

## ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1	<b>Meeting:</b>	<b>Cabinet Member for Adult Independence Health and Wellbeing</b>
2	<b>Date:</b>	<b>11<sup>th</sup> April, 2011</b>
3	<b>Title:</b>	<b>Rotherham's Integrated Local Area Workforce Strategy (InLAWS) 2011-2014</b>
4	<b>Directorate:</b>	<b>Neighbourhoods and Adult Services</b>

### 5 Summary

This report sets out a proposal for the implementation of Rotherham's Integrated Local Area Workforce Strategy (InLAWS) 2011-2014. This strategy will deliver the requirement to meet the statutory responsibility of the Director of Adult Social Services (DASS) for the professional leadership of the workforce.

The development and implementation of the InLAWS strategy demonstrates significant progress for Rotherham ahead of other authorities who are yet to fully deliver a comprehensive Workforce approach.

### 6 Recommendations

**That Cabinet Member:**

- **Agrees the strategic approach for Rotherham's Integrated Local Area Workforce Strategy (InLAWS) to meet the statutory workforce responsibility of the DASS.**
- **Notes the progress made to achieve InLAWS in Rotherham.**

## 7 Background

- 7.1 InLAWS is a methodology and includes practical tools designed to commission a skilled and competent workforce that is capable of providing services to vulnerable people. The outcome of InLAWS is that the requirement for the DASS to have a workforce that is appropriately trained is met.
- 7.2 Training will be commissioned to ensure that the entire social care workforce, both local authority and independent sector meet the required competencies to deliver services to both national and local standards. This approach is fully endorsed by the Association of Directors of Adult Social Services (ADASS) and Skills for Care (SfC).
- 7.3 The workforce scope of the Strategy covers all those providing services to vulnerable people in Rotherham. This includes NAS workforce, Rotherham's private, independent and voluntary sector social care workforce; Carers; Service User employers, and all those involved in universal services.
- 7.4 Every local authority is working towards the implementation of an InLAWS and Rotherham has made very substantial progress when benchmarked against other authorities.
- 7.5 The Strategy has six strategic workforce intentions: leadership, management and commissioning skills; recruitment and retention; workforce remodelling and commissioning; workforce development; joint and integrated working between social and health care; and regulation. InLAWS responds to these with a framework for leadership skills, identifying and planning for current and future skills needs and occupational gaps, establishing effective workforce planning, and identifying and planning for the workforce development needs of the whole social care workforce
- 7.6 The Strategy has been informed by Rotherham's Joint Strategic Needs Assessment (JSNA) and the National Minimum Data Set for Social Care (NMDS-SC) which provides social care workforce intelligence. InLAWS asserts that when you commission a service, you commission a workforce. The combination of the data from the JSNA and NMDS-SC therefore enables service commissioning, workforce commissioning and financial strategy to be integrated.
- 7.7 By analysing the JSNA and NMDS-SC data, and using the InLAWS toolkit, it has been possible to gather together the workforce current 'state of play' and identify key actions to take forward to ensure we meet the workforce vision for the social care workforce in Rotherham, that is, *we have the right workforce doing the right things at the right cost.*
- 7.8 To develop the right workforce an action plan, with clear responsibilities and timescales, has been developed with six strategic objectives for

workforce commissioning. These objectives have been adopted from *Working to Put People First: the Strategy for the Adult Social Care Workforce in England* and are:

- leadership and management,
- recruitment and retention,
- workforce remodelling and commissioning,
- workforce development,
- joint and integrated working, and
- regulation.

7.9 The successful implementation of the Strategy is dependent on effective *workforce commissioning* – the process of ensuring that service providing employers have access to competent workers with which to meet local priorities. It is also dependent on employers and providers carrying out effective *workforce planning* – the process to ensure they have the workforce capacity and capability to meet business goals. The action plan therefore details actions for commissioners, employers and providers.

7.10 Subject to the approval of the Strategy by Cabinet Member, the next steps to take forward its implementation using a project managed approach are detailed in the Strategy Implementation Plan below:

<u>Task</u>	<u>Timescale</u>	<u>Responsibility</u>
Set up an InLAWS Workforce Strategy Board (WSB) to deliver InLAWS and make workforce commissioning decisions	By April 2011	DASS
Assign a project manager to deliver the strategy, who will utilise a project management approach including risk management and key deliverables and mainstreaming of strategy	By May 2011	InLAWS lead officer
Produce evaluation reports as required to be included in the Neighbourhoods and Adult Services performance report	As required	InLAWS lead officer
Review and refresh the Strategy annually	Annually	InLAWS lead officer

## **8 Finance**

8.1 Financial resources, internal to the Council, to drive forward workforce commissioning are a combination of the Neighbourhoods training budget and Adults Social Care Workforce Grant that is now ‘rolled into’ the formula grant.

8.2 Financial resources, external to the Council, are mainly the Training Strategy Implementation Fund and the Skills Enhancement Fund. SfC guide employers on accessing funding for workforce planning and workforce

development as it comes with strict funding limits, conditional access criteria, and is often for a fixed time period.

8.3 There is no further financial impact arising from this paper.

## **9. Risks and Uncertainties**

9.1 The non adoption of the InLAWS approach could result in a lower quality workforce across Rotherham as there will have not been sufficient focus on ensuring that services prioritise the NMDS–SC.

9.2 That the statutory requirements of the DASS will not be delivered if the InLAWS approach is not supported.

## **10. Policy and Performance Agenda Implications**

10.1 The policy and performance agenda for workforce is significant and clear responsibilities are held by the DASS, as detailed in the *Best Practice Guidance on the Role of the Director of Adult Social Services*. The agenda is also subject to change and new requirements, for example, the current implementation by the Social Work Reform Board in respect of the Social Work Task Force recommendations to improve social work practice and the profession.

10.2 Locally, the implementation of this Strategy should be consistent with the Corporate Plan and Neighbourhoods and Adult Services' Service Plan. Key areas include that vulnerable people are protected from abuse; carers get the help and support they need; more people have formal qualifications and skills; and the right people, with the right skills in the right place at the right time.

10.3 Nationally, the implementation should be consistent with national social care policy: *Our Health, Our Care, Our Say; Putting People First Concordat, Working to Put People First: the Strategy for the Adult Social Care Workforce in England; A vision for Adult Social Care: Capable communities and active Citizens*. Further, it should be consistent with workforce policy required by the Care Quality Commission in their *Essential Standards for Quality and Safety*, in particular outcomes 12, 13, 14 and 25 that concern staffing and training.

## **11. Background Papers and Consultation**

11.1 This Strategy has been informed by the SfC's supporting publication *Step by Step workforce commissioning in adult social care – a detailed guide for local authorities and their partners*.

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