

Social Care Wales Workforce Development Programme 2019 - 2020



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This plan has been developed, and agreed, by the five local authority areas that make up the Greater Gwent Region; Blaenau Gwent, Caerphilly, Monmouthshire, Newport, and Torfaen.

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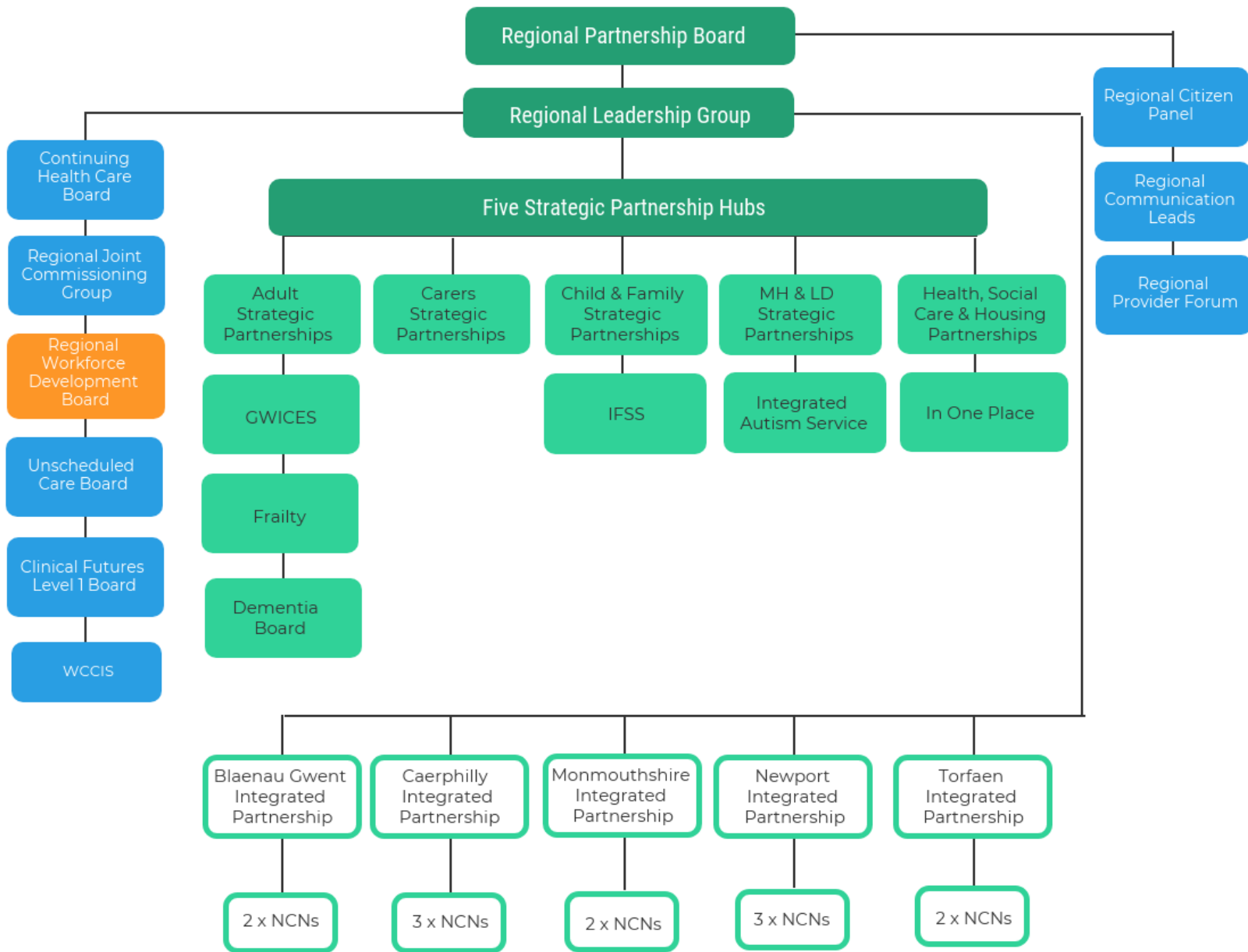
SECTION A: THE SCWWDP PARTNERSHIP GOVERNANCE

The Greater Gwent Region is committed to maximising the benefits of collaborative and partnership working. The four local Social Care Wales Workforce Development Partnerships integrate within the new regional communication and working structure for partners, established under Part 9 of the Social Services and Well-being (Wales) Act 2014. Regional leads have been identified to respond to the requirements of the regionally allocated grant. The page of endorsement signatures is submitted as appendix A.

Regional lead in bold type.

| | BLAENAU GWENT | CAERPHILLY | MONMOUTHSHIRE | NEWPORT | TORFAEN |
|-----------------------------|---|---|--|--|--|
| Director of Social Services | <p>Damien McCann Corporate Director of Social Services Blaenau Gwent 01495 355383</p> <p>damien.mccann@blaenau-gwent.gov.uk</p> | <p>Dave Street Corporate Director Social Services Caerphilly 01443 864560</p> <p>streed@caerphilly.gov.uk</p> | <p>Julie Boothroyd Chief Officer Social Care Safeguarding and Health Monmouthshire 01633 6444487</p> <p>JulieBoothroyd@monmouthshire.gov.uk</p> | <p>James Harris Strategic Director - People Newport 01633 210133</p> <p>James.Harris@newport.gov.uk</p> | <p>Lead Director for Workforce Keith Rutherford Chief Officer Social Care & Housing Torfaen 01495 761611</p> <p>keith.rutherford@torfaen.gov.uk</p> |
| Lead for Finance | <p>Lead Local Authority for Grant Rhian Hayden Chief Finance Officer Blaenau Gwent 01495 355005</p> <p>dave.mcauliffe@blaenau-gwent.gov.uk</p> | | <p>Joy Robson Director of Finance 01633 644270</p> <p>joyrobson@monmouthshire.gov.uk</p> | <p>Meirion Rushworth Head of Finance 01633 210644</p> <p>Meirion.Rushworth@newport.gov.uk</p> | <p>Kay Morris Lead Finance Officer - Social Care & Housing 01495 766152</p> <p>kay.morris@torfaen.gov.uk</p> |
| Workforce Development | <p>Lead Contact for SCWWDP Jane Haile Team Manager Workforce Development Service 01495 232820</p> <p>jane.haile@caerphilly.gov.uk</p> | | <p>Naomi Lovesay Workforce Development Manager 07970 894427</p> <p>NaomiLovesay@monmouthshire.gov.uk</p> | <p>Claire Broome Training Manager 01633 233627</p> <p>Claire.Broome@newport.gov.uk</p> | <p>Kate Dibble Organisational Development Manager 01633 647689</p> <p>kate.dibble@torfaen.gov.uk</p> |

To ensure that regional engagement arrangements mirror the Social Services and Well-being (Wales) Act implementation arrangements, Gwent Workforce Development has a robust alignment with the Greater Gwent Regional Partnership arrangements.



A workshop was completed in November 2018 to ensure that sufficient links were in place to meet governance and engagement requirements. Representatives from all Strategic Partnership Groups were in attendance. The densely populated nature of the Region dictates that smart arrangements must be utilised in order to effectively engage and, within such a wide and deep footprint, maintain progress to plans through timely and efficient decision making processes.

The graphics that follow show:

- How full sector engagement is achieved through utilising established links and networks
- A list of members of the Greater Gwent Workforce Development Board and how they collectively achieve comprehensive coverage of relevant strategic partnerships, key partner organisations, forums, and representative bodies

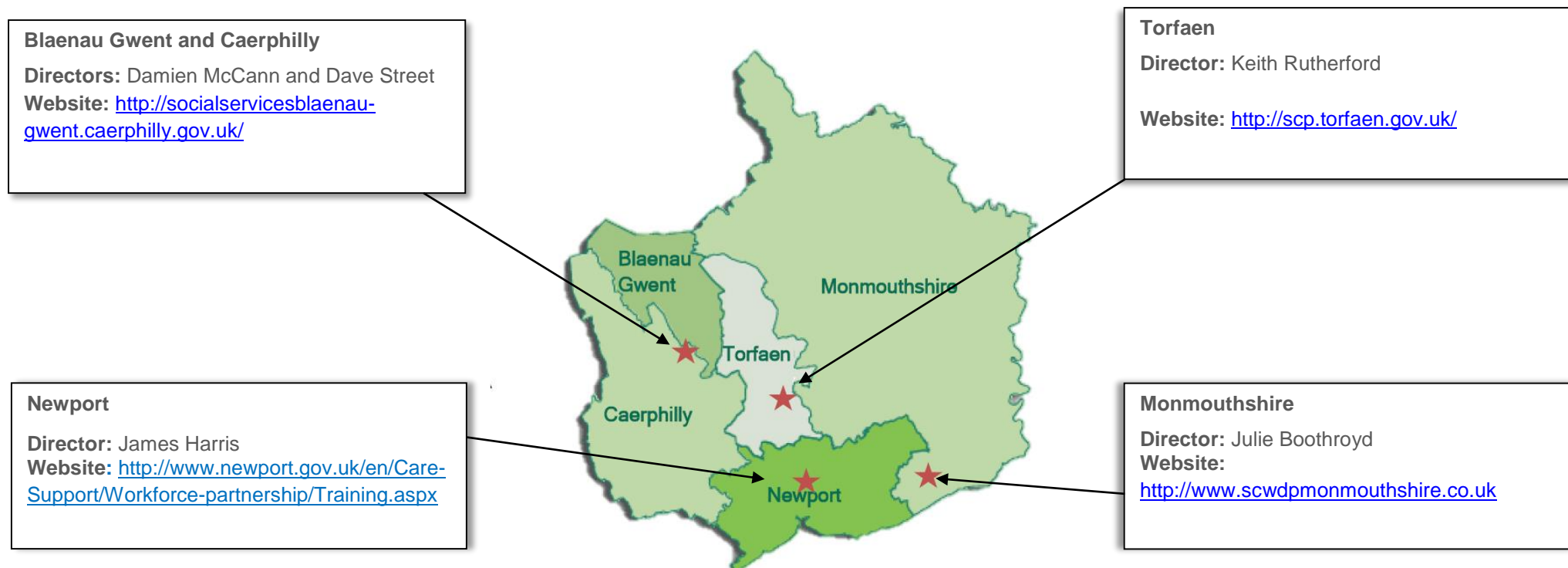


Regional Partnership Calendar 2019/20

| | April 2019 | May 2019 | June 2019 | July 2019 | Aug 2019 | Sept 2019 | Oct 2019 | Nov 2019 | Dec 2019 | Jan 2020 | Feb 2020 | March 2020 |
|---|---|---|---|--|---|---|--|---|---|---|----------|---------------------------------------|
| PARTNERSHIP BOARD | | Thurs 9 th May General Offices, Ebbw Vale | | Thurs 25 th July General Offices, Ebbw Vale | | Thurs 5 th September General Offices, Ebbw Vale | | Thurs 7 th Nov General Offices, Ebbw Vale | | | | |
| LEADERSHIP GROUP | Thurs 25 th April Civic Centre, Pontypool | | Thurs 6 th June Civic Centre, Pontypool | | Thurs 8 th August Civic Centre, Pontypool | | | | Tues 3 rd December Civic Centre, Pontypool | | | |
| REGIONAL CITIZEN PANEL | Wed 24 th April The Library, Sessions House, Usk Town Council | | Monday 10 th June Civic Centre, Pontypool | Thursday 18 th July Malpas Court, Olphiant Circle, Newport | | Tuesday 3 rd September Blackwood Miners Institute | Wed 16 th October General Offices Ebbw Vale | Wed 20 th November Venue TBC | Wed 18 th December Llanyrafon Manor, Llanfrechfa Way | | | |
| REGIONAL PROVIDER FORUM | Wed 17 th April Civic Centre, Pontypool | Wed 29 th May Civic Centre, Pontypool | | Wed 10 th July Civic Centre, Pontypool | Wed 21 st August Civic Centre, Pontypool | | Wed 2 nd October Civic Centre, Pontypool | Wed 13 th November Civic Centre, Pontypool | Friday 20 th December Civic Centre, Pontypool | | | |
| REGION JOINT COMMISSIONING GROUP | | | Monday 24 th June Civic Centre, Pontypool | | | Monday 30 th September Civic Centre, Pontypool | | | Wed 11 th December Civic Centre, Pontypool | | | |
| CARERS PARTNERSHIP | TBA | | | | | | | | | | | |
| REGIONAL WORKFORCE BOARD | | 31 st May Abertillery | | 26 th July Abertillery | | 27 st September Abertillery | | 29 th November Abertillery | | 31 st January Abertillery | | 27 th March Abertillery |

Local Arrangements

As outlined above regional governance arrangements will continue to be developed. The map below illustrates the current local governance arrangements in place and links to local websites for the local Social Care Partners.



The websites contain information in relation to local training calendars and a copy of this document for all partners to have equal access.

SECTION B: RESOURCES

The Lead Director for Workforce for the Greater Gwent region is Keith Rutherford, Chief Officer Social Care & Housing, Torfaen. The following family trees summarise the infrastructure of resources in place across the Greater Gwent region to support the delivery of the annual regional SCWWDP plan.



Blaenau Gwent and Caerphilly Workforce Development Service



Monmouthshire Workforce Development



Newport Workforce Development



Torfaen Organisational Development Team

SECTION C: INNOVATIVE PRACTICE - Examples across the region

| Challenge Faced | Approach Taken | Outcomes Achieved | Lessons Learnt |
|--|---|---|---|
| Delivery of national initiatives that meet regional and local needs | <p>The region has made sure that it contributed to National Development groups e.g. SCW / Health / Education / Qualifications Wales consortium / Dementia / SSP / Safeguarding. Gwent recognises the benefits so invested capacity in order to contribute and support pace of progress.</p> <p>An example would be the regions work with SCW, Qualifications Wales and key stakeholders in relation to</p> <ul style="list-style-type: none"> • Development of qualifications reflecting sector requirements • Content development • Assessment requirements • Implementation and scheduling timescales | <p>AWIF</p> <ul style="list-style-type: none"> • Completion of an All Wales induction framework • Completion of AWIF content and workbooks • Alignment of AWIF and CORE qualification within sector requirements <p>Qualifications</p> <ul style="list-style-type: none"> • Qualifications to L3 across Adults and children pathways are submitted for approval • Timescales for development of L4 and L5 set within realistic timeframe | <ul style="list-style-type: none"> • Alignment of formal taught qualification routes and vocational qualification routes reflecting logistical and operational sector requirements. • Testing and assessment elements of AWIF/CORE qualification reflect ongoing challenges for employers and the workforce • Timescales for completion of development work requires extension to allow for robust consultation with key stakeholders. |
| Accessing alternative training supplier options that attract their own funding | <p>Collaboration with Adult Community Learning to link in with the skills and employability funded projects, including Bridges into Work and NEET, to maximise learning and development opportunities for social care providers, in particular supporting knowledge requirements for AWIF.</p> | <ul style="list-style-type: none"> • Collaborative partnership established • Existing programmes and resources mapped against AWIF requirements • Existing programmes and resources mapped against other social care workforce training requirements | <ul style="list-style-type: none"> • Opportunity to maximise funding streams and existing resources. • Reduce duplication and waste • Better meet the learning and development requirements of the social care workforce. |

| | | | |
|--|--|--|---|
| <p>Making it easier for Foster Carers to attend training</p> | <p>Working to ensure training for foster carers is as accessible as possible. This has included</p> <ul style="list-style-type: none"> • adjusting times of training • reviewing locations of training • reviewing when the training takes place e.g. completing training before a child is placed in their care. | <ul style="list-style-type: none"> • Improved attendance rates from foster carers at training • Greater knowledge / expertise of foster carers • Safeguarding looked after children and their foster carers | <ul style="list-style-type: none"> • Adjustment to foster care training has ensured foster carers are able to attend essential training in order to safeguard the child, themselves and additional family members. • Communication with foster carers is essential to support attendance at training – utilising a text messaging service has been extremely successful in supporting this communication. |
| <p>A fresh approach to workers accessing a SW qualifying programme</p> | <p>The Social Services Practitioner award provided an opportunity to deliver a fresh approach in supporting staff to seriously consider qualifying as a Social Worker.</p> <p>SSP was marketed as multi value, a required qualification and a chance to find out if becoming a SW could be the right next step.</p> | <ul style="list-style-type: none"> • 50% of SSP students in 2017/18 were from one region • 13 advanced into sponsored SW students in 2018/19. • A refreshed interest in study and accreditation, and the real possibility of career advancement for those working in social care. | <ul style="list-style-type: none"> • The SSP experience provides an excellent self assessment and confidence builder for would-be SW's that have perhaps doubted their own academic capability • The OU SSP through to SW Degree option has proved to be in line with the changing preferences of students and study routes. In particular for those that need to maintain full time employment and life demands. |

APPENDIX A: GRANT APPLICATION ENDORSEMENT FORM 2019/20

| Lead Regional Director of Social Services | Lead Regional Director of Finance | Lead Regional Workforce Development Manager |
|---|--|--|
| <p>Name: Keith Rutherford</p> <p>Telephone Number: 01495 761611</p> <p>Email: <u>keith.rutherford@torfaen.gov.uk</u></p> <p>Signature: </p> <p>Date: 22 February 2019</p> | <p>Name: Rhian Hayden</p> <p>Telephone Number: 01495 355005</p> <p>Email: <u>rhian.hayden@blaenau-gwent.gov.uk</u></p> <p>Signature: </p> <p>Date: 22 February 2019</p> | <p>Name: Jane Haile</p> <p>Telephone Number: 01495 232820</p> <p>Email: <u>jane.haile@caerphilly.gov.uk</u></p> <p>Signature: </p> <p>Date: 22 February 2019</p> |

APPENDIX B: FINANCE SUMMARY FOR 2018/2019

Submitted as a separate document.

APPENDIX D: WORKPLAN – ROLLING ACTION PLAN FOR 2019/2020

Measurable detail is held at a local level. Regional reporting and SCWWDWP returns will summarise progress within Greater Gwent.

PRIORITY: Support the continued implementation of the Regulation and Inspection of Social Care (Wales) Act

| Actions | Rationale | Strategic Links | Partners Involved | Progress (mid-year report only) | Outcomes (end of year report only) |
|--|--|---|---|---------------------------------|------------------------------------|
| <p>Deliver the Greater Gwent RISCA Action Plan 2017 - 2020</p>  <p>RISCA Progress Oct 2018.docx</p> | <p>To support the Greater Gwent Region to implement and adhere to the Regulation and Inspection of Social Care (Wales) Act 2016</p> <p>Delivery will continue to; maximise the use of national initiatives and opportunities, use regional planning and events, and respond locally to manage local differences.</p> | <p>Social Services and Wellbeing (Wales) Act 2014</p> <p>Regulation and Inspection of Social Care (Wales) Act 2016</p> <p>All five Gwent Strategic Partnerships</p> | <p>SCW</p> <p>CIW</p> <p>Qualification Wales</p> <p>City and Guilds/</p> <p>WJEC</p> <p>Providers of Adults and Children’s Services</p> | | |

PRIORITY: Support the training, development and qualification of social care managers

| Actions | Rationale | Strategic Links | Partners Involved | Progress (mid-year report only) | Outcomes (end of year report only) |
|--|--|---|---|---------------------------------|------------------------------------|
| <p>Deliver a programme of training, development, and accredited opportunities specifically aimed at social care management</p> <ul style="list-style-type: none"> • Registration and statutory requirements • Strategic Leadership • Middle Management • Team Management • Generic and transferable management skills | <p>To ensure those that manage the delivery of social care have the managerial skill and confidence to manage services effectively</p> <p>Delivery will continue to; maximise the use of national initiatives and opportunities, use regionally and locally available programmes, particularly those that attract alternative funding streams.</p> | <p>Role and Accountabilities of the Director of Social Services</p> | <p>HEI's, Colleges, Accredited Centres, Awarding Bodies</p> <p>Social Care Wales Commissioned experts</p> | | |

PRIORITY: Support the ongoing development of approaches to outcome focused care and support practice:

| Actions | Rationale | Strategic Links | Partners Involved | Progress (mid-year report only) | Outcomes (end of year report only) |
|---|--|---|---|---------------------------------|------------------------------------|
| <p>Deliver a programme of innovative learning solutions to support the cultural shift required in delivering an outcome focused practice</p> <ul style="list-style-type: none"> • Collaborative communications • Outcomes • Outcome focussed care planning • Strength based assessment • Coaching • Negotiation skills and dealing with resistance • Motivational interviewing • Understanding and dealing with risk • Co-production and advocacy • Advanced Care Planning • Magic Moments | <p>To meet the requirements and the spirit of the Social Services and Well-being (Wales) Act 2014</p> <p>Delivery will continue to; maximise the use of national initiatives and opportunities, use regional planning and events, and respond locally to manage local differences.</p> | <p>The Social Services and Well-being (Wales) Act 2014</p> <p>The Regional Partnership Plan</p> | <p>HEI's, Commissioned Experts, Practitioners</p> <p>Providers of Adults and Children's Services</p> <p>Citizen representatives</p> | | |

PRIORITY: Support for both Social Work qualifying training and post qualifying training in Wales

| Actions | Rationale | Strategic Links | Partners Involved | Progress (mid-year report only) | Outcomes (end of year report only) |
|---|---|--|---|---------------------------------|------------------------------------|
| <p>Deliver a structured approach to supporting the education and qualification of social workers</p> <ul style="list-style-type: none"> • Attraction of Social Work Students • Qualification of Social Workers • First Three Years in Practice and Consolidation • CPEL, particularly the engagement of SW's in CPEL developments | <p>To deliver the future workforce and workforce planning requirements of the social care sector</p> <p>To ensure the continuous professional education and learning of social workers</p> <p>To improve the recruitment and retention of social workers</p> <p>Delivered using national, programme related, and local agreements, and local partnerships and joint working</p> | <p>Role and Accountabilities of the Director of Social Services</p> <p>Regional and National Workforce Data Indicators</p> | <p>HEI's, Colleges, Social Care Wales, Professional bodies</p> <p>Citizen representatives</p> | | |

PRIORITY: Support frontline social care workers to develop their skills overall in relation to social care, and support the introduction of the revised induction framework

| Actions | Rationale | Strategic Links | Partners Involved | Progress (mid-year report only) | Outcomes (end of year report only) |
|--|---|--|---|---------------------------------|------------------------------------|
| <p>Using results of a needs analysis deliver a programme of learning options to suit the diverse requirements of the social care worker</p> <p>Mapping AWIF and training opportunities from a learner's perspective (do they align with the framework and support portfolio completion).</p> | <p>To ensure social care workers in Gwent are skilled in their practice, and that they understand their responsibilities to the citizen</p> <p>Delivery based on national frameworks and implemented regionally and locally</p> | <p>The Social Services and Well-being (Wales) Act 2014</p> | <p>HEI's, Colleges, Training Providers, SCW, CIW, Professional colleagues, Accredited Centres, Awarding Bodies</p> <p>Providers of Adults, Children's, Carer services</p> | | |

PRIORITY: Enable the workforce to meet regulatory requirements for qualification and/or registration using guidance available in the Qualification Framework

| Actions | Rationale | Strategic Links | Partners Involved | Progress (mid-year report only) | Outcomes (end of year report only) |
|--|---|--|--|---------------------------------|------------------------------------|
| <p>Support managers of the workforce to induct, assess, and register their workforce by raising understanding of the new HSC Qualification Framework and how it impacts on recruitment, probation, career progression</p> <p>Continue regional contribution to the national delivery of the new qualifications framework</p> | <p>Managers of a registered workforce need to feel confident about employing and developing an appropriately skilled and qualified workforce to meet the registration requirements</p> <p>Delivery using regional and local engagement / knowledge sharing workshops / communications</p> | <p>Regulation and Inspection of Social Care (Wales) Act 2016</p> | <p>Managers of registered workforce</p> <p>Those responsible for providing managers with employment relations advice</p> <p>Training providers</p> <p>Commissioners</p> <p>Providers of Adults, Children's, Carer services</p> | | |

PRIORITY: Provide learning and development to equip the workforce to work effectively alongside carers

| Actions | Rationale | Strategic Links | Partners Involved | Progress (mid-year report only) | Outcomes (end of year report only) |
|---|---|--|--|---------------------------------|------------------------------------|
| <p>Provide support to dedicated Carers support services within Gwent</p> <p>Market and signpost to the e-learning on carer awareness</p> <p>Work with Carers support services on a strategy to roll out the toolkit for practitioners undertaking carer assessments</p> | <p>To meet the aspirations of the SSWBW Act for carers</p> <p>Delivered locally</p> | <p>The Social Services and Well-being (Wales) Act 2014</p> | <p>Carer Support Services in Gwent.</p> <p>Providers of Adults, Children's, Carer services</p> | | |

PRIORITY: Provide resources to enable effective and efficient learning solutions

| Actions | Rationale | Strategic Links | Partners Involved | Progress (mid-year report only) | Outcomes (end of year report only) |
|---|---|---|--|---------------------------------|------------------------------------|
| <p>Provide fit for purpose learning environments, and systems to aid workforce planning and programme delivery e.g.</p> <ul style="list-style-type: none"> • Accommodation including rent • Technology/Software • Licencing/Accreditation • Equipment, Learning Library and aids etc. | <p>The effectiveness of any learning provision, and any subsequent return on investment, is more likely to be positive if the appropriate environment is established</p> <p>Delivered locally</p> | <p>Role and Accountabilities of the Director of Social Services</p> | <p>Property Services</p> <p>IT Services</p> <p>Procurement Services</p> <p>Professional Bodies</p> | | |

PRIORITY: Health and Safety in Social Care

| Actions | Rationale | Strategic Links | Partners Involved | Progress (mid-year report only) | Outcomes (end of year report only) |
|---|---|--------------------------------|---|---------------------------------|------------------------------------|
| <p>To make available to the sector relevant health and safety training within the confines of the SCWWDP grant</p> <p>Promote employer responsibilities for Health and Safety</p> | <p>To ensure social care staff in Gwent are safe and skilled in their practice, and that they understand their responsibilities with regard to health and safety matters</p> <p>Delivered locally</p> | <p>Regulatory requirements</p> | <p>WLGA</p> <p>Environmental Health</p> <p>Health and Safety colleagues</p> <p>SCW</p> <p>Professional bodies</p> | | |

PRIORITY: Facilitation Grant – Core Funding

| Actions | Rationale | Strategic Links | Partners Involved | Progress (mid-year report only) | Outcomes (end of year report only) |
|---|--|---|--|---------------------------------|------------------------------------|
| <p>Fund the post of a dedicated Facilitation and Engagement Officer for the region, match-funded by the Regional Partnership budget.</p> <p>Continue good engagement and link up with local health board partners, care providers, Social Care Wales, primary and secondary schools and local colleges.</p> | <p>Co-ordination of relationships between key stakeholders to encourage knowledge sharing, learning and continuity around national and regional priorities.</p> <p>Operational support for events, workshops and forums that link into national and regional priorities.</p> <p>Delivered regionally</p> | <p>Workforce Development Board</p> <p>All Gwent strategic partnerships</p> <p>Parliamentary Review of Health and Social Care</p> <p>RISCA</p> | <p>ABUHB, SCW, HEIW, CIW, FE Colleges, Careers Wales, Providers, TVA, GAVO</p> | | |

PRIORITY: Facilitation Grant – Registered Manager Forum

| Actions | Rationale | Strategic Links | Partners Involved | Progress (mid-year report only) | Outcomes (end of year report only) |
|--|---|--|-------------------------------|---------------------------------|------------------------------------|
| <p>Plan and prepare RM forum events through the year</p> | <p>A minimum of one event is required, but aim will be for at least two, as well as appropriate connectivity to information learning events – such as Value Based Recruitment</p> <p>Delivered regionally</p> | <p>Gwent Workforce Development Board</p> <p>Locality Provider forums</p> <p>Regional provider forum</p> <p>Care Home Executive Liaison Group (CHELG)</p> | <p>SCW Regional Providers</p> | | |

PRIORITY: Facilitation Grant – Post to support attraction and recruitment campaign

| Actions | Rationale | Strategic Links | Partners Involved | Progress (mid-year report only) | Outcomes (end of year report only) |
|--|---|--|---|---------------------------------|------------------------------------|
| <p>Agree post and extent of role, noting existing connections. Region is recruiting an Employment Officer role linking with FE providers, and funded through ICF – so partnership agreement to be confirmed as to how posts can be linked.</p> | <p>Good links already in place to national attraction and recruitment campaign, with alignment of regional launch following national launch.</p> <p>Continue good engagement and link up with local health board partners, care providers, Social Care Wales, primary and secondary schools and local colleges.</p> <p>Delivered regionally</p> | <p>All Gwent strategic partnerships</p> <p>Regional Partnership Board</p> <p>Gwent Workforce Development Board</p> | <p>Communications leads – local authorities and ABUHB</p> <p>SCW and HEIW</p> | | |