

**NORTH LINCOLNSHIRE COUNCIL**

**ADULT SERVICES  
CABINET MEMBER**

**Adult Social Services Workforce Strategy 2010-2015**

**1. OBJECT AND KEY POINTS IN THIS REPORT**

- 1.1 Staff have been involved in developing this strategy and subsequent action plan. The recommendations address the workforce development needs emerging from the national and local strategic priorities in four key areas:
- Leadership and Management
  - Recruitment & retention
  - Talent development, Career Pathway & new Type of worker
  - Reward & Recognition
- 1.2 To seek cabinet member endorsement of the strategy and action plan for implementation and to acknowledge the contribution to the work by staff.

**2. BACKGROUND INFORMATION**

- 2.1 This strategy outlines the plans Adult Social Services has for the next five years in supporting the transformation agenda and ensuring we have a confident, enabled and well-equipped adult social care workforce-transforming services in the way the Government set out in *Putting People First*.
- 2.2 Staff have been involved in the development of this strategy through four working groups focusing on the specific themes. The groups met throughout 2009 and into 2010 identifying the good practice and emerging issues in each area on which they made recommendations for changes and development.
- 2.3 The strategy addresses the workforce development needs that are being driven by national and local policies and links to the councils *Going Forward Together* and *Valuing People Together*.

**3. OPTIONS FOR CONSIDERATION**

3.1 Endorse the strategy and support the implementation of the action plan.

3.2 Reject the strategy

**4. ANALYSIS OF OPTIONS**

4.1 The strategy will provide a focus and priority for the next five years for workforce development across adult social services. It will provide the basis for the training plan to ensure development activity links to the council's strategic vision and is based on identified need.

4.2 Without the strategy there is no one key document that links the national and local priorities and addresses the workforce development needs to meet these priorities.

**5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)**

5.1 Financial implications – Less than 1% of the budget supports staff development, this strategy provides the priorities for the existing financial resources to be targeted.

5.2 Staffing implications – This strategy acknowledges the contribution staff has made and will continue to make in transforming our services to meet the needs of our customers in the future.

5.3 Property implications – There are no property implications

5.4 IT implications – There are no IT implications

**6. OTHER IMPLICATIONS (STATUTORY, ENVIRONMENTAL, DIVERSITY, SECTION 17 - CRIME AND DISORDER, RISK AND OTHER)**

6.1 Statutory implications - None

6.2 Environmental implications - None

6.3 Diversity implications - Diversity Impact Assessment completed

6.4 Section 17 – Crime and Disorder implications - None

6.5 Risk and other implications - None

## **7. OUTCOMES OF CONSULTATION**

- 7.1 Staff have been involved in the task groups since 2009 to develop the recommendations within the four areas of the strategy. The working groups surveyed other staff within adult services to obtain wider feedback and input into the strategy. A further workshop with staff has been held to develop and agree the action plan. The consultations with staff have directly fed into the development of the strategy and action plan.
- 7.2 The group leads have attended the Listening and Learning Group to share information and the work undertaken with positive responses. In addition the listening and Learning Group organised four drop in events for staff where the strategy was discussed with staff on an individual basis.
  - 7.2.1 Staff have been very positive about being involved in the strategy and developing the action plan.
- 7.3 The development of the strategy has been discussed at the adults JCC, where it received unanimous support from union representatives.

## **8. RECOMMENDATIONS**

- 8.1 That cabinet member endorses the strategy and action plan for implementation.

DIRECTOR OF ADULT SOCIAL SERVICES

The Angel  
Market Place  
BRIGG  
North Lincolnshire  
DN20 8LD  
Author: Wendy Lawtey  
Date: 6 August 2010

**Background Papers used in the preparation of this report**



**NORTH LINCOLNSHIRE COUNCIL**

**ADULT SOCIAL SERVICES**

**WORKFORCE DEVELOPMENT STRATEGY**

**2010-2015**



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## Foreword

This workforce strategy is cause for much celebration, it is written in partnership with staff who engaged early on in our transformation programme and with a willingness and determination helped to identify just where the strategy needs to target effort to make the difference it needs to, but also just where there are already good examples of excellence in workforce practise. This strategy aims is to build on and develop the skills of people working in the service, to equip them with the confidence and capability to meet new challenges and changes. Some of these changes will be subtle and others will be nothing less than radical, completely new ways of working.

Your Life, Your choice, spells out the agreed vision for Adult Social Services. The service is there in order to ensure that vulnerable people achieve their maximum potential, have full and purposeful lives, and exercise real choice and control over how they do this. We have through a comprehensive change programme, Fit for the Future made significant changes that all contribute to ensuring the service is fit to deliver continued quality and consistency to the people of North Lincolnshire, putting personalisation at the heart of what we do. We have identified a number of key strategic outcomes that will further these developments over the next five years.

We are well aware that achieving these outcomes relies on the capacity, competency and commitment of the social services workforce, regardless of where they work, to empower and support people who use services and support to exercise that choice and control. It needs co production between the workforce and those using services and their carers. It will mean the workforce assuming a more proactive and enabling role in how they respond to people's needs and preferences but having far less control over the details of the support that people receive –taking on roles, which strongly focus on brokerage, information and service advocacy.

It will mean less direct management control over people's lives by social service professionals, but still ensuring they carry out their duty to care. It will mean embracing new ways of working when it comes to identifying and responding to risk and becoming less risk adverse. This is not a relinquishing of responsibility: it is working in a true partnership between social services workers and people using services, their carers, those who volunteer and the wider community.

Such partnership working is, we know, why so many people decided to become social services professionals in the first place.

Here in North Lincolnshire we have a demonstrable commitment to working in partnership with the workforce, the workforce governing body relies on the feedback from both the staff group, listening and learning, who all co-produced the staff outcomes to reflect our desire to personalise

the service that the staff receive in the same way as we hold a commitment to personalise services to citizens and the Joint consultative committee.

I am confident in the future that this strategy will deliver excellence, in terms of outcomes for service users, their family carers and the staff, which in turn leads to excellence in performance.



Karen Pavey  
Chair of the Workforce Governing Body.

## Introduction

An organisations workforce is its most important resource. The credibility of the organisation depends largely on the workforce, since they are generally the face of the organisation, and are often at the front line delivering services or behind the scenes working to support service delivery and resolving related issues. Workforce development is about making the best use of people by ensuring the efficiency of staff and increasing their motivation to work, through recognition, personal development and rewards them for their input.

“World standards of organisational effectiveness are not achievable without fully developed and committed people at all levels within an organisation. New technologies, new systems and new concepts may, of themselves, produce some improvement in effectiveness and hence competitiveness but even in the short term the improvement will be stunted without an organisation culture which engenders commitment of people across the organisation.”

(Mullins, 1999, Management and organisational behaviour, p867)

The government’s public services reform policy and its emphasis on efficiency and transformation highlight the importance of local public services that are focused around the needs of citizens and users and provide value for money.

Adult Social Services are committed to supporting and developing its staff to be high performers. The service recognises that people are different, have different needs and can be helped in different ways and directions to maximise their potential and performance, we will use this matrix to identify those differences and needs;

### **High performance / low potential**

Look for each person's hidden high potential, undiscovered passions, etc., and offer new challenges and responsibilities as appropriate

### **High performance / high potential**

Agree challenging stretching work, projects, career development, responsibilities

Explore and encourage leadership and role-model opportunities, to set and raise standards of other staff.



### **Low performance / low potential**

Identify hidden potential.

Facilitate more fitting roles, direction, purpose, opportunities, etc., linked with and perhaps dependent on performance improvement.

### **Low performance / high potential**

Explore and agree ways to utilize and develop identified potential via fitting tasks and responsibilities, linked with and perhaps dependent on performance improvement.

This strategy outlines the plans Adult Social Services has for the next five years in supporting the transformation agenda and ensuring we have a confident, enabled and well-equipped adult social care workforce-transforming services in the way the Government set out in *Putting People First*.

## **National and Local Context**

### Local Context

There are four key strategies that support and influence this workforce strategy within North Lincolnshire Council:

- Your Life – Your Choice
- Many Faces – One Community
- Going Forward Together
- Valuing people Together

**Your Life – Your Choice** sets out the vision for Adult Social Services for the next five years. It identifies seven strategic outcomes:

- *Safe*; Services help people to feel safe, people feel supported in a crisis
- *Respect*; Shifting the balance of power to the people, promoting choice and individual family values
- *Healthy*; promoting life long health, recognising everyone's contribution to well being.
- *In control*; delivering services closer to home, making it easier for people to get what they need
- *Involved*; Supporting communities and individuals to identify and meet their own needs
- *Independent*; creating a culture of independence, increasing options and opportunities
- *Confident in the future*; getting the money in the right place, creating a confident, flexible, behaviourally competent workforce and intelligent commissioning.

These seven outcomes have also been adopted for staff:

- *Safe*; staff feel safe in the work that they are doing
- *Respect*; staff demonstrate respect for one another in the workplace
- *Healthy*; staff experience good health and well being at work
- *In control*; staff are in control of their work life balance
- *Involved*; staff are involved in their service developments
- *Independent*; staff exercise independence in the choices they make at work
- *Confident in the future*; staff feel confident in the future of their workplace.

**Many Faces – One Community** is the sustainable Community strategy for North Lincolnshire. This is the overarching vision for North Lincolnshire. It sets out how partners will work to address the economic, social and environmental needs of our communities. This strategy is based on extensive consultation with people in North Lincolnshire to make sure it reflects the needs and aspirations of the people. Its vision is “Transforming North Lincolnshire towards a better future for all”.

Many Faces - One Community has four ambitions shared between the council and all its partners:

- An area that is thriving
- Communities that are confident and caring
- Individuals can see the difference
- Everyone works together for the benefit of the area

The strategy also identifies three core values which provides a benchmark for the behaviours that the council expects in dealings with each other and the communities we serve:

- We Care
- We Value
- We achieve

The council produced its strategic plan “**Going Forward Together**” which led to “**Valuing people Together**”. This People Strategy sets out the way forward for a new approach to people management. It shows how the council will achieve its ambitions through the management, deployment and development of its most valuable asset – its staff

There are seven key aims:

- *Developing the organisation* We aspire to be a high performing council that is equipped to deliver the services people in North Lincolnshire require. To do this we need to look at how we can best use our people better to achieve this. This includes our culture and values, communication working arrangements and ways of working including working with our partner organizations
- *Developing Leadership Capacity* We need to continue developing strong managers and leaders to provide clearer management and leadership to the workforce, provide strong community leadership and motivate everyone to achieve high standards of performance
- *Attracting and retaining a diverse, skilled & motivated workforce* We need to have the right people with the right skills, in the right place at the right time by making sure that we are a good employer that our current employees want to continue working for, as well as attracting new employees. Workforce planning is key to achieving this.
- *Promoting a healthy and safe working environment* To be able to contribute to the achievement of the council's vision, employees need a healthy and safe working environment in which to carry out their work. Employee well-being is paramount. We will continue to ensure that safe systems of work are in place and that we help employees to maintain a healthy work life balance.
- *Adequate and equitable reward, recognition and remuneration* Employees have the right to receive fair and equitable pay and reward for their work regardless of your gender, ethnicity, age, disability or any other personal characteristic. Pay and rewards also need to be affordable for the council and able to attract people to come and work for us.
- *Maintaining and strengthening good employment practice and employee relations* We need to ensure fair and consistent treatment of all employees. We will continue to work with employees, managers and trade union representatives to provide a framework of robust policies and procedures that embed good employment practice
- *Developing skills and capacity* The council will continue to invest in developing employee and councilor skills so they are able to meet the changing demands of their role and working within modern local government. The council is committed to developing current and potential skills and abilities so that employees achieve the high standards of performance expected.

## National Context

*Working to Put People First: The Strategy for the Adult Social Care Workforce in England* identifies six key priorities:

- *Leadership*, effective management and commissioning skills are crucial to transforming adult social care.
- *Recruitment and retention* of quality social care staff from a wide base of cultures, skills and attributes within local communities.
- *Workforce remodelling and commissioning* in new ways is important to re-shape the workforce so it has the right people with the right skills undertaking the roles and tasks which people using services want.
- *Workforce development* should aim to create a more confident, empowered and diverse workforce with increasingly sophisticated skills in order to secure the dignity, quality of services and quality of life of those people receiving services
- *Joint and integrated working between social and health care and other services* is important so that people who use services can be reassured that the workforce will work across organisational boundaries to meet their needs.
- *Regulation, assuring public safety and raising standards of care in the social care workforce*, is a priority for employers but will also be promoted through professional regulation by the General Social Care Council and Care Quality Commission.

*The Social Work Task Force* final report in November 2009 states that good social work depends on confident, effective frontline professionals and that these professionals depend, in turn on a system of high quality training, regulation and leadership behind them. Their recommendations include:

1. *Practice Placements*: that new arrangements be put in place to provide sufficient high quality practice placements, which are properly supervised and assessed, for all social work students.
2. *Assessed Year in Employment*: the creation of an assessed and supported year in employment as the final stage in becoming a social worker.
3. *Supervision*: the new standard for employers should be supported by clear national requirements for the supervision of social workers.

The full list of recommendations can be found at appendix 1.

## Scope

This strategy is primarily focused on developing the workforce within adult social services, front line and support services (please see appendix 2 for structure). However, there is acknowledgement that we have a role in supporting our partners in the independent, voluntary sector; people who use our services and their carers and therefore individuals and organisations are able to access any learning and development activity that is planned. There are plans to develop an Integrated Area Workforce Strategy, which will be inclusive.

## North Lincolnshire Profile

### Population and Prosperity

- The local population has increased by over five per cent in the last decade;
- There is a low proportion of those aged 20-34 in the local population;

Table 1: North Lincolnshire Resident Population					
	1998	2001	2004	2008	Change 1998-2008
Total	152,200	153,000	157,400	160,300	+5.3%
Female	77,600	78,200	80,300	81,400	+4.9%
Male	74,600	74,800	77,000	78,800	+5.6%

Source: ONS, mid-year population estimates

Table 2: Population Estimates					
Year	2011	2016	2021	2026	2031
Population	166,900	175,400	184,000	191,900	198,900

Source: ONS, population projections, 2007

The population in North Lincolnshire is forecast to grow steadily over the coming years. The increase is likely to be around 8,000 more people every five years. This estimate is based on previous growth in the area and projected growth nationally.

Table 3: Age Profile			
	North Lincolnshire	Yorkshire and Humber	United Kingdom
0-19	24.0%	24.2%	24.0%

20-34	15.5%	20.3%	19.8%
35-49	22.2%	21.4%	22.0%
50-64	20.4%	18.1%	18.0%
65-79	13.1%	11.6%	11.6%
80+	4.7%	4.5%	4.5%

Source: ONS, mid-year population estimates 2008

The age profile of North Lincolnshire has some considerable differences compared to the national and regional profiles. In particular the proportion of people aged 20-34 is significantly lower in North Lincolnshire than elsewhere – three in every 20 people in North Lincolnshire compared to four in every 20 regionally. Conversely, North Lincolnshire has a greater proportion of those aged 50-79. This is consistent with the anecdotal evidence that suggests many young adults leave the area to, for example, attend university or live in a larger urban area but then return later on in life.

#### Employment and Worklessness

- Manufacturing still accounts for nearly a quarter of all North Lincolnshire employment compared to 10 per cent nationally;
- Employment growth in North Lincolnshire has been higher than elsewhere over the last five years;
- There are more operatives and skilled trades in North Lincolnshire, but fewer managers and professionals;

Table 4: Employment Rate Time Series (Percentage)												
	2006				2007				2008			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
North Lincolnshire	76.3	75.9	77.2	76.4	76.5	75.7	74.8	75.9	75.1	75.4	75.7	75.0
Yorkshire and Humber	73.7	73.8	73.3	73.6	73.4	73.2	73.3	73.2	73.7	73.3	73.5	73.0
Great Britain	74.3	74.2	74.1	74.3	74.3	74.4	74.3	74.4	74.5	74.5	74.5	74.2

Source: Annual Population Survey

Table 5: Employment of BME and disability groups		
	BME	Disability
North Lincolnshire	<b>69.0%</b>	<b>33.9%</b>
Humber	<b>38.4%</b>	<b>29.0%</b>
Yorkshire and Humber	<b>54.4%</b>	<b>33.5%</b>
England	<b>56.7%</b>	<b>22.5%</b>

*Source: Annual Population Survey, 2008*

The proportion of working age people from Black and Minority Ethnic (BME) communities is much higher in North Lincolnshire than regionally and nationally with almost seven in every 10 people in work. However, this employment rate is still below the employment rate for North Lincolnshire as a whole suggesting that BME people may find it more difficult to find work.

For people with a disability, North Lincolnshire has a higher proportion of people of working age in employment than nationally. The comparison regionally is similar with one in three people with a disability in work. But, again, the employment rate for people with a disability is considerably lower than for North Lincolnshire. That said, what isn't clear from these figures is the proportion of people with a disability in North Lincolnshire who are able to work.

### Skills and Employability

- There are fewer people in North Lincolnshire with qualifications at NVQ levels two, three and four than elsewhere;
- The proportion of young people getting five good GCSEs including English and Maths is improving, but there is still a gap to the national average.

Table 5: Working age population qualified to at least NVQ level 2+ 3+ and 4+									
	NVQ 2+			NVQ 3+			NVQ 4+		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
North Lincolnshire	60%	58%	59%	37%	38%	37%	18%	19%	19%
The Humber	58%	59%	60%	38%	39%	40%	19%	20%	20%
Yorkshire and Humber	61%	61%	61%	41%	42%	42%	22%	23%	24%
England	63%	63%	64%	44%	45%	46%	26%	27%	28%

Source: Annual Population Survey

Less than two in 10 people in North Lincolnshire have skills at or equivalent to a first degree. But just less than six in every 10 people in North Lincolnshire have skills at or equivalent to five good GCSEs.

Skills in North Lincolnshire are at a lower level than regionally and nationally at NVQ level two, three and four and higher. The gap between North Lincolnshire and national averages widens as the level of skills increases. And at levels three and four, the most recent data has shown a decrease in the number of people in North Lincolnshire with these skills.

### Adult Social Services Profile

The full detailed profile is at appendix 3.

*Current staffing:*

Number of employees (as at 1st March 2010)	638
Total full time equivalent:	512.6
Employees due to retire in next 5 years:	9.9%
Employees due to retire in next 10 years:	24.6%

	Number of employees (only counted once where hold more than 1 post)	Gender		% BME	% Disabled	Age						Hours	
		F %	M %			< 25 %	25-34 %	35-44 %	45-54 %	55-65 %	> 65 %	FT %	PT %
<i>Adult Social Services</i>	<b>638</b>	<b>87</b>	<b>13</b>	<b>1.25</b> (NLC target 2.5%)	<b>7.84</b> (NLC target 15.05%)	<b>3</b>	<b>12</b>	<b>23</b>	<b>38</b>	<b>23</b>	<b>1</b>	<b>39</b>	<b>61</b>



Nearly a quarter of adult services staff could leave the department and authority over the next 10 years with the potential to lose a wealth of expertise and skills. As identified with the area profile skills within the area are lower than the regional and national averages, which could impact on recruitment and skills shortages in the future.

Action needed:

- Agree a process and mechanism for pro-active workforce planning to address the following issues:
  - The number of BME applicants and people with disabilities recruited to adult services
  - The potential skills deficit
  - Address potential age related issues

## Objectives

Staff have been involved in the development of this strategy through four working groups focusing on the specific themes addressed in this strategy:

- Leadership and Management
- Recruitment and retention
- Career pathways, talent development and new type of worker
- Reward and recognition

The groups met throughout 2009 identifying good practice and emerging issues on which they made recommendations for changes and development.

A full list of participating staff can be found at appendix 4.

Each of the groups looked at the current situation, identifying areas of good practice and what the staff felt were the emerging issues. From this each group identified areas for development and recommended some actions and produced separate reports (summaries of the reports can be found at appendix 5).

Each of these actions have been included in the action plan at the end of this strategy.

There were some cross cutting issues and linkages across all four themes that the staff looked at and could be summarised under the following recommendations.

## **Recommendations:**

### **1. Leadership and Management**

- Continue to develop strong managers and leaders at different levels within the service to provide clearer management and leadership to the workforce and achieve high standards of performance.
- Develop a clear and robust communication plan for adult services
- Develop with staff an accountability/behavioural framework for adult services.
- Develop a supervision policy that incorporates observations of practice the desired staff outcomes and links to the councils competency framework
- Increase the coaching and mentoring capability across the service
- Use the performance management methodology used across the service for staff.

### **2. Recruitment and Retention**

- Implement robust workforce planning across the service that will ensure we have the right people in the right place with the appropriate skills.
- Ensure workforce plans address issues relating to under representation from BME communities, people with disabilities and age related issues
- Implement the National Minimum Data set across the service to provide accurate and up to date information on the workforce.
- Develop arrangements to support high quality practice placements for social work students
- Develop opportunities for an assessed and supported year for newly qualified social workers.
- Review interview process to achieve consistency and standards of practice that also include assessing for the behaviours adult services is working to.
- Encourage and support service users and carers to be involved in the recruitment process.
- Raise the profile of social care with key stakeholders to aid future recruitment.
- Review the process for gathering information from leavers to inform future practice.
- Develop opportunities for apprenticeships and work placements across the service.
- Develop a talent pool to support recruitment in the future

### **3. Career Pathways, Talent Development and New Type of Worker**

- Review training and development available and access arrangements to ensure transparency and consistency.

- Ensure Employee Development Reviews are held and staff development needs are identified and supported.
  - Develop career pathways that support individuals to progress through the service
  - Develop new types of workers to support the personalisation agenda
  - Map training and development activity to the new Qualification Credit Framework when implemented to support staff to build their portfolio of learning
4. Rewards Recognition and Welfare
- Review the mechanisms in place to support staff to remain at work with the support they need and ensure applied consistently across the service
  - Develop a meaningful reward and recognition system across the service to recognise and promote best practice and value the contributions staff make.
  - Raise the profile of welfare support services.

### **Governance Arrangements**

The Workforce Governing Body will sponsor and oversee the implementation of the strategy with reports re progress presented at the Adults Services JCC.

### **Change Management**

Changes brought about by this strategy will be in full consultation with staff, trade unions and Human Resources. Staff will be encouraged to maintain their involvement within working groups in relation to the action plan.

The Workforce Commissioning Group and Listening and Learning Group will be responsible for the implementation of the action plan and report progress to the Workforce Governing Body.

### **Monitoring and evaluation**

The Plan will need to be monitored to ensure that its content remains up to date and relevant and that the action plan targets are met. In addition there will need to be evaluation of the process and its impact.

It is recommended that this exercise is undertaken on an annual basis and that a report is made to the Workforce Governing Body in March of each year outlining the progress made during the life span of this strategy.

## Action Plan

No.	Recommendation	NLC Core Values	Ad SS 7 Outcomes	Action needed	Lead	Priority (year 1-5)
	<i>Leadership &amp; Management</i>					
1)	Continue to develop strong managers and leaders at different levels within the service to provide clearer management and leadership to the workforce and achieve high standards of performance.	We Achieve	Confident in the Future	<ul style="list-style-type: none"> <li>• The creation of dedicated programs of training and support for front line social work managers.</li> <li>• To have a map or directory of all the different groups or forums, including, forums for the public, staff, both, voluntary sector, provider sector. To show if/how the groups link together. Also to list the roles of those who attend.</li> <li>• A general overview leaflet/diagram on the management structure and team responsibilities.</li> </ul>	Themed group enhanced by people across Adult Social Services	Across 1 – 5 Years

2)	Develop a clear and robust communication plan for adult services	We Achieve	Involved	<ul style="list-style-type: none"> <li>• Develop in line with public communication plan.</li> <li>• Working group to develop plan</li> </ul>	Julia Matthews Tracey Hawkins Mark Edwards	Year 1
3)	Develop with staff an accountability/behavioural framework for adult services.	We Value	Respect	<ul style="list-style-type: none"> <li>• Contract for team behaviours to ensure each team has developed a set of behaviours for success.</li> <li>• 360-feedback mechanism to be developed that links through EDR and Supervision policies.</li> </ul>	DMT/SMT	Year 2
4)	Develop a supervision policy that incorporates observations of practice and links to the councils competency framework	We Achieve	Confident in the Future	<ul style="list-style-type: none"> <li>• Ensure supervision policy links with EDR</li> <li>• Modernise supervision policy to ensure tools and methodology are consistent</li> <li>• Incorporate, observations, reflective practice, council competencies framework</li> </ul>	Karen Pavey	Year 1

5)	Increase the coaching, mentoring and facilitation capability across the service	We Achieve	Confident in the Future	<ul style="list-style-type: none"> <li>• Benchmark existing capability across the service.</li> <li>• Identify the gaps</li> <li>• Identify the resources and people needed to address the gaps</li> </ul>	HR/Themed group/ WPDT	Year 1- 3
6)	Use the performance management methodology used across the service for staff.	We Achieve	Confident in the Future	<ul style="list-style-type: none"> <li>• To adapt the new leadership and management competencies for all staff</li> </ul>	Anne Ball	Year 2/3
	<b><i>Recruitment &amp; Retention</i></b>					
7)	Implement robust workforce planning across the service that will ensure we have the right people in the right place with the appropriate knowledge, skills and behaviours.	We Achieve	Confident in the Future	<ul style="list-style-type: none"> <li>• Develop and implement workforce planning tool across the service</li> <li>• Identify any gaps following the recent restructure</li> <li>• Training plan to address identified gaps</li> <li>• Develop apprenticeships in social care.</li> <li>• Ensure the recruitment process is followed and understood</li> </ul>	Workforce Team and HR	Year 1

8)	Ensure workforce plans address issues relating to under representation from BME communities, people with disabilities and age related issues	We Achieve	Confident in the Future	<ul style="list-style-type: none"> <li>• Regularly advertise job vacancies through key organisations such as Local Link, Shrec, Apna Sahara, community centres and religious places.</li> <li>• Use an intermediary agency to recruit from the BME community who can advise the panel about cultural issues</li> <li>• Engage key partners to support the recruitment of people with disabilities and increase work opportunities across the service.</li> <li>• Develop new initiatives to promote staff health within Adult Social Services</li> <li>• Explore new way of late entrance to social work/training development and attracting skills/talent/experiences/</li> <li>• Promote flexible</li> </ul>	HR Workforce Planning and Development	Year 2
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				retirement policy where appropriate		
9)	Implement the National Minimum Data set across the service to provide accurate and up to date information on the workforce.	We Achieve	Confident in the Future	<ul style="list-style-type: none"> <li>Encourage use of the National Minimum Data Set within our service and the sector as a whole so that accurate data is available for analysis</li> </ul>	Workforce Planning & Development Team	Year 1
10)	Develop arrangements to support high quality practice placements for social work students	We Care	Safe	<ul style="list-style-type: none"> <li>Explore protected workloads for practice teachers</li> <li>Develop a Practice Teachers forum</li> <li>Reviews the remuneration given to practice teachers</li> </ul>	A.S.M Workforce – Ethna Spindley Task Group	Year 2
11)	Develop opportunities for an assessed and supported year for newly qualified social workers.	We Care	Safe	<ul style="list-style-type: none"> <li>Ensure first priority is given to staff that have completed the social work qualification and are seeking a qualified post.</li> <li>Benchmark existing support arrangements and number of placements offered/needed</li> <li>Consider protected</li> </ul>	Workforce – Ethna Spindley Task group	Year 2/3



				workloads for practice teachers/students		
12)	Review interview process to achieve consistency and standards of practice that also include assessing for the behaviours adult services is working to.	We Achieve	Confident in the Future	<ul style="list-style-type: none"> <li>• Develop a good practice guide on recruiting staff with the behaviours that we want in order to ensure that any methods used are reliable and consistent.</li> <li>• Ensure communication is improved so that all staff have equal opportunity to apply for posts including secondment posts by ensuring for example not just staff on e-mail have access to information. Link to communication plan</li> <li>• Create a talent pool</li> <li>• Recruitment process to include a welcome visit to the team/unit</li> <li>• Ensure recruitment is in line with safeguarding adults – safer recruitment</li> </ul>	<p>Listening and Learning Group</p> <p>DM's</p> <p>Joint HR and Workforce</p>	Year 2/3

13)	Encourage and support service users and carers to be involved in the recruitment process.	We achieve	Involved	<ul style="list-style-type: none"> <li>• Develop a panel of service users to be involved</li> <li>• Provide Training and support</li> </ul>	WPDT - Helen Tindell	Year 2
14)	Raise the profile of social care with key stakeholders to aid future recruitment.	We Achieve	Confident in the Future	<ul style="list-style-type: none"> <li>• Consider the creation of a new post to link with schools, colleges, job centre plus, Workforce Team etc. Link to the work undertaken by corporate HR</li> <li>• Ensure the key organisations in the BME community understand and can promote social care.</li> <li>• Develop a handbook of information relating to all service areas ‘What Adult Social Services is about’ as promotional information</li> <li>• Develop Social Care Ambassadors</li> <li>• Host a “brick in the wall” event for schools</li> </ul>	Transaction Team and Adult lead in workforce	Year 2

15)	Review the process for gathering information from leavers to inform future practice.	We Achieve	Confident in the Future	<ul style="list-style-type: none"> <li>• Map out what happens now.</li> <li>• Identify barriers</li> <li>• Look at positive incentives</li> <li>• Link to exit interviews</li> </ul>	HR and Workforce planning and development	Year 1
16)	Develop opportunities for apprenticeships and work placements across the service.	We Achieve	Confident in the Future	<ul style="list-style-type: none"> <li>• Identify where apprenticeships are needed and could be developed</li> <li>• Identify the support needed</li> <li>• Focus on one area of the service to pilot</li> <li>• Look at potential for moving an apprentice out of business support into another service area</li> </ul>	HR and workforce Planning and Development	Year 2
17)	Develop a talent pool to support recruitment in the future	We achieve	Confident in the Future	<ul style="list-style-type: none"> <li>• Explore an assessment centre approach to recruitment and develop if appropriate</li> </ul>	HR and workforce Planning and Development	Year 2

	<i>Career Pathways, Talent Development and New Type of Worker</i>					
18)	Review training and development available and access arrangements to ensure transparency and consistency.	We Care	Safe	<ul style="list-style-type: none"> <li>• Promote Adult Services training to our staff and the sector as a whole in the same way that corporate training is advertised.</li> <li>• Promote individuals to take responsibility for self-development</li> </ul>	<p>Workforce Planning and Development</p> <p>Listening and learning group</p> <p>Workforce engagement officers</p>	<p>Year 2</p> <p>Year 1/2</p>
19)	Ensure Employee Development Reviews are held and staff development needs are identified and supported.	We Value	Independent	<ul style="list-style-type: none"> <li>• Review the paperwork to include opportunities to undertake a secondment/job shadowing.</li> <li>• Also to include skills/knowledge/ experience people have from previous employment.</li> <li>• Link EDR's to Supervision so the EDR's is referred to</li> </ul>	<p>Development Managers</p> <p>Workforce planning and development</p>	<p>Year 2</p> <p>Year 2</p>

				<p>throughout the year during Supervisions.</p> <ul style="list-style-type: none"> <li>• Link to supervision policy</li> <li>• Develop EDR form for Adult Social Services</li> </ul>		
20)	Develop career pathways that support individuals to progress through the service	We achieve	Confident in the Future	<ul style="list-style-type: none"> <li>• Look at Fast Track process for employees who wish to get on in their career</li> <li>• Explore the development of a consultancy role for qualified practitioners as an alternative to moving into a management role</li> <li>• Standard approach and consistency for secondment opportunities and job shadowing.</li> <li>• Link with the creation of a talent pool</li> <li>• All job descriptions to be available either on the intralinc or within a forum to enable to support future career</li> <li>• CV board available for managers so they can see</li> </ul>	<p>HR</p> <p>ASMT</p> <p>Transaction Team WPDT</p> <p>Link in with HR and DM</p> <p>Individual Teams,</p> <p>Listening and Learning</p>	<p>Year 3 / 4</p> <p>Year 3 / 4</p> <p>Year 2</p> <p>Year 2</p> <p>Year 4 / 5</p>

				<p>if there is anyone who has skills they require (Links in with talent pool)</p> <ul style="list-style-type: none"> <li>• Develop career pathways on job descriptions to aid recruitment and retention</li> <li>• Link with corporate framework</li> </ul>		
21)	Develop new types of workers to support the personalisation agenda	We achieve	Confident in the Future	<ul style="list-style-type: none"> <li>• Development of Joint working agreement and formal process between key partners /stakeholders at strategic level.</li> </ul>	K Pavey	Year 2
22)	Map training and development activity to the new Qualification Credit Framework when implemented to support staff to build their portfolio of learning	We Achieve	Confident in the Future	<ul style="list-style-type: none"> <li>• Develop Qualification Credit Framework that is transferable to support Joint Integrated Working across health &amp; Social Care</li> </ul>	NVQ team	Year 1 and ongoing

	<i><b>Rewards Recognition and Welfare</b></i>					
23)	Review the mechanisms in place to support staff to remain at work with the support they need and ensure applied consistently across the service	We Care	Healthy	<ul style="list-style-type: none"> <li>• Develop new initiatives to promote staff health within Adult Social Services and possibly link this to reward and recognition of staff.</li> <li>• Ensure compliance of sickness absence policy</li> <li>• Refresher training for managers</li> <li>• Develop methods of updating staff on policy development. Link to staff communication plan</li> </ul>	K Pavey  HR and workforce Planning and Development	Year 1/2
24)	Develop a meaningful reward and recognition system across the service to recognise and promote best practice and value the contributions staff make and their attendance	We value	Respect	<ul style="list-style-type: none"> <li>• The development of a unified policy of recognising achievement in the workplace within Adult Social Services that feeds into the councils star performer award scheme</li> <li>• Publicise and involve service users and their carers</li> <li>• Examine ways of rewarding good</li> </ul>	Karen Pavey  HR and workforce	Year 1-2  Year 2

				attendance <ul style="list-style-type: none"> <li>Establish areas of good practice across the service, e.g. CST</li> </ul>	Planning and Development	
25)	Raise the profile of welfare services	We care	Healthy	<ul style="list-style-type: none"> <li>Promote the role of welfare services</li> <li>Repeat of Welfare workshops, giving information and general guidance</li> <li>Ensure staff are given staff welfare literature and have continual access to it.</li> <li>Promote the preventative role of staff welfare.</li> <li>Introduction of robust and comprehensive method of support for lone working e.g. buddy system</li> </ul>	ALL L&G Staff welfare	Year 1 Year 2 – 3 Year 1 Year 1 Year 1

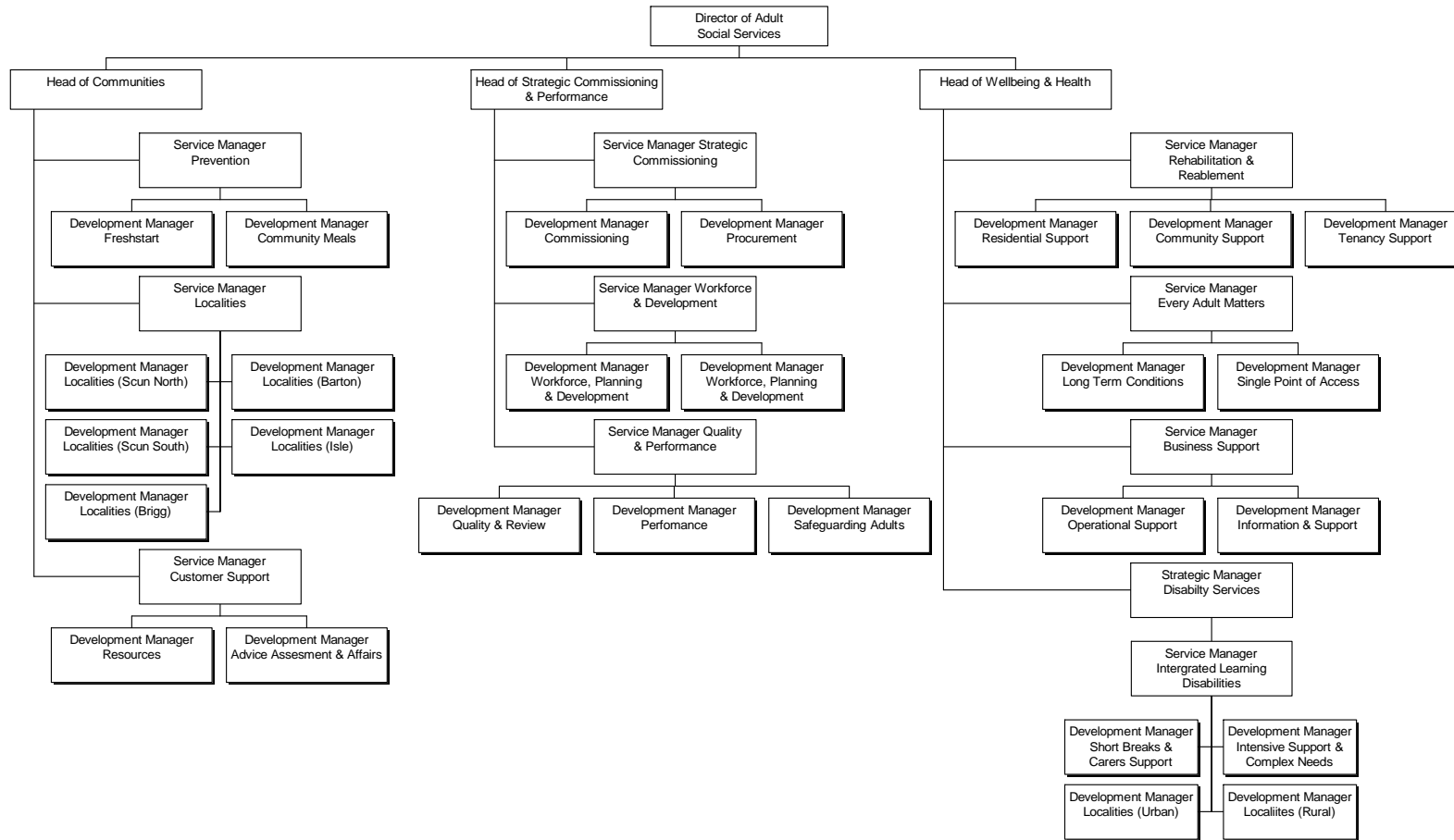


## **Appendix 1**

*The Social Work Task Force* recommendations:

1. **Calibre of Entrants:** that criteria governing the calibre of entrants to social work education and training be strengthened.
2. **Curriculum and Delivery:** an overhaul of the content and delivery of social work degree courses.
3. **Practice Placements:** that new arrangements be put in place to provide sufficient high quality practice placements, which are properly supervised and assessed, for all social work students.
4. **Assessed Year in Employment:** the creation of an assessed and supported year in employment as the final stage in becoming a social worker.
5. **Regulation of Social Work Education:** more transparent and effective regulation of social work education to give greater assurance of consistency and quality.
6. **Standard for Employers:** the development of a clear national standard for the support social workers should expect from their employers in order to do their jobs effectively.
7. **Supervision:** the new standard for employers should be supported by clear national requirements for the supervision of social workers.
8. **Front Line Management:** the creation of dedicated programmes of training and support for front line social work managers.
9. **Continuing Professional Development:** the creation of a more coherent and effective national framework for the continuing professional development of social workers, along with mechanisms to encourage a shift in culture which raises expectations of an entitlement to ongoing learning and development.
10. **National Career Structure:** the creation of a single, nationally recognised career structure for social work.
11. **National College of Social Work:** the creation of an independent national college of social work, developed and led by social workers.
12. **Public Understanding:** a new programme of action on public understanding of social work.
13. **Licence to Practise:** the development of a licence to practise system for social workers.
14. **Social Worker Supply:** a new system for forecasting levels of supply and demand for social workers.
15. **National Reform Programme:** the creation of a single national reform programme for social work.

Adult Social Services Organisation Structure



# Workforce Profile: Adult Social Services

## Current staffing

Appendix 3



**Number of employees**  
(as at 1 March 2010)

638



**Employees due to retire in next 5 years (%)**

9.9



**Total full time equivalent**  
(as at 1 March 2010)

512.6



**Employees due to retire in next 10 years (%)**

24.6

Team/division	Number of employees (only counted once where hold more than 1 post)	Gender		% BME	% Disabled	Age						Hours	
		F %	M %			< 25 %	25-34 %	35-44 %	45-54 %	55-65 %	> 65 %	FT %	PT %
B-Line redeployees	9	22	78	0.00	66.67	0	22	45	22	11	0	100	0
Business Support	4	100	0	0.00	0.00	0	0	50	0	50	0	50	50
Communities	15	73	27	13.33	0.00	0	7	20	60	13	0	100	0
External Provision	8	100	0	0.00	12.50	0	12	50	38	0	0	50	50
IAC	13	85	15	0.00	15.38	8	31	38	8	15	0	85	15
Learning & Dev't	7	100	0	0.00	28.57	29	14	0	14	43	0	71	29
Learning Disability	108	78	22	0.93	7.41	3	13	28	32	24	0	41	59
Management	5	60	40	0.00	20.00	0	0	0	60	40	0	100	0
Mental Health	41	71	29	7.32	14.63	3	5	24	42	24	2	85	15
Older People	342	95	5	0.58	5.26	3	11	20	39	25	2	20	80
Performance & Info	8	88	12	0.00	0.00	13	12	25	37	13	0	63	37
Physical Disability	43	91	9	0.00	9.30	2	16	21	40	19	2	33	67
Strategic C'g & Perf	16	69	31	0.00	6.25	6	19	25	38	12	0	100	0
Supporting People	3	100	0	0.00	33.33	0	0	0	67	33	0	100	0
Well Being & Health	16	81	19	0.00	0.00	0	0	25	56	19	0	94	6
<b>Adult Social Services</b>	<b>638</b>	<b>87</b>	<b>13</b>	<b>1.25</b>	<b>7.84</b>	<b>3</b>	<b>12</b>	<b>23</b>	<b>38</b>	<b>23</b>	<b>1</b>	<b>39</b>	<b>61</b>

## Turnover



**Turnover (all employees)**  
(1 Jan 2009 to 31 Dec 2009)

6.42



**Voluntary turnover**  
(1 Jan 2009 to 31 Dec 2009)

2.66

Team/division	All turnover Includes all employees who left employment with the council	Voluntary turnover Includes employees resigning from employment with the council
External Provision	25.0	12.5
IAC	16.7	0.0
Learning & Development	12.5	0.0
Learning Disability	3.6	0.9
Mental Health Services	7.3	4.9
Older People	7.0	3.8
Physical Disability	9.3	0.0

# Workforce Profile: Adult Social Services

## Skills agenda



**% skills audits completed**  
(as at 1 March 2010)

76



**Number of apprentices**  
(as at 1 March 2010)

3

## Recruitment summary



**Number of advertised posts**  
(1 April 2009 to 31 Dec 2009)

21



**% vacancies appointed to**  
(1 April 2009 to 31 Dec 2009)

80.0



**Number of applicants**  
(1 April 2009 to 31 Dec 2009)

346



**Total advertising spend**  
(1 April 2009 to 31 Dec 2009)

£4953

## Applicant profile



**Gender of applicants**

**Applied**  
22% (M) 78% (F)

**Shortlisted**  
14% (M) 86% (F)

**Appointed**  
16% (M) 84% (F)



**BME applicants**

**Applied**  
6.20%

**Shortlisted**  
8.84%

**Appointed**  
2.33%



**Disabled applicants**

**Applied**  
4.34%

**Shortlisted**  
4.97%

**Appointed**  
4.65%



**Applicants under age of 25**

**Applied**  
29%

**Shortlisted**  
20%

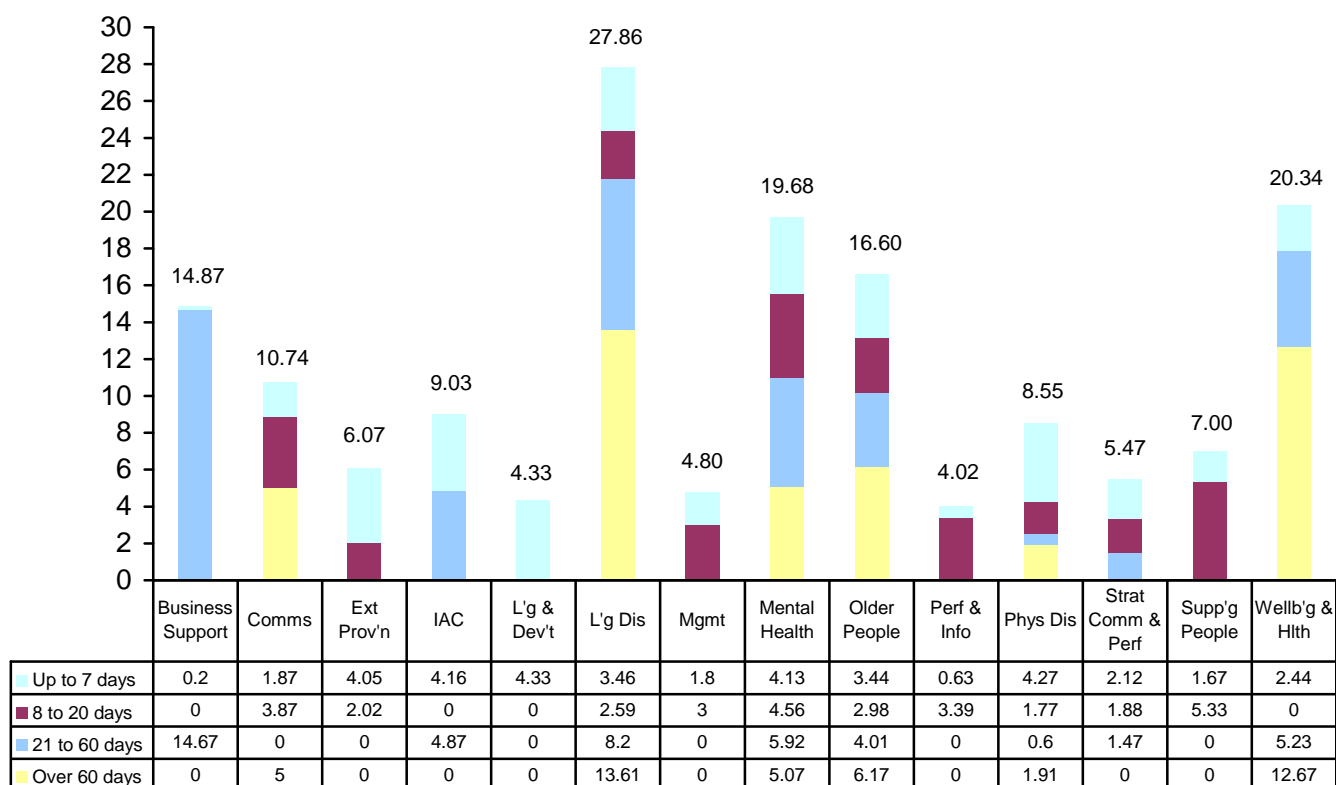
**Appointed**  
12%

## Sickness absence



**Average number of days lost per FTE employee due to sickness absence**  
(1 April 2009 and 28 February 2010)

17.14 days



## Workforce Profile: *Adult Social Services*

### Reasons for sickness absence

1	Stress & depression	31.13%	8	Genito-urinary	3.59%
2	Other Musculo-skeletal	17.85%	9	Endocrine	2.84%
3	Stomach & digestion	9.90%	10	Ear, Nose & Throat	2.03%
4	Infections	8.89%	11	Pregnancy related	1.69%
5	Back Problems	6.38%	12	Industrial Injury	1.26%
6	Heart & blood pressure	5.60%	13	Disability related	0.91%
7	Chest & respiratory	3.92%	14	Dermatology	0.27%
8	Neurological	3.73%			

## **Appendix 4 Staff Involved (Posts pre restructure)**

### Leadership and Management Group:

Maria Oades, Commissioning Officer (**Group lead**)  
Angela Baines, Income, Advice & Collection Officer  
Susan Baker, Care Manager, Physical Disabilities Team  
Rick Anderson, Commissioning Officer  
Deanne Redstone, External Provisions Team Officer  
Anne Boswell, Intermediate Care Team Practitioner  
Linda Aird, Personalisation Team Officer

### Recruitment and Retention Group:

Sarah Burden -Data Clerk, EPT (**Group Lead**-January-June 2009)  
Sue Clayton- Workforce Planning and Development Team (**Group Lead**- June-December 2009)  
Elaine Birkitt-Commissioning Team  
Jayne Blaydes-Community Support Team  
Kelly Siddons-Community Support Team  
Karen Chapman-Every Adult Matters  
Wendy Labinskyi- Alvingham Road DC  
Pauline Simpson- Alvingham Road DC  
Martin Harris-Physical Disability Community Team  
Tracey Davill-Kellett-Income Advice and Collection Team  
Steph Cowling-Self-Directed Support Team  
Jo Greenfield-Performance and Information  
Margaret Pheasey-No Less  
Les Parker-Development Manager - Scunthorpe South  
Helen Lawtey-Intermediate Care Service  
Ros Donnelley-Student Social Worker

### Career Pathways, Talent development and New Type of Worker Group:

Jean Evans – Care Manager (**Joint Group Lead**)  
Hayley Ackers – Finance Officer (**Joint Group Lead**)  
Helen Tindell – Senior Support Officer  
Ann Henderson – Transitional Officer  
Gillian Powell – Project Officer – Self Directed Care  
Diane West – Finance Officer  
Emily Miller – Support Worker Day Services  
Diane Graves – Senior Care Manager  
Tom Walker – Deputy Manager ARDC & NoLess  
Margaret Jaques – Learning & Development Admin Officer  
Teresa Todd – ICS Home Care Officer  
Sandy Devlin – Care Manager Trent Team  
Maureen Kirkby – Senior Day Care Support Officer ARDC  
Karen Locking – Workforce Development Resource Officer)

### Reward and Recognition

Alan Gidney – Care Manager (**Group Lead**)  
Val Morris – Senior Care Officer  
Sue Pearson,  
Christopher Davies, Principal Practitioner  
Val Morris, Mary Adam, Catherine Spencer,  
Jill Fletcher, EPT  
Joanne Duffin, Housing support  
Jill Fowler, EPT  
Ann Bosworth, Principal Practitioner  
Veronica Else.

## **Appendix 5                      Summary of group reports**

### *Leadership and Management*

The themed group reported that there appeared to be a mixed picture currently of leadership and management within adult services. The restructuring that has occurred at all levels within the service to transform the service to meet Putting People First has resulted in significant changes in leadership and management. Not only in people within management positions but in consistency, investment, behaviours and vision for the future. However it has also led to some of the workforce feeling confused, forgotten and unhappy with their leadership. Staff comments included:

- Very poor career ladder
- Development work required.
- Communication is vital.
- Concerned over job security with the Fit for the Future and any reorganisation which may result in job levels being affected and pay cuts
- I like how our service supports our self in the job role and how we support the service users

There also appeared to be some common themes with regard to inconsistency of practices across the different service areas:

- EDR – We found inconsistencies, 360 degree feedback is ineffective.
- Person specifications – there are different format used and do not clearly reflect leadership requirements for all positions.
- Induction – does not reflect our cultures on behaviours, the six months reviews and timescales not adhered to or recorded effectively. Unsure how the frameworks and behaviour agreements are incorporated.
- Behaviours – Inconsistencies in behaviour monitoring.
- Leadership and Management competency framework – inconsistently applied and not always used as it was originally planned.
- Sickness policy – all information not given at induction, no consistent way of checking understanding.
- General Policy and Procedure – understanding is adequate to poor across all levels. Inconsistencies across ASS in knowledge of policies & procedures.
- Flexible working– not applied consistently. This is with regards to being allowed time off and in how flexible your working hours can be.

Good practice areas that were identified include:

- Income Advice and Collection (IAC) – They have used behaviour competencies and Leadership & Management Competency Framework in their day to day work for all levels of staff following a number of away days and staff meetings a few years ago. The process involved line manager support and consistency.
- Workforce development – the development of this service and the training panel where all LADAR go for approval.

- Listening & Learning group – Cards and boxes for staff to ask questions and get independent answers.
- Drop in sessions – eg. Personalisation and research. Sharing good practice. To build on the Brick in the wall events. They were managed well especially the communication with the posters.
- The Fit for the Future restructure has fit into the need to change for personalisation agenda.
- A number of new crosscutting forums or groups are in the process of being set-up, helping to avoid working in silos. Examples include the four Citizen Partnership groups.
- Champions within locality (care management) teams, who lead and become expert within their specialty; such as Telecare, Dementia and End of Life, Personalisation etc.
- Monthly message from the director (mike's Message) to update on progress, general overview etc
- Teams which allow staff more flexibility in and control over their working hours, promoting a good work/life balance, leading to a happier workforce.
- Senior Management Team Roadshows – these help to keep staff informed of what is happening and allow for informal discussions with SMT for all levels of staff

The group also discussed why behaviours needed to change across the service:

- To set the scene and introduce change.
- Change the support given to staff.
- More productive environment.
- More respect for each other and customers.
- Better staff retention.
- Change bad habits (it takes 21 days to change a habit).
- Have a common understanding, common values, sense of purpose and achievement.
- Develop creativity.
- To keep personality to ensure team effectiveness and building.
- People/staff to behave as adults (transactional analysis).
- In line with personalisation agenda.

They also felt with regards to rolling out behaviour competencies and frameworks at all levels of staff, a key was to ensure:

1. Everyone knows why we have to change and want to change.
2. There is ownership of the behaviour/accountability framework.
3. It is firmly embedded into recruitment process and confirmed at induction.
4. There is a clear process to measure behaviours.
5. It is clear to everyone what will happen if his or her behaviour is incompatible with the framework.



### **Actions recommendation made by the group include:**

- Review training & development to ensure transparency and consistency.
- To have a map or directory of all the different groups or forums, including, forums for the public, staff, both, voluntary sector, provider sector. To show if/how the groups link together. Also to list the roles of those who attend.
- A general overview leaflet/diagram on the management structure and team responsibilities.
- Develop a clear and robust communication plan.
- Review interview techniques and develop consistency - behaviour and competency type questions to be asked at job interviews.
- A full consultation on generic and Individual behaviours is carried out with all staff before establishing an accountability/behavioural framework for ASS.

### *Recruitment and Retention*

There are approximately 150 different job titles within Adult Services and about one third of these do not involve direct contact with the public. The variety in job roles has implications for the way in which we recruit people. Some of the current mechanisms in place to help recruitment include:

- Modern apprentices have generally been recruited into operational support roles
- Work placements are offered to local schools and colleges and No-Less employment services.
- A corporate human resource officer attends regular career events to promote a positive image of social care
- National Minimum Data Set for Social Care (NMDS – SC) is being implemented across adult social services and will provide analysis of local, regional and national workforce information, which will aid workforce planning.

Investing in learning and development activity supports staff retention. During the period April 2008 and March 2009 70% of staff undertook at least one learning and development activity, the target is 90%. There were differences between teams in terms of recording or accessing some form of learning activity:

<i>Service Group</i>	<b>Percentage of staff who have attended at least one learning and development activity between April 2008 and March 2009</b>
Business Support	100%
External Provision Team	100%
Income Advice and Collection	93%
Physical Disability	85%
Performance & Information	80%
Learning Disability	79%
Strategic Commissioning and	75%

Performance	
Older Person's Service	68%
Communities	67%
Learning and Development	63%
Supporting People	60%
Management	60%
Mental Health	33%

The group also surveyed staff in relation to recruitment and retention. Some key points highlighted by the survey were the factors that most attracted staff to working in Adult Social Services. These were:

- the conditions of service
- the hours of work/flexibility
- wanting to help people
- career prospects

The survey suggested that the reasons people are most motivated to stay are:

- the work that they do
- the service users and carers they work with
- and the work-life balance support given to them

It is clear that work-life balance and hours of work/flexibility do feature quite highly in recruiting and retaining staff within Adult Social Services. The survey also looked at where people were recruited from. The largest percentage of staff were recruited from private business. This is likely to be from the independent care sector.

The monitoring of staff leaving the service is done by staff completing a leavers form and submitting to HR. Very few of these forms are submitted and therefore any monitoring re reasons is very limited.

The group identified a number of issues that impacted on recruitment and retention:

Recruitment:

- There is no central system for arranging and monitoring work placements and it is difficult to obtain accurate information about work placements. Some placements are arranged directly with managers and are not logged with HR.
- According to Connexions, feedback from school pupils suggests that work placements do not engage young people in wanting to work in the sector as they provide a very narrow view of the work.
- Job Centre Plus staff do not actively encourage benefit claimants to go into the social care sector. In some cases they even discourage claimants from doing so.
- Job advertisements are not promoted widely enough in communities and rely heavily on using the website and the Job Centre.

- Promotion of social care is patchy and often done by people who do not work in the service.

#### Retention:

- The percentage of staff leavers who complete a leaver's form is very low which means we do not have an accurate understanding of the reasons people are leaving.
- There appear to be differences between teams in terms of staff access to learning and development. Adult Social Services training is not well advertised like Corporate Training is.
- We do not have a clear picture of staff training and qualifications as there are difficulties obtaining accurate information from the Professional Personnel System currently.
- There are some differences reported within teams relating to support given to staff around work-life balance issues and flexible working
- There is evidence from informal discussions that there is a view amongst staff that the system for arranging secondments is inconsistent and that staff feel opportunities are not open to everyone depending upon the team or service area they work in. Secondments often tend to be extended with no clear end date.
- There is some evidence from informal discussions that staff who are sponsored to undertake social work training by Adult Social Services have had difficulties obtaining employment in the service as a qualified worker once they are qualified and that this leads to some staff leaving Adult Social Services or leaving the authority.
- There have been obstacles for older staff wishing to take flexible retirement. The current policy was introduced in 2008 and there have been 'teething problems' with this. Many staff do not have the necessary 20 years service needed by aged 60. Without the 20 years service the council is unlikely to agree flexible retirement because of the cost implications. There are examples of experienced staff leaving ASS as a result of the policy and this has had a negative impact on the service.

#### BME issues:

There are a number of barriers to recruitment of BME staff. These include:

- Cultural issues (around gender, personal care, food, hours of work, etc.)
- Language
- Technology barriers
- Poor image of social care
- Parents traditionally expecting children to go into business, medicine, engineering, etc.
- Traditionally care is provided by family members (although this is changing as children are moving away)

The group identified some good practice areas as:

- Use of service users on recruitment panels within Supporting People Service and Physical Disability Service.
- Supportive methods were used to recruit and retain a home care assistant who spoke poor English. This was done at interview by ensuring the applicant was allowed extra time at interview. Later when she was given the job she was supported to attend English classes in the evenings by ensuring her rotas fit around this. The care assistant has now become a valuable member of staff.

**Actions recommended made by the group include:**

*Recruitment*

1) Consider the creation of a new post to carry out the following tasks:

- Coordinate and ensure quality standards of all work placements for the whole adult social care sector in North Lincolnshire in partnership with schools and colleges.
- Develop a modern apprenticeship scheme in social care with local colleges
- Set up and manage a Social Care Ambassador Scheme (a scheme that enables staff to volunteer to become an ambassador for social care and promote social care in schools, colleges and at events)
- Arrange 'Brick in the Wall' taster days for pupils and shadowing days for Society, Health and Development Diploma teachers.
- Attend Careers Coordination meetings with schools, colleges and Connexions in order to ensure input into the curriculum for the Society, Health and Development Diploma course.
- Coordinate information about local vacancies within adult social care including for Personal Assistants
- Provide a contact for enquiries about vacancies and careers within the adult social care sector as a whole in North Lincolnshire
- Develop links with schools, colleges, Job Centre Plus, Education Business Partnership and local communities and promote a positive image of adult social care.
- Carry out targeted recruitment campaigns for under represented groups for the whole sector together with the voluntary/independent sector

2) Develop a good practice guide on recruiting staff with the behaviours that we want in order to ensure that any methods used are reliable and consistent.

3) Update policy to ensure that service users and carers are consulted when new job descriptions are devised or job descriptions are updated so that their views are taken into account in determining essential and desirable skills, knowledge and behaviours.

4) Increase the numbers of service users and carers involved in interview panels and enable them to develop their own assessment criteria and methods, for example including exercises that test the ability to interview service users and carers for front-line staff.

5) Work jointly with health using VANL to ensure that we commission volunteers that provide what service users want now and in the future in adult social care and that volunteers are properly supported and retained. Ensure the new Health and Social Care Volunteering Fund is tapped into to develop volunteering initiatives.

6) Ensure Job Centre Plus staff are well informed about social care so they can promote a positive image of this to their clients and can screen potential people with an interest.

7) We need to do further work to recruit new people from under represented sectors like possibly the emergency services or Armed Forces.

### *Retention*

1) Consider using methods that encourage the completion of leaver's forms such as delaying the processing of paperwork unless these are completed or using incentive vouchers.

2) Develop new initiatives to promote staff health within Adult Social Services and possibly link this to reward and recognition of staff.

3) Obtain feedback from people who have applied for the flexible retirement to determine how the current systems can be improved in future. Ensure that staff are aware of their right to apply for flexible retirement by regularly communicating this.

4) Ensure communication is improved so that all staff have equal opportunity to apply for posts including secondment posts by ensuring for example not just staff on e-mail have access to information.

5) Review the secondment processes to ensure that they are applied fairly and consistently.

6) Ensure first priority is given to staff who have completed the social work qualification and are seeking a qualified post.

7) Ensure that all managers are aware of the need to support staff with a work-life balance and that practices are consistent across services and teams.

8) Increase the number of EDR's completed to meet targets.

9) Promote Adult Services training to our staff and the sector as a whole in the same way that Corporate training is advertised.

10) Monitor and address differences in access to training within Adult Services and the whole care sector.

11) Encourage use of the National Minimum Data Set within our service and the sector as a whole so that accurate data is available for analysis.

12) Develop meaningful and consistent reward and recognition for staff-see Reward and Recognition Task Group Report.

13) Develop a career pathway and ongoing support and development opportunities for staff including Personal Assistants and volunteers. (See Talent Development, New Type of Worker and Career Pathways Task Group Report).

*BME specific recommendations (based upon consultation with Apna Sahara)*

1. Attend events that are organised specifically for the BME community or other related events and have information stalls to both promote social care and to recruit people to specific jobs in social care including particularly jobs that do not involve front line caring roles. The events should include local agencies such as Apna Sahara, Shrec and Local Link. In the case of jobs that do not involve front-line care do not invest large amounts on translating all materials into English as a basic level of English is required for employment in the council. Target parents at events.
2. Regularly advertise job vacancies through key organisations such as Local Link, Shrec, Apna Sahara, community centres and religious places. It is insufficient to advertise on the website/Job Centre as many people do not access this.
3. Ensure the key organisations in the BME community understand and can promote social care.
4. Regularly highlight and promote social care within the BME community.
5. Use an intermediary agency to recruit and possibly employ personal assistants from the BME community. This would ensure language barriers can be addressed and that the people recruited to provide support and personal care would be accepted by the BME community.
6. Human Resources should be contacted to determine if anyone short-listed for an interview is from the BME community. When it is known that there is an applicant from the BME community coming to attend an interview ensure that there is someone present on the interview panel (either as a participant or an observer) who can advise the panel about cultural issues around body language and other relevant issues.

Retention

7. Ensure managers adopt an approach with their staff that mirrors that of the personalisation approach to service users. A major issue in retaining BME staff is the manager's ability to take account of and show respect for cultural and religious issues. Managers should promote open discussions with staff in the effort to find out what is important to them (not just for BME staff but for

all staff) and ensure that teams are fully aware of the issues for each other and respect these.

### *Career pathways, talent development and new type of worker*

The themed group have engaged with several forums to collate the views of staff across adult services. These views have highlighted a mixed knowledge and understanding as well as gaps within these three areas:

#### Current Position - Talent

- Unable to identify any current process in place to determine what is recognized as talent
- Poor understanding of what defines talent

#### Current Position - New Type of Worker

- Joint Working Document agreement between key partners/stakeholders at strategic partner level.
- Lack of any formal process between key partners/stakeholders at operational level.
- Lack of any informal/formal joint training agreements at operational level.

#### Current Position - Career Pathways

- Do not feel sufficient management vision to allow workforce to develop. (Adult Social Services covers a range of support services)
- Poor links back to Employee Development Review (EDR) experienced by Adult Social Services.
- Lack of insight into the breadth of Adult Social Service services and opportunities, e.g.:
  - Care Management
  - Finance
  - Support Services
- Training appears adhoc. (EDR paperwork could benefit from revising)
- Poor use of experience, skills, employee qualification from previous employment
- In house training for employee development not recognized qualification
- Secondment opportunity inconsistent across teams-opportunity can be restrict due to team work pressures
- Staffing shortages and increase work pressure prevents regular supervision and EDR
- Experience of different working practices across teams
- The lack of compatibility between IT systems in terms of duplication of work

As part of their research they identified areas of good practice:

## New Type of Worker

- Some area of good communication methods (IAC developing team and individual behaviours, working together to create a collectively agreed model that gained 'buy-in' from Service Managers)
- Being able to trust, open to support citizens to be in control. Working together for a common objective.
- Development of individual and team behaviours.
- Some evidence of structured Team Meetings (which supports employee communication/knowledge)

## Career Pathway

- There are pockets of regular and good supervision that has been developed
- Some evidence of ongoing links which follow through from supervision to EDR
- Pockets of development of self and individual
- Some evidence of sharing experiences and support training.
- Workforce Strategy
- Some evidence of structured Team Meetings (which supports employee communication/knowledge)

The group identified a number of emerging issues and questions that include:

## Talent

- Confusion as to what is meant by the term "talent"
- How do real life managers distinguish "talent" between workers?
- How will a meaningful appraisal be carried out?
- How does the organization attract "talent"?
- How does the organization retain "talent"?
- How does our organization identify ways of promoting and recognizing workforce skills and behaviours that support "talent" development to meet our changing needs?
- What happens to colleagues whose "talent" remains unrecognised?

## New Type Of Worker

- How is this to be developed into and across the operational element?
- Expression of Interest – are fundamentally kept within their own department
- Will formal/informal intelligence sharing be an accepted part of the New Type of Worker/Joint Working strategy to reinforce initiatives such as "Safe Guarding"?
- No scope to define/develop New Type of Worker role and responsibilities – (excluding Rehab & Reablement who have recently appointed a Resource Officer who is looking at developing New Type of Worker action plan)



- Support for basic overlapping job activities that can be performed when appropriate, e.g. on site, to assist in the overall Joint Working performance of Health & Social Care to the service users
- People feeling precious/role restrictions/culture clash/blinkered - department not service user focussed!
- Evidence of tunnel vision approach to their jobs – cultural restrictions to change.
- Lack of joint training modules between the Strategic Partners, e.g. Social Care, Alcohol and Substance Misuse, Probation Services, Rehab Medicine Teams and Mental Health Teams.

#### Career Pathway

- Currently, employees feel undervalued, poorly informed, instructed and ignored as to the future of their personal development and employment (Investors in People – Areas for Development)
- Training not advertised in timely manner, or linked to EDR
- Current EDR lacks ability to align training to career opportunities for employees
- Lack of training that supports recognized qualification credit framework
- Lack of autonomy – discussion in team meeting in a way that suppresses individual choice/experiences
- As part of the ongoing work undertaken it was identified that there are gaps within training for staff.
- Career progression has been neglected.
- Poor communication in advertising & cascading training down to front line staff.
- Current restructure taking away choice to develop
- Lack of opportunity to develop
- Feeling lack of motivation to develop
- Restriction of secondment opportunities/agreements with line managers due to workload issues
- Perception of ‘glass ceiling’ barrier below ‘degree’ level. Experience and ability losing out to Qualification, rather than in conjunction. Friction being caused where this is seen to be the case.

#### **Actions recommended made by the group include:**

Below are some of the common responses and suggestions that have been put forward by participants as part of the groups research.

#### Talent

- 1) Expression of Interest – to consider to reassess across the authority to encourage new type of worker,
- 2) Groups such as Listening & Learning should keep terms of reference up to date if the role changes significantly
- 3) New initiatives are reviewed on an agreed regular basis, to consider how they fit in with the corporate vision.
- 4) Promoting individuals to take responsibility for self-development.
- 5) Look at Fast Track process for employees who wish to get on in their career

### New Type of Worker

- 6) Explore new way of late entrance to social work/training development and attracting skills/talent/experiences
- 7) Expression of Interest – to consider to reassess across the authority to encourage new type of worker,
- 8) Standard approach by all managers for secondment opportunities and job shadowing.
- 9) HR – need to issue new contract with new timescales.
- 10) Develop Qualification Credit Framework that is transferable to support Joint Integrated Working across health & Social Care.
- 11) All job description available either on the intralinc or within forum so able to access and see if they would be interested in different posts as they became available.
- 12) Groups are reviewed on an agreed regular basis, to consider how they fit in with the corporate vision.
- 13) Within EDR and supervision it was suggested to include in the forms, opportunities to undertake a secondment/job shadowing. Also to include skills/knowledge/experience people have from previous employment.
- 14) CV board available for managers so they can see if there is anyone who has skills they require to approach workers and ask if they would be interested in doing projects etc managers must follow HR procedures regards advertising.
- 15) Modern Apprentice NVQ built into every Service Area.
- 16) Development of Joint working agreement and formal process between key Partners/stakeholders at operational level.

### Career Pathway

- 17) Develop Model Career Pathway
- 18) Explore new way of late entrance to social work/training Development and attracting skills/talent/experiences
- 19) Link EDR's to Supervision so the EDR's is referred to throughout the year during Supervisions
- 20) Standard approach by all managers for secondment opportunities and job shadowing. There should be an equal percentage of people from every team.
- 21) Set time periods and monitor secondments to see if equal opportunities are given to all staff across Adult Services.
- 22) Job shadowing to be made more available.
- 23) Career pathways on job descriptions, so this gives an idea of where you can progress.
- 24) When candidates are short listed for interview it should maybe include a pre-visit to the section they are applying to work with, the manager can then see how they interact with other colleagues.
- 25) Promoting individuals to take responsibility for self-development.
- 26) New starters – the timing of the induction is crucial, if its within the first 2 weeks the new starter may not get the best out of it as they are still trying to settle in within their new team
- 27) Suggestion to put together all the information from each team from the 'Brick in the Wall' event and put into a booklet/handbook, called for example 'What Adult Social Services is about' or 'So you think you know what Adult

Services Do?’ this should also be given to new starters as part of their induction and it would be their responsibility to read through it.

- 28) Look at Fast Track process for employees who wish to get on in their career talent development encompasses a variety of components such as training, career development, career management and organizational development.

### *Rewards, Recognition and Welfare*

The group identified what happens currently:

#### Rewards and Recognition

- Staff are remunerated according to their contract of employment. This reflects the grade of Post and its associated pay scale grade.
- Advancement is achievable through open competition for advertised posts, and interviews defined by Equal Opportunities.
- “Star Performer” acknowledges service beyond normal expectations but some confusion exists as to when they should be awarded.
- Opportunities to broaden experience by serving in seconded posts.
- Perceptions that people are not aware of positive benefits
- Re: Supporting / Raising Staff Morale: It was recognised that the process of change involves certain unknowns, and that the strategic management of change is an ongoing and dynamic process. But it was felt there has been an issue in certain sectors about keeping staff informed about developments.

#### Welfare

- Welfare Department to support pastoral care of staff and families.
- Welfare Department works in conjunction with HR, but is a client-focussed Team, working within the bounds of professional confidentiality.
- Policies are in place which respond to and support workforce welfare and work-life balance:
  - A.4 Relocation
  - A.6 Job Share
  - A.9 Redeployment
  - B.1 Employee Reward (Pay and Benefits) Policy Statement
  - B.2 Pay - Appendix 1 - Salary Supplements
  - B.2 Pay - Appendix 4 - Gratuities
  - B.3 Annual Leave
  - B.3.1 Special Leave
  - B.3.2 Maternity Scheme
  - B.3.3 Adoption Scheme
  - B.3.4 Paternity - Maternity Support Scheme
- The above policies are included with all new contracts of employment. They are also available online (North Lincs.Gov) or directly from HR.
- Welfare policies aim to allow the workforce to remain healthy.

- Policies allow flexible working practices, as far as it is possible within the exigencies of the service, in order to support domestic requirements of personnel.
- Policies also allow for leave of absence over-and-above the normal contractual limits (Special Leave) in order to cope with personal crises such as family sickness and bereavement.
- In this way, the RRW Group recognises that The Service aims to show that the workforce's welfare needs are respected, and as far as possible, for them to remain in control of their work-life balance.
- In addition, lone working and risk assessment arrangements seek to provide the workforce with a safe working environment.
- Training opportunities, and the availability of funding to support additional qualifications also allows colleagues to be involved in their professional development, confident in the future.

The group identified some specific good practice areas, which have developed through initiatives by individual managers:

- Development of individual and team behaviours within Teams.
- Supervision and EDR used to acknowledge good behaviours and positive outcomes in the workplace.
- "Recognition" Wall.
- Formal letters acknowledging exceptional service from team managers.

The emerging issues as identified by the group include:

#### Rewards & Recognition

- Concern about Job Restructuring and possible loss of grade: it is felt that, as *Fit for the Future* comes into force and certainties are restored, this will cease to be an issue.
- It was acknowledged by the group that better communication about the current 'state of play' might have minimised this.
- While there are piecemeal examples of good practice among teams, there is no standard policy on how teams should recognise and acknowledge good work.
- Recognising the difference between "doing your job" and working above expectations that warrants a star performer award.
- Making sure the rewards culture is promoted positively.

#### Welfare

- The strength of Welfare Support within North Lincolnshire was recognised by the group.
- Lack of knowledge of Welfare Support Structure amongst employees; this is at variance with the amount of support that actually exists.

## **Actions recommended by the group include:**

### Rewards & Recognition

- 1) Acknowledgement of exceptional service as a council wide policy
- 2) Criteria for Star Worker awards to be re-examined
- 3) Explore new methods of late entrance to social work/training Development in order to attract skills/talent/experiences
- 4) The development of a unified policy of recognising achievement in the workplace

### Welfare

- 5) Staff be routinely updated on existing policies
- 6) Welfare service be regularly and widely promoted
- 7) Repeat of Welfare workshops, giving information and general guidance
- 8) Reducing isolation on lone-working:
  - Concerns that mobilising the ASC service could lead to greater stress
  - Addressing solitary working – eg work buddy on the same shift, available at the end of a phone if necessary.
  - Reducing sickness levels: Additional day/s leave to reward good attendance?
- 9) Psychology of the workplace and the need for an operational base/colleague support.
- 10) Culture & Expected Behaviours
  - Expectations are made clear on appointment
  - Induction and annual training/updating to reinforce cultures