

## **The Vale of Glamorgan Council**

### **Cabinet Meeting: 23 January, 2017**

### **Report of the Cabinet Member for Housing and Social Care & Health**

### **Setting up a Regional Social Care Workforce Development Unit for the Vale of Glamorgan and Cardiff**

#### **Purpose of the Report**

1. To advise Cabinet members of a proposal for setting up a regional Social Care Workforce Development Unit to serve the Vale of Glamorgan and Cardiff, identified by staff as the preferred model for delivery of training to the social care workforce across the two local authority areas.
2. To secure consent for developing a business case which will act as the basis for future Cabinet decisions about whether or not to proceed with setting up such a unit.

#### **Recommendations**

It is recommended that Cabinet:

1. Approves the overall approach taken to date and the actions required to develop a plan for setting up a Regional Social Care Workforce Development Unit.
2. Authorises development of a detailed business case for operating the unit, including any proposed governance arrangements, financial arrangements and identification of the host Local Authority and employer of staff.
3. Agrees that the City of Cardiff Council will act as the lead for developing the detailed business case.
4. That a further report be presented to Cabinet and the Healthy Living and Social Care Scrutiny Committee in due course, which will provide an update on progress and seek agreement on a business case and governance and financial arrangements.

#### **Reasons for the Recommendations**

1. To ensure that Cabinet members are content with the proposal to develop a plan to establish a regional unit to meet the training needs of the social care workforce across the two local authority areas.

2. To facilitate consultation with staff and other key stakeholders about the preferred business and service delivery model and to act as the basis for future Cabinet decisions about whether or not to proceed with setting up such a unit.
3. To make use of the capacity available within Cardiff Council for undertaking this work, including the fact that the Director of Social Services in Cardiff acts as the social care workforce lead on behalf of the Regional Partnership Board.
4. To provide a further update to Cabinet and Health Living and Social Care Scrutiny Committee at the appropriate time and to seek agreement as to the detailed proposals.

## **Background**

3. The delivery of excellent services through a well-qualified, skilled, engaged and motivated staff group is fundamental to the success of all public sector organisations. The next few years will require innovative approaches to training and development as we respond to the demands of the Social Services and Well-being (Wales) Act 2014 and the scale of service transformation that it requires. It will be even more important to be able to update and strengthen the skill base of existing and new staff.
4. Directors of Social Services have a statutory responsibility for workforce planning, training and professional development, not only within the local authority but also within the wider social care sector (including third sector partners and independent and private providers).
5. The Vale of Glamorgan Council receives an annual grant totalling 70% from Welsh Government to support its Social Care Workforce Development Programme (SCWDP). The Vale of Glamorgan Council contribute an additional 30% to this from within the Social Care budget. In 2016-17, the total spend for social care training was £390, 230. Grant applications must be submitted on a regional basis. Welsh Government acknowledges that making the transition from working primarily on a local basis to a more coherent regional approach will take time. However, it is their expectation that we make progress in integrating training plans and amalgamating social care workforce partnerships. In accordance with Welsh Government guidance, the Cardiff & Vale of Glamorgan Care and Support Regional Workforce Partnership (RWP) was established in 2015, led by the Director of Social Services for Cardiff.
6. Since that time, the RWP has built on strong foundations to deliver an approach that supports staff across the social care sector in the region to undertake their roles. It ensures appropriate representation and engagement from all parts of the sector, and from users and carers. Good work was done to align the training plan and the implementation plan for the Social Services and Well-being (Wales) Act 2014 so that the whole social care sector was ready to take on new duties in April 2016.
7. The Partnership's agenda is considerable and complex. There is a challenge in catering for a highly diverse population distributed across areas that are both distinctly rural and intensely urban, especially when many Board members carry their workforce roles in addition to other significant responsibilities. All good partnerships rely on an effective 'engine' to drive its priorities and ensure that vision is translated into action and impact. Therefore, the Directors of Social Services in both Councils have committed in principle to setting up a sustainable Regional Workforce Development Unit (RWDU). This is seen as the best means to rationalise existing resources and to meet anticipated needs for sector wide training and development in implementing the Act.

## Relevant Issues and Options

8. In practice, development of an RWDU means that the two training units in both Authorities would come together to form the regional service. However, it is early days in planning how such a service would deliver its work across a large and diverse area. As part of the preliminary work undertaken to date, the region has sought to take on board lessons from other regional approaches to the delivery of staff training and development.
9. No decisions have been taken as yet and staff currently working within these services know that such changes will take time. However, they are keen that detailed work starts on designing an integrated unit. A Regional Project Board was set up in February 2016 for this purpose, chaired by the Cardiff Operational Manager for Strategy, Performance & Resources. The Board has met quarterly, with membership from the key internal stakeholders in both Councils. This has included representation from Legal Services, Financial Services, Human Resources, Corporate Training, Senior Managers with responsibility for workforce development and the lead Director for Workforce Planning for the region. Additionally, some support and advice was purchased from an independent consultant specialising in workforce development. This was funded from the SCWDP Grant.
10. A smaller Operational Group, made up of Workforce Development Team and Operational Managers across the region and the external specialist, met regularly between Board meetings to progress key actions. A Consultation Strategy was agreed by the Board to ensure that the staff groups in scope for the proposed RWDU were kept fully informed of developments.
11. Additionally, two staff engagement workshops were held to seek the views of staff in relation to the proposal to develop an RWDU. An options appraisal was completed in the second staff engagement workshop held in September 2016 after they had considered the range of operational models that could support the delivery of an RWDU. A summary of the Options Appraisal is located at [Appendix 1](#). It identified that the preferred operational model was a fully integrated approach with the RWDU being hosted by one Local Authority and all staff employed by the host under the leadership of a Regional Training Manager (option 4).
12. In summary, the work undertaken to date in developing an RWDU includes:
  - engagement with all training staff across the region;
  - discussion with Finance, Legal Services, Human Resources and the Directors of Social Services in Cardiff and the Vale of Glamorgan;
  - appraisal of the options to either develop an integrated RWDU or to remain as separate services; and
  - discussions with the Regional Workforce Partnership (RWP).
13. The benefits of the proposed RWDU are as follows:
  - promoting more effective deployment of resources.
  - building on the existing collaborative arrangements for other workforce development solutions.

- aligning to the Welsh Government's and regional/local transformation agenda.
  - creating opportunities to improve the operating model of the service.
14. While the provision of an RWDU is expected to ensure a more efficient use of available resources, the proposal is not driven primarily by cost issues. The key driver for developing the business case will be creating an operational model which is most helpful in delivering high quality social care training that meets the changing needs of Social Services and the wider social care sector.
15. A number of factors were considered in proposing the most appropriate local authority to take on the lead role for developing the detailed operational business case for operating the RWDU, including:
- capacity to lead and undertake the extensive work required to design and develop the model;
  - the Director of Social Services for Cardiff is the Regional Lead Director for Workforce Development and chair of the RWP Board.
16. If Cabinet agrees the recommendations of this report, there are a number of actions that will follow.
- A detailed business case for operating a fully integrated RWDU will be developed, including a proposed staffing structure, financial model and governance arrangements and identification of the Host Authority and employer of staff. This work will be undertaken in conjunction with Legal and Financial Services and Human Resources.
  - The operating model and structure will be shared with Trade Unions and staff for a period of consultation.
  - A legal agreement, such as a memorandum of understanding or collaboration agreement, will be prepared once the proposal is finalised for consideration by Cabinet early in 2017-18. It will set out the recommended governance and accountability arrangements for the RWDU, including a financial agreement and operating model for the service.
  - The RWDU Project Board will sign off the final structure, taking into consideration feedback received from the consultation process.
  - Human Resources will work with the service to manage any TUPE implications (should they arise) from the final proposal.
  - The final business case and operational structure will be presented to Cabinet for decision.
17. A further report will be presented to Cabinet in due course, to provide an update on progress and to seek agreement on the detailed business case, including proposals for hosting and employing staff, financial and governance arrangements and the associated implementation plan.

### **Resource Implications (Financial and Employment)**

18. There are no direct financial implications arising from this report, as it seeks approval for further consideration of options relating to the development of a regional social care training unit.

19. More detailed financial implications will be provided when the final business case is put forward for approval. This Council currently receives Social Care Workforce Development grant of £273,161 (70% Welsh Government) and an additional 30% contributed by Vale of Glamorgan Council totalling £390, 230 in relation to social care training.
20. Any regional agreement will need to contain a financial protocol which should address issues such as hosting and financial administration, relative contributions and charging mechanisms, payment arrangements, budget control and monitoring, governance, audit and accounting. These aspects will need to be addressed within any legal agreement which follows from the detailed business case.
21. The financial elements will be formulated in consultation with Financial Services.

### **Sustainability and Climate Change Implications**

22. There are no sustainability or climate change implications in relation to this report.

### **Legal Implications (to include Human Rights Implications)**

23. There are no direct legal implications arising from the recommendations arising from this report.
24. There will be input from Legal Services during development of the business case and any implications from the preferred option that arises.

### **Crime and Disorder Implications**

25. There are no crime and disorder implications as a direct result of this report.

### **Equal Opportunities Implications (to include Welsh Language issues)**

26. An Equality Impact Assessment will be completed in order to inform the business case. .

### **Corporate/Service Objectives**

27. Key objectives of the Council set out in the Corporate Plan 2016-20 and addressed by this report are:
  - Wellbeing Outcome 4: An Active and Healthy Vale
  - Objective : Work with partners to progress the integration of adult social care and community health services.

### **Policy Framework and Budget**

28. This is a matter for Executive decision.

### **Consultation (including Ward Member Consultation)**

29. There are no matters in this report which relate to an individual ward.

### **Relevant Scrutiny Committee**

30. Healthy Living and Social Care

### **Background Papers**

None

**Contact Officer**

Suzanne Clifton, Interim Head of Business Management and Innovation.

**Officers Consulted**

Corporate Management Team

**Responsible Officer**

Philip Evans, Director of Social Services