

Buckinghamshire Health and Social Care Academy: Briefing Document

Background and history:

The Buckinghamshire Health and Social Care Academy (BHSCA) exists to unite Buckinghamshire's healthcare, social care, social work, primary care, community care and education providers as a collective endeavour to ensure that a safe and effective standard of care is delivered to the citizens of Buckinghamshire by way of optimising the skills, education, training, and development of our workforce.

Our vision is to mobilise and integrate innovative health, social work and social care workforce education, training, and development across Buckinghamshire. The Academy seeks to co-create a gateway enabling the provision of innovative and integrated careers advice, education, training, knowledge transfer and organisational/professional development for the health, social work, and social care workforce in Buckinghamshire. Our aim is to make Buckinghamshire the preferred destination and long-term base for our workforce to pursue vibrant, flourishing and fulfilling careers in primary, secondary and community health care, social work and social care.

The Academy is rapidly being established and acknowledged as becoming a centre of excellence to support the growth, transformation and retention of the current and future health, social work and social care workforce and talent pool in Buckinghamshire. It represents a unique opportunity for Buckinghamshire to become a national and international trailblazer in support of the Government's declared aim of implementing an integrated care system model throughout England.

Our core functions:

- To be recognised as a key county-based delivery vehicle for system people plans that form part of the Buckinghamshire, Oxfordshire, and West Berkshire (BOB) Integrated care System, reflecting key local, regional, and national workforce education and training priorities.
- Enable the co-design and creation of innovative, collaborative, inclusive evidenced based workforce-related learning and development activities.
- Support skills and competencies development (and capability) within the workforce.
- Secure funding for collaborative projects and provide support and leadership.
- Inspire and support innovative multiagency workforce planning and evaluation.
- Work as a conduit to connect our local community and voluntary groups to health and social care programmes and projects.

Organisational Objectives:

- Enable innovative, collaborative, inclusive evidenced based workforce-related learning and development activities, which are accessible to all informal and formal health, social work and social care workers in Buckinghamshire, including volunteers and carers.
- Be a key county-based delivery vehicle for system people plans that form part of the Integrated Care System in BOB and which reflect key local, regional and national workforce priorities.
- Identify and convene planned and integrated education and training programmes that meet specific local workforce needs as identified by multi-agency services in Bucks delivered in collaboration with our partners.

- Ensure that the local economy attracts and retains the skills required to enable the Buckinghamshire population to benefit from the jobs created across the health and social care sector.
- Lead the development, integration and embedding of new career frameworks and competencies for health, social work and social care workers, ensuring compliance with local, regional and national occupational and workforce competency frameworks and their associated workforce transformational requirements.
- Work closely with our local voluntary groups to inspire and support the co-production of health and social care education and training solutions.

Local and National Strategic Objectives:

- The Academy's work makes a vital contribution to the Local Industrial Strategy, boosting economic productivity and growth of businesses in the health and social care sector. It accelerates high growth companies and fill skills gaps that industry research shows are holding back sector productivity. It also seeks to make a significant contribution to the County's Economic Growth and Recovery Programme and to the aligned Bucks Skills Action Plan. The Academy will also contribute to the development of the Local Skills Improvement Plans (LSIP), managed by Bucks Business First. This work will aid in further understanding the skills needed in Buckinghamshire and develop solutions that will enable economic growth that will benefit everyone in the county.
- Critically, the Academy inspires people of all ages in Buckinghamshire, through engagement activities, to work and learn within the statutory and non-statutory health, social work and social care sectors within the County. The Academy also complements the Government's, NHS England and NHS Improvement (NHSE/I) guidelines and standards for the Integrated Care Systems/Boards (ICS/B), which has come into effect as of July 2022, by trailblazing the integration of Buckinghamshire's health and social care/work sectors two years prior.

Success will be measured against our not-for-profit objectives:

- Securing public and private funding for projects and programmes of work, building in purposeful evaluation into all work streams.
- Growing the Academy to have greater impact for Buckinghamshire citizens.
- Increasing the supply and retention of the health and care workforce by enabling an innovative, collaborative, inclusive evidenced based workforce-related learning and development culture.
- Delivering demonstrable outcomes for the public good with our local communities and citizens related to their health and care needs based on the premise of population health and wellbeing.

Operating Model:

BHSCA is currently a not-for-profit partner organisation with infrastructure hosted by Buckinghamshire Healthcare Trust. An executive member of each partner organisation forms our Strategic Board, and Heads of Faculty and Partner representatives contribute to the Operational Board, both meet regularly to co-design our offer. We are located in the Buckinghamshire 'Place' of the Buckinghamshire, Oxfordshire, and West Berkshire (BOB) Integrated Care System (ICS).

The implementation of the Health and Care Act 2022, establishment of Integrated Care Systems and Integrated Care Boards and the merging of Health Education England with NHS England and NHS Improvement (NHSEI) have provided a catalyst for the Academy to revise and legitimise our partnership arrangements to efficiently make a place-based contribution to the health and social

care workforce’s education, training and skills development. An objective has been set to develop the Academy into a legal entity with the support and approval of our Partners.

Buckinghamshire Healthcare NHS Trust, has explored its own constitutional requirements and identified that to set up a new company via a corporate joint venture entity, the most efficient solution would be for the Trust’s wholly owned subsidiary company Buckinghamshire Health Projects Ltd. (BHPL), a social enterprise, to act as the Trust member of the new proposed Academy joint venture company. NHS trusts are governed by the provisions of the National Health Service Act 2006 (the “2006 Act”). NHS foundation trusts have power under Section 46 of the NHS Act 2006 to invest money, enter into joint venture arrangements or form subsidiary companies for the purposes of or in connection with the exercise of their functions, or for income-generating purposes. NHS trusts such as the Trust, however, are more restricted in this regard. In certain circumstances, NHS trusts can set up wholly owned subsidiaries for income-generating purposes, but in order for the Trust to set up a new subsidiary to become a member of the CIC, the Trust would require consent from NHSE and/or the Secretary of State, which would significantly delay incorporating the CIC. Therefore, the Trust explored its own constitutional requirements back in 2022 and identified the most efficient solution would be for the Trust’s existing wholly owned subsidiary company Buckinghamshire Healthcare Projects Limited (itself a social enterprise) to act as the Trust member of the CIC. This approach would minimise the NHS approvals process and avoid those extensive delays. This approach has been ratified through their exec board in January 2023.

Below is a Plan on a Page describing activity and current governance:

<p>Key Partners & Governance</p> <p>Partner Organisations of the Academy which fulfil administrative and faculty functions:</p> <ul style="list-style-type: none"> Buckinghamshire Healthcare NHS Trust Buckinghamshire Council Buckinghamshire New University University of Bedfordshire Buckinghamshire College Group Health Education England Buckinghamshire's Local Enterprise Partnership Primary Care & FedBucks <p>Faculties of the Academy:</p> <ul style="list-style-type: none"> Allied Health Professionals Primary Care Nursing & Midwifery Social Work & Social Care Research & Knowledge Exchange Volunteering Young People & Widening Participation Medical Education <p>Governance:</p> <ul style="list-style-type: none"> Director: Juliet Anderson Strategic Advisor & Chair of Strategic Board: David Sines Business Manager: Michaela Mulich Programme Admin: Rose Coleman 	<p>Key Activities of BHSCA</p> <ul style="list-style-type: none"> Representing the Academy in multiple health & care forums Planning and participating in Buckinghamshire health & care events Co-producing & co-designing programmes of work with Partners Researching and bidding for funding or grants to further our programmes of work and provide opportunities for external stakeholders' projects Engaging with major education and workforce providers to build the Academy's brand and primary function within Buckinghamshire <p>Key Resources of BHSCA</p> <ul style="list-style-type: none"> Office space at BNU Aylesbury Campus Website and domain name Twitter account Funding currently within our BHT Academy account Director, Strategic Advisor/Chairman, Business Manager, Programme Managers and Administrator Laptops and company mobile, email accounts through BHT Canva Constant Contact (once acquired) 	<p>BHSCA Value Proposition</p> <p>Our unique selling point: To establish the Academy as a centre of excellence to support the growth, transformation and retention of the current and future health, social work and social care workforce and talent pool in Buckinghamshire.</p> <p>The Academy represents a unique opportunity for Buckinghamshire to become a national and international trailblazer in support of the Government's declared aim of implementing an integrated care system model throughout England.</p> <p>Our core functions will be as follows:</p> <ul style="list-style-type: none"> Be a key county-based delivery vehicle for system people plans that form part of the Integrated Care System in BOB and which reflect key local, regional and national workforce education and training priorities. Enable innovative, collaborative, inclusive evidenced based workforce-related learning and development activities Support skills and competencies development in the workforce Secure funding for collaborative projects and provide support and management Inspire and support innovative multiagency workforce planning 	<p>Relationship Building</p> <p>Consistent forms of contact with Partners & Stakeholders</p> <ul style="list-style-type: none"> Community outreach initiatives and events Frequent Academy-wide Communications Campaigns & Social Media Engagement Attendance on external boards and forums <p>Channels for Interaction</p> <p>Website: https://bhscacounty.org/</p> <p>Email: bht.bhscacounty@nhs.net</p> <p>Twitter: https://twitter.com/BHSCA_</p>	<p>Who We Help</p> <p>For health, social work and social care employers: work with skills, education and training providers to co-create solutions for workforce inter-agency development, recruitment and the retention of critical skills and competencies</p> <p>For education and training providers: a collaborative approach to design transformational education, training, research and knowledge exchange programmes</p> <p>For the people of Buckinghamshire: brings together the strengths of the health and social care sector to ensure the best possible outcomes based on shared commitment to innovation and citizenship.</p> <p>For BOB ICS: innovative model that integrates health and social care at Place, that can be replicated across other parts of the ICS system or to become a proactive hub and spoke agency.</p>
<p>Cost Structure</p> <p>Salaries for those listed in the 'Governance' section of Key Partners & Governance, including any CPD programmes or training</p> <p>Marketing and promotional items, including the portal and platform for our website/domain, and the Canva and Constant Contact subscriptions</p> <p>Event hiring, room bookings, and purchasing of event paraphernalia and catering for specific events and meetings between the community and Partners</p>	<p>Measuring Success</p> <p>We are a not-for-profit organisation. Success will be measured against:</p> <ul style="list-style-type: none"> Securing public and private funding for projects and continuity Build purposeful evaluation into all work streams Expanding the reach of the Academy to have greater impact for the community Delivering demonstrable outcomes for the public good – as per the Value Proposition. 	<p>Revenue generated by BHSCA</p> <ul style="list-style-type: none"> Partner Subscription Funding <ul style="list-style-type: none"> listed in 'Key Partners & Governance' External Funding <ul style="list-style-type: none"> Project Funding from service organisations such as HEE, NHSE/IT, system-focused bodies <p>Bucks Coaching & Mentoring Pool will establish a commercial arm for the Academy and generate income through programmes and courses</p>		

Our Impact to Date

With our commitment to integrated system working, cross sector collaboration, and partnership, the Academy has had a noteworthy first two years. Following the union and coalition of our partners and formation of our nine faculties, multiple workstreams, projects, programmes, and placements have been developed or optimised.

Below, is a **Table** of the impact we have made so far and in what capacity our Academy was able to support the health and social care/work workforce, along with the citizens of Buckinghamshire:

Achievement	Sector	External Agencies Involved	Type of Impact
Nursing Cadet Scheme and Social Care Cadet Scheme	<i>Healthcare/Nursing and Social Care/Work</i>	BCG, Bucks Council	Workforce Pathway, Recruitment, and Retention: Nurse Cadet Scheme started end of 2020 and has produced five cohorts to date. Social Care Cadet Scheme first started in Jan. 2021 and continued virtually due to COVID, programme will be expanded and shared with nursing cadets, so the students get a system wide view of care and health, including rotation into care homes.
Positive Steps Programme	<i>Healthcare and Social Care, Community-wide</i>	BHT, DWP, BCG	Workforce Recruitment and Unemployment Relief: A 6-week programme led by BHT to get long term unemployed people (sourced by Department for Work and Pensions) trained by BCG into HCA roles. BHSCA provided multiagency support and programme guidance and helped to gain a free trial for Social Care.
HCA Volunteer Programme	<i>Healthcare and Social Care</i>	BHT, BCG	Workforce Recruitment: BHSCA supported our Partners at Buckinghamshire Healthcare NHS Trust and Bucks College Group with organising cohorts of volunteers into HCA roles, leading to applications for permanent roles within BHT
OT Apprenticeships	<i>Primary Care and AHPs, Social Care</i>	BHT, Bucks Council, Primary Care	Placement and Apprenticeship Expansion: Placements for First Contact Practitioners (FCPs), GP assistants and OT apprenticeships in Primary Care currently tendered out from Bucks Council. BHSCA worked with University of Bedfordshire to speed up delivery of OT Apprenticeship and Bucks new university to come online with a BSc

			in 2024 a local solution to a long-standing issue.
People First Scheme	<i>Healthcare, Social Care/Work, community-wide</i>	Bucks Business First (BBF), BHT, Bucks Council	Redundancy Relief, Workforce Recruitment and Retention: Joint bid with BHSCA/BBF to support the application for health and social care roles for unemployed people from the service industries. Effort led by BBF, linking with BHT for pilot programme, and then Social Care for the next cohort.
Lecture Series	<i>Research & Knowledge Exchange- Healthcare, Social Care, Medical education and research</i>	BNU & UoBeds	Promotional and Knowledge Exchange: <i>Research & Innovation Supporting the Health & Social Care Workforce</i> , hosted by BHSCA, co-produced by UoB & BNU: 10 lectures over 5 weeks with ~500 people signed up in total to all lectures. Additional lectures planned for 2023 with a invitation only writing retreat.
World Social Work Week Lecture Series	<i>Research & Knowledge Exchange- Social Care/Work</i>	BNU & UoBeds	Promotional and Knowledge Exchange: <i>World Social Work-day Lecture Series</i> , hosted by BHSCA, co-produced by UoB & BNU: two lectures during the week of World Social Workday with over 75 people in attendance
My Wellbeing Series	<i>Research & Knowledge Exchange, Healthcare</i>	BNU & UoBeds	Mindfulness, Health, & Wellbeing Promotion and Knowledge Exchange: Hosted on BHSCA website and produced by the Research and Knowledge Exchange Faculty, this series includes brief episodes that feature valuable research and practice-based evidence in the form of short, pre-recorded presentations to the public on health, wellbeing, and mindfulness.
Evaluation Webinar	<i>Research and Knowledge Exchange, Healthcare and Social Care/Work, Projects Management</i>	BNU, UoBeds	Evaluation, Promotional & Knowledge Exchange: Webinar hosted by BHSCA, produced by Research & Knowledge Exchange Faculty, experts in the field presented on the importance and methodology of evaluating projects, and offered services to collaborate with BHSCA stakeholders

Youth Widening and Participation Career Framework	<i>Secondary Schools, Community-wide, Healthcare & Social Care</i>	BCG, Bucks Skills Hub, BBF	Workforce Recruitment and Retention: Bucks College Group, Bucks Skills Hub, and Bucks Business First connected to support appropriate age groups with employment and a career in health or social care. BHSCA provided networking support and connection development between external agencies mentioned.
Primary Care Placement Expansion	<i>Primary and Secondary Care, Social Care</i>	FedBucks/Primary, BNU, BHT	Placement Expansion: FedBucks supported with the development of multi-professional learning environments and BNU provides yearly placement planner. Placement expansion of 22% achieved in BHT. The hope is to establish BHT as Placement Coordinator for placement across Primary, Secondary & Social Care
Primary Care Library Services	<i>Primary Care, GP Services</i>	BHT, Primary Care	Research and Knowledge Exchange Services: Supported the hiring of a full time Band 6 professional hosted by BHT working across Primary Care 2022/23 to support GP employees to access/utilise library services/develop skills/deliver literature searches etc.
Advanced Mental Health Practitioner (AMHP) & Pre-AMHP courses	<i>Social Care, Mental Health</i>	HEE, Bucks Council	Upskilling Workforce: Successfully supported an approx. £22K bid to HEE to secure funding for the Pre-AMHP course. Programme to be delivered by Buckinghamshire New University – Pre AMHP start in October.
Advanced Professional Practitioner Roles	<i>Social Care/Work</i>	HEE, Skills for Care, Bucks Council	Upskilling Workforce: Collaborated with HEE and Skills for Care to co-design and deliver a new national pilot programme for Advanced Professional Practitioner Roles in both Social Work and Social Care.
Bucks Skills Showcase	<i>Healthcare, Social Car/Work, High Education Institutes</i>	BBF, BNU, BHT, UoBeds, Bucks Council, HEE, HealthTec, BCG, Bucks Skills Hub	Promotional and Recruitment: Influenced and collaborated with Partners to produce a presence at the Bucks Skills Show to garner interest from Secondary School students into health and social care careers, educational courses, and apprenticeships.

Operational considerations for movement to a community interest company (CIC)

A Community Interest Company (CIC) is a type of company introduced by the United Kingdom government in 2005 under the Companies Act 2004, designed for social enterprises where there is a wish to use their profits and assets for the public good.

A CIC is a special type of asset locked limited company which exists to benefit the community rather than private shareholders. A CIC is subject to corporation tax and VAT the same as any other company. To this end there are some operational considerations we need to have sight of.

People: Employment and hosting arrangements.

The current core team are hosted by BHT, this will continue for the short term (transition period) 3-6 months after CIC approval. After this time the core team will be hosted by BHT under a Service Level Agreement (SLA). All HR and IT support will fall under this SLA. The Member directors and strategic board will have sight of the SLA prior to implementation. There will be a cost associated with this arrangement.

The director will be hosted by another partner, and this will be regularly reviewed by members to ensure all parties are happy with the arrangements.

Financial functions:

- A NatWest bank account will be set up as soon as the CIC is a legal entity.
- An accountancy firm has been engaged to support the financial transactions of the CIC in its first year.
- During the transition period (see above) an SLA will be established with BHT who currently provide financial oversight of our BHSCA finance lines to support the move to independence.
- We will be developing Standing Operating Procedures (SOP) for all aspects of financial management and procurement, staffing and HR related matters and IT infrastructural management. These will be developed between May and July 2023. In the meantime, we will continue to operate through the use of our current SOP.

Assets:

BHSCA does not own any physical assets such as premises or equipment.