

PLEASE NOTE VENUE

**ADULT AND PUBLIC HEALTH
SERVICES PORTFOLIO
DECISION SCHEDULE**



Tuesday 16th October 2007

at 9.00 am

**in the Vision Room, Avondale Centre,
Dyke House, Hartlepool
(Raby Road entrance)**

Councillor G Hall, Cabinet Member responsible for Adult and Public Health Services will consider the following items.

1. KEY DECISIONS
No items

- 2. OTHER ITEMS REQUIRING DECISION**
- 2.1 Proposed Adult Social Care Contract Management System – *Director of Adult and Community Services*
 - 2.2 Funding of Contract Monitoring System – *Director of Adult and Community Services and Chief Financial Officer*
 - 2.3 Workforce Training and Development Plan 2007-2008 – *Director of Adult and Community Services*

3. ITEMS FOR INFORMATION / DISCUSSION
No items

4. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS
No items

ADULT AND PUBLIC HEALTH SERVICES PORTFOLIO

Report To Portfolio Holder
16th October 2007



Report of: Director of Adult & Community Services

Subject: PROPOSED ADULT SOCIAL CARE
CONTRACT MANAGEMENT SYSTEM

1. PURPOSE OF REPORT

To provide information relating to a contract management software system and to seek the Portfolio Holder's agreement to waive the standard contract procedure rules for the procurement of the system.

2. SUMMARY OF CONTENTS

Background information on the need to procure a contracts management system.

The benefits the acquisition of the proposed system will bring the Council in terms of monitoring the quality of social care services and meeting some of the challenges presented by individual budgets and self directed care. The financial implications for the Council.

3. RELEVANCE TO PORTFOLIO MEMBER

The commissioning of statutory and discretionary social care services for vulnerable adults falls within the Adult and Public Health services Portfolio responsibility.

4. TYPE OF DECISION

Non - key

5. DECISION MAKING ROUTE

Adult & Public Health Services Portfolio Meeting 16th October 2007

6. DECISION(S) REQUIRED

To seek the Portfolio Holder's agreement to the waiving of Contract Procedure Rules for the procurement of the CONTROCC contract management system

Report of: Director of Adult & Community Services

Subject: PROPOSED ADULT SOCIAL CARE
CONTRACT MANAGEMENT SYSTEM

1. PURPOSE OF REPORT

- 1.1 To provide information relating to a contract management software system and to seek the Portfolio Holder's agreement to waive the standard contract procedure rules for the procurement of the system.

2. BACKGROUND

- 2.1 Historically, contract management and monitoring information has been collated manually. While this has been adequate, it does result in a significant resource input when broader analysis of the provider market is required.
- 2.2 The Commission for Social Care Inspection (CSCI) regulates social care provision and also assesses the performance of Councils. In their assessment CSCI take into account how well the Council is commissioning services and understands the social care market.
- 2.3 For some time the Department has considered how the quality, cost and overall provision of services can be more effectively managed. It has become clear that an electronic solution that enabled the assessment of how well outcomes were being met was necessary.
- 2.4 Additionally, there is the challenge of introducing individual budgets and being in a position to monitor their take up and utilisation, while offering a wide choice of services and support to individuals self directing their care
- 2.5 There are some current difficulties in providing timely statements to individuals in relation to the charging for the care they receive. There is a need for an effective system to reduce complaints and ensure income maximisation.

3. PROPOSAL

- 3.1 Oxford Computer Consultants (OCC) have an excellent reputation for contracts and finance software development, implementation and support with 15 years experience of working with local government.

- 3.2 The Council currently uses OCC's Supporting People system SPOCC for managing contracts and payments that was procured through an open competitive tendering exercise. They are now able to offer CONTROCC, a similar system that will enable the Council to manage its Adult Social Care contracting activity.
- 3.3 Officers have been in discussions with OCC, detailing the requirements of the Department, not only for the contract management functionality of the system but also the development work needed to meet the contractual and financial requirements of individual budgets/self directed care.
- 3.4 The key benefits of procuring CONTROCC would be:
1. Providing a fully electronic method of contract information
 2. An objective assessment of supplier risk and performance with the system facilitating the recording and analysis of our evidence based approach to contract management.
 3. A clear audit trail of information to allow auditors to assess how contracts are being monitored.
 4. Ability to establish links between home care activity, payments, charging and monitoring.
 5. To collect fairer charging income via direct debit
 6. Ability to process payment automatically on a commitment accounting basis.
 7. More efficient financial assessments process
 8. Effective system for production of statements in a timely manner
 9. Enabling the development of a robust system, as part of CONTROCC, that ensures the support plan recording and finance system is efficient, transparent and flexible to enable individuals to be in control of their care and support.
 10. The ability to monitor NHS part and whole funded packages of care.
- 3.5 OCC, as part of their strategic vision, intend to develop and more closely align SPOCC and CONTROCC. The two systems can already interface with the Council's Corporate Financial Management System and the Department's client database system, Carefirst.
- 3.6 The Department's Commissioning and Supporting People Teams are already working closely together, joint monitoring services where appropriate and have developed a joint contract to be used where care and housing related support are delivered by the same provider. Having contract management systems that are aligned and in the future may be joined together which will be beneficial and may offer efficiencies in future years.

4. FINANCIAL IMPLICATIONS

- 4.1 OCC have submitted a proposal that includes the delivery and implementation of the CONTROCC software, training, support and a dedicated manager to oversee the project.
- 4.2 To signal their commitment to developing the system to assist in the delivery and management of individual budgets, OCC have agreed to waive the development costs associated with this work, estimated to be in the region of £75,000.
- 4.3 The capital cost to procure CONTROCC is £65,000 in 2007/08 and the ongoing revenue cost is c. £24,000 per annum from 2008/09, which includes software licenses and warranty.
- 4.4 The capital funding is available from within earmarked reserves (subject to separate report) and revenue costs will be met from existing budgets.

5. RECOMMENDATION

- 5.1 That the Portfolio Holder agrees to waive the Standard Contract Procedure Rules in relation to tendering requirements for the procurement of CONTROCC.

ADULT AND PUBLIC HEALTH SERVICES PORTFOLIO

Report To Portfolio Holder
16 October 2007



Joint Report of: Director of Adult and Community Services and
Chief Financial Officer

Subject: FUNDING OF CONTRACT MONITORING
SYSTEM

SUMMARY

1.0 PURPOSE OF REPORT

To request approval for change in use of a reserve to fund the cost of a Contract Monitoring System.

2.0 SUMMARY OF CONTENTS

The report explains the urgent requirement for a Contract Management System for Social care contracted services.

It also sets out how £74,000 previously set aside from the Adult and Community Services Budget for bad debts is no longer required for that purpose, and proposes a change in use for the purchase of a Contract Monitoring System.

3.0 RELEVANCE TO PORTFOLIO MEMBER

The Portfolio Holder has responsibility for the overall budget and reserves within Adult and Public Health Services Portfolio.

4.0 TYPE OF DECISION

Non-key.

5.0 DECISION MAKING ROUTE

Adult and Public Health Services Portfolio.

6.0 DECISION(S) REQUIRED

To approve the change in use of the reserve for the costs of acquiring a Contract Management System.

Joint Report of: Director of Adult and Community Services /
Chief Financial Officer

Subject: FUNDING OF CONTRACT MONITORING
SYSTEM

1. PURPOSE OF REPORT

To request approval for change in use of a reserve to fund the cost of a Contract Monitoring System.

2. BACKGROUND

2.1 The Department reserves for Adult and Community services include £74,000 set aside from the budget against a potential bad debt. The debt has now been settled in full and the reserve is no longer required for this purpose.

2.2 Adult Social Care has an urgent requirement for a Contract Management System in order to cope with requirements for managing contracts and contract payments, associated debt recovery, gross payments, etc. Service users will also be offered self-directed care budgets under “In Control” from 1st November 2007, and a vehicle to develop a means of controlling such expenditure is now a necessity. The system should also be compatible with the Supporting People system, Integra and Carefirst (the Care Management system).

2.3 Adult and Community Services have identified a product (CONTROCC) which meets the requirements for an initial payment of £65,000, plus annual licence payments, etc, and it is proposed to acquire the system. The purchase would be subject to a separate report on the procurement route, and approval of the ICT Steering Group and the Northgate Partnership Board.

3. PROPOSAL

3.1 It is proposed that the £74,000 no longer required for bad debt purposes be earmarked for purchase of a Contract Management System in the current year.

4. RECOMMENDATIONS

To approve the change in use of the reserve for the costs of acquiring a Contract Management System.

ADULT AND PUBLIC HEALTH SERVICES PORTFOLIO

Report to Portfolio Holder
16th October 2007



Report of: Director of Adult & Community Services

Subject: WORKFORCE TRAINING AND
DEVELOPMENT PLAN 2007-08

SUMMARY

1. PURPOSE OF REPORT

To present the Adult and Community Services Workforce Training and Development Plan 2007-2008

2. SUMMARY OF CONTENTS

The report includes an outline of the Adult and Community Services Workforce Training and Development Plan 2007-8.

3. RELEVANCE TO PORTFOLIO MEMBER

The associated performance management and indicators, income and expenditure fall within this portfolio.

4. TYPE OF DECISION

Non-Key

5. DECISION MAKING ROUTE

Adult and Public Health Services Portfolio – 16th October 2007
Culture Leisure and Tourism Portfolio – 16th October 2007

6. DECISION(S) REQUIRED

To note the report and endorse the Workforce Training and Development Plan

Report of: Director of Adult and Community Services

Subject: WORKFORCE TRAINING AND
DEVELOPMENT PLAN 2007-8

1. PURPOSE OF REPORT

- 1.1 To present the Workforce Training and Development Plan 2007-2008.

2. BACKGROUND

- 2.1 The purpose of the plan is to outline the Adult and Community Services Workforce Training and Development needs for the year 2007-8.
- 2.2 The plan provides a framework for achieving training and development targets.
- 2.3 Workforce planning and development is required to create and sustain a workforce which can contribute to, and meet the objectives and standards of the Hartlepool Community Strategy, Corporate Plan, Corporate Workforce Development Strategy, People Strategy and Departmental and Service Plans.
- 2.4 Changes during 2006-7 to ensure that resources and management were best deployed to meet identified priorities have had considerable training implications for the Department.
- 2.5 The workforce must be equipped to work to meet objectives and standards, have knowledge of the issues facing the people of Hartlepool, and have the personal and occupational skills and qualifications required to provide high quality services.
- 2.6 It has long been established that if employees can see their employer is serious about helping them to learn and develop then they will themselves take learning and development seriously and will seek to learn from everything they do and continuously improve the way services are provided.
- 2.7 It is therefore important to the department that there is appropriately resourced Training and Development for staff, and production of a Workforce Training and development plan is a key action within the Adult and Community Services Departmental Plan.
- 2.8 The Plan is attached at **Appendix 1**.

3 FINANCIAL IMPLICATIONS

- 3.1 In order to meet the expected standards it is expected that 3.7% of the gross current expenditure on social care staffing will be spent on training directly employed staff.
- 3.2 In addition support will be provided to Private and Voluntary Sector Providers in developing their workforce to meet service needs.
- 3.3 Department of Health funded National Training Strategy Grant and Human Resource Development Grant will be used in conjunction with the Department Staff Development Budget to meet the target above.

4 RECOMMENDATIONS

- 4.1 To note the report and endorse the Workforce Training and Development Plan.

HARTLEPOOL ADULT & COMMUNITY SERVICES



WORKFORCE TRAINING AND DEVELOPMENT PLAN 2007 - 2008

CONTENTS

- 1. Purpose of the plan**
- 2. Background**
- 3. Workforce**
- 4. Review of Activity in 2006/7**
- 5. Targets and Activity planned for 2007/8**
- 6. Costs**
- 7. Appendices**

**QCA Framework
Workforce Training & Development Policy
Workforce Training & Development Procedure
Flowcharts – accessing Training**

1. Purpose of the Plan

1.1 The purpose of the Plan is to outline the Hartlepool Adult and Community Services Workforce Training and Development Plan for the year 2007-8 and to provide a framework for monitoring progress in achieving targets from the previous year.

1.2 The Aim of Workforce Planning and Development is to create and sustain a workforce which can contribute to and meet the objectives and standards of Hartlepool Community Strategy, Corporate Plan and People Strategy, Corporate Workforce Development Strategy, Departmental and Service Plans.

2. Background

2.1 The Adult and Community Services Department employs over 650 people and is responsible for a wide range of services including Adult Social Care and a range of community and leisure services including Adult Education, Libraries, Sports & Recreation, Cultural Heritage, Parks & Countryside and Support Services.

2.2 The Department's guiding vision is to encourage comprehensive and collaborative links across a wide number of services and agencies, thus providing greater opportunities for people to learn; to be able to better access relevant vocational, cultural and leisure activities; and for care to be delivered in responsive and person-centred way.

2.3 Through this vision it aims to make social inclusion a reality for all; provide opportunities that will increase independence and choice for individuals; enhance environmental and economic well being; and, by means of greater involvement and control, provide a climate in which people will stay fit, involved and enjoy well being.

2.4 Throughout 2006-7 a review of services and strategic direction was undertaken to ensure that resources and management are best deployed to meet newly identified priorities a realignment of the organisation and Department has taken place.

2.5 This has involved some services expanding, some reducing and for most a change in perspective is required. These changes have considerable training implications. Priorities for these have been captured in the training and development detailed in this plan.

In the next year the Department expects to see changes:

- Through restructuring of posts to provide more specific service focus

- Moves in Adult Services Social Care to individualised budgets for Service Users and directed care

- Integration of Health and Social Care teams

- Implementation of the white paper 'Our Health Our Care Our Say'

2.6 The workforce therefore, must have knowledge of the issues facing the people of Hartlepool and have the personal and occupational skills required for their role. A key feature of this will be promoting anti-discriminatory practice, valuing diversity, ensuring equality, empowering people and maintaining person centred practice.

2.7 They must also be equipped with the knowledge and skills required to maintain their own health, safety and wellbeing and of those around them. Hartlepool Borough Council strives to be an employer of choice and takes seriously the impact of stress and individual wellbeing in relation to the work they are asked to undertake.

Policies and support initiatives are in place for all staff and are complimented by associated training at corporate and departmental level.

2.8 It has long been established that if employees can see their employer is serious about helping them to learn and develop then they will themselves take learning and development seriously and an organisation with a strong learning culture will emerge.

In such a learning organisation people will seek to learn from everything they do, and try to continuously improve the way things are done.

It is therefore important to the department that there is appropriately resourced Training and Development for staff.

2.9 To help achieve this, each post holder will through supervision and appraisal have an individual development plan which identifies action to improve and develop performance to meet local and national targets and plans and assist workers and managers to identify individual career pathways.

It also provides the individual workers opportunity to identify, discuss and evaluate training and development. Ideas for new and innovative methods of development, delivery of training etc are invited from workers.

Ensuring equal opportunities for all staff is a key feature of this approach.

In addition to this, a framework is being developed which will identify:

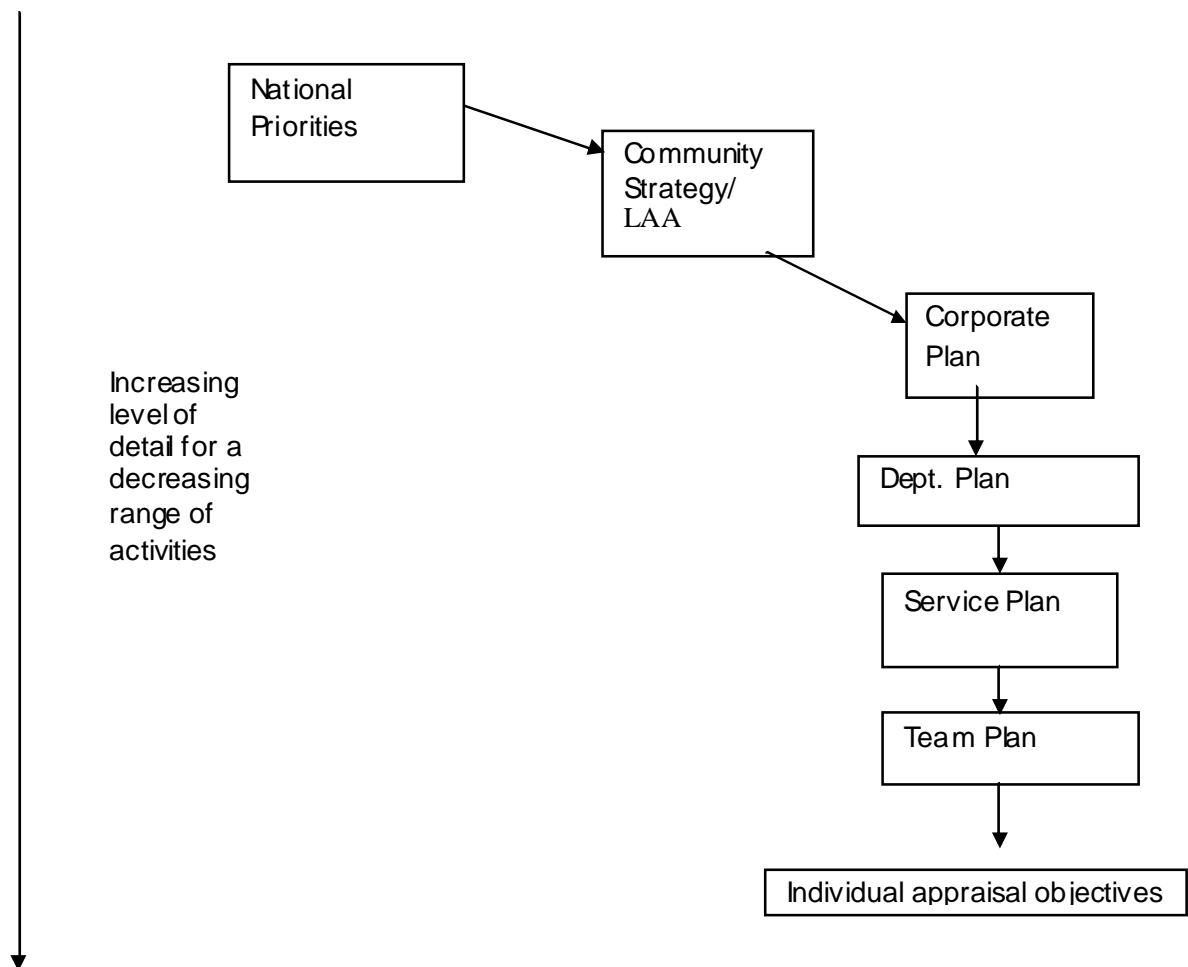
- The Standards & Competencies expected of each post
- The Qualifications expected of each post
- A 'next steps' programme for each post
-

2.10 The department as an employer needs to be explicit about what it intends to do and ensure that everyone within Adult & Community Services understands their identified responsibilities. They can then understand how and what they do contributes to quality outcomes for the people of Hartlepool, their social, emotional and physical wellbeing.

2.11 A performance management framework has been adopted by the department to ensure that national and local targets are translated into departmental, service, team and individual objectives and targets. The

Governments targets for Adult and Community Services have been adopted by the Local Strategic Partnership and are within the Local Area Agreement alongside locally agreed priorities and targets.

The following diagram illustrates how this framework cascades the national and local targets throughout the organisation.



Our challenge is to be more explicit about what we intend to do and ensure everyone within the department understands their responsibilities identified so they understand how and what they do contributes to the councils strategic objectives.

2.12 To meet this challenge the senior management forum, e-mail communication and training programme updates are methods presently used to maintain communication. Divisional and Business unit meetings also provide forums for dissemination of information to all workers.

2.13 In coordinating and providing the training to meet workforce needs there has been involvement with the Adult Education Section of Adult & Community Services Department, other HBC departments, agencies and services, engagement with local further and higher educational establishments and competitive, quality training providers to develop a multi-agency approach and to make best use of resources.

2.14 Once approved by the Departments Directorate, Union Representatives and the Portfolio Holders for Adults and Public Health and Culture and Leisure the plan will be distributed to all staff and partners.
The Department's Training Policy is due for review following reorganisation.

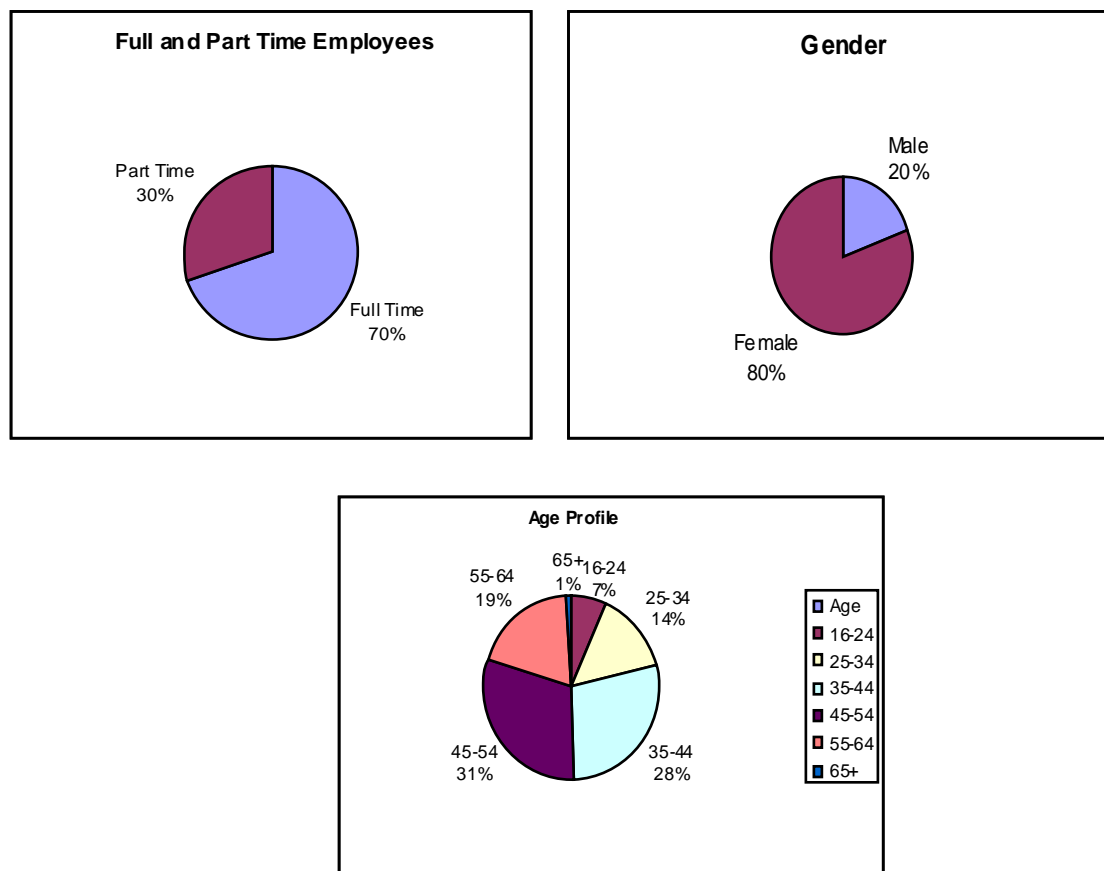
3. Workforce

3.1 To understand the workforce, ensuring relevant and accurate data is available on a timely basis is a priority. This data provides invaluable information to plan for the challenges and changes ahead.

Data is currently collected via a number of routes: employee annual survey, payroll data, departmental audits and Department of Health/Government submissions and soon to be introduced Skills Audits.

A&Cs have invested resources into developing a database to improve the availability of workforce data for the department and streamline the collection of data to ensure it is consistent and fit for purpose.

A&CS Workforce @ April 2007: 655



3.2 Qualifications/Skills/Competencies

Adult and Community Services have adopted the 'Hartlepool Learning Ladder to ensure minimum qualification levels for tiers and groups of staff, (HBC Workforce Development Strategy 2007-12) and the Hartlepool Learning Commitment aims to ensure that all staff have a minimum of NVQ 2 or equivalent and departments support opportunities for this requirement to be met and that everyone should be able to clearly understand the value of their achievements and how they fit into the councils vision for developing the workforce.

3.3 The initiative to support employees to at least a level 2 qualification is also highlighted in The Leitch Report (2006), Prosperity for all in the Global Economy:

World Class Skills. It recommends that the UK commit to becoming a world leader in skills by **2020**, with targets for educational achievement set at:

- 95 per cent of adults to achieve the basic skills of literacy and numeracy.
- 90 per cent of adults qualified to at least Level 2, and a commitment to go further and achieve 95 per cent as soon as possible;
- Shifting the balance of intermediate skills from Level 2 to Level 3.
- 40 + per cent of adults qualified to Level 4 and above with a commitment to continue progression.

3.4 Qualification held by departmental staff

Framework Level	Level Indicators	Examples of qualifications to be obtained at this level	% A&Cs with this level
LEVEL 3	Level 3 qualifications recognise the ability to gain and (where relevant) apply a range of knowledge, skills and understanding. Learning at this level involves obtaining detailed knowledge and skills. It is appropriate or those intending to progress to HE, work independently or (occupational) to supervise and train others	A Levels; NVQ3; BTEC National Advanced level qualifications	28.14%
LEVEL 4	Level 4 qualifications recognise specialist knowledge and involve detailed analysis of high levels of information in technical or professional knowledge	NVQ4; HNC; Certificates of Higher Education	22.37% (57% Management Qualifications)
LEVEL 5	Level 5 qualifications recognise the ability to increase depth and understanding of knowledge within an area of work or study to enable them the formulation of solutions and responses to complex problems and situations. Qualifications at this level are appropriate for higher grade technicians professionals or managers	NVQ5; HND; Foundation Degrees; Diplomas of Higher Education; CMS	33.33% (19% Management Qualifications)
LEVEL 6	Level 6 qualifications recognise a specialist high-level knowledge of an area of work or study to enable the use of an individual's own ideas and research in response to complex problems and situations. Qualifications at this level are appropriate for professional management positions with a degree of seniority.	BA/BSc (Hons) DMS	10.22% (20% Management Qualifications)
LEVEL 7	Level 7 qualifications recognise highly developed, complex specialist knowledge enabling the development of in-depth and original responses to complicated and unpredictable problems and situations.	MA/MSc/MBA	4.74% (2% Management Qualifications)
LEVEL 8	Level 8 qualifications recognise leading experts or practitioners in a particular field. Learning at this level involved the development of new and creative approaches that extend or refine existing knowledge or professional practice.	PhD; DPhil	1.18% (2% Management Qualifications)

3.5 The table in appendix 1 outlines the QCA Nine Level Framework (2004) recommended minimum qualification, and the corresponding the Hartlepool Learning Ladder and Department Specific Roles for each tier of worker.

3.6 HBC has been tackling Recruitment and Retention by giving attention to attracting young people. In Adult & Community Services a trainee care initiative began in 2005 and will be completed in 2008.

Modern apprenticeships and student and pupil placements are supported across the department. There is a strong commitment in the workforce from staff and managers committed to providing quality and purposeful placement experiences.

3.7 The introduction and allocation of the National Training Strategy grant directly to Private and Voluntary sector is planned to continue with an aim of improving training opportunities and care standards amongst Private & Voluntary sector providers

There have been several events over the last 18 months regarding this initiative, positive feedback, ideas for reinvestment and networking has taken place.

4. Review of Activity in 2006-7

4.1 Continuous professional development of the workforce has been a high priority in the first year of Hartlepool Adult & Community Services.

Activity was in most cases in line with what was planned for individuals and services, with considerably more happening in certain areas as the existing and changing needs of the new department were addressed.

4.2 Qualification Training

An ambitious programme of qualification and post qualification training has been successful which has provided staff with the required qualifications for their profession and in management.

4.3 Management Training

4.3.1 There have been considerable demands on all managers in the first year of operating after reorganisation. The LDMP programme has provided a solid base for those who have completed it.

4.3.2 Ensuring that more staff complete training in this key activity will be a priority for 2007-8.

4.3.3 In addition to the LDMP programme and accompanying modules staff has completed training in Supervision skills.

4.3.4 A programme of absence management training took place to address the high percentage of sickness across the department this was attended by all managers and supervisors and has contributed in sickness figures reducing.

4.4 Core/Mandatory Training

4.4.1 Training took place to meet the Health and Safety requirements of the Adult and Community services workforce, to meet specific standards, legislation and registration requirements.

Training	Number Attended	Cost
1 st Aid certificate & refresher	8	£1520.00
Adult protection awareness	459	£6885.00
Complaints	65	£650.00
Diversity	37	£2405.00
Emergency aid	60	£2400.00
Fire safety	52	£2600.00
Food hygiene	38	£2470.00
H&S at work	44	£2640.00
H&S risk assessment	89	£4235.00
Infection control	40	£1800.00
Managing Violence & Aggression	33	£3960.00
Manual Handling	18	£630.00
Moving & Handling People	210	£14,700
Induction to HBC	9	£0.00

The totals for Adult Protection Awareness, & Moving & Handling People included 491 staff from other agencies.

4.5 Development training

4.5.1 The total number of development training days delivered was 765.

Adult and Community Services Staff 450, other Agencies 315

4.5.2 Joint planning with partner agencies took place and will continue and new and innovative methods of developing staff and providing training will be sought. The expertise and experience of all partners in identifying and contributing to the delivery of high quality and relevant training in the changing world of lifelong learning will be critical and invaluable in this challenge.

4.5.3 This year saw specific training take place in older people services around outcome focussed working, dementia and Telecare.

4.5.4 Training was provided by PCT for stroke awareness, continence awareness and COPD across all services.

4.5.5 In Disability services specialist training in autism awareness, learning disability awareness, person centred practice, training for service users & carers to interview and appoint staff and nutrition.

4.5.6 Mental health services utilised training through TEWV for training in their area.

4.5.7 Other specialist training was commissioned and accessed by all sections of the department in particular Mental Capacity Act, Adult Protection, In Control, Carer Awareness, Bereavement & Loss, and HIV & Aids which had been identified to meet specific priorities identified in 2006/7.

4.5.8 IT Skills support was provided throughout the year by the department's Management Information Team who supported and coached workers at all levels on existing and new systems and databases. IT training provided through Workforce Development & Diversity Section was also accessed including training to qualification level.

4.6 Evaluation

4.6.1 Evaluation of planned and delivered training is carried out through post course questionnaires, meetings with trainers and staff supervision and appraisal

feedback. Divisional, Business Unit and Team Meetings also provide forums for evaluation and review.

4.7 Budget

4.7.1 Out turn figures for 2007 showed a carry over of the National Training Support Grant that was anticipated following the introduction of allocation directly to Private and Voluntary Sector colleague.

4.7.2 This carry over was agreed to be reinvested in administration, joint planning and training delivery following consultation with Private and Voluntary sector service providers.

4.7.3 It was expected that 3.7% of the services gross current expenditure on staffing would be spent on training directly employed staff in 2006-7.

4.7.3 The final figures indicated that the actual amount was 3.72%

5. Planned Activity for 2007- 8

5.1 The priorities for planned activity will be derived from current priorities together with those previously identified from the Hartlepool Community Strategy, Corporate Plan and People Strategy, Corporate Workforce Development Strategy, Department and Service Plans. They will also include the individual development plans of individuals whose development needs have been identified to meet objectives of the afore mentioned plans.

In particular training and development will focus on

- Moving from being service centred to place and person centred organisation
- Leading and managing places and communities in all their diversity
- Doing more with less: increasing both effectiveness and efficiency
- Increasing their change management capabilities, to better manage change internally and externally.

- Attracting, developing and retaining a high performing workforce
- Training needs to meet National Minimum Standards of Care
- Health and Safety needs of all workers
- Continuing professional development to meet registration requirements of professionally affiliated workers
- Qualification training to fill the knowledge, skills and qualification gaps, and promotes career pathways.
- IIP

5.2 Qualification Training

Ensuring that all staff have the appropriate professional and technical qualifications to do their jobs continues to be a priority across Adult & Community Services.

5.2.1 NVQ Management Qualifications are to be undertaken which will impact on key priorities.

5.2.2 Emphasis on all workers having IT Skills is a major driver this year. All workers will have access to IT and Admin Qualifications appropriate to post

5.2.3 Social Work training continues and four Staff are being supported and it is proposed that another three will be supported in September 2007.

5.2.4 The BA in Occupational Therapy will continue to be supported this year with an occupational therapy assistant continuing to study.

5.2.5 Adult Education is to deliver a training programme of NVQ which will provide the underpinning knowledge and work based assessment for NVQ 2 Health & Social Care and Registered Manager Awards.

5.2.6 They will also deliver and support the Common Induction Standards across Adult Services, Private & Voluntary providers and individuals wishing to have a career in Social Care.

This programme will have an impact on national, local and departmental targets for improving skills, training the Hartlepool Social Care workforce and introducing new workers who have been previously been employed, or individuals returning

to work or changing career. Social care staff may also be seconded to support this process.

5.3 Management Training

Leadership and Management Development will continue to run in conjunction with the corporate Workforce Development and Diversity Section. This training will contribute to achieving Departmental objectives.

In addition to this managers and teams will attend training in relation to Performance Management, Supervision, Business Improvement Techniques, Team building, and NEEM management training programme.

Qualifications at level 2, 3, 4 and 5 in management will also be accessed.

5.4 Core Skills :

5.4.1 This programme is designed to increase the knowledge and skills and values of staff in areas of health and safety at work, equality and diversity, communication and complaints and adult protection.

5.4.2 An increase in E. learning is expected this year for initial and refresher training.

5.4.3 Induction continues to be developed corporately and is essential for all new staff. Social Care workers will be accessing common induction standards delivered by Adult Education.

5.4.4 It is estimated that figures for attendance will be high with workers attending elements of training as essential training for their post and as a refresher. Adult Education will provide a major part of this training.

5.4.5 The commissioning of the consultant who will work to the A&CS Moving and Handling of People Strategy will continue and training will expand to include falls awareness. Attendees will be a multi-agency from A&CS, PCT and Hartlepool Housing.

5.4.6 The Adult Protection training programme is a highly successful multi agency operation which is managed and coordinated by A&Cs. The Self Assessment Survey submission carries a new indicator (7.2GN 191) asks for the Estimated percentage of staff, employed by independent sector registered care

services that have had some training on protection of vulnerable adults, that is either funded or commissioned by the Department. Work will continue this year with providers to provide and record this information.

5.5 Skills Development: Adult Services

5.5.1 Training will contribute to achieving objectives of the department and service plans. The priorities for the Department are developed as a result of national and local priorities and the next 2 years

1. Develop a Joint Commissioning Team in conjunction with Hartlepool Primary Care Trust (HPCT)
2. Development of integrated teams with Hartlepool PCT, Tees Esk and Wear Valley NHS Trust for Older People and working age adults
3. Supporting carers to continue to care via the development of new support, Direct Payments and short break options
4. Implementing new commissioning models including Connected Care and examining regional efficiency approaches (e.g. regional procurement)
5. Modernisation of disability services to focus on social inclusion and community participation
6. Development of self directed services for vulnerable adults
7. Having a robust approach to risk and asset management which is firmly embedded in the business planning process
8. Developing a public access strategy covering indoor facilities and sports facilities.
9. Increasing access to cultural, leisure and community learning activities
10. Review the Cultural Strategy
11. Develop the H₂O Delivery Plan
12. Development of a Tall Ships Delivery Plan
13. Responding to the Supporting People Inspection findings
14. Development of a Department wide efficiency strategy which incorporates ICT and BPR (Business Process Re-engineering)

15. Development of a Voluntary Sector Strategy
16. Development of an Older People Housing care support and commissioning strategy in partnership with housing and Supporting People low level
17. Development of a Preventative Strategy
18. To develop a Department wide response to Business Continuity, Risk and Emergency Planning.
19. Develop the Management Team to ensure the provision of synergy, and better ways of working.
20. Achieve Investors in People Award
21. Achieve Level 3 Equality Standard. Ensure INRAs/DIAs are completed
22. Accommodation
23. Information Sharing
24. Links (Local Involvement Networks) Development (for public engagement re Health and Social Care)

5.5.2 Training planned to support the achievement of the objectives is detailed in the training catalogue that is made available to all staff.

5.6 Information Technology Training

5.6.1 Ongoing support for all other systems used in the council will continue i.e. Lotus Notes, intranet etc.

5.6.2 Training for writing for the department's portal and website is key in 2007/8 to ensure that all information published is accessible and easy to read.

5.7 External Training and Conferences

5.7.1 To ensure that specialist skills can be developed, maintained and managers and staff can be kept up to date with national and local initiatives, legislation and policies, it is necessary to make use of external training and conferences.

5.7.2 In most instances this is coordinated by A&Cs workforce planning and development.

5.7.3 This approach is also appropriate when it is uneconomic to buy in courses/training.

5.8 Evaluation

Evaluation of training undertaken is carried out in various ways.

1. Meetings with Business unit managers to develop annual Workforce Training and Development plan.
2. Post Course questions to continue to inform future planning.
3. Pre and Post course identification and evaluation to discuss learning aims and subsequent impact on practice to be covered in supervision process.
4. Issues, comments, compliments, concerns arising from above process to be communicated in writing by individual or line manager to workforce planning and Development.
5. evaluation projects in specific areas to inform future training and development needs
6. Supervision and progress meetings with training providers.

6. Estimated Costs

Cost Summary	No of staff	No Training days (whole days)	Est. Cost £
Qualification Training *	100	1500	52000
Core Skills	600	650	5000
Management Training	60	180	15000
Skills Development	752	211	75000
Evaluation			20000
External Courses			20000
Travel & Subsistence			6000
Training Materials/Room Hire/Venues			25000
Hire/Venues			3000
Service User involvement in Training			3000
TOTAL			£266000

* Numbers and costs for qualifications are those taken from the staff development budget only – they do not include those supported and funded by individual teams

Appendix 1

QCA Nine Level Framework (2004)

The following table outlines the QCA recommended minimum qualification, and the corresponding the Hartlepool Learning Ladder and Department Specific Roles for each tier of worker. Work is underway to complete the final column.

Framework Level	Entry Criteria	Level Indicators	Examples of qualifications to be obtained at this level	Skills expected at this level	A&CS Roles for this level	No A&Cs in roles with this level
ENTRY	Preferably some level of literacy and numeracy.	Entry level qualifications recognise basic knowledge and skills and the ability to apply learning in everyday situations under direct guidance or supervision. They are not occupationally specific.	Entry 1 Entry 2 Entry 3 in range of subjects	Basic Skills	All Staff	
LEVEL 1	To have completed secondary education;	Level 1 qualification recognises basic knowledge and skills and the ability to apply learning with guidance or supervision. Learning at this level is about activities which mostly relate to everyday situations and may be linked to job competence.	GCSE grades D-G; NVQ1; Pre-Apprenticeship qualifications; Foundations Level qualifications	Basic Skills	All Staff	
LEVEL 2	GCSE - D-G; NVQ1; Pre-Apprenticeship qualifications; Foundation Level qualifications	Level 2 qualifications recognise the ability to gain a good knowledge and understanding of a subject area of work or study and to perform varied tasks with some guidance or supervision. Learning at this level involves building knowledge and/or skills in relation to an area of work or subject and is appropriate for many job roles	5 GCSE grades A*-C; NVQ2; BTEC First Award; Intermediate Level qualifications	Vocational - Technical Skills	All Staff Elected Members	

Framework Level	Entry Criteria	Level Indicators	Examples of qualifications to be obtained at this level	Skills expected at this level	A&CS Roles for this level	No A&Cs in roles with this level
LEVEL 3	5 GCSEs - A*-C; NVQ2; Intermediate Programme	Level 3 qualifications recognise the ability to gain and (where relevant) apply a range of knowledge, skills and understanding. Learning at this level involves obtaining detailed knowledge and skills. It is appropriate for those intending to progress to HE, work independently or (occupational) to supervise and train others	A Levels; NVQ3; BTEC National; Advanced level qualifications	Vocational - Technical Skills Academic Skills	Elected Members Identified Staff	
LEVEL 4	A Levels; NVQ3 BTEC National	Level 4 qualifications recognise specialist knowledge and involve detailed analysis of high levels of information in technical or professional knowledge	NVQ4; HNC; Certificates of Higher Education	Academic Skills	Elected Members Identified Staff	
LEVEL 5	A Levels; BTEC National; NVQ4 HNC	Level 5 qualifications recognise the ability to increase depth and understanding of knowledge within an area of work or study to enable them the formulation of solutions and responses to complex problems and situations. Qualifications at this level are appropriate for higher grade technicians professionals or managers	NVQ5; HND; Foundation Degrees; Diplomas of Higher Education; CMS	Managerial Skills	All Staff With Managerial Responsibility	

Framework Level	Entry Criteria	Level Indicators	Examples of qualifications to be obtained at this level	Skills expected at this level	A&CS Roles for this level	No A&Cs in roles with this level
LEVEL 6	A Levels; BTEC National; HND; NVQ5; Foundation Degrees	Level 6 qualifications recognise a specialist high-level knowledge of an area of work or study to enable the use of an individual's own ideas and research in response to complex problems and situations. Qualifications at this level are appropriate for professional management positions with a degree of seniority.	BA/BSc (Hons) DMS	Managerial Skills	All Staff With Managerial Responsibility	
LEVEL 7	BA/BSc (Hons) DMS	Level 7 qualifications recognise highly developed, complex specialist knowledge enabling the development of in-depth and original responses to complicated and unpredictable problems and situations.	MA/MSc/MBA	Leadership Skills	1 st & 2 nd Tier Officer	
LEVEL 8	MA/MSc/MBA	Level 8 qualifications recognise leading experts or practitioners in a particular field. Learning at this level involved the development of new and creative approaches that extend or refine existing knowledge or professional practice.	PhD; DPhil	Leadership Skills	1 st & 2 nd Tier Officer	



HARTLEPOOL ADULT AND COMMUNITY SERVICES WORKFORCE TRAINING AND DEVELOPMENT POLICY

This policy document was approved by on

1. Workforce Training and Development

Workforce Training and Development, which includes all aspects of training, is one of the elements of Hartlepool Borough Councils overarching Workforce Strategy. The aim of this strategy and its supporting policies and procedures is to provide a working environment in which staff are able to maximise their performance, commitment and contribution to the aims of this department and of the Council.

Workforce Training and Development is the term used to include all activities, which are undertaken by and for staff in order to maintain, up-date and enhance their work related knowledge, skills and capabilities.

2. The Purpose of Workforce Training and Development

The purpose of Workforce Training and Development and the Workforce Training and Development Policy is to link staff, their performance and development to the achievement of the department's operational and strategic objectives and its commitment to continuous improvement and excellence.

- Assist staff to learn from every activity
- Continuously improve services
- Promote equality
- Enhance job performance
- Support the management of change
- Assist individual development and team learning
- Provide opportunities for succession
- Make a contribution to recruitment and retention of staff
- Facilitate effective joint working with other agencies

3. Guiding Principles

The Adult and Community Services Department recognises that its most important resource is its employees. It is committed to the training and development of its entire workforce so that they will gain the necessary skills to reach their full potential.

This will assist in enabling the Department to achieve its aims and objectives that are to provide specialised, high quality services to people through a well trained and supported workforce.

By increasing the skills and knowledge of its staff the Department will produce confident, highly qualified staff working as an effective and efficient team.

The individual training and development needs will be identified through

- Induction
- Supervision
- Annual Performance Appraisal
- Requests From Employees
- Department, Service And Team Plans

The following principles guide the Staff Training and Development Policy and apply to all aspects of staff development and training activity delivered both internally and externally. There is a departmental commitment to staff development and training.

1. All staff regardless of age, grade, gender, disability, ethnic background or nature of their contract of employment are expected to undertake training and development, which is viewed as a continuous process throughout employment.
2. Staff are required to assume responsibility for their own development and training, which includes both participation in planned activities and making use of opportunities to learn when they are presented.
3. Staff development and training is an obligation for line managers who are responsible for identifying individual training and development needs and supporting and encouraging staff.
4. Formal processes, induction, appraisal and training needs analysis are used at the individual level and training and development planning takes place at business unit/service level.
5. Accountability for staff training and development rests with management at every level.
6. The training and development needs identified will be met through a variety of activities depending on the nature and extent of the requirements deemed necessary after assessment.

7. All internal training provided by the department will be of no cost to the employee. External courses and professional qualifications may be fully or partly funded by the department depending on the nature of the training.
8. As part of the departments continuing commitment to training and development, employees are asked to provide feedback on the value and effectiveness of the training and development they undertake. This information will be used to assess and improve the training process and to ensure that it provides value for money.

4. Priorities for Workforce Planning and Development

Identified strategic priorities for staff development and training, in the short to medium term are:

- Workforce training and development to meet registration requirements and minimum standards in all professions.
- Leadership and management development.
- Best practice in the management of people.
- Enhancing service delivery.

Qualifications and Training that is available or which the department plans to provide will directly link to the priorities above

Workforce Planning and Development priorities will be regularly reviewed by the Workforce Development Management Team, which has responsibility for staff training and development policy.

4.1 Development Plans

Services heads will be required to prepare training and development plans, which will reflect the achievement of academic and operational plans and the outcomes of the appraisal processes for different categories of staff.

These plans will be approved and reviewed annually by the Staffing and Development Committee.

4.2 Training Records

Training records will be maintained by Adult and Community Services, Workforce Planning and Development Section, Support Services, subject to data protection requirements.

5. Funding Policies

The Departments central budget for Workforce Planning and Development is administered by the Workforce Planning and Development section. These funds

are allocated to support the Department in the achievement of organisational aims and objectives.

5.1 Charges for Training

Charges are not imposed for attendance at courses funded from the Workforce Training and Development budget. However, individuals who have booked a place on a course and who then do not attend the course, with the exception of illness and other mitigating circumstances; will be reported to the directorate.

6. Review of the Policy

The Staff Development and Training Policy will be revised and up-dated every three years.



HARTLEPOOL ADULT AND COMMUNITY SERVICES WORKFORCE TRAINING AND DEVELOPMENT PROCEDURE

Date of issue: Aug 2007
Author: Gwenda Pout
Review Date: 2010
Review Group: DMT

1. The Department Workforce Training and Development Plan

The Department Workforce Training and Development Plan for each financial year is agreed by the Adult and Community Services Directorate and Portfolio Holder for Adults and Public Health.

The Workforce Training and Development Plan covers staff learning and development required to meet the Department objectives. This includes:

- Induction and continuing training in the Department's processes, e.g. Health & Safety
- Training programmes to meet any requirements to develop new skills
- Maintaining and developing the support of further and higher education professional training e.g. social work practice placements.
- Links into any council wide training initiatives
- An estimate of the average staff time and cost for training in the coming year

2. Communication

There are a number of formal communication routes within the Department:

Management meetings:

- The Director and Division Heads (Directorate) meet every two weeks
- Departmental Management Team meet every two weeks

- Divisional Meetings meet every four weeks
- Workforce Planning and Development Team monthly
- Business/Service Unit/Group Meetings: every two weeks to discuss the key issues and developments in their work area.
- Team Meetings
- Department Management Forums: at approximately six monthly intervals the Director holds a meeting for all Department managers to inform them of Department plans and progress. Managers are responsible for ensuring that staff not attending the Forums are informed of the discussions and presentations.
- Consultation events: at approximately 12 monthly intervals a meeting with Workforce Planning and Development to present and discuss recent work and future plans including funding.

3. Professional and Managerial qualifications

The following qualifications are seen as appropriate for posts within the department in line with the National Qualification Framework.

Framework Level	Entry Criteria	Level Indicators	Examples of qualifications to be obtained at this level
ENTRY	Preferably some level of literacy and numeracy.	Entry level qualifications recognise basic knowledge and skills and the ability to apply learning in everyday situations under direct guidance or supervision. They are not occupationally specific.	Entry 1 Entry 2 Entry 3 in range of subjects
LEVEL 1	To have completed secondary education; Entry Level 2 or 3	Level 1 qualification recognises basic knowledge and skills and the ability to apply learning with guidance or supervision. Learning at this level is about activities, which mostly relate to everyday situations and may be linked to job competence.	GCSE grades D-G; NVQ1; Pre-Apprenticeship qualifications; Foundations Level qualifications
LEVEL 2	GCSE grades D-G; NVQ1; Pre-Apprenticeship qualifications; Foundation Level qualifications	Level 2 qualifications recognise the ability to gain a good knowledge and understanding of a subject area of work or study and to perform varied tasks with some guidance or supervision. Learning at this level involves building knowledge and/or skills in relation to an area of work or subject and is appropriate for many job roles	5 GCSE grades A*-C; NVQ2; BTEC First Award; Intermediate Level qualifications

Framework Level	Entry Criteria	Level Indicators	Examples of qualifications to be obtained at this level
LEVEL 3	5 GCSEs at grades A*-C; NVQ2; Intermediate Programme	Level 3 qualifications recognise the ability to gain and (where relevant) apply a range of knowledge, skills and understanding. Learning at this level involves obtaining detailed knowledge and skills. It is appropriate for those intending to progress to HE, work independently or (occupational) to supervise and train others	A Levels; NVQ3; BTEC National; Advanced level qualifications
LEVEL 4	A Levels; NVQ3 BTEC National	Level 4 qualifications recognise specialist knowledge and involve detailed analysis of high levels of information in technical or professional knowledge	NVQ4; HNC; Certificates of Higher Education
LEVEL 5	A Levels; BTEC National; NVQ4 HNC	Level 5 qualifications recognise the ability to increase depth and understanding of knowledge within an area of work or study to enable them the formulation of solutions and responses to complex problems and situations. Qualifications at this level are appropriate for higher grade technicians professionals or managers	NVQ5; HND; Foundation Degrees; Diplomas of Higher Education; CMS
LEVEL 6	A Levels; BTEC National; HND; NVQ5; Foundation Degrees	Level 6 qualifications recognise a specialist high-level knowledge of an area of work or study to enable the use of an individual's own ideas and research in response to complex problems and situations. Quals at this level are appropriate for professional management positions with a degree of seniority.	BA/BSc (Hons) DMS
LEVEL 7	BA/BSc (Hons) DMS	Level 7 qualifications recognise highly developed, complex specialist knowledge enabling the development of in-depth and original responses to complicated and unpredictable problems and situations.	MA/MSc/MBA
LEVEL 8	MA/MSc/MBA	Level 8 qualifications recognise leading experts or practitioners in a particular field. Learning at this level involves the development of new and creative approaches that extend or refine existing knowledge or professional practice.	PhD; DPhil

4. Career progression/Next Steps

When someone has demonstrated that they are operating to the standards expected of them and that they have the qualifications required for their current post it might be that they wish to take a “next step”.

The Department has important reasons to support people in “next steps” activity

- To ensure a culture of “life time learning” and to maintain a learning organisation: without this sustaining motivation and responding to change can be difficult
- To ensure that there are people able to be serious candidates for promotion and replacement of people who retire, get promoted or who for whatever reasons leave the organisation.
- To attract people to work in the Department

The “next steps” may be opportunity to do a qualification course, which would give access to a different job, to be seconded to a different job in the department.

Some next steps will be part of Departmental strategies to increase the numbers of staff with particular qualifications/skills; some will be “one offs” to meet the needs of particular individuals.

Resources for both types will have to be identified and authorised by the directorate.

Planning the “next step” has to start to be developed in supervision and appraisal between the worker and their line manager

5. Supervision and Appraisal

It is an expectation that all staff will receive supervision from their line manager on a regular and planned basis, and these sessions will cover the following:

- Current workload
- Support available
- Development

Both the staff member and their manager can bring items to the meeting, and records should be kept of the sessions including action people should be taking to improve and maintain good performance.

Additionally the Hartlepool Borough Council Appraisal Scheme will be completed by the staff member and their manager, who together will conduct

an annual review of the staff member's performance and development and make plans to meet any development needs that are identified or to take other action as required. There is a six monthly review of the plans made.

Departmental Standards are to be available to help managers and staff in carrying out effective supervision and appraisal.

The Supervision and Appraisal scheme will result in every staff member having an individual development plan and also provide from line manager requests for development opportunities information about training and secondment needs across the Department.

6. Training Records

The Department maintains Training Records for each member of staff. The record includes:

- Qualifications, experience and any learning and development activities that have been undertaken.
- Learning and development activities include:
 1. attending a course
 2. sitting an examination
 3. attending a conference or workshop
 4. attendance at a Department Forum
 5. presentation of a paper at a conference
 6. period of on the job experience or study, self taught or otherwise
 7. structured private study

The Workforce Planning and Development section maintains a copy of the training records and inputs the information onto the Training and Qualification database. The records are kept up to date from the nomination forms, evaluation forms and attendance lists.

Access to training records is restricted. Individuals can access their own records and Managers can access the records of the staff they are responsible for. The Training Manager, staff maintaining the database, and auditors can access all the records.

7. Accessing Learning and Development

All training courses are listed in the Workforce Planning and Development planner which is available on the intranet. Staff and their line manager identify training needs through supervision and appraisal. An electronic version of the nomination form sent via their line manager or a paper copy signed by their line manager is sent to the Workforce Planning and Development section and a place will then be reserved on the relevant course. Confirmation and

course details are sent via Lotus Notes meeting invites for internal staff. For staff not on Lotus Notes confirmation and course details are posted to their work bases or e-mailed to their line manager three weeks prior to the start of the course.

8. Evaluation

Staff complete an evaluation form at the end of each training course. The Workforce Planning and Development section will collate the information, and the Workforce Training and Development Manager evaluates the effectiveness of the training in meeting the Department's objectives, and makes recommendations to DMT.

9. The Workforce Planning and Development Section Review

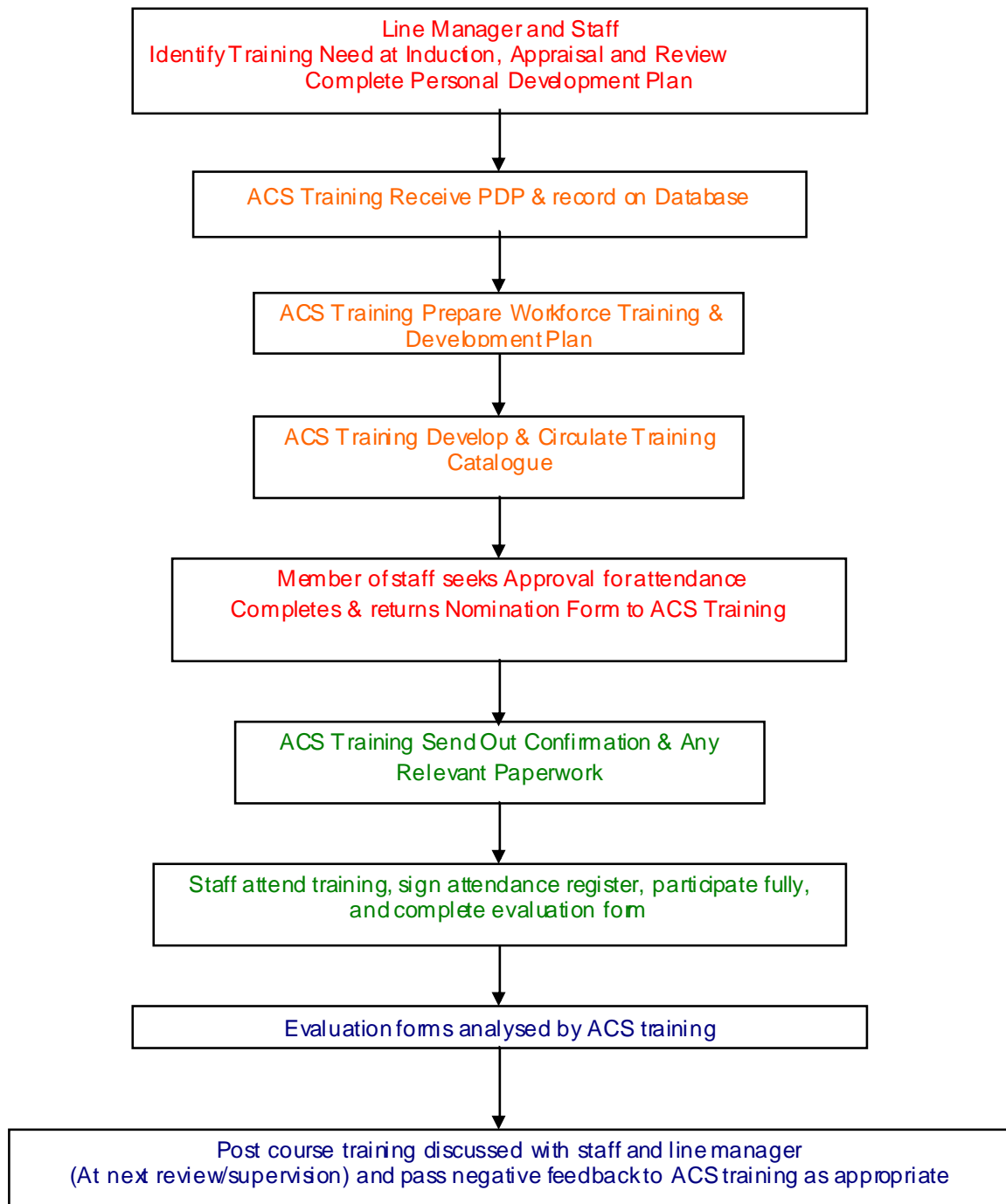
The Workforce Planning and Development section holds a review each year; the review is chaired by the Workforce Planning & Development Manager and covers:

- The learning and development undertaken by Department staff in the previous year
- The key training initiatives that have been addressed
- An evaluation of the effectiveness of that training in meeting Department objectives
- The learning and development needs identified for the future
- A review of the Department Training Plan to ensure that it continues to support the objectives of the Department
- A written report of the review is presented to DMT.

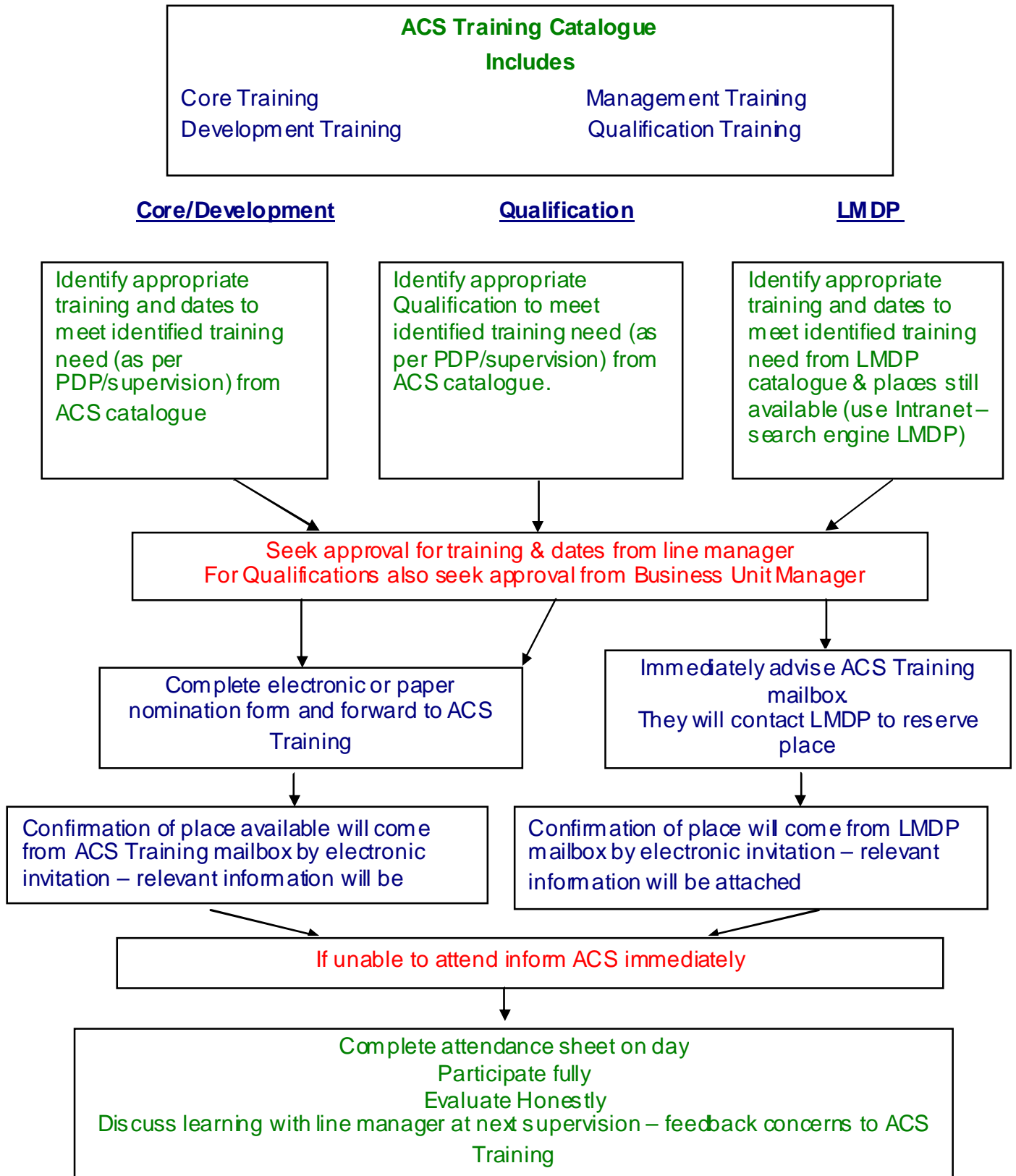
10. Information on the intranet

The Workforce Planning and Development section maintains a page on the Intranet giving details and links to publications relating to training courses and nomination forms.

ACS - ACCESSING TRAINING 1



ACCESSING TRAINING 2



ACCESSING TRAINING 3

