

24/17



Notice of Non-key Executive Decision

Subject Heading:	Pilot Training Offer for Havering's Social Care Providers
Cabinet Member:	Councillor Wendy Brice-Thompson
CMT Lead:	Barbara Nicholls
Report Author and contact details:	Amy Reed – 01708 431858 Amy.Reed@havering.gov.uk
Policy context:	The Care Act 2014 Best Practice
Financial summary:	This project will have no cost to the council and will be fully funded by ASC providers involved in the pilot. It is expected that the council will generate an income from the project during the course of the pilot and in the future, should the offer be continued after the completion of the pilot; funds will be used to alleviate pressures in other areas.
Relevant OSC:	Individuals
Is this decision exempt from being called-in?	Yes

Non-key Executive Decision

The subject matter of this report deals with the following Council Objectives

Havering will be clean and its environment will be cared for
 People will be safe, in their homes and in the community
 Residents will be proud to live in Havering

at 19

Part A – Report seeking decision

DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION

To approve the roll out of a pilot training programme offer to the council's social care providers and approve the procurement of select training courses from training providers using a 1-quote procurement plan with up to 20 courses being procured over the course of the 1 year pilot; the full cost of the courses procured will be reimbursed by the council's social care providers who take up places on the training courses. The expected recharged spend will be £12,000.

AUTHORITY UNDER WHICH DECISION IS MADE

Constitution Part 3: 3.3 Powers of Members of the Corporate Management Team

General Powers

(a) To take any steps necessary for proper management and administration of allocated portfolios.

(c) To make arrangements to secure continuous improvement in the way the Council's functions are exercised having regard to a combination of economy, efficiency and effectiveness etc. as required by external regulatory agencies.

STATEMENT OF THE REASONS FOR THE DECISION

Legislative context

The context of this Training Programme Pilot has been set up with The Care Act 2014 Best Practice in mind under the following headings:

4.26. Local authorities should consider, in particular, how to encourage training and development for the care and support workforce through, for example, standards recommended by Skills for Care, and the National Skills Academy for Social Care, and have regard to funding available through grants to support the training of care workers in the independent sector.

Supporting the provider market

A record of issues is kept as part of the Joint Commissioning Unit's scheduled Provider Forums. One specific issue that has arisen is training.

Providers have raised the following issues relating to training, including:

- Providers experience difficulty in purchasing training locally and are having to seek training outside of the borough and send staff long distances in order to

Non-key Executive Decision

access training. An example of courses that are difficult to purchase is Stoma and Catheter Care. There is an assumption that sending care workers outside of the borough has an impact on capacity in the Homecare market.

- Due to the increasing recruitment and retention issues in Havering, an increased responsibility is placed on providers to train and assess new care workers.
- Courses are purchased from various providers because:
 - There is a need to train existing and new care workers.
 - Costs vary so providers are sourced dependent on short term cost savings.
- This leads to a differing level of training abilities across a workforce as care workers are experiencing training of differing levels of quality and expertise.
- Low level of scrutiny from the local authority over the training that providers are accessing. The local authority's quality team check that care workers are attending the training, the qualifications of any in-house trainers and record the name of the provider supplier they use, if training is outsourced. However, there is no scrutiny within the whole system (commissioners, quality team, providers or learning & development) on the training provider's qualifications or establishment as trainers.

Design of Offer and Financial assurance

The training and venue will be fully funded by the providers that are agreeing to partake in this pilot. It is expected that 20 providers will commit to being involved in the pilot. The pilot will aim to run select courses from 10 identified learning needs over a 1 year period.

The payments for courses will be managed and received via invoicing through One Oracle. A dedicated cost centre will be set up for the training programme showing both income and expenditure.

In order to purchase training, a 1-quote procurement plan has been agreed for a 1 year pilot. There is a separate programme of work which looks to develop a flexible framework of training suppliers by 2018/19 as part of the wider Training Offer at Havering Council. Following the end of the 1 year pilot and the evaluations, with the assumption that the Training Programme will meet the expected measures and be continued, the topics will be added to the flexible framework or training suppliers that the Learning and Development team will manage.

In order to ensure that there is no cost to the Local Authority with this pilot, a memorandum of understanding, Low Value Services Contract and Specification and a comprehensive set of Delegate Terms and Conditions have been agreed by internal management and legal services.

It is expected that there may be instances where the Training Programme will generate additional income for the Local Authority.

Learning Needs Analysis

Following recognition of these issues, a workforce learning needs analysis was

Non-key Executive Decision

undertaken with the market. A cohort of 49 providers responded to the analysis and agreed to participate in shaping the Training Programme in collaboration with the local authority.

The learning needs analysis showed that :

- Across 49 providers, the preferred training mechanism that induces the highest level of learning is face to face training in a small group setting.
- Across 11 providers, there are approximately 2700 people undertaking select training.
- Across 7 providers, there is an approximated spend of £27,000 on select training.

Consultation with Providers

Following the results of the survey, further consultation was undertaken with providers to establish the courses that would likely be run as part of the Training Programme.

The selected courses were chosen based on the highest demand, the level of difficulty provider's experience in purchasing these courses and in correspondence with the Skills for Care – Care Certificate.

It was agreed that the focus of the Training Programme will be to provide the selected courses in face-to-face to groups no larger than 20.

Consultation on selected courses took place via email and face-to-face at Provider Forums and other meetings.

Courses	Projected running period
Managing Challenging Behaviour	Quarter 1-4
Manual Handling and Equipment	Quarter 1-4
Medication Management	Quarter 1-4
End of Life Care	Quarter 2-4
Infection Prevention and Control	Quarter 2-4
Fluids and Nutrition	Quarter 2-4
Pressures and Sores	Quarter 2-4
Stoma and Catheter Care	Quarter 2-4

Consultation with providers included the likely cost of courses and feedback suggested that providers were willing to commit to courses at the suggested cost.

Pilot Expected Benefits

The intended benefits include:

An increase in the quality of care residents in Havering receive from providers.

A potential income source for Havering Council.

Non-key Executive Decision

A higher level of control over the training that providers are accessing and to have a level of control over the quality of training care workers receive.

Care workers of pilot providers will be trained to a high standard and be capable and confident in their role and meeting the expectations required.

A positive impact on recruitment and retention levels and consequently improved capacity in the provider market.

Procurement process

The local authority will be offering 20 courses costing up to £600 over the 1 year pilot at approximately 5 per quarter, and these will likely be purchased in bulk. The anticipated spend profile will be:

Estimated Income and Expenditure

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual Total
Cost	3,000	3,000	3,000	3,000	12,000
Income from Providers	-3,000	-3,000	-3,000	-3,000	-12,000
Profit / (Loss)	0	0	0	0	0

Assumed yearly payments to 1 provider will be up to £12,000, therefore not reaching EU threshold for services of £164,176.00.

In order to procure the training courses, the following criteria and process will apply:

- Obtaining a minimum of 1 quote for courses
- Procuring the courses based on a combination of:
 - Feedback from references of recently purchased courses
 - Price of providing the training, including expenses, course price and equipment
 - Available dates, times and location
 - Course content
 - Qualifications of trainers

It is expected that courses and course content required will be developed and agreed each quarter in conjunction with the necessary stakeholders.

Courses will be procured on the following schedule:

Stage	Week	Related Action
Stage 1 Expression of interest	Week 1&2	Expressions of interest open for a course including date and time

Non-key Executive Decision

Stage 2 Confirmation of place	Week 3	Course made live: providers asked to confirm place(s) including those who expressed an interest and those who did not
Stage 3 Wider circulation (if required)	Week 4	Excess spaces offered to NEL, NELFT & BHRUT (if required to cover cost of course)
Stage 4 Course procured / course cancelled	Week 5	If full bookings are made to cover the cost of the course, the course is procured and cancellations are non-refundable from this date onwards. If cost of course not covered, notice given to provider to not run course on this date.
Stage 5 Non-refundable bookings open (if available)	Week 6-12	If further spaces are available (cancellations), the course is left open for additional bookings: any cancellations to these late bookings are non-refundable at this stage (income).
Stage 6 Course date	Week 13	Course date

Payments, Budget and Cost Centre

The Training Programme will have a dedicated cost centre for Provider Training of A39502 that will sit under Learning and Development within Adult Services. The income from providers will be used to fund the programme.

Expenditure will show what the authority has spent on procuring training courses for suppliers. Payment will be made either by manual invoicing or via the One Oracle, iprocurement system.

Social Care providers participating in the pilot will pay the local authority in turn for accessing the training that has been procured. The Care Network provider portal (used to manage bookings) will keep a record of what training providers have purchased and an invoice will be raised and charged against an income line.

By the end of the financial year there will either be a balanced cost centre balance coming to zero or a cost centre showing a surplus due to income (profit).

Contingencies

There is an expectation that places not filled on courses will be negotiated with BHRUT, NELFT, PA's and the North East London (NEL) Partnership to take up.

Booking Terms and Conditions

A delegate bookings terms and conditions document has been created as part of the

Non-key Executive Decision

Training Programme with advice from Legal Services.

Internal Administration

Course bookings will be managed through the Care Network Havering portal. The re-designed Care Network Havering portal will be rolled out in April 2017 in conjunction with the Training Programme.

Due to the pilot, there is an expectation that the following duties will need to be undertaken by the Learning and Development Team:

- To upload courses onto the Care Network system
- To market courses as required
- To raise invoices to providers
- To manage the new cost-centre (including budget, spend and forecasting)
- To collect evaluation forms from delegates

There may be other additional duties for the team to be involved in evaluating the training programme and measuring the impact as well as co-producing the programme with stakeholders in each quarter.

The Learning and Development Team will monitor and record the tasks completed as part of the programme which will be reviewed on a scheduled basis.

It has been agreed with the Learning and Development team that the officers will take on this responsibility for the 1 year pilot and monitor their time spent on administration. If the project continues past the 1 year pilot, this will be reviewed and an admin fee will likely be charged at a rate costed against the recorded time spent.

Due to the pilot, there are tasks to be undertaken by the Joint Commissioning Unit as part of mandated project work which include:

- To develop the measures and monitor in accordance with the aims of the training pilot
- To lead on the evaluation of the programme as a whole including feedback on course, venue, trainer, marketing & communication strategies, booking system etc.
- To be the key contact for the pilot providers and the Learning and Development team about next steps, monitoring and processes
- To monitor the budget and spend for the new cost centre
- To lead on co-production of the programme and be responsible for communicating with the pilot providers regarding pilot matters excluding training course bookings
- To assist on the marketing of courses and evaluation of strategies
- To arrange the courses to be sent to BHRUT and the NEL Partnership
- To work closely with the Learning and Development team on understanding how the programme is working in practice and leading on risk, issue and change management
- To develop the evaluation forms in conjunction with stakeholders and review its

Non-key Executive Decision

effectiveness

- To arrange the necessary mechanisms for the Learning and Development team and pilot providers to feedback about the programme

Monitoring the Pilot

The work undertaken by staff will be monitored throughout the duration of the 1 year pilot against a set of defined measures, along with other key measurables of the pilot including:

1. The Booking System and Management
2. The Course Quality and corresponding factors
3. Delegate and Organisational Learning
4. Pilot Providers Quality of Services

The approach to measuring and assessing the pilot's effectiveness and improving its quality will be adapted with delegates and pilot providers depending on the course and as time progresses.

Timescales

It is projected that the implementation of the project will be ready to go live in May 2017, with courses being run through June and July 2017.

Risks

There is a risk that providers will not buy into the training if they can get this cheaper elsewhere. An expression of interest period and an agreed notice period of cancellation with the training supplier will enable the local authority to gauge how many bookings there will be on a course before it is procured with the contracted supplier.

There is a risk that no courses will be run as part of the training programme due to there not being enough sign up and the course subsequently being cancelled with the training supplier within the agreed no-charge period. This will be monitored per quarter and the pilot and courses will be reviewed.

The risk of there being not enough places achieved on courses to run is mitigated due to the arrangements to negotiate additional places on courses to other local authorities and partners.

The risk of the local authority being charged for the course when it has not been run due to there being not enough sign up is mitigated entirely due to the notice period agreed with the training provider, the expression of interest period and the above schedule.

Non-key Executive Decision

OTHER OPTIONS CONSIDERED AND REJECTED

1. Do nothing. ASC providers continue to purchase training on a spot basis and at differing levels of quality for their staff. Providers continue to face issues procuring training and in sourcing high quality training. Provider training is monitored as part of contract management by Quality Officers and Commissioners.
2. Procure the training with an additional admin fee for the staff time/resources. This option has been rejected due to the analysis on the current provider spend on training being lower than the estimated cost of training Havering Council can source excluding the admin fee, therefore putting a high risk of project failure and no places being booked on courses.
3. Commission a traded service to manage the training programme for the cohort of ASC providers. Not a viable option for a pilot.
4. Procure all train-the-trainer courses to enable providers to sustainably train staff via in-house trainers. Unsuitable for the market due to retention levels.

PRE-DECISION CONSULTATION

Consultation from the Training Programme included:

- A workshop was held at the Homecare Provider Forum on 8 September 2016. The questions from this workshop can be found in the background papers.
- A workshop was held with the Havering Care Association on 19 October 2016.

NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER

Name: John Green

Designation: Head of Commissioning

Signature:



Date: 02 May 2017

Part B - Assessment of implications and risks

LEGAL IMPLICATIONS AND RISKS

Officers here are requesting the approval to roll out a one year pilot training programme offer to the council's social care providers.

The expectation is that 20 courses at most will be run over the course of the year with 5 each quarter. The cost of each course is £600. The EU threshold for Supply/Service is £164,176 and therefore such procurements do not reach the threshold even if accounted for as a whole with the maximum cost of the courses being £12,000.00 for the year.

The risk is that Officers have to also be mindful of the council's Constitution and Contract Procedure Rules under £4,999.00 officers need only get one quote. Over £5,000 and up to £24,999.00 with any one training provider and officers will need to ensure they have sought two quotes.

The intention of officers is that the courses are procured from a variety of providers ensuring the most economically advantageous offer and quality for the various subject headings of the courses in compliance with the Council's Contract Procedure Rules part 18 and the requirement stated above.

A suite of documents have been worked on by officers of the Council with legal services input to establish the functions and relations between the various parties to the running of this training programme, namely the training course providers, the social care providers of the Council who will access the courses and the Council, the facilitator of the programme.

Whilst the Council is not under a statutory duty to roll out the programme the context of this Training Programme Pilot has been set up with The Care Act 2014 Best Practice in mind under the following headings:

4.26. Local authorities should consider, in particular, how to encourage training and development for the care and support workforce through, for example, standards recommended by Skills for Care, and the National Skills Academy for Social Care, and have regard to funding available through grants to support the training of care workers in the independent sector.

Officers have also set up the programme in response to finding over a number of years that the council's social care providers struggled to access the training courses that officers of the council would expect and desire the Council's care providers to have accessed.

A mandate signed by the Head of Commissioning for such Service area was made before the commencement of work to put together such programme.

There are risks open to the council in taking up a new unknown task and by acting as facilitator should the programme not be successful (take up on courses is low or the quality of the courses is not good) for example or the Council is not able to manage the programme effectively (administrative problems may be encountered, costs may

Non-key Executive Decision

not successfully be recouped) however, these risks have been considered and addressed by officers with the implementation of a range of actions such as the implementation of delegate terms and conditions, a considered approach in looking at costs to the council etc. Such actions being more fully described above.

With respect to any Contract documentation that needs to be executed by the Council, Officers should bear in mind CPR 17.2 :

Unless the Director of Legal & Governance approves otherwise, contracts with a total value of less than £150,000 will be executed by the signature of the duly authorised Head of Service or more senior staff as appropriate, in accordance with the functions delegated to staff under the Council's Scheme of Delegation.

Asha Gajan, Procurement Lawyer

FINANCIAL IMPLICATIONS AND RISKS

The project is expected to be cost neutral to the authority however, there is the potential to generate a profit due to retaining cancellation fees and offering more places on the courses than the number budgeted for in the cost to providers. As this is not currently being proposed as a traded service, any surplus will be retained within the Adult Social Care Directorate. The risk that providers do not proceed to booking places on the course after the expression of interest period will be mitigated by the authority proceeding to cancel the course prior to being liable for any payment, mitigating the risk of loss.

Although the pilot does not take into account staff time and other costs i.e. marketing, overheads etc. associated with running the courses, these are expected to be factored into any future proposal once the post pilot evaluation has been undertaken. In arriving at a formal decision to proceed with the proposal beyond the pilot stage, all relevant operational factors will need to be considered in the development of a formal business case, including options for future provision either as a traded or non-traded service, with an expectation of at least break-even.

As part of the ongoing evaluation and monitoring of the pilot, all related income and expenditure will be recorded on the Councils ledger system. This will be monitored in line with existing budget monitoring requirement, against budgets that will be developed in due course.

Falil Onikoyi, Strategic Finance Business Partner, Adults and Public Health

HUMAN RESOURCES IMPLICATIONS AND RISKS (AND ACCOMMODATION IMPLICATIONS WHERE RELEVANT)

There are no direct HR implications or risks, to the Council or its workforce that can be identified from the recommendations made in this report. The training provision for this pilot programme will be procured from a range of external suppliers as required.

Eve Anderson, Strategic HR Business Partner, oneSource HR & OD

Non-key Executive Decision

EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS

The Training Project will assist providers in increasing the knowledge and skills of staff delivering services to vulnerable adults who may fall into any of the protected characteristic groups.

The Training Project will be open and available to all providers who the Council currently commissions or has care placements or packages with. Providers are already required to comply with the Equality Act as part of those existing contracts and placement agreements.

Incorporating equality outcomes, where relevant and in a proportionate way is integral to the way in which the Council procures and commissions training providers. The commissioned training providers will be expected to comply with the Equality Act 2010 and support the Council to meet its Public Sector Equality Duty requirements. The Learning and Development team collect equalities data for all candidates attending training courses; this will be extended to attendees within this project.

An EIA was not completed for this report as it was deemed unnecessary due to the nature of the project facilitating the procurement of training for providers, with training suppliers conducting the training directly with providers. Training suppliers will be awarded the Low Value Services contract based on a 1 quote procurement plan.

Diane Egan, Community Safety Team Leader

BACKGROUND PAPERS

None

Non-key Executive Decision

Part C – Record of decision

I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

Decision

Proposal agreed

Delete as applicable

Proposal NOT agreed because

Details of decision maker

Signed



Name: Barbara Nicholls

Cabinet Portfolio held:

CMT Member title: Director Adult Social Care & Health

Head of Service title

Other manager title:

Date: 5th May 2017

Lodging this notice

The signed decision notice must be delivered to the proper officer, Andrew Beesley, Committee Administration & Interim Member Support Manager in the Town Hall.

For use by Committee Administration

This notice was lodged with me on 5/5/2017

Signed J. J. [Signature]