

**CABINET MEETING: 19 JANUARY 2017**

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**PROPOSAL TO DEVELOP A BUSINESS CASE FOR A  
REGIONAL SOCIAL CARE WORKFORCE DEVELOPMENT UNIT  
FOR CARDIFF AND VALE OF GLAMORGAN**

**REPORT OF DIRECTOR TONY YOUNG, DIRECTOR OF SOCIAL  
SERVICES**

**AGENDA ITEM: 5**

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**PORTFOLIO: EARLY YEARS, CHILDREN AND FAMILIES (COUNCILLOR  
SUE LENT) AND HEALTH, HOUSING AND WELLBEING (COUNCILLOR  
SUSAN ELSMORE)**

**Reason for this Report**

1. To approve the approach and actions required to further develop a plan for a Regional Social Care Workforce Development Unit.
2. To authorise the development of the detailed business model for operating the regional training unit, including any proposed Governance arrangements for the unit and financial arrangements and identification of the Host Authority and employer of staff.
3. To agree that the City of Cardiff Council will act as the lead for the development of the detailed business case.

**Background**

4. 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 Wellbeing (Wales) Act 2014 and the scale of transformation of services that it will bring. It will be increasingly important to be able to update and replenish our existing skill base.
5. 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).

6. The City of Cardiff Council receives an annual Grant from Welsh Government to support its Social Care Workforce Development Programme (SCWDP). In 2016-17 the Grant was £756,670. The Council also provides 30% match funding of £324,287. Grant applications for 2015-16, were for the first time, required to be submitted on a regional basis.
7. Welsh Government acknowledged that there is a significant transition between local and regional working but their expectation is that the integration of training plans and amalgamation of partnerships progress over time.
8. In accordance with the Welsh Government's guidance, the Cardiff & Vale Care and Support Regional Workforce Partnership (RWP) was established in 2015, under the leadership of the Director of Social Services for Cardiff.
9. Since that time, it has built on a well-established positive foundation to implement a regional workforce development partnership that supports staff across the social care sector in the region to ensure all staff are trained and supported to undertake their roles. It ensures appropriate representation and engagement from all parts of the sector, and from users and carers. It ensured the training plan and the implementation plan for the Social Services and Wellbeing (Wales) Act 2014 were aligned to ensure that the whole social care sector was ready to deliver the new duties for social care in April 2016.
10. This scale and complexity of the Partnership's agenda in the context of a highly diverse population distributed across an area that is both distinctly rural and intensely urban, is very challenging, particularly when many Board members carry their workforce roles in addition to other significant responsibilities. All good partnerships rely on an effective 'engine' to drive the partnership's priorities and ensure that vision is translated into action and impact. The Directors of Social Services in both Councils have therefore committed in principle to the establishment of a sustainable Regional Workforce Development Training Unit (RWDU). It is expected that this will rationalise existing resources to meet levels of anticipated need for sector wide training and development consistent with Act implementation.

## **Issues**

11. In practice, the development of a RWDU means that the two training units in both Authorities will come together to form the regional service. However, it is very early days in the planning of how such a service will deliver its work across a large and diverse area. No decisions have been taken as yet and staff currently working within these services have understood that they were unlikely to experience any change in the short term. However, they are now keen that detailed work commences to design an integrated unit. As part of the preliminary work that has been undertaken to date, the region has embraced the learning from the experiences of other regional approaches to the delivery of staff training and development.

12. A Regional Project Board was set up in **February 2016** Chaired by the Cardiff Operational Manager for Strategy, Performance & Resources. The Board has met quarterly taking its membership from the key internal stakeholders from both Councils. This 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 consultant time was purchased from a specialist in workforce development to support and advise on the developments. This was funded from the SCWDP Grant.
13. A smaller Operational Group made up of Workforce Development Team and Operational Managers across the regional 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.
14. Additionally, two staff engagement workshops were held across the region to seek the views of staff in relation to the proposal to develop a RWDU. An options appraisal was completed in the second staff engagement workshop held in September 2016 that considered the range of operational models that could support the delivery of a RWDU. A summary of the Options Appraisal is located at **Appendix A**.
15. The Options Appraisal (**Appendix A**) identified that the preferred operational model was a fully integrated approach with the RWDU being hosted by one Local Authority, with all staff employed by the host under the leadership of a Regional Training Manager.
16. In summary, the work undertaken thus far in relation to the development of a RWDU includes:
  - Consultation with all training staff across the region.
  - Discussion with Finance, Legal Services, Human Resources and the Directors of Social Service in Cardiff and the Vale of Glamorgan
  - Appraisal of the options to either develop an integrated RWDU or to remain as separate services.
  - Discussions with the RWP
  - Completion of an Equalities impact Assessment (located at **Appendix B**)
17. The Equalities Impact Assessment (**Appendix B**) does not result in any concerns that needs to be addressed in this report.
18. The Directors of Social Services in Cardiff and Vale of Glamorgan Councils in conjunction with the Board have considered the findings of the work undertaken to date and recommend that a fully integrated WDU be established early in the new financial year of 2017 with the City of Cardiff

Council acting as the lead organisation for developing the detailed business case.

19. The benefits of the proposed RWDR are as follows:
  - Promotes more effective deployment of resources.
  - Builds on the existing collaborative arrangements for other workforce development solutions.
  - Aligns to the Welsh Government's and regional/local transformation agenda.
  - Creates opportunities to improve the operating model of the service.
20. Whilst it is expected that the provision of a RWDU will provide a more efficient use of available resources, the proposal is not driven by cost reduction. The key driver for developing the business case will be the creation of an operational model that is most conducive to delivering high quality social care training that meets the changing needs of Social Services and the wider Social Care Sector.
21. A number of factors were considered to identify the most appropriate local authority to take on the lead role for the development of the detailed operational business model for operating the RWDTU. Such factors included:
  - A willingness to lead,
  - Capacity to lead and undertake the extensive work required to design and develop the model
  - The Local Authority's track record of delivering good quality staff training and development opportunities.
  - The Director of Social Services for the proposed lead is the Regional Lead Director for Workforce Development and chair of the RWP Board.

### **Next Steps**

22. If the Cabinet agrees the recommendations of this report the next steps will include:
  - Development of a detailed business model for operating a fully integrated RWDU, including a proposed staffing structure, financial model and governance arrangements and identification of the Host Authority and employer of staff. This will be developed 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** setting out the recommended governance and accountability arrangements for

the RWDU, and including a financial agreement and operating model for the service.

- Sign off of the final structure by the RWDU Board, taking into consideration feedback received from the consultation process.
- Human Resources will work with the service to manage the TUPE implications of the proposal.
- Final business model and operational structure to be presented to Cabinet for decision.

23. The management of the existing service will continue under the current interim management arrangements until the RWDU is implemented which is expected to be early in the new financial year.

### **Reason for Recommendations**

24. The reason for the recommendations is to explore in detail the preferred option to ensure that the region's statutory functions in relation to workforce development for Social Services and the wider Social Care Sector are fully met, in accordance with legislation and guidance, in the most efficient and effective way.

25. 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 model, including proposals for hosting and employing staff, financial and governance arrangements and the associated implementation plan.

### **Financial Implications**

26. There are no direct financial implications arising from this report, as it seeks approval for the further consideration of options relating to the development of a regional social care training unit. More detailed financial implications will thus be provided when the final business case is put forward for approval. The Council currently receives Social Care Workforce Development grant of £756,670 in relation to social care training. The Council also provides 30% match funding of £324,287, funded from base budgets. Any regional agreement will need to contain a financial protocol which, amongst other things, should address 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. The financial elements should be formulated in consultation with Financial Services.

### **Legal Implications**

27. There are no direct legal implications emanating from the recommendations in this report. The report seeks approval to explore and develop further the preferred method of collaboration which is set out in number 4 **Appendix A**. It is noted that the collaboration and supporting

legal structure may set out complex arrangements which are likely to require substantial resources across all departments of each Authority which may be a challenge within the proposed timescales. Legal Services have advised that there will be detailed legal implications provided once the business case has been finalised and detailed legal advice should be sought as to the proposals to include the legal structure of the collaboration, appropriate legal agreements, governance and staffing arrangements.

### **HR Implications**

28. There are no direct HR implications for this report as in the main it is asking for authority to move to the development of a detailed business model which will be referred back to Cabinet in 2017. Therefore any HR implications to the proposed model will be included in this report together with the detailed business model.

### **RECOMMENDATIONS**

It is recommended that Cabinet:

1. Approve the preferred option of collaboration in line with the outcome of the Options Appraisal in **Appendix A** undertaken by officers from Cardiff and Vale of Glamorgan Councils.
2. Authorise progression to the next stage i.e. the creation of a regional Social Care Workforce Development Unit across Cardiff and the Vale of Glamorgan Local Authorities based on a fully integrated model, including the identification of the host Authority and employer of staff.
3. Agree that the City of Cardiff Council will lead the further development of the detailed operational business model for the Regional Social Care Workforce Development Unit (RWDU).
4. Note that a further report will follow early in **2017/18** that provides information on the proposed detailed business model for operating the Regional Workforce Development Unit and the Governance arrangements for the Unit, including a Memorandum of Understanding and Financial Agreement.

**TONY YOUNG**

**Director**

**16 December 2016**

*The following appendices are attached:*

Appendix A – Options Appraisal

Appendix B – Equalities Impact Assessment