

THE SOCIAL CARE LEADERS SCHEME

BUSINESS CASE

May 2022

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Introduction

The social care sector urgently needs to attract high-calibre talent to tackle both the recruitment and retention challenges of the sector as well as, importantly, to enhance leadership skills to instil long-term change. This requires a bold new initiative to make the social care sector a career of choice for the brightest and best – be that at graduate level or beyond. In this Business Case, we set out a costed proposal to create a ‘Teach First’ for social care. In addition, following feedback from the Minister, we have incorporated a proposal to establish a graduate apprenticeship scheme for social care.

The social care sector has suffered for too long from a chronic recruitment and retention condition. COVID-19 has accelerated problems of recruitment, retention, health, and well-being, as well as increasing strains on the provision of basic care for many who are in need. One positive side-effect of the pandemic, however, is that it has increased public understanding of the contribution that the social care sector makes to society and recognition of care professionals. The Government has set out a major plan of reform of social care sector and a significant new investment vehicle of the Health & Social Care Levy, identifying investment in and professionalisation of the workforce as a key priority.

The Government has acknowledged the recruitment challenge and done much, including the renewed national recruitment campaign. These efforts have focussed, understandably, on the general recruitment challenge for front-line care workers. There is, however, a significant need to attract talent to leadership roles across the sector to help address the structural challenges of the sector which feed the retention issues. There is a very real risk that, without such investment in the management and leadership roles across the sector, recruitment campaigns will simply be exercises in pouring more water into an increasingly leaky bucket.

“Within 10 years we (Teach First) changed the perceptions of a generation towards teaching in challenging schools. We reached #2 in the Top 100 Graduate Employers and now have a hundred alumni head teachers and thousands of middle leaders. Collectively our community is having a significant impact on delivering equity in disadvantaged communities. Now we can do the same for leadership in the care sector. Within a generation make social care a career of choice.”

James Darley, CEO Transform Society

The approach of Teach First, Frontline, Police Now and related schemes offer powerful examples that can be tailored to deliver a game-changing talent recruitment and leadership development approach for the social care sector. Alumni from these programmes, now totalling over 23,000+ collectively, are steadily and impressively moving into leadership positions, whether still in the sector or not (and around 70%+ stay forever), still caring and driving change towards the charitable vision underpinning these organisations.

The Social Care Leaders Scheme seeks to provide a national scheme to attract, train, develop and retain graduates into the social care sector. Its initial focus will be to help address the shortage of talent at Registered Manager level, a post which has been identified as crucial for attracting and retaining quality staff. This will directly improve the quality of care and support provided. But the longer-term aim is to recruit and support individuals

capable of achieving the most senior leadership roles across the sector. The Social Care Leaders Scheme's purpose is to attract and develop 1,500 talented and inspirational new leaders from outside the sector over its first five years of operation.

The Social Care Leaders Scheme will address the requirement for more supported career development and coaching within the sector as well as a clear and guided career path. Development through the sector will be accelerated, so that recruits to the Scheme will make a step change towards solving more of the problems in social care than addressing recruitment and retention alone, not least by enhancing the value of care work as a career.

By encouraging innovation, for example in the extended use of technology, we anticipate that our graduates will embrace the much-required change needed in the sector and, like Teach First, the Scheme will help shift the culture more towards one of innovation, inspiration and improvement.

The Scheme proposed would be a charitable venture delivering a clear public benefit, and, if it receives Government support, would be run entirely on a not-for-profit basis. Three of the UK's largest care-providing charities - Mencap, Leonard Cheshire and Anchor Hanover - have been instrumental in shaping the Scheme, as have the Care Quality Commission, Unison, and, importantly, Skills for Care, the charity which partners the Department for Health and Social Care to help train and develop the social care workforce.

“Social carers are critically important for ensuring that people can live as well as possible in later life. They do an amazing job despite working in an undervalued and underpaid sector but recruiting and retaining the best staff means we need to offer more opportunities for high-quality training and career progression. The proposed Social Care Leadership Scheme offers a way to achieve the much-needed shift towards valuing care staff.

Bruce Guthrie - Professor of General Practice and Director of The Advanced Care Research Centre, University of Edinburgh

The Scheme will also incorporate learning from abroad, including the Netherlands, Denmark and Norway, that have shifted primary and secondary social care to a successful patient-centric integrated system.

The key elements of the proposed Scheme are:

- Participants will undergo a rigorous selection process
- They will be provided with an initial, intense residential training programme
- All those on the programme will be recruited to entry-level front-line care roles
- Further training, mentorship and support will be provided over the following two years
- Participants will provide care in a range of settings to broaden their experience
- They will be expected to be supported through an accelerated progression to a Deputy Manager
- They will also be expected to achieve a Level 5 qualification in social care and a Master's qualification will be available.
- At the end of their two years, and subject to CQC approval, the expectation will be that participants will be ready to secure a position as Registered Manager.

There is a recognised issue within the social care sector of the low take-up of Apprenticeships. This Business Case takes account of the opportunities presented by the Apprenticeship scheme in two ways:

- In discussions around this proposed Scheme, the Social Care Minister has been keen for a degree-level (Level 6) Apprenticeship route to feed in to the proposed Social Care Leaders Scheme alongside the non-Apprenticeship graduate route. Scoping work that has been undertaken with the sector and universities also indicates a strong potential to develop a graduate Apprenticeship scheme specifically for social care. There is currently a Level 5 Apprenticeship for Social Care which could be enhanced, particularly through an increased focus on the academic underpinning of leadership, to become a Level 6 degree. From initial soundings, there is an appetite from both mainstream universities and the sector to develop a Level 6 Apprenticeship specific to social care, distinct from existing offerings that are heavily-skewed to healthcare. It is proposed that graduates coming through that route would join graduates from other disciplines to form a combined cohort that would participate together in the Social Care Leaders Scheme.
- With the requirement to achieve a Level 5 social care qualification for participants with non-social care degrees, the Scheme could enable providers to use their Apprenticeship funds to support eligible individuals through the Scheme. The social care competencies included in the Apprenticeship scheme appear compatible with the aims of the Scheme. We have had useful discussions with Department for Education colleagues in the development of this report. Our view is that there should be read across between the two schemes, enabling Apprenticeship funding to be used without any significant barriers, but this would require formal confirmation. In addition, building on the views expressed in the Cavendish report, there is an appetite in the sector to utilise the unused funds from the Apprenticeship Levy to support the establishment of the Social Care Leaders Scheme.

The Scheme has been developed with and commands the support of the social care sector, with its Steering Group members including Care England, the National Care Association, the National Care Forum, the Institute for Health and Social Care Management, and Skills for Care. The Scheme development to date follows a comprehensive and detailed feasibility study undertaken in 2021 by the University of Edinburgh and Transform Society, commissioned by the CareTech Charitable Foundation and which engaged extensively with a wide range of SME, larger care providers, charitable providers and wider stakeholders.

This Business Case has incorporated the opinions of over 50 interviewees, including members of the social care community (care receivers, care workers and care providers), CEOs and HR directors of care providers, CEOs of key charities, CEOs of other Transform Society programmes, academics, politicians and students targeted by the Scheme. There is also endorsement of the Scheme by CQC and Unison. The background work leading up to the development of this business plan has been kindly funded by Care Tech Foundation, Hallmark Foundation, Kent County Council and Anchor Hanover.

In a short survey of attendees of the National Care Forum's Managers Conference held on 14-15 March 2022 about the proposed Scheme:

- 65% of respondents welcomed the proposed scheme 'a lot'; and,
- 77% of respondents thought that their organisation would be interested in recruiting through the Scheme.

Support and enthusiasm generated from the meetings held and strong support during interviews indicated clear demand for the proposed Scheme. The sector recognises universally that something has to change and work from think tanks, such as The King's Fund, strongly supports the case for enhanced leadership training in the sector.

The Problem

Adult social work is under extreme pressure as the lack of a long-term vision for care and short-term funding has hampered innovation and long-term planning¹. Over the next 20-30 years, the number of people requiring care in the UK is likely to double and, by 2050, there will be only two working adults to every retired person². As such, we will see an exponential rise in the demand for social care not only in proportion to our ageing population but also in response to increased demand from those with learning disabilities and among working adults who are increasingly seeking help for mental health or disability-related issues. As the number of care workers required increases, the issues of low pay, poor terms and conditions, low morale and the inefficiencies in the sector must be addressed³.

It is clear that after the COVID-19 crisis, social care cannot continue to be delivered in its current form. Radical change is needed to address unmet need, ensuring that both older people and the journalist and policy expert disabled adults of working age get the support they need. As Baroness Camilla Cavendish wrote in the Financial Times in May 2021, “Ambition is needed to reform Britain’s broken social care system” (May 7th 2021).

Age UK estimated that the number of older people in England with some level of unmet need stood at 1.5 million in 2019. Research from the Care and Support Alliance from 2018 showed that 1 in 5 disabled people were unable to work due to not being able to access the care they need. If this were addressed, investing in social care could be hugely beneficial for both individuals and the economy.

Leadership roles in social care are critical, carrying significant responsibility and a much greater range of skills required to do the role⁴. In many ways, these roles are analogous to running a business. Typically, the Registered Manager (RM) role in care homes is filled by an experienced care worker, although they are not experienced or trained leaders. 84% are women, the average age of Registered Managers is 48.6 and 32% are over 55. The turnover in these roles is more than 25% nationally and, at any one time, there are more than 12.5% of the 22,500 roles vacant, against an already high average of 7.8% for jobs in the sector as a whole, with the highest vacancy rates in the South and South-East.

Even were we to promote all of the talented Registered Managers that are already working in social care, this would fail to grow capacity within the system because people are just moving around in it. This Scheme aims both to bring in additional capacity – alongside the RMs who work their way up through social care – and to bring in a different cadre of leader from a significantly untapped talent pool.

“We have many great leaders, but there aren’t enough of them. We need young people to want to come into care and make a difference. They need to experience all levels of care to build their credibility, but to be a great manager they need support and leadership training”.

Feasibility Study consultee

¹ National Audit Office report, March 2021

² <https://www.pwc.co.uk/issues/megatrends/demographic-and-social-change.html>

³ Merryn Somerset Webb in the FTMoney Sat 22nd May 2021

⁴ C-I-C report on range of skills required for care roles

Both Brexit and COVID-19 have amplified the enormous issues faced in the social care sector. Despite enormous financial and operational challenges, the sector has continued to provide care, but the long-term effects of the shortage in supply of care workers during this time will be long suffered in terms of loss of independence or damage to mental health, as well as loss of life in many unfortunate circumstances⁵.

In 2019/20, 31.4% of regulated care staff in the UK were new starters. The percentage of new starts of regulated professionals continues to increase (see Chart 1) as does the turnover trend of Registered Managers (see Chart 2). As noted above, Registered Manager roles are particularly badly hit in terms of turnover and vacancies rates. The independent sector, which accounts for 61% of RM roles, is the worst affected with almost 40% of RMs in 2019/20 being new starters.

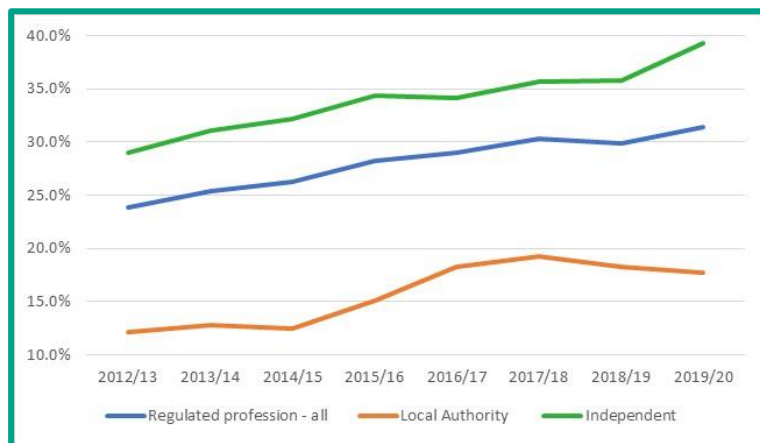
Table 1. Proportion of directly employed staff who started their role in the previous 12 months.

Source: Skills for Care's weighted workforce estimates, 2019/20

	All sectors	Local authority	Independent	Direct payment recipients
All job roles	36.6%	15.2%	38.2%	38.8%
Managerial	18.1%	11.6%	19.3%	*
Regulated profession	31.4%	17.7%	39.3%	*
Direct care	40.5%	14.1%	42.2%	38.8%
Other	26.1%	18.1%	27.1%	*

Chart 1. Regulated Professionals starting their roles in the previous 12 months.

Source: Skills for Care's weighted workforce estimates, 2019/20



“Turnover rates are too high as people aren’t properly trained for leadership roles and the pressure is too much. Traditionally the RM roles are filled by experienced care workers, but they are not experienced managers and don’t enjoy the role or the pressure. We need a new way of training people specifically for the role”.

Professor Martin Green OBE, CEO of Care England

⁵ [commissioning-challenges-and-solutions.pdf \(scie.org.uk\)](https://www.scie.org.uk/commissioning-challenges-and-solutions.pdf)

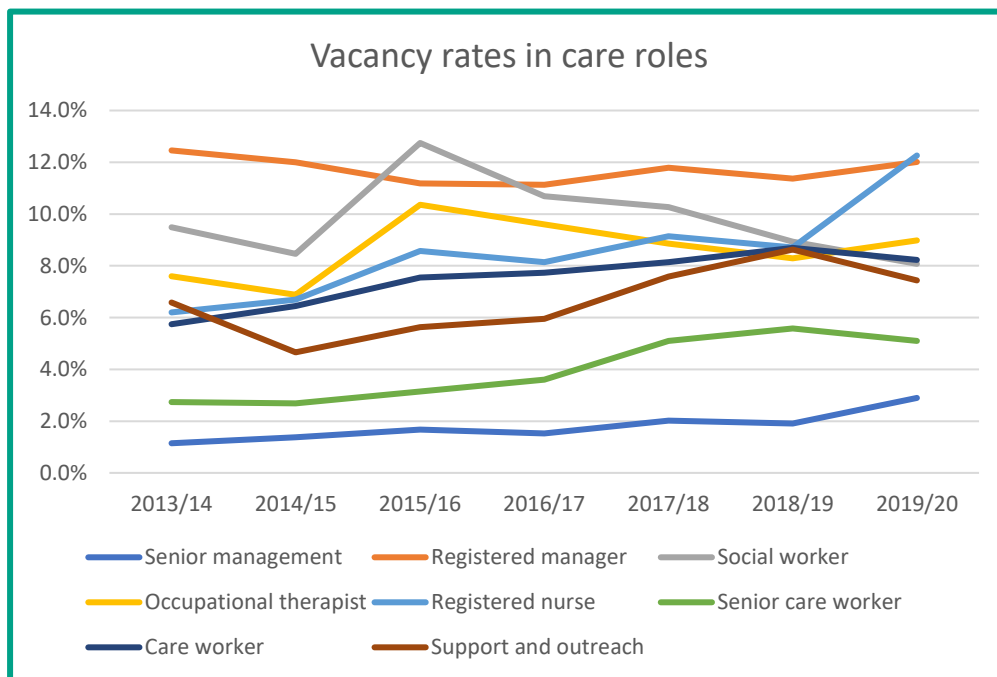
The turnover rate of Registered Managers has increased from just over 20% in 2013/14 to over 25% in 2019/20

Chart 2. Turnover rate trend for Registered Managers
 Source: Skills for Care's weighted workforce estimates, 2019/20



Registered Managers and Registered Nurses are the most challenging roles to recruit and retain.

Chart 3. Vacancy Rate trends for all care roles.
 Source: Skills for Care's weighted workforce estimates, 2019/20



Of all Registered Managers, 25% have only a level 3 qualification or lower, with 11% of Registered Managers having no qualification at all.

Table 2 – Social Care Qualifications

Source: Skills for Care's weighted workforce estimates, 2019/20

	Registered manager
Total jobs	22,500
Entry or level 1	0%
Level 2	2%
Level 3	12%
Level 4 or above	75%
No relevant social care qualifications	11%
<i>Level 2 or above</i>	<i>89%</i>

In the consultations which fed in to the development of these proposals, the lack of mentors, careers advice and any sort of business skills or leadership training were cited as key reasons for the high turnover of Registered Managers.

Lack of career progression opportunities is cited as a major reason why graduates (of all ages), and younger people more generally, do not consider social care as a career.

“Young people see working in social care as a career of last resort”.

Martin Birchall, CEO of High Fliers

Policy Context

In December 2021, the Government published its White Paper “People at the Heart of Care: Social Care Reform”. This document sets out a 10 year vision for the future of social care. It revolves around three key objectives:

- People have choice, control and support to live independent lives
- People can access outstanding quality and tailored care and support
- People find adult social care fair and accessible

The Government’s stated ambition reinforces the need to strengthen the quality of leadership in adult social care. More of the same will not be enough; the sector needs new talent and new thinking to support reform and innovation. The White Paper stated clearly that

“We need to recognise the vital role registered managers have in ensuring the delivery of high-quality care and developing a skilled workforce in their organisation. We will explore options to develop new pathways into the registered manager role.”

With a continuing growth in demand for services, financial pressures and recruitment challenges, the sector can only thrive by embracing creative thinking and the use of technology. The Social Care Leadership Scheme will make a significant contribution to strengthening the leadership capabilities in the years ahead. Not only will the Scheme deliver much needed talent to fill Registered Manager posts, it is envisaged that many of the participants will go on to progress their careers within social care and become future organisational leaders. This has been the experience with Teach First.

One of the challenges facing social care is the disparate nature of the market, with perceptions of the need for competitive advantage reducing opportunities for co-operation and mutual learning. Participants in this programme will develop a shared network of contacts and values which will help bring greater cohesion to the social sector care as they progress to more senior roles in their careers.

The proposals set out in this business plan have recently been reinforced by the publication in February 2022 of Baroness Cavendish’s review of social care which was commissioned by the Secretary of State of Health and Social Care in June 2020. Baroness Cavendish encourages the development of two approaches that both have strong similarities to the Social Care Leaders Scheme: firstly, the need to identify the best Registered Managers and provide them with a leadership development programme; and, secondly, the development of care academies to work with universities and colleges to bring new talent into social care.

Baroness Cavendish describes how the pandemic has exposed long-standing problems in social care including the lack of integration with health, providers being vulnerable to financial pressure, high vacancies levels in social care and job insecurity. She calls for a new system of commissioning and oversight. Challenges and changes of this magnitude will require the very best leadership now and in the future.

Key themes and issues

As well reviewing reports and workforce statistics on social care and social care reform, this Business Plan has been shaped by interviews with a range of key stakeholders.

Throughout the interviews, we identified the following core issues:

- A lack of high-calibre, well-trained recruits for leadership in care
- Low prestige associated with the profession
- Inadequate training for leadership roles

And established the following themes:



The case for change - lessons from other Transform Society alliance members

This proposal is inspired by the success of the preceding five Transform Society alliance members' schemes and the associated later career switcher scheme NowTeach. In the case of each of the members shown below, the low status of the professions was associated with a lack of high-calibre applicants.

Teach First

Teach First was established as an independent charity to address the issues of educational disparity in disadvantaged areas of London. The highly selective programme chose graduates on the basis of their potential to lead and inspire. The programme initially targeted recent graduates but was soon accessed by early bouncers and career switchers. After two years of teaching in the same school the graduates receive a PGCE teachers' qualification and are free to go to any profession they choose. Teach First is recognised as having higher retention rates than standard postgraduate training routes. From 186 recruits in 2003, the scheme has now attracted nearly 18,000 teachers to the scheme with 1,620 placements secured for 2021.

Teach First has been a huge success. Teach First was cited as one of the four key school improvements between 2000 and 2014 that changed the educational outcomes for pupils in inner London; no "outstanding" schools to over 400; 25% FSM pupils getting 5 A-CGCSE's to 60% (<https://www.centreforlondon.org/wp-content/uploads/2016/08/Lessons-from-London-Schools.pdf>)*

Police Now

Police Now's mission is to transform communities by recruiting, developing, and inspiring diverse leaders in policing.

Police Now attracts, recruits and trains outstanding graduates with leadership potential to be inspirational detectives and police officers who transform communities. Not just for people today, but for generations to come. Given the highest levels of support and freedom, detectives and police officers can contribute to changing lives. Equipping participants with core policing skills, the two-year leadership development programmes help develop leadership, communication and problem-solving skills that will serve graduates, and the wider community, for a lifetime.

Since inception in 2015 Police Now has recruited more than 1,000 police officers across 30 of the 43 police forces in England and Wales. Police Now have won more than 20 awards, from market leader diversity and inclusion strategies to innovative marketing campaigns and recruitment process, through to the two-year training and development programme. Police Now are the highest climber in 2019-2020 Times Top 100 Graduate Employers, as voted for by university finalists.

The Concept

Building on the success of Teach First and other similar graduate programmes, the Social Care Leaders Scheme aims to bring a whole new cadre of talent into social care. By targeting talented graduates who share the passion and values that underpin social care, we are looking to recruit and develop a cadre who can initially be fast-tracked through their leadership development to become Registered Managers in two years. They will then be supported to develop their career into more senior roles providing a pool of talent that can help lead and shape the sector. Social care faces many challenges and we need to attract bright and enthusiastic people who can think differently and innovate.

There are already development programmes in place to support staff in social care to become Registered Managers; this programme is different because it seeks to attract talented people who would not have even considered a career in social care. It is a much-needed addition to the vital resourcing of leadership in the sector.

There is also a dearth of leadership development in social care beyond the Registered Manager level. This programme will help to address that by providing a structured development pathway that will prepare the social care leaders of tomorrow. As well as enabling participants to obtain a Level 5 leadership qualification in social care, we are looking to develop a Master's level programme. Level 5 is a practical course equipping participants with the skills to be a registered manager. It is also a requirement for registered managers to hold the qualification. Given the immense challenges facing senior leaders in the social care sector, whether working as providers or commissioners, there is a strong case to develop a Master's degree programme which offers participants the opportunity to explore the complexities of leadership in depth with the support of strong academic underpinning. Whilst there are a number of Master's level programmes in health care, there is not currently a qualification which focuses on the specific issues and challenges facing social care.



Building on the experience of Teach First and other programmes, we also want the Social Care Leaders Scheme to be innovative in its design. For example, it will start with a 6-8 weeks long Summer Institute. Whilst it is ambitious to aim to get graduates to Registered Manager level in two years, experience from other programmes shows that, by designing the development programme in a different way, this can be achievable. For example, Teach First pioneered a two-year development programme in place of the more traditional PGCE route. Now, of 30,000 new teachers trained every year, over 24,000 come through a work-based route. Similarly, Police Now sees graduate recruits going through a six-week Summer Academy in place of the usual 18-week training programme.

Social care is a very disparate sector. There are a large number of large and small providers in both the independent and voluntary sectors. Local authorities play a key role as commissioners of services. There can be distrust between commissioners and providers exacerbated by a lack of mutual understanding; few provider leaders have worked in commissioning organisations and few commissioners have worked in provider organisations. This programme will help build greater coherence and understanding across the sector by designing work placements and career pathways that enable participants to move between provider organisations and between commissioning and providing.

Whilst we recognise that the Scheme may very well address similar recruitment challenges in children's social care, we have chosen to give priority at this stage to Adult Social Care. We believe as this this presents the greater priority at this time. Over time, especially given the increasing number of providers spanning all areas of both children's and adult services, we can re-evaluate the proposed Scheme's application across all social care.

It is encouraging that a significant number of smaller providers have expressed an interest in participating in the programme, as well as larger corporate providers. The programme will be designed to actively promote co-operation between smaller and larger providers. It is envisaged that provider consortia will be created on a regional basis to support the programme. This will include a senior sponsor from each organisation who can ensure time, resources and commitment. The consortia will be actively supported to explore how best to work together, which will include any support that may be needed by smaller providers; for example if a smaller provider outsources their learning and development, they may need coaching support from a larger provider's learning and development team. The consortia will also plan work experience opportunities which will ensure that participants are able to spend time in both smaller and larger provider organisations and in local authorities.

The proposed Scheme leverages opportunities presented by the Apprenticeship programme. Graduates, depending on their prior learning, may be able to access Apprenticeship funding on an individual basis. Scoping work that has been carried out following discussions with the Social Care Minister indicates a strong potential to develop a graduate Apprenticeship scheme specifically for social care at Level 6. Whilst there are existing Level 6 programmes in health and social care, for example at Arden University, they tend to focus mainly on health issues and to be attractive to mature students rather than school and college leavers. There does not appear to be a Level 6 qualification specifically for social care; however, there is a comprehensive Level 5 qualification which could be enhanced into a Level 6 degree. Soundings with universities indicates that there is an appetite to develop and deliver such a course; for example, the Open University has expressed an interest and is confident that they could develop a course at scale which could be offered across England and the University of Kent sees the potential to build on its current Level 6 apprenticeship scheme for trainee social workers.

There is already a successful example of a graduate apprenticeship programme which could be used as a model for social care. PWC has developed a level 6 degree apprenticeship in digital technology in partnership with Queens Belfast, Queen Mary's London, Leeds and Birmingham universities. Over 400 young people have so far participated in the programme, all of whom are offered a job with PWC when they graduate. 41% of participants are from ethnic minority backgrounds, 17% had free school meals and 12% are from a lower socio-economic/working class background. Whilst the subject matter is very different, the design of a degree apprenticeship for social care could be similar to PWC's. It involves a four year programme, with students attending university in years 1 and 2, working for their employer during the Summer breaks of those years and spending the whole of year 3 in the work setting.

Three potential models have been identified for implementing a graduate apprenticeship as part of the Social Care Leaders Scheme:

- The graduate apprenticeship scheme operates in parallel to the existing proposed Social Care Leaders Scheme with both cohorts entering the Scheme when they graduate but in separate programmes.
- The apprenticeship graduates join the Social Care Leaders Scheme in Year 2 as they will already have knowledge and experience in social care which graduates from different disciplines lack.
- Both apprenticeship and non-apprenticeship graduates join the Social Care Leaders Scheme at the same time as part of the same cohort.

The third option is recommended because of the benefits to be gained and mutual learning as apprenticeship and non-apprenticeship graduates work together.

The Trailblazer Group for the social care sector, which will be instrumental in the development of a Level 6 apprenticeship for social care, are supportive of the concept. However, they have indicated that they would want to see clear support from DHSC before embarking on the design of a new programme. Support from DHSC would also be important in gaining the support of the Institute for Apprenticeship which would need to sign off the programme.

Attracting Participants

At the heart of many of the challenges facing the care sector is that it has far from the best reputation as a place to build a career. This problem is compounded when attracting graduates as social care is behind other sectors that are targeting talent earlier and earlier.

Previous attempts to attract graduates into the sector have, in the main, been developed separately by individual employers and have not had the same reach, size and scale, and therefore not the same attraction as sector-wide schemes elsewhere in the public and private sectors. This Scheme learns from the challenges faced by these previous attempts: it will be sector-wide and will look to change perceptions of social care – and a career in social care – amongst the undergraduate and graduate populations. It will also deliver the scale and range of developmental opportunities that previous schemes have lacked. And it will be based on recruiting cohorts of participants in local areas, in order that participants can share learning and provide mutual support. By also including graduate apprenticeships, as well as graduates, there should be a greater opportunity to attract participants from across a variety of socio-economic groups.

“When I walked into the career fair I had no idea what I wanted to do. As soon as I met the Teach First recruiters I knew I had found what I was looking for. It felt exciting and challenging. I had never previously considered a career in teaching”.

Teach First Ambassador – now Head Teacher.

To inform the development of this proposal, we commissioned *High Fliers Research* to undertake research with under-graduates from 30 of the country’s leading universities. The results of this research showed that students were “almost unanimous in their praise for the creation of a new graduate scheme within the sector.” 12% of participants thought a leadership scheme as proposed would be ‘very popular’ and a further 52% thought it would be ‘quite popular’. Respondents welcomed the leadership training the Scheme would provide and the opportunity to be part of what they consider a “very noble profession”.

The research highlighted, however, the challenges of marketing the social care sector to prospective Scheme recruits. More than half of respondents confirmed that they had low or no knowledge of the sector. Many respondents considered the sector to be one under considerable strain, placing considerable demands on staff for low rewards. Interestingly, those with some experience of the care sector were more positive and interested in the potential for a graduate leadership Scheme. There was also recognition that whilst any new leadership scheme would be popular that attracting people into the care sector, who had not previously considered it may be challenging.

Students who participated in the market research thought that the Registered Manager position was interesting. They were concerned that there would be no further progression opportunities and that the Registered Manager role was the only option. In developing this programme we have sought to address these key barriers.

Importantly, this Scheme is rooted in a charitable purpose. This is about more than simply setting up a recruitment and development scheme. Rather it is driven by:

- clarity on the social inequality that is being addressed – in this case the chronic underinvestment in leadership in the social care sector;

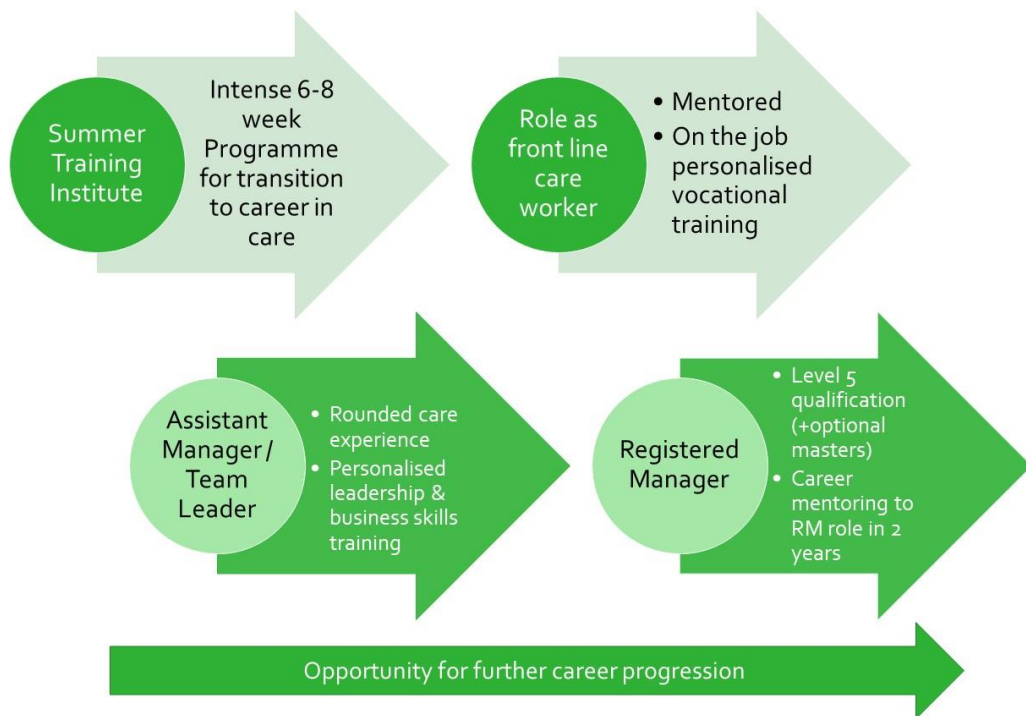
- a compelling vision for enduring social change; and
- a belief that leadership and innovation will be the key drivers of change.

In this respect, the Scheme is similar to other public sector schemes, such as Police Now, Teach First and Unlocked, which have proven that co-production of the offering will lead to significant interest in the Scheme, and a sea-change in the views of potential recruits. Students who had never considered policing, teaching or the prison service have found a nationwide development Scheme with a clear pathway hugely attractive – in sectors which had previously not been seen as desirable. The main attractions have been the disruptive nature of schemes and dedicated pathways to progression. Whilst other sectors have developed graduate schemes that deliver these elements, social care, up to now, has not.

The perception of social care will also be a challenge in recruiting participants for a graduate Apprenticeship programme. In addition, there will be a need to persuade young people who may not have actively considered a university education, that it is a viable option for them. Experience from PWC indicates that a well-resourced team will be needed to in-reach into schools and colleges to identify students who may be interested in a career in social care and to explain the benefits and opportunities. In particular, the fact that participants won't have to pay any fees, will receive a salary whilst studying and should enjoy a fairly typical university experience, along with time at work, should be emphasized. The cost of the team has been included in the proposed budget based on cautious assumptions; it may need to be increased based on experience once it is up and running.

The Programme

The diagram below provides an overview of the proposed Scheme, with more detail below and in the accompanying Programme Manual. We recognise the need for a simple and universal programme that can be supported by all providers of social care, however big or small, and whether residential, day centres or care at home.



Selection

Experience from the development of other public sector graduate development schemes indicates that tailored recruitment will be critical to its success. It is vital that candidates have not just the potential to develop into senior leaders and the right skills and competencies to work in care, but also, crucially, that they have the right values. The care sector is values-led, and those who are recruited to the Scheme must demonstrate behaviours that are consistent with the sector's values. Building on the screening processes from other schemes and from care recruitment specialists, we are developing a bespoke process for selecting candidates that ensures excellence as well as retention.

The recruitment process will include the following elements:

- An initial screen: all applications will be screened against rigorous criteria, agreed with care providers, recipients of care and recruitment advisors.
- A values-based interview: either in person, or online, recruitment will incorporate values-based recruitment methods into the screening and assessment process. We would expect people receiving care to be part of that assessment process.
- A psychometric test specifically designed for care roles.
- A final stage assessment involving interviews and competency-based tests.

Using this recruitment and assessment process, we aim to recruit graduates who either never considered social care as a career option or rejected it. We also recognise that some graduates to join the social care workforce through normal recruitment channels. We will also target this programme on them to accelerate their career development.

Each intake will focus on concentrated location zones to ensure that the critical mass is sufficient to enable systemic change.

"I always wanted to go into social work, but wasn't sure if Adult, or Children's social care was right for me. When I saw the opportunity that Frontline offered I was excited as I could see how the programme would support me through to qualification and beyond, I don't think I would have gone into the sector otherwise".

Final Year Frontline participant

Training

We propose a programme where the graduate or early career switcher is trained in the care sector, from the ground up, in a supported and mentored programme to ensure that all aspects of care are experienced. They will be based within a cohort of providers but will have the opportunity to experience other settings such as in other care homes, day care, respite care, care at home and the NHS. This should also span different types of provider – private, local government, charity – to encourage greater integration across the sector.

Students will participate in a 'short, sharp and tough' residential training programme of 6- 8 weeks over the summer. The graduates will have already applied to specific vacancies within the participating care homes and will start their role after the training programme. They will work within the sector on an accelerated programme, mentored through their progressive stages to reach the required standard for a Registered Manager role within two years. They will apply to the role (which will be a normal and open competitive process) once they have attained at least a level 5 qualification and approval from CQC.

As noted above, participants will complete an industry-recognised qualification (Level 5 Leadership for Health and Social Care) that will equip them to perform the Registered Manager role within two years. With the requirement to achieve a Level 5 qualification, the Scheme could enable providers to use their Apprenticeship funds to support eligible individuals through the Scheme. The social care competencies included in the Apprenticeship scheme appear compatible with the aims of the Scheme. We have had useful discussions with Department for Education colleagues in the development of this report. Our view is that there should be read across between the two schemes, enabling Apprenticeship funding to be used without any significant barriers, but this would require formal confirmation.

In each placement, the participants will be in 'cohorts' within areas and across groups of designated provider cohorts. This will give both large and small provider experience to participants but also ensure that all providers have the opportunity to participate.

The Role

The most important element of this Scheme is the initial role that the graduates will fill at the end of their two years with the Social Care Leaders Scheme. Within the care sector structure, the role most identified as being an appropriate place to start is the Registered Manager post. There are 22,500 Registered Managers in England and a large percentage of those are likely to be vacant in the next few years (12.5% already are and there is a 25% turnover per year – with many leavers not staying in social care). These roles are generally filled by good frontline carers, but the consultations that informed these proposals highlighted

that all too often leadership and management skills are often not considered as a priority in either the recruitment or the development of individuals in these critical roles. This role is vital to the running of care homes and the skills required are varied; in many ways, it is like running a small business. 76% of Registered Managers have been in the sector for more than 10 years and 33% of Registered Managers have been in their role more than 10 years, yet 25.4% left their roles in 2019/20⁶.

It should be stressed that we do not see the Registered Manager as the only route for Scheme participants. We recognise that there is a wide variety of leadership roles across the sector for which participants will be ideally suited, including in domiciliary and other care settings. The focus on the Registered Manager role was recognised by consultees as being of particularly acute need but also one that will equip individuals for a wide variety of roles in their social care careers.

Table 3 - Employees and Vacancy Rates by Region

Source: Skills for Care's weighted workforce estimates, 2019/20

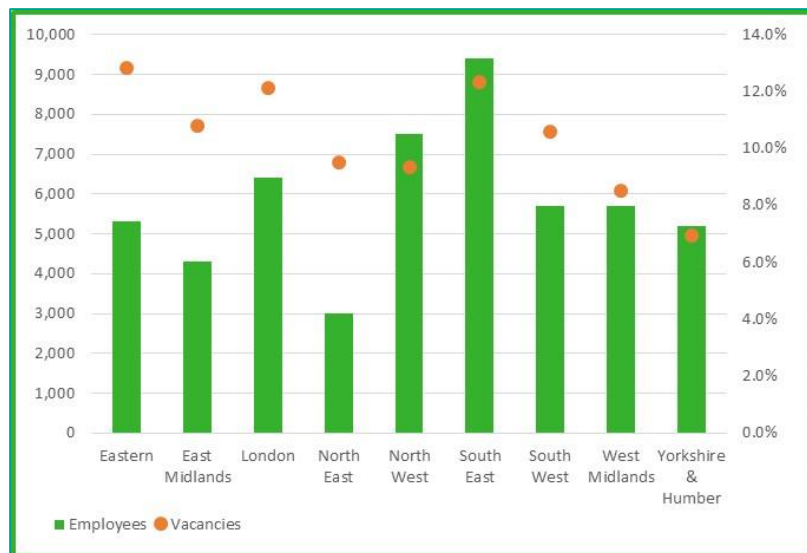


Table 4 below shows the expected salary for Registered Managers, which is greater than for any other of the Transform Society alliance member roles at the point of qualifying.

Table 4 – Full time equivalent annual pay by region

Source: Skills for Care's weighted workforce estimates, 2019/20

⁶ Skills for Care 2019/20

	Jobs - LA	Pay - Local Authority	Jobs Independent	Pay Independent
Eastern	75	£38,600	2,500	£30,500
East Midlands	75	£39,400	2,200	£29,600
London	50	£44,400	2,700	£31,800
North East	50	£36,200	950	£30,300
North West	125	£40,100	2,600	£30,800
South East	125	£43,000	4,000	£32,100
South West	50	£37,400	2,600	£30,700
West Midlands	50	£47,000	2,500	£29,700
Yorkshire and the Humber	125	£37,700	2,000	£30,100
TOTAL/ AVERAGE	725	£40,422	22,050	£30,622

Progression from the programme

It is intended that the Scheme will provide sufficient experience and training to enable graduates to be ready to apply for management roles after two years. At that stage, there are four most likely destinations for those on the Scheme:

- A Registered Manager position, responsible for a care service.
- An equivalent management position elsewhere in a care provider (for example in quality, HR, or business development).
- A similar role in an organisation within the wider health and social care sector (for example, with another provider, in the NHS, with a commissioner or with central or local government).
- Pursuing a career outside the health and social care sector.

As feedback from the *High Fliers* research confirmed, many of those who join a graduate scheme such as this are unlikely to be satisfied to simply attain a first level leadership position – and that is not the limit of the intention of the Scheme. For those who remain in the sector, therefore, and who show the potential to progress to more senior management positions, further development opportunities will be provided: (a) by their employing care provider as part of a leadership development programme, and (b) by the Social Care Leaders Scheme, through ongoing mentorship, peer support and alumni membership.

“The future is skills. It is time for us to rethink, reimagine and rebuild the labour market upon them.”

- The strongest need for skills is seen across the health and social care sector
- Jobs postings for health and social care roles in the UK increased 22% from April 2020 to 2021
- 246% increase in “Caregivers” roles
- 194% increase in “Registered Nurses Home Care Supervisor” roles

[City & Guilds Skills index Report 2021](#)

Success measures

We will measure success against three different types of metrics: quantitative, qualitative and quality. All activity will be recorded on the participants' personalised performance and progression app.

Quantitative base data - the number of those:

- Joining the Scheme
- Graduating from the Scheme and moving to Registered Manager roles in a social care provider
- Graduating from the Scheme and moving to an equivalent management role for a social care provider
- Graduating the Scheme and taking a role elsewhere in health or social care (for example joining the DHSC)
- Remaining in the care sector after 5, 10, 15 years
- Progressing beyond a first leadership role into more senior leadership positions

Qualitative data – feedback from:

- Care receivers and families about the quality of care from those on the Scheme
- Receivers of care about the impact and performance of individuals while on the Scheme
- Receivers of care about the impact and performance of individuals once they move to management roles
- Employers about the performance of those on the Scheme under different metrics
- Those on the Scheme about the impact of the Scheme and the quality of learning and development
- Other employees around the impact on their roles and their job satisfaction
- Happiness in the home/workplace assessment, before and after
- Innovation/change/impact assessments

Quality data – the performance of services led by graduates of the scheme:

- CQC ratings
- People data:
- Staff satisfaction
- Staff recruitment and retention
- Financial

HR/People, operating and governance model

It is strongly recommended that the SCLS is 'incubated' in its first two years of operations; this allows the senior team to focus on getting it set and running successfully without the stresses and complications that come from setting up a new charity. Support functions like HR, IT, Finance can all be offered within incubation status, and this is what happened with most of the other schemes – Frontline was incubated by ARK, Unlocked by Catch-22 and Teach First by London First. CareTech Foundation has given agreement in principle to hosting the Scheme during this period, with support also pledged by CareTech plc.

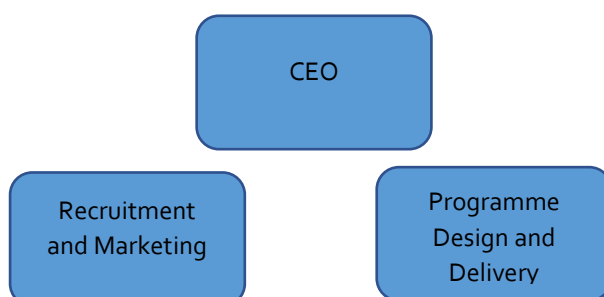
For a proposed governance and operating model, we have looked to Teach First and Police Now and other similar programmes. Given that the SCLS will be in its infancy, the initial operating model will include individuals dedicated to designing and delivering the programme and recruiting graduates to the programme. Further roles around social care strategy, policy and external relations (as exist in both TF and PN) are suggested to be added once the programme is up and running successfully. In the meantime, the CEO could take those responsibilities as part of the brief.

On the governance side, previous experience shows the Advisory Board (whilst incubated) should include the following senior and influential figures (those in bold initially, growing to a full Board once independence is achieved):

- **Academic or Social Care experience guru** - someone very knowledgeable about the sector
- **University partner** – representative from a university partner who is helping to deliver required qualifications
- **Government** – someone who cares passionately about Social Care
- **Graduate Recruitment expert** – experience of successfully launching and embedding similar programmes on campuses
- **Finance** – someone who can make sure any funding is spent in the right place
- **Care Home owner** – representative from the organisations we represent
- **Registered Manager** – an individual already operating at RM level and understands the demands and skills of this role
- **Lived experience representative** – someone who can provide a direct link to what those in care most need from staff
- **Incubator of the new charity** – representative from the Board of the incubator
- **Alumni of our programme** – representative who is on/has completed our programme

Given the emphasis in the social care sector on co-production with those receiving care, an 'Insights and impact committee' (along the line of the Police Now CIFI committee) made up of a broader range of people working in the care sector and people who are receiving care, as well as key Board members, is recommended.

We suggest the following organisational structure at launch, bearing in mind incubations is critical to cover off other key activities (HR/Finance/Legal/IT etc.):



Costs and funding

A detailed exercise was undertaken for the project on a *pro bono* basis by PWC to develop the costs, which are comparable to similar schemes like Teach First. Scheme costs have been calculated on a per participant basis for the first five years of the Scheme. The table below sets out the overall costs of the scheme over an initial set up and five full years of operation, recruiting and supporting 1500 participants.

As the table shows, the estimated full costs for this period come to some £114M, allowing for inflation. The average cost per participant would be just under £77,000, comprising some:

- £30,000 of programme costs to recruit, train and support each participant; and,
- £47,000 of salary costs for participants for the two years on which they are employed.

	Set up	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Number in intake		100	200	300	400	500	1,500
In year participants		100	300	500	700	900	
Geographic Locations		2	4	6	8	10	
Programme Costs							
Mobilisation	£100,000	£0	£0	£0	£0	£0	£100,000
Core staffing and office costs	£0	£593,990	£676,330	£882,155	£975,495	£1,063,263	£4,191,233
External relations	£28,000	£112,000	£168,000	£224,000	£280,000	£280,000	£1,092,000
Recruitment	£400,000	£800,000	£1,200,000	£1,600,000	£2,000,000	£2,400,000	£8,400,000
Training and development	£0	£1,210,000	£2,555,000	£3,900,000	£5,245,000	£5,915,000	£18,825,000
Alumni and retention	£0	£250,000	£780,000	£1,230,000	£1,905,000	£3,255,000	£7,420,000
Graduate apprenticeship support	£100,000	£200,000	£200,000	£200,000	£200,000	£200,000	£1,100,000
Sub-Total	£528,000	£2,965,990	£5,379,330	£7,836,155	£10,405,495	£12,913,263	£40,028,233
Sub-total + Inflation	£628,000	£3,165,990	£5,918,018	£8,787,742	£11,957,024	£15,242,822	£45,699,596
Programme cost per participant		£29,660	£28,590	£28,626	£29,393	£30,086	£29,733
Participants' salary costs							
Y1 Salary		£2,200,000	£4,400,000	£6,600,000	£8,800,000	£11,000,000	£33,000,000
Y2 Salary		£0	£2,400,000	£4,800,000	£7,200,000	£9,600,000	£24,000,000
On-costs		£330,000	£1,020,000	£1,710,000	£2,400,000	£3,090,000	£8,550,000
Misc		£100,000	£300,000	£500,000	£700,000	£900,000	£2,500,000
Sub-Total	£0	£2,630,000	£8,120,000	£13,610,000	£19,100,000	£24,590,000	£68,050,000
Sub-total + Inflation		£2,630,000	£8,371,720	£14,031,910	£19,692,100	£25,352,290	£70,159,550
Salary cost per participant		£26,300	£27,906	£28,064	£28,132	£28,169	£46,773
GRAND TOTALS							
GRAND TOTAL	£628,000	£6,225,990	£14,289,738	£22,819,652	£31,649,124	£40,595,112	£115,859,146
Total cost per participant		£60,393	£70,582	£75,532	£78,756	£80,923	£77,239

Throughout the development of the Scheme, sector participants have accepted that the funding model should be shared by providers and the state. Whilst accepting that providers should – and, from our consultations to date, have confirmed that they would – contribute,

there are powerful reasons why Government support for this Scheme are as valid as they have been for the other schemes on which it is modelled. Key reasons cited during the development of the Scheme for Government support were:

- The Scheme will address key recruitment and retention issues to which the Government is committed to tackling and has recognised the need for Government support. Those recruited and developed through the Scheme will be leaders across the sector driving innovation for many years to come, becoming key change making assets for the sector as a whole rather than just employees of particular providers.
- The need to be mindful of the importance of ensuring that the Scheme works for all providers, not just larger employers. To ensure that providers of all sizes can benefit from this new leadership cadre will require Government support to ensure that even smaller providers can benefit.
- Whilst providers will benefit from the new cadre during their first two years, given that on-the-job experience is critical to the scheme, we estimate that participants will devote some 20% of their time away from their day-to-day roles (in a similar fashion to Apprentices). This means that even larger employers will need some support to be able to make this recruitment channel cost-effective.

Based on this, the table below sets out our proposed costs model for different provider sizes, based on the following cost-sharing model:

- Larger providers should pay 90% of salary costs and 50% of programme costs, with the balance funded through Government contribution.
- Medium providers should pay 75% of salary costs and 25% of programme costs, with the balance funded through Government contribution.
- Small providers should pay 50% of salary costs and 10% of programme costs, with the balance funded through Government contribution.

We have modelled the costs on the assumption that out of the total 1500 Scheme participants outlined above:

- 800 will be employed by larger providers (those with 20+ homes/500+staff);
- 400 by medium-sized providers (5-20 homes/100-500 staff); and,
- 300 by smaller providers (fewer than 5 homes/fewer than 100 staff).

	Large Provider	Medium Provider	Small Provider	Total
Programme cost to provider	14,867	7,433	2,973	
<i>Provider cost proportion</i>	50%	25%	10%	
Govt programme contribution	14,867	22,300	26,760	
Salary cost to provider	42,096	35,080	23,387	
<i>Provider cost proportion</i>	90%	75%	50%	
Govt salary contribution	4,677	11,693	23,387	
Total cost to provider	56,962	42,513	26,360	
Total Govt contribution	19,544	33,993	50,146	
Participants	800	400	300	
TOTAL	61,204,878	30,602,439	22,951,829	114,759,146
Provider costs	45,569,810	17,005,216	7,907,947	70,482,973
Govt contribution	15,635,068	13,597,223	15,043,882	44,276,173

The table below sets out the annual costs for the three tiers of provider per participant:

	Large Provider	Medium Provider	Small Provider
Total provider costs	£28,481/year	£21,256/year	£13,180/year
Total Govt subsidy	£9,772/year	£16,996/year	£25,073/year

As the above costs model shows, we are proposing that the social care sector meets 61% of the costs of the programme with the Government funding the remaining 39%. We believe that there are strong benefits to be gained from a total investment by Government over this initial five years of full operation of under £45 million.

The spread of these costs for Government is set out below:

Set up	Year 1	Year 2	Year 3	Year 4	Year 5
£528,000	£2,159,035	£5,436,078	£8,727,075	£12,133,646	£15,585,171

As noted above, from our conversations with the Department for Education we understand that Apprenticeship funds could be used to support eligible individuals on the Scheme. We recognise that take-up of Apprenticeships is low in the social care sector and would hope that the Scheme would help to increase take-up, especially as we understand that social care is a priority sector for the Government's plans around the Apprenticeship scheme. We would also welcome the opportunity for greater flexibility around the use of Apprenticeship funds to provide long-term support for the Scheme. According to the Cavendish report: "the Apprenticeship Levy is not working as it should in social care. In theory it is possible to transfer unused funds from larger, levy paying organisations to smaller non-levy paying organisations, but this is not happening enough in practice." There is strong support in the sector for unused Levy funding being allocated to support the development of the Social Care Leaders Scheme.

We have assumed that it will take a little while to develop and accredit a new Level 6 graduate Apprenticeship scheme. We have assumed that participants will join in Year 2. They will then need to complete a four year degree before starting on the Social Care Leaders Scheme. That means they do not appear in the costings set out below as they would enter the scheme in the equivalent of Year 6.

As well as helping bring much needed talent into social care at Registered Manager level and similar roles, we believe that the injection of bright and motivated individuals into a sector who currently do not even consider the social care sector as offering career options will bring creativity and innovation that will have an impact on the efficiency, quality and effectiveness of services provided across the sector, support the Government's and the sector's shared ambitions for social care, and contribute significantly to the wider public perception of social care. That has certainly been the experience with Teach First.

Risks and mitigation

A project of this scale inevitably carries a degree of risk. Risk is being managed by the project team and overseen by the Steering Group which is overseeing delivery of the proposals.

A summary of key Scheme risks is below:

No.	Risk description	Score	Mitigation	Residual
1	That the Scheme fails to attract sufficient candidates	20	Dedicated recruitment and marketing, learning from Teach First and other similar schemes	15
2	High attrition rate of candidates	20	Mentoring, coaching, pastoral support. Scheme designed with student and graduate input.	15
3	Lack of support from the sector: insufficient funded places	20	Scheme is being designed in partnership with social care providers. Scheme can run with fewer places in years one and two	15
4	A safeguarding incident relating to somebody on the Scheme	15	All those on the scheme will be recruited for values, DBS-checked, will receive safeguarding training and a thorough induction	10
5	Insufficient funding, either to develop the scheme or to support it when it goes live	25	The social care sector has supported the scheme to date. Discussions ongoing with central and local government, business and charitable trusts	15
6	The Scheme has a detrimental impact on morale and retention of those who might feel "passed over"	15	Recruiting for values and behaviours and strong induction for candidates. Support will need to be provided for services hosting candidates.	10
7	A prolonged COVID lockdown reduces ability of social care sector to accommodate the scheme	10	Much marketing, recruitment activity and training can be delivered online. Additional support in care settings a positive	10

Support from providers

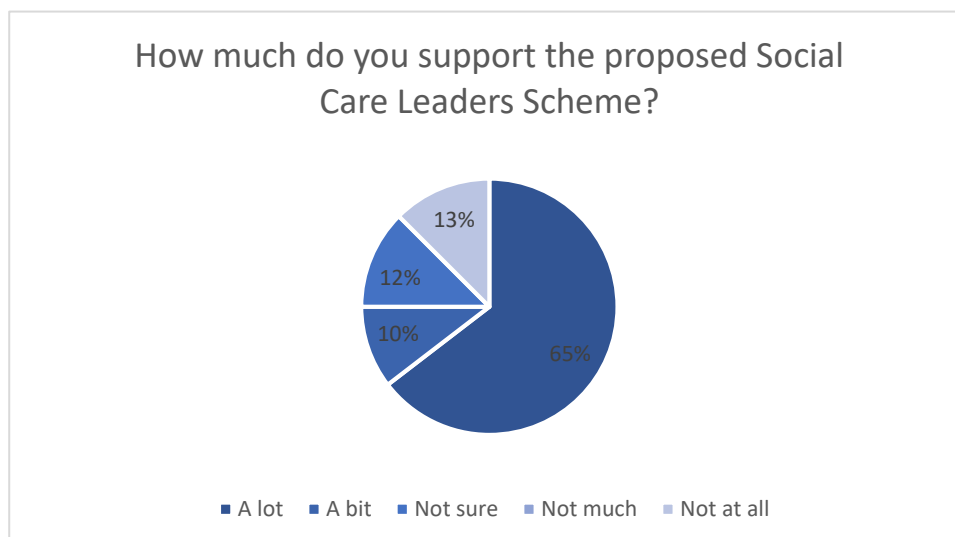
Originally commissioned by CareTech Foundation, development of these proposals has been overseen by a Steering Group chaired by Professor David Grayson CBE and involving senior representatives from across social care and Transform Society. The full membership is below.

The Scheme has been developed with extensive engagement across the social care sector, representative bodies, academics and think tanks, recruitment experts, leadership bodies, Transform Society and others with an interest in the social care sector. Over 50 individuals participated in the workshops which informed the Feasibility Study and countless more have been involved in the development of this Business Plan and the accompanying Programme Manual.

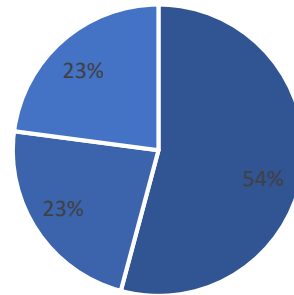
Organisations actively involved in the development of these proposals span all elements of the social care sector:

- small, medium and large operators;
- those providing elderly care and those supporting individuals with learning disabilities;
- residential, supported living and domiciliary providers;
- private, public and charitable sector operators;
- academics and think tanks;
- workforce representatives;
- regulators (CQC) and unions (Unison);
- and, many more!

Attendees of the National Care Forum's Managers Conference held on 14-15 March 2022 were invited to take part in a short survey about the proposed Social Care Leavers Scheme. 48 individuals responded to the survey and the charts below provide an overview of their responses.

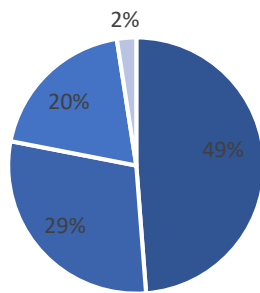


Do you think that your service(s) would be interested in recruiting from the Scheme?



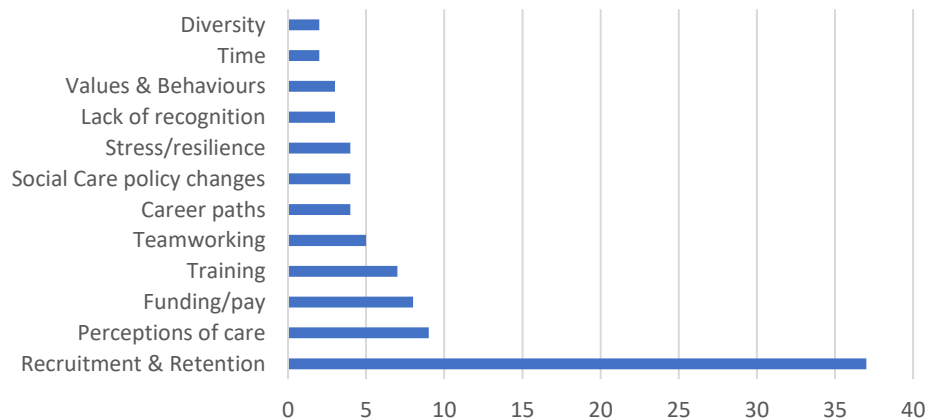
■ A lot ■ A bit ■ Not sure ■ Not much ■ Not at all

Would you be interested in becoming a mentor for the Scheme?



■ A lot ■ A bit ■ Not sure ■ Not much ■ Not at all

Top 3 Leadership challenges for Scheme participants to address



Interested providers

There has been extensive support from providers for this scheme. Over 30 providers so far have expressed a strong interest in being involved, including.

- CareTech plc
- Hallmark Care Homes
- Anchor Hanover
- HC-One
- Grosvenor Health & Social Care
- Leonard Cheshire
- Majesticare
- Sense
- Home from Home Care
- Accomplish Group
- Chiltern Centre
- Dolphin Homes
- National Care Group
- Autonomy Group
- Manor Community and Coproduce
- Future Directions
- RCH Care Homes
- Amethyst Care
- Community Integrated Care

Steering Group membership

- Professor David Grayson CBE (Chair) – Professor Emeritus of Corporate Responsibility at Cranfield School of Management and Chair of Leonard Cheshire.
- Nadra Ahmed DL OBE - Executive Chairman - National Care Association
- Dame Julia Cleverdon DCVO CBE – former Chair of Teach First
- Jonathan Freeman MBE – CEO, CareTech Foundation
- Professor Martin Green OBE – CEO, Care England
- Vic Rayner OBE – CEO, National Care Forum
- Oonagh Smyth – CEO, Skills for Care
- Jon Wilks – CEO, Institute of Health and Social Care management
- James Darley – CEO, Transform Society (15 years SLT at Teach First & Ex Head of Recruitment)