



HEALTH SOCIAL CARE AND WELLBEING SCRUTINY COMMITTEE - 9TH SEPTEMBER 2014

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

REPORT BY: CORPORATE DIRECTOR SOCIAL SERVICES

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to give Members the opportunity to scrutinise, challenge and review the Joint Social Care Workforce Development Service for Caerphilly and Blaenau Gwent.

2. SUMMARY

- 2.1 Discussions around creating a Joint Workforce Development Service began in August 2011 and an interim arrangement launched at the beginning of April 2012 with the Service integrating permanently from July 2013. The service is hosted by Blaenau Gwent County Council.
- 2.2 The main driver and rationale for creating a Joint Workforce Development Service for Blaenau Gwent and Caerphilly was sustainability of service and being able to do more for less. This report details progress made in delivering the Joint Service and reviews performance and benefits realised and planned.

3. LINKS TO STRATEGY

- 3.1 The creation of the 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' and the Welsh Government's Social Care Workforce Development Programme.

4. THE REPORT

- 4.1 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. In line with other social services Departments the Councils are experiencing increasing demand and complexity of cases and attempting to modernise and improve services with pressure on budgets. The Social Services and Well Being Act sets out the future strategic direction for social services and will demand change to and adaptability of the current workforce and translation into the skills and training requirements for the future workforce. There are statutory, regulated responsibilities for workforce development and the Workforce Development Service is critical to enabling an appropriately qualified and skilled workforce to deliver changing and improving services.

- 4.2 The Social Care Workforce Development Programme (SCWDP) grant was cut by 3% for 2013/14 which equates to over £24,000 for Caerphilly and Blaenau Gwent. For 2014/15, whilst the cut has been minimised to £2,650 or 0.36%, in future years the grant will be redirected to support the implementation of the Social Services and Well Being Act. Workforce Development will be working with Welsh Government in order to provide more detail about any financial implications for the coming years. 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. Caerphilly and Blaenau Gwent Councils in recognising future demands, the need for service sustainability and resilience have invested in a Joint Workforce Development Service.
- 4.3 The Joint Service is hosted by Blaenau Gwent and led by the Head of Organisational Development with a secondment model for Caerphilly employees. Caerphilly staff have been seconded to the new Joint Workforce Development Service staffing structure whilst their contracts of employment currently remain with Caerphilly County Borough Council – it is intended to review the staffing model in December 2014. The Service is based at Foxes Lane in Oakdale.
- 4.4 There is a joint Social Care Partnership across Caerphilly and Blaenau Gwent made up of the statutory, independent and voluntary sectors – this also includes education and training providers.
- 4.5 The Service has a well developed and established evaluation and performance management framework at Service, Team and on an individual basis (see page 14 of appendix 1 Social Care Workforce Development Plan) which includes for example:
- Service delivery specification and delivery model reviewed annually
 - Annual Self Assessment Process
 - Service Strategy and Social Care Workforce Development Plan (Appendix 1)
 - Service Improvement Plan
 - Customer engagement framework to include annual customer survey
- 4.6 Bringing the two services together has not been without challenges and both Caerphilly and Blaenau Gwent Councils corporate centre have supported with developing the service delivery model, facilities and infrastructure on a partnership basis.
- 4.7 Benefits are reviewed regularly as part of the performance management framework and below are examples of some of those benefits realised:

Customers

- 18% increase in learning opportunities

Total No. of events – Blaenau Gwent 2010-11	Total No. of events - Caerphilly 2010-11	Total No. of events – Blaenau Gwent and Caerphilly 2013-14
435 (6,525 seats*)	595 (8,925 seats*)	1,219 (18,285 seats*)
		Overall percentage increase in learning opportunities made available: 18%

**average seat capacity*

Percentage of Total by Target**				
Adults	Children's	Health and Safety	Management and Personal Skills Development	Total
49.5%	26.7%	21.1%	2.7%	100%

**several of the topics delivered fall into one or more of the above

- Web based training calendar, event finder and booking system – confirmation of booking within 3 days (57,329 hits on web page January – May 2014)
- Improved information and marketing of course
- Increased range of training opportunities
- Improved access to training and choice of dates location etc
- Increased availability of events allowing managers to better plan staff development and service delivery
- 96% learning opportunities completely or mostly met expectations
- One Social Care Partnership – 5 events a year – economies of scale, wider networking, increased skill pool
- Increase in internal delivery of vocational training instead of commissioning eg, Personal Care - 70% saving for reinvestment to the service to deliver more training
- Care QCF attainment levels maintained well above Welsh Government target (50%), Blaenau Gwent 70%, Caerphilly 71%.

Staff

- Staffing structure with clear roles and identified career pathways – business partner approach
- Staff engagement and participation in reviewing and shaping the service – using the best from past experience and creating new ways of working to develop an effective operating model and identify short, medium and long term priorities
- Excellent office base and training facilities at Foxes Lane in Oakdale
- Participative team culture with staff demonstrating pride in the service they deliver
- Project management style of working

Councils

- Economies of scale eg; one set of plans and bid for the Social Care Workforce Development Programme, training needs, training social workers
- One Joint Social Care Partnership – economies of scale, a stronger voice in terms of relationship with commissioned services
- A flexible service able to adapt to meet customer needs
- Improved representation and contribution locally, regionally and nationally
- Improved service and business systems
- Improved response to legislative and policy changes
- Deletion of one Team Manager post and saving reinvested into service delivery

4.8 The service recognises that customer engagement, feedback and influence are critical to improving the service - work has progressed in developing a customer engagement framework. Below are examples of the feedback the service has received:

'The staff are always quick to respond and accommodate us where possible. I also like the online booking system as it makes things very simple'

'I feel that the majority of training relates to safeguarding and theory (for obvious reasons), with less focus on direct work interventions and techniques. However, I'm pleased to say that it would appear that more training of this nature is being scheduled'

'This is excellent and I have always found we are allocated a reasonable amount of places on courses for which we apply'

'The training offered is geared towards our setting and clients'

'Training opportunities are very relevant to the work we do'

'Feedback from staff members suggests good quality training'

'The range of courses offered is considerable and reflects the needs of the sector. Dialogue is positive and assistance requested is always forthcoming'

'The Social Care Partnership gives lone managers like myself a point of contact and a wonderful network of people that I can call on for help and support'

4.9 The Social Care Workforce Development Plan which was submitted to the Welsh Government in July 2014 (appendix 1) gives more detail on the Joint Service, its delivery and priorities looking forwards.

4.10 The Joint Workforce Development Service is well established in providing services to Caerphilly and Blaenau Gwent Social Services and the social care sector. It is well placed to meet challenges, sustain and facilitate the implementation of the Social Services and Well Being Act as well as progressing new initiatives. There is a pride and ambition demonstrated from staff in the service to support Social Services and the Social Care Sector to sustain, adapt and improve services to service users.

5. EQUALITIES IMPLICATIONS

5.1 An Equality Impact Assessment was completed in launching the Joint Service and the Performance Management Framework ensures that equality is maintained.

6. FINANCIAL IMPLICATIONS

6.1 The grant allocation is calculated separately for Blaenau Gwent and Caerphilly and then awarded as a joint amount. To qualify for the grant each Authority has to provide at least 30% match funding.

COUNCIL	WG GRANT ALLOCATION 2014/15	COUNCIL CONTRIBUTION 2014/15
Blaenau Gwent	£237,661	£101,855
Caerphilly	£476,837	£204,359
Total	£714,498	£306,214

6.2 Any savings realised over the last financial year have been reinvested into Service Delivery and more training opportunities.

6.3 The All Wales Training Managers Group are currently working with Welsh Government on a pro forma that will aid the calculation of what percentage of the grant will be redirected towards the implementation of the Social Services and Well Being Act, as noted in 4.2.

7. PERSONNEL IMPLICATIONS

7.1 The Service is hosted by Blaenau Gwent Council with Caerphilly staff seconded into the new staffing structure. The secondment model will be reviewed in December 2014.

8. CONSULTATIONS

8.1 All consultations have been considered in this report.

9. RECOMMENDATIONS

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

- Scrutinise and challenge the arrangements in place for the Joint Workforce Development Service
- Review progress and benefits realised
- Note the Social Care Workforce Development Plan 2014-2015

10. REASONS FOR THE RECOMMENDATIONS

10.1 To ensure that Members have opportunity to review, challenge and influence the future of the Social Care Workforce Development Service.

11. STATUTORY POWER

11.1 The contents of this report and the Joint Workforce Development Service is in line with current legislation and the direction of travel stipulated by the Welsh Government in 'Sustainable Social Services for Wales: A Framework for Action'.

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Background Papers: Welsh Government Social Care Development Programme Circular 2014

Appendices:

Appendix 1 Blaenau Gwent and Caerphilly Social Care Workforce Development Plan 2014-2015