

3rd February 2014**Agenda Item: 6****REPORT OF THE SERVICE DIRECTOR FOR MID NOTTS AND BASSETLAW
AND THE STEERING GROUP NOTTINGHAMSHIRE PARTNERSHIP FOR
SOCIAL CARE WORKFORCE DEVELOPMENT****PROGRESS REPORT ON SOCIAL CARE WORKFORCE DEVELOPMENT TO
SHAPE THE INDEPENDENT SOCIAL CARE WORKFORCE****Purpose of the Report**

1. To provide an overview of the Nottinghamshire Partnership for Social Care Workforce Development (NPSCWD) and an update on:
 - how the funds of £378,000 allocated in October 2012 have been invested and the outcomes achieved
 - what the Nottinghamshire Partnership has achieved from other funds that it has been awarded
 - the plans for future work to develop the Social Care Workforce in Nottinghamshire
 - the progress of the development of the Nottinghamshire Partnership towards a more independent business model
2. To consider the plans proposed for the future, including the relationship between NPSCWD and Nottinghamshire County Council following the end of October 2014, when current funding ceases; and what strategies could be put in place to ensure the continuation of service being provided by the new organisation.

Information and Advice

3. This report looks at the period from 1 April 2013 for the ten months to February 2014.
4. The NPSCWD has been hosted by Nottinghamshire County Council since 2004 and funded through the Department of Health's Workforce Development Grant, via Nottingham City and Nottinghamshire County Councils. It has been and is still being used to support the objectives in the 'Joint Workforce Development Strategy 2010-2015' and the funds have been added to, mainly through non-attendance charges and rolled over since the workforce development grant ended in 2011.

5. In response to a strong business case put forward to the Adult Health, Social Care and Public Protection Department, for the need to invest in workforce development in relation to dementia care and leadership and management within social care settings, a small team were retained. Their remit was to identify a suitable business model that would deliver a new sustainable, self-financing independent organisation.
6. The priorities identified for the team, set by Nottinghamshire County Council were to:
 - a) develop a suitable business model to deliver the vision
 - b) develop a business plan to ensure sustainability beyond the term of the funding
 - c) deliver a dementia improvement programme for residential care homes and home care
 - d) deliver a management development programme
 - e) income generate
7. The vision is that the new business will identify and work with key stakeholders, including Local Authorities, Clinical Commissioning Groups (CCGs) and Health partners, to develop the social care workforce and raise the standards of care delivered to service users across Nottinghamshire and Nottingham City. A new name and branding is being created for the new organisation which will be launched at the spring conference in Mansfield on 12 March 2014.
8. The aims of the Nottinghamshire Partnership have arisen from evaluations that have been carried out from events run during 2012-2013 and specific evaluations in relation to dementia care that identified a need to involve owners and senior managers in order for necessary changes to be implemented. The National Minimum Data Set for Social Care shows that there are a significant number of care settings that do not have registered managers, which also highlighted a need for specific types of management training. This has resulted in the priorities for 2013-2014 including:
 - Initiatives that deliver a person-centred, knowledgeable, skilled and competent social care workforce across Nottingham City and Nottinghamshire County, including Leadership and management, person-centred dementia care, person-centred moving and handling, person-centred medicines management, person-centred and effective care planning, and integrated best working practices in healthcare areas.
 - Services and products in partnership with Nottingham City and Nottinghamshire County Council as well as key stakeholders, including the Care Quality Commission (CQC), CityCare Partnerships and County Health Partnerships
 - To become the leading organisation in the region to work with partners to raise standards through excellent health and social care workforce development

- A reduction in contract suspensions support providers to achieve their business goals by offering a range of interventions and support to prevent closures and improve services.
- Development of best practice in healthcare related roles, in partnership with healthcare partners, to raise confidence and reduce unnecessary admissions to hospital
- Support to managers to meet and evidence the CQC essential standards of quality and safety. To reduce expenditure on unnecessary training.
- Development of competence frameworks to enable managers to manage performance, target learning and provide a mechanism to assess and record competence

Main Achievements to Date

Dementia Care

9. Across 40 care settings (120 managers, owners and care staff) are currently going through a nationally recognised 12 month programme of excellence, run by Dementia Care Matters. As a result of this Nottinghamshire is being held up as a county investing to raise standards of dementia care. In October Nottinghamshire supported Dementia Care Matters in delivering a workshop at the Association of Directors of Adult Social Services (ADASS) commissioning conference.
10. The £120,000 originally allocated has been increased through charging for places and has purchased £136,000 worth of training. In addition £33,000 of the total still remains to commission or develop further dementia care training, as well as organise a programme to sustain the dementia care development work carried out to date.
11. Although none of the 40 care settings has yet completed the 12 months' programme, 10 of those currently participating in it were successful in achieving the Nottinghamshire Dementia Quality Mark.

Management Training

12. A suite of management courses have been commissioned at a cost of £36,000. These started in December 2013, providing 56 places, targeting 4 key areas (14 places on each course) of management development needs:
 - new and aspiring managers taking on their first management role
 - registered managers working in homes with an identified need to improve
 - registered managers without a recognised registered managers qualification
 - qualified registered managers wishing to support their own continuing professional development, to review and implement best practise

13. The overall aim is to raise standards in leadership and management which have been identified as key criteria for a successful care setting. Also to generate a culture of career succession to avoid gaps in registered manager positions in care settings.
14. Each place will be charged for, bringing in revenue of £10,000. Following evaluation, adjustments will be made and a similar programme will be delivered during 2014-15 within the funding made available from Adult Social Care, Health and Public Protection.

Competence Frameworks

15. Person-centred moving and handling trainer/assessor training to enable in-house champions to train and assess employees against a framework devised by the sector to record competence and identify training needs.
16. Person-centred medicines management assessor/training to enable in-house champions to ensure training for relevant employees takes place with health care professionals, and assess employees against a competence and knowledge framework devised by the sector with CCG technical advisors to ensure competence and reduce errors.

Funds raised from other sources

17. Funding from Skills for Care for 2012-2013 of £88,000 is now delivering a return for the partnership by way of income:
 - Person-centred competence framework for moving and handling. 42 trainer assessors have been trained across 32 care settings. These courses are in demand and are now delivering a profit to the Nottinghamshire Partnership
 - A checklist of documentation of policies and procedures has been developed and will be used alongside the management courses being run in November
18. Funding of £17,000 was granted from Skills for Care for 2013-14. This is being used for:
 - Developing a Person-Centred Competence Framework for Medicines Management to set excellent standards in person-centred behaviours, ensure dignity and respect and reduce safeguarding incidents. The assessment of competence enables managers to target training making it more efficient and cost effective. It also provides the evidence for the CQC as to how staff competence has been assessed.
 - Working with Health to share and develop best working practices in falls, continence, infection control, nutrition and tissue viability. A conference to launch the project showed a great deal of interest amongst both health and social care workers and produced best practice tips in each area, as well as a working group to look at developing future joint events

19. Fully funded training delivered from rolled over funds, from April to February 2014 has covered:

- A total of 594 delegate places – 297 older adults, 79 younger adults, 54 domiciliary and 4 micro-providers (These statistics are April to end October 2013)
- A total of 60 'paid for' delegate places have been filled bringing in £4,000 after trainer and venue costs. (These statistics are April to end October 2013)
- A total of 3 person-centred moving and handling competence framework trainer assessor courses have been run, covering 30 people to the end of February 2014. This will bring in a total of £6,300 after trainer and venue costs.
- An investment in e-assessment licences for social care providers to assess the knowledge and understanding of the common induction standards, against the CQC essential standards. This enables employers to evidence competence and identify staff training needs.
- The purchase of licences for Aged Care Channel TV is also being considered to provide learning opportunities to support the e-assessment tool.

Plans for the Future

20. To develop a programme of training that will embed best working practices – the Bigger Picture in Holistic Care Planning Programme. This will involve managers in action learning sets to develop their vision for how staff should be working in their organisations, and embedded through development of standard documentation for policies and procedures. Key staff will then be trained to deliver best working practices in areas such as:

- translating assessments into care plans
- writing excellent person-centred care plans, implementing them and keeping them up to date
- care planning to include safeguarding and dignity, mental capacity and deprivation of liberty
- dementia
- end of life

21. One major outcome will be showing how all training should link back to care plans.

22. Plans for a beacon home scheme for dementia that will involve care settings to learn from others that already operate at an excellent standard.

23. An investment in staff development for Nottinghamshire Partnership employees has delivered:

- two business coaches to support poor performing homes
- two dementia friends who are trained to deliver the dementia care message
- one Gold Standard Framework (GSF) Facilitator to support care settings wishing to develop their end of life care

24. A bespoke coaching service is being rolled out during November to support development of workforce plans, work with care providers who have been issued with improvement notices or facing suspension and to maximise outcomes from the management courses.

25. The NPSCWD will become the Lead Partner for the Workforce Development Fund from April 2014, which will bring with it an administration fee of approximately £10,000. This enables the social care employers to draw down funding for and Qualifications Credit Framework units that their employees achieve. It is another way of encouraging social care providers to train and be able to recover these costs. It will require more resources by way of a part-time post, or cutting back on some of the workload currently undertaken.

26. The development of the Nottinghamshire Partnership as a separate organisation has involved focus groups that have identified products and services that should be provided and a steering group that has identified two potential business models:

- A stand-alone social enterprise that would operate in the private sector, relying on income generation by providing services identified in a business plan ensuring future sustainability. This model would clearly put the care providers in control of their own training development.
- A Teckal organisation jointly supported by Nottingham City and Nottinghamshire County Councils that could bring in its own funds through commercial ventures and draw down grant funding that is made available to the social care sector. This model would enable the Partnership to freely recommend the best and most cost effective training available, based on the needs of the individual care provider. This model would ensure the organisation is sustainable to continue to develop the care sector to meet local authority commissioning needs.

Other Options Considered

27. No other options considered.

Reason/s for Recommendation/s

28. To update members on progress made in relation to workforce development and agree the plans proposed for the future.

Statutory and Policy Implications

29. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

30. The allocated funds have been invested in training courses as discussed in paragraphs 9-16 above, salaries for three members of staff, membership of social care sector of Social Care Information and Learning Services (SCILS), Grey Matters Licences (to measure competence of workforce) and conferences and activity days.

31. The Partnership has also generated income as discussed in paragraphs 17-19 above.

32. Future income generation through developing a membership services package is being investigated. This will offer benefits to care providers and will include discounts on products and services provided by the Partnership, as well as from other suppliers.

RECOMMENDATION/S

It is recommended that the Adult Social Care and Health Committee:

- 1) Note the progress made to date in relation to workforce development in the independent sector.
- 2) Agree and support the plans proposed for the future as contained in paragraphs 20-26 of the report.
- 3) Receive a further report in June 2014 proposing the business model to be adopted by the partnership.

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Constitutional Comments (SLB 23/01/2014)

33. Adult Social Care and Health Committee is the appropriate body to consider the content of this report.

Financial Comments (KAS 27/01/2014)

34. The financial implications are contained within paragraphs 30-32 of the report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- NPSCWD Business Plan Priorities 2012-2013

Electoral Division(s) and Member(s) Affected

All