



Report of the Cabinet Member for Care, Health and Aging Well

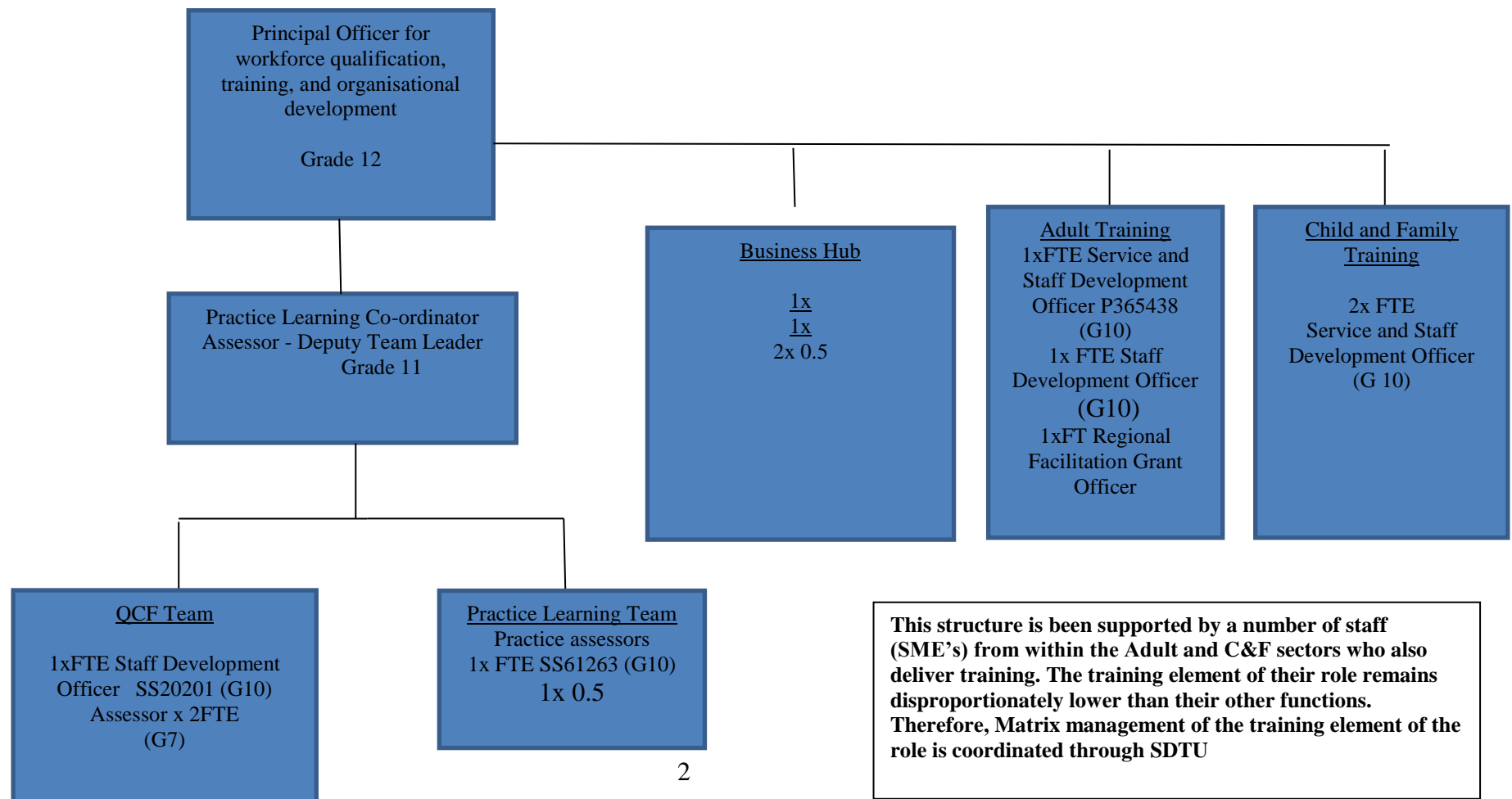
Adult Services Scrutiny Panel – Tuesday 19th November 2019

Policy Commitment 105, Investing in People, Workforce Development Plan

Purpose	<ul style="list-style-type: none"> • To provide an overview of the service area • Explain the purpose and function of the workforce development project group • To provide a briefing on the workforce development plan
Content	<p>This report includes a summary of :</p> <ul style="list-style-type: none"> • Service area • Workforce development plan
Councillors are being asked to	<ul style="list-style-type: none"> • Endorse the report
Lead Councillor(s)	Mark Child, Cabinet Member for Care, Health and Ageing Well
Lead Officer(s)	Deborah Reed Interim Head of Service for Adult Services
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Service Overview

Organisational Chart for Social Services Development & Training Unit.



Staff Development officers

- Deliver on priority outcomes as set out by the Social Care Wales Workforce Development Plan (SCWWDP) for all social work and social care and training needs. This work includes a 'safe workforce' which includes supporting the council to ensuring all staff across the directorate staff have access to safeguarding training proportionate to level of need
- Work in partnership with service managers and teams to Identify and meet needs of the training needs of the workforce
- Design and facilitate training
- Leading on regional development of safeguarding training level 1,2,3,
- Commission training where subject matter expertise is required
- Represent Swansea Council for workforce training and development inputs for local, regional, and national priorities

Practice learning Team

- Work collaboratively with HEI's, attending programme management committees, partners' meetings and practice assessment panels and research opportunities. Also coordinate and facilitate international and national experts to share and learn from social work perspectives from Swansea.
- Provide Practice learning opportunities for 60 – 70 students across levels 1,2 &3 for degree and masters hosted and seconded students.
- Train, mentor and assess social workers who are undertaking the practice assessor award (SWM09). This supports our 'growing your own' ambitions as well as well as our retention policy.
- Liaising with and supporting voluntary, private and third sector agencies who provide practice learning opportunities
- Liaising and supporting practice assessors and team managers about student PLO and assist if difficulties arise
- Co-deliver workshops with the Practice Learning Coordinator and mark portfolios for the graduate certificate. Attend required training for teaching workshops and marking portfolios as recommended by Porth Agored, and maintain CPD and currency of knowledge.

Qualification Centre

The team ensure the workforce to achieve the required and or recommended qualifications for their job role as required by the Qualification Framework set by the Social Care Wales.

- Priority work has been to ensure the Domiciliary workforce are ready for registration requirements
- Work has included the development of training workbooks for the All Wales Induction Framework(AWIF)
- The development and delivery of training to support this
- The continued role of Assessing and quality assuring all qualifications
- The development of the Centre to be approved to deliver and assess level 2-5

Workforce Planning Group

Strategic Context Overview -To identify priorities for service change as outlined in the transformation/improvement programmes and service plans to ensure alignment of workforce planning. Facilitate strategic planning workshops to consider future business planning needs.

Workforce Development Group

This group was set up in May 2019 to develop a cross-service Workforce Plan for SS Directorate to understand the current workforce and plan for the future workforce required to deliver services to the community of Swansea. The plan for the group includes:

- Develop new roles, new structures, career development pathways, codes of practice and cohesive succession planning
- Review supervision and develop appraisal processes that support new ways of working

- Identify current workforce skills and qualifications baseline, and map gaps to comply with the Social Care Qualifications Framework
- Identification of core training required to support role specific mandatory, essential and developmental learning
- Identify current workforce structures already in place composition of the current workforce - Identify changing roles and plan how we migrate from current structures to future structures (cost effective, safe, timelines and include qualifications, skills knowledge and competency planning).
- Develop and agree consistent workforce reporting – starters and leavers, exit interviews and feeding back the data to the group
- Identifying the new Qualification Framework, and mapping the new qualifications to existing roles/grades (All areas, not just Social workers, and including the front line social care workforce)
- Developing clear career pathways for the whole Social Care workforce (from Support Worker to Director)
- Step-up to Management Qualification (pre-course to Level 5 and upskilling of PO)
- Clarity of who is following the frameworks at different levels
- All Wales Induction framework – rolling out to more than new starters, so that others staff are up to date (including Foster Carers 'workforce' and Personal Assistants – direct payments workers -
- Developing clear succession planning programme – having qualified and non-qualified staff in place when and where we need them

- Review results of 2018/19 TNA and develop clear overarching training plan for each area – map to national/regional etc. requirements and identify the gaps
- Data capture of qualifications – what has the workforce got already (and record in Oracle) – develop survey (RC) and get as much data as we can online, using technology in best way to get all the data in place
- Review all Job descriptions and job titles and update all the qualifications and job titles to match new qualification frameworks
- Develop detailed training plan for service and link to national (Wales), regional provision – regional requirements, directorate requirements, service requirements, team requirements and individual requirements,
- Finding alternatives to formal training to build skills within the teams
- Models and theories of practice – develop consistent approaches to service delivery that align with Social Services Well-Being Act. The delivery will ensure economies of scale, shared resources, facilitate good practice across the board. Processes will ensure we control the workforce development activities from a central point .
- Have the information ready for next year annual SCWDP plan
- Revised Staff induction for 1st year in practice / new starters
- Training policy to be reviewed and amended including recharge for administration for non-attendance of training. Process for attending external courses for all staff
- Development, sign off and dissemination of Workforce Staff Development key Calendar dates and Guidance for returns for Social Care Wales Workforce Development Programme (SCWWDP) and Practice Learning Opportunities Fund (PLOF)

- Workforce Communication Strategy to be designed and implemented
- A staff survey to be developed and sent to staff to ensure we have base line data to identify who has what qualification and add to central database. Agreement and production of a data capture system, process and guidance, including identification of key roles and responsibilities for the process.
- All Wales Induction framework (AWIF) –Mapping required for current relevant qualifications and need for full or part AWIF. Design information and roll out to managers across the relevant service areas with regard to their regulatory duties and the content of the knowledge and competencies. Implementation plan for rolling out new starters, and updating current staff. Mapping and planning to include non-employees e.g. including Foster Carers and Personal Assistants (direct payments workers).
- Identified models and theories of practice will be delivered to develop consistent approaches to service delivery. These will align with Social Services Well-Being Act (2014) and Adult/child & Family practice frameworks.
- Supervision and appraisal policy across directorate to be revised and implemented.
- Develop and agree consistent workforce reporting – starters and leavers, exit interviews and feeding back the data to the group to action plan. Link to performance reporting.

Progress Highlights achieved in 18/19

- Successful Grant application from Social Care Wales providing Swansea with 70% of the funding that enables us to fund the Staff Development and Training Unit to deliver design and commission training
- All roles have been mapped and profiled against qualifications required. Work for 2020 will include production of career pathway framework including qualification, skills practice and knowledge opportunities for continued professional development (CPD)
- Production of a new Talent Survey (currently being piloted across 5 service areas). This will identify the level of training our staff have received and will use this to develop our staff further so they can meet the demands of their roles, develop their careers and be the best they can be. This survey will be used to identify any gaps and produce team and individual training plans to identify the training needs and career aspirations of our employees. Once we have captured this information, our managers will be able to identify any training/developmental opportunities that can support the teams meet our organisational goals. This will be linked to supervision, appraisals and team meetings.
- Supervision guidance and appraisal have been drafted and are now being updated following consultation across children's services, this work is being replicated across Adult services and will be fully implemented with a newly designed training
- A full service mapping has been completed informing us of the number of staff, roles and starters and leavers and age profiles. This data will inform workforce need and succession planning. A communication plan and training will be developed for leads across the service areas in 2020. Immediate risks are flagged with leads.
- The Successful inspection of the Qualification Centre – no recommendations made.
- The AWIF has been designed and is being delivered through the Qualification Centre and Gower College Swansea providing a blended approach to meet service need
- New induction for social work staff has been developed and implemented

- Commercial enterprise work has been developed and has enabled an additional 2k funding this year

Next steps

- Development of a Workforce strategy Document July 2020
- Introduce a systematic approach for starters and leavers and link this with succession planning (re opportunities and 'growing our own')
- Continuous review of progress via the work force planning group
- Business as usual for grant applications and funding to ensure continued workforce development
- Introduction of the recharge policy for non-attendance Jan 2020
- Workforce plans being developed alongside improvement and transformation planning
- Continue to support the workforce for registration requirements final drive for domiciliary care services to be registered by April 2020. The preparation for registration of residential care workers will be the priority from April 2020
- Implementation supporting practice frameworks for outcome focussed strength based work through Signs of Safety or Collaborative Communication will continue to drive practice and skills building across the sector and with are multi agency partners
- New induction process across social care is being aligned and developed in partnership with all directorate leads through the Learning and development strategic group
- Qualification Centre approval to assess and deliver up to level 5 QCF in progress and waiting results
- Focus on increasing regional opportunities
- Continued development of commercial opportunities
- Develop and implement workforce development evaluation which will evidence outcomes
- Workforce plan time line – on going always updating informed by practice reviews, new legislation, identified need and response to crisis