

JOINT WORKING GRANT – BID PROFORMA

B: For New Schemes

Local Authority: Denbighshire County Council

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Title of Project:

Generic Assistant (Health and Social Care) Development Partnership

Amount applied for in 2006-2007:

£53,277

Amount applied for in 2007-2008

£92,000

Partners: (please identify lead partner)

Denbighshire County Council

- Social Services Department (lead)
- Housing Department
- Education Services

Conwy and Denbighshire NHS Trust

Colleges – Llandrillo

Llysfasi

Care Forum Wales

Domiciliary Care Providers Association for Wales

North Wales Residential and Nursing Home Association

Denbighshire Voluntary Services Council

Denbighshire Local Health Board

Employers in the Independent Sector e.g. Cartref Ni

Flexibility Mechanism:

Lead Commissioning	o
Pooled Budget	X
Integrated Provision	X

For informal partnership arrangements, provide explanation for not making use of the Flexibilities mechanisms:

N/A

Description of project:

Actions/activities and objectives

The project will establish a partnership to recruit, develop, train and deploy a pool of generic care workers, across Health, Social Care and Housing. There will be a formal agreement to enable functions to be carried out across health and social care boundaries.

The project will also include 2 pilots:

- A scheme where approximately 5-6 existing experienced employees will be identified and trained as generic assistants in Year 1
- A scheme where approximately 5-6 trainees, will be employed supernumerary to the requirements of the partners. They will be recruited and trained as generic assistants in Year 2. There would be a shared recruitment drive followed by a shared induction and training programme.

Both projects would provide experience of working in hospital, residential care sheltered housing and community care settings for older people in all partner organisations under supervision.

The first scheme would incorporate the development of an agreed job description for a generic care assistant and would provide mentors for the implementation of scheme 2. It is likely candidates for this scheme would have already achieved NVQ 2 but would be assessed for additional specific job – related units in different areas of work. This scheme might initially be restricted to health and social care and involve a ‘straight swap’ by employees being seconded to a different organisation.

The second scheme will provide opportunity for NVQ assessment at level 2 in Health and Social Care. Successful completion of which will ensure attainment of the nationally recognised qualification needed to meet the Social Care National Training Targets and would also provide assistance to the Welsh Baccalaureate where appropriate. The primary target group will be 16-19 year olds and the secondary target group will be people returning to work for a variety of reasons, particularly those living in poorer areas of the County. A job will be guaranteed for participants at the end of the programme. It is hoped they would commit to that position for 2 years, whilst they further developed their career pathway. A financial incentive may be an option to help retain the individuals.

AIM/OBJECTIVES

Aim: To establish a formal partnership, reporting to the HSCWB Workforce Development Group to develop and train a pool of generic care workers, across Health, Social Care and Housing to assist with the difficulties in recruitment and retention within the health and social care sector and to ensure efficiency and effectiveness in human

resource management, workforce planning and training development for this group of staff, across all sectors.

Objectives:

- To recruit a project/development manager for 2 years to establish a formal partnership arrangement with a pooled budget, allowing for incremental change through virements and joined-up business plans.
- To develop, secure funding and implement plans for two pilot schemes commencing in September 2006 and January 2007, building on the Sector Assessment undertaken by WAG in partnership with ELWa (due to report in March 06), the ADSS Garthwaite report and the Care Pathfinder report commissioned by ELWA and due to report in January 2006 and with the support of the Social Care Partnership, North Wales
- To identify potential and actual sources of funding and partners to contribute to the partnership to ensure, if successful, further programmes and recruits.
- To evaluate the pilot and to ensure any successes are shared across North Wales, with further exploration of a wider partnership/s

Quantifiable expected outcomes

The Project Manager/Development Worker would report to the HSCWB Workforce Development Partnership and be responsible for performance management. At this stage it is thought that monitoring information would demonstrate:

- An increasing number of Partners committing to the Partnership each quarter.
- An increasing amount of financial resources committed by each Partner to the Partnership each quarter
- A growing number of potential workers interested in the pilot/future scheme per quarter.
- Number of workers recruited to the pilots – Target 6 existing workers for scheme 1 and 5 new recruits for scheme 2
- Number of workers achieving additional units at NVQ Level 2
- Number of workers achieving NVQ Level 2
- Numbers of functions agreed which can be carried out by the Generic Assistants, previously falling within the responsibilities of a single partner.
- Number of workers securing full time employment, with a clear career pathway
- Establishment of a formal Partnership agreement within Denbighshire or Denbighshire and Conwy by March 2008

The HSCWB Strategy Manager will ensure the Interagency Performance Management Group audit progress on a quarterly basis and report to the HSCWB WDP and the Regional Partnerships to which Partners belong as well as the Welsh Assembly Government.

Estimate of improvements of service

A project that goes further than coordination by introducing new ways of working and new roles in addition to facilitating a joined up scheme of workforce planning and training relating to national minimum standards would provide **a clear local strategic direction**. A pooled budget and single management of a programme which allows for incremental change is likely to lead to an **integrated approach and expose workforce opportunities in the future**.

Key benefits would be:

- Improved services and better outcomes for the community
- Greater coordination of effort and avoidance of duplication
- Improved communication
- Greater understanding of professional backgrounds
- Improved understanding of cultural differences
- Breaking down barriers

Partners currently undertake recruitment and training activities separately for care workers and these are usually for a specific type of care or for work in a specific area of an organisation. **This project would ensure that a new breed of generic assistants would be equipped to support people with complex medical conditions or social situations, providing eventually a more flexible and skilled workforce.**

Currently 16-18 year olds cannot be employed to work in Health and Social Care without supervision and as part of the main body of the workforce and they are subsequently lost to the care professions as they seek alternative work in different sectors. The HSCWB Workforce Development Training Sub-group has identified recruitment of 16 - 18 year olds as a key issue and employers are keen to encourage younger age groups to work in care and find ways of overcoming supervision issues and CSIW regulations preventing 18s doing personal care. By being employed on a supernumerary basis under supervision, the project would enable **16-18 year olds to develop their skills** and be ready for employment and further career development by the time they are 18. Crucially, they would attain the **nationally recommended qualification** which would make them highly sought after within the employment market, thus **retaining them within Health & Social Care** and not losing them to other areas of employment such as retail.

When people are recruited to posts now, there is initially a considerable amount of time and resources required to **train and prepare those individuals for duties before they can practice to minimum standards**. By preparing them in advance, time would be required for continued development only. Doing this in partnership will be **more efficient**.

Conwy and Denbighshire LHBs are currently exploring improvements regarding the workforce through their Joint Clinical Governance Committee. Questions are arising such as e.g. How do we fulfil our responsibility to **ensure the quality of care delivered by NHS providers**? What information is needed? How can we improve?

How do we fulfil our responsibility to **ensure the quality of care delivered by independent and Vol Sector contractors**? What information is needed? How can we improve? An example of this would be support to **implement the Social Care Induction Framework**.

Projected costs attached to each action**Recruitment of a Project Manager/Development Worker:**

Salary 06-07	@ £30,000
NI	@ £ 2,550
Super	@ £ 6,300
Total	£38,850

Mileage	£1152
IT Support	£775
Grand Total	£40,777

50% contribution for 3 months employment from Jan-March 07 of 5 recruits @ 10,000 p.a £12,500

**Full time Project manager/development worker - £42,000 in 07-08
50% cont. for 12 months employment of 5 recruits @ 10,000 p.a = £50,000**

Contributions from each partner:

Local Authority – Office Space for Project Manager; NVQ Co-ordinator time and materials. Personnel time for recruitment and monitoring, Staff Development Officers time for assistance with training and development.

Conwy and Denbighshire NHS Trust – NVQ Coordinator time and materials. Personnel time for recruitment and agreement of conditions of service.

ELWa 14-19 Pathways – contribution to funding for the trainees

New Deal – where criteria are met for funding

Colleges – Generic induction and training Programme/NVQ Assessors and materials – to be confirmed

Regional Partnership – funding for information for recruitment (linked to their project)

Development timetable (including financial profile):**pre April 2006**

Recruitment activity for Project/Development Manager
HSCWB Partnership Workforce Workshop – 16th February
Project Initiation Document produced

April 2006 – June 2006

Development of Partnership Agreement for pilots
Project Planning for Pilot Scheme 1

June 2006-September 2006

Project structure established to develop long term Partnership agreement
Preparatory phase for pilot scheme 1
Recruitment to pilot scheme 1

September 2006-September 2007

Work commences on long term Partnership Agreement

Pilot scheme 1 implemented

Project Planning for Pilot Scheme 2

January 2007- January 2008

Pilot Scheme 2 Implemented

September 2007 – March 2008

Pilot schemes evaluated

Recruits employed by Partners

Partnership agreement signed,

Good practice shared across North Wales and beyond

Cost	Qtr 1 06-07	Qtr2 06- 07	Qtr3 06- 07	Qtr4 06- 07	Total 06-07	Grand Total
Project Manager	10,194	10,194	10,194	10,194	£40,777	
Assistants				12,500	12,500	£53,277
	Qtr 1 07-08	Qtr 2 07-08	Qtr 3 07-08	Qtr 4 07-08	Total 07-08	
Project Manager	10,500	10,500	10,500	10,500	42,000	
Assistants	12,500	12,500	12,500	12,500	50,000	£92,000

Exit Strategy:

Paragraph 7 of Appendix 1 confirmed that it is the Welsh Assembly Government's intention that this funding stream be included into the revenue support grant after 31 March 2008.

On this basis please provide an outline of the exit strategy that has been formulated for this project.

The following information should be included within your exit strategy.

1. The LA's plan's to mainstream project into care provision.
2. How will this project be operated/funded upon conclusion of the grant in March 2008?
- 3.
4. If the intention is for the project to end then the following assessments should be provided.
 - a) Projected impact of closure on care services
 - b) Projected impact of closure on service users
 - c) Partners ability to provide service to meet assessed needs

Exit Strategy:

There may be a requirement for a programme manager/coordinator if the pilot is so successful that the scope incorporates a higher number of recruits or it becomes a North Wales operation. This could potentially be funded from the RSG after 31/03/08

It is hoped that external funding from e.g. WAG for workforce development would be used alongside investment from Partners who appreciate the benefit of paying up front for recruitment, training and development of staff.

The individuals who participated in the pilot would have newly-developed career pathways or greatly enhanced ones

Please indicate whether this project would continue to receive funding from the LA in 2008 if:

- a) The funding was included in the RSG
- b) The funding continues as a hypothecated grant
- c) The funding ceased

Signed:

Date:

Name: