

**From:** Clair Bell, Cabinet Member for Adult Social Care and Public Health

Penny Southern, Corporate Director of Adult Social Care and Health

**To:** Adult Social Care Cabinet Committee – 27 September 2019

**Subject:** **UPDATE ON THE KENT ACADEMY FOR CHILDREN'S AND ADULTS' WORKFORCE AND APPRENTICESHIPS IN ADULT SOCIAL CARE AND HEALTH**

**Classification:** Unrestricted

**Past Pathway of Paper:** Personnel Committee – 4 June 2019  
Adult Social Care and Health Directorate Management Team Meeting – 11 September 2019

**Future Pathway of Paper:** None

**Electoral Divisions:** All

**Summary:** This report provides an update on the Kent Academy for Children's and Adults' Workforce and progress made on Apprenticeships in Adult Social Care and Health.

**Recommendation:** The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the content of the report.

## 1. Introduction

- 1.1 Following the decision taken by the Corporate Management Team in December 2018 to develop a social care academy, arrangements are progressing to design and implement the new Kent Academy for Children's and Adults' Workforce. The purpose of the Kent Academy is to improve recruitment, development, career progression and retention of social work and social care staff. Once the Kent Academy is launched arrangements for apprenticeships in ASCH will be incorporated within the Student faculty.
- 1.2 In April 2017 the government introduced the Apprenticeship Levy for all employers with annual pay bill of more than £3m. The intention is to increase the number and quality of apprenticeships across all sectors and achieve a target of 3 million apprenticeship starts by 2020.
- 1.3 The apprenticeship arrangements in Adult Social Care and Health (ASCH) are an integral part of the KCC plan for implementation of the apprenticeship standards and training. In line with the overall approach taken by KCC, ASCH is

improving workforce capacity and capability through utilisation of the Apprenticeship Levy. Apprenticeship training is being utilised to support career pathways, workforce planning, talent management and succession planning. An Apprenticeship Plan is being developed as part of the overall Workforce Plan for ASCH, to support achievement of apprenticeship targets.

- 1.4 Traditionally in ASCH apprenticeships have been focused on Adult Care Worker, Lead Care Worker and Business Administration, particularly to attract younger workers into the organisation. However, during 2019 the apprenticeship offer has increased to include degree level professional qualifications and wider business development qualifications for all age groups.
- 1.5 Under Apprenticeship Levy sharing arrangements, ASCH is also supporting an increase in apprenticeships within the external care sector across Kent. The main focus of this support during 2018/19 was the Nursing Associate Apprenticeship. This work continues, plus support for leadership and management during 2019/20, addressing priority skills development needs and where the most impact can be made.

## **2. Strategic Statement and Policy Framework**

- 2.1 KCC's Strategic Statement and outcomes are supported through increasing the apprenticeship offer and implementation of the Kent Academy. Through improving workforce capacity and capability staff are better equipped to ensure:
  - Children and young people in Kent get the best start in life
  - Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life
  - Older and vulnerable residents are safe and supported with choices to live independently.

## **3. The Kent Academy for Children's and Adults' Workforce**

- 3.1 The Kent Academy for Children's and Adults' Workforce is a key development for growing and maintaining an effective and sustainable workforce for ASCH, including how apprenticeships are taken forward. Following the decision in December 2018 by the Corporate Management Team the concept of creating a Social Care Academy was agreed, subsequently named as the Kent Academy for Children's and Adults' Workforce. The initial portal design agreed earlier in the year has recently been revised, the outcome being that the Adults' and Children's content is separated, but that some key areas remain joint. Faculty design is currently underway in both the Adult Social Care and Health and Children, Young People and Education Directorates, with a view to the initial launch of the Kent Academy on 1 December 2019 and a formal launch in April 2020.

3.2 During July 2019 an exercise was carried out with ASCH staff to explore the scope and in-depth learning needs that could be addressed through the Kent Academy. A workshop took place on 6 August 2019 to collate and process the results. Analysis of this information continues and will underpin the content planning phase for each faculty during Autumn 2019. In ASCH the faculty areas are being designed and built as follows:

- Student
- Professional Development
- Talent Management and Succession Planning
- Leadership and Management
- Adult’s and Children’s Safeguarding
- Resources
- Social Care Community

Apprenticeships in ASCH will be taken forward as part of the Student faculty.

**4. Apprenticeship Targets and Activity**

4.1 The requirement for Public Sector Organisations to achieve a target of Apprenticeship training starts of 2.3% of the total headcount, accordingly ASCH has a target of 70 Apprenticeship training starts during 2019/20. Progress has been gradual, as per the overall KCC approach, due to the lack of appropriate nationally accredited apprenticeship programmes until this year.

4.2 There have been 26 apprenticeship starts in ASCH so far this year (including three for Disabled Children and Young People service), equating to 37% of the target, however with the introduction of the Social Work and Occupational Therapy degrees and other relevant apprenticeships, the target of 70 Apprenticeship training starts is potentially achievable. The table below shows a comparison against previous years.

Table 1 Apprenticeship Starts Comparison	KCC Apprenticeship Starts	ASCH Apprenticeship Starts
2017/18	182	66 *
2018/19	189	54

\* NB: The higher figure for 2017/18 takes in to account Adult Care Diploma qualifications from 2016/17 that were put on hold, until the availability of the apprenticeship.

4.3 Current ASCH Apprenticeships activity is summarised in the following tables:

Table 2 Current ASCH Apprenticeships	Level	Number	Levy Funding £
Adult Care Worker	2	6	14,700
Lead Adult Care Worker	3	9	22,600
Care Leadership and Management	5	5	10,000
Business and Administration	2	1	2,000
Business and Administration	4	2	8,000
Occupational Therapy Degree	6	6	144,000
Social Work Degree	6	15	345,000
<i>Improvement Practitioner – in progress</i>	4	1	6,000
<i>Events Management - in progress</i>	3	1	<i>tbc</i>

Table 3 Wider Social Care Sector Apprenticeships Supported by KCC Levy	Level	Number	Levy Funding £
Nursing Associate	5	4	60,000
<i>Leadership and Management – in progress</i>	3 to 7	Up to 10	<i>tbc</i>

4.4 Where apprenticeships in tables 2 and 3 are described as '*in progress*', they are at the individual application stage and have not yet commenced. In the case of leadership and management for the wider social care sector, the application criteria and awareness raising of the opportunity are in progress, with a view to increasing engagement with the sector at an Apprenticeship event on 2 October 2019.

## 5. Degree Apprenticeships for Occupational Therapy and Social Work

5.1 During 2019 accredited degree level apprenticeship standards were launched for occupational therapy and social work. Procurement exercises have taken place for accessible education and training provision. Arrangements are in progress regarding the offer for staff and implementation of selection processes. Task and finish groups were set up to oversee implementation and delivery of the respective project plans. Currently the timescale is that both degree apprenticeships will be in place by early 2020.

5.2 The Integrated Occupational Therapy Degree Apprenticeship was approved for delivery by the Institute for Apprenticeships in December 2018. Apprentices will be required to complete a BSc (Hons) Degree in Occupational Therapy (OT) or Level 7 qualification approved by the Health and Care Professions Council (HCPC) and accredited by the Royal College of Occupational Therapists (RCOT) where the apprentice already holds a Level 6 Degree.

5.3 A collaborative approach has been developed across London and the South East for Local Authority and Health organisations, for a range of Allied Health Professions Degree Apprenticeships, which includes the OT Degree. The following education providers were selected by the collaborative:

- Canterbury Christ Church University
- Coventry University
- London South Bank University
- University of Brighton
- University of East London

5.4 Six places have been offered within KCC for the OT Degree Apprenticeship, two with the University of Brighton and four with Canterbury Christ Church University. Final details are now being put in place to ensure university and workplace education and training provision and the apprentices themselves are ready for commencement in January 2020.

5.5 The Integrated Social Work Degree Apprenticeship was approved for implementation at KCC in November 2018. The apprenticeship is an Honours Degree in Social Work at Level 6, aligned to the requirements of the HCPC Standards of Proficiency for Social Workers in England (2017). The procurement process to select education and training provision is due to conclude in September 2019.

5.6 A launch event was held for potential applicants and their managers on 25 July 2019, to outline the offer for staff and further shape the arrangements for the 15 places available. This engagement opportunity was repeated with a webinar on 12 September 2019. All other arrangements such as the job description and contractual arrangements are in development, with support from Human Resources, with a view to commencing by February 2020.

5.7 The Degree Apprenticeships for Occupational Therapy and Social Work are employer led programmes incorporating academic and workplace learning with an end point assessment, to test the knowledge, skills and behaviours as required by each of the standards. Both programmes are dependent upon workplace Practice Education provision being readily available and education and training providers being clear on their responsibilities. Mapping exercises are currently in progress to calculate current Practice Education resources and address any shortfalls, in readiness for both apprenticeships commencing in early 2020. Clear specifications are being developed to ensure education and training providers deliver their responsibilities and requirements.

## **6. Sharing the Apprenticeship Levy and support for the wider care sector**

6.1 In line with the Care Act 2014 requirements to support the external care market, apprenticeships are being promoted to support workforce upskilling, development and long-term sustainability of the wider care sector in Kent. This includes use of the 25% of the KCC Apprenticeship Levy that can be transferred to non-levy paying companies and organisations. In order to target skills development likely to have the most impact, the focus currently is on Nursing

Associate Apprenticeships and leadership and management, although the plan is to broaden this out to include a wider range of relevant apprenticeships, as standards become more readily available.

- 6.2 Two of the four social care Nursing Associate apprentices joining the next intake in September 2019 are funded through KCC levy with a further two commencing in January 2020. Levy funding has also been identified for investment in leadership and management apprenticeships, as part of a development support programme and learning hub for the wider care sector. An apprenticeship event is being hosted by the Design and Learning Centre (DLC) for Clinical and Social Innovation on 2 October 2019, to promote and empower care sector businesses to fully embrace apprenticeships and potential investment opportunities through the KCC levy sharing arrangements. On-going support and information is provided to the wider care sector through the DLC website and learning hub, to promote and encourage take up of apprenticeships.

## **7. Conclusions**

- 7.1 Arrangements for development of the Kent Academy for Children's and Adults' Workforce and faculties are progressing well, with a view to incorporating arrangements for apprenticeships within the Student faculty. The Kent Academy will provide a comprehensive platform to support recruitment, development, career progression, retention of social work and social care staff and help KCC stand out with potential job applicants and those seeking career and professional development.
- 7.2 There has been good progress made on raising awareness and engagement with apprenticeships within ASCH and the wider care sector. An increasing number of staff are accessing apprenticeship training and the range of subject areas and qualifications is expanding. With the increasing numbers and the target of 70 likely to be met in ASCH in 2019/20, the investment in apprenticeships is beginning to positively impact on improved workforce upskilling, development, retention, talent management and succession planning.
- 7.3 As a measure of success, 13 members of staff from ASCH who have completed an apprenticeship during 2018/19 are expected to attend the KCC apprenticeship celebration event on 10 October 2019. Their achievements span apprenticeship qualifications Levels 2 to 5 in Care, Business Administration and Leadership and Management.
- 7.4 Use of the KCC levy to support non-levying paying wider care sector organisations is increasing and having a positive impact on upskilling, development and sustainability. Since 1 April 2019, 21 requests have been received for KCC to share its levy, 10 of which have come from the wider care sector, with more likely to follow, after the DLC apprenticeship event on 2 October 2019.

## 8. Recommendation

8.1 Recommendation(s): The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the content of the report.

## 9. Background Documents

None

## 10. Report Author

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