

Innovation Project Application Form

Salford Innovation and Improvement Fund Locality Call 2022/2023

Each question in this application form is very specific about the information required. **Please ensure that you read the separate ‘Application Guidance’ document carefully, complete all sections of this form and provide all the information requested.** Please ensure that any abbreviations/acronyms are explained at the start of the application; they may then be abbreviated throughout the remainder of the application.

SUBMISSION DETAILS

SUBMITTED BY <i>(name, role, org.)</i>	Emma Nolan, Commissioning Manager, Salford City Council
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SUBMITTING ORGANISATION	Salford City Council
PARTNER ORGANISATION(S) <i>(if a joint bid)</i>	<ul style="list-style-type: none"> - Northern Care Alliance - Growth Company - Salford Care Organisation
DATE SUBMITTED	

<i>Details of how to complete each section of this form correctly are found in the Application Guidance document. Please confirm that you have followed this guidance</i>	<input checked="" type="checkbox"/> I have read and followed the Innovation Fund Application Guidance document
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SECTION ONE: PROPOSAL OUTLINE

1) NAME OF YOUR PROPOSED PROJECT

Salford Employ – Health & Social Care Pathways

2) SUMMARY OF PROPOSAL

This proposal seeks to help tackle workforce challenges in the Health and Social Care (H&SC) sector by taking a strategic and system approach to identifying and supporting opportunities and progression routes into the sector. This approach brings together commissioners, employers and Adult Education Budget (AEB) to create clear and integrated pathways into skills development and employment within the sector for residents.

Need and Rationale

The Salford City Locality Leadership Meeting has previously discussed the many vacancies/absences in Health & Care, private, public and voluntary sector, that are causing service delivery pressures. The system risks presented by these workforce pressures are high and continue to be realised as Salford endeavors to recover post pandemic. Current Salford Job posting data suggests nursing was the most in-demand vacancy among employers in Salford in early 2022, and the hardest to fill and the Care/Home job vacancies, were also in high demand.

Occupations in Salford with the highest number of job postings in 2022

	Unique Postings Jan - Apr 2022	Avg. Posting Intensity (Jan - Apr 2022)	Median Annual Wages (£)
Nurses	538	11.56	30,828
Other Administrative Occupations n.e.c.	349	2.98	18,220
Customer Service Occupations n.e.c.	345	2.82	19,122
Teaching Assistants	331	2.49	14,478
Care Workers and Home Carers	327	6.38	16,224
Sales Related Occupations n.e.c.	275	2.32	22,003
Book-keepers, Payroll Managers and Wages Clerks	215	1.80	22,408
Primary and Nursery Education Teaching Professionals	212	2.42	30,812
Programmers and Software Development Professionals	210	1.93	42,865
Human Resources and Industrial Relations Officers	189	1.89	27,529

Source: EMSI Analyst

In order to ease this challenge, through working in collaboration with the Northern Care Alliance, Salford Employ and skills providers, this proof-of-concept proposal aims to develop pathways that increase the number of Salford residents to access jobs and start to develop careers in the H&SC Sector, particularly within the Home Care Sector. This work also recognises the changing demography of Salford and includes some targeted work to support residents for whom English is not their first language access the available opportunities.

A paper was presented to the Salford City Locality Leadership Meeting in April 22, which gained support to look at exploring new and innovative ways to support recruitment into the Home Care Sector through a partner approach and this proposal has been developed on this basis.

Partnership and Objectives

The proposal is led by Salford City Council and partners include the Northern Care Alliance (NCA), Salford Social Care Organisation, NHS Greater Manchester Integrated Care, Salford Employ (a Salford City Council commissioned employer brokerage and recruitment service), the Growth Company (an accredited Greater Manchester Combined Authority (GMCA) AEB provider), Jobcentre Plus Salford, Salford City College, Refugee Action Pathways to Work and a number of other GMCA AEB providers who deliver training within the health and social care sector.

The key objectives of the proposal include:

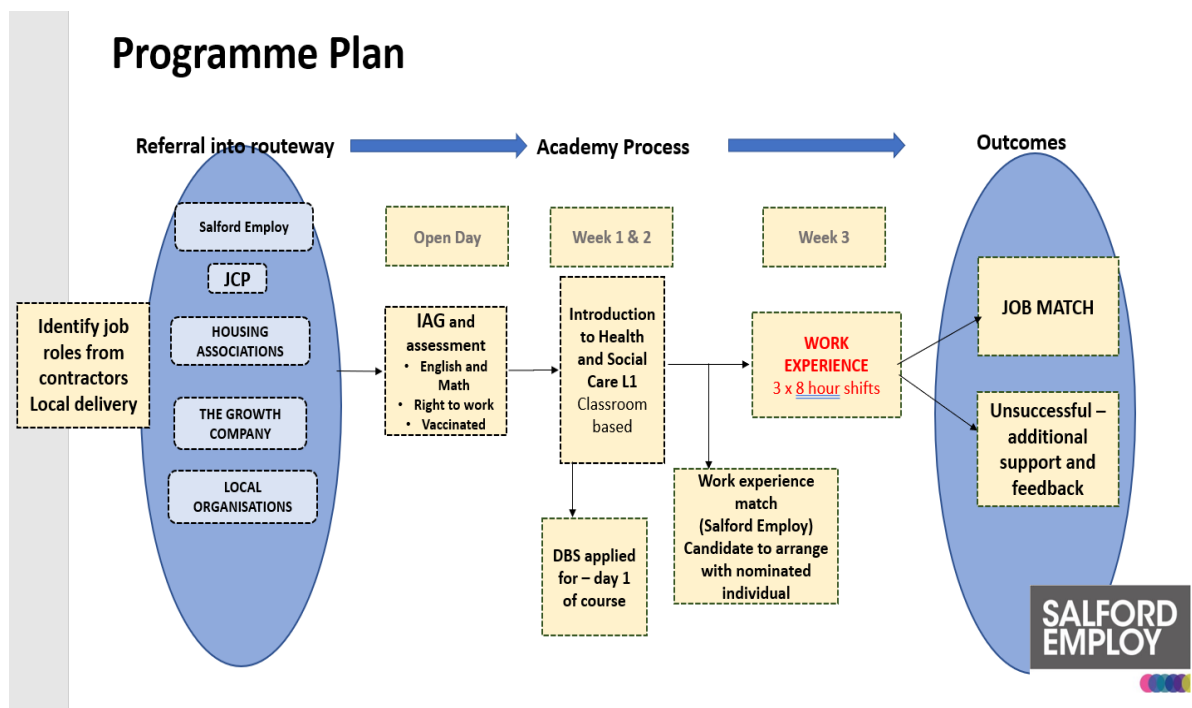
- Support the sector to recruit to the values and skills needed to work in this area. Salford Employ will be the lead coordinator for developing and managing the skills pathways with stakeholders to meet the needs of the employers and sector requirements.
- Address high levels of out of work and in-work poverty in Salford, through skills development linked to employment progression into high demand sectors with the focus on Health and Social Care. Salford Employ will undertake locality engagement across Salford targeting Job centres and community partners in areas that have high economic inactivity, unemployment or underemployment. Supporting residents into work through this route would mean residents are less reliant on benefits. Working with employers based in key geographical locations to make it easier to enter employment.
- Increase entry routes for Salford residents who are unemployed or have recently been displaced from other sectors, in the wake of COVID -19, redundancy or looking for a career change, into the health and social care sector. Linked to the above, Salford Employ will be able to raise awareness and advise Salford residents on how to access the opportunities and careers available within this sector.
- Improve residents' progression from training provision, into sustainable and quality employment opportunities. Salford Employ will be able to provide a key worker approach to residents and support with a seamless journey from training to employment and be on hand to work through and support any barriers.
- Develop a quality framework for employers to recruit from to vacancies and opportunities. Salford Employ will develop a menu of recruitment and account manage employers to work through the most appropriate recruitment strategies and methods. Salford Employ will also co-ordinate the pool of talent for H&SC opportunities
- Look at the support needed for the emerging communities that are developing in Salford, to access opportunities within the Health and Social Care sector. Through the partnership we will look to develop the most appropriate pathway and support as part of the programme.

Delivery Model

Salford City Council will provide the strategic/system lead for the programme (designed to deliver this proposal) through the Skills and Work Team, with the Skills and Work Commissioning Manager (Creating Opportunities) acting as the project manager, supporting stakeholder management and overseeing overall delivery, performance and evaluation, with the support of the NCA and the Growth Company.

Salford Employ will manage and deliver this programme, supporting residents, AEB providers, employers and liaising with Salford Integrated Care Commissioners. This will require additional resources, including an enhancement to an existing role, together with the recruitment of two new posts with a focus on recruitment, skills, information, advice and guidance (IAG) and in work support. The work experience element of the programme will be managed by the NCA. (More details on the proposed staffing structure to deliver this programme are provided in section 11).

Residents referred on to the programme will be supported to access appropriate training and will have the opportunity to undertake a work experience placement via the 'Salford Care Academy' prior to being matched to an opportunity with employers who have vacancies. A flexible fund will also be available to support elements that cannot be covered through mainstream activity. The programme model is summarised below, together with more details on key strands.



Salford Social Care Academy – this has been developed as a flexible approach, residents can join for the full pathway or in part to undertake the work exposure placement, with the ultimate aim of moving into work through a structured job match to an existing vacancy managed through Salford Employ.

Where possible we will utilise GMCA funded programmes, primarily AEB, but for those residents not eligible, we will look to fund this as part of this proposal from the flexible fund requested in this proposal. The aim is to maximise and be responsive to any additional support that a resident, training provider or employer requires, and that current AEB funding can't cover the cost, which would include:

- Provision of a learner support mentor

- Support for residents who are below aged 19 (and therefore not eligible for AEB funding)
- Non-accredited learning
- DBS and or Adult First Check
- Self-supported study
- Travel
- Development of a flexible curriculum (can be dictated via guided learner hours required as part of AEB funding requirements),
- Viability (not able to run programmes with small numbers, essential for those learners with English language needs)

Full Skills Pathway – this is for those residents who wish to start on a programme of learning who can be funded through AEB and or those not eligible for AEB funding.

The course involves a 2-week in person taught programme. Candidates are recruited on values to care with the intention of broadening the talent pool and encouraging people without past work experience in care to apply. Learners are expected to have foundation level in Maths and English. If learners do not have this, they are directed to appropriate adult learning provision.

Taught components are supplemented by the provision of direct work exposure to allow learners to apply their learning to care settings. This will be offered by the NCA within Salford Care Organisation's community teams.

Individuals are then placed into a 2-day working interview with the independent care home provider who has the vacancy, moving them seamlessly into paid work.

Disclosure and Barring Service (DBS) and or Adult First Check will be initiated at the start of the pre-employment programme with a view to these being cleared prior to the individual becoming ready to take up a post.

Work Exposure Pathway – for those residents who have already accessed and achieved an AEB Health and Social Care qualification

This is designed to increase successful recruitment into the sector through supporting and providing Salford residents with work exposure within the NCA structure and job match.

Skills Pathway for learners for whom English is not their first language (ESOL) who have completed an entry level E3 and live in the Salford locality to enter the Health and Social Care Sector – over the past ten years, the ethnic diversity of Salford's population has changed considerably with Office of National Statistic (ONS) data suggesting that the ethnic minority population in Salford had grown from 8.35% in 2012 to 13.4% in 2021. An analysis of over 1000 applications for language support to the Salford ESOL Advice Service, showed that 67% were actively looking for work which would suggest a significant potential recruitment pool for employers who could look beyond the language barriers. As part of this programme a specific pathway will be piloted for residents with ESOL support requirements.

A full external evaluation of the programme will be commissioned as part of this proposal.

Word Count 1,475

3) KEY OBJECTIVES: WHAT ARE YOU TRYING TO ACHIEVE?

(Key things that need to happen for the project to be considered successful)

These objectives need to be **SMART (Specific, Measurable, Achievable, Realistic and Timed)**. Project objectives and associated payments need to be completed within the 12 month period after the agreed project start date.

If the project has more than five objectives, please list additional objectives in the comments section.

Objective 1:	Go Live - Programme to commence Jan 2023 (If successful mobilisation phase will begin mid Oct – Dec 22)
Objective 2:	Recruitment of 2 new staff to be in post by Jan 2023
Objective 3:	40 new entrants to H&SC labour market by Dec 23
Objective 4:	Commission external evaluation by end of Jan 2023 to be completed by Dec 23
Objective 5:	Design and deliver an ESOL skills pathway by Dec 23

Comments: Throughout the life cycle of the programme we will be looking at sustainability options.

4) WHICH CITIZENS / PATIENTS / COMMUNITIES / VULNERABLE GROUPS WITHIN SALFORD WILL SEE A BENEFIT AS A RESULT OF THIS PROPOSAL?

Group/s	Outcomes	What benefit/s will be realised for this particular group?
Salford Residents from different priority groups; <ul style="list-style-type: none"> - Economically inactive - Unemployed/ under employed - Threat of redundancy / Career Changers - ESOL learners 	Resident initial Engagement 120 Total number of residents signed up and supported through the programme pathways 90 Work exposure opportunities offered - 80 Pilot ESOL H&SC pathway developed 1 course delivered for 5 – 10 residents eligible cohort	Residents to receive career advice and guidance on the opportunity to undertake the various options as proposed for H&SC opportunities Reduce long term unemployment and economic inactivity Help more residents to enter and sustain, well paid work Start a Career in H&SC Improve adult skills
Salford H&SC Employers	Total number of new entrants to H&SC workforce 40	Reduce local skill shortages and increase capacity to recruit from for vacancies to

		enable delivery of care packages.
Health & Social Care System and Salford residents who need to access Home Care support	For those residents who need Home Care support, subject to care packages being agreed on a bespoke basis this will improve the providers availability to meet resident's needs.	Support and reduce the level of acute need for hospital stays, residents will be able to return to their community /own homes due to increased staff capacity working in Home Care enabling providers to take on and deliver more care packages.

5) HAVE YOU PREVIOUSLY SUBMITTED ANY APPLICATIONS FOR FUNDING TO DELIVER THIS PARTICULAR INNOVATION WITHIN SALFORD?

Please tick the relevant box, and provide details where necessary

		Details
<input checked="" type="checkbox"/>	No	
<input type="checkbox"/>	Yes – and it was not funded	
<input type="checkbox"/>	Yes – and it was funded	

Comments

We have trialled a very small-scale model, which had some similarities and the learning from this has informed and shaped the development of this proposal. What worked within that original test case and elements which were not successful have informed those innovations, needed to take it to the next level and scale up. To enable this, we need to build specific staffing capacity and additional funding flexibilities, for dedicated resources as identified in this proposal.

6) HAS YOUR PROPOSED IDEA BEEN IMPLEMENTED OUTSIDE OF SALFORD PRIOR TO THIS APPLICATION?

(If yes, please state where, when and provide details of the impact of this in the comments section below)

- Yes
 No

Comments:

7) PLEASE EXPLAIN HOW THIS PROPOSAL IS “INNOVATIVE”

This proposal is a system-based approach and development of these proposed pathways aim to address these gaps and barriers that have been identified.

We have initially met with key individuals from other programmes and Head of Programme Development, Greater Manchester Workforce Collaborative, to understand what currently is being delivered in order not to duplicate or impact and have identified the current gaps that need be built upon. This engagement has included:

- GM Working Well Pre-employment Opportunities
- GM Step into Care Programme
- GMCA Adult Education Budget Provider – Growth Company
- E-learning packages delivered by Workers’ Educational Association (WEA)
- Department of Work and Pensions funded employability programmes e.g. Job Entry Targeted Support (JETS) due to finish Dec 22

An initial scoping exercise identified that although there are existing routes into attracting new talent into the system, existing provision is not supporting rapid deployment into vacancies within the independent home care sector:

1. Limitations on who can access AEB funded provision

There are a number of criteria that would negate a Salford resident being eligible for this funding which could include; residents of Salford without 3 years residency in the UK, residents that have already completed an AEB qualification in an unrelated sector.

2. Flexibility of AEB delivery

AEB funding does not pay for additional needs identified to overcome the limitations of AEB funding e.g. class size, viability, DBS, wrap around / additional support, age.

3. Lack of work exposure to the sector

The learning packages delivered are theoretical and require competency sign off in the workplace setting before an individual is deemed to be work ready.

A large number of AEB H&SC related training has been delivered virtually due to COVID over the past 2 years, with no element of work exposure to the sector. As an example between, September – November 2021, 14 AEB providers delivered H&SC courses to 678 Salford residents, yet we still have an acute shortage of care workers.

Large organisations like NCA, can more easily support and accommodate the work exposure element, within their existing team working. However, smaller organisations particularly those providing care in people’s homes, largely done on a one to one or working in pairs, makes this structurally more difficult. For example, whilst the GM Step Into Care Programme has successfully brought people into H&SC during the pandemic and continues to do so, it has not supported individuals into the Independent Home Care Sector and the model is different to what is proposed e.g. not locality based, no face to face training offered, no wrap around support with a support worker to aid success and overcome barriers, longer duration

and no opportunity just to offer the work exposure placements within Community Nursing through NCA.

4. Links to employers with vacancies & DBS

The existing programmes are aimed at general work readiness and not explicitly linked to an existing vacancy or guarantee of an interview. Individuals apply for the pre-employment / training opportunity and then must apply again for a vacancy. This proposal is employer/ vacancy led, either working with an individual employer or a consortium of employers.

Should a candidate be successful in obtaining a role in H&SC, an enhanced DBS is a condition of the employment offer. This takes time which can mean successful candidates take another job in retail or hospitality as a quicker way of obtaining paid employment.

5. New and emerging communities in Salford

Identified gap, where no provider or agency is looking at this as a progression route into this sector and the opportunities for supporting an untapped talent in Salford

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SECTION TWO: ALIGNMENT WITH SALFORD LOCALITY PRIORITIES

8) WHICH OF THE 2022-23 INNOVATION PRIORITIES DOES YOUR PROPOSAL ADDRESS?

(This year's Innovation Priorities are summarised below. Please tick the **ONE** most relevant box for the priority area your proposal aligns with.)

2022-23 Innovation and Improvement Themes

<input type="checkbox"/>	Neighbourhood based care
<input type="checkbox"/>	Safer Salford Care Homes and Domiciliary Care
<input checked="" type="checkbox"/>	Workforce Transformation
<input type="checkbox"/>	Sexual Health
<input type="checkbox"/>	Frailty and ageing
<input type="checkbox"/>	Screening
<input type="checkbox"/>	Tackling vaccine / immunisation hesitancy

A full breakdown of these themes is available in the separate Application Guidance document.

NONE / OTHER	<input type="checkbox"/>	Please select this option if your proposal does not clearly align to any of the above priority topics, but you believe it addresses a current un-met need
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9) WHICH OF OUR CORE INNOVATION PRINCIPLE/S DOES YOUR PROPOSAL EVIDENCE?

(Please tick all that apply)

<input type="checkbox"/>	Exploiting the use of Technology and Digital Innovation
<input checked="" type="checkbox"/>	Partnership Working - Developing links between Health & Social Care and external organisations that are looking to test and evaluate innovative solutions in this field
<input checked="" type="checkbox"/>	Neighbourhood Working - Developing, delivering and structuring Health & Social Care within the 5 Salford Neighbourhoods / GP Networks
<input type="checkbox"/>	Addressing Health Inequalities and Wider Determinants of Health
<input type="checkbox"/>	Improving the Environmental Sustainability of care

Form Continues on Next Page



SECTION THREE: PROJECT DELIVERY

10) KEY PROJECT TIMESCALES

(What is expected to happen, when?)

Once we have confirmation of a successful award, mobilisation will begin mid Oct-Dec'22. To support the implementation and mobilisation of the project, staffing resources will be made available from Salford Council, the Growth Company and Northern Care Alliance to ensure the following;

October '22	<p>Upon project sign off:</p> <ul style="list-style-type: none"> • Recruitment – Advertisement of roles goes live (2 Salford Employ and 1 Northern Care Alliance). • Delivery plan – Agree operational roles required to input into developing the operational delivery plan. • Contract sign off - Flow down of contract to delivery partners (Growth Company and Northern Care Alliance).
November '22	<ul style="list-style-type: none"> • Recruitment – Advert closes and interviews take place for 3 new staff to be in post by Jan 2023 (2 Salford Employ and 1 Northern Care Alliance). • Establishment of the partnership delivery group which will meet weekly / fortnightly throughout the mobilisation phase, sign off delivery plan, establish roles and responsibilities. • Delivery plan - Develop a collaborative operational delivery plan; to include engagement and communications plan for residents, provider and employer engagement, with timeframes for the programme pathways in order to achieve project outcomes. • Contract sign off - Delivery partners sign off contract Growth Company and Northern Care Alliance.
December '22:	<ul style="list-style-type: none"> • Recruitment – HR New staff starter checks complete (2 Salford Employ and 1 Northern Care Alliance). • Partnership delivery group; continue to meet weekly / fortnightly throughout the mobilisation phase, sign off delivery plan, establish roles, responsibilities. • Delivery plan - Operational delivery plan timeframes confirmed; to include engagement and communications plan for residents, provider and employer engagement, with timeframes for the programme pathways. • Evaluation – Write evaluation brief for an external evaluation to be undertaken.
Month 1 Jan '23	<p>Jan 23 – Go Live</p> <ul style="list-style-type: none"> • Recruitment – Onboarding and induction of new staff (2 Salford Employ and 1 Northern Care Alliance). • Partnership delivery group; sign off delivery plan in Jan / Feb and review frequency in line with the operational plan

	<ul style="list-style-type: none"> • Project delivery; weekly management KITs for month 1 delivery, moving to monthly from Month 2 onwards where any performance issues can be addressed and plan future activity and direction. • Evaluation – Commissioning of external evaluation.
3 months: March '23	<ul style="list-style-type: none"> • Partnership delivery group monthly meetings. • Progress update, jointly to the Skills and Work Board Partnership Board and the Salford City Locality leadership meeting.
6 months: June '23	<ul style="list-style-type: none"> • Partnership delivery group monthly meetings. • Submit mid- term review report in order to report on progress / successes and release further funding. • Interim evaluation completed, with potential options for upscaling across GM, co-investment funding for future mainstream delivery and partners that can invest / support. • Progress update, jointly to the Skills and Work Board Partnership Board and the Salford City Locality leadership meeting.
9 months: Sept '23	<ul style="list-style-type: none"> • Partnership delivery group monthly meetings • Progress update, jointly to the Skills and Work Board Partnership Board and the Salford City Locality Leadership meeting.
12 months: Dec '23	<ul style="list-style-type: none"> • Partnership delivery group monthly meetings. • Progress update, jointly to the Skills and Work Board Partnership Board and the Salford City Locality Leadership meeting. • Evaluation to be completed and receive partners sign off Dec '23 for submission in Jan '24. • 40 new entrants to H&SC labour market. • Designed and delivered an ESOL skills pathway.

11) HOW IS THE PROJECT GOING TO BE MANAGED?

Salford City Council, Skills and Work Team, will be the accountable body and strategic lead and have extensive, proven experience in service delivery, contract management, monitoring and mobilisation and are well versed in procurement and commissioning with dedicated resources for these already in place. The Skills and Work Commissioning manager (Creating Opportunities) will act as project manager, supporting stakeholder management, mobilisation, commission of the evaluation and ensuring the project is on track and in line to achieve specified targets, with the support of NCA and the Growth Company.

To mobilise quickly this will be an enhancement to the Salford Employ service, an established and existing Employment Brokerage service, commissioned by Salford City Council and delivered by the Growth Company.

Management and co-ordination of the project will be overseen by Salford Employ - Recruitment and Skills Manager, an enhancement to an existing staff members role (in post), who will take the lead for all aspects of the programme from inception to evaluation,

including the recruitment for the two new posts, responsible for the operational day to day delivery of the programme.

- Salford Employ Employment and Training Consultant Health and Social Care Sector F/T 37 hrs
- Salford Employ Information, Advice and Guidance (IAG) and in work support Advisor F/T 37 hrs

The two new posts, will focus on these core elements key to delivery (with the support and direction of the Salford Employ Recruitment and Skills Manager);

- Co-ordinate and support delivery of the pathways as identified in the proposal
- Market development with key partners, AEB providers and employers
- Resident and community engagement and recruitment in localities
- On boarding and supporting programme delivery
- Co-ordinating placement delivery and availability with NCA
- Job matching to vacancies and supporting residents and employers, both pre-employment and in work.

NCA will take responsibility for recruiting to the newly created work placement post and will be hosting the new post, working closely with Salford Employ, to develop a delivery plan / timeframe for the 80 placements, identified.

Reporting and governance, a partnership delivery group will be established, which will meet weekly / fortnightly throughout the mobilisation phase mid Oct – Dec 23, sign off delivery plan, establish roles, responsibilities and continue through the go live phase – Jan / Feb 23 and then will be reviewed in terms of frequency. Members will include key people to be identified from the following partners / stakeholders;

- Northern Care Alliance
- Social Care, Salford Care Organisation Northern Care Alliance
- NHS Greater Manchester Integrated Care
- Commissioning Manager Skills and Work, Salford City Council
- Salford Employ Service, delivered by the Growth Company and commissioned through the Salford City Council Skills at Work Team (aiming to support local residents into key priority jobs including health and care)
- Growth Company, an accredited GMCA AEB provider
- Jobcentre Plus – Salford

On a quarterly basis this programme will provide reporting updates, jointly to the Skills and Work Board Partnership Board and the Salford City Locality leadership meeting.

In addition the Skills and Work Commissioning Manager will undertake weekly KIT meetings with Salford Employ and monthly management meetings where any performance issues can be addressed and plan future activity and direction.

The introduction of the refreshed Salford Employment and Skills Strategy at the end of 2022 will see a commitment to working with those employers experiencing skill shortages and support residents furthest from the workplace to move into, sustain and progress in employment, which this proposal supports.

12) HOW WILL YOU MEASURE AND EVALUATE YOUR PROJECT?

A) Does your proposal involve an external / independent evaluation?

- Yes
- No

B) Who will be carrying out the evaluation of this project?

This will be commissioned out for an independent evaluation; we will look to work with an educational institution, who will deliver on this evaluation piece.

C) Please outline your plan for measurement and evaluation of the project

A full performance framework will be established and progress against key milestones, outcomes and targets will be monitored and reviewed on a monthly / quarterly basis.

A commissioning evaluation brief will also be produced with the following themes to be covered as a minimum:

- Plausibility of the design and delivery model
- Impact of the programme for residents, employers, training providers and commissioners. This will include both their experiences and targets/outcomes and will be assessed using a variety of qualitative and quantitative assessment methods
- What has worked and what hasn't
- Sustainability / mainstreaming options – including upscaling across GM, co-investment funding for future mainstream delivery and partners that can invest / support this
- Dissemination Plan

13) WILL THE PROJECT REQUIRE A CHANGE TO AN ESTABLISHED CARE PATHWAY?

If you are currently unable to assess if the activity will require a change to an established pathway, please indicate so using the Don't Know option. Applications selected to progress will be able to work with their sponsor to establish this.

- Yes
- No
- Don't Know

If Yes, please provide details of the existing care pathway and explain how your project will require a change to this.

14) IS THIS A DIGITAL HEALTH TECHNOLOGY (DHT)?

- Yes
- No

IF YES, please answer the below questions:

A) How would you categorize the function of this Digital Health Technology (DHT)?

(tick **ONE** option only)

	Functional Classification	Description	Examples May Include
<input type="checkbox"/>	System service	Improves system efficiency . Unlikely to have direct and measurable individual patient outcomes.	Back office systems, Electronic prescribing, health record platforms, Ward management systems.
<input type="checkbox"/>	Inform	Provides information and resources to patients or the public. Can include information on specific conditions or about healthy living.	DHTs describing a condition and its treatment. Apps providing advice for healthy lifestyles (such as recipes). Apps that signpost to other services.
<input type="checkbox"/>	Health Diaries	Allows users to record health parameters to create health diaries. This information is not shared with or sent to others.	Health tracking information such as from fitness wearables. Symptom or mood diaries. No data transmitted.
<input type="checkbox"/>	Communicate	Allows 2-way communication between users and professionals, carers, third party organisations or peers. Clinical advice is provided by a professional using the DHT, not by the DHT itself.	Instant messaging apps for health and social care. Video conference-style consultation software. Platforms for communication with carers or professionals.
<input type="checkbox"/>	Preventative behaviour change	Designed to improve health behaviours to prevent ill health consequences associated with smoking, eating, alcohol use, sexual health, sleeping and exercise. Based on accepted behaviour change theories	Smoking cessation DHTs and those used as part of weight loss programmes. DHTs marketed as aids to good sleep habits.
<input type="checkbox"/>	Self-manage	Aims to help people with a diagnosed condition to manage their health . May include symptom tracking function that connects with a healthcare professional	DHTs that allow users to record, and optionally to send, data to a healthcare professional to improve management of their condition.
<input type="checkbox"/>	Treat	Provides treatment for a diagnosed condition (such as CBT for anxiety), or guides treatment decisions.	DHTs for treating mental health or other conditions. Clinician-facing apps that advise on treatments in certain situations. Electronic prescribing systems that provide patient-level advice on prescribing.
<input type="checkbox"/>	Active Monitoring	Automatically records information and transmits the data to a professional, carer or third-party organisation, without any input from the user, to inform clinical management decisions.	DHTs linked to devices such as implants, sensors worn on the body or in the ward/home/care setting. Data automatically transmitted through for remote monitoring.
<input type="checkbox"/>	Calculate	Tools that perform clinical calculations that are likely to affect clinical care decisions.	DHTs for use by clinicians, professionals or users to calculate parameters pertaining to care, such as early warning system software.
<input type="checkbox"/>	Diagnose	Uses data to diagnose a condition in a patient, or to guide a diagnostic decision made by a healthcare professional.	DHTs that diagnose specified clinical conditions using clinical data. AI systems making diagnostic or triage decisions.

Functional Classifications from NICE Evidence Standards Framework for Digital Health Technologies (April 2021)

B) Does the Digital Health Technology have a CE mark?

- Yes
 No

C) Is the Digital Health Technology classed as a medical device?

- Yes
 No

If yes, please state classification and whether currently approved by MHRA

15) WILL YOUR PROPOSED PROJECT ACTIVITY REQUIRE ACCESS TO, CHANGES TO, OR INTEGRATION WITH, EXISTING IT SYSTEMS TO ENABLE DELIVERY?

- Yes

- No
- Don't Know

Please only select the 'Don't Know' option if you are currently unable to assess whether the activity will require access or changes to IT systems or infrastructure. If selected for progression, you will need to engage the relevant IT departments of pilot sites to complete this assessment and establish any requirements prior to achieving final sign-off for funding.

If Yes, please answer the below questions:

- A) Which system/s or infrastructure will you require access to, changes to, or integration with?**
- B) What changes / integrations are required, and the timescales needed for this?**
- C) Who owns or manages this system / infrastructure?**
- D) How have you engaged with the relevant system owners / managers / IT departments so far to determine the feasibility of making these necessary changes?**

16) WHAT RISKS HAVE YOU IDENTIFIED FOR THIS PROJECT, AND HOW WILL YOU MITIGATE THEM?

RISKS	Mitigation:
Staffing	<ul style="list-style-type: none"> - 2.5 month lead in time to project go live in Jan 2023, giving ample time to recruit to the posts. Options to include, at risk employees, secondment opportunity, internal and external recruitment process. - Initial approach - vacancies will be offered within the organisations who have staff at risk of being displaced.
Engagement with Salford residents	<ul style="list-style-type: none"> - Marketing strategy to ensure wide coverage of the project to Salford residents. - Existing Salford Employ contract engage with Salford residents and able to feed into the project. - Established and developed relationships with a wide variety of referral partners who can support and direct relevant residents to the project. - 2.5 month lead in time to the project go live in Jan '23 giving time to market and

	develop a pipeline of residents for the project.
Engagement with AEB providers	<ul style="list-style-type: none"> - Existing relationships and contacts with AEB providers who are ready to support and deliver the project - 2.5 month lead in time to the project go live in Jan '23 giving time to network with additional AEB providers – which will be ongoing.
Onboarding H&SC Employers with Vacancies	<ul style="list-style-type: none"> - Existing relationships and contacts with H&SC employers who are ready to support with vacancies - 2.5 month lead in time to the project go live in Jan '23 giving time to develop and market jointly with Commissioning Managers responsible for Home Care with the H&SC employers/providers of these services and support throughout the project.
Placements provide through NCA	<ul style="list-style-type: none"> - Existing relationship with NCA, who are ready to support and deliver the project - 2.5 month lead in time to the project go live in Jan '23 giving time to plan and develop scope with NCA
External Evaluation	<ul style="list-style-type: none"> - Existing relationships with education institutions Salford University and Manchester Metropolitan University for potential evaluation. - 2.5 month lead in time for Evaluation Brief to be developed and commissioned during Jan '23 to run alongside project, in real time.

[Form Continues on Next Page](#)



SECTION FOUR: BUDGET & FINANCE

17) WHAT IS THE TOTAL AMOUNT OF FUNDING YOU ARE REQUESTING?

This must be a set figure – requests for variable amounts will not be accepted. Please ensure the amount stated is fully inclusive of all VAT

£159,991

Are part of the proposal Salford City Council (SCC) will be providing the following in kind / match funding support costed at 10% of overall bid costs £15,991. The Skills and Work Commissioning Manager (Creating Opportunities) will act as project manager, supporting stakeholder management, mobilisation, commission of the evaluation and ensuring the project is on track and in line to achieve specified targets. SCC will also provide the other associated and back-office costs for this type of programme, legal, compliance, contract monitoring function and financial administration on behalf of partners delivering the programme.

To mobilise quickly this will be an enhancement to the Salford Employ service, an established and existing recruitment and employment service, commissioned by Salford City Council and delivered by the Growth Company. The core part of this service will also be in Kind/ Matched to support the programme and delivery of the project at a cost of £80,000.

To support the implementation and mobilisation of the project prior to go live Jan '23, staffing resources will be made available from Salford City Council, the Growth Company and the Northern Care Alliance.

Payment schedules for successfully funded projects will be finalised prior to sign-off. The typical arrangement is to pay 50% of awarded funds up front, with the remaining 50% released upon receipt of a successful 6-month project update report. If you would require any different payment schedule or arrangement, please give details below

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18) PLEASE PROVIDE A FULL BREAKDOWN OF HOW THE REQUESTED FUNDS WILL BE UTILISED

Please include a comprehensive budget, ensuring you include VAT where applicable.

Category	Description	Planned expenditure for Jan 2023- Dec 24 £	Additional notes includes on costs, overhead, VAT
Salaries	Salford Employ Recruitment and Skills Manager 15 hrs	£18,064	40% 15 hour contract staff employed by Growth Company
	Salford Employ Employment and Training Consultant Health and Social Care Sector F/T 37 hrs	£38,391	37 hour contract staff employed by Growth Company
	Salford Employ IAG and In work support Advisor F/T 37 hrs	£38,391	37 hour contract staff employed by Growth Company
	Placement co-ordinator	£18,000	20 hours employed by Northern Care Alliance
Removing Barriers Fund Flexibility	Fund gap costs identified in proposal and where AEB cannot cover e.g.Travel / DBS checks, Skills Training, delivery of an ESOL pathway.	£30,000	Based on 40 learners @ £750
Marketing and publicity	Development of a Communication campaign to raise awareness to residents, employers and partners including, Social Media Campaign, leaflets, bulletins, events, text messaging, Life in Salford	£2,000	£500 per quarter
Travel expenses	3 staff travel to employers/outreach	£600	£50 per month
Contribution to project running costs	SCC Accountable body Project Management, Monitoring Function and Administration / legal	In kind	SCC Staff and support provided In Kind - SCC 10% of overall bid costs £15,991. SCC Salford Employ commissioned service IN Kind £80K
Evaluation	Independent commission	£14,545	@ 10% of overall bid costs
Total		£159,991	

19) HOW WILL THE PROJECT ACHIEVE A RETURN ON INVESTMENT / COST BENEFIT?

Using the Salford Social Value Portal TOM's Values Measures, if we look at the participant's as under:

SSC13 No. of employees (FTE) hired on the contract who are long term unemployed (unemployed for a year or longer) as a result of a recruitment programme, this gives a

Social Value of £18,965 per job outcome and if we with factor in a **minimum of 20** job starts from this group, this gives a **Social Value return of £379,300.**

20) WHAT COMES NEXT AFTER THIS FUNDING? HOW WILL YOU ENSURE THAT ACTIVITIES, OR RESULTS, ARE SUSTAINABLE AFTER THE 12 MONTH FUNDED PERIOD HAS ENDED?

Through an early focused approach, we look at the learning coming from the delivery of the various elements in the model and how this can inform the wider system at GM and how this potentially can be scaled up through the GM Workforce Collaborative, funding and appraisal options will be developed, this will be built in as one of the elements the evaluation will focus on.

The NCA is a large NHS employer across 4 GM council areas so an initiative/model like this can be replicated or scaled up across all the areas we provide services, so in turn will contribute to social value across a much wider footprint than Salford in the future. An important factor in all our work is the legacy and sustainability of what we do or introduce. Our aim is not to run one off programme but rather find a collaborative model that works and becomes established as an on-going programme and our track record with the current programmes we run demonstrates that we do this successfully.

Initial thinking for sustainability would be a collaborative, co-investment model through Salford City Council, GM, GMCA, Salford Integrated Care Partnership, the Department of Work and Pensions (DWP), skills providers and employers.

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SECTION FIVE: DATA PRIVACY IMPACT ASSESSMENT

21) WILL THE PROJECT COLLECT / USE / PROCESS PERSONAL CONFIDENTIAL DATA?

- Yes
 No

If 'yes', please tick below which of the personal and sensitive data items the asset / system /project will process.

Personal Data Items

- Forename(s)
 Surname
 Address
 Postcode
 Date of Birth
 Home Telephone Number
 Mobile Telephone Number
 Other Contact Number
 GP Name and Address
 Legal Representative Name (Next of Kin)
 NHS Number
 National Insurance Number
 Photographs / Pictures of persons
 Other – please state below:

Sensitive Data Items

- Gender
 Religion
 Ethnic Origin
 Medical Information
 Occupation / Employment
 Other – please state below:

Benefit Status

A Data Privacy Impact Assessment (DPIA) form will need to be completed if your proposal is shortlisted to Interview.

- *If Yes is selected, a full DPIA will need to be completed*
- *If No is selected, the DPIA only needs to be completed up to Screen 5*

Form Continues on Next Page



SECTION SIX: SOCIAL VALUE, EQUALITY AND INCLUSION

22) EQUALITY & DIVERSITY POLICY AND COMPLIANCE

A) Do you have an up-to-date Equal Opportunities (or equivalent) Policy in place?

- Yes
 No

B) Have you been involved in any Equality Act 2010 litigation breaches in the last 3 years?

- Yes *If Yes, please give details here*
 No

23) PLEASE DESCRIBE HOW THIS PROJECT WILL ENSURE THE RIGHTS OF PROTECTED CHARACTERISTICS IN PARTICIPANTS, AND CONTRIBUTE TOWARDS TACKLING HEALTH INEQUALITIES IN SALFORD?

Salford City Council and the NCA as public bodies and the Growth Company, have considered that the policies, programme and service delivery, will not be discriminatory and will be inclusive. Designed with due regard under the act that in order to advance equality of opportunity between those residents and not face discrimination, harassment or victimisation because of a protected characteristic, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The collation of data will be managed sensitively in line with policies and procedures. Staff working on the project receive formal Equality and Diversity training as part of induction and throughout the year are encouraged to attend a variety of EDI groups and workshops, this is offered through each of the delivery partners.

There is a strong link between good health and decent work. 15% healthy life is driven by health interventions whereas 40-60% driven by socio economic factors like employment, housing, income level. This is reflected within [The Marmot Review](#) (2020), which states:

“over the last decade health inequalities have widened overall, and the amount of time people spend in poor health has increased since 2010.”

This programme will certainly contribute towards the initial report, **'Fair Society, Healthy Lives' (2010)**, which concluded that reducing health inequalities would require action on six policy objectives:

1. Give every child the best start in life
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
3. Create fair employment and good work for all
4. Ensure healthy standard of living for all
5. Create and develop healthy and sustainable places and communities
6. Strengthen the role and impact of ill-health prevention.

This will be carried out by working with Salford City Council, employers and NCA/Salford Care organisation to:

- Promote employment and economic sustainability by offering opportunities to become job ready, gain employability skills and experience in the health and social care setting which leads to paid employment.

- Raise the living standards of residents and enable Salford residents to be more economically active and financially resilient.
- Promote equality and diversity there is a particular focus on offering these opportunities to disadvantaged groups which will influence recruitment policies and open a wider talent pool for organisations beyond healthcare.

24) ADDED SOCIAL VALUE: WHAT OTHER SOCIAL, ENVIRONMENTAL OR ECONOMIC BENEFIT/s WILL SALFORD RECEIVE THROUGH THIS PROJECT?

The project will support existing and new residents to gain skills and move into quality and sustainable jobs. In doing so this will contribute to delivering the aspirations of The Salford Way, an approach to tackling inequalities in the city, which encompasses a Tackling Poverty Strategy 'No-one left behind', the development of an overarching Inclusive Economy Strategy, to drive a greener, fairer and more inclusive economy for all Salford residents and the introductions of both a city wide and work force equality, diversity and inclusion strategy. Together these provide a framework for city partners and employers to enact change.

This work will also contribute to delivering the outcomes of the Salford Social Value Alliance's 10% Better Campaign, particularly the prosperity and reducing poverty outcome 'more people in employment, education and training'

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SECTION SEVEN: OPERATIONAL DETAILS

25) REGISTERED DETAILS OF BIDDING ORGANISATION/s

Name of Organisation	Registered Address	Organisation Type
Salford City Council	Salford City Council, Salford Civic Centre, Chorley Road, Swinton, Salford, M27 5AW	Public Sector (LA)

26) WHICH ORGANISATION WOULD THE GRANT FUNDS BE PAID TO?

Please note that funding will only be paid to registered organisations, and not to individuals
Salford City Council

27) WHO WILL BE THE INDIVIDUAL/s RESPONSIBLE FOR THIS PROJECT?

(Please complete all sections)

SENIOR LEAD *(overall accountability and oversight of project)*

Name	Emma Nolan
Job Title	Commissioning Manager Skills and Work
Organisation	Salford City Council
Email Address	Emma.nolan@salford.gov.uk
Telephone Number	07921749832

OPERATIONAL LEAD *(day-to-day delivery of project)*

Name	Dee Garner
Job Title	Salford Employ Recruitment and Skills Manager
Organisation	Growth Company
Email Address	Dee.garner@salford.gov.uk
Telephone Number	

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SECTION EIGHT: APPLICANT AGREEMENT

28) PLEASE CONFIRM THAT IF YOUR PROPOSAL IS ACCEPTED YOU ARE AWARE OF, AND AGREE TO, THE FOLLOWING CONDITIONS:

Applicants must tick all boxes to indicate that they agree to all conditions

<input checked="" type="checkbox"/>	Bidding organisation must be able to confirm a commencement date for the project within 2 months of receiving funding approval or approval may be withdrawn
<input checked="" type="checkbox"/>	Completion of a 6-month (mid-point) project update report, presented to the Innovation and Research Oversight Group (IROG) and relevant Sponsoring Strategy Group
<input checked="" type="checkbox"/>	Completion of a 12-month (final) evaluation report, presented to IROG and the relevant Sponsoring Strategy Group

29) PLEASE CONFIRM THAT YOU HAVE READ AND ACCEPT THE TERMS AND CONDITIONS

- I have read and accept the Salford Innovation & Improvement Fund Terms & Conditions

End of Application

Your completed application form, along with any requested additional information, should now be submitted via email to innovation.salfordccg@nhs.net

You will receive confirmation of receipt within three working days, along with a unique Bid Reference for managing your application and for on-going communication regarding your proposal.

Applications can be withdrawn at any time, for any reason, by contacting innovation.salfordccg@nhs.net with your Bid Reference

MAILING LIST

Want to be notified when we release new Innovation & Improvement funding opportunities?

If so, please add your preferred email address/es in the box below to subscribe to the Innovation Fund Mailing List:

Emma.nolan@salford.gov.uk

All of the data you provide will be treated in accordance with the General Data Protection Regulations 2018 and will be stored securely. You may unsubscribe at any time by contacting innovation.salfordccg@nhs.net

