

<b>SUBJECT:</b>	<b>Social Care, Safeguarding &amp; Health - Workforce Development Team Hierarchy Update (within budget)</b>
<b>MEETING:</b>	<b>Single Member Report</b>
<b>DATE:</b>	<b>5<sup>th</sup> March 2018</b>

**1. PURPOSE:**

- 1.1 This report will seek approval for the conversion of existing hours within the Staff Development Officer (SDO) and Workforce Development Manager (WDM) roles to a new post within the team.

**2. RECOMMENDATIONS:**

- 2.1 To approve the conversion of 22.2 hours SDO and WDM hours to a part time post of Staff Development Officer for Children's Services/Practice Assessor.

**3. KEY ISSUES:**

- 3.1 Historically, the full-time Staff Development Officer post within the Workforce Development Unit has worked across both Adult and Children's Social Work Teams. This has worked well, but inevitably the post-holder's previous experience has been in one or the other of these disciplines. A request by the current post-holder for a reduction in working hours offers the opportunity to provide a more specialised support service for Children's Services.
- 3.2 The purpose of this role is to ensure that social work staff are supported in meeting their learning and development needs, assisting them with their ongoing professional development i.e. accessing post graduate qualifications, sharing examples of good practice and networking opportunities and working with Higher Education Institutions to co-ordinate social work student placements (a potential recruitment source), and offer research opportunities. The post-holder also supports and develops newly qualified staff within the team to ensure they are able to meet their registration requirements with Social Care Wales. Therefore, this post is key in that it is one of the strands of work that can help improve recruitment and retention rates in Children's Services.
- 3.3 To ensure social work students attain the expected educational and practice standards required, they are supervised while on placement by a qualified Practice Assessor, a social worker who is suitably experienced and has undertaken a formal post qualifying programme to enable them to fulfil the role. Where possible, Practice Assessors are drawn from our existing social work staff and supplemented by the Staff Development Officer and Practice Learning Opportunities Officer within the Workforce Development Team. However, due to capacity issues, using internal staff is not always possible and we are increasingly relying on external Practice Assessors to carry out this function. This is a very costly way of

managing the process, and there is a clear financial advantage in expanding our in-house capacity.

3.4 All expenditure of the Workforce Development Team is grant funded by Social Care Wales via the Social Care Wales Workforce Development Grant (SCWWDP), or the Practice Learning Opportunities Fund (PLOF). The SCWWDP grant funds salaries and learning and development activity, and the PLOF grant contributes towards the costs of the Practice Learning Development Officer post and the provision of Practice Assessors for social work students. The amount received from the PLOF grant varies slightly each year according to the number of students placed with the authority, but is generally in the region of £34,000. This amount is not sufficient to cover the full cost of a salary plus practice learning fees, and so it is subsidised annually to the tune of approximately £18,000 from the SCWWDP grant. This is a significant amount from a small grant. During 2017/18, the cost of providing external Practice Assessors amounted to £14,000. If this cost could be reduced, the amount of subsidy from the SCWWDP grant would be less and the monies saved could be directed towards provision of training.

A request from the Workforce Development Manager for a reduction in working hours offers the opportunity to expand the Practice Assessor capacity within the team which will reduce costs and give more control over the process.

#### 4. PROPOSAL

4.1 That the request from the current Staff Development Officer for a reduction in working hours from 37 to 22.2 is approved.

4.2 That the request from the Workforce Development Manager for a reduction in working hours from 37 to 29.6 is approved.

4.2 That a new post of 22.2 hours is created, 15 hours to be dedicated to the staff development of Children’s Services and 7.2 hours to practice assessing activity.

#### 5. RESOURCE IMPLICATIONS:

The proposed restructure is cost neutral as illustrated below.

Current costs of the two relevant posts in the Workforce Development Team:

<b>Workforce Development Manager 37 hours</b>	<b>Staff Development Officer 37 hours</b>
£51,976.21	£48,543.92

**Total cost of £100,520.13**

Proposed costs:

<b>Workforce Development Manager ( 29.6)</b>	<b>Staff Development Officer (Adult Services) ( 22.2)</b>	<b>Staff Development Officer/Practice</b>
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		<b>(Assessor (Children's Services) ( 22.2)</b>
£41,580.97	£29,126.35	£29,126.35

**Total cost of £99,833.67**

All costs within illustration are inclusive of National Insurance and Superannuation. The proposed Staff Development Officer/Practice Assessor post has been calculated at top of current pay scale within the appropriate bands.

There will be cost savings as a result of increasing in-house Practice Assessor capacity although this is difficult to quantify as the placement requirements differ year on year.

**6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:**

There are no significant impacts on wellbeing, equality and no discrimination issues. A Future Generations Assessment has been produced.

**7. EVALUATION CRITERIA**

An evaluation assessment has been included for future evaluation of whether the decision has been successfully implemented.

**8. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

NONE

**9. CONSULTEES:**

Claire Robins – Transformation Service Manager, SCH  
 Claire Marchant – Chief Officer, SCH  
 DMT - workforce  
 Finance Team  
 HR

**10. BACKGROUND PAPERS:**

None required

**11. AUTHOR:**

Siân Sexton – Workforce Development Manager

**12. CONTACT DETAILS:**

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<b>Name of the Officer</b> Sian Sexton <b>Phone no:</b> <b>E-mail:</b> siansexton@monmouthshire.gov.uk	<b>Please give a brief description of the aims of the proposal</b> Staffing Restructure of SCH Workforce Development Team
<b>Name of Service:</b> Social Care Safeguarding and Health Workforce Development Team	<b>Date Future Generations Evaluation</b> 5 <sup>th</sup> March 2018





***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***


**1. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Provides an opportunity to train, develop and upskill staff within the service	Better use of resources in order to achieve max effectiveness and job creation. Supports workforce succession planning.
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	N/A	N/A
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	n/a	N/a
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	n/a	n/a
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Welsh language is desirable in this post. The post holder will be encouraged to learn welsh if desired.  N/A	N/A
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	Equal opportunities apply to the post.	

**2. How has your proposal embedded and prioritised the sustainable governance principles in its development?**

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Long Term</b> the future</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The proposal has assessed the current position and considered what needs to be done going forward. This proposal delivers short/medium term needs and will provide an opportunity to develop future service needs underpinning a longer term approach in the most sustainable way.</p>	<p>N/A</p>
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	<p>The post holder will also have an opportunity to team work with regional colleagues as required.</p>	<p>N/A</p>
 <p><b>Involvement</b> views</p> <p>Involving those with an interest and seeking their views</p>	<p>All relevant stakeholders have been involved in this update.</p>	<p>N/A</p>
 <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>This establishment updated ensures full utilisation of all resources. It utilised the skills knowledge and experience already within he team.</p>	<p>N/A</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>This ultimately supports all Social Workers within Children's services from a training and development perspective. The well-being of Social workers is important particularly for newly qualified workers and the role will ensure they are supported and have the skills, knowledge and experience to carry out their important roles.</p>	<p>N/A</p>

**3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	N/A	N/A	
Disability	N/A	N/A	
Gender reassignment	N/A	N/A	
Marriage or civil partnership	N/A	N/A	
Pregnancy or maternity	N/A	N/A	

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Race	N/A	N/A	
Religion or Belief	N/A	N/A	
Sex	N/A	N/A	
Sexual Orientation	N/A	N/A	
Welsh Language	Any documents, forms, guidance or information will be made available in Welsh.	N/A	

- 4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities?** For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	No impact		The post holder will be a qualified Social Worker who will be trained in safeguarding.
Corporate Parenting	No impact		The post holder will be a qualified Social Workers who will understand our corporate parenting responsibilities.

- 5. What evidence and data has informed the development of your proposal?**



1. Budget
2. Job evaluation.
3. CS structure and workforce planning information.

**6. SUMMARY:** As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Nothing extra as the proposal was developed on service need.

**7. ACTIONS:** As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Continue to review and evaluate the outcomes of the post.	Via the workforce group	Line Manager	

**8. MONITORING:** The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on: Ongoing on a continuous basis considering service needs.

**9. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Social Care & Health DMT - workforce	5 <sup>th</sup> March 2018	

## Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

<b>Title of Report:</b>	<b>Staffing Restructure of SCH Workforce Development Team</b>
<b>Date decision was made:</b>	<b>TBC 28<sup>th</sup> March 2018</b>
<b>Report Author:</b>	<b>Sian Sexton</b>

<b>What will happen as a result of this decision being approved by Cabinet or Council?</b>
<p>What is the desired outcome of the decision?          What effect will the decision have on the public/officers?</p>
<ul style="list-style-type: none"> <li>• Improved and more timely response to the learning and development needs of staff in Children’s Services</li> <li>• It will contribute to improving recruitment and retention rates in Children’s Services</li> <li>• Improved access to information on developments in good practice and research</li> <li>• Release of SCWWDP funds to increase number of training courses and the funding of qualifications</li> </ul>

<b>What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?</b>
<p>Think about what you will use to assess whether the decision has had a positive or negative effect:          Has there been an increase/decrease in the number of users          Has the level of service to the customer changed and how will you know          If decision is to restructure departments, has there been any effect on the team (e.g increase in sick leave)</p>
<p>Measurements will include: recruitment and retention rates in Children’s Services especially those social workers in the first three years of service, levels of satisfaction amongst staff with the workforce development service (staff survey), number of staff accessing post grad qualifications, the number and quality of additional learning and development opportunities afforded by cost savings from the SCWWDP grant, feedback from senior management.</p>

<b>What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?</b>
<p>Give an overview of the planned costs associated with the project, which should already be included in the report; so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.</p>
<p>There will be no direct savings resulting from this restructure. However, it is anticipated that better use can be made of existing funds.</p>

<b>Any other comments</b>
<p>This restructure is supported by the team and senior management.</p>