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

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:

- 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:
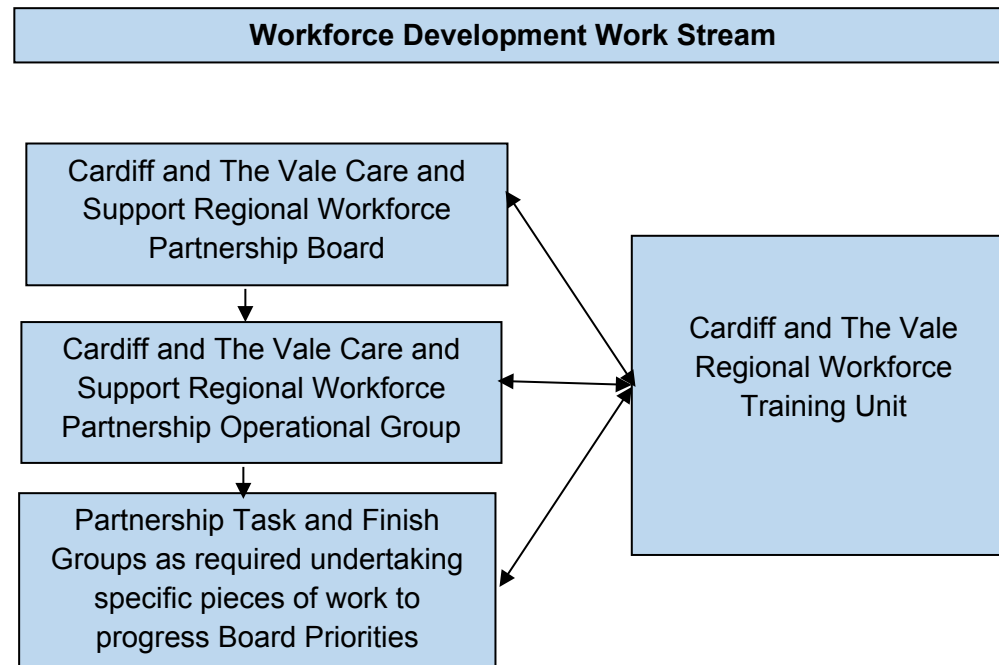
- The extent of the matters to be delegated, and any delegations to officers in the shared service;
- The terms of reference and membership of the Management and Governance Boards;
- The termination and exit provisions;
- The structure of the regional WDTU, staffing proposals and pensions;
- As to the 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.

Workforce Development Work Stream

Cardiff and The Vale Care and Support Regional Workforce Partnership Board

Cardiff and The Vale Care and Support Regional Workforce Partnership Operational Group

Partnership Task and Finish Groups as required undertaking specific pieces of work to progress Board Priorities

Cardiff and The Vale Regional Workforce Training Unit

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

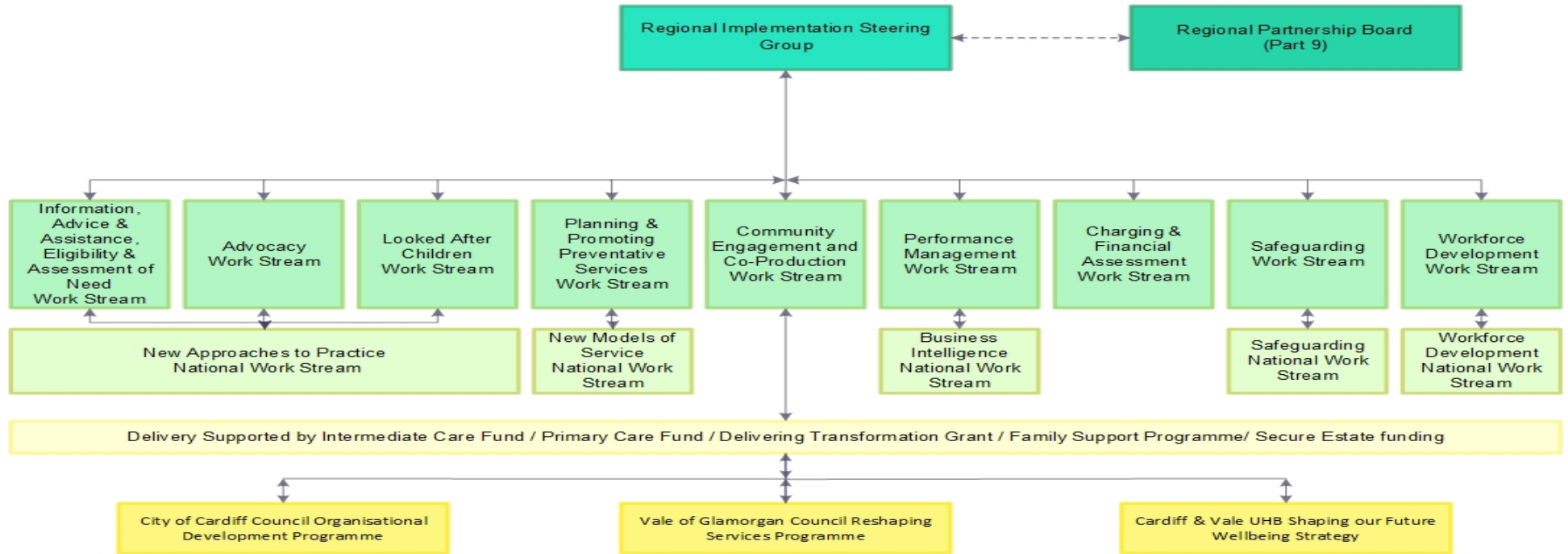**THE PERSON SO APPOINTED MUST FULFIL THE FOLLOWING REQUIREMENTS:**

	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

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                    ┌──────────────────────────┐          ┌──────────────────────────┐
                    │ Regional Implementation  │ <------> │ Regional Partnership Board│
                    │      Steering Group       │          │         (Part 9)          │
                    └──────────────────────────┘          └──────────────────────────┘
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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