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CARDIFF
CAERDYDD

AGENDA

Pwyllgor	PWYLLGOR CRAFFU GWASANAETHAU OEDOLION A CHYMUNEDOL
Dyddiad ac amser y cyfarfod	DYDD MERCHER, 4 HYDREF 2017, 4.30 PM
Lleoliad	YSTAFELL BWYLLGORA 4 - NEUADD Y SIR
Aelodaeth	Cynghorydd McGarry (Cadeirydd) Y Cynghorwyr Ahmed, Asghar Ali, Carter, Goddard, Jenkins, Kelloway a/ac Lent

Tua Amser.

1   **Ymddiheuriadau am Absenoldeb**

Derbyn ymddiheuriadau am absenoldeb.

2   **Datgan Buddiannau**

Dylid gwneud hyn ar ddechrau'r eitem agenda dan sylw, yn unol â'r Cod Ymddygiad Aelodau.

3   **Cofnodion**   *(Tudalennau 1 - 8)*

Cymeradwyo cofnodion y cyfarfod blaenorol fel cofnod cywir.

4   **Cynnig i Ddatblygu Uned Hyfforddiant Gofal Cymdeithasol Rhanbarthol ar gyfer Caerdydd a Bro Morgannwg – Eitem Craffu Cyn Penderfyniad**   *(Tudalennau 9 - 98)*   4.30 pm

(a) Bydd y Cynghorydd Susan Elsmore, yr Aelod Cabinet dros Ofal Cymdeithasol ac Iechyd, yn bresennol a gallai fod am wneud datganiad;

(b) Bydd y Cynghorydd Graham Hinchey, yr Aelod Cabinet dros Blant a Theuluoedd, yn bresennol a gallai fod am wneud datganiad;

(c) Bydd Tony Young, y Cyfarwyddwr Gwasanaethau Cymdeithasol, yn bresennol i ateb cwestiynau Aelodau;

(d) Bydd Angela Bourge, Rheolwr Gweithredol Strategaeth,

Perfformiad ac Adnoddau'r Gwasanaethau Plant yn bresennol i roi cyflwyniad ac ateb cwestiynau Aelodau.

5   **Rhaglen Waith Pwyllgor Craffu Gwasanaethau Cymunedau ac Oedolion 2017/18** *(Tudalennau 99 - 106)*   5.15 pm

Bydd Alison Jones, Prif Swyddog Craffu, yn cyflwyno'r adroddiad yn gryno.

6   **Dyddiad y cyfarfod nesaf**

15 Tachwedd 2017 am 4.30pm.

Davina Fiore
Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol
Dyddiad: Dydd Iau, 28 Medi 2017
Cyswllt: Andrea Redmond, 029 2087 2434, a.redmond@cardiff.gov.uk

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

6 SEPTEMBER 2017

Present: County Councillor McGarry(Chairperson)
             County Councillors Ahmed, Carter, Jenkins, Kelloway and Lent

10   :   APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Ali and Goddard.

11   :   DECLARATIONS OF INTEREST

There were no declarations of interest received.

12   :   MINUTES

The minutes of the Community and Adult Services Committee held on 19 July 2017 were agreed as a correct record and signed by the Chairperson.

The minutes of the Joint Children and Young People & Community and Adult Services Scrutiny Committee held on 19 July 2017 were noted.

13   :   COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE WORK PROGRAMME 2017/18

Alison Jones, Principal Scrutiny Officer, outlined the work programme to Members.

Members were asked to consider what items they would like brought to Full Committee, and which items should be a Task and Finish Inquiry. It was considered that Communities First Transition would be suitable for full committee and quick build housing would be best suited as a briefing to Committee. Drug Taking was suggested as a Joint Scrutiny with the Children and Young People Scrutiny Committee Inquiry. Members were advised that further inquiries on Safety in Parks and Community Safety Inquiry would be conducted later in the year.

Members were asked to consider if they wanted Performance to be considered at full committee or at a Performance Panel. It was noted that performance reports took up a lot of Committee time and the Panel worked well in the previous few years. The performance panel would meet quarterly, this approach was agreed by Members.

Members considered the schedule of meetings and suggested agenda items going forward. It was noted that the agendas for the next two meetings was fairly light and suggestions for items to be considered were sought. Members suggested items such as Communities First, Sheltered Housing, Independent Living and Older Peoples Accommodation. The Chair noted that there may be items from Cabinet that would need to be looked at so it was best to keep some flexibility in the agendas.

14 : 2017/18 QUARTER 1 PERFORMANCE - PERFORMANCE MONITORING SCRUTINY OF QUARTER ONE PERFORMANCE REPORT.

The Chairperson welcomed Councillor Lynda Thorne, Cabinet Member for Housing and Communities; Councillor Susan Elsmore Cabinet Member for Social Care and Health; Sarah McGill Director Communities Housing and Customer Services; Jane Thomas Assistant Director Housing and Communities; Tony Young Director Social Services; Amanda Phillips Assistant Director Adult Services and Isabelle Bignall Assistant Director Customer Services to the meeting.

The Chairperson invited Councillor Lynda Thorne, Cabinet Member for Housing and Communities to make a statement on the scrutiny of Communities, Housing and Customer Services performance, in which she said that:

There was some pleasing progress in the delivery of new council homes through the Cardiff Living Programme with 192 units now commenced on site at Willowbrook West

The Cabinet Member was keen that to hit the Council's 1,000 new council homes target in 5 years, it should progress sites outside of the Partnership. The Caldicot Road site had been submitted for planning which would deliver 16 additional units and she hoped that they would be able to bring forward some other sites shortly making best use of the Welsh Government's innovative housing fund.

The key issue for Cardiff at the moment is the delivery of the rough sleeper strategy – Cardiff is helping more people than ever to exit rough sleeping but the number coming to the city are increasing even more rapidly. The strategy is comprehensive and the Cabinet Member stated she intended to keep focussed on the delivery of all the strands including a robust approach to aggressive begging.

The Cabinet Member added how pleased she has been with the progress at Sandown Court in Careau and John Kane Court in Thornhill – both have received platinum awards from the RNIB and makes the very best use of existing stock to meet the need for more and better independent living options across the city. She added that this was an area in which she was looking forward to increasing joint working with Cllr Elsmore, and that if Committee would like to visit these premises it would be a valuable experience.

The Chairperson invited Councillor Susan Elsmore Cabinet Member for Social Care and Health to make a statement, in which she stated that she would echo Councillor Thorne's comments regarding Sandown Court and John Kane Court as amazing facilities for both residents and the local community.

Councillor Elsmore explained that she and Councillor Thorne had met with the Vale regarding the Integrated Health and Social Care Partnership; there was a real appetite to work across the region on the Housing and Care offer.

Councillor Elsmore wished to congratulate the First Point of Contact. 70% of calls now do not reach Adult Social Services which was a real success and shows what excellent signposting and support was being offered.

With regard to Telecare, there had been a conversation with the Vale of Glamorgan, with ambitions for collaboration here too. People needed to know where to get information, where to go and what to do etc.

With regards to Meals on wheels, Councillor Elsmore had recently visited and been very impressed, particularly with staff engagement and enthusiasm.

The Chairperson invited questions and comments from Members on the scrutiny of Communities, Housing and Customer Services Performance:

- Members supported the approach taken where people are encouraged to not give money to homeless people. Members asked how many rough sleepers were currently in Cardiff. Officers advised that there were 70 rough sleepers currently, which was the highest it has ever been. It was noted however that an increasing number are coming from outside Cardiff (around 40%). Cardiff is currently helping more people than ever off the streets. It was considered that this is because of the excellent services Cardiff offers.

- Members asked for more information on reconnection work. Officers advised that Cardiff funds the Salvation Army to carry out the reconnection work as they have contacts in Europe and further afield; there was a lot of success but it must be noted that some people do not want to go back to their home towns as services are better in Cardiff.

- Members considered that generally the performance showed a positive picture. Members sought clarification on the total number of households going through the Disabled Facilities Grant (DFG) system as the report showed the numbers as being static. Officers confirmed this was right and predicted that there would be a similar flat line of numbers, therefore the finance would be the same going forward. However this would be monitored as demand can quickly change.

- Members asked what percentage of people were being turned down for DFG grants. Officers explained that a very small amount were turned down for financial reasons, some were turned down if they didn't pass the Occupational Health Assessment.

- Members referred to the Alarm Receiving Centre (ARC) income figure target and asked if this was a realistic figure given that there were lots of call centres in Cardiff competing. Officers explained that they were being realistic about the target however, the timescales may be a challenge. Lessons had been learned from private companies, the ARC was currently only doing a small amount of what it could potentially do. It had recently won a contract for the UHB on the Whitchurch site for their security etc. When more contracts are won and more trust is gained, each quarter would see an improvement in performance. 4000 of the 4500 customers were private customers; in the north of the City there were more older people who want to pay for the service.

- Members asked about budget implications, noting the £550k target which would not be met. Officers stated that Telecare has no General Fund going into it; it contributes £250k annually into the General Fund Pot. The Director

added that it provides a very diverse range of services; she would anticipate for it to be under or on target for savings.

- Members referred to Into Work services and Universal Credit and asked if the target was achievable. Officers stated that this service is provided on behalf of Job Centre Plus. In February, Cardiff goes into full Universal Credit Service, so will reach a peak and this target is for the full year so figures will sharply increase at the end of the year. The 123 figure referred to in the report was the number of people referred by the Job Centre who needed support in areas such as budgeting or online technical support.

- With regards to priority 3, Members asked why there was only a 50% duty to prevent homelessness. Officers explained that often there was not much opportunity to prevent. They were always looking to improve, there were more services available in Hubs and they hold sessions on looking for Private Rented Sector Housing accommodation. The Director added that this was a new indicator, so it was difficult to set a target without a history to go by.

The Chairperson invited Councillor Susan Elsmore Cabinet Member for Social Care and Health to make a statement on the scrutiny of Adult Social Services performance, in which she noted the good performance in this area. There had been a maintained reduction in DToc's, showing that the work being done was paying off. Assessment of carers had improved and the Dementia Friendly City work was progressing. Lots of work was being done on the ground with Health colleagues in relation to Discharge.

The Cabinet Member updated Committee on the work at Grand Avenue which would feature heavily in terms of Dementia Services.

The Director of Social Services outlined the key issues in the report to Members and noted that the future was bright, there were still challenges ahead but performance was improving.

The Chairperson invited questions and comments from Members:

- Members referred to carers assessments and asked what was being done as a result of them. Officers explained that currently they are establishing qualitative data, there was ongoing work now that the carers' team had been established.

  Members considered that there seemed to be numbers rather than results in the report. Officers stated that Members could be assured that satisfaction was explained in the service users and carers' questionnaires and the results would be seen from that. The Director added that there had been good feedback from the Domiciliary Care service users group. He added that they had been behind on carers' assessments, once these had been accelerated then the detail could be looked into.

- Members sought clarification on the different figures relating to Direct Payment users in Adult Services. Officers agreed to bring more information on this to a future meeting.

- Members referred to the performance measure 'percentage of adult protection enquiries completed within 7 days' and asked for more information around this. Officers stated that they need to try and get a better insight into what happens after the enquiry has been completed to make the figures more meaningful as it was difficult for Members to gauge success from the figures alone.

- In relation to Vacancies being 26%, Members asked how this would impact on services. The Director stated that vacancies in Children's Services remained an issue despite all the work going into advertising and recruitment. The picture was better in Adult Services as they were starting to see a change for the better. Officers stated that there had been applications from lower qualified people coming through; they needed to look at the skill mix across the service and see what social worker assistants could do.

- Members asked in relation to sickness absence, what percentage of this was stress related sickness. Officers didn't have the figures to hand but weren't aware that stress was a particular issue. Officers explained that the sickness figures in general were slightly skewed by a small number of people on long term sickness absence. Feedback from staff had been that morale in the service was much better since there had been a stable management structure in place.

  Officers further explained that the Sickness Action Plan is taken to the Chief Executive to show what was being done such as stages of sickness and compliance with sickness policy, it was noted that there was an ageing workforce in Direct Services.

- Members asked for more information on the Strength Based Approach, officers explained that it was an approach that goes back to traditional social work, rather than focussing on process and performance management as it had been in recent years. It was going back to talking to people and asking what they want, building on strengths rather than focussing on risks/weaknesses and using the wider family and community to assist. Officers were hoping to be the first to implement this in Adult Services and staff were keen to engage with this.

AGREED – That the Chairperson on behalf of the Committee writes to the Cabinet Member conveying the observations of the Committee when discussing the way forward.

15   :   CARDIFF & VALE DRAFT DEMENTIA STRATEGY 2017-2027

The Chairperson welcomed Councillor Susan Elsmore, Cabinet Member for Social Care and Health; Tony Young Director Social Services; Amanda Phillips Assistant Director Adult Services and Dr. Suzanne Wood, Cardiff & Vale University Health Board to the meeting.

Amanda Phillips provided Members with a presentation on the Cardiff and Vale Dementia Strategy 2017-2027 after which the Chairperson invited questions and comments from Members:

- Members were pleased to see that the strategy was ambitious and there was increasing awareness especially in schools.

- Members noted that there was ambition to share information between Health and Social Care and asked if it was realistic to achieve this in the next three years. Officers stated that there would be simple steps first, a person centred tool 'Learn about me' will go with individuals from Care home/community setting to the hospital.

- With regards to isolation and loneliness, Members were advised that the Council is currently looking at new technology to pilot in the preventative agenda.

- Members considered that sections 7 and 8 of the Strategy were light on references to Day Centres and the work already being done. Officers welcomed these comments and considered that they could highlight further the number of initiatives currently ongoing, in the Strategy.

- Members referred to Strategic Objective 7 – Carers will be cared for, and asked how confident officers were that this objective could be delivered. Officers explained that it was a statutory obligation to provide respite, Welsh Government recognised the importance of this. There remained a challenge however with regards to non-formal carers.

- Members were concerned that there were lots of elderly carers and asked if these were considered in a special 'bracket'. Officers recognised that this area needed further work, there was a dedicated carers team now so officers hoped to see an improvement in performance.

- With reference to Strategic Objective 3 – We will combat isolation and loneliness, Members asked whether there was enough detail in this section as it was such a significant factor. It was agreed that some language in this section could be altered, explaining more that it is about things such as befriending schemes, socialising and respite. More information was provided to Members on how people could be trained to be more dementia aware and identify signs of dementia and also on shared living schemes whereby student accommodation is developed alongside homes for dementia patients. Other initiatives such as Good Gym were outlined to Members.

- Members asked if the Social Services Wellbeing Act and Future Generations Act had been a help or a hindrance in developing the strategy. Members were advised that they had been a significant driver in clarity of thinking and supporting and encouraging creative and collaborative thinking/working. The long term view of the Future Generations Act was very important to this agenda.

- Members asked if the strategy shared the views of the Welsh Government Strategy. Officers explained that they were waiting for the launch of the Welsh Government Strategy, the Cardiff and Vale Strategy would be launched after that to ensure consistency.

- Members made reference to the 'What's good for your heart is good for your Health' scheme in relation to Prevention and asked if this was made available in the 50+ health checks and medical checks. Officers advised that there was an online health check which could be promoted more widely. Health campaigns going forward would incorporate Dementia and Alzheimer's more as people are not aware that these can be prevented.

- In terms of accountability, Members asked if there would be separate delivery plans. Members were advised that there would be a Commissioning Group and an Implementation Group, it was a multi-agency approach but there would be one action plan.

- Members asked if 'Crisis' the single point access was publicised well enough and were advised that this was something for future delivery.

- Members noted that some action points needed to be addressed sooner than others and asked how these would be identified. Members were advised that priorities were sought from different groups, the next action plan was for the next three years; and then there would be a rolling programme of action plans.

- Members asked how the Strategy will address those with very specialist and particular needs and were advised that there had been an Equality Impact Needs Assessment undertaken, which makes the Strategy realistic to people's needs.

AGREED – That the Chairperson on behalf of the Committee writes to the Cabinet Member conveying the observations of the Committee when discussing the way forward.

16   :   DATE OF NEXT MEETING

The next meeting of the Community and Adult Services Scrutiny Committee is scheduled for 4 October 2017.

Mae'r dudalen hon yn wag yn fwriadol

CYNGOR CAERDYDD

CARDIFF COUNCIL

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

4 OCTOBER 2017

PROPOSAL TO IMPLEMENT A CARDIFF & VALE OF GLAMORGAN SOCIAL CARE REGIONAL WORKFORCE DEVELOPMENT TRAINING UNIT

Purpose of Report

1. This report provides the Committee with background information to enable Members to carry out pre-decision scrutiny of the proposed regional Social Care Workforce Development Training Unit (WDTU), prior to its consideration by the Cabinet at its meeting in November 2017.

2. A copy of the draft Cabinet Report is attached at **Appendix A**. This contains the WDTU Business Case at **Appendix 1**, which in turn contains:
   - Appendix A – Appraisal of the operating options for delivering a regional WDTU
   - Appendix B - Equality Impact Assessment
   - Appendix C – Development of a draft Job Description & Person Specification for a Regional Manager Post

Background

3. Until 2017, Cardiff Council received an annual grant from Welsh Government to support its Social Care Workforce Development Programme (SCWDP). Grant applications for 2015-16, were for the first time, required on a regional basis – in this case, Cardiff and the Vale of Glamorgan. In 2017, the management of the

Social Care Workforce Development Programme (SCWDP) transferred from Welsh Government to Social Care Wales. Whilst there have been minimal changes to the grant requirements for 2017-18, regions are required to work closely with Social Care Wales during the current year to consider how future funding can be maximised to increase impact. It is anticipated that there could be more significant changes from 2018/19.

4. A Regional Project Board to oversee the development of proposals for a regional workforce development training unit (WDTU) launched 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.

5. In January 2017, Cardiff and the Vale of Glamorgan Cabinets considered reports seeking authority for a full Business Case to be developed for a regional Workforce Development Training Unit (WDTU) based on a fully integrated model.

6. The Cabinets agreed for Cardiff to lead on the development of the Business Case and considered six options (via an Options Appraisal) for the way forward of the WDTU. Sections 4.2 and 4.3 of the Business Case attached summarises the six options that were considered - **Option 4** was identified as the preferred model. This option proposed 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, then create one team that covered the whole of the region.

Issues

7. The draft report to Cabinet (**Appendix A**) outlines a range of issues for consideration, including:

- Benefits of a fully integrated approach *(from paragraph 10 in Appendix A)*
- Hosting Arrangements *(paragraph 12)*
- Risks and how they are mitigated *(paragraph 13)*

- Operational Structure and Proposed Functions *(paragraph 16)*
- Partnership Agreement *(paragraph 29)*
- Financial arrangements and Governance *(paragraph 31)*
- Information Governance *(paragraph 39)*
- Performance Framework *(paragraph 42)*
- Consultation undertaken to date *(paragraph 43)*
- Implementation Plan *(paragraph 49)*

The Business Case and supporting documents are set out in Appendix 1 to the Cabinet Report.

8. The work undertaken to date in relation to the development of a regional WDTU includes:

- Consultation with all training staff and training providers across the region. Discussion with Finance, Legal Services, Human Resources and the Directors of Social Service in Cardiff and the Vale of Glamorgan
- Discussions with the Regional Care & Support Workforce Partnership (RWP) Board and Operational Group
- A consultation questionnaire seeking views on the proposal was issued to all Social Services staff within the region and the wider social care workforce of third sector and statutory partners and independent social care providers.
- Appraisal of the operating options for delivering a regional WDTU (Appendix A).
- Completion of an Equalities Impact Assessment (EIA) (Appendix B). Development of a draft Job Description and Person Specification for a Regional Manager Post (Appendix C).

9. The report attached at **Appendix A** calls for the Cabinet to:

- Seek approval to establish a regional Social Care Workforce Development Training Unit as outlined in the attached report and appendices.

- Seek authorisation to implement the business model, approach and functions outlined in the Business Case for the Regional Workforce Training Unit, attached at **Appendix 1** of the Cabinet report.

- Seek approval to establish and recruit to the post of the Regional Manager for the regional Workforce Development Training Unit.

- Seek a delegation of authority to the Director of Social Services in consultation with the Cabinet Members for Children and Families and Social Care, Health & Well-being, the Cabinet Member for Corporate Services and Section 151 and Monitoring Officers for all aspects of the Governance and any associated arrangements which may be required in relation to these proposals.

Way Forward

10. At this meeting, the following witnesses will be in attendance:
    i) Councillor Lynda Thorne (Cabinet Member for Housing and Communities)
    ii) Councillor Graham Hinchey (Cabinet Member for Children & Families)
    iii) Tony Young (Director of Social Services)
    iv) Angela Bourge (Operational Manager, OM, Strategy Performance and Resources, Childrens Services)

11. Pre-decision scrutiny aims to inform the Cabinet's decisions by making evidence based recommendations. Scrutiny Members are advised to:
    i) look at the information provided in the report to Cabinet to see if this is sufficient to enable the Cabinet to make an informed decision;
    ii) check the financial implications section of the Cabinet report to be aware of the advice given;
    iii) check the legal implications section of the Cabinet report to be aware of the advice given;

iv) check the recommendations to Cabinet to see if these are appropriate.

12. Members will then be able to decide what comments, observations or recommendations they wish to pass on to the Cabinet for their consideration prior to making their decisions.

Legal Implications

13. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

14. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

It is recommended that the Committee:

i.   Consider the proposed WDTU report attached and whether it wishes to relay any comments or observations for inclusion in the consultation, for consideration by the Cabinet at its meeting in November 2017; and

ii.   Decide the way forward with regard to any further scrutiny of this issue.

DAVINA FIORE
Director of Governance and Legal Services
28 September 2017

CITY OF CARDIFF COUNCIL
CYNGOR CAERDYDD

CABINET MEETING: DATE October 2017

TITLE: Proposal to Implement a Cardiff and Vale of Glamorgan Social Care Regional Workforce Development Training Unit

REPORT OF DIRECTOR Tony Young, Director of Social Services

AGENDA ITEM:

PORTFOLIO: Children and Families / Social Care, Health & Well-being

Reason for this Report

1. To seek approval to establish a regional Social Care Workforce Development Training Unit as outlined in this report.

2. To seek authorisation to implement 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. To seek approval to establish and recruit to the post of the Regional Manager for the regional Workforce Development Training Unit.

4. To seek a delegation of authority to the Director of Social Services in consultation with the Cabinet Members for Children and Families and Social Care, Health & Well-being, the Cabinet Member for Corporate Services and Section 151 and Monitoring Officers for all aspects of the Governance and any associated arrangements which may be required in relation to these proposals.

Background

5. 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.

6. The Cabinet is reminded that 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).

7. The vision for the Regional Care and Support Workforce Development Partnership (RWP), established in 2015, under the leadership of the Director of Social Services for Cardiff, 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.

8. 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 WDTU and work undertaken within the context of the RWP, provides a firm foundation on which to build a regional WDTU.

AREAS FOR CONSIDERATION

9. This proposal does not include changes to the way that corporate training is delivered in both Local Authorities. However, the proposal recognises the need for continued synergy between social care training and corporate training arrangements. It is committed to ensuring that joint working with the corporate training arms of both Local Authorities continues to be a feature of the delivery of social care training across the region where ever it is practicable and appropriate to do so. As such, there is a commitment to strengthen and build upon established areas of joint working with corporate training teams, such as:

- development of e-learning packages
- delivery of manual-handling training
- shared use of Learning Pool resource to advertise and booking training
- sharing of training facilities

Benefits of a Fully Integrated Approach

10. An Options Appraisal located at *Appendix A* of the January 2017 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. Then restructure to create one team that covers the whole of the region.*

11. Sections 4.2 and 4.3 of the Business Case attached at **Appendix 1** summarises the six options that were considered and highlights the reason that Option 4 was identified as the preferred model. The advantages of Option 4 are detailed in the bullet points below:

- o 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.

- o 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 RWP.

- o 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.

- o 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.

Hosting Arrangements

12. It is proposed that Cardiff Council host the regional WDTU. Both Directors of Social Services in Cardiff and the Vale of Glamorgan are supportive of this proposal for the following reasons:

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- Cardiff has demonstrated a willingness to lead, evidenced by the work undertaken thus far to develop these proposals and to lead on the development of the RWD Partnership.

- Cardiff has capacity to lead and undertake the extensive work required to implement the new arrangements.

- The comparative size of the existing teams and the scale of the areas they currently cover, demonstrates Cardiff's experience of working at significant scale.

- Cardiff has a good track-record of delivering high quality staff training and development opportunities, with strong relationships with key partners / stakeholders.

- The Director of Social Services for Cardiff is the Regional Lead Director for Workforce Development and chair of the RWP Board, so already has a well-established role to play in workforce development across the region.

Risks and How They Are Mitigated

13. Whilst the proposal has identified some risks related to the two Training Units coming together, these are mitigated to a level that is felt would not provide a significant threat to the success of this proposal. The risks are set out in detail in sections 4.6 and 4.7 of the Business Case but are summarised below:

- **There is a risk of Staff being displaced and there being a loss of expertise**: Both teams are currently holding a number of vacant posts. The streamlining of roles to reduce duplication may result in a very small number of posts being deleted and funding utilised to create new roles. However, it is expected that there will be no material loss in posts within the new arrangements and any staff members who are displaced are likely to have an opportunity to apply for vacant /new posts within the new regional WDTU or be slotted and matched where appropriate, if they wish to remain part of the new arrangements. We will also make sure that staff have sufficient notice of any changes to ensure that they have an appropriate lead in period to make any personal adjustments arising from the expected impact of the change.

- **There is a Risk that the wider Social Care Workforce in the Local authority areas may feel disconnected from a regional**

WDTU: Robust communication with the social care sector regarding the development of a regional WDTU has been in place since the initiation of this piece of work. Therefore the sector has been part of the journey and is broadly supportive of the developments. The implementation of a RWP website accompanied by its own RWP branding has already provided the region with a fresh new identify for workforce development that has been positively received by all. New arrangements for a regional WDTU will strengthen this regional workforce identity whilst continuing to cater for local needs where it is appropriate to do so.

- **The social care workforce in the Vale of Glamorgan may feel it is more difficult to access training if Cardiff hosts the service**: Whilst it would be desirable to locate a regional WDTU in a single venue that is easily accessible for both the Cardiff and the Vale of Glamorgan workforce, it is not expected that such a venue will be easy to come by and it is unlikely that one will be in place to coincide with the implementation of a regional WDTU if this proposal is agreed. Therefore the proposal is based on the expectation that in its initial implementation phase at least, the current site is maintained in each Local Authority area, and that for the foreseeable future, team members operate on a regional basis from both sites according to need. This will provide some continuity / stability to staff as they move from one set of delivery arrangements to the new operational model for the regional WDTU. It will also provide consistency and familiarity with the wider workforce and minimise disruption caused from training being delivered in a different Local Authority area.

- **The regional WDTU may not be able to meet the priorities of each Local Authority area in an equitable way:** Whilst there will be a need to ensure that the workforce priorities of both Local Authorities are met by the regional WDTU, the two training teams are used to having to balance competing priorities across Adults and Children's Services. Therefore, the need to address difference in a balanced and proportionate way is nothing new to the teams. Whilst this is likely to be demanding, the establishment of joint priorities already set out in the RWP's Strategic Plan will mitigate some of the challenge as many of the priorities that the regional WDTU will be required to deliver on are shared ones.

14. 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 with each team being given equal weight in respect of the contribution they have made. It is expected that these joint working arrangements for engagement and consultation will set the scene for the delivery of a regional WDTU where both partners are treated equally and fairly and the needs and interests of both parties are balanced and appropriately recognised and met in the future.

15. A **Partnership Agreement** that clearly sets out the governance arrangements for the regional WDTU will ensure that the interests of both Local Authorities are appropriately protected. Please see paragraphs 25-26 for further details.

Operational Structure and Proposed Functions

16. It is proposed that the regional WDTU 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. 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 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.

17. Additionally the new post holder will be responsible for implementing and managing the regional WDTU to ensure effective planning and delivery of a training and development for Social Services employees as well as delivering an effective RWP 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. The draft Job Description and Person Specification for the post is located at Appendix D of the **Business Case** located at **Appendix 1** of this report**.**

18. The proposed service delivery model for the regional WDTU is based upon an understanding of current and future needs across the region. It reflects feedback from Training Unit staff and managers in Cardiff and

the Vale of Glamorgan Councils and key stakeholders whose interests are represented on the RWP Board.

19. It is proposed that the new regional WDTU is structured around 4 core business functions:

- Business Planning & Partnerships

- Delivery & Commissioning of Training

- Practice Learning Opportunities for Students

- Qualification & Credit Framework (QCF) Assessment

A summary of the key components of these core functions is described in the overarching operational structure chart located at Appendix E of the **Business Case** located at **Appendix 1** of this report.

20. It is proposed that all existing staff will transfer to Cardiff as the Host on their existing terms and conditions. Human Resources will work with the service to manage the TUPE implications of the proposal.

21. However it is acknowledged that in order for the regional WDTU 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 acknowledge that initially the regional WDTU will be operating from two locations and a new staffing structure will be necessary in order to provide a unified, cohesive and efficient regional service. Therefore it is anticipated that once in post, the new Regional Manager will lead a restructure of current arrangements.

22. Gaps in current provision that will need to be addressed in the new arrangements are as follows:

- Development of e-learning opportunities

- Lack of data collection and analysis for workforce planning

- A need to strengthen communication with the sector including updating and maintenance of the RWP web-site

- Lack of capacity to strengthen engagement with the wider social care sector

23. Specific job roles may change in the new structure. However, where job roles change, but staff are matched to roles, existing terms and conditions will be maintained. Where roles are substantially different, staff who apply for and are successful will be engaged on the Host's Terms and Conditions of employment. Any person appointed to a vacant

position of the agreed new establishment post transfer will be employed by the Host and be appointed on the Host's terms and conditions of employment.

24. 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.

25. There is expected to 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.

IT Systems

26. There are separate booking systems for Social Services staff and external providers in the Vale of Glamorgan (SDM) and Cardiff (DigiGov for internal staff and Learning Pool for external providers). Although Vale of Glamorgan Social Services staff use Learning Pool for e-learning training. It would be desirable for the regional WDTU 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.

27. To support a smooth transition from current arrangements to a regional WDTU, 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.

28. 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

Partnership Agreement

29. In order to fully implement the proposals for the regional WDTU it is necessary for the Local Authorities to conclude a formal agreement, referred to as a 'Partnership Agreement'. This agreement, which will be drafted by Legal Services under the instruction of the Directorate, will amongst other things include the following details:

- The extent of the matters to be delegated, and any delegations to officers in 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 WDTU, staffing proposals and pensions;
- As to the apportionment of costs, and what indemnities the Host Authority would seek from the other authorities in respect of carrying out its role;
- The financial management arrangements;
- Provision to address matters such as disputes, variations, data protection and freedom of information

30. On completion of the Partnership Agreement, the Director of Social Services will be asked to authorise the approval and conclusion of the Partnership Agreement, following consultation with the Portfolio Members, and then if all are content, make the decision, detailed and recorded in an Officer Decision Report.

Financial Arrangements and Governance

31. The budget for the regional WDTU 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 WDTU. **As such, it is expected that the establishment of the regional WDTU will be cost neutral to the Cardiff Council and the Vale of Glamorgan Council.** Current Financial Arrangements are set out in Section 6 of the **Business Case** located at **Appendix 1** of this report. The match funding arrangement means that it will not be feasible for the City of Cardiff Council to make savings in respect of this proposal. This is because to do so would prevent the Local Authority for claiming the 70% grant funding as it would take the Local Authority contribution below the required 30%. The same would apply to the Vale of Glamorgan Council.

32. To summarise, Cardiff Council receives an annual Grant from Social Care Wales to support its Social Care Workforce Development Programme (SCWDP). The value of the grant is **£756,670**, which has

remained the same as 2016-17. The Council also provides 30%, match funding of **£324,287.** The value of the Grant for the Vale of Glamorgan is **£273,161** and the Council also provides 30%, match funding of **£117,069**. 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 **£1080, 957** for Cardiff and **£390,230** for the Vale of Glamorgan plus the regional Facilitation Grant.

33. At the time of writing this report, Social Care Wales is consulting on the future arrangements for the SCWDP Grant. It is proposed that it be rebranded to be the *Social Care Wales Regional Workforce Development (SCWRWD) Grant* as it is felt that this more clearly describes that it is not one national development programme, but a grant to support social care workforce development in each region. It is intended that the Grant should support the full span of the workforce, in any type of setting or service, recognising that each regional will have its own priorities that focus on particular sub sets of the workforce annually. Social Care Wales is proposing that in the future the Grant should retain a 70% / 30% matched funding approach from the region. It is also acknowledged that there is a need to plan on more than a one year timeframe and as far as possible, the intention will be for Social Care Wales to maintain the Grant at the same level from year to year, although this is clearly dependent on the level of resource it receives from Welsh Government.

34. From April 2018, it is expected that the full SCWRWD Grant and the Facilitation Grant for the region will be payable to Cardiff Council as the Host authority. Arrangements will be made to recover the Vale of Glamorgan's match-funding contribution.

35. It is important to note that whilst the provision of a regional WDTU is expected to provide a more efficient use of available resources, the proposal is not driven by cost reduction. The key driver for the Business Case is 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. As mentioned in paragraph 25, It is therefore proposed that funding released from the realignment of vacant posts will be reinvested to strengthen existing functions that are capacity light or develop new arrangements where gaps have been identified.

36. The Partnership Agreement referred to in paragraph 25 of this report, will set out, amongst other things, the apportionment of costs between partners and what indemnities the Host Authority would seek from the other partner in respect of carrying out its role and the financial management for the arrangements.

37. The Partnership Agreement will also confirm that the Host's Section 151 Officer shall ensure there are mechanisms in place to enable budgets to be managed in line with the available resources and any variations to the budget are identified as early as possible.

38. "One off' implementation costs, associated with the establishment of the regional WDTU, will be met from the SCWDP Grant funding for 2017-18.

Information Governance

39. In order to facilitate the Partnership an Information Governance Memorandum of Understanding will be annexed to the Partnership Agreement. The Memorandum of Understanding will set out the roles and responsibilities of the participants in respect of Data Controllership, Data Processing and the process for enacting the rights of individuals under the current Data Protection Act and the forthcoming General Data Protection Regulation.

40. For the initial operation of the Partnership both Cardiff and the Vale of Glamorgan Councils will retain their existing information technology systems. Prior to the implementation of any new system, or changing the way that personal information is processed a Privacy Impact Assessment and a review of the Information Governance arrangements will need to take place by Cardiff Council.

Regional Workforce Partnership Governance

41. The regional WDTU will develop the annual plan that sets out the strategic priorities for the RWP and will lead on workforce planning arrangements for Social Services and across the region's social care sector. As such, the regional WDTU it will take it's governance from the RWP Board whilst operating within line management structure of the Central Business Unit in Cardiff Social Services under the leadership of the Operational Manager, Strategy, Performance and Resources. Performance Reports will be taken to the RWP Board at agreed intervals on progress against the RWP's annual plan and workforce planning data and analysis will be presented to inform the future strategic direction of the RWP. A diagram that details the governance arrangements for the

RWP is set out in Appendix D of the **Business Case** located in **Appendix** 1 of this report.

Performance Framework

42. An overview of the evaluation and performance management framework that will underpin the work of the regional WDTU is set out in section 7.4.of the **Business Case** located in **Appendix 1** of this report. It outlines a *Plan, Measure, Evaluate & Report Cycle* which is summarised below:

- **Plan:** ensures national priorities are reflected in regional arrangements with provision for the local priorities of both LAs to be met if these are different from the regional priorities.
- **Measure:** Measurement of the effectiveness will be underpinned by an outcome-focused quality assurance and improvement framework that comprises of key performance indicators, robust data collection and analysis and effective customer satisfaction arrangements.
- **Evaluate & Report:** Evaluation and reporting arrangements will consider emerging best practice, effectiveness and impact, customer feedback and progress against and in addition to the annual plan. Outcomes will be reported on a quarterly basis through the governance structure.

STAFF CONSULTATION

43. Social Services Training Unit staff 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.

44. A regular dialogue with members of the RWP Board and Operation Groups has taken place at meetings and briefings have been undertaken with members of the two Social Services Management Teams.

45. A Survey Monkey Questionnaire went out to all Social Services staff and Manager 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.

CONSULTATION WITH TRADE UNIONS

46. A confidential briefing for Cardiff Trade Union representatives was held on 11th September 2017. It was attended by representatives from Unison and GMB. A confidential draft of the cabinet report and the Business case was shared with those in attendance.

47. However, concern was raised that the Regional Manager post has been evaluated by Hay as an OM2 grade. GMB representatives queried the need this level of post.

48. Nevertheless, Trade Unions were reassured that there would be no job losses as a result of this proposal and that substantially the intention was to utilise vacant posts to create new roles where it was necessary to do so rather than displacing existing staff.

IMPLEMENTATION PLAN

49. If the Cabinet agrees the recommendations of this report the next steps are set out in the Implementation Plan located at Appendix F of the **Business Case** located at **Appendix 1** of this report. It is expected that a regional WDTU will be operational from April 2018 with a new structure in operation in quarter 3 of 2018-19.

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

REASON FOR RECOMMENDATIONS

51. The scale and complexity of the social care workforce agenda across the RWP 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.

52. 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 WDTU. 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.

Financial Implications

53. The report seeks approval for the establishment of a regional social care workforce development unit (WDTU) to include the establishment of a new regional manager post. Currently, social care workforce development is provided separately by Cardiff and Vale Councils and is funded, in each authority, through a combination of Social Care Workforce Development Programme (SCWDP) grant (70%) and Council matched funding (30%). Cardiff currently receives SCWDP grant of £756,670 in relation to social care training and provides 30% match funding of £324,287 from base budgets. The equivalent figures for the Vale of Glamorgan are £273,161 grant and £117,069 match funding. In addition, Cardiff Council receives a Facilitation Grant from Social Care Wales of £57,034. Current social care workforce development budgets across the region therefore total £1,528,221. Under the proposals, Cardiff Council would perform the role of host and would therefore assume responsibility for the overall expenditure total. As indicated in the report, it is anticipated that all of the functions that are in scope for the proposed regional training unit can be accommodated within the current combined budget for the two local authority areas. As such, it is expected that the establishment of the regional WDTU will be cost neutral to Cardiff and Vale Councils. The match funding arrangement that applies to the SCWDP grant limits the scope for any savings in relation to this proposal. Under these arrangements, Councils have to make a mandatory 30% match funding contribution in order to secure their full grant allocation. If the Council's expenditure falls below the mandatory level, the amount of grant funding will be reduced accordingly. It is proposed that the new regional manager post will be funded via the deletion of existing training manager posts in the two authorities and can thus be accommodated within existing resources.

54. In order to fully implement the proposals for the regional WDTU, it will be necessary to establish a formal partnership agreement. This will need to include a protocol addressing various financial matters including, hosting and financial administration, relative contributions and charging mechanisms, payment arrangements, budget control and monitoring, governance, audit and accounting. The financial elements should be formulated in consultation with Financial Services. Whereas it is anticipated that Cardiff, as host, will receive the whole of the combined SCDWP grant directly, arrangements will need to be put in place for the recovery of the Vale of Glamorgan's element of match funding. This will need to be addressed in the partnership agreement. Any 'one off' costs

associated with the implementation of the proposal, including any costs arising due to TUPE implications , must be met from within SCWDP funding for 2017/18. The report notes that Social Care Wales is considering future arrangements for the SCWDP grant. The impact of possible changes to future grant funding levels will need to be considered in the partnership agreement.

Legal Implications

55. The proposed recommendation is, put simply, to authorise the establishment of a regional Social Care Workforce Development Training Unit with Cardiff Council to act as the Host authority on behalf of itself and the Vale of Glamorgan Council.

56. It is noted from the body of the report that under the proposed approach as Host Authority Cardiff Council shall appoint a Regional Training Manager, staff from the Vale of Glamorgan shall transfer to Cardiff Council so that all staff are employed by the Host Authority in relation to these services, and that a staff restructure shall be carried out in order to create a regional team to deliver the workforce training across the region. It is proposed that the cost to each Council shall be on a "cost neutral" basis. Further, that the regional workforce training unit is to be partly funded via a grant from Social Care Wales.

57. Legal Services are instructed that given the nature and scale of the proposed joint training arrangements it is proposed that there will be no direct Member involvement from Cardiff Council and/or the Vale of Glamorgan Council in the proposed governance arrangements and that it is not proposed to create a formal joint committee.

58. There are a number of legal powers available to the Councils to facilitate the proposed collaborative approach to setting up and establishing the regional Social Care Workforce Development Training Unit, including Section 9 of the Local Government (Wales) measure 2009. This section, put simply, 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. Further, 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.

59. If the proposed recommendation is approved, it will be necessary for Cardiff Council and the Vale of Glamorgan Council to conclude a formal agreement (referred to in the report as a "Partnership Agreement") as detailed under paragraph 29 of the report. Legal Services will work with the Directorate in order to produce an appropriate draft agreement.

60. It is noted that the arrangements are to be partly funded via a third party grant and accordingly the Directorate should satisfy itself with regards to any grant conditions which may attach to the grant funding.

61. In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010. Pursuant to these legal duties Councils must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a). Age,(b) Gender reassignment(c) Sex (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h)Sexual orientation (i)Religion or belief – including lack of belief.

62. The report identifies that an Equality Impact Assessment has been carried out and is appended at Appendix B of the Business Case. The purpose of the Equality Impact Assessment is to ensure that the Council has understood the potential impacts of the proposal in terms of equality so that it can ensure that it is making proportionate and rational decisions having due regard to its public sector equality duty. The decision maker must have due regard to the Equality Impact Assessment in making its decision.

63. The decision maker should also have regard when making its decision to the Council's wider obligations under the Social Services and Wellbeing (Wales) Act 2014 and The Wellbeing of Future Generations (Wales) Act 2015. In brief both acts make provision with regards promoting/improving wellbeing.

HR Implications

64. There has been initial consultations on the information within this report with both the Trade unions and the employees affected both within Cardiff Council and the Vale of Glamorgan Council. This will continue once the decision has been made.

65. The recruitment to the role of Regional Training Manager will be in line with Cardiff Council's corporate policies on recruitment and will be made available for both employees of Cardiff Council and Vale of Glamorgan Council to apply.

66. Should it be agreed that Cardiff will host the new unit, then employees from the Vale of Glamorgan Training unit will transfer to Cardiff Council under the regulations set out in the Transfer of Undertakings (Protection of Employment) Regulations 2006. This will be a relatively straightforward process as both are local authorities, who share the same pension scheme administration.

67. Any restructure that is required following the bringing together of the training units will be consulted on with the trade unions and employees, and managed under the corporately agreed processes for restructures within Cardiff Council. As both training units have been managing vacancies in preparation for the merger, any employees put at risk during this process should be minimal, however it is likely that any at risk employees will have continued employment opportunities, as it is expected that new roles will need to be developed as part of the restructure process. Specifics regarding terms and conditions for individuals as part of the restructure process are set out in paragraph 23 of the report.

RECOMMENDATIONS

68. It is recommended that Cabinet approve:

1. the business model, approach and functions outlined in the Business Case for the regional Social Care Workforce Training Unit attached at **Appendix 1** of this report, including
   - (i) the establishment of a regional Social Care Workforce Training Unit as outlined in this report; and
   - (ii) the creation of and recruitment to the post of the Regional Manager for the Regional Workforce Training Unit.

2. a delegation of authority to the Director of Social Services in consultation with the Cabinet Members for Children and Families and

Social Care, Health & Well-being, the Cabinet Member for Corporate Services and Section 151 and Monitoring Officers to deal with all aspects of the Governance and any ancillary arrangements/documentation which may be required in relation to these proposals, including (without limitation) the approval of the draft partnership agreement and that the same may be entered into between Cardiff Council and the Vale of Glamorgan Council .

NAME OF DIRECTOR: Tony Young
Date: 14 September 2017

The following appendices are attached:
Appendix 1 – Business Case

BUSINESS CASE FOR A FULLY INTEGRATED REGIONAL SOCIAL CARE WORKFORCE TRAINING UNIT FOR CARDIFF & THE VALE OF GLAMORGAN

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4.PQA.215	Issue 2.0	22 Sept 2014	Process Owner: Christine Salter	Authorised: Sue David	1 of 66

1. Context

This proposal aligns with the objectives and priorities set by Cardiff Council's Corporate Plan, related national, regional and local priorities for workforce development across Social Services and the wider Social Care workforce.

The Capital Ambition for Cardiff sets out that current Administration's unequivocal *commitment to* provide the highest quality of social care possible, in practice and delivery.

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.

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).

Welsh Government has 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. 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.

2   Background to Proposal

Until 2017, Cardiff Council received an annual grant from Welsh Government to support its Social Care Workforce Development Programme (SCWDP). Grant applications for 2015-16, were for the first time, required on a regional basis.

In 2017, the management of the Social Care Workforce Development Programme (SCWDP) transferred from Welsh Government to Social Care Wales. Whilst there have been minimal changes to the grant requirements for 2017-18 regions are required to work closely with Social Care Wales during this year to consider how future funding can be maximised to increase impact. As such we anticipate there could be more significant changes from 2018/19.

A Regional Project Board to oversee the development of proposals for a regional workforce development training unit (WDTU) launched 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 advice on the developments, funded from the SCWDP Grant.

A smaller Operational Group made up of a 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 regional WDTU were kept fully informed of developments.

Additionally, three staff engagement workshops were held across the region to seek the views of staff in relation to the proposal to develop a regional WDTU.

In summary, the work undertaken thus far in relation to the development of a regional WDTU includes:

- Consultation with all training staff and training providers across the region.
- Discussion with Finance, Legal Services, Human Resources and the Directors of Social Service in Cardiff and the Vale of Glamorgan
- Discussions with the Regional Care & Support Workforce Partnership (RWP) Board and Operational Group
- A consultation questionnaire seeking views on the proposal was issued to all Social Services staff within the region and the wider social care workforce of third sector and statutory partners and independent social care providers.
- Appraisal of the operating options for delivering a regional WDTU (**Appendix A**).
- Completion of an Equalities Impact Assessment (EIA) (**Appendix B)**
- Development of a draft Job Description and Person Specification for a Regional Manager Post (**Appendix C**)

This business case reflects the findings of the Options Appraisal and EIA, the technical advice provided by Finance, Legal and Human Resources professionals and the feedback provided by training unit staff and all the key stakeholders who contribute to the Cardiff and Vale RWP. It also reflects the advice and guidance provided from the workforce development specialist. As part of the work that has been undertaken to date, the region embraces the learning from the experiences of other regional approaches to the delivery of staff training and development.

3　Current Arrangements

3.1　SCWDP Grant & Annual Plan

Currently, Cardiff Council receives an annual Grant from Social Care Wales to support its SCWDP. The value of the grant is **£756,670**, which has remained the same as 2016-17. The Council also provides 30%, match funding of **£324,287.** The value of the Grant for the Vale of Glamorgan is **£273,161** and the Council provides 30%, match funding of **£117,069** (see also *Section 6: Funding Arrangements* for further details on the available budget for the regional WDTU**).**

The grant must be used to support all types of provider of social care in each region, and partnerships overseeing use of this funding must include representatives from a range of settings.

The Cardiff & Vale of Glamorgan Application for 2017-18 included a Regional Learning and Development Plan for the whole social care sector, including wider partnership organisations. The Plan is aligned to the implementation of the Social Services and Wellbeing (Wales) Act 2014; Regulation and Inspection Social Care Act and regional implementation plans and priorities. It outlines common priorities for Cardiff and the Vale of Glamorgan and identifies collaborative actions that needs to be undertaken in order that the regional priorities are appropriately met.

3.2　The *As Is* Position of the Two Training Teams

In addition to the aforementioned SCWDP activities that take place on a regional footprint, the two existing training teams have strengthened their joint working arrangements in recent years. Joint planning, joint commissioning of training and joint delivery have become common practice for the two training teams over the last few years. The teams have also come together for joint development sessions. There is a sharing of key priorities and drivers underpinning training and development in both Local Authorities, such as the Care and Support at Home agenda, implementation of out-come based planning and commissioning and strength-based approaches to assessment and care planning activities.

However, there continues to be separate infrastructures and operational models across the two training teams. Invariably this has meant that there is some duplication of arrangements with key activities carried out by similarly qualified and experienced staff in their own Local Authority area rather than across the region. Additionally there are challenges around meeting future demands within the current configuration of the teams and identified gaps in current delivery, such as capacity to maximise e-learning opportunities and strengthen data collection, analysis, workforce planning and strategic development cannot be appropriately addressed within current arrangements if resources continue to be utilised in the same way.

3.3 Staffing Establishments

Cardiff
Current staffing costs for the Training Unit total **£502, 223** per annum.

There are 20 posts that comprise of the following roles and grades, 2.5 of which are vacant at the time of writing:

- 1 Training Manager – Grade 10 – 37 hrs - Vacant
- 1 Lead Training Officer (Children's) – Grade 9 – 37hrs with 18.5hrs filled
- 2 Training & Development Officers – Grade 8 – 1x37hrs / 1x 30 hrs
- 2 Practice Learning Opportunities Training Officers – Grade 8 – Full-time
- 1 SCWDP Coordinator – Grade 7 – 30hrs
- 1 Manual handling Trainer – Grade 7 – 37 hrs
- 2 QCF Assessors Grade 7 – 37hrs
- 1 Administrative Assistant – Grade 4 – 18.5hrs
- 6 Administrative Assistants – Grade 3, 4x 37 hrs, 2x18.5 hrs – 1 37hr Vacancy
- 1 Business Support Officer – Grade 6 -37 hrs (currently filled on a job-share basis)

Vale of Glamorgan

Current staffing costs for the Training Unit total **£180,242** per annum.

There are 5 posts that comprise of the following roles and grades, 2 of which are currently being covered by agency staff:

- 1 Staff Development Adviser – Grade I – 37 hrs
- 1 Systems & Innovation Management Officer – Grade G – 20 hrs
- 1 Training & Development Officer – Grade I – 26 hrs
- 1 Staff Development Officer – 37 hrs Covered by Agency
- 1 Team Administrator – 37 hrs Covered by Agency

4   Business Needs

This section sets out the current business needs driving the proposed change, and the future business needs that will arise.

With the implementation of the Social Services and Well-being (Wales) Act 2014 well under way, the next few years will require innovative approaches to training and development as we respond to its demands 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.

Since the establishment of the Cardiff & Vale Care and Support Regional Workforce Partnership (RWP), a well-established positive foundation for promoting workforce development across the region has been established. It supports staff across the social care sector in the region to ensure they are well trained and appropriately supported to undertake their roles. It ensures appropriate representation and engagement from all parts of the sector, and from users and carers. The training plan and the implementation plan for the Social Services and Wellbeing (Wales) Act 2014 were aligned so that the whole social care sector was ready to deliver the new duties for social care in April 2016.

The vision for the RWP 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.

The 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 WDTU. 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.

The size of the social care workforce across the region is considerable. In 2016-17, **151** care agencies employing **10,453** staff, responded to Cardiff and the Vale of Glamorgan Councils' annual data collection exercise. Additionally both Social Care Training Units served a total of **804** Social Services employees. A total of 282 different course were delivered via **782** individual training sessions, offering **14, 630** training places to the social care workforce across the region.

4.1 Scope

In practice, the development of a regional Workforce Development Training Unit (WDTU) means that the two training units in both Authorities will come together to form the regional social care training & development service.

The regional WDTU will serve Cardiff & Vale of Glamorgan Social Services Directorates and the wider social care workforce within the region. This includes Third Sector and Independent Providers.

Key stakeholders such as the University Health Board, Cardiff & Vale College, Social Care Wales and representatives of Provider Forums will continue to come together under the auspices of the RWP Board to agree its priorities and turn them into actions.

The proposal does not include changes to the way that corporate training is delivered in both Local Authorities. However, the proposal recognises the need for continued synergy between the social care training unit and corporate training arrangements and is committed to ensuring that joint working with the corporate training arms of both Local Authorities continues to be a feature of the delivery of social care training across the region where ever it is practicable and appropriate to do so. As such, there is a commitment to strengthen and build upon the following areas of joint working with corporate training teams:

- Development of e-learning packages
- Delivery of manual-handling training
- Shared use of Learning Pool resource to advertise and booking training
- Sharing of training facilities

4.2 Optional Appraisal

The following options have been identified for the delivery of a regional WDTU. The options have been developed in conjunction with staff and managers within the current two training teams.

- **Option One:** Do nothing but continue to build on the joint training opportunities already in place.

- **Option Two:** Appoint a Regional Manager who will be hosted by one of the Local Authorities, who will oversee two separate Cardiff & Vale teams (as they currently operate).

- **Option Three**: Appoint a Regional Training Manager who will be hosted by one of the Local Authorities and second staff to the host LA, who will carry out their substantive roles in the same way, under the management of the host Local Authority.

- **Option Four**: Appoint a Regional Training Manager who will be hosted by one of the Local Authorities and TUPE staff from the other Local Authority to the same Local Authority so that all staff are employed by the same Local Authority. Then restructure to create one team that covers the whole of the region.

- **Option Five**: Externally commission the whole function with regional Training Unit being delivered by an external agency outside of both Local Authorities.

- **Option Six:** Merge both Training Units and locate within the Corporate Training Arm of one of the Local Authorities

The full Options Appraisal is located at **Appendix A** for information.

4.3 Preferred Option

Option Four has been identified as the preferred option for the following reasons:

o A fully integrated team will be best placed to consistently meet the needs of the region in a fair and equitable way.

o This is the model that is most conducive to meeting the needs of the RWP because its delivery will offer a consistent approach to the sector irrespective of whether providers operate in Cardiff, Vale of Glamorgan or both.

o This model will provide 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.

o It provides the most appropriate option for maximising the resources that are available and making best us of capacity and expertise.

o It provides the best opportunity to standardise practice across the region whilst also being able to respond to difference when the need arises.

o It provides an opportunity to stream-line the available funding across the regional, administering it from one pot which will reduce duplication of efforts – particularly as the funding applications have to be submitted on a regional basis.

o This model will provide an opportunity to address current gaps by releasing capacity arising from the streamlining processes that are currently administered separately in each LA area.

4.4 Benefits

There are many positives linked to the current arrangement for delivering staff training and development across the social care sector. The two staff groups have particularly highlighted the following areas of practice that they feel work well and therefore should be maintained:

- Hosting arrangements for Social Work students through Cardiff University and Cardiff Metropolitan University are standardised via Social Care Wales Rules and Regulations for the Social Work degree, therefore the two teams already work to the same principles, providing Practice Learning Opportunities, assessment and support for all students in the region. However, whilst local knowledge of teams, independent providers and personal is required to ensure that students are matched with the correct learning, shared resources will undoubtedly provide additional opportunities to expand placements as well as share staff knowledge and experience.
- Communication is good between teams and across the sector with a range of communication methods to meet different needs (e.g. Website, newsletter, e-mail distribution lists, publication of meeting minutes etc)
- The training booking systems across the two LAs (SDMS in the Vale of Glamorgan & Digigov for internal staff and Learning Pool for external providers in Cardiff) work well alongside each other and the booking of training courses is easily accessible for Social Services staff.
- There is a good mix of internally delivered courses and those that are externally commissioned. This mixed economy of provider and commissioner enables the training units to retain a good level of internal training expertise whilst enabling more specialist courses to be procured externally.
- The system of block booking training venues mitigates some of the challenges in relation to a general lack of training room capacity in both Local Authority areas.

- Positive working relationships exist between the two training teams and there is a well-established culture of joint working between the teams with a shared approach to delivering and offering training across the region where ever this is appropriate to do so.

However, training staff and managers across the region have identified the following gaps in the current arrangements. They feel that the establishment of a regional WDTU would provide an opportunity to address the gaps and also reduced duplication where this currently exists.

- There are currently insufficient staff in each team to meet all of the current and future demands of the service. It is expected that by combining teams, there will be an ability to maximise resources in order to:

  o strengthen the opportunity to develop more specialist training in-house – such as Manual Handling. Currently there are waiting lists to access specialist Manual Handling advice due to a lack of capacity.
  o strengthen the ability to undertake more strategic development work, including collection and analysis of workforce data and workforce planning activity, in order to future proof arrangements as demands change (e.g. Registration of the Domiciliary Care Sector)
  o Strengthen communication and access across the sector, by developing skill and expertise in use of web-based solutions, social media and e-learning for a more blended approach to training that meets a range of different learning needs.
  o Strengthen capacity to promote engagement across the wider social care sector to maximise and consolidate the contribution that third sector, independent providers and statutory partners can make to workforce development across the region.

In summary, the benefits of the proposed regional WDTU 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.

It is felt that a fully integrated regional WDTU developed around the model outlined in Option 4 of the Options Appraisal would provide an opportunity for teams to be fully integrated, following a restructuring that allows one team to operate across the region in a consistent way, whilst responding to the individual need of the two Local Authorities. This option would provide the best opportunity to create a regional WDTU that builds upon current good practice, reflects current and future needs, making best use of recourses and offering the maximum benefit to customers.

4.5   Hosting Arrangements

A number of factors taken into consideration identify the most appropriate Local Authority to host the regional WDTU and it is proposed that Cardiff Council host the regional WDTU for the following reasons:

- A willingness to lead, demonstrated by the work undertaken to date to develop these proposals and to lead on the development of the RWD Partnership.

- Capacity to lead and undertake the extensive work required to design and develop the model

- The comparative size of the existing teams and the scale of the areas they currently cover, demonstrating Cardiff's experience of working at significant scale.

- 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.

4.6   Risks

The bullet points below summarise the key risks to the Councils associated with the development of a fully integrated regional WDTU, headed up by a Regional Manager. These have been identified as part of the Options Appraisal completed to inform this proposal. The full options appraisal is located in **Appendix A.**

- There could be a risk of job losses if duplication of roles is removed from the new structure.

- Individual LA teams will risk losing their current identity and this could impact on relationships across the social care sector.

- The smaller team may feel that they are being taken over by the larger team and there is a risk that the needs of the smaller LA may be lost amongst the demands of the larger LA.

- Some staff may experience a negative impact on salary.

- Roles will change and this could be disruptive to serviced delivery until the new arrangements become fully embedded in practice.

- One team would have to meet the need of two different LAs and this could be challenging given the differences between the two organisations.

- Some staff may need to be relocated and this could have a negative impact (e.g. increase in travel time). It may also make the team less accessible to those staff / providers who are located in the other Local Authority.

4.7   Mitigation of Risks

- Both teams are currently holding a number of post vacancies. The streamlining of roles to reduce duplication may result in a very small number of posts being deleted and funding utilised to create new roles. However, it is expected that there will be no material loss in posts within the new arrangements and any staff members who are displaced are likely to have an opportunity to apply for vacant /new posts within the new regional WDTU or be slotted and matched where appropriate, if they wish to remain part of the new arrangements.

- Staffing issues arising from the development of the regional WDTU will be managed sensitively, ensuring that staff are well supported, that their wishes are considered. We will also ensure that staff have sufficient notice of any changes to ensure that they have an appropriate period of time to make any personal adjustments required to make in order to mitigate the impact of the change, as far as it is possible to do so.

- Robust communication with the social care sector regarding the developments of a regional WDTU has been in place since the initiation of this piece work. Therefore the sector has been part of the journey and are supportive of the developments. The implementation of a RWP website accompanied by its own regional branding has already provided the region with a

fresh new identify that has been positively received by all. New arrangements for a regional WDTU will build upon this regional workforce branding.

- 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 with each team being given equal weight in respect of the contribution they have made. It is expected that these joint working arrangements for engagement and consultation will set the scene for the delivery of a regional WDTU where both partners are treated equally and fair and the needs and interests of both parties are balanced and appropriately recognised and met in the future.

- Whilst there will be a need to ensure that the workforce priorities of both Local Authorities are met by the regional WDTU, the two training teams are used to having to balance competing priorities across Adults and Children's Services so the need to address difference in a balanced and proportionate way is nothing new to the teams. Whilst this is likely to be demanding, the establishment of joint priorities already set out in the workforce partnership's strategic plan will mitigate some of the challenge.

- Whilst it would be desirable to locate a regional WDTU in a single venue that is easily accessible for both Cardiff and the Vale of Glamorgan, it is not expected that such a venue will be easy to come by and it is unlikely that one will be in place to coincide with the implementation of a regional WDTU if this proposal is agreed. Therefore the proposal is based on the expectation that in its initial implementation phase, both current sites are maintained in each Local Authority area, and that for the foreseeable future, team members operate on a regional basis from both sites according to need. This will minimise disruption and will provide some continuity / stability to staff as they move from one set of delivery arrangements to the new operational model for the regional WDTU.

4.8 Consultation Feedback

A *Survey Monkey* questionnaire was issued to all Social Services staff and external Social care providers across Cardiff and the Vale of Glamorgan in July 2017, to ascertain the regional workforce's views on the proposal to develop a regional WDTU. Recipients were ask to respond to three questions:

1. Do you think that a regional WDTU will reduce duplication and make best use of available resources?
2. Do you have any concerns about the proposal?
3. Do you agree that cardiff should host the regional WDTU

Recipients were given two weeks to reply and **87** questionnaires were completed across the region within the timescales. **57** came from Cardiff respondents and **30** from Vale of Glamorgan respondents.

75 of respondents thought that the proposal would reduce duplication and make best use of available resources. Recipients who responded positively to this question thought that a reduction in duplication could result in more coursed being provided across the sector. It was noted that more specialist training could be provided as a result of a more streamline regional approach. It was also noted that joint-training that had been provided to date was positively received.

16 of respondents identified that they had concerns about the proposal. Key concerns noted were:

- Loss of a more personal service with a more Cardiff focussed approach that could result in learners feeling marginalised
- Impact on travel time to attend course if all delivered in the Host area
- Challenges regarding the compatibility of IT systems.

72 of respondents agreed that Cardiff should Host the regional WDTU.

In summary, although the response rate was low compared to the size of the cohort of providers / staff who were asked to complete the questionnaire, those responsive received were on the whole, positive about the proposal to develop a regional WDTU with Cardiff as the Host. Concerned that were raised about the proposal have been addressed in **Section 4.**

5. Proposed Operational Structure

5.1 Regional Manager

It is proposed that the regional WDTU 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 across existing arrangements. This senior manager will make a key contribution to realising the national priorities for the Social Care Workforce in Wales, ensuring that the region's views are appropriately represented and reflected in national developments. Additionally the post holder will be responsible for implementing and managing the regional WDTU to ensure effective planning and delivery of a training and development service for Social Services employees and deliver an effective RWP 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. The draft Job Description and Person Specification for the post is located at **Appendix D.** The post has been evaluated by Hay as an OM2.

5.2 Functions

The proposed service delivery model in respect of the regional WDTU has formed part of the consultation process and was based upon an understanding of current and future needs across the region. It reflects feedback from Training Unit staff and managers in Cardiff and the Vale of Glamorgan Councils and key stakeholders whose interests are represented on the RWP Board. It is proposed that the new regional WDTU is structured around 4 core business functions:

- Business Planning & Partnerships

- Delivery & Commissioning of Training

- Practice Learning Opportunities for Students

- Qualification & Credit Framework (QCF) Assessment

A summary of the core components of these key functions is described in the overarching operational structure located at **Appendix E**.

5.3 Staffing & Restructure

It is proposed that all existing Staff will transfer to Cardiff as the Host on their existing terms and conditions. However it is acknowledged that in order for the regional WDTU 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 acknowledge that initially the regional WDTU will be operating from two locations and a new staffing structure will be necessary in order to provide a unified, cohesive and efficient regional service. Therefore it is anticipated that once in post the new Regional Manager will lead a restructure of current arrangements

Specific job roles may change, where job roles change but staff are matched to roles existing terms and conditions will be maintained.

Where roles are substantially different staff who apply for and are successful will be engaged on the Host's Terms and Conditions of employment.

Any person appointed to a vacant position of the agreed establishment post transfer will be employed by the Host and be appointed on the Host's terms and conditions of employment.

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 key 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. This requirement could be met through the development of lead practitioner roles in one or more of the key functions or a deputy/team manager role that spans two or more of the key functions.

There is not expected to be a 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.

6. Funding Arrangements

6.1 Current and Future Grant and Core Funding

It is expected that the establishment of a regional WDTU will be cost neutral to the City of Cardiff Council and the Vale of Glamorgan Council.

As previously mentioned in *Section 1.2: Current Arrangements*, the City of Cardiff Council receives an annual Grant from Social Care Wales to support its Social Care Workforce Development Programme (SCWDP). The value of the grant is **£756,670**, which has remained the same as 2016-17. The Council also provides 30%, match funding of **£324,287.** The value of the Grant for the Vale of Glamorgan is **£273,161** and the Council also provides 30%, match funding of **£117,069**

The total allocation of SCWDP grant funding for Wales is £7,149,350 and the proportion of this that is allocated to Cardiff and the Vale of Glamorgan Councils is **15%.**

Within the grant, there is a ring-fenced flat-rate allocation for social workers qualifying and post-qualifying training, and the grant is distributed solely using the Personal Social Services formula. This amount is **£34k** for each Local Authority in the region.

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 **£1080, 957** for Cardiff and **£390,230** for the Vale of Glamorgan plus the regional Facilitation Grant.

At the time of writing this Business Care, Social Care Wales is consulting on the future arrangements for the Grant. It is proposed that is be rebranded to be the *Social Care Wales Regional Workforce Development (SCWRWD) Grant* as it is felt that this more clearly describes that it is no tone national development programme, but a grant to support social care workforce development in each region. It is intended that the grant should support the full span of the workforce, in any type of setting or service, recognising that each regional will have its own priorities that focus on particular sub sets of the workforce at annually.

It is proposed that in the future the Grant should retain a 70% / 30% matched funding approach from the region. It is also acknowledged that there is a need to plan on more than a one year timeframe and as far as possible, the intention will be for Social Care Wales to maintain the Grant at the same level from year to year, although this is clearly dependent on the level of resource it receives from Welsh Government.

The match funding which is a mandatory arrangement means that it will not be feasible for the City of Cardiff Council to make savings in respect of this proposal. This is because to do so would prevent the Local Authority for claiming the 70% grant funding as it would take the Local Authority contribution below the required 30%. The same would apply to the Vale of Glamorgan Council.

Consultation on the proposals ends on 25th September 2017 and Social Care Wales expects to issue the 2018/19 circular by January 2018 in order to have agreed plans in place early in the 2018/19 financial year.

From April 2018, it is expected that the full SCWRWD Grant and the Facilitation Grant for the region will be payable to Cardiff Council as the Host authority. Arrangements will be made to recover the Vale of Glamorgan's match-funding contribution.

6.2   Staffing Costs

Within current budgetary arrangements, the staffing costs in the two Training Teams are as follows:

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- staffing costs for the Cardiff team total **£502, 223** per annum.
- Staffing costs for the Vale of Glamorgan team total **£180,242** per annum

6.3   Premises Costs

6.4   Expenditure on Training Venues

Expenditure for 2016-17 on training venues for both teams is as follows:

- Cardiff - **£57,500**
- Vale of Glamorgan **- £12,400**

It not envisaged that this expenditure will reduce with the initial inception of the regional WDTU, because there will continue to be a reliance upon purchasing external training venues. However, it is expected that this spend could be substantially curbed in the future, if suitable premises were identified between Cardiff and the Vale of Glamorgan that provided a single training site that could accommodate significant levels of training. It is also likely that further efficiencies could be achieved, arising from the premises costs of a single office base for the regional WDTU, co-located with a regional training facility.

However, it is important to note that whilst the provision of a regional WDTU is expected to 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. It is therefore proposed that funding released from the realignment of vacant posts will be reinvested to strengthen existing functions that are capacity light or develop new arrangements where gaps have been identified.

6.5   Financial Governance

In order to fully implement the proposals for the regional WDTU, it is necessary for the Local Authorities to enter into a formal agreement, referred to as a 'Partnership Agreement' (See **Section 7.1** for further details). This agreement sets out, amongst other things, the apportionment of costs between partners and what indemnities the Host Authority would seek from the other partner in respect of carrying out its role and the financial management for the arrangements.

In a joint exercise between the LA's, existing budgets and expenditure for workforce training and development has been reviewed and a combined indicative budget for the first year of operation of the partnership has been established by the proposed Host (i.e. Cardiff). Anticipated contributions to be made by each authority to the partnership have also been projected and are set out in the table below, which will form part of the Partnership Agreement.

Local Authority	Social Care Wales Contribution	Local Authority Contribution	Total Local Authority SCWDP Budget
Cardiff	£756,670	£324,287	£1,080,957
Valle of Glamorgan	£273,161	£117,069	£390,230
Sub Total	£1,029,831	£441,356	£1,471,187

This sum 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 WDTU. As such, it is expected that the establishment of the regional WDTU will be delivered within the current financial envelopes of Cardiff Council and

the Vale of Glamorgan Council. It is expected that from 2018 the *Social Care Wales Regional Workforce Development Grant* will be awarded to Cardiff Council as the Host of the regional WDTU. Cardiff Council will need to make arrangements to recover the Vale of Glamorgan's 30% match funding and the mechanism for doing this will be set out in the Partnership Agreement.

The Partnership Agreement will also confirm that the Host's Section 151 Officer shall ensure there are mechanisms in place to enable budgets to be managed in line with the available resources and any variations to the budget are identified as early as possible.

"One off' implementation costs, associated with the establishment of the regional WDTU, will be met from SCWDP grant funding for 2017-18.

7. Proposed Governance Arrangements

7.1 Partnership Agreement

Whenever Councils consider working together, a decision is required as to the collaboration model to be adopted. In determining the collaboration model to be used, it is important that the decision is based on a detailed analysis of the costs, benefits and other implications of adopting the model proposed and comparison with other options available in respect of delivering the services concerned. The body of this proposal and its appendices set out the detail of the analysis undertaken, leading to the recommendation that a fully integrated regional WDTU be established for Cardiff and the Vale of Glamorgan.

In order to fully implement the proposals for the regional WDTU it is necessary for the LAs to conclude a formal agreement, referred to as a '**Partnership Agreement'**. This agreement sets out amongst other things:
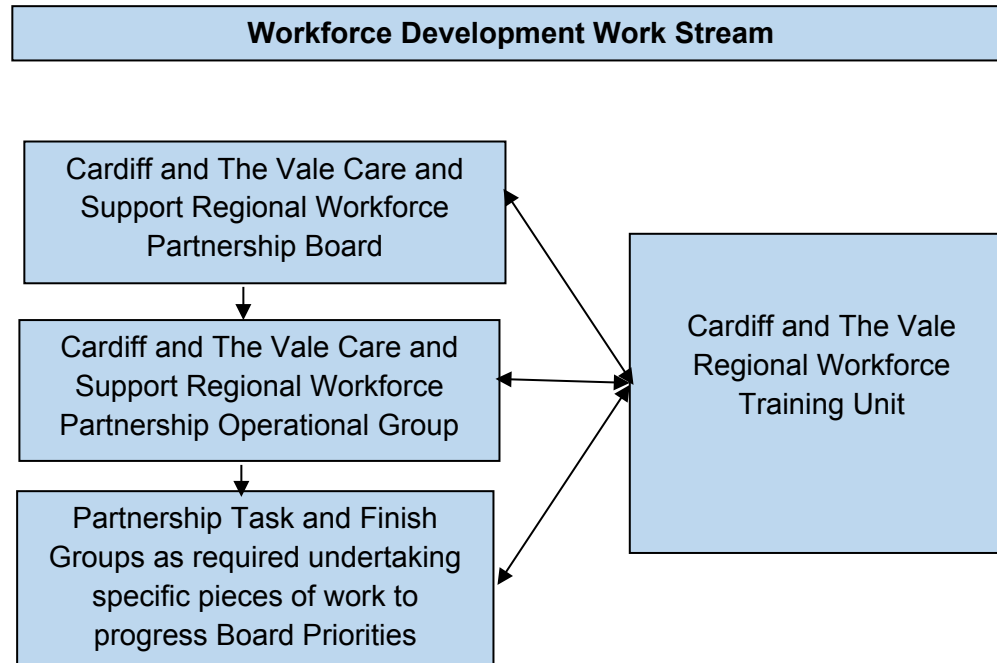
- The extent of the matters to be delegated, and any delegations to officers in the shared service;
- The terms of reference and membership of the Management and Governance Boards;
- The termination and exit provisions;
- The structure of the regional WDTU, staffing proposals and pensions;
- As to the apportionment of costs, and what indemnities the Host Authority would seek from the other authorities in respect of carrying out its role;
- The financial management arrangements;
- Provision to address matters such as disputes, and variations,
- Include an Information Governance Memorandum of Understanding that set out the arrangements for Data Controllership, Data Processing and the rights of individuals

On completion of the Partnership Agreement, the Director of Social Services will be asked to authorise the approval and conclusion of the Partnership Agreement, following consultation with the Portfolio Member, and then if all are content, make the decision, detailed and recorded in an Officer Decision Report.

7.2 Regional Workforce Partnership Governance

The Governance arrangements for the RWP are set out in the diagram located at **Appendix D.** The relationship between the RWP and the regional WDTU is set out below.

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┌─────────────────────────────────────────────────────────────────┐
│              Workforce Development Work Stream                    │
└─────────────────────────────────────────────────────────────────┘


┌──────────────────────────┐
│  Cardiff and The Vale    │
│  Care and Support        │                    ┌──────────────────┐
│  Regional Workforce      │                    │                  │
│  Partnership Board       │                    │                  │
└──────────────────────────┘                    │ Cardiff and The  │
                                                 │ Vale Regional    │
┌──────────────────────────┐                    │ Workforce        │
│  Cardiff and The Vale    │                    │ Training Unit    │
│  Care and Support        │◄──────────────────►│                  │
│  Regional Workforce      │                    │                  │
│  Partnership Operational │                    │                  │
│  Group                   │                    │                  │
└──────────────────────────┘                    │                  │
                                                 │                  │
┌──────────────────────────┐                    │                  │
│  Partnership Task and    │                    │                  │
│  Finish Groups as        │                    │                  │
│  required undertaking    │                    └──────────────────┘
│  specific pieces of work │
│  to progress Board       │
│  Priorities              │
└──────────────────────────┘
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The takes its governance from the RWP Board chaired by the Cardiff & The Vale Regional Lead Director of Social Services for Social Care Workforce Development. The Board provides strategic leadership and ensures delivery of the Regional Learning & Development Plan.

The RWP Board meets four times per year and reports to the Integrated Health & Social Care Governance Board annually.

The Operational Group is the operating arm of the Partnership. It reports to the Partnership Board and is tasked with converting the strategic goals of the Regional Learning & Development Plan into actions. Membership of this group is taken from operational managers and staff involved in service planning & delivery from all key stakeholder agencies. The Operational Group meet on a monthly basis and undertake specific pieces of work identified by the Board to progress its key priorities.

The regional WDTU will develop the annual plan that sets out the strategic priorities for the RWP and will lead on workforce planning arrangements for Social Services and across the region's social care sector. As such, the regional WDTU it will take it's governance from the RWP Board whilst operating within line management structure of the Central Business Unit in Cardiff Social Services under the leadership of the Operational Manager, Strategy, Performance and Resources.

Performance Reports will be taken to the RWP Board at agreed intervals on progress against the RWP's annual plan and workforce planning data and analysis will be presented to inform the future strategic direction of the RWP.

An overview of the evaluation and performance management framework that underpins the work of the regional WDTU is set out in **Section 7.4**.

7.3 Information Governance

It would be desirable for the regional WDTU to share IT systems so that there is one clear pathway for all Social Services staff in the two LAs and the wider social care workforce across the region to book training courses and maintain individual training records. Cardiff and the Vale of Glamorgan already share the same booking system (Learning Pool) for the wider Social Care workforce. However, there are separate booking systems for Social Services staff (SDMS in the Vale of Glamorgan and DigiGov in Cardiff).

To support a smooth transition from current arrangements to a regional WDTU, 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. 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.

Both Local Authorities will need to ensure that they duly observe all their obligations under Data Protection Legislation, which arise in connection with the Partnership Agreement referred to in **section 7.1**.

The regional WDTU will share workforce training and development information about Social Service staff and the wider social care workforce to promote individual continued professional development (CPD), improve workforce planning arrangements and ultimately 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 Human Rights Act 1998 and the common law duty of confidentiality and any other information sharing legislation or gateways.

Therefore, Cardiff and the Vale of Glamorgan Councils will be required to adhere to an Information Sharing Protocol in accordance with the Wales Accord on Sharing of Personal Information (WASPI) Framework when sharing information under the aforementioned Partnership Agreement.

Where the regional WDTU is processing personal data (as defined by the DPA) such as an individual's training record or as a data processor for the regional WDTU (as defined by the DPA), the City of 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 and against accidental loss or destruction of, or damage to, the personal data).

The City of Cardiff Council will also be required to provide the Vale of Glamorgan Council with such information as it requires to satisfy itself that the City of Cardiff Council is complying with its obligations under the DPA. It must also ensure that mechanisms are in place to support prompt notification of any breach of security measures required to be put in place and ensure it does not knowingly or negligently do or omit to do anything, which places the Vale of Glamorgan Council in breach of its obligations under the DPA.

The regional WDTU will be responsible for facilitating internal and external social care staff in accessing their Personal Data under the DPA.

7.4 Draft Implementation Plan

A draft Implementation Plan identifying key actions and milestones is located at **Appendix F** for information. It is expected that the regional WDTU will be operational by April 2018 following the appointment of the Regional Manager, which will be undertaken in Quarter 3 of 2017-1, with a restructure commencing at the end of the second quarter of 2018-19.

In order to create capacity to progress implementation at the required pace, it is proposed that Project Management expertise is secured to work with the Operational Manager, Strategy, Performance & Resources to expedite recruitment of the Regional Manager, and progress staffing issues related to the TUPE transfers of staff. Thereafter, it is proposed that this additional capacity is utilised up until the end of quarter 4 of 2017-18, to support the Regional Manager to progress key actions in the implementation plan such as the development of a Memorandum of Understanding, development of plans to restructure.

7.5 Proposed Performance and Quality Assurance Framework

Performance of the regional WDTU and the vital contribution it makes to the achievement of the wider regional Workforce Partnership priorities will be monitored using a Performance Management Framework that promotes effective regional social care workforce development using a Plan, Measure, Evaluate and Report cycle.

Plan: This will ensure that national priorities are reflected in regional arrangements with provision for the local priorities of both LAs to be met if these are different from the regional priorities. The regional WDTU planning arrangements will be responsive to legislation, case law and inspection, underpinned by and efficient delivery model (see **Section 5**) and a robust communication and engagement framework for key stakeholders.

Measure: Measurement of the effectiveness of the regional WDTU will be underpinned by an outcome-focused quality assurance and improvement framework that comprises of key performance indicators, robust data collection and analysis and effective customer satisfaction arrangements.

Evaluate & Report: Evaluation and reporting arrangements will consider emerging best practice, effectiveness and impact, customer feedback and progress against and in addition to the annual plan. Outcomes will be reported on a quarterly basis through the governance structure.

The Quality Assurance Process will ensure that issues are identified and addressed in a timely way through the following arrangements:

- **What:** Relevance, content and quality of training and events, frequency, timing and access, effectiveness and outcome of training and events, customer satisfaction, communication and engagement.

- **Who:** Social Services staff and managers, partner organisations and agencies, carers and service users, students, external bodies, other relevant stakeholders.

- **How:** Initial and post course evaluations, workshops, forums and events, attendance figures, targeted questionnaires (e.g. Survey Monkey), employee supervision and appraisal, inspection reports, specific evaluation and performance data (e.g. national programmes, pilots etc.

8. RECOMMENDATIONS

8.1 The establishment of a regional Social Care Workforce Training Unit as outlined in this Business Case

Rationale

8.2 The scale and complexity of the social care workforce agenda across the RWP 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.

8.3 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 WDTU. 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.

List of Appendices:

- **Appendix A**: Options Appraisal
- **Appendix B**: Equalities Impact Assessment
- **Appendix C:** Regional Manager Job Description & Person Specification
- **Appendix D**:Regional Workforce Partnership Governance Chart
- **Appendix E**: Overarching Operational Structure and Key Functions
- **Appendix F**: Implementation Plan

Appendix A: Options Appraisal

Options	Opportunities	Challenges	Ranking & Rationale
1. **Do nothing but continue to build on the joint training opportunities already in place**	• Least disruptive option and therefore promote stability in the short term • Easier to work in one LA area – no challenges regarding working to different LAs with different policies re staff development. • Staff are familiar with local partners and local need and partnerships may be less affected. • Staff would continue in same role working to their specialisms with same terms and conditions • No loss of continuity / productivity that is sometimes experienced when teams restructure.	• More difficult to meet the needs of the national and regional workforce development agenda with the current arrangements of having to provide a regional workforce partnership which is delivered from two separate LA teams. • Current model is not sustainable. There is a need to respond to changing demand (e.g. development of e-learning) and there is currently a lack of capacity and expertise to deliver this within current operational arrangements. • There are gaps in current provision (e.g. the vale does not have a workforce partnership coordinator) and duplication in others. • It is harder to achieve equity of provision with two separate teams delivering	This was the least preferred option for the staff groups who felt that there was a missed opportunity if merging of the training units was not developed beyond the boundaries of current practice. The staff teams had an appetite for embracing change rather than things remaining as they are.

			services in different ways. • The separate and different systems that are in place make it challenging for providers who operate across the regional (e.g. different booking systems for training courses).	
2.	**Appoint a Regional Manager who will be hosted by one of the LAs, who will oversee two separate Cardiff & Vale teams (as they currently operate)**	• This model may make it easier to meet the needs of two LAs. • This would be less disruptive than full integration and the appointment of a regional manager could provide consistency of approach and delivery across the region where it is feasible to do so, whilst still operating two separate teams for Cardiff & Vale. • This arrangement would strengthen the current joint working arrangements whilst retaining the LA identity of both teams. • This model already exists and works well in some areas of Adult Services where a manager, employed by one local authority manages staff located in two separate teams (e.g. Learning Disability).	• This model would not address duplication / gaps in current arrangements as little would change. • There would be little benefit to customers other than the ability to provide some operational synergy across the teams. • Any developments are likely to be undertaken within separate teams rather than on a regional basis – therefore little benefit to the regional workforce partnership. • There would be no integration in practical terms.	The staff team felt that this option did not go far enough and would not future proof the services. They felt that this option would have little positive impact on customers. It was therefore felt that this option went some way to creating the conditions required for a sustainable social care training unit, but that it fell short of what was needed to provide a service that was up to date, and responsive to changing needs of both LAs.
3.	**Appoint a Regional**	• As in **Option** 2, first 3	• As in **Option 2**	• As Option 2

		bullet points	above. Additionally,	above
	Training Manager who will be hosted by one of the LAs and second staff to the host LA, who will carry out their substantive roles in the same way, under the management of the host LA			
4.	**Appoint a Regional Training Manager who will be hosted by one of the LAs and TUPE staff from the other LA to the same LA so that all staff are employed by the same LA. Then restructure to create one team that covers the whole of the region.**	• There could be a risk of job losses if duplication of roles is removed from the new structure. • Individual LA teams will risk losing their identify • The smaller team may feel that they are being taken over by the larger team and there is a risk that the needs of the smaller LA may be lost amongst the demands of the larger LA. • Some staff may experience a negative impact on salary • Roles will change and this could be disruptive. • One team would have to meet the need of two different LAs and this will be challenging	• This creates a positive opportunity to create a training unit that is fit for purpose and future proof. • A fully integrated team will be best placed to consistently meet the needs of the region in a fair and equitable way. • This is the model that is most conducive to meeting the needs of the regional workforce partnership. • This model will provide the opportunity for staff to work at scale, using their specialisms. • This provides the best option for	This was the staff teams preferred option. They felt that this option would provide an opportunity for teams to be fully integrated, following a restructuring that allows one team to operate across the region in a consistent way, whilst responding to the individual need of the two LAs. It was felt that this option would provide the best opportunity to create a training unit that reflected current and future needs, making best use of recourses and offering the maximum benefit to customers.

		given the differences. • Some staff may need to be relocated and this could have a negative impact (e.g. increase in travel time). It may also make the team less accessible to those staff / providers who are located in the other LA	maximising the resources that are available and making best us of capacity and expertise. • This provides the best opportunity to standardise practice. • This provides an opportunity to stream line the available funding across the regional, administering it from one pot. • This model will reduce duplication and provide an opportunity to address current gaps.	
5.	**Externally commission the whole function with regional Training Unit being delivered by an external agency outside of both LAs.**	• This could be more cost effective. • There may be an ability to generate income for the Local authority by delivering training at a profit for private businesses.	• It would be more difficult to achieve quality • There would be les ability of the service to be flexible and adapt to changing need. • There would be a risk that the service may not meet need and it may be difficult to retain control over provision	Staff teams felt that this was not a viable option because it does not reflect the intentions of Welsh Government. It was felt that this option would pose significant risks to the two Local Authorities who would have less control over the quality of training provided and the ability to be flexible and adapt to meet changing need.

		• This was felt to be an extremely risky option – once the service was outsources it would be more difficult to bring back in house in the future if unsuccessful.	
6. Merge both Training Units and locate within the Corporate Training Arm of one of the LAs	• There may be economies of scale by merging with the corporate training arm of a LA • This could release capacity and provide opportunities to close some of the current operational gaps. • There could be advantages to the hosting LA of having all its training provision in one place.	• There is a risk that the social care training units in both LAs would lose their identity following the merger. • There is a risk that control would be lost and needs would not be met. • This does not seem to be in line with Welsh Government's view of regional working within the social care sector. • There is a greater risk of a disconnect occurring between the Corporate Training arm of the hosting Local authority and the provision of social care training to the other LA.	Whilst staff were able to recognise the importance of an integrated regional training unit having a close working relationship with both LA corporate training arms, it was felt that there was a risk that the social care identity would be lost if the training unit merged with corporate training in one of the two LAs it was also felt that the loss of identify may make it more difficulty to deliver training to the wider social care workforce and therefore may make it more difficult to meet the needs of the regional workforce partnership rather than strengthen existing partnership arrangements..

Appendix B: Equalities Impact Assessment

Policy/Strategy/Project/Procedure/Service/Function Title: To consider the establishment of a Cardiff and Vale of Glamorgan Social Services Regional Workforce Development & Training Unit
New/Existing/Updating/Amending: New

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Angela Bourge	Job Title: OM Strategy, Performance & Resources
Service Team: Social Care Training Unit	Service Area: Social Services
Assessment Date: 20/12/2011	

1. **What are the objectives of the Policy/Strategy/Project/ Procedure/ Service/Function?**

To consider the implications and options of establishing a Cardiff & Vale of Glamorgan Social Services Workforce Development & Training Unit

2. **Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]**

Each of the two Authorities currently operate separate Social Services Workforce Development & Training Units and have done so since 1996.

However working relationships between the two Units is strong and there is a significant level of joint working and cooperation between officers of the two Units.

Welsh Government (WG) policy is increasingly promoting Regional responses to their initiatives highlighted most recently in Social Services by the WG requirement for the establishment of Regional Social Care Workforce Development Partnerships. Other recent examples include the establishment of Regional Adult and Children's Safeguarding Boards. These changes present significant challenge to the workforce, workforce planning and training delivery in the Region.
 The Social Services and Well-being (Wales) Act 2014 provides fresh impetus for changing working practices and in particular the relationship between workers in Social Services, Health & other Public Services within their communities.

It is therefore inevitable that the potential opportunities presented by the establishment of a Social Services Regional Workforce Development & Training Unit merits consideration.

In summary, the key driver for this proposal are therefore the opportunities it presents to organise the resources at the Region's disposal in the most effective way to deliver a social care workforce that is able to meet the expectations of the Act and the growing expectations of the population it serves.

3   Assess Impact on the Protected Characteristics

3.1   Age
Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative/]** on younger/older people?

	Yes	No	N/A
Up to 18 years			x

| 18 - 65 years | | | | x |
| Over 65 years | | | | x |

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
This proposal is not felt to have a differential impact on age. The unit currently delivers social care training to adults who work with both children and adults who have social care needs.
What action(s) can you take to address the differential impact?

3.2 Disability

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on disabled people?

	Yes	No	N/A
Hearing Impairment		X	
Physical Impairment		X	
Visual Impairment		X	
Learning Disability		X	
Long-Standing Illness or Health Condition		X	
Mental Health		X	
Substance Misuse		X	
Other		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
This proposal is not felt to have a differential impact on disability.
What action(s) can you take to address the differential impact?
There is currently no one in the team who is registered as disabled. However, we will ensure that any proposed office moves that may arise in the future from this proposal will cater for the needs to both staff members and members of the social care workforce who will be accessing training from the team.

3.3   Gender Reassignment

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on transgender people?

	Yes	No	N/A
Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not felt that this proposal will have a differential impact on people who fall within the gender reassignment protected group
What action(s) can you take to address the differential impact?

3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage		X	
Civil Partnership		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not felt that this proposal will have a differential impact on marriage and civil partnership.
What action(s) can you take to address the differential impact?

3.5 Pregnancy and Maternity

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy		X	
Maternity		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is recognised that current team is disproportionately female. However, this proposal is not felt to have a differential impact on pregnancy and maternity. Women in the team who fall into this category will be afforded the same level of support as others employed by the Council.
What action(s) can you take to address the differential impact?
The fact that this service will be delivered regional may require current team members to cover a wider area when delivering training / assessing. However, individual risk assessments will always be carried out in such instances where women in the team are pregnant and appropriate adjustments will be made if it is appropriate to do so. This may mean that employees who fall into this category undertake more on-site training or substantially deliver training / assessments in one of the two local authority areas.

3.6 Race

Will this Policy/Strategy/Project//Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
White		X	
Mixed / Multiple Ethnic Groups		X	
Asian / Asian British		X	
Black / African / Caribbean / Black British		X	
Other Ethnic Groups		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not felt that this proposal will have a differential impact on race.
What action(s) can you take to address the differential impact?

3.7   Religion, Belief or Non-Belief

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist		X	
Christian		X	
Hindu		X	
Humanist		X	
Jewish		X	

Muslim		X	
Sikh		X	
Other		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not felt that this proposal will have a differential impact on religion
What action(s) can you take to address the differential impact?

3.8   Sex

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on men and/or women?

	Yes	No	N/A
Men		X	
Women	X		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is recognises that women are disproportionately represented in the team. Therefore any changes that will be made will disproportionately affect this group.
There is concern that the proposal may mean that staff have to cover a wider area and this may impact on travel time and costs incurred from having to pay for parking.

What action(s) can you take to address the differential impact?
As far as it is practicable to do so, sites will be identified across Cardiff & Vale for the delivery of training in those areas. Whilst there will be an inevitability that if the proposal is agreed, staff will be required to deliver services to areas of the Vale as well as Cardiff, we will try to substantially play to people's strengths and knowledge and allocate work to them that is closes to their work base.

3.9   Sexual Orientation

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
Bisexual		X	
Gay Men		X	
Gay Women/Lesbians		X	
Heterosexual/Straight		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not felt that this proposal will have a differential impact on sexual orientation
What action(s) can you take to address the differential impact?

3.10 Welsh Language

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on Welsh Language?

	Yes	No	N/A
Welsh Language		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
It is not felt that this proposal will have a differential impact on Welsh Language. The Welsh Language Act and associated standards will be observed at all times in line with Council and legislative requirements.
What action(s) can you take to address the differential impact?

4. Consultation and Engagement

What arrangements have been made to consult/engage with the various Equalities Groups?

| Consultation has taken place with staff who are in scope for this proposed change via regional workshops and in team meetings within the individual Local Authorities.

Additionally a Regional Board and operational group was established to ensure that key stakeholders within both Councils were actively involved in shaping the proposals. |
|---|

5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	
Disability	There is currently no one in the team who is registered as disabled. However, we will ensure that any proposed office moves that may arise in the future from this proposal will cater for the needs to both staff members and members of the social care workforce who will be accessing training from the team.
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	The fact that this service will be delivered regional may require current team members to cover a wider area when delivering training / assessing. However, individual risk assessments will always be carried out in such instances where women in the team are pregnant and appropriate adjustments will be made if it is appropriate to do so. This may mean that employees who fall into this category undertake more on-site training or substantially deliver training / assessments in one of the two local authority areas.
Race	
Religion/Belief	
Sex	As far as it is practicable to do so, sites will be identified across Cardiff & Vale for the delivery of training in those areas. Whilst there will be an inevitability that if the proposal is agreed, staff will be required to deliver services to areas of the Vale as well as Cardiff, we will try to substantially play to people's strengths and knowledge and allocate work to them that is closes to their work base.
Sexual Orientation	
Welsh Language	
Generic Over-Arching	

[applicable to all the above groups]	

6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By : Angela Bourge	Date:
Designation: Operational Manager: Strategy, Performance & Resources	
Approved By:	
Designation:	
Service Area:	

7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

Appendix C: Regional Manager Job Description & Person Specification

City of Cardiff Council

JOB DESCRIPTION: Social Care Training Manager: Cardiff & Vale of Glamorgan Regional Workforce Development Training Unit & Partnership

Service Area : Children's Services **Job Title :** Regional Manager, Cardiff & Vale Social Care regional Workforce Development Training Unit and Partnership

Grade : subject to evaluation

Accountable to : Operational Manager (1), Strategy, Performance & Resources

Job Purpose

- *To work at a strategic level to ensure the 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 across existing arrangements.*

- *To make an effective contribution to realising the national priorities for the Social Care Workforce in Wales, ensuring that the region's views are appropriately represented and reflected in national developments.*

- *To implement and manage the Regional Workforce Training Unit (WDTU) to ensure effective planning and delivery of a training and development service for Social Services employees.*

- *To deliver an effective Regional Workforce Partnership (RWP) that appropriately meets the current and future needs of the wider Social Care workforce.*

- *To provide a strategic lead on the development and implementation of training policies, strategies, plans, processes, procedures and activities which are appropriate to, and meet current and future needs for social care workforce planning and development across the region.*

Job Specific Duties & Responsibilities

1. Leading and managing the day to day planning, organising and delivery of social care development and training services across the region and their ongoing review and adjustment.

2. Manage, lead and motivate staff at the regional WDTU in order to ensure that the range of targets and key objectives set locally by the two Councils, regionally by the RWP and nationally by Welsh Government are achieved.

3. Develop and implement processes that ensure that the training and staff development needs of the workforce are addressed appropriately and in a timely way so that Council policies and procedures across the region can be implemented effectively and learning and development targets are met.

4. To ensure that relevant circulars, guidance and legislation concerning workforce training and development are considered, interpreted and implemented, subject to regional requirements and policies and procedures of both Council's.

5. To prepare the Annual Regional Training Business Plan in consultation with Social Services across Cardiff & Vale of Glamorgan

and the wider Social Care Sector (via the RWP) and to co-ordinate all activities related to funding.

6. To lead and manage the day to day planning, organising, delivery and review of training programmes for the region.

7. To develop and implement effective information, monitoring and evaluation systems and ensure the provision of appropriate management information in respect of workforce planning and development.

8. To monitor and review the outcomes of learning, training and development to ensure effective evaluation.

9. To develop and maintain a high quality, dedicated Social Work Student learning function for the region.

10. To promote a learning culture to enhance the profile of staff development cross the region in order to meet internal challenges in Social services and external challenges for the wider Social Care sector in the region.

11. To be responsible for the overall management of all budgets allocated, with regular reports submitted to relevant managers in Social Services and to the RWP as required

12. To represent the region on outside bodies/partnerships and at meetings with those academic institutions and awarding bodies which are responsible for validating, providing and reviewing qualifications in social work and social care.

13. To promote interagency strategies which support and enhance joint working in respect of workforce planning and development.

14. To contribute to workforce planning and to policies which relate to the recruitment,   retention and staff development of the internal and external social care workforce.

15. To be accountable for managing risks, issues and change and proposing solutions where appropriate.

16. To promote a culture of critical enquiry, evidence based practice and learning within the programme.

17. To ensure that proposals are effective in meeting both Local Authorities', statutory duties in respect of Workforce Development and Planning.

18. Effectively deploy any dedicated staff time and resource allocated to the regional WTDU & RWP to ensure an effective response to priorities.

19. Lead and contribute to the development of policies and practice to meet changing and emerging needs ensuring compliance with requirements of legislation related to the services that fall within the programme.

20. To work within the governance arrangements set out by the RWP Board and provide regular progress reports to the Board at agreed intervals.

21. To develop a robust communication / consultation strategy that seeks to update and include key stakeholders, and service users in the developments set out in the annual business plan for the regional WTDU and RWP.

Corporate Duties & Responsibilities

- Prepare and monitor regional budgets in accordance with Council policy, and ensure that delegated budgets are managed effectively by staff to maximise service outcomes.

- Formulate service plans and priorities for the Service that provide a clear line of sight to the Corporate Plans of both Local Authorities, to contribute to achieving the relevant areas of the overall corporate strategy, ensure that these plans and objectives are understood internally and externally and are effectively implemented.

- Be responsible for constantly revising and adapting a strategy for delivering a regional service which takes account not only of the intra-authority pressures, but also relates to the needs and aspirations of the people of Cardiff and the Vale of Glamorgan and to staff and resources available, or potentially available, to meet those needs.

- Build mutual confidence and respect and foster effective working arrangements with Cabinet Members, Chief Executive, Directors, Assistant Directors, Heads of Service, staff and Trade Unions representatives throughout both Councils to maximise the efficiency of the regional service.

- Define performance measures by placing a high value on the views of the people of Cardiff and the Vale of Glamorgan and demonstrate a commitment and willingness to meet directly with customers to ensure a customer focus to the service.

- Lead/contribute to the development and delivery of regional and sub regional partnerships that contribute to the efficiency programme of both Councils and their Social Services Directorates and develop and contribute towards delivering the objectives of Social Services and the wider RWDP, achieving value for money for the Council taxpayer and effective service for the people of Cardiff and the Vale of Glamorgan.

- Through the Lead Director for Workforce across the region provide full and detailed advice on the regional service to appropriate Members and account to the relevant Cabinet Member(s) via the established procedures to ensure that Members of both Council's are fully informed and involved in appropriate decision making.

- Be committed and sensitive to achieving the Councils' strategies, policies and practices in relation to equal opportunities to

provide equality of access to the service and to move towards a more diverse workforce to reflect the diversity of the people of Cardiff and the Vale of Glamorgan.

- Ensure the RWTU management structure and its internal management processes are appropriate to delivery of the service and the implementation of policy. Recommend changes in the organisation, to respond to new circumstances or the achievement of new policy objectives.

- Be responsible for actively managing staff in accordance with Cardiff's Corporate Policy, which including effective performance management and performance appraisal arrangements at all levels and the monitoring and review of performance, to maximise the potential of staff and ensure effective delivery and contribution to the Council's Transformation programme.

- Ensure that legal, statutory and other relevant provisions governing or affecting Cardiff Council, or any other directions from the Director from time to time in force, are strictly observed to ensure probity and protect the Council from legal challenge.

- Take responsibility for any allocated cross authority project/assignment to ensure its successful outcome.

- Undertake other duties as may be reasonably required by the Director.

DATE OF JOB DESCRIPTION: February 2017

Person Specification

Designation of Post: Regional Manager, Cardiff & Vale Social Care regional Workforce Development Training Unit and Partnership

Post No: TBA

THE PERSON SO APPOINTED MUST FULFIL THE FOLLOWING REQUIREMENTS:

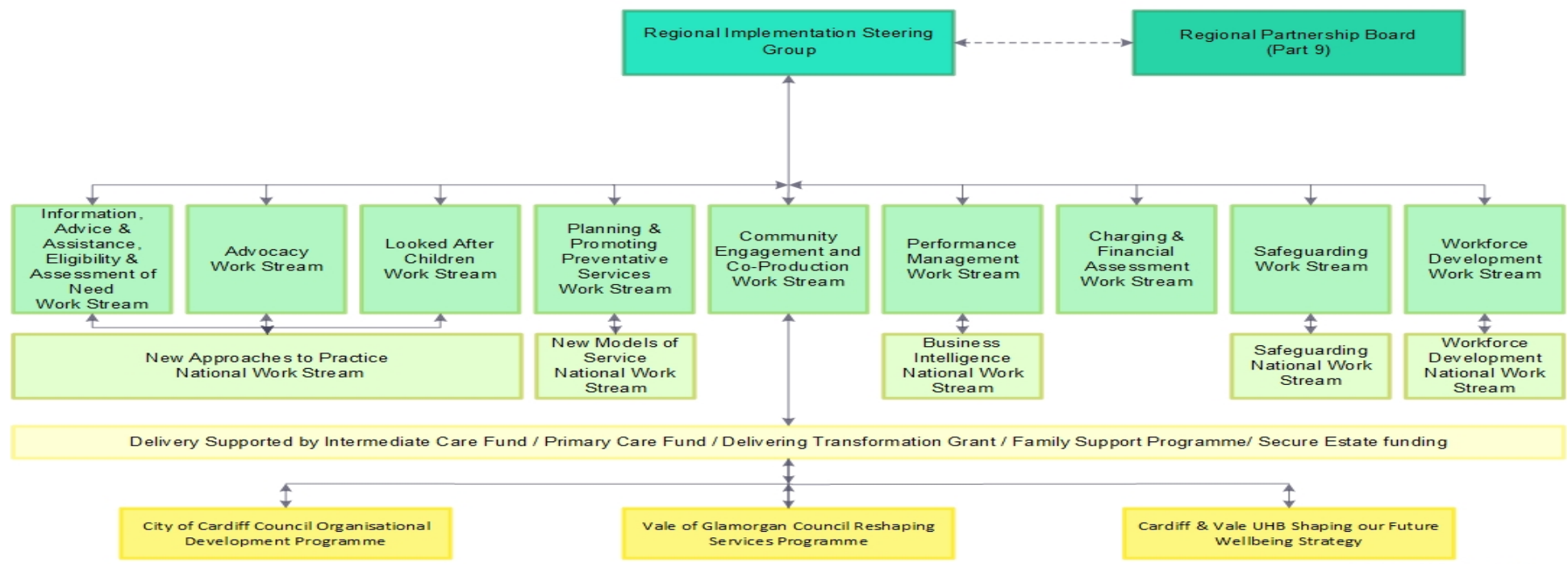|	*Essential*	*Desirable*
Education & Training	1. Relevant training and development qualification 2. Relevant Social Work Qualification and registered with the Care Council	1. A recognised management qualification e.g. NVQ TDLB 5/4 or NVQ Management 5/4 MBA, M.Sc.
Knowledge & Experience	3. Experience of working in a Local Authority Social Services Directorate 4. Knowledge of the relevant legislation and statutory regulations in respect of the care of adults, children and young people and knowledge of good practice in working with vulnerable people. 5. Knowledge of the Social Care Workforce Development Programme, National Minimum Standards, National Occupational Standards and Qualification Frameworks 6. Experience of the training cycle: needs analysis, design, presentation / facilitation, coaching and mentoring, evaluation. 7. Knowledge of workforce recruitment and retention issues in the social care sector. 8. Experience of developing performance management frameworks 9. Experience of working in partnership with other agencies at a regional and national level.	2. Experience of assessing professional competence within the social work/social care qualification frameworks

	10. Experience of financial management including management of grant funded services. 11. Experience of managing Health & Safety 12. Experience of writing funding / grant applications	
Skills and Abilities	13. Problem solving and analysis skills 14. Project Management 15. Ability to negotiate and mediate and manage conflict 16. Ability to implement new models of working and effect positive change. 17. Excellent leadership skills, demonstrated in an ability to effectively manage staff performance, motivate staff and work collaboratively with colleagues to build strong teams. 18. Excellent oral and written communication skills 19. Good IT skills and a commitment to technology based solutions to service delivery. 20. Ability to reflect and evaluate own practice and demonstrates a commitment to continuing own professional development.	
Personal Attributes	21. Commitment to the Council's Equal Opportunities Policy 22. Demonstrates a commitment to the application of Social Work values 23. Ability to work under pressure to meet objectives within tight timescales.	
Special Circumstances	24. Ability to work outside of normal office hours when necessary.	1. Full valid driving licence and access to a car.

Appendix D Regional Workforce Partnership Governance Arrangements

Social Services and Well-being (Wales) Act 2014 - Implementation Governance Structure 2016/17

Regional Implementation Steering Group ← - - → Regional Partnership Board (Part 9)

| Information, Advice & Assistance, Eligibility & Assessment of Need Work Stream | Advocacy Work Stream | Looked After Children Work Stream | Planning & Promoting Preventative Services Work Stream | Community Engagement and Co-Production Work Stream | Performance Management Work Stream | Charging & Financial Assessment Work Stream | Safeguarding Work Stream | Workforce Development Work Stream |

New Approaches to Practice National Work Stream

New Models of Service National Work Stream

Business Intelligence National Work Stream

Safeguarding National Work Stream

Workforce Development National Work Stream

Delivery Supported by Intermediate Care Fund / Primary Care Fund / Delivering Transformation Grant / Family Support Programme/ Secure Estate funding

City of Cardiff Council Organisational Development Programme

Vale of Glamorgan Council Reshaping Services Programme

Cardiff & Vale UHB Shaping our Future Wellbeing Strategy

Version 0.6 20 Dec 2016

Appendix E: Overarching Operational Structure and Key Functions

Regional Workforce Development Training Unit			
Business Planning & Partnerships:	**Practice Learning Opportunities**	**Delivery & Commissioning of Training Opportunities**	**QCF Assessment**
SCWDP Coordination Business Support Data collection & Analysis Customer feedback Workforce Planning Business Planning Website admin Admin of Training Booking systems Communication & engagement with sector	Implementation of hosting protocol with Universities Provision of student practice learning opportunities Support to SW students Commissioning of off-site practice assessors Support to internal and external Practice Assessors Administration of SW Traineeship Scheme (Cardiff)	Development of training calendar Design and dev of training tools and programmes Commissioning of external training Dev of Best Practice / Lessons learned / research resources Development of e-learning training Welsh Language Act compliance	Development of QCF delivery framework for Cardiff & Vale Support to QCF learners QCF assessment

Appendix F: Draft Implementation Plan

Milestone	Timescale	Lead
Cabinet Decision	**End of October (Cardiff) / Beg of Nov (Vale)**	OM Strategy, Performance & Resources
Secure Project Management Capacity	**November**	OM Strategy, Performance & Resources
Development / Creation of Regional Manager Post	**Mid November**	OM Strategy, Performance & Resources
Develop Partnership Agreement and achieve sign off	**End of December 2017**	OM Strategy, Performance & Resources
Recruitment & Appointment of Regional Manager	**End of December 2017**	OM Strategy, Performance & Resources
Progress staffing Issues related to TUPE transfers	**Dec 2017 – March 2018**	Regional Manager
Secure interim ITC solutions for team	**End of March 2018**	Regional Manager

Develop MOU re Information Sharing	**End of February 2018**	Regional Manager
Launch of new regional WDTU	**April 2018**	Regional Manager
Bedding in period and consultation with staff and Trade Unions on restructure proposals	**July – Sept 2018**	Regional Manager
Implement Performance & Quality Assurance Framework	**July 2018 2018**	Regional Manager
Implement Restructuring Proposals	**Sept 2018**	Regional Manager
Explore alternative accommodation options and agree future accommodation arrangements	**December 2018**	Regional Manager

CYNGOR CAERDYDD

CARDIFF COUNCIL

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE

4 OCTOBER 2017

WORK PROGRAMME 2017/18

Purpose of Report

1. The Council's Constitution states (Scrutiny Procedure Rule 7) that each Scrutiny Committee will set its own work programme. The Community & Adult Services Scrutiny Committee's terms of reference provide the Committee with the responsibility for the scrutiny of a number of specific service areas.

2. This report requests that the Committee sign off the 2017/18 Work Programme attached at **Appendix A.**

Background

3. At the last meeting of this Scrutiny Committee on the 6 September 2017, Members considered a detailed report arising from a Work Programming Forum, which took place in August. The Committee agreed to sign off the Work Programme at this meeting.

4. At the last meeting, Members agreed the following:

- Committee meetings would aim to last no more than 3 hours, which equates to approximately 2 substantial items and 1 smaller item, as recommended by the Wales Audit Office.

- A system of briefs/updates/progress reports be established, to free up valuable Committee time, but also to keep Members informed of progress against these issues. Should any concerns or questions be raised these would then be brought onto the Committee's Agenda for formal consideration.

- Performance monitoring reports and "Deep Dives" into performance be scrutinised by a Performance Panel. The Panel would regularly report back to Committee with their comments, concerns or requests for further investigation at full Committee.

Issues

5. Attached at **Appendix A** is a final draft of the Work Programme for 2017/18 for Members consideration.

6. At the last meeting, Members agreed that they would take part in the following:

<u>**Inquiries:**</u>

- **Drugs** – joint Scrutiny Inquiry with Children & Young People Scrutiny Committee *(October – December 2107)*
- **Safety In Parks** – to be timetabled
- **Community Safety in New Communities** – to be timetabled

7. During the year Members will receive the following **<u>at Committee</u>**:

<u>**Pre-Decision Items**</u>

- **Recommissioning of Housing and Support Services for Young People –** To seek approval for the recommissioning of a range of housing and support services for young people*. (November 2017)*

- **Development of a City Wide Employability Provision** – this will include an update on the Communities First Transition previously requested by Members and will concentrate on *"improving Involvement and Participation opportunities for Communities post Communities First closure". (November 2017)*

- **Night Time Economy Strategy** – Members to have the opportunity to consider the draft NTE Strategy prior to its consideration by Cabinet in November. The Committee previously undertook a major Inquiry on this issue.

- **Homelessness & Housing Need Strategy** – Update on the level of housing need in the city; the progress in changing the approach to homelessness since the introduction of the new Housing Wales Act; and alternative options for meeting housing need.

- **Domestic Abuse Regional Strategy** – to tie in with Gender Specific Services

<u>**Briefings/Presentations**</u>

- **Mental Health Community Services Review** – Cardiff & Vale UHB Brief on the Review, its work streams etc. *(November 2017)*

- **Independent Living Services Briefing** – a brief on the range of Independent Services (including FPOC, Telecare, ARC etc) as well as an update on Disabled Adaptations following a Deep Dive during 2016/17 *(December 2017)*

- **Lettings Policies for High Rise Blocks** – A brief on the Policy, which will include examining the mix of residents in high-rise blocks, to ensure that all residents feel safe and not at risk in their homes. *(December 2017)*

- **Council Housing Voids** – 12 month update following a Deep Dive in 2016/17 *(December 2017)*

- **Quality of Life in Care Homes** – receive a presentation from the CSSIW on Care Homes in Cardiff - their performance, concerns, examples of good practice etc. *(January 2018)*

- **Information, Advice & Assistance** – Update Brief on these services (*January 2018)*

- **Rough Sleepers Strategy –** Brief on the implementation of the Strategy and Action Plan and other issues raised by Members on rough sleepers in Cardiff

– increased numbers; provision; rights and entitlements; aggressive begging etc. *(March 2018)*

- **Carers – Assessment & Engagement** – Brief to Members on the processes for assessment; profile of carers; challenges following implementation of SSWB Act; engagement with those who do not yet identify themselves as "formal" carers; issues relating to BAME carers. *(March 2018)*

- **Supporting Adults in the Community** – Brief to Members following winter pressures on services – this will include covering issues relating to Delayed Transfer of Care and Domiciliary Care & provide a "whole picture" in this high demand period. *(March 2018)*

- **Older People's Accommodation Strategy** – Members to have the opportunity to contribute to the draft Strategy *(May 2018)*

- **Locality Based Working & Neighbourhood Partnerships** – Briefing to Members on Progress against the Corporate Plan and Directorate Service Delivery Plan commitment to "*Review our neighbourhood partnerships to ensure we are working with citizens and partners on a locality basis by March 2018*" *(June 2018)*

8. Members will receive **Briefings** (outside of the Committee process) on the following issues:

- **"Quick to Build" Housing Briefing** – *To be timetabled*
- **Asylum Seekers and Refugee Needs** – *to be timetabled*
- **Direct Payments** – *to be timetabled*

9. The Committee agreed to continue to have a **Performance Panel**, which will consider the following:

- **Quarterly Performance Reports** *(December, March, June)*
- **Adult Safeguarding** – request from Audit Committee to look at current safeguarding arrangements/processes *(January-March 2018)*
- **Well-Being of Staff working in Social Care** – recruitment/retention of staff; budget implications; sickness absence etc. *(April-June 2018)*

Way Forward

10. Members are requested to sign off the 2017/18 Work Programme, attached at **Appendix A**.

Legal Implications

11. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

12. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended:

i) To sign off the 2017/18 Work Programme, attached at **Appendix A**.

DAVINA FIORE
Director of Governance and Legal Services
28 September 2017

CASSC DRAFT WORK PROGRAMME 2017/18   **Appendix A**

	06/09/2017	04/10/2017	15/11/2017	06/12/2017	17/01/2018	12/02/2018	14/03/2018	18/04/2018	16/05/2018	16/06/2018	04/07/2018
Committee Item 1	Cardiff & Vale Draft Dementia Services Strategy 2017-27	Proposal to develop a Regional Social Care Training Unit for Cardiff & the Vale of Glamorgan - *Pre-decision*	Recommissioning of Housing and Support Services for Young People - *Pre-decision*	Independent Living Services Brief to include Disabled Adaptations - 12 month update/ review	Homelessness & Housing Need Strategy - *Pre-decision*	Corporate Plan	Rough Sleepers Strategy	Domestic Abuse Regional Strategy - *Pre-decision*	Older People's Accommodation Strategy - *TBC*	Locality Based Working & Neighbourhood Partnerships *-* *Briefing*	Director of Social Services Annual Report- Joint CYP/CASSC
Committee Item 2	2017/18 CASSC Work Programme	2017/18 CASSC Work Programme	Development of a City Wide Employability Provision - *Pre-decision*	Lettings Policies in High Rise Blocks	Quality of Life in Care Homes	2018/19 Budget	Supporting Adults in the Community		CASSC 2017/18 Annual Report		
Committee Item 3	2017/18 Quarter 1 Performance		Draft Night Time Economy Strategy - *Pre-decision*	Council Housing Voids - 12 month update/ review	Information, Advice & Assistance Update		Carers - Assessments & Engagement				
Committee Item 4			Mental Health Community Services Review								
Inquiries	Drugs - Joint CYP/CASSC Inquiry										
Performance Panel				2017/18 Quarter 2 Performance			2017/18 Quarter 3 Performance			2017/18 Quarter 4 Performance	
Performance Panel					Adult Safeguarding				Well-Being of Staff in Social Care		
Briefs/Reports/ Updates outside of Committee											
Cabinet Dates	*21-Sep*	*12-Oct*	*16-Nov*	*14-Dec*	*18-Jan*	*15-Feb*	*15-Mar*	*19-Apr*	*17-May*	*21-Jun*	*12-Jul*

Topics to be Timetabled:

Inquiry - Safety in Parks

Inquiry - Community Safety - New Communities

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