



Social Care Workforce Development Plan 2014-2015



**Blaenau Gwent and Caerphilly
Joint Workforce Development Team**



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THE PARTNERSHIP

1. Partnership Summary

The Social Care Partnership made up of Blaenau Gwent and Caerphilly Councils, the independent and voluntary sectors and education/training providers have contributed to the development of this document – the Joint Blaenau Gwent Caerphilly Social Care Workforce Development Plan.

The Partnership is proud to have the first fully integrated Workforce Development Service in Wales and the benefits this collaboration secures for the social care sector.

The Directors of Social Services and the Chair of the Partnership endorse the following key aims for 2014-15:

- ▶ Localising and interpreting new legislation (key focus on the Social Services and Well Being Act).
- ▶ Maintaining maximum care standards in a period of exceptional change.
- ▶ Making better use of existing resources in a financially challenging environment.
- ▶ Ensuring equality for all within service provision.
- ▶ Sustain the 'one sector, one workforce' approach in developing the workforce across the social care sector.
- ▶ Develop the workforce to deliver improving citizen outcome focused care services, in line with emerging service priorities that meet service user's needs.

The implementation of the Social Services and Wellbeing Act (the Act) will require additional substantial investment in Workforce Development over the coming years. The Partnership is actively searching for additional funding and efficiency opportunities in order to add to the value of the Social Care Workforce Development Programme (SCWDP) funding to support this.

The Partnership programme of learning will reflect the urgency of prioritising legislation, Welsh Government guidance, related events and activities. It will also ensure that front line care standards retain their quality and are not compromised by change.



The Partnership is committed to the sustainability of the Social Care Workforce Development Service for Blaenau Gwent and Caerphilly. The Workforce Development Service provides a web based point of access for all customers of the service and offers a training calendar that has been developed to meet the priority training needs of the social care sector in Blaenau Gwent and Caerphilly.

Social Services managers and the Social Care Workforce Development Partnership Board have been engaged and consulted.

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Blaenau Gwent County Borough Council

Dave Street

Corporate Director Social Services
Caerphilly County Borough Council

Andrea J Prosser

Chair of Partnership



2. Social Care Workforce Development Partnership

The joint Social Care Partnership for Blaenau Gwent and Caerphilly was established during 2012-13. Over 100 organisations, including the 2 local authorities, together employ over 5,700 staff across the whole social care sector.

The fundamental aim of the joint partnership is to sustain the 'one sector, one workforce' coordinated approach to workforce development opportunities and workforce planning for social care across Blaenau Gwent and Caerphilly. Priorities for 2014-15 are as follows:

- ▶ We will prepare the workforce for the implementation of the Social Services and Well Being Act and will prepare to support the qualifications and skills required to meet changes and improvements.
- ▶ We will seek out ways to expand our collaboration with other local authority partnerships and agencies to provide cost effective training and development solutions.
- ▶ Funding opportunities will be identified to support and increase qualification attainment across the whole sector.
- ▶ A robust training programme will be in place to support the workforce to deliver their services.
- ▶ Partnership Events will be provided to meet local and collective needs including supporting events and specialist sub-groups.
- ▶ The one-point-of-access website will be continually reviewed in line with operational needs and feedback from our customers.
- ▶ We will hold a joint annual awards ceremony to recognise qualification achievements across the sector including service users.
- ▶ We will develop an integrated approach to promoting the care sector as a career opportunity for people of all ages, and develop flexible employment routes in conjunction with other organisations.

Partnership Structure

The Social Care Workforce Development Partnership of Blaenau Gwent and Caerphilly operates with a Management Board providing strategic direction and supported by regular events (at least quarterly) focussed on a sector approach to developing the workforce.

The Board has membership from the Local Authorities, Independent sector, Voluntary sector, Health and Education and training providers, reflecting the views across the sector in line with Section 18 of the 2014-15 SCWDP circular.

The Workforce Development website provides a link to a searchable Event Finder for staff across the social care sector where they have equal opportunity to access and directly book training and development activities for free throughout the year.

<http://socialservicesblaenau-gwent.caerphilly.gov.uk/Workforce-Development>



The Ring Fenced part of the Social Care Workforce Development Grant

The ring-fenced part of the grant is used as a contribution towards the salary of staff, facilities and resources to:

- ▶ Coordinate and support the operation of the social care partnerships, including governance, and maintaining effective communications with partners.
- ▶ Maintain a database of staff information used for workforce planning, reporting, monitoring, and evaluation of training effectiveness, and qualification achievements.
- ▶ Organising an annual Celebration of Achievement ceremony.
- ▶ Work with Colleges and training providers across the sector to promote greater access to learning and qualification to include maximisation of funding opportunities.
- ▶ Promoting employment and career opportunities across the social care sector.
- ▶ Supporting regional Social Care in Partnership South East Wales (SCiPSE) initiatives.
- ▶ Have the technology and systems required to ensure equality of access to learning opportunities.

Partnership and Commissioning

Close working with both of the local authority Commissioners of services is a constructive way to help the Partnership shape and achieve the needs of our customers and drive quality in services through the workforce.

Commissioners influence the plan and delivery of workforce development in a number of different ways:

- ▶ Workforce Development is a standing item on the agenda of Commissioner facilitated service provider meetings.
- ▶ Commissioners are engaged to contribute towards the improvement of the Workforce Development service.
- ▶ Commissioners are represented on the Partnership Board.
- ▶ Commissioners attend partnership events including the forum to discuss training standards and needs.
- ▶ Working together to find solutions, for example, increasing attendance rates on learning events.



3. Service Delivery Resources

Staffing Structure

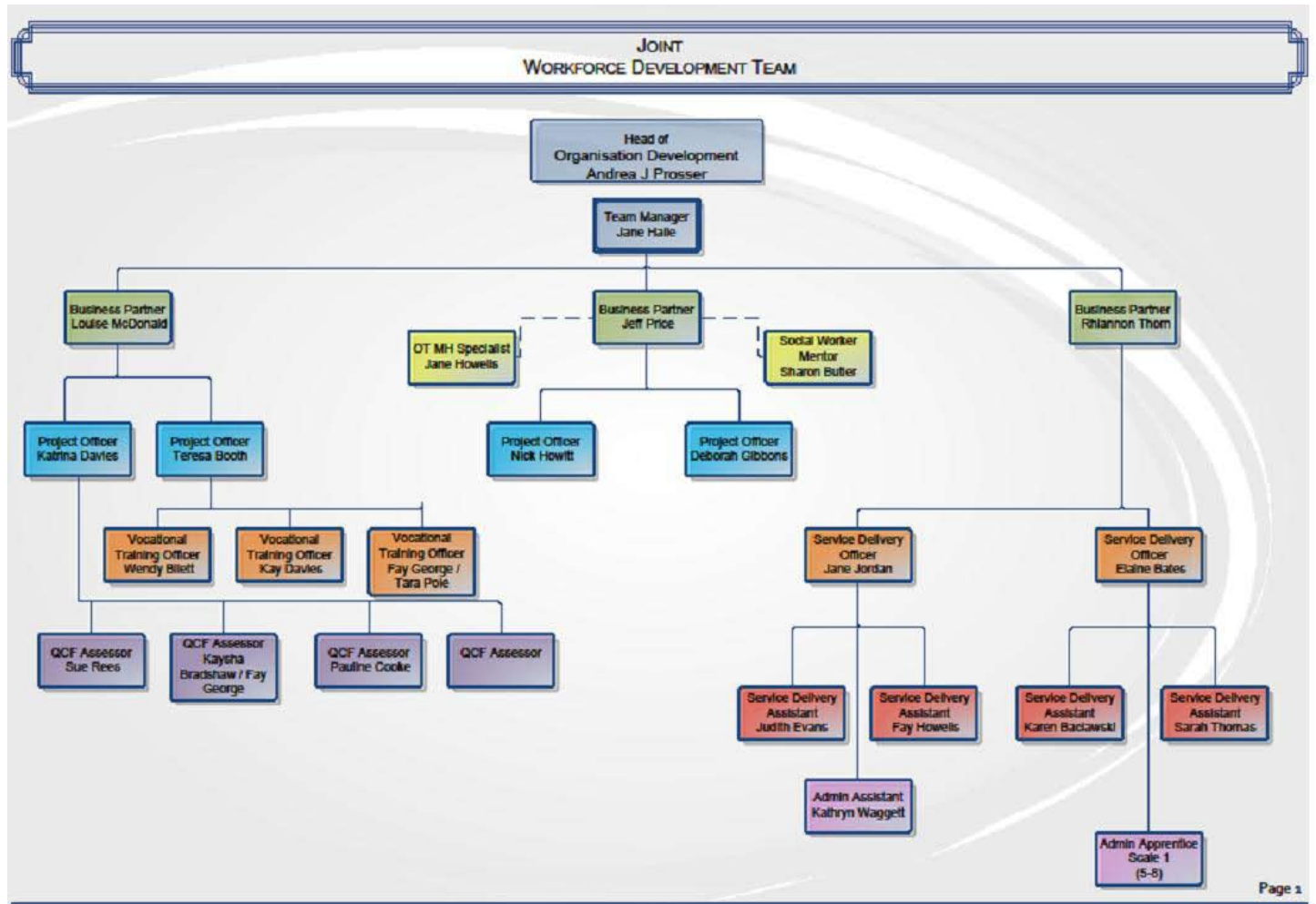
The Joint Workforce Development Service is hosted by Blaenau Gwent County Borough Council and has a new service specification, service delivery model and a new and permanent Joint Workforce Development Team structure was implemented as of 1 April 2014. The new structure is led by a Team Manager with a Business Partner approach and clear role definition. All the posts in the new structure have new job descriptions that are intentionally generic in content to support the sustainability of the service through change, and job roles have all been designed with the customer and service user in mind.

The new structure was formulated as a result of a renewed service specification for the joint team following the conclusion of service reviews during 2013. The design of the structure allows for formal working links with posts outside of the Workforce Development Service that may be specific to only one of the two authorities.

The Joint Workforce Development Service Specification provides services to two separate social services departments and is designed to meet future collaboration or expansion requirements. A Service Level Agreement for the provision of the joint service was formalised and authorised by the two Directors of Social Services in March 2014.



The Team Structure





Facilities

In July 2013 the Joint Workforce Development Team moved to the central geographical site in Foxes Lane, Oakdale. This has accommodation for the whole team as well as having two large training rooms and two smaller workshop rooms. The training rooms provide approximately 30% of the normal annual training programme planned. Other local training venues continue to be used throughout both local authorities to accommodate the rest of training, and to ensure equality and ease of travel access for all care sector workers.

Blaenau Gwent and Caerphilly



Unit 3, Foxes Lane, Oakdale
2 Training Rooms
2 Workshop Rooms



Blaenau Gwent

Tredegar, ViTCC Training Centre:



- ▶ 2 training rooms

Other facilities used:

- ▶ Civic Centre Offices, Ebbw Vale
- ▶ Anvil Court, Abertillery
- ▶ Learning Action Centres
- ▶ Bedwellty House, Tredegar

Caerphilly

Tredomen House Corporate Training Centre:



- ▶ 3 training rooms

Other facilities used:

- ▶ The Cabin, Penmaen House (bespoke manual handling training facility)
- ▶ Penallta House, Ystrad Mynach
- ▶ Pontllanfraith House
- ▶ Technology Centres, Tredomen

Within the Boroughs, there are two local colleges of further education (Coleg Gwent and Coleg y Cymoedd); both with their own QCF Assessment Centres and commissioned agencies also have their own QCF Assessment Centres. The partnership also has good working relationships with several training providers for the provision of QCF qualifications.



Financial Resources

The Welsh Government fully support Blaenau Gwent and Caerphilly making their application for the Social Care Workforce Development Programme Grant on a joint basis. The budget including the grant portion will be accounted for in one Authority (Blaenau Gwent) and managed by the Team Manager.

In order to maintain the full workforce development service the Partnership has to work with other organisations and partners in order to maximise other funding opportunities such as:

- ▶ Funding for specific qualifications (College provision of QCF qualifications).
- ▶ Practice Learning Opportunity Fund (to fund student assessment and assessor qualification).
- ▶ Collaboration with Health funded projects (awareness of carers).
- ▶ Bidding for other grants (Care Council Wales – supporting the role of carers).
- ▶ Communities First (Care that Works, supporting the unemployed into a career in care project).

In order to quantify the financial risks associated with the intended change to the SCWDP Grant approach by Welsh Government, the Partnership supports the agreement with Welsh Government officials to develop a consistent approach across the country. This will be vital in order to gain a coherent picture of direct and indirect financial risks associated with this key workforce improvement resource. We welcome the opportunity to work with Welsh Government officials over the coming weeks to develop a national approach and pro-forma, aiming to collate this information for the October 2014 monitoring report timescale.



4. Collaborative Working Arrangements

The Blaenau Gwent Caerphilly Joint Workforce Development Service

Blaenau Gwent and Caerphilly are proud to advertise their commitment to working collaboratively for Workforce Development to optimise efficiency and value for money. The benefits of collaborative working are evidenced and reported and more detail has been provided under section 5, Emerging Effective Practice. This is the third Joint SCWDP application and remains an excellent example of one of the outcomes of working together. Real benefits are now being experienced by the Partnership through the team co location and a fully integrated staffing structure delivering a business partner approach.

The collaborative approach taken by the Partnership has led to other services across the two authorities coming together to look for potential improvements and consistency. As part of working groups practice policies are discussed, terminology and local descriptors are compared, and refresher timelines are reviewed in order to mainstream a more consistent approach. Examples include; POVA refreshers, Manual Handling refreshers, and several other care essentials such as medication and personal care.

Health

Collaboration continues with the Local Aneurin Bevan Health Board and other Local Authorities on priority areas such as the Mental Health Act, the Carers Measure, and the Dementia Group. The Partnership played a leading role for the local health board area in delivering a programme of awareness of carers in response to The Carers Measure.

The Partnership has established key links with Health for working towards Integrated Assessment, Planning and Review Arrangements for Older People. The partnership will be supporting any development needs that arise from senior management working together across the region on implementation of the guidance.

Other Local Authorities

Blaenau Gwent and Caerphilly collaborates with the other wider Gwent Authorities, Merthyr Tydfil, Torfaen, Monmouthshire and Newport for the Joint Arrangements training programme for social worker and support worker development. The six Authorities develop an annual plan to support local and regional training programmes.

There are a number of workforce development forums that meet regularly for example; Child Care Training Officers and these provide the opportunity to focus on the needs of the service user, share ideas and collaborate. There are also other local authority collaborations that are less formal, however are effective. For example when spare training places become available, opportunities are shared.



The All Wales Training Managers have an effective network and this is affiliated to the Association of Directors of Social Services – this provides a key opportunity for exploring opportunities of working together and to address national workforce development issues to achieve better outcomes for all.

The South East Wales Consolidation of Practice module continues as a regional based collaboration with regionally located Higher Education Institutions (HEIs).

Regional Services and Initiatives

The Joint Workforce Service is well placed to ensure contact and partnership working is maintained as front-line Services move or collaborate to a regionally based structure e.g. Gwent Frailty, Gwent Safeguarding Children, Gwent Adult Placement, and Gwent Adoption.

Local Family Justice Board

The Workforce Development Team will be supporting the training sub group of the judicial facilitated South East Wales Family Justice Board. The team will support them in delivery of their regionally approached training plan.

Qualifications and Training Provision

To support the Care Sector to work towards achieving a qualified workforce the Partnership works with local training providers, HEI's and local colleges. The qualifications include Social Care, Management, Social Work qualifying and post qualifying and support service qualifications.

Children and Young People's Partnership

The Joint Workforce Development Service provides a service to the joint Blaenau Gwent Youth Offending Service and the Children and Young People's Partnership in Blaenau Gwent. These provide further avenues for collaboration and crossover and alignment across partnerships.

Equalities, including Welsh Language Training

A service level agreement has been renewed between the corporate equalities services of Blaenau Gwent and Caerphilly where Caerphilly provides the training service across both authorities and sectors.



5. Emerging Effective Practice

Sustaining Social Services – The Joint Partnership and Workforce Development Service

Blaenau Gwent and Caerphilly Social Services employ 2,410 staff, with in excess of 5,700 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 and the Workforce Development Service remains critical to enabling an appropriately qualified and skilled workforce to deliver changing and improving services and to implement The Social Services and Wellbeing Act.

The Joint Workforce Development Team was launched in an interim form at the beginning of April 2012 and achieved the groundbreaking landmark of a fully integrated service from April 2014. The collaborative service shows real benefits and has provided key learning for those that follow.

Benefits Realisation

- ▶ Staff engagement and participation in reviewing and shaping the service – using past experience and practice to develop an effective operating model and identify priorities for the short, medium and long term.
- ▶ Web based on-line event finder - covering both Authority areas – allowing individuals to book onto training courses on-line, easily adaptable to manage regional opportunities.
- ▶ Joint approach to training needs analysis which informs the annual training plan - which has brought about economies of scale and efficiencies.
- ▶ More and wider choice of training opportunities - positive feedback from customers.
- ▶ Joint Strategy, Plan and bid for Welsh Government funding - again economies of scale delivering efficiencies.
- ▶ One joint Social Care Partnership – economies of scale delivering efficiencies also giving us a stronger voice in terms of relationship with commissioned services and training providers.
- ▶ A standard approach to training new social workers – giving both Authorities options/choices to meet local needs, learning from each other, and shared representation on partnerships with Universities.
- ▶ Increased flexibility of service and being able to fill gaps and maintain service delivery.
- ▶ Best practice in essential training delivery secured through ‘taking the best from both’.
- ▶ Improved representation and contribution for regional and national groups and initiatives by representing 2 authority areas or ‘2 for previous on cost of 1’.
- ▶ Far larger ‘ideas pool’ when wanting to consult with customers and service users about solutions.
- ▶ Improved service and business support systems and processes.
- ▶ New staffing structure with business partner approach focussing on the customer.



6. Evaluation and Performance Management

Workforce Development Service - Evaluation and Performance Management Framework

The service is planned and measured using a performance management framework.

INDIVIDUAL

- ▶ Job descriptions and specifications and clear role definition with individual priorities
- ▶ Supervision and Performance Review
- ▶ Performance coaching and personal Development Plans
- ▶ National minimum standards of qualifications – CSSIW, Qualification Framework
- ▶ Structured staff communication and engagement framework
- ▶ Practice development workshops
- ▶ Customer feedback

TEAM

- ▶ Staffing structure with clear role definition
- ▶ Monthly management team meetings
- ▶ Structured staff communication and engagement framework
- ▶ Team business plans and section Business Plans with clear priorities
- ▶ Business Partner engagement with Social Services Management Teams
- ▶ Annual process of self evaluation
- ▶ Annual customer survey and feedback
- ▶ Performance information
- ▶ Consultation workshops
- ▶ Complaints, suggestions and customer feedback

SERVICE

- ▶ Service Delivery Specification and delivery model
- ▶ Service strategy and business plans to include the Social Care Workforce Development Programme
- ▶ Service Improvement Plan
- ▶ Annual Self assessment process
- ▶ Annual report (strategic review) to Council Management Teams and Scrutiny
- ▶ Contribution to the Annual Report of the Director of Social Services
- ▶ Social Care Partnership Plans, board and events
- ▶ Project Management Framework and monitoring
- ▶ Customer engagement in shaping the service
- ▶ CSSIW Inspections and other regulations
- ▶ User and Carer Engagement
- ▶ Performance Management returns
- ▶ Specialised Audits
- ▶ Testing against national and regional standards and practice
- ▶ Inspection and regulation

Effective Regional Social Care Workforce Development

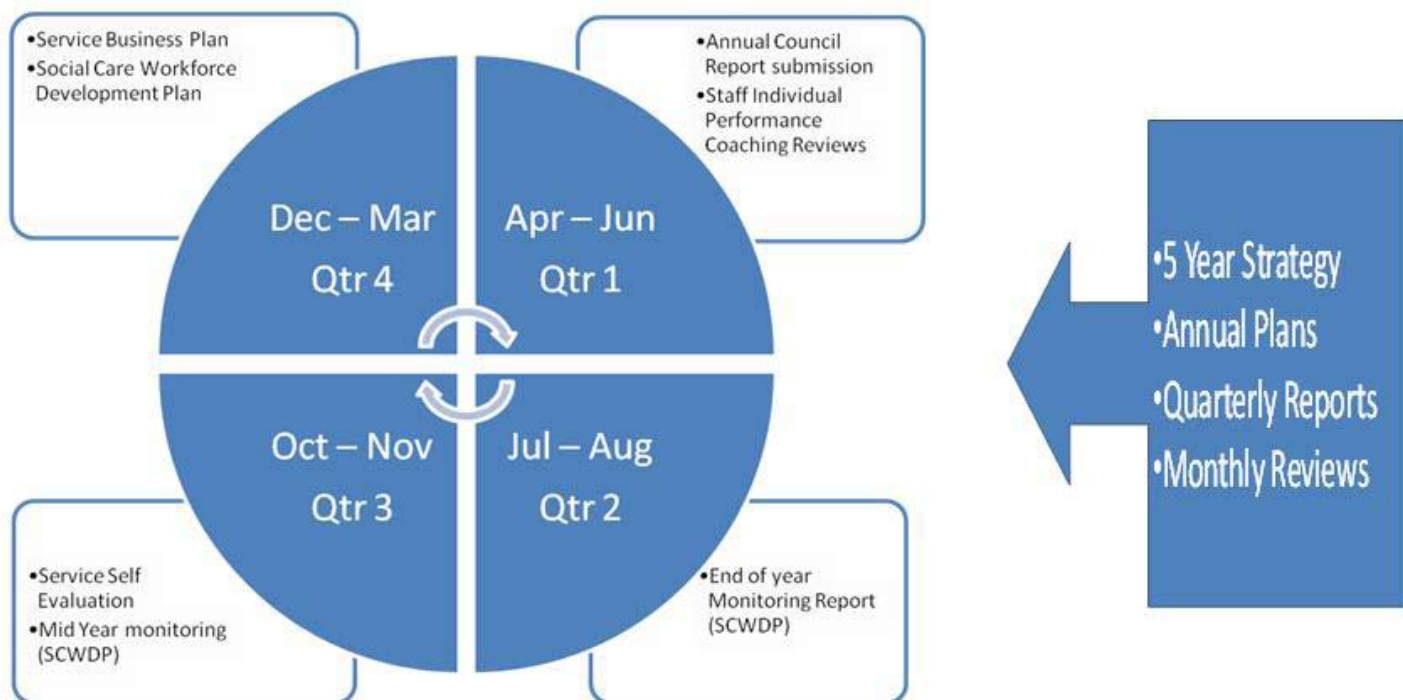


The diagram that follows shows the annual cycle that includes:

- ▶ Service Self Evaluation.
- ▶ Service Business Plan.
- ▶ Annual Council Report submission.
- ▶ Social Care Workforce Development Plan.
- ▶ Staff Performance Coaching Reviews.

Together with:

- ▶ 4 weekly Workforce Development Management Team performance reviews.
- ▶ 4 weekly Section performance reviews.
- ▶ Bi Monthly Team Meetings.
- ▶ 4 weekly Supervision for all staff.
- ▶ Monthly budget reporting.



Regular reports are produced that measures a number of key indicators around the volume, attendance, and quality of training courses delivered.

In line with the requirements of the Social Care Workforce Development Programme Circular a mid point and end of year Monitoring Report is developed and submitted to the Welsh Government that reviews plans and progress. These are approved by senior management and the Partnership Management Board.



Outcome and Effectiveness of Training and Development Provided

The evaluation of training offered to Social Services staff and staff from Partnership organisations is obtained through course post-event evaluation forms that measure:

- ▶ Communication received about the course.
- ▶ Course objectives being met.
- ▶ Quality of presentation and subject knowledge demonstrated by the trainer.
- ▶ Level and pace of the training provided.
- ▶ Language used.
- ▶ Usefulness of training in relation to the role of attendee.
- ▶ Other feedback or actions arising out of the training and development opportunities.

The feedback forms are reviewed monthly and any issues arising are addressed with the trainers or venues. The target set by the Workforce Development Service is to achieve a minimum of 90% satisfaction.

In addition consultation and engagement processes are in place with team managers, partner organisations, staff, students, and external bodies through:

- ▶ Face to face discussions.
- ▶ Supervision processes.
- ▶ Facilitated workshops.
- ▶ Departmental review meetings.
- ▶ Targeted questionnaires.
- ▶ External verifier reports from inspections.

Outcomes from Employee Development Processes

The supervision and appraisal process provides an ideal tool for managers and supervisors to identify the training needs of staff, and to review how effective the training provided has been in developing the skills of staff to deliver high quality social care services to service users.

Management Information on training provided, including non-attendance figures, is sent to social services and partnership managers on a regular basis and feeds into the annual performance review, Welsh Government Monitoring Report and training needs analysis.

There are various ways Social Services gather feedback from Service Users and Carers, for example, surveys, complaints, stories etc. Managers use this feedback to determine individual and team training needs. Managers are encouraged to give regular feedback on workforce development and training. The Business Partners will attend Management Teams in Adults, Children's and Business Support in Blaenau Gwent and Caerphilly on a quarterly basis to engage managers, review standards of service, prioritise and ensure needs are being met.

The effectiveness of Workforce Development is also reviewed in the Annual Assessment of Effectiveness as part of the development of the Annual Report of the Director of Social Services.



Effectiveness and Achievements of the Partnership and Workforce Development Service

The Workforce Development Team reviews the effectiveness of the partnership on an annual basis and in particular to gain feedback on:

- ▶ Frequency and timing of events.
- ▶ Content and relevance of the events.
- ▶ Training courses relevance, availability and quality.
- ▶ Communications process.
- ▶ Involvement in the partnership.
- ▶ Training needs and workforce data collection process.
- ▶ Support groups relevance and usefulness.

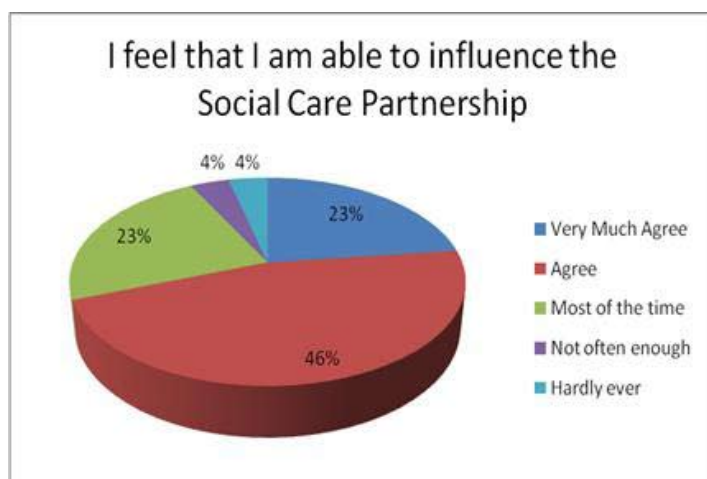
The results are discussed and acted upon by the Management Board. The Management Board and sub-groups also discuss the effectiveness of events and activities in terms of what went well and what needs to improve. Partners are also encouraged at interactive workshop events to put forward ideas on ways to improve the partnership.

The number of staff achieving awards at the annual awards ceremony is another indication of the effectiveness of the partnerships.

A customer survey is completed as part of the service self evaluation process. At the end of 2013/14 feedback and views were sought from 3 customer groups; Partnership Members, Directors, and Service Managers.

Details from the results of the survey will be included in the SCWDP end of year monitoring report for 2013/14.

Example results from the survey:





7. SCWDP Partnership Governance

Ownership of the SCWDP

The SCWDP has been developed based upon the requirements of the Welsh Government's SCWDP Circular 2014-15. The Joint Social Care Development Partnership Management Board and Blaenau Gwent/Caerphilly Senior Management Teams have contributed to and support the content of this plan.

Endorsement of the Plan

The Social Care Workforce Development Plan has been endorsed by the Directors of Social Services and the Chair of the Partnership.

Partnership Meeting Calendar

In the coming year it is intended to hold five Partnership Events. The Management Board meets following each event, and sub-groups/project teams meet between 4 and 6 times per year.

Partnership Event dates for 2014 – 15 are 28 April, 23 June, 22 Sept, 17 November, and a further date to be agreed for February 2015.

Partnership Communication Plan

There is one point of access for all customers accessing the Joint Workforce Development Service for booking training using the following webpage:

<http://socialservicesblaenau-gwent.caerphilly.gov.uk/Workforce-Development.aspx>

There is one point of contact for the whole team using telephone number 0300 123 2051 or email: workforcedevelopment@socialservicesblaenau-gwent.caerphilly.gov.uk

The webpage contains:

- ▶ The Joint Social Care Workforce Development Programme Plan.
- ▶ An up-to-date list of all current stakeholders represented on the partnership, with their main contact details and showing which areas of the sector they represent, in line with the requirements of paragraph 16 of the circular.



The bespoke site continues to develop and improve with a focussed action plan for 2014/15 that will deliver a Website, incorporating:

- ▶ The one point of access for all partners to book free learning events.
- ▶ Social Care Workforce Development structure, membership and governance arrangements – this will include when, how and what will be communicated.
- ▶ A calendar of Partnership Board Meetings, Project Teams meetings and full Partnership events.
- ▶ Development of regular opportunities for Partners to feedback on the effectiveness of the Partnership and the Workforce Development Service.
- ▶ All plans and reviews to be published on the webpage.
- ▶ Minutes of meetings and support groups.
- ▶ Links to national and local training resources.



8. Contact Details

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THE PLAN

9. Context of strategic local needs and priorities

The areas of Blaenau Gwent and Caerphilly are rich in history with high levels of social and economic challenge serving a population of 248,844 citizens – with nearly a third of the population experiencing long term limiting illness. The demographic profile with increasing numbers of older people; increased physical and mental frailty, the responsibility and duty to safeguard the most vulnerable children, young people and adults, means that demand for Social Services is consistently high.

The following information gives context to the demand on social care across the two County Boroughs:

Population Data	Blaenau Gwent	Caerphilly	Wales
Total Population	69,822	179,022	3,074,067
0-17 Year Olds (Number and % of Total Population)	14,439 (21%)	39,261 (22%)	630,906 (21%)
Adult Population (Number and % of Total Population)	55,660 (80%)	108,862 (61%)	1,857,283 (60%)
65+ (Number and % of Total Population)	12,927 (19%)	30,899 (17%)	585,878 (19%)
% of Adults reporting to have a Long Term Limiting Illness	27%	30%	26%



Services	Blaenau Gwent		Caerphilly		Wales Average
	2012/13	2013/14	2012/13	2013/14	2011/12
Number of Adult Service Users	3,030	3,054	7,114	7,676	3,580
Rate of older people supported in the community per 1,000 population aged 65 or over	133.34	128.41	151.67	120.97	78.60
Rate of older people supported in care homes per 1,000 population aged 65 or over	23.33	22.12	19.41	17.57	21.35
The number of adult assessments completed during the year (excluding reviews for BG)	2,566	2,651	4,835	4,555	*
Number of referrals to Children's Services (excluding enquiries)	1,127	1,194	2,836	2,237	2,087
Number and rate of Looked after Children (LAC) per 10,000 population	136-94.9	143-101	296-77.6	267-68	91.6
Number and rate of children on the Child Protection Register (CPR) per 10,000 population	59-41.2	70-49.4	167-43.7	216-55	46.2
Number of children in need	530	665	1,395	919	780

Services Needed and Delivered

Services delivered or commissioned by Social Services across Blaenau Gwent and Caerphilly cover all fields of social care with families, adults, children, and young people. The services help people with a wide range of health and social care needs and are delivered in partnership with organisations such as health, education, youth and voluntary services, and the police to help people keep safe and independent.

Over 100 organisations, including the two local authorities, provide a range of services throughout the geographical area and in some cases beyond.

There are many different models of service striving to support independence, care for the vulnerable, and protect from harm and they include:

- ▶ Assessment and Care Management for adults and children.
- ▶ Safeguarding adults and children.
- ▶ Foster Care.
- ▶ Placements for adults and children.



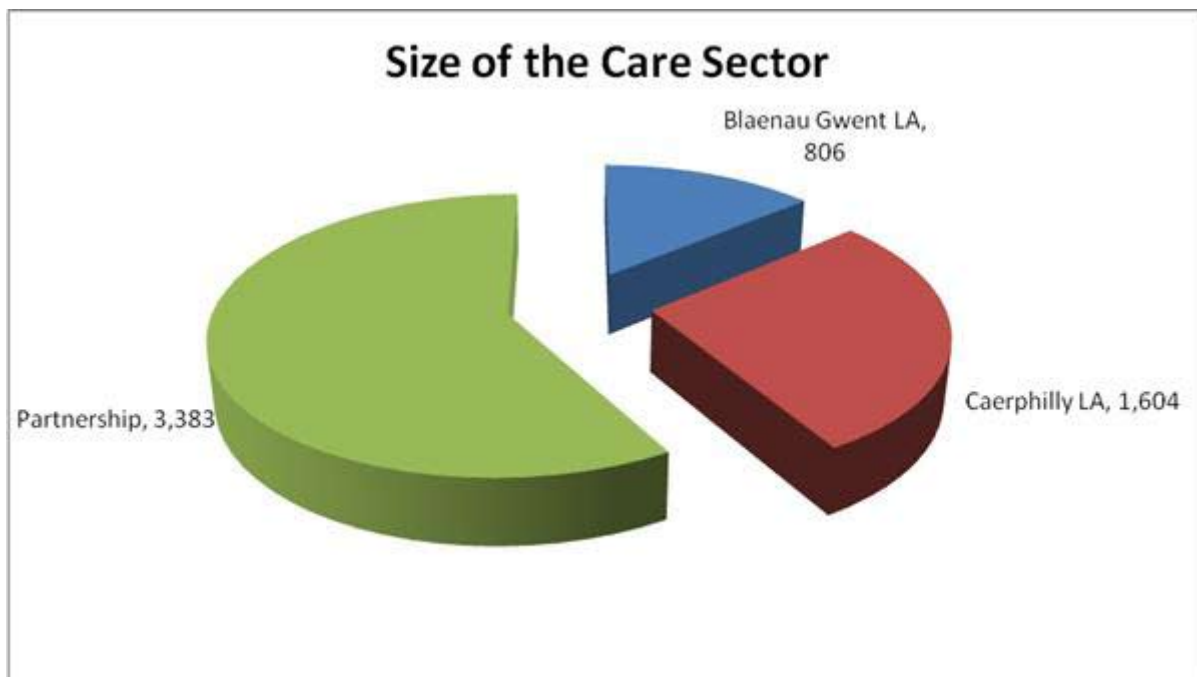
- ▶ Services for people with disabilities.
- ▶ Occupational Therapy.
- ▶ Substance and Alcohol Misuse.
- ▶ Supporting Carers.
- ▶ Residential Care.
- ▶ Young People Leaving Care Services.
- ▶ Care in the Community.
- ▶ Youth Offending Services.
- ▶ Preventative and support services.

Links with Strategic Local Priorities

The links with strategic local priorities are as described within Section 10, Strategic Direction.

Demands on Workforce Development

Blaenau Gwent and Caerphilly Social Services employ 2,410 staff and the partnership 3,383 staff providing a total of 5,793 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 responsibilities for workforce development and regulation. 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.



The Labour turnover rate for social workers in Blaenau Gwent was 8.99% (2013-2014) and in Caerphilly was 12.77% (2013-2014) – there have been no issues with recruitment during the year. The Joint Workforce Development Team will continue to focus on giving student social workers an effective practice learning experience and to deliver continually improving services to add to the reputation of both Authorities as an employer of choice.

The Approach to Workforce Development

The collaboration between the areas of Blaenau Gwent and Caerphilly optimises the efficiencies possible within the local area. The strategic thinking of the Partnership enables the Workforce Development Service to travel throughout other boundaries and share its learning with others.

As part of its strategy for the future of delivery of training and development the Workforce Development Service is looking to share its learning from integration nationally and throughout the regions for the benefit of others.

The Workforce Development Team is clear about its role as a support to those that provide services to the service user and respond accordingly taking its lead from their priorities.

The service has identified and mapped its customers in Blaenau Gwent and Caerphilly as being:
(This list is not exhaustive)

- ▶ Directors of Social Services and Social Services Departments
- ▶ Regulation and inspection – CSSIW etc.
- ▶ The Social Care Sectors to include Statutory, Voluntary, and independent providers
- ▶ Other agencies to include professional bodies, trade unions etc
- ▶ Staff – current and future workforce
- ▶ Care Council for Wales
- ▶ Service users and carers
- ▶ Social Services Improvement Agency
- ▶ Training providers
- ▶ Welsh Government
- ▶ Other Councils



10. Strategic Direction

The Social Services (and Wellbeing) Act sets out the future strategic direction for social services in Wales:

- ▶ A new legal framework for social services in Wales to give effect to 'Sustainable Social Services: A framework for Action.'
- ▶ Consolidating existing law.
- ▶ Creating new duties for local authorities.

The Act will be interpreted and localised, transformed into actions, and those actions translated into workforce development implications for the social care sector, health, and other partners. The requirements of the Act will form the basis of a comprehensive programme of learning projects to deliver on:

- ▶ General functions.
- ▶ Assessing the needs of the individual.
- ▶ Meeting Needs.
- ▶ Charging & Financial Assessment.
- ▶ Looked After & Accommodated Children.
- ▶ Safeguarding.
- ▶ Social Services Functions.
- ▶ Well-being Outcomes, Cooperation & Partnerships.
- ▶ Complaints & Representations.

The Act will demand changes and workforce adaptability and the Workforce Development Service will prioritise and plan for the training/development implications for the entire social care workforce arising from the implementation of the Act.

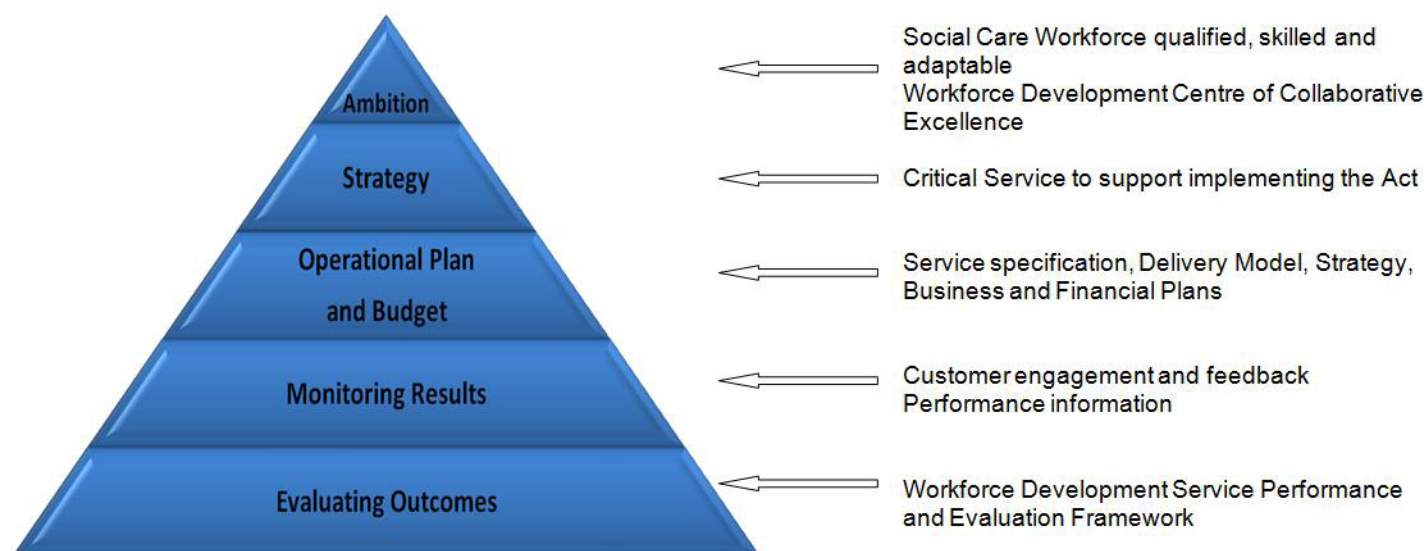
Workforce Development Strategies and Plans align directly and support the following in Blaenau Gwent and Caerphilly:

- ▶ Community Plans.
- ▶ Corporate Improvement Plans.
- ▶ Social Services Priorities and Plans.
- ▶ Annual Report of the Director of Social Services.
- ▶ Service Plans.
- ▶ Plans following regulation.

The Partnership is well qualified to work collaboratively with other local authorities, health, and regional and national partners and will look to play a significant role in impact assessment.



The Workforce Development Service’s operating model is flexible and well placed to work across boundaries, with other Councils and agencies.



Workforce Development Service 5 Year Strategy

“A professional, skilled, qualified social care workforce that makes a difference whatever the change in shape”

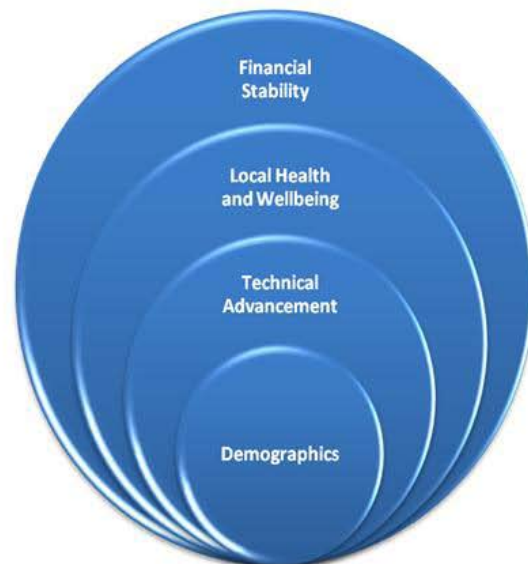
Changing Shapes 2015 – 2020

- ▶ Finance: We will make changes to the way we develop and educate in order to meet any financial challenges and opportunities focussing on value for money. We will collaborate with other agencies and partners to maximise efficiency whilst assuring the quality of workforce development.
- ▶ People: We will provide a business partner approach to support the management of change that is needed to deliver services in a different ways, with different colleagues and different service providers.
- ▶ Legal: We will interpret laws and regulations and explain to the workforce what changes have to happen and suggest options to help them make the changes.
- ▶ Geography and Politics: We will remove boundaries and bureaucracies from our service, welcome others, and find a way to make differences work for us.
- ▶ Priorities: The care of the vulnerable will dictate our priorities. We will plan to prepare the workforce for tomorrows needs and prepare to change our plans to react to the workforce daily needs. We will have a short, medium and long term plan which will include service delivery and operating model improvements to ensure sustainability.



High-level priorities for the Workforce Development Service:

The high level priorities for 2014/19 are derived from numerous interlocking demands:



The priorities from key influences are translated into Workforce Development requirements to inform the Partnership priorities. Currently they are that:

- ▶ The workforce is prepared and sufficiently skilled to deliver the Act.
- ▶ The workforce is qualified appropriate to their role.
- ▶ Service Users are consulted and involved in the delivery of the workforce development service.
- ▶ The workforce development support provided to the workforce meets the changing models of service delivery.
- ▶ Funding available through grants and partnerships is secured and maximised.



11. Current Priorities

The Social Services and Well-being (Wales) Act 2014

The Social Services and Well-being (Wales) Act 2014 drives current thinking and planning. The Partnership is committed to developing a programme of workforce development that ensures:

- ▶ A minimum awareness level.
- ▶ Currency in training design that reflects the implications of the Act.
- ▶ A minimum 5 year forward programme of learning that represents potential timelines for implications of the Act.

Activities during 2014/15 include:

- ▶ Identifying and using various media and forums to embed an awareness of the Act.
- ▶ Reviewing current learning programmes and mainstreaming the key elements of the Act.
- ▶ Consultation with operations, service providers, and management to secure learning needs identified.
- ▶ Planning a Care Seminar, localising the Act for local providers, service users and carers.

The Care of Older People

The care of older people remains a priority area and the partnership focuses on the demographic picture of the future. Care planning in an outcome focused way will be included in the training plan for 2014 -15. This will include supporting changing services who aim to support assessed needs with more innovative approaches such as the Community Connector scheme and short term initiatives funded from the Intermediate Care Fund. The plan will also react to any training implications as a result of the implementation of Integrated Assessment, Planning and Review Arrangements for Older People.

The increased prevalence of dementia is known throughout social care. Developing services with person centred care at the core continues to be a priority. Employees from Adult Services in both local authorities along with a member of the workforce development team are taking part in a focused twelve month development programme with the organisation Dementia Care Matters called “Culture Change in Dementia Care”. The early learning from this investment is already making a difference and the participants have organised learning events locally for the benefit of others involved in caring for those with Dementia. Training is an essential requirement to help staff improve quality of life with cultural change playing a significant part in this process. As the programme continues the learning outcomes will be cascaded throughout the area and the partnership expects to report visible improvements for the service user and those that care for them.



	2015	2020
Total population for Wales aged 30-64 with early onset dementia	809	842
Total population for Wales aged 65 and over with dementia	42,322	47,841

Source: Daffodil Cymru

Public Law Outline – Meeting the Guidance

The Partnership is proud to be one of the three regional co-ordinators in Wales to support Heads of Children’s Services react to the Department for Children, Schools and Families changing the way local authorities make applications for care and supervision orders, the Public Law Outline process. The partnership will continue to provide a regional link for relevant training programmes such as parental assessment software use and improving court skills. The partnership will also work with the South East Wales Local Family Justice Board and support them through their regional training plan.

Local Needs

Whilst preparing for the implementation of the Act it is vital that the workforce continues to be developed in order to maintain service through times of change. The programme of learning events will include modules for the whole sector that were determined from an analysis of training needs undertaken during the first quarter of 2014.

Common themes have emerged from the analysis together with individual requirements. In some cases the requirements are similar but methods of delivery may vary for teams and services, for example a shorter targeted session delivered locally may be seen as a major advantage for some service providers and carers. The following table gives examples of some of the areas of importance to the Partnership for this year:

Operational Service Delivery	Management Development	Legislation
Extending awareness of Safeguarding Adults and Children	Managing Change and Resilience	The Act
Outcome focused working for service users and Carers	Managing Pressure Positively	MCA/DoLS Impact of the Cheshire West Case
Improving dementia care	Effective Communications	OT professional development and legislation updates
Essential updates in line with professional requirements e.g. manual handling	Having Difficult Conversations	Meeting Safeguarding Board Public Law Outline guidance
Child and Family Assessment packages	Preparing Managers of the future	Section 47
Court Skills	Performance and project management	Case Law updates



All results from a multi-faceted training need analysis are converted into a plan detailing information on:

- ▶ The learning events required.
- ▶ The delivery method.
- ▶ Size of target audience and delivery equations.

The plan remains flexible throughout the year in order to be able to react quickly to unforeseen or urgent new requirements from services.

Places on learning events are advertised on the event finder system:

<http://socialservicesblaenau-gwent.caerphilly.gov.uk/Workforce-Development.aspx>

This user friendly system allows participants to book themselves onto events ensuring equality and ease of access for all.

A weekly communication and marketing email to all partners provides a regular update of current events and encourages use of spare opportunities.

In addition to the events on the training plan there is a dedicated budget for Social Worker Post Qualifying and other professional qualifications required by the sector.

Social Care Development Partnership

Priorities for the Social Care Development Partnership are detailed in section 2 of this document.

Qualification Targets

Staff employed in delivering care services must meet the minimum qualification requirements set out in the Care Council for Wales Qualification and Credit Framework for regulated services. The ultimate goal is to have a fully qualified workforce in line with these requirements. The partnership qualification targets for 2014-15 reflect the current service and registration priorities for the social services departments, and are as agreed with the service heads. Support will also continue across the whole sector to encourage and support partners to increase the number of suitably qualified staff whilst managing turnover rates.

2013/14	No of Care Staff in Posts	No of Care Staff Qualified	% Qualified
CCBC	960	676	70%
BGCBC	469	334	71%
Partnership	2,604	1,314	50%
Total	4,033	2,324	58%

Source: Welsh Government Data Returns



12. Commitment to the bilingual provision of services

There are 8% Welsh speakers in Blaenau Gwent and 11% in Caerphilly. Both Local Authorities:

- ▶ Are committed to being able to deliver services in Welsh should a service user or carer request it.
- ▶ Are actively feeding into and support the consultation on the Strategic Framework for Welsh Language Services in Health, Social Services and Social Care.

There are 40 staff members working in Blaenau Gwent (excluding schools) and 406 staff in Caerphilly who are able to speak Welsh.

Opportunities are provided via the Joint Workforce Development Service for staff across the social care sector and service users and carers in both localities to learn to speak Welsh.

'Mwy Na Geiriau/More Than Just Words'

The following provides some local context in line with implementing the 'Mwy Na Geiriau/More Than Just Words' plan and each Authorities Welsh Language Scheme:

- ▶ Welsh language training mainstreamed into social care training programme.
- ▶ Service users are asked language choice at the commencement of service.
- ▶ The Local Authority Welsh language websites are live.
- ▶ There is a database of Welsh speaking employees including the service are they work in.
- ▶ Welsh language embedded in improvement plan templates and part of the Director of Social Services Annual Report.
- ▶ All new and updated policies are assessed to ensure that any Welsh Language implications are considered.
- ▶ All procurement and commissioning processes currently contain a Welsh language commitment.
- ▶ Both Authorities monitor the language ability of staff and offer training courses to all staff, which can be accessed by partner agencies such as the South East Wales adult placement service.
- ▶ The awareness raising courses are offered to staff at all levels to foster a supportive ethos in a way that is relevant to the geographical area.
- ▶ The Equalities and Welsh language training programme has been long established and currently makes available a range of courses for staff.
- ▶ Service level agreement in place for all Equalities and Welsh Language training to be co-ordinated by Caerphilly on behalf of both local authorities, this provides a sound basis to target more staff for training in the coming years.

Equalities

The Authorities also recognise their responsibilities to be able to communicate effectively and appropriately with all service users, whether this is with those who use English as a second language; who have visual or hearing impairment or some other form of communication needs.



13. Social Work Qualifying Training Plan and Social Work Post Qualifying Training

The ring fenced £40,000 grant for each local authority is used to support social work qualifying and post qualifying training through the payment of tuition fees and expenses, staff time attending courses, workforce development staff providing support to the universities, students and assessors, and related training.

Social Work Qualifying Training

The two local authorities are committed to a regional agreement with the Welsh university programmes to host a number of direct entry students. The Partnership will support a total of 80 social work students in 2014-15.

The Workforce Development Service currently supports all four University Social Work programmes available in South East Wales:

- ▶ Cardiff University (CU).
- ▶ University of South Wales (USW - formerly University Wales Newport and University of Glamorgan).
- ▶ Cardiff Metropolitan University (CMU).
- ▶ The Open University (OU).

Social work teams continue to be supportive in offering placements to social work students and new practice assessors are trained each year. New practice learning opportunities continue to be developed with the private and voluntary sector to enhance the high level of statutory places needed.

In 2014-2015 we will examine our relationship with the social work degree programmes in order to determine how best to support them. The commitment for supporting practice learning opportunities for the next three to five years will be influenced by the annual All Wales social work data gathering exercise coordinated by the Care Council for Wales (CCW) and the Wales Data Unit.

Social Services employees from both Blaenau Gwent and Caerphilly have been supported, through secondments and traineeships, to undertake a qualification in Social Work at local campuses or through the Open University.

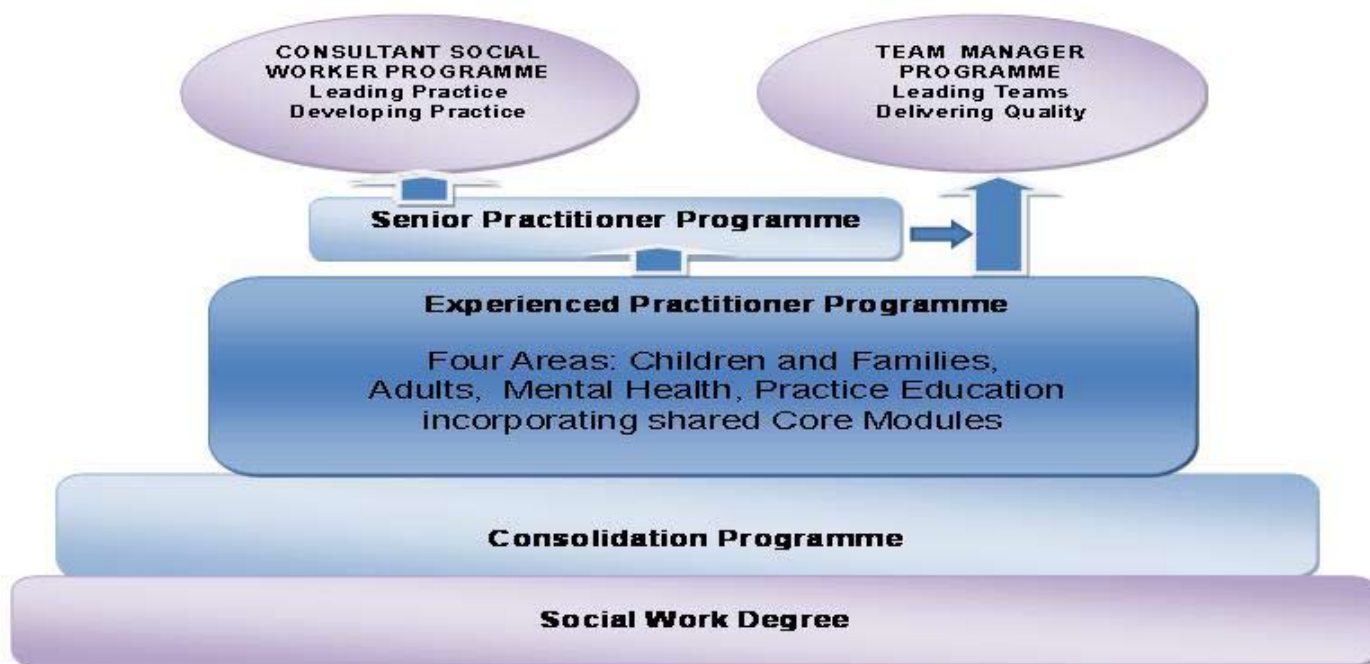
The number of secondments and other supported student routes are determined on an annual basis by operational needs, workforce planning data, and available financial support. Senior management have suspended new secondment entrants for 2014/15 due to lower vacancy numbers, service restructures, and an excess of returning qualified social worker employees. The situation will be reviewed early 2015 and in the meantime second and third year secondees will continue to be supported.



2014/15	Second Year	Third Year
Blaenau Gwent	1	1
Caerphilly	2	6

Social Work Post Qualifying Training

The Partnership is active in contributing to the implementation of the Continuing Professional Education and Learning (CPEL) framework and in the collaboration of 10 local authorities and SE Wales Universities, Consortium y De, to achieve the launch of the Consolidation of Practice (CoP) module.



Blaenau Gwent	10
Caerphilly	21
Total	31

31 social workers were supported through CoP programme during 2013-2014 and there are an estimated 25 social workers that will complete CoP during 2014/15.

CPEL awareness sessions are provided for social workers and their managers and both authorities will be supporting social workers through the Experienced Practitioner and Senior Practitioner programmes during 2014/15.

Social Workers will continue to be supported to qualify as Practice Assessors in order to support the 80 direct entry social work students.



Closing Comments

The Joint Workforce Development Service is well established in providing services to the Social Care Sector across Blaenau Gwent and Caerphilly. It is well placed to meet the challenges of supporting and facilitating the implementation of the Social Services and Well Being Act as well as progressing new initiatives.

The Social Care Workforce Development Programme grant is critical and vital to the future operating of this joint regional service. As detailed in this document the sectors of Blaenau Gwent and Caerphilly are realising benefits from the integrated service.



Workforce Development Service Blaenau Gwent and Caerphilly

Customer Support 0300 123 2051 (local rate)

Email: workforcedevelopment@socialservicesblaenau-gwent.caerphilly.gov.uk

**Event Booking, Event Information, Event Cancellation, Library,
Training Resources, Foxes Lane Training Facility, Applying for a Course,
Conference or Qualification, Work Experience/Placement**

Amy Reeves	01495 232833	Kathryn Waggett	01495 232836
Karen Baclawski	01495 232834	Fay Howells	01495 232832
Sarah Thomas	01495 232831	Judith Evans	01495 232835

**Partnership, Customer Relations, Communication, Finance, Website,
Administration, Blaenau Gwent Absence, Information**

Jane Jordan	01495 232828	Elaine Bates	01495 232830	Rhiannon Thorn	01495 232823
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**Children's, Professional Development, Management Development,
Degree Student Placements, Practice Assessments, Children's Safeguarding**

Nick Howitt	01495 232825	Deborah Gibbons	01495 232829	Jeff Price	01495 232824
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**Adults, Internal Training Delivery, Health and Social Care QCF,
Manual Handling, Protection Of Vulnerable Adults, Health and Safety, Carers**

Teresa Booth	01495 232838	Wendy Billett	01495 232842
Katrina Davies	01495 232827	Sue Rees	01495 232843
Tara Pole	01495 232839	Kaysha Bradshaw	01495 232845
Fay George	01495 232841	Pauline Cooke	01495 232840
Kay Davies	01495 232844	Louise McDonald	01495 232822

Blaenau Gwent Social Services Flexi

ssmy_o@blaenau-gwent.gov.uk

Caerphilly Children's Mentor Senior Practitioner

Sharon Butler	01495 232821
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Blaenau Gwent Practice Facilitator

Rita Hillaud	01495 232821
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Occupational Therapist – Manual Handling Specialist

Jane Howells	01495 235734
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Team Manager

Jane Haile	01495 232820
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Head of Service

Andrea Prosser	01495 355014
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Blackwood, NP12 4AB**

<http://goo.gl/maps/4kp3b>

**Please use the overflow car park located
to the left as you enter Foxes Lane.**

May 2014