



HEALTH, SOCIAL CARE AND WELLBEING SCRUTINY COMMITTEE - 25TH JULY 2013

**SUBJECT: CAERPHILLY AND BLAENAU GWENT JOINT WORKFORCE
DEVELOPMENT SERVICE**

REPORT BY: ACTING CORPORATE DIRECTOR SOCIAL SERVICES

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to give Members the opportunity to scrutinise and challenge the attached Draft Business Case and proposed staffing structure for establishing permanent arrangements for a Joint Social Care Workforce Development Service with Blaenau Gwent County Borough Council.

2. SUMMARY

- 2.1 The Cabinet/Executive Committees of Caerphilly and Blaenau Gwent endorsed mandates to progress with the development of a project plan for the integration of Blaenau Gwent and Caerphilly Social Services in June/July 2011. Discussions around creating a joint Workforce Development Service began in August 2011 and this area was identified as the first area of the Programme Plan to integrate. The Interim Joint Workforce Development Service launched at the beginning of April 2012, lead by the Programme Integration Manager. Decisions were made in April 2013 by the Cabinet/Executive of Caerphilly and Blaenau Gwent County Borough Councils not to progress with the wider integration programme for Social Services further to possible cross subsidisation issues resulting from different budgetary positions.
- 2.2 The Interim Joint Workforce Development Service was launched at the beginning of April 2012. Blaenau Gwent and Caerphilly Social Services employ 2485 staff, with in excess of 5169 staff being employed across the whole social care sector. The social care sector is made up of a wide variety of professions with differing training needs. There are statutory, regulated responsibilities for workforce development. Both Councils prioritise a sector approach to workforce development and learning with the fundamental aim of continually improving services for the citizens of Blaenau Gwent and Caerphilly.
- 2.3 The Business Case is not about instant cash savings, it focuses on the sustainability and improvement of the Social Care Workforce Development Service for Blaenau Gwent and Caerphilly further to decreasing funding from the Welsh Government.

3. LINKS TO STRATEGY

- 3.1 The creation of a Joint Workforce Development Service is in line with the principles contained within the Welsh Government's 'Sustainable Social Services for Wales: A Framework for Action'.

4. THE REPORT

4.1 The main driver and rationale for creating a Joint Workforce Development Service for Blaenau Gwent and Caerphilly is sustainability of service. Social Services Departments are experiencing increasing demand and complexity of cases and attempting to modernise and improve services with pressure on budgets. The Workforce Development Service is critical to enabling an appropriately qualified and skilled workforce to deliver changing and improving services. There have been various discussions over the past few years about creating a Gwent-wide service but none of these discussions have progressed into action.

4.2 The Welsh Government 'Social Care Workforce Development Programme (SCWDP)' grant has been cut by 3% for 2013/14, which equates to a reduction of over £24,000 for Caerphilly and Blaenau Gwent. There are indications that there will be further cuts and a fundamental review of the grant in the near future. For every 1% of the grant cut in the future this would require the Joint Workforce Development Service to find savings of at least £7,000.

4.3 A Strategic Project Team supported the development of the Business Case made up of representatives from Caerphilly and Blaenau Gwent. This Team included staff from Human Resources, Finance, IT and Systems, Legal and the Workforce Development Team.

4.4 The Business Case details 3 options for the future delivery of the Service: -

Option 1 - Revert to Blaenau Gwent and Caerphilly with separate Workforce Development Teams.

Option 2 – Continue as a Joint Collaborating Workforce Team but funded separately.

Option 3 - Progress with the creation of permanent arrangements for an Integrated Workforce Development Team.

4.5 The recommended option is Option 3 as this is considered to provide the best fit in terms of sharing delivery, exploiting economies of scale, sharing capacity, promoting efficiency, joint improvement and the ability to meet the increasing demands and the Social Services and Well Being Bill.

4.6 It is proposed that Blaenau Gwent will host the Joint Service with a secondment model for Caerphilly employees. The secondment model will involve Caerphilly staff being seconded to the Joint Workforce Development Service whilst their contracts of employment will remain with Caerphilly County Borough Council. Trade Unions and staff have been consulted on the Business Case and the proposed staffing structure and the feedback received is that staff support the secondment model and the Business Case.

4.7 The Interim Joint Team has recently located to offices in Foxes Lane, Oakdale. As well as providing a permanent base for the Team the premises will also provide approximately 30% of the accommodation required for the delivery of planned training. Local venues will continue to be used in both Boroughs to accommodate the rest of the training and to ensure equality and ease of travel access for front line care sector workers.

4.8 Finance representatives from each Council have developed a financial modelling paper, which is attached as Appendix 5 of the Business Case. Three financial models have been considered: -

Model 1 – A single pooled budget for all aspects of the workforce development operation.

Model 2 – Establish a pooled budget for common budget lines only. Exclude those items that are unique to or delivered significantly differently by individual Authorities.

Model 3 – Establish a pooled budget for common budget lines but include the Practice Learning Opportunities Fund (PLOF). Exclude those items that are unique to individual Authorities.

4.9 The advantages and disadvantages of each model are set out in the business case along with a recommendation to proceed with model 3.

4.10 Finance representatives have also considered the options for apportioning costs between the 2 Local Authorities, as follows: -

Apportionment Option A – 2012/13 budgeted contributions updated for pay and price inflation.

Apportionment Option B – Contributions set pro-rata to each Authority's share of the Social Care Workforce Development Programme (SCWDP) grant.

Apportionment Option C – Contributions set on the basis of the training needs assessment for each Authority.

4.11 The advantages and disadvantages of each apportionment option are set out in the business case along with a recommendation to proceed with apportionment option B.

5. EQUALITY IMPLICATIONS

5.1 A draft Equality Impact Assessment has been developed for the proposed Joint service.

6. FINANCIAL IMPLICATIONS

6.1 The proposed staffing structure is subject to Job Evaluation but it is anticipated that the recommendations in the Business Case will be cost neutral for Caerphilly CBC. There will be a saving of £9,746 for Blaenau Gwent CBC, which will be retained by Blaenau Gwent to meet the cost of managing the joint service.

7. PERSONNEL IMPLICATIONS

7.1 The proposed staffing structure provides posts for all staff currently employed in the Interim Joint Workforce Development Team. Discussions are continuing with staff and the Trade Unions to finalise the secondment model.

8. CONSULTATIONS

8.1 All consultation responses have been incorporated into this report.

9. RECOMMENDATIONS

9.1 That Members of the Scrutiny Committee consider and scrutinise the Business Case and proposed staffing structure for a Joint Workforce Development Service prior to consideration by Cabinet on the 30th July 2013.

10. REASONS FOR THE RECOMMENDATIONS

10.1 To ensure that the Scrutiny Committee is fully consulted.

11. STATUTORY POWER

- 11.1 The proposal is in line with current legislation and the direction of travel stipulated by the Welsh Government in the White Paper 'Sustainable Social Services for Wales: A Framework for Action'.

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Cllr. L. Ackerman, Chair of HSC&WB Scrutiny Committee
Cllr. B. Jones, Vice-Chair of HSC&WB Scrutiny Committee

Background Papers:
Welsh Government - 'Sustainable Social Services for Wales: A Framework for Action' and the Social Care Workforce Development Programme 2013/14

Appendices:
Establishing a Joint Social Care Workforce Development Service – Draft Business Case