regularly.



HCPA Network Adult Care Services update

Helen Maneuf, Operations & Commissioning Director for Older People



HCC financial position

- HCC forecast to overspend by £4.3m above the level of contingency, which will be funded from reserves
- Balanced position for 25/26 despite an increase in costs of £128m
 - Plans to deliver £42m of savings in 25/26
 - Using £11m of reserves
 - Increasing council tax by 4.99%
- Budget gap of £12.6m in 26/27



Provider fee uplift

We continue to make significant investment to increase wages for care workers

- This year we are proposing to increase pay in our model up to a minimum of £12.81 based on the Real Living Wage (£12.20)

The total ACS Budget for 2025/2026 is **£527.3m**

- An increase of £39.2m, of which 75% has been allocated to fee uplifts
- If we add in demography of £25.5m, the total funding to Providers is **£55.1m**



Bigger picture for social care

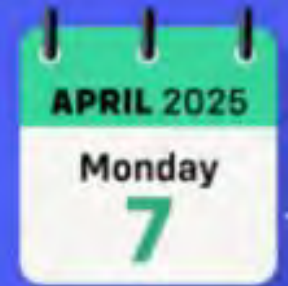


NHS England to be axed as role returns to government control



Starmer announces he is abolishing NHS England

Pathways to Work
Green Paper
**12-week
consultation**
launched on



Devolution and Local Government Reorganisation

Representative shortlist of two, three and four unitary authority options



2UA scenario

2b1 - East

Broxbourne, East Herts, North Herts, Stevenage, Welwyn Hatfield

600 924

2b2 - West

Dacorum, Hertsmere, St Albans, Three Rivers, Watford

614 463



3UA scenario A

3a1 - West

Dacorum, Three Rivers, Watford

356 715

3a2 - East

Broxbourne, East Herts, North Herts, Stevenage

479 175

3a3 - Central

Hertsmere, St Albans, Welwyn Hatfield

379 487



3UA scenario B

3b1 - South

Broxbourne, Hertsmere, Welwyn Hatfield

330 784

3b2 - East

East Herts, North Herts, Stevenage

379 133

3b3 - West

Dacorum, St Albans, Three Rivers, Watford

505 470



4UA scenario

4a1 - East

Broxbourne, East Herts

255 433

4a2 - West

Dacorum, St Albans

306 582

4a3 - South West

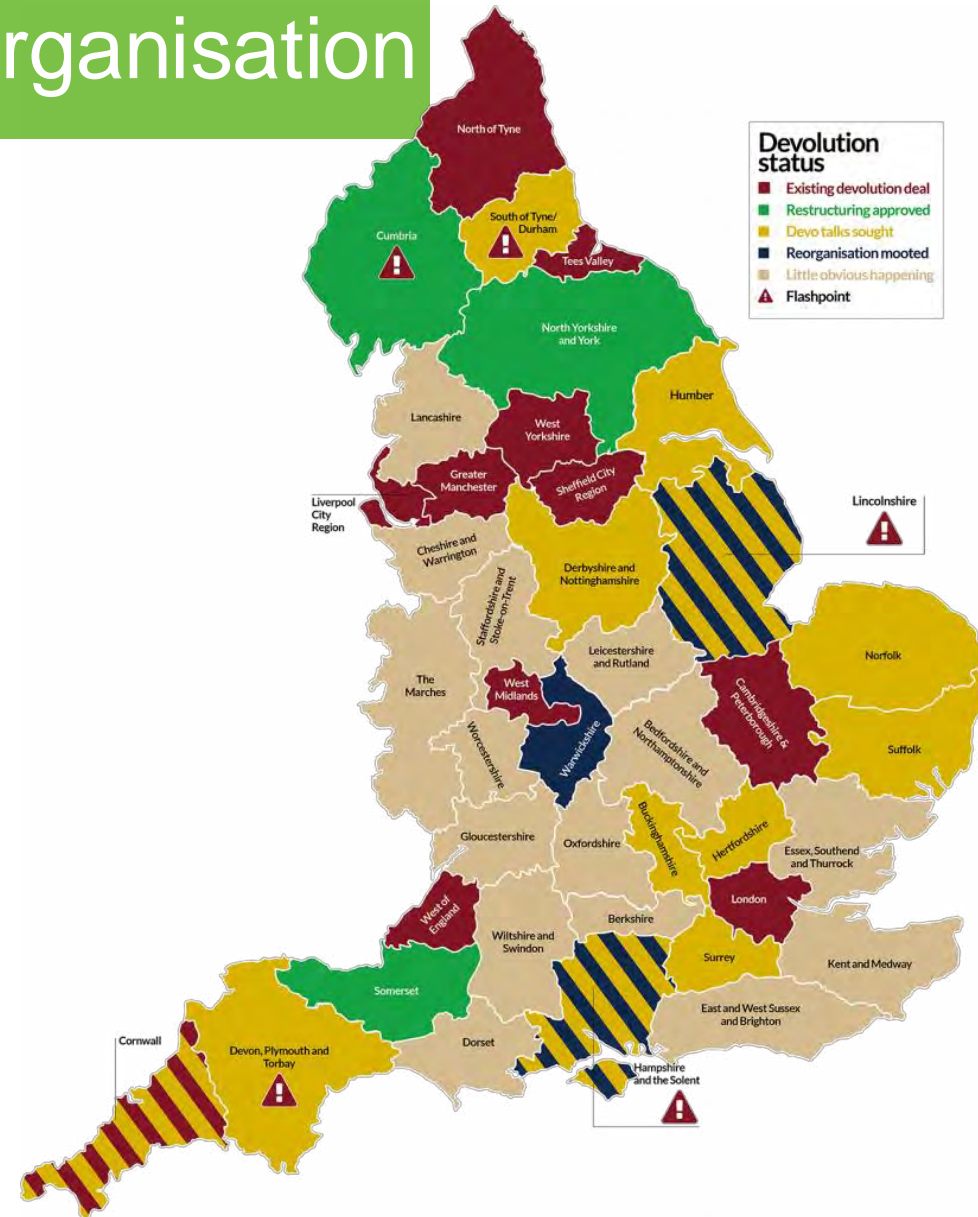
Hertsmere, Three Rivers, Watford

307 881

4a4 - Central

North Herts, Stevenage, Welwyn Hatfield

357 891



Snapshot of ACS Priorities

- Connect and Prevent programme to improve outcomes for people and manage demand
- New Nursing Strategy including response to emerging market pressures
- Procurement of Homecare Lead Provider
- Little Furze and Supported Living Capacity
- Assistive Technology targeted at residents who could benefit from virtual monitoring
- Support for unpaid carers, carers support services, refresh of Carers Strategy
- Working with community and voluntary sector to support people in areas such as cost of living, refugees and asylum seekers, VCFSE strategy
- Safeguarding practice and focus on wider workforce training compliance
- Quality assurance, provider monitoring
- Lead role in the development and transfer of responsibilities ICB to Health and Care Partnerships

Connected **Lives**

Key take-aways



Join at [slido.com](https://www.slido.com)

#1477502



THE HCPA CARE PROVIDER HUB PROVIDING PEACE OF MIND.....



ASK us anything! We are your support service, here to answer your questions on all topics Adult Social Care related.

- Govt guidance, laws, standards and expectation
- Covid: PPE, vaccinations and infection control
- Liaison with Hertfordshire County Council
- Funding, contracting and commissioning
- Staff wellbeing and recognition
- HR, Staffing and recruitment
- Training and education
- Business continuity
- Data protection
- Monitoring
- Equipment
- Insurance

Your hub, your support service.....

01707 708108 / assistance@hcpa.co.uk (Mon to Fri - 9am to 5pm). **www.hcpa.info/hub**

HCPA: 'Sharing best practice in care through partnership'

