

West Dunbartonshire Council

Social Work Services



Workforce Development Plan 2006/2010



Department of Social Work Services Workforce Development Plan 2006 - 2010

INTRODUCTION

This Workforce Development Plan sets out our policies and plans for the next four years and is aimed at developing a versatile and skilled workforce fit for the 21st century. It recognises that training has to be delivered within a context of continuous improvement and the best use of finite resources.

Training staff support the client sections through commissioning, planning, and implementing agreed training programmes. We work closely with our colleagues in both corporate and departmental Personnel sections, who have an important role in establishing policies and procedures and in carrying out a range of training connected to their implementation.

THE CONTEXT

The Regulation of Care (Scotland) Act 2001 requires us to train and develop staff as set out in the Codes of Practice for Employers and Employees in Social Services. Our adherence to these Codes in care provision and local authority field services will be inspected by the Care Commission and the Social Work Inspection Agency.

Improving Front Line Services, A Framework for Supporting Front Line Staff, was published by the Scottish Executive in 2005. This document describes the vision of a Social Service Workforce that is

- Competent
- Flexible and Diverse
- Safe and Healthy
- Enabled and Empowered

and highlights that “Good people management is everyone’s responsibility”

The National Strategy for the Development of the Social Service Workforce in Scotland 2005 – 2010: a Plan for Action was published by the Scottish Executive in 2005. This Strategy spells out the actions required to ensure that the social service workforce is confident, competent and valued.

Changing Lives. This document is the report of the 21st Century Social Work Review and was published in February 2006. It sets out a vision for the future of social work services in Scotland. The Scottish Executive’s response to the report reinforces its commitment to the actions set out in the **Strategy** as a means of developing the capability and confidence of the workforce.

The Scottish Practice Learning Project This is a joint initiative between the Scottish Social Services Council (SSSC) and the Scottish Institute for Excellence in Social Work Education (The Institute). Its mission statement is that “It is everybody’s business to support practice learning”

The Project is also responsible for ensuring the setting up and effective operation of Learning Networks.

The Learning Networks

Four regional Learning Networks have been established. Region 4, The West of Scotland Network includes West Dunbartonshire. Learning Networks are specific partnership networks with responsibility to:

- help partners achieve workforce planning and development;
- develop systems to embed employee development for all social service workers;
- improve quantity, quality and diversity of practice learning opportunities;
- support partner organisations in meeting registration requirements for their staff.

The Learning Networks will combine resources and support systems designed to meet local need and to achieve each of the identified responsibilities.

With a national shortage of trained social workers, recruitment and retention is a priority for us if we are to maintain frontline services. Our challenge is to provide a working environment where a learning culture is positively promoted and embraced.

The documents and initiatives referred to above, together with recent legislation and policies in respect of Health and Safety, Community Care, and Mental Health will have a very significant impact on the costs and volume of training throughout the period of this plan.

West Dunbartonshire Council is a major local employer and provider of social care services. The Council endorses the provision of high quality services through continuously improving the skills of all of its employees. Corporate Policy in relation to Employee Development recognises that effective employee development is closely linked to improvements in corporate and service performance.

A Corporate Performance & Development Planning (PDP) process is being introduced throughout the department. This ensures that individual development needs and performance are linked to team, service and corporate objectives.

OUR TRAINING POLICY

- To deliver services of the highest quality with the resources available;
- To ensure that training and development opportunities are equally accessible to all employees;
- To identify all learning and development needs through the Performance & Development Planning (PDP) process;
- To ensure that all employees receive induction training and attend appropriate corporate Personnel courses in line with their key responsibilities;
- To meet West Dunbartonshire Council's legal and good practice requirements in respect of Health and Safety for service-users and staff;
- To ensure that the aims and objectives of the Corporate Employee Development Policy are followed;

- To meet SSSC requirements for social care staff to be placed on the register;
- To develop a learning culture;
- To ensure that staff have the necessary skills and knowledge to carry out their responsibilities effectively;
- To respond to specific and individual training needs;
- To continuously evaluate and review outcomes of training;
- To work in partnership with Health Service colleagues and those in voluntary organisations.

OUR TRAINING PLAN

In order to encompass the breadth and complexity of training activity within the Department of Social Work Services, we have chosen to analyse the work of the section under six objectives.

Each of these sets out key targets over three years

1. All new and existing staff will have access to comprehensive induction in order to fulfil the responsibilities of their role.
2. All staff undertake statutory training programmes as required for their post.
3. The numbers of relevant qualified staff increase in line with requirements for regulation and registration.
4. The numbers of qualified social workers in post increases.
5. All relevant staff will have access to Continuous Professional Development (CPD) and Post Registration Training and Development (PRTL).
6. All sections of the Social Work Services Department will participate in performance development planning and quality assurance initiatives.

EXPECTED OUTCOMES

By achieving the above, we expect:-

- Service-users will be protected;
- Service-users will have confidence in the work-force;
- Standards of practice will be raised;
- Staff will feel valued;
- Improved recruitment and retention of staff;
- Increased levels of partnership working.

REVIEW

The Workforce Development Policy and Plan will be reviewed regularly to ensure that it remains relevant and continues to meet the needs of both the Council and employees in meeting their obligations.

CONCLUSION

We recognise that many aspects of staff development overlap and that co-operation and co-ordination are key to the success of this plan. These principles apply internally in respect of colleagues in operational and strategic sections and also in respect of the wide range of providers and organisations with which we work.

We believe that West Dunbartonshire Council Social Work Services Department should deliver high quality services and should have a skilled and competent work-force which is able to meet the challenges of the 21st century. All who use its services should be confident that the staff who provide them are suitably trained and qualified.

HEADLINE OBJECTIVE (1)	All new & existing staff will have access to comprehensive induction in order to fulfill the responsibilities of the role
-------------------------------	--

KEY TARGETS 2006/2007	KEY TARGETS 2007/2008	KEY TARGETS 2008/2009	KEY TARGETS 2009/2010
------------------------------	------------------------------	------------------------------	------------------------------

All new staff to receive and be taken through the departmental induction process.	Review and update departmental induction pack.	Ongoing review and update the departmental induction pack.	Ongoing review and update the departmental induction pack.
---	--	--	--

All new staff undergo corporate induction to include customer care, safety basics and equal opportunities.	Develop systems which will ensure accurate data is available about staff participation in corporate courses.	Implement the National Induction Standards (to be available 2006/7)	Have in place a database which will provide a skills and training analysis for all staff.
--	--	---	---

<p>All supervisory staff undergo training to equip them for their role. Including:</p> <ul style="list-style-type: none"> ▪ Managing Attendance ▪ Discipline & Grievance ▪ Recruitment & Selection ▪ PDP Reviewer Training 	<p>Maintain the ongoing corporate training programme for supervisory staff.</p> <p>Identify relevant training to plug skills gaps when someone moves into a more senior role.</p>	Have in place appropriate training programmes to address identified training needs.	Review evaluate and update.
--	---	---	-----------------------------

All sections to have in place their own induction pack	A review of each Section's Induction Processes to take place	Link Induction Programmes to relevant National Care Standards	Review evaluate and update.
--	--	---	-----------------------------

HEADLINE OBJECTIVE (2)		All staff undertake statutory training programmes as required for their post		
KEY TARGETS 2006/2007	KEY TARGETS 2007/2008	KEY TARGETS 2008/2009	KEY TARGETS 2009/2010	
Develop a database to ensure accurate records available about all residential, day care and home care staff attendance at Moving and Assistance, Food Hygiene and Health & Safety.	Provide quarterly reports to operational managers on numbers of staff attending. Commence a tendering process for the delivery of Moving and Assistance and Food Hygiene Training.	Review and evaluate Statutory Training Programme.	Review and evaluate statutory training programme.	
Provide refresher training within agreed timescales, in Moving and Assistance and Food Hygiene.	Maintain refresher programmes and ensure all new staff receive relevant statutory training within 3 months of commencing work.	Review evaluate and update.	Review evaluate and update.	
Identify any training requirements from new Legislation, Reports or Strategies and set up programme to address need	Identify any training requirements from new Legislation, Reports or Strategies and set up programme to address need.	Review evaluate and update.	Review evaluate and update.	
Plan training programmes in the management of violence and aggression for all relevant staff.	Training in the Management of Violence and Aggression will be given to staff working in Older People's Services and Learning Disabilities Services. New programmes will be developed for other groups of staff such as home care workers.	Previous programmes to be reviewed and continued or developed as required.	Review evaluate and update.	
Deliver Infection Control Co-ordinator training to key staff.	Cascade Infection Control training to all residential, day care and home care staff.	Ensure all new staff undertake required training.	Ensure all new staff undertake required training.	

HEADLINE OBJECTIVE (3)		The numbers of qualified staff increase in line with requirements for regulation and registration for social care staff		
KEY TARGETS 2006/2007	KEY TARGETS 2007/2008	KEY TARGETS 2008/2009	KEY TARGETS 2009/2010	
Develop a database which will identify the current situation re numbers of staff with qualifications.	Review and evaluate the Qualifying Training Programme. Commence tendering process for delivery of SVQ Programme	Review and evaluate new service delivery model.	Review up and evaluate	
In Child Care – 4 Managers to achieve SVQ 4 Registered Managers Award. 9 staff to complete SVQ Level 3.	6 Managers to achieve SVQ Level 4 Registered Managers Award. 5 staff to commence SVQ Level 3.	5 staff to commence SVQ Level 3.	Any new staff to complete	
In Learning Disabilities – 5 Managers to achieve SVQ 4 Registered Managers Award. 12 staff to complete SVQ Level 3.	10 staff to commence SVQ Level 3.	12 staff to commence SVQ Level 3.	12 staff to commence SVQ L3	
In Older Peoples Services – 8 Managers to achieve SVQ 4 Registered Managers Award. 25 staff to complete SVQ Level 3.	2 Managers to commence SVQ Level 4. 15 care staff to commence SVQ Level 2/3. 24 Homecare staff to commence SVQ 2.	31 care staff to commence SVQ Level 2/3. 2 Deputes to commence SVQ 4 24 Homecare staff to commence SVQ 2	18 care staff to commence SVQ 2/3 24 Homecare staff to commence SVQ 2	

HEADLINE OBJECTIVE (4) The numbers of qualified social workers increase.

KEY TARGETS 2006/2007	KEY TARGETS 2007/2008	KEY TARGETS 2008/2009	KEY TARGETS 2009/2010
12 Staff will complete Open University DiPSW.	1 staff will complete DIPSW	End of DiPSW	
4 staff complete Fast Track DiPSW.	End of Fast track		
2 begin Fast Track DIPSW		2 complete Fast Track DIPSW	
2 staff commence Open University Degree	4 staff commence Open University Degree	2 staff complete Open University degree	
		4 staff commence part 2 Open University Degree	
13 Staff will complete K100 stand alone.	Review via workforce forecasts potential need for further training.	Review via workforce forecasts potential need for further training.	Review via workforce forecasts potential need for further training.
7 staff commence Open University course DD100, or equivalent in preparation for Degree in Social Work. 3 staff start DD100 1 staff start K257 1 staff start K260	2 complete DIPSW through Open University 4 staff will undertake pre social work degree programme of study	4 staff will undertake pre social work degree programme of study	

HEADLINE OBJECTIVE (5)				
All staff will have access to Continuous Professional Development (CPD) and Post Registration Training and Learning (PRTL)				
KEY TARGETS 2006/2007	KEY TARGETS 2007/2008	KEY TARGETS 2008/2009	KEY TARGETS 2009/2010	
<p>2 Social Workers will commence PQ 1</p> <p>8 Staff will commence Practice Teaching</p> <p>4 Staff will commence Mental Health Officer Training</p> <p>2 staff will commence Child Protection training.</p>	<p>All newly qualified workers will receive mentoring and have opportunities for PRTL.</p> <p>No practice teaching programme available nationally.</p> <p>All Social Workers to receive basic 5 day Awareness Training in Child Protection. 5 staff on Certificate in Child Care and Protection Studies.</p>	<p>SSSC proposals for post qualifying training will be implemented.</p> <p>Awaiting new practice learning programme development.</p> <p>PQ Consortium ends March 2008. 6 per year on Certificate in Child Care and Protection Studies.</p>	<p>SSSC proposals for post qualifying training will be implemented.</p> <p>Awaiting new practice learning programme development.</p> <p>New developments awaited. 6 per year on Certificate in Child Care and Protection Studies.</p>	
<p>All professionally qualified staff will have opportunities to undertake courses/activities which will enhance professional development.</p>	<p>Staff requiring leadership and management training will be identified.</p> <p>10 of these staff to undertake management training.</p>	<p>A further 15 staff in supervisory roles will undertake leadership and management training.</p>	<p>Review Update and evaluate</p>	
	<p>A plan should be put in place to provide all staff with computer skills appropriate to their responsibilities.</p>	<p>Individual training plans for key groups of staff should show progress in the development of computer literacy.</p>	<p>Review Update and evaluate</p>	

HEADLINE OBJECTIVE (6) All sections of the Social Services Department will participate in Performance Development Planning and Quality Assurance Initiatives.				
KEY TARGETS 2006/2007	KEY TARGETS 2007/2008	KEY TARGETS 2008/2009	KEY TARGETS 2009/2010	
PDP will be rolled out to all sections.	PDP fully implemented and regularly updated.	PDP regularly updated.		
<p>The Strategy Section to achieve Investors in People status.</p> <p>11 Residential Units prepare for accreditation with Chartermark.</p> <p>Home care prepares for Chartermark</p> <p>All Sections to consider appropriate Quality Management Systems</p>	<p>11 Residential Units to achieve Chartermark.</p> <p>11 further staff groups to commence self assessment.</p>	<p>3 further staff groups to commence self assessment.</p>		
All Sections should have a training plan designed to ensure that the performance targets in the Service Plan are met.	Quality Assurance and Training Section should monitor the implementation of training plans	Training plans should be evaluated	Review, evaluate and monitor.	
Each section's training plan should identify the training needs of administrative staff to ensure their needs are met.	Section training plans should show progress in the development of relevant skills.	Review, evaluate and monitor.	Review, evaluate and monitor.	