



CARE SECTOR ALLIANCE CUMBRIA

www.cumbria.gov.uk/socialservices/partnerships/csac

**Winner of the 2008 Skills for Care Accolade for 'Most effective workforce development partnership'
and 2008 Winner of Winners**

**“Improving the quality of life for people who access social care services in Cumbria through the development
of those who support them”**

Business Plan 2009- 2010

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INTRODUCTION

Care Sector Alliance Cumbria (CSAC) is a collaborative and innovative employer led Alliance, which was formed in 2004 to support the workforce development needs of Cumbria's private and voluntary social care providers. In April 2006 it broadened its remit and Cumbria Care, the County Council's statutory social care provider became an active member. Since our inception 5 years ago, we have enjoyed project managing a range of initiatives designed to support the organisational and workforce development of all our members and last year took great delight in not only achieving the Skills for Care accolade 2008 for most effective workforce partnership but also the winner of winner trophy.

We believe that the work that we do is timely, relevant and often pioneering. For example the MOVE ON CAREfully programmes designed, in partnership with others, to enhance the communication and literacy skills of social care staff have been rolled out nationally by Move On and Skills for Care. They have also featured in government literature as an example of good practice and been highlighted by Dr Sondra Cuban from Lancaster University's Educational Research Unit at an international conference of the European Evaluation Society.

One of CSAC's strengths is its willingness and ability to respond to the changing social care climate and since 2007 when Cumbria County Council signed up as an In Control* pilot site, CSAC has been working hard to support CSAC members through the transitional period which sees individuals who are eligible for social care funding deciding what support/services they want to purchase. This year we plan to continue this work and support employers through some the changes and challenges they face as they move from block contracts to cost per case. Additionally we expect to welcome more micro employers (individuals in receipt of social care funding who use it to employ their own staff) as CSAC members. We also expect to work closely with brokers and supporting agencies.

Recruitment & retention of social care workers is always high on the national agenda and this year in Cumbria we intend to continue to develop the innovative work we started with the recruitment of our Recruitment & Retention Project Officer and the publication of the CSAC Recruitment & Retention Strategy "**Meeting the Need**". Additionally, as there is a drive for care providers to enhance the quality of the services they offer, CSAC will strive to support them in this by offering a range of initiatives designed to enhance the skills and knowledge of social care staff and by the development of a programme which helps organisations understand and capture the outcomes of their projects.

To celebrate our 5th birthday, we have put together a booklet called **Developing Care: Inspiring Change** which showcases our work during the past 5 years. This is available to download from our website.

** In Control Total is a national project which seeks to change the way support is arranged for service users.*

VISION & MISSION

CSAC's vision is to 'improve the quality of life for people who access social care services within Cumbria through the development of those who support them' and our mission is 'to contribute to organisational and workforce development throughout the care sector in Cumbria'.

By quality of life we mean that the care/support offered to adults should be pro-active and person-centred and take account of the government's green paper "Independence, Well-being and Choice" which emphasises:

- ◆ Improved health
- ◆ Improved quality of life
- ◆ Freedom from discrimination and harassment
- ◆ Economic well-being
- ◆ Personal dignity
- ◆ Making a positive contribution
- ◆ Exercising choice and control

In respect of children and young people we want them to have the chance to fulfill their potential in line with "Every Child Matters" - the government's approach to more effective and accessible services for children & young people aged from birth to 19, which focuses on:

- ◆ Being healthy
- ◆ Staying safe
- ◆ Enjoying & achieving
- ◆ Making a positive contribution
- ◆ Economic well-being

STRUCTURE OF CSAC

CSAC is managed by an **Implementation Group** comprising of employer representatives from all care sector disciplines e.g. domiciliary care, residential care homes, learning disabilities, alcohol and drugs, the Third Sector, children and young people and mental health. Additionally membership covers all geographical areas of Cumbria.

This group meets bi monthly and decides the strategy and direction of CSAC. Together with a small team of staff led by the Workforce Development Officer, the group then works hard to turn the strategy into reality. An annual business plan is produced and agreed, and then reviewed half way through the year.

To achieve our objectives CSAC sets up a number of project specific sub-groups, most of which welcome members with a particular interest in the subject.

CSAC STAFF

The following staff are employed: to carry out CSAC activities

- Lesley Gill:** Workforce Development Officer with responsibility for financial management, strategic development and project management.
- Sandy Armstrong:** Recruitment & Retention Project Officer who wrote and now implements CSAC's R&R strategy.
- Trisha Maiden:** Care Champions Cumbria Project Officer who has developed the scheme and co-ordinates a team of 24 Champions.
- Amanda Gill:** Workforce Development Administrator, who supports CSAC's work in many different ways and ensures our operations run smoothly.

CSAC RESOURCES

CSAC is resourced from Department of Health Grants which are allocated to Cumbria County Council and Skills for Care who in turn allocate funding to CSAC. We also apply for bespoke project funding where appropriate.

OUR CUSTOMERS

We work with the following private and third sector organisations delivering care services in Cumbria in order to contribute to their organisational and workforce development

- Organisations delivering social care services to people in their own homes – this includes adults and children/young people
- Organisations providing residential care to adults including nursing homes delivering social care
- Organisations providing residential social care services for children/young people
- Organisations delivering day opportunities for children/young people with disabilities or from disadvantaged backgrounds either in community settings or as outreach services
- Organisations delivering day opportunities for adults requiring social care support either in community settings or as outreach services

We will also support the organisational and workforce development needs of:

- Organisations that support carers
- Micro employers
- Agencies for both personal assistants and services users
- Supported living agencies as appropriate

We will continue to work closely with the wider public sector, including commissioners, funders, regulators and the in-Control Project Board to deliver our programme. In addition we will work with education and training providers delivering learning programmes to the social care sector.

NETWORKS

CSAC is also part of the **Skills for Care** Network, the Sector Skills Council for Care and acts as one of the Skills for Care 22 Employer led partnerships operating across the North West Region. We work closely with Skills for Care in all sorts of ways and are able to benefit from their advice and support – both practical and financial. We also cascade information about Skills for Care initiatives to employers and education/training providers. As part of this network we are able to influence Skills for Care objectives in the region.

WHAT WE DO

CSAC's work is exciting and varied and includes:

- ◆ Influencing strategic thinking at a local, regional and national level
- ◆ Providing funding for private and voluntary organisations who meet our eligibility criteria
- ◆ The production and distribution of quarterly news bulletins which provide information on CSAC activities together with national and regional developments
- ◆ The creation and implementation of a Cumbria Recruitment & Retention Strategy and production of the monthly bulletin R&R, which keeps Cumbria's employers up-to-date with CSAC's varied recruitment & retention work, including our Care Champions Scheme.
- ◆ Helping employers respond to the personalisation agenda
- ◆ Providing access for care providers to the SCILS (Social Care Information & Learning Service & Education Information Learning Services) e-learning site
- ◆ Providing access to our comprehensive training database
- ◆ Offering opportunities to care providers and others to become involved in various projects and workgroups
- ◆ Project managing initiatives designed to enhance the skill base of social care workers
- ◆ Carrying out research and using the information to inform CSAC activity
- ◆ Ensuring organisations are aware of legislative changes/requirements
- ◆ Facilitating a network of Education/Training Providers who deliver learning to the social care sector
- ◆ Influencing the content of training

All CSACs project activity is evaluated, either internally or by independent external researchers.

CSAC ACHIEVEMENTS 2008/9

- Celebrated the first birthday of the Cumbria Care Champions Scheme which now has 24 Champions and who delivered approximately 30 presentations etc during 2008/9
- Employed a Recruitment and Retention Project Officer
- Created a Cumbria Recruitment & Retention Strategy 2008 -2013 and distributed to CSAC members and others
- Initiated the production of the monthly R&R bulletin for employers
- Initiated the production of the 2 weekly jobs bulletin which is distributed to individuals interested in finding social care work
- Ran 2 Developing Emotional Loyalty Programmes for 32 people from 21 organisations
- Ran 5 Performance Management Programmes for managers from CSAC member organisations with 330 attending individual modules and 25 people undertaking the ILM Certificate.
- Ran 3 two day Train the Trainer End of Life Care Programmes for 45 individuals from 36 organisations
- Held successful Leadership & Management summer conference attended by 106 delegates
- Financed 2 Discipline & Grievance workshops delivered by ACAS
- Supported the creation of a contextualised for care Move On Maths programme
- Continued to promote the MOVE ON CAREfully literacy and communication courses with over 50 people taking part (37 UK nationals and 15 migrant workers on the ESOL version
- Contributed to Department of Health Recruitment & Retention Research called “Skill development in the social care sector: an assessment of institutional and organisational capacity” and “the use of agency workers” .
- Contributed to the Inquiry of the future of Life Long Learning Enquiry - Wellbeing & Happiness theme
- Supported and evaluated the Cumbria Care Apprenticeship Scheme and opened negotiations with the LSC to establish similar scheme within Cumbria’s private & voluntary sector
- Championed the continued development of Person Centred Thinking within Cumbria’s care providers and distributed approximately £32,000 in a themed funding round designed to enhance practice
- 1 funding round distributed approximately £47,000 for bespoke service specific training
- 1 funding round provided approximately £8,000 to CSAC employer organisations to purchase training resources
- Provided approx £170,000 to employer organisations on achievement of Induction and NVQ units
- Supported activity development for care homes and domiciliary care providers as part of the North West Health & Wellbeing Project by match funding costs and organising 3 two day activity sessions for 55 individuals
- Supported the continued implementation of the National Minimum Data Set (Social Care) in conjunction with Wingspan Consulting Ltd and Skills for Care
- Accolade Winner at the Skills for Care Accolades 2008 – Best Partnership for Workforce Development Category
- Winner of Winners at the Skills for Care Accolades 2008
- Regional North West Training Award Winner 2008 in National Training Awards for MOVE ON CAREfully project

IDENTIFIED OBJECTIVES 2009/10

The CSAC action plan forms the basis of this Business Plan. This year we have reviewed our aims which are now:

To work successfully together and in partnership with others to:-

1. Understand issues affecting the care sector in Cumbria
2. Understand organisational and workforce development needs
3. Support organisational and workforce development
4. Empower those working in the care sector to engage in organisational and workforce development

CSAC ACTION CHART 2009/10

VISION: To improve the quality of life for people who access social care services within Cumbria, through the development of those who support them

MISSION: To contribute to organisational and workforce development throughout the social care sector in Cumbria

MAIN AIMS: To work successfully and in partnership with others to:



CARE SECTOR ALLIANCE CUMBRIA – ACTION PLAN

Key: WDO = CSAC Workforce Development Officer, IG = CSAC Implementation Group, R&R PO = Recruitment & Retention Project Officer
 CCC PO = Care Champions Cumbria Project Officer

AIMS	To work successfully together and in partnership with others to: <ul style="list-style-type: none"> Understand issues affecting the care sector in Cumbria Understand organisational and workforce development needs Support organisational and workforce development Empower those working in the care sector in Cumbria to engage in organisational and workforce development 				
TASK	ACTION	WHO	WHEN	RESOURCES	OUTCOMES
Run CSAC efficiently and effectively	Review CSAC's Terms of Reference (including membership of Implementation Group)	WDO and IG	By June 2009	Paper to be written by WDO followed by review at June meeting of IG	Membership of the IG will include representatives from all customer groups to whom CSAC delivers services
	Communicate social care policy changes	WDO IG	As appropriate	CSAC News bulletin CSAC Action Plan Meetings	Information significant in news bulletin & reported to IG
	Respond to social care policy changes	IG	As appropriate	Govt papers IG agenda	Minutes of meetings include notes of discussions
	Formally review CSAC action plan	IG	Sept 09	2009/10 Action Plan	Group sign offs new version
	Produce business plan for 2010/11	WDO IG	Dec 09	IG meeting	Business plan agreed & signed off
	Continue to arrange & support Education & Training Provider Network Meetings	WDO ETP Chair	Ongoing	Calendar of meetings	4 meetings take place

AIM	To understand issues affecting the care sector in Cumbria				
TASK	ACTION	WHO	WHEN	RESOURCES	OUTCOMES
Provide opportunities for care providers and others to communicate with CSAC	Set up networking events for CSAC members	CSAC staff	Ongoing	CSAC staff, funding	Minimum of 4 events arranged
	Lobby County Council to re-establish provider forums	WDO & IG	June 09	IG members	Provider forums are active
	Attend appropriate meetings	CSAC staff and IG	Throughout year	Relevant people	Minimum of 8 meetings attended
	Carry out research to inform CSAC initiatives	WDO	When issue arises	Relevant topic Willing care providers	Research paper produced
Identify needs around generic care (health & social care)	Engage with colleagues in health in order to learn from the pilot project in Barrow	WISH group lead	Dec 09	WISH evaluation report	CSAC members plan for future
Utilise CSAC funding in most appropriate manner	Reduce current NVQ funding by 25% & invite Train to Grain Representative to attend meeting of Implementation Group	CSAC funding sub-group	April 09	Grant funding	Budget reduced

AIM	To understand organisational and workforce development needs				
TASK	ACTION	WHO	WHEN	RESOURCES	OUTCOMES
Evaluate 2009/10 CSAC activity against sector needs and identify gaps	Produce end of year report	WDO	March 2010	Action Plan Project evaluations	Report to include comprehensive statement of sector's organisational and workforce development needs & must demonstrate extent to which CSAC training programme has addressed these.
Gather information on the sectors needs in respect of Self Directed support	Mapping exercise to be carried out which captures the sectors needs in readiness for 2010.	WDO	End Aug 09	Questionnaire	Report produced which highlights needs of all CSAC's customer groups.
Identify role of CSAC in respect of County's falls prevention work	Attend falls prevention meetings & gather views from Implementation Group	WDO	Sept 09	Attendance at meetings	Agenda item for IG
Utilise NMDS information	Support Skills for Care promotion of NMDS	WDO IG	Ongoing	CSAC Bulletins	NMDS information included in 2 bulletins
	Discuss NMDS workforce data	IG	As appropriate	Skills for Care reports	Agenda item for IG

AIM	To support organisational and workforce development				
TASK	ACTION	WHO	WHEN	RESOURCES	OUTCOMES
Provide support to enhance practice of the workforce	Run *** Performance Management Programmes for managers	WDO	To begin July 09	Current Providers	<ul style="list-style-type: none"> All modules full At least 85% of ILM candidates achieve
	Continue to promote Move On Carefully – communication & literacy programmes	WDO	Ongoing	<ul style="list-style-type: none"> News Bulletins Flyers Employer payment for staff achievement 	50 individuals participate in programmes
	Run 4 workshops to promote new Move On Maths programme	WDO	May 09	<ul style="list-style-type: none"> Move On Regional Advisor Adult Education Team 	Representatives from 15 organisations attend
	Support County Council Autism Awareness programmes	WDO	Throughout year	County Council Autism Manager	8 programmes run
	Support County Council Safeguarding Adults Train the Trainer Programmes	WDO	Throughout year	County Council Safeguarding Training Officer	4 programmes run
	Support County Council Deprivation of Liberty Training	WD	As appropriate	CSAC News Bulletin	Information about training published in bulletin
	Continue to fund training for: NVQ, Induction, A1, V1, Skills for Life	WDO & Admin	Ongoing	Grant funding	1500 units claimed

AIM	To support organisational and workforce development				
TASK	ACTION	WHO	WHEN	RESOURCES	OUTCOMES
Provide support to enhance practice of the workforce	Hold general bespoke funding round	WDO	August 09	Grant funding	£50,000 distributed to organisations that meet criteria . Receive evaluations
	Renew licence for SCILS E learning programme	WDO	Jan 10	SCILS CSAC bulletin	150 users registered and site utilised 600 times
	Maintain CSAC training directory	WDO	June 10	Accessplanit	25 training providers use to advertise 60 care providers access to learn what training is available.
Help employers to respond to personalisation agenda	Hold a bespoke personalisation funding round	WDO	June 09	Grant funding	£40,000 distributed to organisations that meet criteria . Receive evaluations
	Design & run relevant training	WDO & IG	March 10	Report from mapping exercise	Training addresses needs highlighted in mapping exercise.
Support organisations Recruitment & Retention activities	Implement CSAC R&R strategy (short term objectives)	R&R PO plus WDO CCC PO	March 10	CSCA strategy document	70% of short-term actions delivered.
	Re-focus Care Champions Scheme to focus on 14-19 diploma & Job Centre + clients	CCC PO	Ongoing	CCCPO Care Champions	Contact made with 60 people from target groups & 15 presentations given.
	Run themed R&R and staff motivation conference	R&R sub-group	June 09	Budget	Minimum of 95 people attend & 80% people satisfied.
	Continue negotiations to set up Care Apprenticeship scheme for Private & Voluntary Sector	WDO County Council LSC	Dec 09	LSC Contract	Has been set up.

AIM	To empower those working in the care sector to engage in organisational and workforce development				
TASK	ACTION	WHO	WHEN	RESOURCES	OUTCOMES
Cascade information to CSAC members	Continue to create and distribute quarterly CSAC news bulletin	WDO	Ongoing	Relevant information	4 copies published annually. Members respond to information.
Engage with a wider constituency	Review communication strategy	IG	Aug 09	Existing communication strategy	Updates made to communication strategy and signed off
	Develop a plan to engage with smaller providers	IG	July 09	Self directed support brokers	Mapping exercise completed & plan designed and delivered.
	Maintain and strengthen links with representative groups	IG	Ongoing	Identify what fits	

BUDGET 2009/10

As lead partner Cumbria Count Council hold and manage all financial transactions, which will be subject to internal and external audits.

ACTIVITY	EXPENDITURE	INCOME TO BE RECEIVED FROM
Organisational Activity	12,500	CCC
Training Expenditure including NVQ, induction, Skills for Life	90,000 60,000 (Anticipated)	CCC SfC
Funding Round x 2	90,000	CCC
Project Work	192,000	CCC
TOTAL	£444,500	

CCC = Cumbria County Council SfC = Skills for Care

RISK ANALYSIS

Risks associated with non-achievement of CSAC's aims during 2008/9 include:

RISK	LEVEL OF RISK	NECESSARY ACTION	DATE BY
Partnership opportunities are not developed	Low	No action necessary	N/A
County Council economic pressures leads to reduction in money allocated to CSAC which impacts negatively on ability to carryout actionplan	High	1. Work closely with Local Authority 2. Implementation Group members lobby Local Authority if required	April 09
Inter-agency politics affects performance	Low	No action necessary	N/A
CSAC paid staff experience long term absence	Medium	Monitor situation & liaise with Christine Chenery to identify way forward	On-going
CSAC paid staff leave the organisation	Medium	Respond to staff expressions of concern and take remedial measures where appropriate	On-going

RISK	LEVEL OF RISK	NECESSARY ACTION	DATE BY
Apathy from employers and education/ training providers experienced	Medium	1. Attempt to connect with hard to reach employers 2. Continue to invite ed/training providers to participate	On-going On-going
Opportunities for development not grasped	Low	No action necessary	N/A
Information to measure impact is not appropriate	Medium	1. Work with care providers to ascertain most appropriate methods	Implementation Group meeting dates
Value not recognised by individual organisations in respect of links between training and staff performance	Medium	1. News Bulletin to continue to raise awareness	Quarterly
Quality of education and training provision is poor	Medium	1. E &TPN to continue to meet 2. Dialogue encouraged between care providers and E &TPN	On-going On-going