

The Vale of Glamorgan Council

Cabinet Meeting: 6 November, 2017

Report of the Cabinet Member for Social Care, Health and Leisure

Proposal to develop a Regional Social Care Workforce Development Unit for Vale of Glamorgan and Cardiff

Purpose of the Report

1. To update Cabinet members of the proposal to develop a regional Social Care Workforce Development Unit across the Vale of Glamorgan and Cardiff and to seek approval to establish a regional Social Care Workforce Development Training unit as outlined in the attached report.

Recommendations

It is recommended that Cabinet:

1. Approves the proposal to establish a regional Social Care Workforce Development Training Unit as outlined in this report.
2. Authorises the implementation of the business model, approach and functions outlined in the Business Case for the Regional Workforce Training Unit, attached at [Appendix 1](#) of this report.
3. Approves the establishment of the post of the Regional Manager for the regional Workforce Development Training Unit.
4. Provides delegated authority to the Director of Social Services in consultation with the Cabinet Member for Social Care, Health and Leisure, and the Section 151 and Head of Legal Services to enter into a Partnership Agreement with Cardiff Council which will cover all aspects of the Governance and any associated partnership arrangements required in relation to these proposals.
5. Refers this report to Healthy Living and Social Care Scrutiny Committee for their consideration.

Reasons for the Recommendations

1. To realise the benefits that regional working can bring by providing a resilient, sustainable and consistent approach to the development of social care staff.

2. To enable the implementation of a regional Social Care Workforce Development Unit.
3. To enable capacity, knowledge and skills to focus on bringing together two training units and forming a cohesive, successful and sustainable regional unit that meets the needs of the wider social care workforce.
4. To ensure that the Director of Social Services and the Council are able to effectively delegate their statutory functions in relation to workforce development and training of the social care workforce.
5. To ensure that Healthy Living and Social Care Scrutiny Committee Members are kept informed of this key development.

Background

2. The Directors of Social Services in both Councils have committed in principle to the establishment of a sustainable regional unit. It is expected that this will rationalise existing resources to meet future levels of anticipated need for sector wide training and development consistent with the Social Services and Wellbeing Act (Wales) 2014 implementation.
3. Cardiff and the Vale of Glamorgan Cabinets received a report in January 2017, seeking authority for a full Business Case to be developed for a regional Workforce Development Training Unit (WDTU) based on a fully integrated model. The Cabinets also agreed for Cardiff to lead on the development of the Business Case.
4. It is the statutory responsibility of the Director of Social Services to maintain overall responsibility for not only Social Services workforce planning, training and professional development but that of the wider Social Care Sector (including third sector partners and independent and private providers).
5. The vision for the Regional Care and Support Workforce Development Partnership (the Partnership), established in 2015, is to raise standards and drive up the quality and skill level through effective workforce development. This enables those with Care and Support needs to achieve what matters to them. Its key aim is to enable the growth and development of an appropriately skilled and effective social care workforce.
6. With the implementation of the Social Services and Well-being (Wales) Act 2014 well under way, the next few years will require a robust approach to training and development as we respond to its demands and the scale of transformation of services that it brings. It will be increasingly important to be able to update and replenish our existing skill base. It is felt that the regional social care workforce and the Local Authorities Social Services workforce is best served by one regional workforce development unit and work undertaken within the context of the Regional Care and Support Workforce Development Partnership, provides a firm foundation on which to build a regional workforce development unit.

Relevant Issues and Options

7. As per the agreement of Cabinet at the meeting held 23rd January, 2017, Cardiff Social Services Directorate led on a business case on behalf of the Region. The detail of the business case is attached at [Appendix 1](#).
8. An Options Appraisal completed prior to the previous Cabinet Report identified the following as the preferred option:

Option 4 - The appointment of a Regional Training Manager hosted by one of the Local Authorities and the TUPE transfer of staff to the Host Local Authority so that all staff are employed by the same employer. Following this a restructure to create one team that covers the whole of the region.

9. The Business Case attached at [Appendix 1](#) summarises the six options that were considered and highlights the reason why Option 4 was identified as the preferred model. The advantages of Option 4 are:
 - It provides the best opportunity to consistently meet needs in a fair and equitable way, standardising practice across the region whilst also being able to respond to difference when the need arises.
 - It offers a consistent approach to the sector irrespective of whether providers operate in Cardiff, Vale of Glamorgan or both Local authority areas. It is therefore best placed to promote the intentions of the Partnership.
 - The model provides the opportunity for staff to work at scale, using their current specialisms as well as providing opportunities to develop new specialisms in response to future needs / demands. It therefore makes best use of capacity and maximises resources.
 - It provides an opportunity to stream-line the available funding across the region, administering it from one pot which will reduce duplication of efforts – particularly as the funding applications have to be submitted on a regional basis. This will enable the team to address current gaps by releasing capacity arising from the streamlining of processes that are currently administered separately in each Local Authority area.
10. Cardiff Council have completed the business case and consulted with and on behalf of the Vale of Glamorgan officers and stakeholders. The business case, as drafted to be progressed through Cardiff Council's internal processes.
11. The business case proposes that Cardiff Council host the regional workforce development training unit. Both Directors of Social Services in Cardiff and the Vale of Glamorgan are supportive of this proposal.
12. Both staff groups already undertake significant amounts of joint work and both are supportive of the proposals and understand the main drivers underpinning them. Staff teams have joined together for a number of development sessions which have contributed to shaping the proposals contained in the Business Case.
13. A Partnership Agreement that clearly sets out the governance arrangements for the regional workforce development and training unit will ensure that the interests of both Local Authorities are appropriately protected, and enables both to ensure that they maintain control as required under the statutory functions and responsibilities of each Social Services Director.
14. The Vale of Glamorgan Council representatives for this proposal are clear that the Vale of Glamorgan must have at least the same level of service as currently delivered. Upon evaluation of the options it is felt that there will be significant advantages for the team to join Cardiff's training unit and operate as a regional service.
15. Appropriate provisions will be included in the partnership agreement to be entered into in order to protect the Vale of Glamorgan's interests in agreeing to become part of the establishment of a regional team. These include:
 - Continuation of the delivery of training in the Vale of Glamorgan areas.

- Retaining training space and library resources within the Vale of Glamorgan Council properties.
 - Continued use of the current training booking service (SDMS) due to the fact that training records are linked to staff records, with a commitment to consider alternatives in consultation with other Departments who would be affected should the IT system alter.
 - Ability to shape the training programmes to reflect the needs of the Vale of Glamorgan population and social care workforce.
16. It is proposed that the regional team is headed up by a new Regional (Strategic) Manager with overall responsibility for Implementation of a Regional Workforce Development Programme, promoting joint working with Social Care Wales, across workforce development, service improvement and research, confirming approaches and building upon the many strengths that already exist in current arrangements.
 17. Social Care Wales is the national workforce regulator and government improvement agency for Social Services and Social Care in Wales. The post has been evaluated for Cardiff Council by Hay as an Operational Manager (OM) 2 grade. This senior manager will play a lead role in realising the expectations for the regional workforce set by the regulator, Social Care Wales.
 18. Additionally the new post holder will be responsible for implementing and managing the regional unit to ensure effective planning and delivery of training and development for Social Services employees as well as delivering an effective Regional Partnership that appropriately meets the current and future needs of the wider Social Care workforce. The manager will be required to provide a strategic lead on the development and implementation of training policies, strategies, plans, processes, procedures and activities that are appropriate to, and meet current and future needs for social care workforce planning and development across the region. It is proposed that this post is established through the deletion of the existing Training Manager posts in both Cardiff & the Vale of Glamorgan.
 19. The proposed service delivery model for the regional unit is based upon an understanding of current and future needs across the region. It reflects feedback from the current Training Unit staff and managers in Cardiff and the Vale of Glamorgan Councils and key stakeholders whose interests are represented on the Regional Workforce Partnership Board.
 20. It is proposed that the new regional unit is structured around 4 core business functions:
 - Business Planning & Partnerships
 - Delivery & Commissioning of Training
 - Practice Learning Opportunities for Students
 - Qualification & Credit Framework (QCF) Assessment
 21. It is proposed that all existing staff will transfer to Cardiff as the Host on their existing terms and conditions. Human Resources staff across both Local Authorities will work with the service to manage the TUPE implications of the proposal.
 22. However it is acknowledged that in order for the regional unit to operate successfully following its inception, changes will need to be made in relation to the way core functions are delivered, structure and staffing. In particular, it is acknowledged that initially the regional unit will be operating from two locations and the appropriate

staffing structure will need to be considered in order to provide a unified, cohesive and efficient regional service. It is acknowledged that in addition to the creation of a Regional Manager post, arrangements for the direct line-management and supervision of posts that sit within each of the 4 core functions will need to be strengthened in order to enable the Regional Manager to have sufficient capacity to achieve an appropriate balance between strategic development work and operational duties.

23. It is anticipated that there will be no net loss of posts arising from the restructure and surplus funding arising from the deleting of posts that are no longer required in the new arrangements (because they duplicate roles) will be reinvested to support the creation of new roles to address identified gaps to meet future need.
24. Currently, there are separate booking systems for Social Services staff and external providers in the Vale of Glamorgan (SDMS) and Cardiff (DigiGov for internal staff and Learning Pool for external providers), although the Vale of Glamorgan Social Services staff use Learning Pool for e-learning training, it would be desirable for the regional unit to share IT systems so that there is one clear pathway for all Social Services staff in Cardiff and the Vale of Glamorgan and the wider social care workforce across the region to book training courses and maintain individual training records.
25. To support a smooth transition from current arrangements to a regional unit, with minimal amount of disruption to Social Services staff, it is proposed that the current arrangements for booking training are maintained and continue to operate alongside each other until work can be completed to identify a suitable solution to offering a fully integrated IT system across the region.
26. Currently, the training booking systems across the two Local Authorities work well alongside each other and the booking of training courses is easily accessible for Social Services staff and external social care providers. Therefore, a phased approach to this piece of work is not felt to be a barrier to delivering an integrated service across the region.

Resource Implications (Financial and Employment)

27. The budget for the proposed regional unit is based on the current Social Care Wales Grant level and is within the current budget for workforce training and development across both Local Authority areas. It covers all of the functions that are in scope for the regional unit. As such, it is expected that the establishment of the regional unit will be cost neutral to the Cardiff Council and the Vale of Glamorgan Council.
28. Vale of Glamorgan Council receives an annual Grant from Social Care Wales to support its Social Care Workforce Development Programme (SCWDP). The value of the grant is £273,161, which has remained the same as 2016-17. The Council also provides 30%, match funding of £117,069. The value of the Grant for Cardiff is £756,670 and the Council also provides 30%, match funding of £324,287.
29. Additionally, Cardiff Council will receive a Facilitation Grant from Social Care Wales of £57,034 to fund regional capacity and facilitate engagement, communication and joint working across the whole social care sector. The total regional SCWDP expenditure is £1,528,221, which comprises of £1,080, 957 for Cardiff and £390,230 for the Vale of Glamorgan plus the regional Facilitation Grant.
30. From April 2018, it is anticipated that the full Grant and the Facilitation Grant for the region will be payable to Cardiff Council as the Host authority.

31. It is proposed that all existing staff will transfer to Cardiff as the Host on their existing terms and conditions. Human Resources staff across both Local Authorities will work with the service to manage the TUPE implications of the proposal.
32. Any 'one off' costs associated with the implementation of the proposal, including any costs arising due to TUPE implications, must be met from within existing funding for 2017/18.

Sustainability and Climate Change Implications

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

Legal Implications (to include Human Rights Implications)

34. The nature and scale of the proposed joint training arrangements is such that it is not proposed that there will be direct Member involvement from either Cardiff Council and/or the Vale of Glamorgan Council within the proposed governance arrangements and therefore it is not proposed that a formal joint committee is created.
35. There are a number of legal powers available to the respective Councils to facilitate the setting up and establishment of the regional Social Care Workforce Development Training Unit. These include the power pursuant to Section 9 of the Local Government (Wales) Measure 2009 which permits the Council to collaborate with another authority in order to discharge its improvement duties and/or those of the other local authority, including the power to enter into arrangements or agreements with any person.
36. Section 101 of the Local Government Act 1972 contains provisions for the discharge of its functions by any other Local Authority.
37. Part 9 of the Social Services and Well-being (Wales) Act 2014 requires local authorities to make arrangements to promote co-operation with their relevant partners and others in relation to adults with needs for care and support, carers and children. It places a duty on relevant partners to co-operate with, and provide information to, the local authorities for the purpose of their social services functions.
38. It is proposed subject to Cabinet's approval that the Director of the Vale of Glamorgan Council enter into a Partnership Agreement with Cardiff Council. The Partnership Agreement will be drafted by Cardiff Legal Services Department and will include amongst other matters details regarding the extent of the matters to be delegated, and any delegations to Officers within the Shared Service, the terms of reference and membership of the Management and Governance Boards; the termination and exit provisions; the structure of the regional workforce development training unit, staffing proposals and pensions; the apportionment of costs, and the indemnities sought by the Host Authority of the Vale of Glamorgan Council in carrying out its role.
39. The regional workforce development training unit will share workforce training and development information about Social Services staff and the wider social care workforce to promote individual continued professional development, improve workforce planning arrangements and improve the quality of care and enable integrated working. The sharing of information will need to be administered in accordance with the Data Protection Act 1998 (DPA); the Freedom of Information Act 2000 (FOI); the Human Rights Act 1998 and the common law duty of confidentiality and any other information sharing legislation or guidance.

40. Cardiff and Vale of Glamorgan Councils are required to adhere to an Information Sharing Protocol in accordance with the Wales Accord on Sharing of Personal Information (WASPI) Framework. In addition it is anticipated that to ensure compliance Cardiff and The Vale of Glamorgan Councils will enter into a Memorandum of Understanding under the terms of the Partnership Agreement in respect of the sharing of personal data.
41. In processing personal data on behalf of the Vale of Glamorgan Council, Cardiff Council as the Host Authority; will be required to ensure that it has in place appropriate technical and contractual measures to ensure the security of the personal data. Further it will be required to provide to the Vale of Glamorgan Council such information as is required to satisfy the Authority that Cardiff Council is complying with its obligations under the DPA and the FOI.
42. The proposals have employment law implications, advice will be sought throughout the process as required.

Crime and Disorder Implications

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

Equal Opportunities Implications (to include Welsh Language issues)

44. Social Services Training Unit staffs have been engaged with the development of this proposal from the outset. Engagement has taken the form of discussions in team meetings, joint workshops with colleagues from Cardiff and the Vale of Glamorgan Social Care Training Team and through the regular distribution of staff newsletters, keeping them updated on progress.
45. A regular dialogue with members of the Partnership Board and Operational Groups has taken place at meetings and briefings have been undertaken with members of the two Social Services Management Teams.
46. A Survey Monkey Questionnaire went out to all Social Services staff and Management and commissioned providers across the wider Social care Workforce in July 2017 seeking their feedback on the proposal. The feedback is summarised in section 4.8 of the Business Case located in [Appendix 1](#) of this report. Feedback on the proposal has on the whole been positive and supportive of the proposal.
47. There are no equality implications as a result of this proposal.

Corporate/Service Objectives

48. The work outlined in this report addresses the following corporate objectives outlined in the Corporate Plan 2016-2020. 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

49. This is a matter for Executive decision by Cabinet.

Consultation (including Ward Member Consultation)

50. There are no matters in this report which relate to an individual ward. There has been engagement with Staff and the recognised trade unions in the development of this proposal. This will continue throughout and in accordance with legal obligations.

Relevant Scrutiny Committee

51. Healthy Living and Social Care

Background Papers

None.

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