



HEALTH, SOCIAL CARE AND WELLBEING SCRUTINY COMMITTEE - 23RD OCTOBER 2012

SUBJECT: JOINT WORKFORCE DEVELOPMENT SERVICE UPDATE

REPORT BY: CORPORATE DIRECTOR - SOCIAL SERVICES

1. PURPOSE OF REPORT

1.1 The purpose of this report is to:

- Consider current context and demands of the Joint Workforce Development Service
- Outline the priorities for 2012/13
- Outline progress in integrating and reviewing key areas of service
- Look forward to 2013/14

2. SUMMARY

2.1 The Executive/Cabinet of Caerphilly and Blaenau Gwent endorsed mandates to progress with the integration of Social Services in June/July 2011. Discussions around creating a joint Workforce Development Service began in August 2011. This area was identified as the first service in line with the Programme Plan to integrate. The Interim Joint Workforce Development Service launched at the beginning of April 2012.

2.2 Blaenau Gwent and Caerphilly Social Services employ 2,485 staff, with in excess of 5,169 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.

3. LINKS TO STRATEGY

3.1 The Integration Programme and the creation of the Interim 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 **High-level priorities for the Joint Workforce Development Service** are:

- Developing a joint approach to the Social Care Workforce Development Partnership striving for 'one sector, one workforce' across the social care sector in Blaenau Gwent and Caerphilly.
- Maintaining service delivery during a period of change.

- Review the services provided by the Workforce Development Team in line with the integrations criteria of Effectiveness, Efficiency, Economy, and Equality and the implications of the changes to the Welsh Government SCWDP funding from 2015.
- Support and contribute to the Integration of other functions of Social Services.
- Provide effective workforce development and planning strategies and programmes that support modern and developing local service delivery, and that meet annual training priority needs for the social care sector across Blaenau Gwent and Caerphilly.
- Develop and enhance the one-point-of-access website and on-line event booking system for all staff.
- To support the implementation of the qualification and skills requirements of the new Social Services Bill.
- Maximise the involvement of service users and carers in the design content, delivery and evaluation of social care staff training.

The results of an extensive needs analysis completed throughout the sector have shown similar operational priorities exist for Caerphilly and Blaenau Gwent employees in the social care sector. The Joint Partnership will continue the best practice approach of opening training opportunities for the social care sector free of charge in line with current Welsh Government grant funding policy. Priorities identified from the training needs analysis are detailed in the annual Social Care Workforce Development Plan.

- 4.2 A **Joint Business Plan** for 2012/13 is in place which translates the priorities into actions and role responsibilities as well as detailing actions for business improvement (a copy is available in the Elected Member's Library).
- 4.3 A **Current Role and Responsibility Review** has been completed which details roles and levels within the team, where responsibilities are held, and how activities are being delivered. In the shorter-term interim period this has enabled a realignment of some duties to better support current priorities with the skills and resource available. The review will also be used to inform a definition of roles that will be required to deliver the new service, which will form the new permanent structure.
- 4.4 A **Service Review Plan** has been developed which details the key areas of service that are being reviewed during 2012/13. The methodology used for this is, to understand what has been provided previously, estimate what the service needs to provide, and decide how the new integrated team will best provide this joint service in the future. Individual Service Reviews are being led by Workforce Development Officers, supported by the Interim Business Change Manager and Blaenau Gwent's Service Support Manager. Progress monitoring of the individual reviews is through fortnightly meetings with the Interim Business Change Manager.

Areas identified for review are as follows:

- Qualification Credit Framework delivery and the delivery of vocational training (to include manual handling).
- Commissioning arrangements for training.
- The Social Care Workforce Development Partnership and its approach to supporting workforce development.
- Social Work Education, Qualifying and Post Qualifying Training and Development.
- Policy, procedures and office systems.

The service review process will include obtaining customer feedback about the current service, and finding out what they need in the future, with the focus on providing a service that will help staff deliver improved care and social work services to service users and carers.

The results of service reviews will inform the development of the new service specification and the creation of a permanent integrated staffing structure. Once completed and agreed it will be necessary to undertake formal consultation in line with Corporate Governance and Human Resources requirements and partnership arrangements.

- 4.5 An update report on current progress of the various service reviews is attached as appendix 1.
- 4.6 In the Social Care Workforce Development Plan areas of **Effective Emerging Practice** have been identified – examples of this include; the creation of a Joint Workforce Development Service for Social Services and the social care sector across Caerphilly and Blaenau Gwent and practice learning for trainee Social Workers. Good practice learning arrangements support Authorities to be able to recruit to vacant social work posts. A focus on the student hosting arrangements to ensure that students are fully supported, receive high quality Practice Learning Opportunities and to equip them for their first year in practice has brought successful outcomes. The processes developed include:
- Supporting residents to acquire places on social work degree courses through traineeships or career pathways projects.
 - Seeking out and developing further practice-learning opportunities within social work teams and across the whole sector to ensure there are as wide a range as possible.
 - Training and supporting new practice assessors.
 - Providing a recruitment skills workshop for final year qualifying students to build confidence and prepare them for applying for social work posts.
 - Facilitating an annual workshop with students, practice assessors, managers and senior managers to identify good practice as well as any areas for improvement.
 - Support for and feedback to the partner university programme management and development committees.
- 4.7 Various accommodation options have been considered for a **Joint Workforce Development Training facility**. A potential central geographical site has been identified that would provide accommodation and a central hub for learning and development. The new joint facility will ensure that local delivery, to meet local need, remains a priority. Local venues will continue to be used to ensure equality and ease of travel access for front line care sector workers. A new facility, as an addition to current learning facilities available within the two areas, will further reduce the use of costly venues and provide future savings.
- 4.8 **A Joint Social Care Partnership** was formed early in 2012 offering a single point of access, with an Event Finder being developed for 2 April 2012. This has been well received and joint events, sub-groups and management structure have been in operation since 2 April. Further analysis from the service review will help inform further development and improvements.
- 4.9 The following high level **risks** have been identified and are being regularly monitored and managed:

ID	Risk	Category	Actions	Actionee(s)
1	Continued operation from 2 separate locations, which will extend duplication of effort due to local systems and processes	Med/High	<ul style="list-style-type: none"> • Weekly Service Manager meetings and regular accommodation reviews • Set Agenda Item • Communication links established with both LA Facilities Management Teams • Feed into Programme Accommodation Workstream 	AJP JH AW
2	Inability to move to same systems and synergy in performance formula	Med/High	<ul style="list-style-type: none"> • Systems identified • Systems reviewed • Meetings with system support service providers • Host System, and processes, identified 	JH AW AJ
3	Inability to form single	Med	<ul style="list-style-type: none"> • Joint Management Board 	AW

ID	Risk	Category	Actions	Actionee(s)
	Social Care Partnership preventing economies of scale and further collaboration		meetings <ul style="list-style-type: none"> Joint Partnership Events One Point of Access for All Single Branding 	JH
4	Delayed implementation of Permanent Structure and continued dual staff terms and conditions	Med	<ul style="list-style-type: none"> Complete Service Review Complete Role Definition exercise Design Structure 	AJP JH AW
5	Failure to evidence savings by April 2013	Med/High	<ul style="list-style-type: none"> Adhere to R&S protocols and corporate recruitment boundaries and processes Vacancy Management 	AJP JH AW

4.10 Looking forward to 2013/14

The following are early identified priorities for 2013/14:

- Centrally based Workforce Development Service and Facilities that reflect the scale and size of the new customer base
- Local Delivery for Local Needs
- Further representation to the Welsh Government to stress the critical importance and need for the Social Care Workforce Development Programme and Grant in developing the workforce and improving services
- Development and implementation of a new Service Specification that meets all priority needs
- Service Delivery to meet the needs of improving social services
- Support for other services going through the process of integration
- Management Development Programme
- Development of a social care sector a Career in Care Apprenticeship
- Further collaborative working with other local authorities to develop a regional approach to the implementation of the CEPL framework

5. EQUALITY IMPLICATIONS

- 5.1 This report is for information purposes, so the Council's Equalities Impact Assessment (EqIA) process does not need to be applied.
- 5.2 An Equality Impact Assessment will be carried out on the new service specification, service delivery plan and staffing structure.

6. FINANCIAL IMPLICATIONS

- 6.1 Following discussions with internal audit and Welsh Government, agreement was reached for one Local Authority (Blaenau Gwent) to take the lead on the Social Care Workforce Development Programme grant management. This has led to a pooled budget approach for expenditure on core training and development activities.

Updated version 16 Aug 2012

2012-13 Joint Training Provision					
	SCWDP	Additional	SCWDP	Additional	Total
	Caerphilly		Blaenau Gwent		Joint
Management Development/Business Support	10,665			1,500	12,165
Children's Services / Child Care	45,440		14,950	7,850	68,240
Adult Services / Community Care	73,247		7,950	12,491	93,688
Post Qualifying	17,930		4,500		22,430
Qualifications	50,799		24,767	1,000	76,566
IT Training	5,000				5,000
Non SCWDP Costs (including SCIPSE)		3,000		1,400	4,400
Social Work Training Fees & Expenses	45,000		24,160		69,160
Health and Safety		47,470		28,900	76,370
Resources and Equipment	4,561				4,561
Training Mileage	3,566				3,566
Consumables	0			3,940	3,940
Total	£256,208	£50,470	£76,327	£57,081	£440,086

Caerphilly = £306,678
 Blaenau Gwent = £133,408
 £440,086

6.2 Further work is being undertaken to harmonise the ordering and budget monitoring process to ensure a smooth and efficient operation by the team.

7. PERSONNEL IMPLICATIONS

7.1 Staff engagement and involvement is seen as critical to the success in reviewing, designing and development a joint service specification. Staff are involved in workstreams, regular Team Meetings and staff supervision. This ensures that staff are able to participate and contribute fully. Roles and the staffing structure will be reviewed in line with the development of a new service specification and services delivery plan.

7.2 In line with all service modernisation and change for both Councils, every effort will be made to avoid compulsory redundancies and where possible will be managed through natural occurrences such as retirement, vacancies and redeployment in line with both Caerphilly and Blaenau Gwent County Borough Council policies.

7.3 The Integration Programme recruitment and selection protocols, as set by the Human Resources Workstream are followed and adhered to.

8. CONSULTATIONS

8.1 All consultation responses have been incorporated into this report.

9. RECOMMENDATIONS

9.1 That Members of the Health, Social Care & Well-Being Scrutiny Committee:

- Note and support the priorities for 2012/13
- Note the progress made in integrating the Workforce Development Services for Caerphilly and Blaenau Gwent and reviewing key areas of service
- Familiarise themselves with the supporting documentation, which can be found in the Members' Library; Social Care Workforce Development Plan 2012/13, Joint Workforce Development Service Business and Service Review Plan.

10. REASONS FOR THE RECOMMENDATIONS

10.1 To ensure that Members are fully briefed on the progress of the development of the Joint Workforce Development Service and Team.

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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Appendices:

Appendix 1 Update report on current progress of the various service reviews

Background Papers:

Welsh Government - 'Sustainable Social Services for Wales: A Framework for Action' and the Social Care Workforce Development Programme 2012/13 Workforce Development Team Business Plan