



## NEIGHBOURHOODS AND ADULT SERVICES

# Workforce Development Strategy 2009-2011

October 2009

## FOREWORD/EXECUTIVE SUMMARY

Rotherham has an ambitious vision that identifies its priorities for developing preventative personalized services for its customers across the Borough. Neighbourhoods and Adult Services has strong leadership from senior managers and politicians, and are working effectively with wider council departments and partner agencies to improve support to individuals, communities and neighbourhoods. Rotherham is effectively addressing the personalisation agenda and is aware of the direction of travel. *CQC Inspection Feedback 2009*.

Rotherham achieved the Gold Standard for Investor in People under a new 'Your Choices, framework which is a more robust assessment against 185 indicators, and Neighbourhoods and Adult Services reduced its 17 non compliances down to just one, as it sailed through the Customer Service Excellence Inspection for a third year.

This year Neighbourhoods and Adult Services have been through four rigorous inspections for Personal Dignity and Respect (Performing Well), Quality of Life (Performing Adequately), Choice and Control (Performing Well) along Promising Prospects for Leadership assessed against the Directorate's capacity to continue to improve.

The commitment of Neighbourhoods and Adult Service staff is clearly visible through improvements in services, in performance and in customer satisfaction. This has been a passionate and challenging journey for every member of staff since the creation of the new Directorate. 84% of Neighbourhoods and Adult Services staff currently state they are happy at work compared to 27% in 2006, with a 75% improvement against the overall survey, confirming that staff remain committed in their role, are driving improvements and leading change, and feel they are valued employees within Neighbourhoods and Adult Services Directorate.

Neighbourhoods and Adult Services achievements over the last year are testament to the Core Values which are reflected through every member of staff within the Directorate:-

- customer is paramount,
- honesty and integrity
- teamwork
- performance and quality
- financial management
- clear sense of direction
- clear approach to change management

Neighbourhoods and Adult Services are proud that they are the only Directorate in the Council to improve each year under the Comprehensive Performance Assessment 'Harder Test' regime, and this is testament to the improvements made over the last few years around placing customers at the heart of service delivery.

For Rotherham to continue deliver new ways of working in response to what our customer want and aspire to, the Neighbourhoods and Adult Services Workforce Strategy will support the implementation of personalisation by working with staff, Customers and Partners. Personalisation impacts on how we work within neighbourhoods, within communities of interest, within social care and with the Borough as a whole. To prepare staff for this transformation, this Strategy will drive forward a number of critical actions:-

**Objective 1: Developing Strong leadership and accountability** - so that leading change is placed in the hands of frontline workers and becomes part of everyone's role.

**Objective 2 – Recruitment and Retention** - to address issues of sustainable employment not only for core workers but for Carers and Personal Assistants and to ensure our workforce is representative of the community it serves.

**Objective 3 - Workforce re-modeling and commissioning** - identifying, analyzing and developing a diverse workforce that reflects the community it serves.

**Objective 4 - Workforce Development** – based on customer needs and aspirations which will remove duplication of roles and responsibilities across partner organizations through joint multi-agency collaboration to produce an integrated local area workforce strategy (InLAWS) for Rotherham.

**Objective 5 - Joint and integrated working** – creating universal services which are integrated, crossing professional boundaries and which go beyond traditional health and social care into community/neighbourhood service delivery.

**Objective 6 – Regulation** – retaining standards across all integrated services to ensure customers are safeguarded and standards are maintained in line with specific agency performance and inspection regimes.

Neighbourhoods and Adult Services staff are our strongest and most valuable asset in delivering visible change and improvements on the frontline. We are in a strong position to work with partners to implement the strategic change that is needed to introduce personalization - a whole new way of working which will bring together more integrated ground level services with Health, Police, Housing and Independent and Voluntary sector agencies, through shared Corporate Strategies, Multi-agency Worker Groups, Directorate Service and Team Plans, through to individual performance and development reviews, to deliver more efficient, effective and personalised services to every household across Rotherham.



**TOM CRAY**  
**Strategic Director for Neighbourhoods and Adult Services**

## OUR WORKFORCE ACHIEVEMENTS 2008-2009

The last 12 months have been extremely successful for Neighbourhoods and Adult Services particularly in the recognition we have received for placing customers and staff at the heart of what we do:-

- **Winning the Rotherham Business Award for Customer Service**  
Impact – Neighbourhoods and Adult Services are reshaping local authority reputation as being leaders in the field of customer services.
- **Being one of only 8 Councils to achieve the Gold Standard for Investors in People**  
Impact – the Council's investment in leading, empowering, developing the workforce is reflected through staff commitment to developing themselves and the organisation to deliver better services for the customer.
- **Being one of the first Councils in the country to achieve the Governments Customer Service Excellence Standard and the first for Adult Social Care.**  
Impact – Neighbourhoods and Adult Services being externally recognised as putting the customer at the heart of the service through effective engagement and consultation.
- **Achieving 73% improvement against our Employee Engagement Survey with 84% of staff stating they enjoy their job, and with over 80% of Directorate responses being higher than the Corporate average.**  
Impact – our staff are proud to work for Neighbourhoods and Adult Services and are passionate about what they do.
- **Achieving Excellent Rating in our recent Care Quality Commission Annual Assessment.**  
Impact – Neighbourhoods and Adult Services formally recognised by inspectors and the Government as delivering excellent services which customers confirm through feedback – staff being acknowledged that they are doing an excellent job.
- **A '4 out of 4 strategic housing score for CPA'**  
Impact – making Neighbourhoods and Adult Services the only Directorate in the Council to improve each year under the Comprehensive Performance Assessment 'Harder Test' regime and one of 51 Councils nationally to be rated 4 out of 4 for Performance and Housing.
- **Overall crime has reduced by 12.8%.over the last 12 months and CQC rated Safeguarding Service as a Good Service in the 2009 Inspection.**  
Impact – work to make Rotherham's communities safer are being realised through improvements in crime and by strengthening support services to prevent domestic violence and adult abuse through multi-agency working.

## **National, Regional and Local Context**

A specific element of national policy that will affect how Neighbourhoods and Adult Services transform its entire workforce is the drive for personalisation. Through a shift in emphasis within local government to deliver joint local services within Rotherham's neighbourhoods we will, through a preventative and personalized approach, place choice and control firmly in the hands of our customer.

Regionally, key organisations are working together to integrate services within communities (known as universal services) in line with national policy. The Government's approach to more integrated local area working is not new, but for the first time, it has set out mechanisms to achieve true integrated working through the Integrated Local Area Workforce Strategy (InLAWS) and has set a timeframe for implementation to be March 2011. The framework requires Local Authorities to join with Health, Housing, Independent, Private and Voluntary sector organizations to work together to minimize duplication and deliver a more efficient, streamlined and joined up service to customers.

In Rotherham, our approach will be to implement Personalisation and InLAWS as one programme of change with the ultimate aim of making sure that people can live at home, enjoy their lives, meet their needs, their dreams and have choices about how they live. Services will fit to people – not people to services. Personalisation is about choice and dignity, InLAWS is about integrating the services customers choose to deliver better value for money and a service which is more personalised to the customer's needs. It is everything we do and everything we believe in and our vision is that:-

- Customers will have choice and control in their lives,
- Services will develop new ways of working,
- Services will become totally focused on customers and the outcomes they desire,
- Personalisation will improve the quality of life for the individual, their community and their neighbourhood, and
- Prevention will become the most important focus of our relationship with customers.

Personalisation is part of the Rotherham's strategic planning framework which can be evidenced from the revisions of the Rotherham Joint Strategic Needs Assessment (JSNA) for commissioning activity, Local Area Agreement (LAA) targets and the refresh of the Medium Term Financial Strategy. Neighbourhoods and Adult Services Personalisation Plan illustrates the progress that has been made so far and the change management actions that are underway. This has been shaped by a programme of visioning and leadership events.

## Our Workforce Strategy Commitments

The Neighbourhoods and Adult Services Workforce Strategy has 6 main objectives which have been informed nationally and regionally to support our Strategic and Year Ahead commitments and to implement personalisation across Rotherham in preparation for the development and implementation of an Integrated Local Area Workforce Strategy. Neighbourhoods and Adult Services recent Care Quality Commission inspection recommended that our workforce strategy and training plan had a clear plan that detailed how key milestones would be met. This Strategy reflects these recommendations and its action plan clearly sets out the journey that will transform the service.

### Objective 1: Strong leadership and accountability

Workforce development needs to be part of everyone's day job which Neighbourhoods and Adult Service leaders must drive. Rotherham's recent Investor in People review recommended that our Directorate strengthen its approach to managing change through effective visible leadership and positive promotion. Leaders and champions are needed within the Directorate at all levels, rather than belonging to one group at Directorate Management Team or Member level.

Action	For who	By whom	Achieved Through	Impact
<b>Coaching, Mentoring and Change Management</b>	Directors/ Members	Corporate Management Team / Strategic HR	<ul style="list-style-type: none"> <li>• Corporate Plan</li> <li>• Corporate Management Team</li> <li>• Members Training Group</li> <li>• Service Plan</li> <li>• Leadership Sessions</li> <li>• Communication Plan</li> </ul>	Morale or workforce through inspirational leadership - EOS / IIP
<b>Leading from the Front</b>	Front line teams / Members	Directorate Management Team	<ul style="list-style-type: none"> <li>• Leadership sessions</li> <li>• Team Plans</li> <li>• Team Meetings</li> <li>• Back to Floor Exercises</li> <li>• Workforce QA Framework</li> </ul>	Visible leadership, 'bottom up' communication
<b>Management into Leadership</b>	Future leaders/Members	Leeds Met University	<ul style="list-style-type: none"> <li>• Training Plan</li> <li>• Team Plans</li> <li>• PDR's</li> </ul>	Talent management and retention
<b>Chartered Management Institute</b>	M1/ M2 / M3 Managers	Park Lane College	<ul style="list-style-type: none"> <li>• Training Plan</li> <li>• Team Plans</li> <li>• PDR's</li> </ul>	Mandatory management qualifications

Action	For who	By whom	Achieved Through	Impact
<b>Policy and Practice Workshops</b>	Targeted groups of managers / Members		<ul style="list-style-type: none"> <li>• Training Plan</li> <li>• Team Plans</li> <li>• PDR's</li> </ul>	Ideas for change and innovation in new ways of working
<b>Leading an Empowered Organisation (LEO) Programme</b>	Managers who currently or envisage manage integrated teams / Members	Partnership with NHS Rotherham	<ul style="list-style-type: none"> <li>• Training Plan</li> <li>• Team Plans</li> <li>• PDR's</li> </ul>	Integration with health
<b>Post Qualifying Framework</b>	Social Workers	Sheffield Hallam University supported by In-House team	<ul style="list-style-type: none"> <li>• Training Plan</li> <li>• Team Plan</li> <li>• PDR / Supervision</li> </ul>	Continuous professional development / able to competently assess other care workers.
<b>'Becoming a Better People Manager'</b>	All Managers	In house teams	<ul style="list-style-type: none"> <li>• Team Plans</li> <li>• Training Plan</li> <li>• PDR's</li> <li>• Supervision</li> </ul>	Compliance with managerial responsibilities
<b>Skills for Care Management Induction Standards</b>	Social Care Managers, Team Leaders and Principal Social Workers.	In house teams	<ul style="list-style-type: none"> <li>• Personalisation Plan</li> <li>• Training Plan</li> <li>• PDR/ Supervision</li> <li>• Team Plans</li> </ul>	Roll out of person centred planning

## Objective 2 – Recruitment and Retention

Recruitment and retention are significant issues in parts of the region and in some sectors of Neighbourhoods and Adult Services workforce. Our Employee Opinion Survey recommended improvement be made to ensure staff pay and reward were fair in line with their role. The strategy proposes taking both a regional and local approach to assist in addressing issues of recruitment and retention, particularly in the light of the current recession.

Recruitment / Retention issues	Local/ Regional Approach	Action	Achieved Through	Impact
Professional Officers	Local	Establish key worker roles as more specialised, dealing with social care assessments and reviews / EHOS's CPD embedded to raise knowledge base of current legislation and change in line with	<ul style="list-style-type: none"> <li>• Team Plans</li> <li>• Training Plan</li> <li>• PDR's</li> <li>• Supervision</li> <li>• InLAWS Worker Group</li> <li>• Personalisation Group</li> </ul>	<ul style="list-style-type: none"> <li>• Retention through investment and value of expertise.</li> <li>• Transfer of skills from 'experts' to frontline workers.</li> <li>• Talent pool expanded in both skills, knowledge</li> </ul>

		prevent agenda. Post-qualifying training to be undertaken to enable officers to become the experts and competently assess other workers in policy and practice.		<ul style="list-style-type: none"> <li>• Investor in People embedded through coaching and mentoring (current gap)</li> </ul>
New Types of Worker Roles	Local	New profiles and competence framework to detail knowledge skills and attitude as key components to successful employment, with attitudes being mandatory and knowledge and skills being negotiable elements which can be addressed through continued training and development. Pay and rewards benchmarked under Single Status to ensure fair pay and reward against new roles.	<ul style="list-style-type: none"> <li>• Strategic HR</li> <li>• InLAWS Worker Group</li> <li>• Employee Opinion Survey</li> <li>• Investor in People Review</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of streamlined frontline roles, generic in service delivery, removing inefficiencies between universal services with officers gaining skills that can be used across all sectors.</li> <li>• Recruitment pool expanded through attitude, with support to raise skills and knowledge in-house.</li> <li>• Employee opinion improved around fair pay and reward.</li> </ul>
Personal Assistants and Carers	Regional	Identification of all Personal Assistants and Carers in the system and Training Plan created to ensure they meet National Minimum Standards.	<ul style="list-style-type: none"> <li>• Training Plan</li> <li>• InLAWS Worker Group</li> <li>• Direct Payments Team</li> <li>• Carers Forum</li> </ul>	<ul style="list-style-type: none"> <li>• Role of Personal Assistants and Carers inclusive as future workforce.</li> <li>• Recruitment pool expanded across universal services.</li> <li>• Safeguarding of customers established through competency training.</li> </ul>



Recruitment / Retention issues	Local/ Regional Approach	Action	Achieved Through	Impact
BME, Gender and Young People	Local	<ul style="list-style-type: none"> <li>• Identify gaps in gender, ethnicity and age across service.</li> <li>• Approach distinct customer groups existing for BME and Young People to raise profile of roles.</li> <li>• Investigate local employment market for possible recruitment in system.</li> <li>• Positive recruitment drives encouraging bme, male and young people into roles through new competency framework.</li> </ul>	<ul style="list-style-type: none"> <li>• NMDS Workforce Profile</li> <li>• InLAWS Worker Group</li> <li>• Strategic BME Worker Groups</li> <li>• Borough Groups of Interests</li> </ul>	<ul style="list-style-type: none"> <li>• Diverse workforce to reflect diverse community needs.</li> <li>• Effective business continuity through sustainable workforce.</li> </ul>

**Objective 3 - Workforce re-modeling and commissioning:**

Neighbourhoods and Adult Services workforce information currently reveals that we have 1,995 employees work for the Directorate, with 1,614 of these being employed directly in the social care field. These figures do not include the number of people who use services who directly employ their own staff.

Of the 1,995 strong workforce, 85% are female and 15% are male, with BME representing 3.4% of the workforce, with a turnover rate of 9.6% and a sickness absence rate of 15.12 days. We have approximately 6.6% who are recorded as disabled, and an age range which indicates that Housing and Neighbourhood Services have the highest percentage of 16-25 and 25-39 year olds working in their Service. Commissioning and Partnerships have the highest number of 40-49 year olds working in their service closely followed by Assessment and Care Management. With Health and Wellbeing and Independent Living having the most 50+ employees in their Service.

Initially, the information tells us that immediate work is required to address the ratio between men and women in the organization particularly in Assessment and Care Management, Health and Wellbeing and Independent Living; secondly we need to increase the age range to support business continuity in specific service areas such as Independent Living and Health and Wellbeing; and finally, work is required to reduce our sickness absence which is the highest in the council and of particular concern in Health and Wellbeing. Our Partners, RBT, manage the performance of these indicators and have actions in place across the Council to address gaps. Our Human Resource Manager will stretch our targets to ensure we meet our Directorate gaps in preparation for the change in service.

## Objective 4 - Workforce Development

The implementation of PPF will require the development of new roles in the Neighbourhoods and Adult Services workforce and shifts in the balance of different roles to ensure the availability of the right people with the right skills to undertake the roles and tasks which people want. For personalisation and its impact to be totally understood we need to be open and transparent with the existing workforce about the change, and how this will affect their roles now and in the future.

The clear links for our Directorate's workforce re-modelling and commissioning will be driven through three actions:-

- a) Identifying a fit with the organisations vision
- b) Raising Knowledge, Skills and Attitudes of the workforce
- c) Identify and celebrate staff and customers living the change

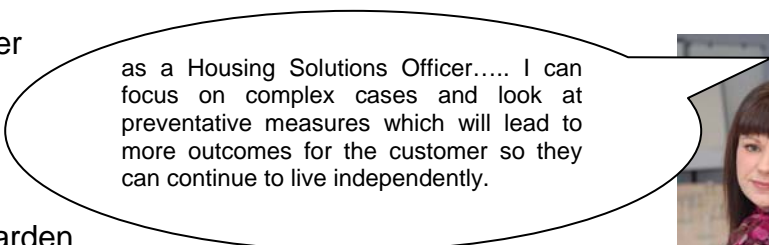
### a) Identifying a fit with the organisations vision

For Neighbourhoods and Adult Services employees to feel that what they are doing supports the Corporate Vision is fundamental. To embed change, our staff need to know why and how their role will change and what they will be doing differently. This will enable individuals to effectively track their professional and personal development and make sure they are part of the change and not on the periphery. To commence the journey we need to identify:-

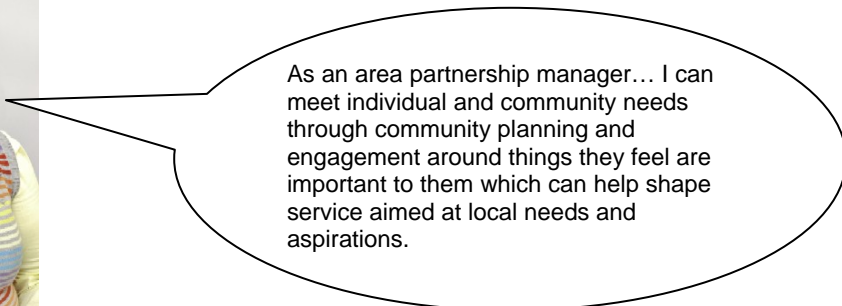
### WiiFm?

Personalisation of services - "what's in it for me"?

- ...as a social worker
- ...as a home care provider
- ...as a broker
- ...as a care worker
- ...as a team manager
- ...as a deputy manager
- ...as a neighbourhood warden
- ...as an area partnership manager
- ...as a housing solutions officer

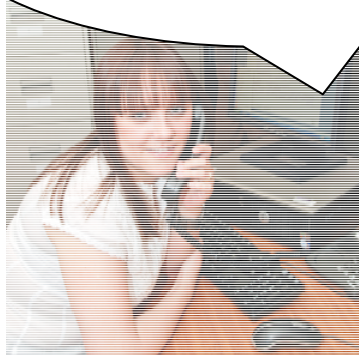


as a Housing Solutions Officer..... I can focus on complex cases and look at preventative measures which will lead to more outcomes for the customer so they can continue to live independently.



As an area partnership manager... I can meet individual and community needs through community planning and engagement around things they feel are important to them which can help shape service aimed at local needs and aspirations.

as direct payments officer.... I can support customers through extensive range of different services which enable them to take control over which services they choose to suit their personal needs.



as a neighbourhood warden.... we can support customers with anti-social behaviour or environmental issues so they feel safer in their homes and in the community.



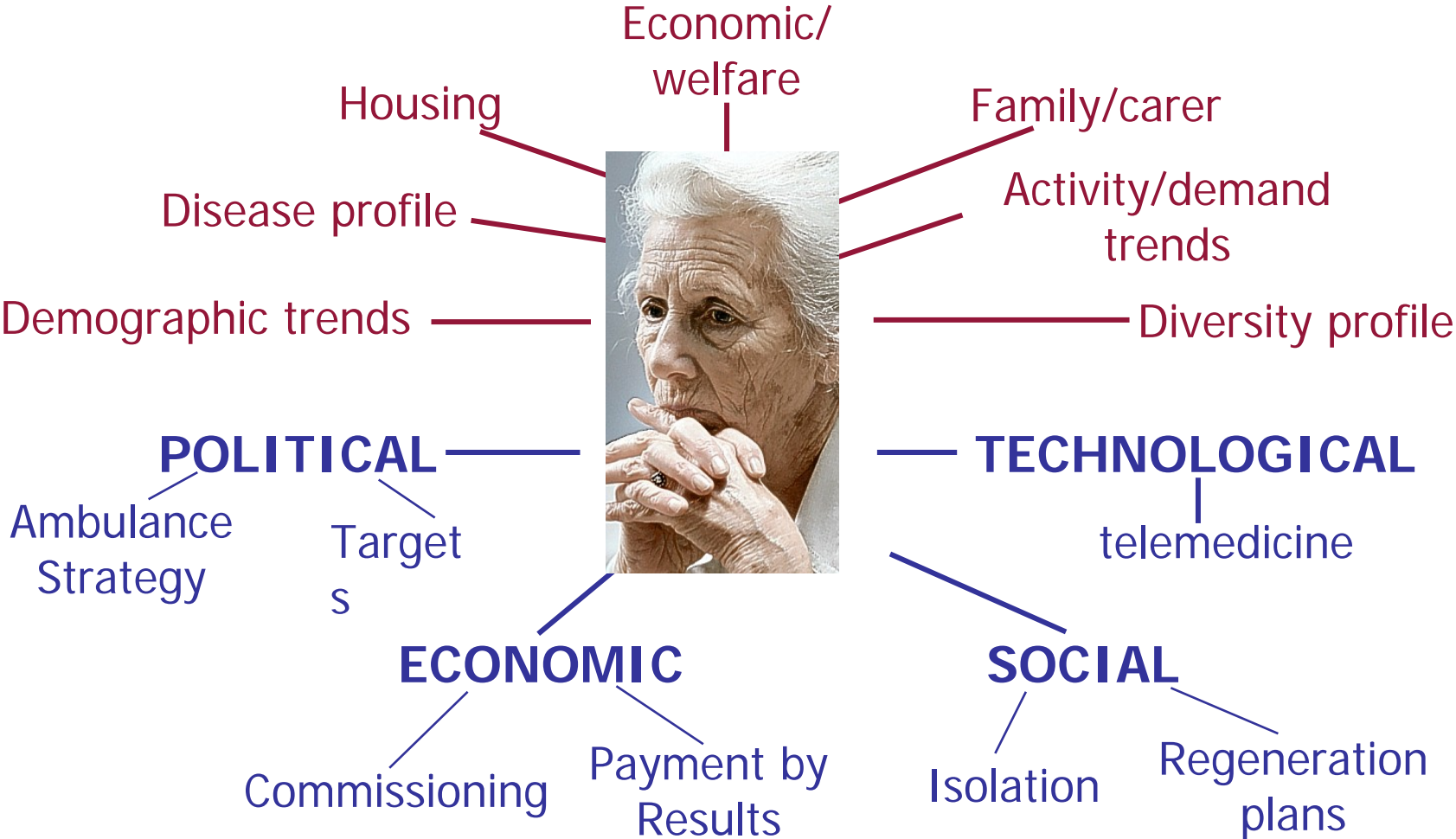
**b) Raising Knowledge, Skills and Attitudes of the workforce**

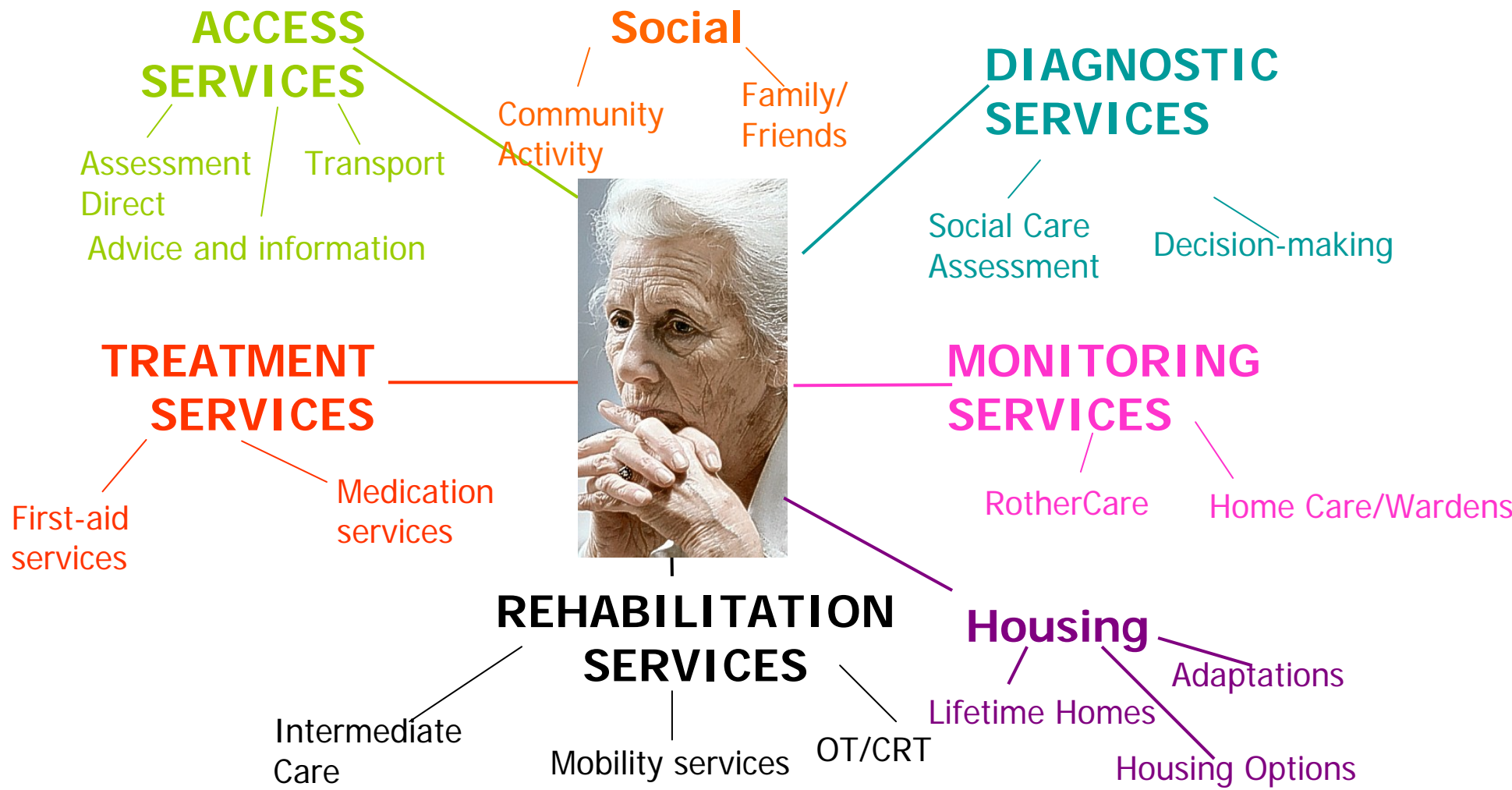
For Neighbourhoods and Adult Services staff to adapt to new ways of working, we have identified three pathways which highlight areas of **knowledge** required to provide background information on strategies, policies and strategic plans; **skills** which individuals will need to develop in order that they are fluent in the changes in practices; and **attitudes** or individuals which will be driven and challenged by managers who can advise and lead staff throughout the change process. We will utilise the Rotherham JSNA to map our current and future health and social care requirements, which will describe the service and not the profession or organisation that deliver them.

**Case Study** - To give an example of the mapping process we have used Mary who is 80 years old customer of Neighbourhoods and Adult Services who lives in Brinsworth. She has had a hip replacement and has Congestive Obstructive Pulmonary Disease (COPD). She lives at home alone with day support from social services and a community health worker. She can get confused, often calling 999 for an ambulance about twice a month for various reasons - a fall, losing medication at night, breathing problems. She is kept in hospital overnight but is let home the next day.

Through an analysis, we identify what political, environmental, social and technological changes need to be reviewed along with a more in-depth identification of frontline services, so that we can begin to merge services and deliver them in a more cost effective, and universal way. A way which supports Marys individual and personal needs and which enables her to continue living independently. Areas of duplication of care will be highlighted and alternative ways to support Mary identified. Through the use of key future care requirements identified in the Joint Strategic Needs Assessment, personalised services can continue to be adapted so that we are responding to the personal needs of our community, both in the medium and longer term. As Rotherham continues working towards it's PREVENT agenda, more frontline services will merge and be delivered in a universal way.

CASE STUDY – MARY FROM BRINSWORTH, ROTHERHAM





**Knowledge** which needs to be imparted to Neighbourhoods and Adult Services staff to give them a broader understanding of the elements attributed to personalisation can be transferred through a number of routes, some of which include briefings, team meetings, e-learning, roadshows, specialist workshops (training plan) etc which will be determined through a Personalisation Training Plan.

**Skills** that Neighbourhoods and Adult Services staff will be required to develop, and which will form part of new competencies against new roles and responsibilities can again be gained through a number of routes, which will be determined against demand and budget availability through a Personalisation Training Plan and contributions from partner organisations.

**Attitudes** are informed through managers into the workforce, and as leaders, our Directorate attitudes to a personalised service need to be highly visible. Neighbourhoods and Adult Services Managers and Leaders will raise their knowledge and skills base so they are able to advise and empower employees and challenge attitudes that oppose the established culture, and support our Investor in People action to improve staff awareness of improvements that have been made by managers and staff to the way the organisation develops its people.

As part of embedding an effective attitude, the competency framework linked to a person centred approach will be utilised which will require managers across our service to adopt and promote these seven principles with employees:-

- |             |   |
|-------------|---|
| Principle 1 | Ensure individuals are able to make informed choices to manage their self care needs                                      |
| Principle 2 | Communicate effectively to enable individuals to assess their needs, and develop and gain confidence to self care         |
| Principle 3 | Support and enable individuals to access appropriate information to manage their self care needs                          |
| Principle 4 | Support and enable individuals to develop skills in self care   |
| Principle 5 | Support and enable individuals to use technology to support self care   |
| Principle 6 | Advise individuals how to access support networks and participate in the planning, development and evaluation of services |
| Principle 7 | Support and enable risk management and risk taking to maximise independence and choice                                    |

**c) Identify and celebrate staff and customers living the change**

Throughout the development of the service, individuals personal success and the outcomes these deliver for customers will need to be mapped and celebrated so that the journey of transformation can be evidenced and realised through the eyes of employees. This will also support recommendations from our **Investor in People Review** around providing staff with a wider awareness of improvements that have been made by staff to the way the organisation develops its people

The results from Neighbourhoods and Adult Services **Employee Opinion Survey** provides us with encouragement about the way staff and managers have responded to the massive challenges we have faced in the last 18 months. Here are just a few of the great headlines from this survey:

### **Headline Results**

- **78% of our results are higher than the Council average** with Learning and Development (5%), Communications (6%) and Customer Service (9%) being the biggest positive difference.
- **75% of our results have improved since 2006** with Management (4%), Learning and Development (7%) and Customer Service (4%).
- **Strongest areas** within our Directorate have come from you understanding your role in the council, managers trusting you to take responsibility for your own work, and having a clear understanding of what's expected of you as an employee.
- **Weakest areas** identified from the survey relate to consulting you when undertaking change, communication between departments, you feeling your pay is fair; and getting feedback on your ideas and suggestions.

Neighbourhoods and Adult Services already map the journeys of customers and publish these through a 'You said, We did' initiative. The same will be applied to our staff, with real life experiences in all fields of the workforce. The initiative will identify a number of key workers whose roles will change in the first wave of implementation to showcase to the workforce, and include personal testimonials around how change affected them and the 'so what' – what has changed as a result of this on the customer and service, and ultimately, employee personal views around their new role and how satisfied or happy they are.

Further work to address development areas identified in the Employee Opinion Survey will be to raise the profile of the Council's Employee Suggestion Scheme within the Directorate and to encourage use of the Neighbourhoods and Adult Services Anonymous Burning Issues (staff discussion forum) initiative which has been designed to include feedback from mobile workers as well as those who have access to the intranet.

### **Objective 5 - Joint and integrated working**

The personalisation agenda requires change across a much wider range of services than just neighbourhoods and adult social care. Workforce strategies to implement it need to be very broadly defined and targeted, cross professional and agency boundaries and go well beyond the traditional local authority workforce. The strategy includes recommendations to strengthen inter-agency working, develop shared programmes of work with other sectors such as health and housing and get the strategy adopted by key regional bodies. Most important is recognising the role of users and carers as key partners in the delivery of the strategy and finding a mechanism to ensure they are actively engaged in its development and implementation. To commence effective workforce planning and to implement an Integrated

Local Area Workforce Strategy for Rotherham, we have adopted a four stage review process:-

We will **analyse** neighbourhoods and adult services and partner workforce data from which to make an informed change plan to support the change in service. By identifying the numbers of staff, job roles, work patterns, grades etc as well as workforce characteristics such as length of service and stability, gender, ethnicity and disability, skills and qualification profile, we can start to map out the current workforce profile of Neighbourhoods and Adult Services and Partners. From this we will then be able to forecast the future workforce based on the personalized service and look at potential recruitment and re-training and re-deployment of employees within the universal workforce system.

Having identified the gaps and surpluses, we are in a position to **plan** out an effective transformational workforce action plan with staff and customers that will help us travel from the present to this future scenario. This is a long term plan rather than an annual plan as it is not possible to get where we want to go in a short time. It will complement and support the long term plans for the service and put into practice the corporate values and objectives of our Directorate.

The Neighbourhoods and Adult Services Workforce Action Plan will then be integrated into Service and Team Planning, for officers to implement change in their own areas. By asking teams to practice core values through adopting a clear change management process and working as a team, individuals **do** the work and manage the change themselves, rather than having it done to them.

The Neighbourhoods and Adult Services Workforce Development Group will monitor and **review** progress, reporting by exception to the monthly Performance Directorate Management Team meeting. This will be followed up with a six monthly update to Members on progress made towards the Integrated Local Area Workforce Strategy for Rotherham.

## **Objective 6 - Regulation**

Regulation of services is critical if we are to retain standards and quality. This applies to all services, whether health, housing, independent or voluntary sector organisations. In relation to Health and Social Care, our regulatory body comes in the form of Care Quality Commission who regularly inspects services. With regard to Housing, Police and other statutory partners, regulation comes in the form of inspection from the Audit Commission or the Police Standards. What is unique is that despite a number of regulatory bodies, we all have common aims which we are measured against, and it will be these commonalities that we work with via Safer Rotherham Partnership, Adults Board, and through other multi-agency groups currently in place in the Borough.

Current gaps in relation to personalisation which will need to be plugged early into the transformation relate to Carers and Personal Assistants who are not subject to regulation. Particular concerns are around how these workers are recruited or trained to a high quality that would not put service users at unnecessary risk without compromising the ability of people to decide who they want to employ.



The Neighbourhoods and Adult Services Workforce Strategy recommends developing a local framework for the support and quality assurance of Carers and Personal Assistants through consultation and engagement with these sectors, and to encourage training to meet regulatory requirements where possible. Where direct payments or individual budgets are used to pay for these workers, it is also suggested that a clause be included as part of the administration of the budget to ensure that National Minimum Data Set information is gathered and that the Customer budgets for training of individuals where necessary is supported through the Adult Social Care Training Budget. Together with a talent management structure which will look to retain care workers who can progress into mainstream care services following cessation of personal care, we will present these ideas to the regional Skills for Care Group to agree regional protocols across Yorkshire and the Humber before implementation.

## RESOURCES

- **Service Development Team**  
This team develops the workforce through the Investor in People agenda. The team work with managers and staff in a number of ways which includes, induction, communications, performance and development, management effectiveness, reward and recognition and the Employee Opinion Survey. The team produce an annual report each year to staff detailing progress against all Investor in People initiatives.
- **Learning and Development Team**  
This team meets the needs of the service along with compliance against national standards. The team provide training courses, practice learning as well as commissioning of external training and contribute to the Annual Report to staff on investment and training undertaken and its impact on staff and the Customer.
- **Personalisation Sub-Group**  
This Group will share responsibility for delivering the actions within the Strategy Action Plan.
- **Neighbourhoods and Adult Services Workforce Development Group / Collaborative Workforce Group**  
M3 Managers from across the Service who currently make up the NAS Workforce Group will deliver against the actions set out in the Workforce Strategy and second officers to undertake task and finish work periodically. This team will look to merge with Partners by January 2010 when representation has been identified from Health, Voluntary and Independent Sector Workforce teams. This group will be chaired by the Director of Commissioning and Partnerships.

## PERFORMANCE MANAGEMENT

Progress made against the Strategy Action Plan and performance indicators below, will be monitored by the NAS Workforce Development/Collaborative Group which is Chaired by the Director of Commissioning and Partnerships. Progress will also be reported on a six monthly basis to the Adults Board.

RAG Status	Indicator
1	Number of staff trained in safeguarding (SAS)
2	% of staff directly employed that left during the year (SAS)
3	% of adult services directly employed posts vacant (SAS)
4	% of adult services working days/shifts lost to sickness absence during the year (SAS)
5	% of staff in post at 30 September where ethnicity not stated (SAS)
6	% of services gross expenditure on staffing which was spent on training the Council's directly employed staff during the year (SAS)
7	% of training grants spent on Council staff / independent sector
8	% of progress with InLAWS strategy action plan (KPI's)
9	% of staff who say that they enjoy their jobs
10	% of staff who are trained to meet National Minimum Standard
11	% of staff who understand the vision for social care
12	% of PDR's completed

### *Employee-centred Performance Management*

As part of Neighbourhoods and Adult Services overall performance management system, we adopted a single performance planning and monitoring system to ensure that all staff are effectively managing change and meeting objectives set out in both team and individual PDR's. The system supports the Corporate Golden Thread approach and clearly maps out our single system of supporting an equality of access for staff and our Investor in People culture. Supervision of social work will continue to ensure that case files and outcomes are monitored as part of overall performance management and quality assurance.

## SERVICE PLANNING GOLDEN THREAD

DIRECTORATE **SERVICE PLANNING**  
**CULTURE**



**Corporate Plan/Community Strategy**  
**Year Ahead / Social Care Outcomes Framework/ Safeguarding Duty /**  
**Personalisation Strategy**



**TEAM PLANNING**  
**DELIVERY**

**Workforce Strategy / Employee Opinion Survey / Investors in People / Safeguarding**  
**Policy and Procedure**  
**Personalisation Focus Group Actions**



**PERFORMANCE MANAGEMENT**

**Annual PDR**  
**Monthly 1-2-1 Sessions (Supervision)**  
**Team Meetings**  
**Performance Clinics**  
**6<sup>th</sup> Month PDR Review**  
**Safeguarding Practices**

### EFFICIENCY SAVINGS AND VALUE FOR MONEY

The Government announced the second generation of its efficiency programme in the Comprehensive Spending Review, 2007. This replaced the previous 'Gershon' agenda with a new target for public sector services to deliver annual cash reinvesting efficiency savings of 3%. Councils will be measured on their performance by National Indicator 179 and through the new Use of Resources assessment which is a key component of Comprehensive Area Assessment (CAA) which place particular emphasis on workforce planning and a return on investment.

The Area Based Grant – Social Care Workforce (Adults) provides funding to invest in the development of social care workers in Rotherham. The grant allocation for Rotherham for 2009/10 is £666,000. 50% of the available monies will be spent on Council employees and 50% on independent sector employees. The budget is monitored by a Senior Accountant in consultation with the Learning and Development Manager. Year end accounts are publicised to the workforce and a year end return is submitted to Chief Officers. As part of implementing personalisation and InLAWS, there will be a selection of training that is

delivered jointly with Partners and in these instances, financing of the courses will be shared, reducing the impact on the Directorate budget.

The Directorate has a 5 step framework for identifying and achieving efficiency savings, and the transformation of the service will be based on customer needs which are responded to in the most value for money way through:-

- A programme of base budget reviews.
- EFQM assessments.
- Delivering a programme of efficiency reviews and improvement plans.
- Reporting progress on efficiency actions.
- Involving residents in shaping decisions for re-investing savings

## **CONSULTATION**

We have an excellent track record of engaging with staff and customers in developing our strategies. During October/November we consulted with staff through the Workforce Development Change Group. Our Partners including Health, Voluntary and Independent Sector have been consulted and all feedback has been included to re-shape this document.

To further market the Strategy and embed the vision with staff, its contents have been used to develop a dedicated intranet page for staff to review progress and post comments or suggestions as it travels along its transformational journey.

Further comments can be submitted to [NAS-Communications@rotherham.gov.uk](mailto:NAS-Communications@rotherham.gov.uk)

**Workforce Development Strategy  
Action Plan  
2009-2011**

## Personalisation / InLAWS – Rotherham Integrated Local Area Workforce Strategy Checklist for delivering the Future Workforce

Blue - Complete    Green – on target    Red – off target/not achieved

Personalisation Action Plan – Implementation of Actions 1-9 (September 2010)					
Ref./	Action	Lead Manager/ Golden Thread	Task Status (R, A, G,)	Measure	Milestone
1	<p>Becoming a Better People Manager delivering Corporate Values to Managers to stabilise equality of service. (Nov 09)</p> <p>Delivers against Objective 1/6</p>	<p>Kath Amies</p> <ul style="list-style-type: none"> <li>• Team Plans</li> <li>• PDR</li> <li>• Training Plan</li> </ul>	G	<ul style="list-style-type: none"> <li>• No of Managers booked onto sessions (Sept 09)</li> <li>• Evaluation informing direction of sessions (Oct 09).</li> <li>• Improvement in Employee Opinion Survey around visible leadership question (June 2012)</li> </ul>	<ul style="list-style-type: none"> <li>• Co-ordinate timetable for BABPM sessions.</li> <li>• Ensure all managers attend refresher sessions on core subjects.</li> <li>• Record attendance through HY Yourself training system.</li> </ul>
2	<p>Staff engagement/ communication mechanisms in place to ensure two way flow of information. (Jan 2010)</p> <p>Delivers against Objective 3/4</p>	<p>Personalisation Group / InLAWS Group</p> <ul style="list-style-type: none"> <li>• Comms Plans</li> <li>• Team Plans</li> <li>• Training Plan</li> </ul>	G	<ul style="list-style-type: none"> <li>• Quality Assurance programme testing dissemination of information within all Teams across NAS (Jan 2010)</li> <li>• Improvement in Investor in People around information / communication during change. (June 2011)</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the different streams of knowledge which needs to be imparted to workforce.</li> <li>• Detail which forms of communication will suit the types of knowledge.</li> <li>• Timetable engagement/ communications and publish with workforce.</li> </ul>

## Personalisation Action Plan – Implementation of Actions 1-9 (September 2010)

Ref.	Action	Lead Manager/ Golden Thread	Task Status (R, A, G,)	Measure	Milestone
3	<p>Management development established and timetabled to raise leadership capabilities. (Jan 2010)</p> <p>Delivers against Objective 1/6</p>	<p>L&amp;D Team / All Managers</p> <ul style="list-style-type: none"> <li>• Team Plans</li> <li>• PDR</li> <li>• Training Plan</li> </ul>	G	<ul style="list-style-type: none"> <li>• No. of Managers registered (Dec 09)</li> <li>• Improvement in Employee Opinion Survey around visible leadership question (June 2012)</li> </ul>	<ul style="list-style-type: none"> <li>• Analyse which managers across service have yet to complete CMI Level 3 or 4 management training and schedule in over next 12 months.</li> <li>• Identify M2 managers and above for suitability for MIL courses to aid development.</li> <li>• Co-ordinate LEO sessions for Managers working in social care in first phase and remainder in future phases.</li> <li>• Introduce back to the floor initiatives whereby each manager undertakes a quarterly exercise.</li> <li>• Co-ordinate mandatory booking of managers onto training.</li> <li>• PDR manager competency PDR reviews QA checks.</li> <li>• No. of CMI completions through HR report .</li> </ul>

## Personalisation Action Plan – Implementation of Actions 1-9 (September 2010)

Ref.	Action	Lead Manager/ Golden Thread	Task Status (R, A, G,)	Measure	Milestone
<b>4</b>	<p>Personal Assistants and Carers skills set identified and included on NAS Training Schedule to safeguard customers and establish flexible worker pool for future service demands. (Mar 2010)</p> <p>Delivers against Objective 2/4/6</p>	<p>Personalisation Group</p> <ul style="list-style-type: none"> <li>• Direct Payments Team Plan</li> <li>• Carers Strategy Action Plan</li> <li>• Training Plan</li> <li>• Service Plan</li> </ul>	<b>G</b>	<ul style="list-style-type: none"> <li>• No. of Carers and PA's registered on NMS (Mar 2010)</li> <li>• No. of Carers or PA's moving onto mainstream care roles following cessation of person-centred care. (March 2011)</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the skills, knowledge and attitude set required for PA's and Carers based on minimum care standard and person-centred care plan approach.</li> <li>• Create talent management structure to enable workers to access mainstream care roles.</li> <li>• Establish mechanisms as part of Direct Payments for registering on NMDS</li> <li>• Develop on-line resources for customers to access training or for advice and guidance from home.</li> </ul>
<b>5</b>	<p>New personalisation competency framework including new skills, knowledge and attitude in place for managers and staff to establish new performance measures for individuals. (Mar 2010)</p> <p>Delivers against Objective 2/4/6</p>	<p>Odette Stringwell/ Nigel Mitchell</p> <ul style="list-style-type: none"> <li>• Staff Profiles</li> <li>• PDR's</li> <li>• Team Plans</li> <li>• Training Plan</li> <li>• Service Plan</li> </ul>	<b>G</b>	<ul style="list-style-type: none"> <li>• QA of PDR raised competency levels. (April 2010)</li> <li>• Staff social care / personalisation survey (March 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• Establish core worker group to review current role competencies and adapt to reflect personalisation approach to services.</li> <li>• Consult with Unions around adoption.</li> <li>• Consult with workers on changes.</li> <li>• Launch new core competencies and ensure new starter roles reflect changes as part of recruitment process.</li> </ul>



## Personalisation Action Plan – Implementation of Actions 1-9 (September 2010)

Ref.	Action	Lead Manager/ Golden Thread	Task Status (R, A, G,)	Measure	Milestone
6	<p>WiiFm (What's in it for me) initiative introduced to roles across the service to embed culture change and enable staff to visibly see how change will affect their roles. (March 2010)</p> <p>Delivers against Objective 2/4</p>	<p>Service Development Team</p> <ul style="list-style-type: none"> <li>• Comms Plan</li> <li>• PDR's</li> <li>• Team Plans</li> <li>• Service Plan</li> </ul>	G	<ul style="list-style-type: none"> <li>• Staff social care / personalisation survey (March 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• Identify all roles within Directorate and create sets of what's in it for me statements.</li> <li>• Embed the culture of WiiFm so that staff can see their impact and the cultural change.</li> <li>• Launch as advertising campaign internally to promote personalisation through posters on stairwells, noticeboards, kitchens.</li> <li>• Identify key WiiFm roles for staff testimonies to map the journey and publish in AsOne on regular basis.</li> <li>• Evaluate staff understanding of the vision of social care through staff survey.</li> </ul>

## Personalisation Action Plan – Implementation of Actions 1-9 (September 2010)

Ref.	Action	Lead Manager/Golden Thread	Task Status (R, A, G,)	Measure	Milestone
7	<p>Skills Training Plan in place and delivered to equip staff with skills required to deliver personalisation agenda. (Sept 2010)</p> <p>Delivers against Objective 4/6</p>	<p>Nigel Mitchell / All Managers</p> <ul style="list-style-type: none"> <li>• PDR's</li> <li>• Team Plans</li> <li>• Training Plan</li> <li>• Comms Plan</li> </ul>	G	<ul style="list-style-type: none"> <li>• QA of PDR's competency reviews (Apr 2010)</li> <li>• Training requirements 2010/12 (April 2010)</li> <li>• Testimonies captured (Apr 2010)</li> <li>• Staff social care / personalisation survey (Sept 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• Identify skills gaps with managers on all affected staff.</li> <li>• Map out suitable learning routes in line with funding resources.</li> <li>• Co-ordinate delivery of skills training across workforce and capture system for evaluation.</li> <li>• Capture staff testimonies on change and its impact on them and the service.</li> <li>• Create and capture staff understanding of the vision of social care.</li> </ul>
8	<p>Direct Payment / Individualised Budget Customers as new Employees training delivered on a timetable basis to support them to manage their budgets and employees effectively. (Sept 2010)</p> <p>Delivers against Objective 2/4/6</p>	<p>Nigel Mitchell / Direct Payments Team</p> <ul style="list-style-type: none"> <li>• Team Plans</li> <li>• Training Plan</li> <li>• Comms Plan</li> <li>• Service Plan</li> </ul>	G	<ul style="list-style-type: none"> <li>• No. of PA's registered on training course. (Sept 2010)</li> <li>• Customer Satisfaction with Direct Payments and support (via updated service standard) (Sept 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• Establish an effective training course, delivered in a number of formats, to support new customer employees with Personal Assistants.</li> <li>• Develop on-line resources (including Skills for Life) for customers to access training or for advice and guidance from home.</li> <li>• Evaluation of courses gained and fed back to inform change.</li> </ul>

## Personalisation Action Plan – Implementation of Actions 1-9 (September 2010)

Ref.	Action	Lead Manager / Golden Thread	Task Status (R, A, G,)	Measure	Milestone
9	<p>New skills set for social work discussed and reviewed with local Universities and colleges to affect future courses and possible future recruits to service through Ambassador and Student placements. (Dec 2010)</p> <p>Delivers against Objective 2/6</p>	<p>Nigel Mitchell / Personalisation Group / InLAWS Group</p> <ul style="list-style-type: none"> <li>• Team Plans</li> <li>• Training Plan</li> <li>• Service Plan</li> <li>• Comms Plan</li> </ul>	G	<ul style="list-style-type: none"> <li>• No. of social care courses reflecting personalisation approach advertised to students. (May 2011)</li> <li>• No. of Young, BME, Mature Students registered on courses (Sept 2011)</li> </ul>	<ul style="list-style-type: none"> <li>• Meet with health and social care leads at local educational establishments.</li> <li>• Work through the new skills set and shift towards more personalised profiles.</li> <li>• Measure the effectiveness of change through number of young, bme, adult learners registered on new courses</li> </ul>

## Integrated Local Area Workforce Strategy – Implementation of Actions 10-15 (June 2011)

Ref.	Action	Lead Manager/Golden Thread	Task Status (R, A, G,)	Measure	Milestone
<b>10</b>	<p>Collaborative Working Group including Independent and Voluntary Sector representation with agreed resources established and workforce profiling established. (March 2010)</p> <p>Delivers against Objective 1/5</p>	<p>InLAWS Group</p> <ul style="list-style-type: none"> <li>• Personalisation Plan</li> <li>• ADASS /InLAWS – Putting People First Strategy</li> </ul>	G	<ul style="list-style-type: none"> <li>• Adult Board commitment (Nov 09)</li> <li>• Health and Partner Resources engaged and timetable of meetings confirmed (Jan 2010).</li> </ul>	<ul style="list-style-type: none"> <li>• Agree a clear vision across all partners to promote choice, empowerment, health and wellbeing. (Jan 2010)</li> <li>• Agree launch date of InLAWS in Rotherham and set timescales for delivery against actions in plan. (Feb 2010)</li> <li>• Establish Collaborative Sub Worker Groups to collate data required to progress InLAWS in relation to: Organisation Development, Human Resources, Commissioning/ Customer Focus. (Mar 2010)</li> </ul>
<b>11</b>	<p>Effective communication links opened and established to engage with all Partners. (April 2010)</p> <p>Delivers against Objective 4/5</p>	<p>InLAWS Group</p> <ul style="list-style-type: none"> <li>• Comms Plan</li> </ul>	G	<ul style="list-style-type: none"> <li>• No. of Partners signed up for InLAWS</li> <li>• Web shared system for InLAWS in place (April 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• Identify all key stakeholders and make contact for involvement.</li> <li>• Establish engagement options and communication techniques throughout InLAWS project plan.</li> <li>• Publish engagement and co-ordinate events through web-based shared resource.</li> </ul>

## Integrated Local Area Workforce Strategy – Implementation of Actions 10-15 (June 2011)

Ref.	Action	Lead Manager/Golden Thread	Task Status (R, A, G,)	Measure	Milestone
12	<p>Analyse the gaps in the Social Care market in Rotherham to meet the needs and aspirations of local people that are identified in the JSNA. (June 2010)</p> <p>Delivers against Objective 3/5</p>	<p>InLAWS Group</p> <ul style="list-style-type: none"> <li>• Personalisation Plan</li> <li>• JSNA</li> <li>• Commissioning Strategy</li> <li>• EDS Employment Strategy</li> <li>• Partner-wide Workforce Strategy and Data Systems</li> <li>• Nhood Charters and Area Plans</li> </ul>	G		<p>IDENTIFY</p> <ul style="list-style-type: none"> <li>• Rotherham’s current and future population health and social care needs.</li> <li>• Employment condition – whole system (who are our competing employers outside the system, e.g. factories, supermarkets, hotel &amp; leisure).</li> <li>• Where does the workforce duplicate locally (role of community matrons, care managers, care co-ordinators, single assessment process (SAP)).</li> <li>• What services are out there now that are not integrated.</li> <li>• Potential future forces/technological change Potential problems unique to this system, such as rural area, high older population of the workforce, lack of transport, highly mobile younger workforce.</li> </ul>

## Integrated Local Area Workforce Strategy – Implementation of Actions 10-15 (June 2011)

Ref.	Action	Lead Manager/ Golden Thread	Task Status (R, A, G,)	Measure	Milestone
13	<p>New types of worker roles identified and roles defined to deliver personalisation and InLAWS. (Dec 2010)</p> <p>Delivers against Objective 3/5/6</p>	<p>InLAWS Group</p> <ul style="list-style-type: none"> <li>• Personalisation Plan</li> <li>• Training Plan</li> <li>• Financial Plan</li> <li>• Comms Plan</li> </ul>	G		<p>IDENTIFY</p> <ul style="list-style-type: none"> <li>• New types of worker roles and those within new Integrated services</li> <li>• Potential workforce in the system</li> <li>• Barriers to recruitment in the system</li> <li>• Core competencies needed to deliver new roles.</li> <li>• Training available in our whole system and who delivers the training, who can access it and what additional training will be required across the system.</li> <li>• Impact and efficiency of formal and informal training for individual and for the service?</li> <li>• Ongoing training needs the workforce and the link into funding future joint training programmes across partner services.</li> </ul>

## Integrated Local Area Workforce Strategy – Implementation of Actions 10-15 (June 2011)

Ref.	Action	Lead Manager / Golden Thread	Task Status (R, A, G,)	Measure	Milestone
14	<p>Options for implementation of change through workforce recommendations presented to Board (March 2011)</p> <p>Delivers against Objective 3/4/6</p>	<p>InLAWS Group</p> <ul style="list-style-type: none"> <li>• Draft InLAWS for Rotherham</li> <li>• Personalisation Plan</li> <li>• Service Plan</li> <li>• Corporate Plan</li> </ul>	G	<ul style="list-style-type: none"> <li>• Service models based on user and carer requirements</li> <li>• Clear career pathways for key worker roles which incorporate recruitment initiatives for sustainability of service e.g. young apprenticeships, talent management, unemployment pool of experience etc.</li> <li>• A clear training plan across the whole system available to all including all workforce regardless of employer.</li> <li>• Alternatives to 'formal' training clearly identified and arrangements in place to facilitate these.</li> </ul>	<ul style="list-style-type: none"> <li>• Framework for the knowledge and skills to deliver services agreed with local providers resulting in service integration / streamline services with no duplication</li> </ul>

## Integrated Local Area Workforce Strategy – Implementation of Actions 10-15 (June 2011)

Ref.	Action	Lead Manager/ Golden Thread	Task Status (R, A, G,)	Measure	Milestone
15	<p>Clear arrangements across the whole system to project manage change, monitor and review the workforce. (June 2011)</p> <p>Delivers against Objective 1/6</p>	<p>InLAWS Group</p> <ul style="list-style-type: none"> <li>• InLAWS for Rotherham</li> <li>• Personalisation Plan</li> <li>• Service Plan</li> <li>• Corporate Plan</li> <li>• Team Plans</li> <li>• Training Plan</li> <li>• PDR</li> <li>• Supervision</li> </ul>	G		<ul style="list-style-type: none"> <li>• Establish project team to implement change.</li> <li>• Establish a system to regularly monitor and review workforce knowledge, skills and competencies to complete the cycle.</li> <li>• Employee engagement survey across all sectors.</li> <li>• Performance and Development Reviews.</li> <li>• National Minimum Data Set for Rotherham.</li> </ul>