Training Needs Analysis

Managerial Guidelines

BLAENA GWENT CAERPHILLY WORKFORCE DEVELOPMENT TEAM
1. **Introduction**

This document outlines the methods used to collect training and needs analysis for social services and the wider social care network – assessing the difference between the skill, knowledge, or competence of the workforce now and where the workforce wants to be.

2. **Scope of these guidelines**

The Workforce Development Service will work with customers/managers to assess statutory, vocational, service/role specific and professional training and development needs. The social care workforce across Blaenau Gwent and Caerphilly is diverse and workforce development plays a critical role in delivering improving services to service users, carers and their families.

Workforce Development Service customers include:

- Directors of Social Services and Social Services Departments
- The Social Care Sectors to include Statutory, Voluntary, and independent providers
• Other agencies to include professional bodies, trade unions etc.
• Staff – current and future workforce
• Care Council for Wales
• Service users and carers
• Social Services Improvement Agency
• Training providers
• Welsh Government directives
• Instruction and recommendation from Regulation and Inspection – CSSIW, etc.
• Other Councils

3. What is Training Needs Analysis?

A training need can be defined as a gap or deficit in skills, ability or knowledge.

Training Needs Analysis (TNA) aims to ensure that training provided can be tailored in a cost effective way to meet any identified shortage of skills, ability or knowledge.

Effective workforce development means knowing what is required for all customers including the individual, teams, divisions and organisations. This requires planning, with Managers playing a vital role in this process to ensure priorities are met.

Training needs can be categorised into three main headings:

(a) Those you can anticipate – mandatory training, refresher training, regulated qualifications, legislative and technical change (longer term planning).
(b) Those that arise from monitoring – via supervision and appraisal and to meet organisational objectives (medium term planning).
(c) Those that arise from unexpected issues or change (reactive fast solutions).
4. **Key Drivers and influences for Training Needs Analysis**

There are numerous strategic drivers that support shaping training needs and define requirements for training which include:

- Social Services and Well Being Act (Wales)
- Social Care Workforce Development Plan (SCWDP)
- Williams Report
- Sustainable Social Services: A Framework for Action
- Role and Accountabilities of the Statutory Director Social Services
- Medium Term Financial Plan
- Regulation and Inspection
- Continuing Professional Education and Learning (CPEL)
- Qualification Framework for Social Care Sector in Wales
- Annual Council Reporting Framework (ACRF)
- Supervision & Appraisal processes
- Improvement Plans, Community Plans, Business Plans, and Self Evaluation Plans

5. **How training needs can be analysed**

Training and development needs of staff and teams identified by Managers should take account of the following areas:

- Goals and strategic direction of business.
- Any external influences which are leading to any knowledge or skills gap.
- Skills, knowledge, competencies and qualifications of individuals and any gaps in these areas identified from supervision and appraisal.
- Development opportunities for staff and service areas.
- Succession planning.
Individual staff play a vital role in this process themselves. The Workforce Development Team is able to advise how this can be collated and could include:

- Team Meetings
- Team Development days
- Business Planning process
- Staff questionnaires
- Supervision and appraisal

The Workforce Development Service collate information received from its customers using a number of forums:

- Partnership events
- Team Manager Meetings
- Practice Development Meetings
- Electronic questionnaires
- Evaluation information
- Expression of interests
- Performance Management Information

Collation of information from these forums will take place between December and February.

Business Partners from the Workforce Development team will work with operational colleagues to understand the strategic direction, operational activity, opportunities and challenges facing organisations and ensure training need solutions are:

- Outcome focused.
- Ensure maximum return on investment.
- Lead to better performance.
- Help Managers to focus on capability and capacity.
- Deliver sustainability.
Systems and processes will be used to ensure timely reaction to customer requirements and will include:

- An annual analysis (December-February) and plan (March/April) designed to meet service annual improvement plans.
- A reactive response to any unplanned need that may arise as a result of inspection, directive, or learning from a specific event or situation.
- A continuous provision of solutions to meet regulated and essential training requirements, for example health and safety, Protection of Vulnerable Adults (POVA), Safeguarding.

This process is outlined in the table on page 7.
Customers

Adults
- Social Work Teams
- Provider services
- Community Resource Team
- POVA
- Commissioning
- Support Staff

Children’s
- Social Work Teams
- Foster Care
- Safeguarding
- Provider services
- Youth Offending
- Administration

Partnership Social Care Sector
- Commissioned Providers
- Domiciliary Care Agencies
- Residential Homes

Service Strategy & Business Support
- Commissioning
- Finance
- Performance Management
- Customer Services

Workforce Development Team

Collate annual training needs analysis via
- Practice Development meeting
- Team Manager meetings
- partnership events,
- electronic methods

Arise via monitoring
- performance management information – anticipated needs

Develop solutions for identified need with customers

Deliver Solution
6. How the Workforce Development Service turn Business and Service Improvement Plans into Training Plans

To meet strategic and business objectives organisations and agencies need to plan for the future and produce documents such as business plans and improvement plans to outline direction.

The training requirements identified as part of these plans are prioritised as follows:

(a) Tier one: Mandatory, Statutory, and Essential needs
(b) Tier two: Service specifics and improvement needs
(c) Tier three: Short courses and conferences

- The plans include frequency and estimated costs.
- They are presented to Senior Management teams and the Partnership during March and April to agree priorities.
- A Programme of events is commissioned, and delivered in the most effective and efficient way.

7. Meeting regulation, qualification, and Continuous Professional Development of the workforce

The Workforce Development Service uses dedicated processes to ensure that the regulated parts of the workforce meet requirements and that there is a continuous drive to further qualify the whole workforce.

- QCF in Health and Social Care – A supportive priority setting process, and a signposting service. Team Manager Development Programme – a Senior Management authorisation and nomination process.
- Advanced Mental Health Practitioner - a bespoke application process.
- Other professional or business related qualifications – a supportive priority setting process.
Continuous Professional Education and Learning (CPEL) – an applications/nominations process designed to meet CPEL requirements.

8. Conclusion

The Social Care Sector’s work is subject to continuous change, regulation and inspection, a constant pressure to reduce costs, and the public’s demand to maintain or enhance the level of services it provides.

Training and development plays a key role in meeting the demand for high performance and fostering the process of improvement in staff.

Effective Training Needs Analysis will produce a forward thinking plan of action that prepares the organisation from the challenges delivering a social care service generates. An organisation should use a continuous approach, a cycle, that includes evaluation to influence future planning and to ensure full protection.

Training Needs Analysis

- Identify need
- Design solution
- Deliver need
- Evaluate
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January 2015