

# ADULT SERVICES PEOPLE PLAN

*tomorrow's solutions for the social care workforce, today*





Adult Services Document control		
Document title	Adult Services People Plan.	
Purpose	To direct workforce planning over the next 3 years. To be read in conjunction with the corporate People Strategy.	
Author	Kate Simpson.	
Date of publication		
Valid until	Reviewed annually.	
Owner/responsibility	Steve Peddie.	
Distribution	All managers and Intranet.	
Version	Date	Comments
V1.0	12.05.2006	For consultation.
V1.1	17.05.2006	Addition to Action Plan.
V1.2	03.07.2006	Consultation amendments.
V2	03.07.2006	Final.



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# 1. DIRECTOR'S INTRODUCTION



Director of Adult  
Services  
Bernard Walker

The Council's People Strategy, launched in Spring 2006, re-stated the Council's ambitions to move from 'being recognised as excellent to one which is truly outstanding'. That Strategy, together with this workforce plan will help to identify 'tomorrow's solutions for the social care workforce, today'.

Our People Plan will help us to achieve outstanding customer-focussed services by the effective planning of our workforce requirements

As a department we intend to provide services both for those with additional needs who are assessed as in either critical or substantial need of services (as defined under Fair Access to Care Services) and those who do not meet this eligibility threshold but would benefit from being signposted to preventative services.

'Our Health Our Care Our Say: Improving Community Health and Care Services' reinforces alignment through joint commissioning with Primary Care NHS Trusts and practice based commissioning 'clusters'. This will be the key vehicle for shaping services around needs and choices and ensuring a balance of provision from low (prevention) to high level (specialist treatment) support.

Adult Services' new role around wellbeing, which is strongly supported in the White Paper, includes taking account of a wider

group of citizens than those we normally think of as having additional needs at the higher levels. We will need to improve and work with those in Public Health.

If we are to ensure that adults are treated in a way that preserves their dignity and peace of mind, it is vital that we have a workforce that is skilled, dedicated, valued and supported to do its best.

In order to work towards this goal, in the summer of 2005 the Department of Health and the Department for Education and Skills announced a joint workforce review, entitled Options for Excellence.

A wide range of stakeholders have been invited to join the review board, including our Trade Union Colleagues, the General Social Care Council, Skills for Care, the British Association of Social Workers, and the Association of Directors of Social Services. The purpose is to identify creative but practical solutions that will increase the supply, and improve the quality of people working in social care.

Task groups have met to begin work. They aim to:

- ➔ Improve the quality of social care practice.
- ➔ Increase the supply of qualified Social Workers and social care workers, including foster carers.



- Define the roles of qualified Social Workers and ensure the fit between these roles and the requirements for training and qualifications.
- Develop the wider social care workforce and link with related child and adult services to improve career opportunities and service standards.

The group will help government focus on new roles in social care. Crucially, it will consider the role that leadership and management, supervision, regulation and training plays in improving the quality of the workforce.

It will model the social care workforce of the future and draft proposals to help employers change over the next 15 years. This work will be completed in autumn 2006.

There is a lot we can do more immediately, prior to the outcomes of 'Options for Excellence'. This document should provide a basis on which leaders and managers in commissioning, provision and support services can plan the choreography of such a change process in the workforce.



## 2. BUILDING ON OUR SUCCESS



In our last people plan we highlighted a number of strategic objectives. Here are some examples of how we are progressing:

### Relationship between Workforce Development & Service Planning

- There is now a specialist Workforce Planning Function based in the HR Team within Adult Services. The team provides information for managers on workforce data and specialist advice on workforce issues in respect of changing and developing services in line with the council's long term vision and priorities and which will work together within the Council, NHS, Private, Voluntary & Independent Sector and with other partners in Wigan Council .
- The on-going difficulties encountered both nationally and locally in recruiting and retaining qualified Social Workers led us to rethink roles within teams. As a result, the new Specialist Practitioner role has been established, giving Social Workers access to career progression whilst retaining their client-facing focus. This is just the first step in the implementation of a structured career pathway in social work, which can begin with the on-going Cadet Scheme.

### Performance Management

- The Adult Services Temporary Register has undergone an intensive 'clean up' to ensure that everyone listed is still available for work and all have relevant, up-to-date clearances in place.

- A temporary register recruitment event was held at Robin Park aimed at attracting new recruits who might not normally have considered temporary work or a career in social care. The event was a great success and attracted enough quality candidates to allow us to move forward with the further development of the register, as outlined in this year's plan.
- Previous investigation showed that no ethnicity was recorded for over 50% of Adult Services staff. An exercise was undertaken to reduce this, and the figure now stands at 4.1%.
- A Retention Team is now established within HR, providing key contacts with divisions. Successes have included getting 90% of managers trained in managing sickness absence and introducing a casework approach to sickness absence management. More support is also available to managers in dealing with capability issues, grievances and disciplinaries.

### Pay, Reward and Recognition

- Home carers have now been transferred to new terms and conditions which result in their having an incremental pay scale.
- Staff in day centres and transport section have now been transferred to monthly pay.
- The Job Evaluation exercise, being carried out in conjunction with Corporate Personnel, is well underway.



## Information Systems

- The Corporate Personnel System (CPS) has been developed throughout the year to provide more robust and accurate information on our workforce. Work has been undertaken to ensure more accurate and reliable information is being produced to inform service plans, and generate management information to support workforce profiling and staff development activity. Since 2004, we have been able to record sickness absence on the CPS, which has enabled us to see the bigger picture in relation to managing absence.
- The employee records maintained within the CPS has been critical to the smooth transfer of staff from Social Services into Children and Young Peoples Services and from the Education Department, MCCS and Positive Futures into the department.
- A new Training Management System has been implemented in the department and is well underway in its development. This system will help us to identify skill shortages and identify gaps in training targets for developing our workforce. The new training system also enables us to collect data from our external social care providers to ensure that we are building up a well trained social care workforce across the sector in the borough.

## Employee Involvement

- Following the 2004 Employee Survey, an action plan was drawn up to act on the messages it revealed. A similar survey was carried out again early in 2006 and the results were made available in May 2006. These reveal that a number of critical

improvements have been made, particularly in addressing better change management.

- Exit information is now being obtained more proactively and issues followed up where appropriate.

## Learning and Development

- The Social Care Leadership & Management Strategy was launched in 2005, giving us 9 key strategic objectives which need to be reached before 2008.
- Over 250 leaders and managers undertook Change & Transition learning opportunities to equip them with the tools and techniques to progress through successful change programmes.
- Over 200 employees have attended Protecting Vulnerable Adults training since the launch of the new policy.
- Attendances on Health & Safety training and mental health awareness raising courses are up on previous years, and over 300 NVQs (ranging from 1 to 5) have been achieved.
- Provision of Social Work Practice placements has increased, supporting recruitment and contributing to the performance assessment of the borough.
- 15 Modern Apprentice Cadets (aged between 16 + 22 years) commenced training in 2005 and are on course to complete in July 2006.



- The exciting 'Young Apprentices Programme' started in 2005, and capable and motivated young apprentices aged between 14 and 16 are now released from school for one day a week. Ten Business Administration Apprentices have been placed in a number of teams around Adult Services and the first wave of Health and Social Care Apprentices (also aged between 14 and 16) have commenced their placements.

#### **More on Adult Services Plans**

For more on Adult Services plans please read our Service Plan on:  
<http://boston/socs/plans/0607/index.htm>

The structure of the Department is available on:  
<http://boston/pub/socs/deptstrc.htm>

Adult Services People Strategy

### 3. CONTEXT



We all aspire to live in a society that is healthy, prosperous, tolerant, safe, fair and inclusive. Social care services have a vital contribution to make to that. Services are provided in a context of changing need and opportunities. Demographic, social and political trends pose challenges and opportunities that will influence the future design and delivery of services.

Personalisation is driving the shape of all public services, with a growing public expectation that services will meet their needs, helping them achieve personal goals and aspirations. This may pose a particular challenge for social work, given the need also to manage growing demand and complexity as well as the need to protect the public by taking measures to control some people's liberty. To be effective in meeting that challenge, social care services will need to engage individuals, families and communities and to work in new ways with other parts of the public sector, focusing increasingly on prevention.

Doing more of the same won't work. Increasing demand, greater complexity and rising expectations mean that the current situation is not sustainable; tomorrow's solutions will need to engage people as active participants, delivering accessible, responsive services of the highest quality and promoting well-being. We don't have all of the answers in social care services. We need to work closely with other universal providers in all sectors to find new ways to design and deliver services across the public sector.

The skills of social care workers and their support staff are increasingly relevant to the changing needs of society. Yet we are far from making the best use of these skills. Tomorrow's solutions will need to make the best use of skills across the public sector workforce, refocusing on the core values of social care.

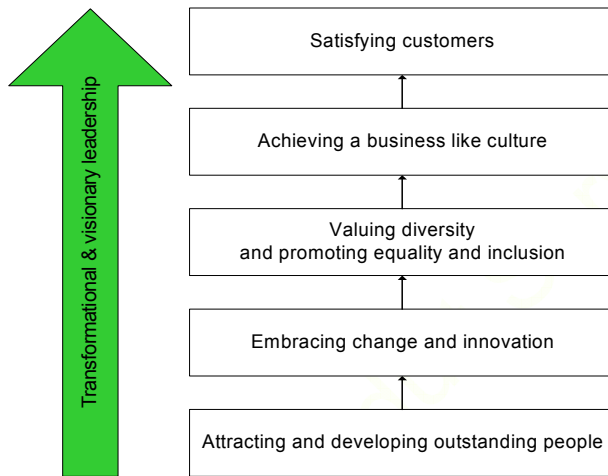
We need to develop the workforce to meet these demands. We need to develop enabling leadership and effective management at all levels, including:

- New focus on citizen leadership which will enable people who use services to have real influence;
- New focus across the sector on performance improvement and the delivery of agreed outcomes;
- Structured approach to re-designing services and delivering change and
- Foundation for future practice for the whole workforce. We need to create new roles, develop confidence and trust and shift the balance of power and control.

Social workers increasingly work in multi-disciplinary environments. We need to support Social Work to find its own identity, way of working and unique contribution in any environment. In this way Social Work will deliver a confident, professional and uniquely social care front-line service in any setting.

We should not be complacent about the scale of the challenge facing adult social care work. We find ourselves in professions and services under great pressure often perceived as lacking in confidence and not delivering to our full potential, resulting sometimes in a mismatch between our true values and the experience of people who use services. This People Plan seeks to address these issues, perceptions and more.

This plan should be seen as an appendix to the council's People Strategy. That Strategy has six strategic aims, with one high level and cross cutting aim - **'Transformational and Visionary Leadership'**. It is the cornerstone of our organisational culture. It establishes our personality as a council and the key feature of the way we do business that identifies us from other organisations. It will drive all that we do as a council.



It is supported by five further aims and these comprise the building blocks of our People Plan. By identifying key building blocks we are able to ensure that our personnel practices across the council are consistent and are aligned to our organisational objectives. The six strategic 'people management' aims stem from the things we have identified as important to the future success of the council. They are:

### Transformational and visionary leadership

This will govern all that we do. We will use our leadership skills to build, gain ownership of and sustain a vision of the future role of the council in serving the needs of the community. We will secure commitment to the vision, and empower people within the organisation to secure its delivery.

### Attracting and developing outstanding people

We will cultivate a culture where people can contribute all their talents to improving service delivery and continue to develop as individuals. We will build the reputation of the council through high performance and implementation of our people management aims. This will ensure work becomes strongly associated with enthusiasm and achievement and we are an organisation that people aspire to work for.

### Embracing change and innovation

We will promote and embrace new ways of working where it will allow us to be more flexible, responsive, and cost effective in delivering services.



### **Valuing diversity and promoting equality and inclusion**

We will build a diverse workforce which reflects the diversity of the population that we serve and respect and celebrate the diversity of all employees. We will enhance the reputation of the council by ensuring equality of opportunity for employees and customers in services we provide and organise.

### **Achieving a business like culture**

We will work with others to develop the market place for services, build strong business acumen throughout the organisation and increase our entrepreneurial skills.

### **Satisfying customers**

Through our leadership and influencing skills we will ensure we provide local people with choices to meet their needs. We will actively promote the concept of citizenship, empowering local communities to influence their life chances. The cost, quality and customer focus of the services we provide or organise will be second to none.

The people plan will provide a framework for the whole of the organisation to help us deliver on our people management objectives. This Plan aims to help us to implement these imperatives into the department.

## 4. ADULT SOCIAL CARE WORKFORCE



Wigan Adult Services currently employs just over 2100 staff<sup>1</sup>, comprising just over 1500 staff providing direct social care and 172 staff providing social work<sup>2</sup>.

Flexible Working is fully operational within Adult Services, with 69% of Adult Services employees choosing to work part-time; 9% of them are male<sup>3</sup>.

### Gender

- 85% female;
- 15% male.

### Ethnicity

- 94% of the workforce is white;
- Approx 4% is unknown and
- 1% of staff describe themselves as being within a BME group<sup>4</sup>.

On the face of the current evidence the proportion of staff from minority ethnic backgrounds is slightly lower than the incidence of the general population of Wigan 1.3%<sup>5</sup>.

<sup>1</sup> MCCS Employees not included.

<sup>2</sup> Includes Occupational Therapy Staff.

<sup>3</sup> Employees working in several part time jobs within Adult Services may be duplicated in these figures and their total hours may add up to a full time equivalent post.

<sup>4</sup> As defined within the 2001 census categories.

<sup>5</sup> <http://www.wiganmbc.gov.uk/pub/standards/race-equality/summary.htm>.

### Disability

- Across the council 1.2% of staff identify themselves as having some disability;
- 2% in Adult Services.
- 7% of the population of Wigan is registered for incapacity benefit.

With Wigan ranking 44<sup>th</sup> out of 376 in the country for incidence of long term debilitating illness and 28<sup>th</sup> out of 376 for permanently sick and disabled<sup>6</sup> there are, again, local implications.


### Age profile

- 7% of the workforce is under 25;
- 16% between 25 and 34;
- 30% between 35 and 44;
- 30% between 45 and 54 and
- 17% aged 55 or over.

There is no ideal age profile for a workforce, but this data tells us that just over 600 staff in Adult Services are aged 50 or over and 534 (83%) of them provide direct social work or social care.

Moreover, men account for only 15% of the Adult Services workforce but 17% of the over 50 age group; this would indicate that men are disproportionately prevalent in the older age range. Conversely, at 13% of the under 35 age group they are

<sup>6</sup> <http://www.statistics.gov.uk/census2001/profiles/printV/00BW.asp>.



disproportionately under represented at the other end of the age spectrum. These figures would tend to indicate that succession planning and attracting younger workers, and younger men especially in Adult Services has to be a priority if a greater balance is to be achieved.

### Length of service

- Around half of the workforce has been employed with Adult Services for more than 5 years;
- 14% for less than 1 year and
- 37% between 1 and 5 years<sup>7</sup>.

Again, there is no recommended length of stay with one employer for an employee:

Overall, the turnover rate for Adult Services stands at just under 10%, which compares favourably with a national average for the health and social care sector of 14.1%<sup>8</sup>. However, the turnover among some staff groups such as Domiciliary Care staff within Adult Services has reached 14%, whereas the rate for those in senior management roles<sup>9</sup> in domiciliary care and a business support setting<sup>10</sup> is zero.

<sup>7</sup> Length of service may include previous jobs within the council where service has been continuous.

<sup>8</sup> [www.cipd.co.uk](http://www.cipd.co.uk).

<sup>9</sup> Assistant Service Manager or above.

<sup>10</sup> HR, Finance, Admin, IT, Staff Development, Performance & Development.

Around 65% of the Adult Services workforce is paid at relatively lower rates of pay<sup>11</sup>, this is represented through former manual staff in this wage banding; 97% of them working in direct social care service provision. There are comparatively few staff in the higher earning bracket relative to the council as a whole.

The impending job evaluation process has been piloted across the local government sector and is predicted to lead to significant pressures on Adult Services salaries budgets. The implications of this information need to be considered carefully, alongside data on average incomes for the region (around £20,000 - £23,000<sup>12</sup> per annum) and the trend in house prices at, on average, 4.3 times more than average earnings.

### Our workforce profile indicates that we need to

- Build diversity into our workforce, particularly to address under-representation of staff from BME backgrounds and those with a disability.
- Ensure that age prejudice of any kind is not present in our employment practices as a first step towards building a balanced workforce for the 21st century.
- Treat all people equally, regardless of age, within statutory limitations and at all stages of the employment cycle to encourage talented individuals of all ages, to both join us and remain with us.

<sup>11</sup> SCP 4-9 (£10,972 - £12,381).

<sup>12</sup> [www.lancashire.gov.uk/environment/lancashireprofile/monitors/valuedi.asp](http://www.lancashire.gov.uk/environment/lancashireprofile/monitors/valuedi.asp).

## 5. SUMMARY OF OUR PRIORITIES

This action plan provides a comprehensive list of key actions we need to take, who is responsible for delivering them and what outcomes we expect to gain from them.

Many of the things we need to do are already underway, and are activities with which we need to continue. However, in order to successfully develop as an organisation we have identified a number of areas that present significant challenges to us. We have three immediate priorities.

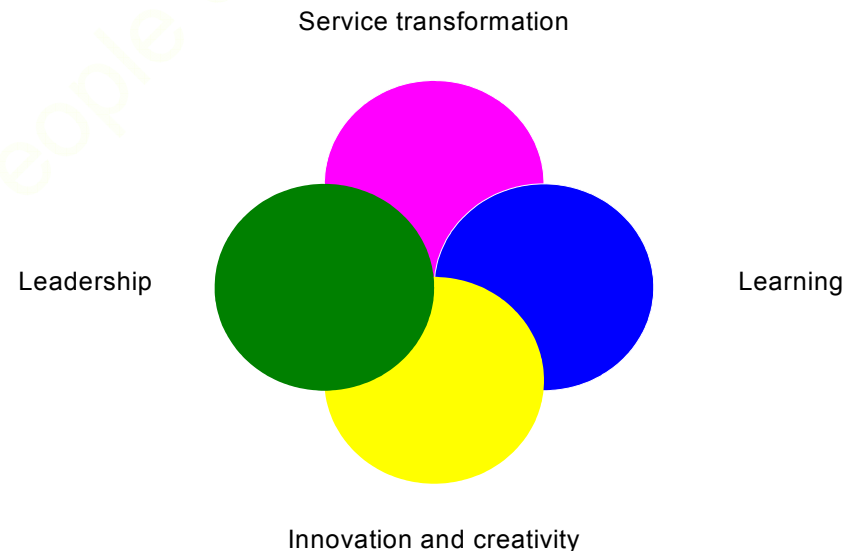
### Priority 1 - Transformational and visionary leadership

As the corporate People Strategy outlines, there are a number of reasons why the most important building block is identified as Transformational and Visionary Leadership. If we are to meet the challenges expected of us, building skills and capacity in this area is a key priority. It is more important than any other is. If we are to lead the process of transformation, we cannot over-state the importance of developing 'leaders' throughout our organisation.


We will achieve the nine strategic objectives from the social care Leadership & Management Development Strategy - the four key areas being:

- ➔ Leadership
- ➔ Innovation and Creativity
- ➔ Service Transformation and
- ➔ Learning

This will create an inspirational development programme which enables leaders at all levels to make a difference to the current and future performance of the council.  
<http://boston/socs/plans/training/lshipmantstrat.pdf>.



We will promote alternative, innovative learning and development methods in order to meet the needs of all individuals - for example the Chartered Manager Scheme, mentoring and Action Learning Sets.



A Succession Planning strategy will be developed for growing our own future managers linked to the Leadership & Management Development strategy and the Wigan Manager competency framework. We will develop a career framework for leaders and managers which allows vertical and horizontal progression and will, in the longer term, be integrated with relevant health roles. Opportunities will be provided for staff to demonstrate their potential to work across different job roles, in a different context or at a different level. Using a range of competency frameworks, including the Wigan Manager, we will identify relevant skills, knowledge, behaviours and attitudes to enable us to carry out a gap analysis at individual, team and departmental levels.

Managing change is one of the nine key strategic objectives that form the department's Leadership and Management Development Strategy. Development of the change management model will continue so that it supports achievement and application of the behavioural competencies necessary to support successful change. We have already worked closely with the Northwest Employers Organisation to develop both learning opportunities and a 'toolbox' approach.



<http://boston/socs/training/change/changetoolkit.pdf>

### Priority 2 – Multi-skilling our workforce

Our research has demonstrated the need for us to be flexible in the way we resource the needs of the department. We have also identified a need to ensure that we make the best use of the professional skills available to us.

An underpinning requirement to help us to achieve this objective is examining the extent to which we can identify generic and transferable skills common across the council but also common within Adult Services. These will include a range of managerial, professional, 'para-professional' and administrative functions. We will develop core competencies in these areas, and build training and development programmes to support these.

**Vision without action is merely dreaming. Action without vision is simply passing the time of day.**

**But combine both vision and action and you can change the world.**

**Nelson Mandela.**

A particular driver for us will be the process of change involved in implementing a Joint Service Centre (JSC). The JSC Initiative is likely to come on stream in 2010 and will incorporate the front end of Adult Services as well as some other functions. Becoming part of the JSC initiative will require substantial process re-engineering to back office functions, and will transform the way we provide front line customer contact services. This will bring with it requirements for substantial new ways of working, particularly for officers dealing directly with the public.

The competencies and skills needed to carry out a number of roles are generic but we have literally hundreds of specific roles. We need to ensure that the service we provide is customised to each individual person that we support, but these new, generic roles will give support workers the opportunity to gain experience and broaden their skills in a wider range of support roles than before,



while enabling us to provide a more dynamic, flexible service with the ability to react quickly to less predictable service needs.

We will undertake a competency-based role redesign exercise. The creation of 'job families' will combine to help us to identify development opportunities for individuals and groups of staff. The creation of, for example, 'generic' social care para-professionals<sup>13</sup>, able to work across all areas will give Adult Services greater flexibility to react to short-term pressures, changes in take-up of direct payments and more personalised services as well as to the less controllable outcome of the Job Evaluation exercise, as well as giving staff better progression opportunities into social work. Career pathways based on clear competency frameworks will allow for a natural route for staff to be supported in order to progress in their careers.

### **Priority 3 – Identifying and resolving workforce skills gaps**

We need the right skills, in the right quantities, at the right time if we are to ensure we are able to effectively resource the Department's requirements now and in the future. Skill gaps can emerge for a wide range of reasons. They often have long lead-in times and are linked to national skills shortages, rather than being associated with local or regional issues; we have been aware for some time of national shortages of social care workers.

There has been a big financial investment over the years to initiatives such as 'traineeships' and 'cadet schemes' and, since 2001, six Adult Services employees have been supported through

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<sup>13</sup> The job title para-professional is taken from the report, 21st Century Social Work Review Group for the future of social services in Scotland. <http://www.scotland.gov.uk/Publications/2006/02/02094408/0>

Social Work degrees and a further seven are due to graduate within the next two years. We want to continue this and to extend 'grow your own' opportunities where we can. To do this, we will need to ensure that there is a transparent line of progression through the job family as skills and knowledge develops and competency grows. Throughout their 'traineeship', our budding Social Workers will progress from Support Officer or (para-professional) - and once qualified, the career pathway will continue, allowing progression through from Newly Qualified to Senior Practitioner, if required. There will also be an additional range of options after Senior Practitioner that will enable Social Workers to remain in more senior, 'hands-on' roles or move into strategic, managerial jobs.

Support Officers will undertake simple review and care management tasks, appropriate to their assessed competence and qualification - therefore allowing Social Workers more time at the front line. Increasing links between social care, healthcare and the education sector will need to be developed in order to ensure that these initiatives run alongside and complement those of allied professional groups and their trainee schemes so that service users and carers get what they want in terms of joined up services.

Strategic workforce planning with NHS providers, voluntary and independent sectors is already taking place to some extent in order to meet Integrated Service Improvement Plans. This is addressing skill shortages across local government, the NHS and private and voluntary organisations.

## 6. ACTION PLAN

### Transformational and visionary leadership

We will continuously develop our transformational leadership skills and expertise to be more effective in both the organisation and the local community.

Developing world-class public services involves a shift from managerialism to leadership, top-down and bottom-up. *People & Public Services, The Change Agenda, CIPD, 2003.*

Leadership is an issue not only for directors but for all individuals. *Round Pegs - Round Holes? ADSS, 2004.*

Action	How we will do it	We will be successful when	Who will do it
Create an inspirational development programme which enables leaders at all levels to make a difference to the current and future performance of the council.	We will continue working towards achieving the nine strategic objectives from the social care - Leadership & Management Development Strategy - the four key areas being: Leadership, Innovation and Creativity, service Transformation and Learning.	We are an outstanding organisation through outstanding leadership that achieves outstanding results and outcomes for its customers.	All Managers, Staff Development, HR.
	Our Leadership & Management Development vision is to develop an organisation led by people who consistently do the right things in the right way. This will embrace creativity and risk management in a holistic manner.	"I am proud to work for a Council that continues to be acknowledged as 'Excellent' but is determined to continue improving. The determination comes from all the people who work here and who are as passionate as I am to move us from an 'Excellent' Council to one which is truly 'Outstanding'." <sup>14</sup>	
	We will establish a comprehensive evaluation framework that allows both sharing areas of good practice and identifies areas for improvement and act on the results.		Central Training.

<sup>14</sup> Joyce Redfeam, foreword, Corporate People Strategy, 2006.



## Transformational and visionary leadership

Commit to continuous performance improvement.	Alternative, innovative learning & development methods will be introduced to meet the needs of all individuals - for example - Chartered Manager Scheme - Action Learning sets and cross-agency mentoring.	Increased availability of Continuing Professional Development (CPD) methods outside of Staff Development's formal Management Training Programme.	Staff Development.
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People are only as effective as their leaders enable them to be.  
*The Leadership Trust Foundation 1997.*

## Attracting and developing outstanding people

We aim to be an employer that people aspire to work for and promote a culture where people can contribute their talents to improving service delivery and continue to develop.

The best way to change people's perceptions of modern social care careers is by letting them learn first-hand from a social care worker.  
*NHSU, 2004.*

Action	How we will do it	We will be successful when	Who will do it
Work with the local community to change and enhance the perception of careers in social care and become an employer of choice in the local community.	We will encourage schools and colleges to register their interest in becoming more involved in local activities designed to promote social care careers from within Adult services to children as young as 11 years.	Social care careers are a more interesting option to school and college leavers.	Human Resources, Staff Development and all Adult Services Managers.
	We will continue to promote the Cadet scheme and apprenticeship scheme and provide resources to manage the process on a larger scale if required.	A growing number of Cadets and Apprentices go on to gain employment within the sector.	
	We will also encourage carers to return to work by promoting the Carers' Careers event in recognition of the transferable skills gains whilst caring for family members. We will also be sensitive to the needs of carers in the workforce.	More carers who wish to are gaining paid employment in social care.	

The only recruitment that increases overall supply is that which attracts individuals not currently employed in the social care workforce. Family carers often do, however, go on to join the workforce.  
*The Social Care Workforce: Developing a New National Agenda Report, 2005.*



Action	How we will do it	We will be successful when	Who will do it
Scope and try out innovative sourcing and selection methods to attract people from a wider talent pool.	We will actively seek innovative sourcing and selection methods to enable us to reach a wider cross-section of the community. We will also seek to build a register of interested candidates who, although unsuccessful at interview, are appointable.	Successful applicants are coming from all sectors of the local community and the diversity of the workforce more closely mirrors that of the local community.  On-going, to be in place by Winter 2007.	Adult Services HR Recruitment Team, Service Managers, Staff Development.
	We will scope and try to eliminate barriers to recruiting younger people (aged 16-18) into social care roles (within the scope of the Employment Equality (Age) Regulations, 2006).		
	We are providing training for an increased number of service users to assist us in the recruitment and selection of employees as well as supporting and training them to recruit employees they employ via Direct Payments.		
	We will work to develop and re-brand the Temporary Register to enable us to expand its remit and, in partnership with the voluntary sector, use it as a springboard into permanent jobs to enable us to reach a wider range of talented individuals from all sectors of the community. In addition, we will explore its function as an alternative to use of agency employees.		

60% of recruiters experience significant problems in recruiting key talent from traditional sources using traditional methods. *Hewitt Associates, 2006.*



Action	How we will do it	We will be successful when	Who will do it
Develop generic managers using the Wigan Manager competency framework so that they have the potential to manage any service area.	A Succession Planning strategy for growing our own future managers linked to the Leadership & Management Development strategy and the Wigan Manager competency framework will be developed.	The succession plan is adopted by Adult Services, retention rates are better and there is evidence of internal promotions into management and leadership positions.  On-going.	Staff Development, HR and Service Managers.
	We will develop a career framework for leaders and managers which allows vertical and horizontal progression and will, in the longer term, be integrated with relevant health roles.		
	Opportunities will be provided for staff to demonstrate their potential to work across different job roles, in a different context or at a different level as well as to access cross-agency mentoring.		
	Using a range of competency frameworks, including Wigan Manager, we will identify relevant skills, knowledge, behaviours and attitudes to enable us to carry out a gap analysis at individual, team and departmental levels.		

19% of managers In Adult Services are set to retire within the next 10 years. *CPS Database.*



Action	How we will do it	We will be successful when	Who will do it
Release people 'off the job' to develop outstanding competence.	The creation of Job families, role redesigns, team mix reviews and skills audits will combine to help us to identify development opportunities for individuals and groups of employees. Career pathways based on clear competency frameworks will allow for a natural route for employees to be supported in order to progress in their careers. The creation of career pathways will better equip us to compete with competition from other local employers, such as the new shopping centre due to open Easter, 2007.	The structure of Job Families is identified and a transparent, structured career pathway is mapped out. Managers within the organisation are aware of and understand the competency frameworks and how they are integral to career development.  By 2007.	Staff Development, HR and Service Managers.
	We will develop a strategy to ensure that access to learning and development opportunities are not restricted because of problems backfilling posts.	More employees are released to attend learning and development courses.	
Promote career development which is linked to succession planning.	In parallel with innovative recruitment initiatives, we will be stepping up our 'Grow our Own Social Workers' initiatives - creating structured career pathways through which eligible employees can progress from a support role to a guaranteed post based on competency while being supported through a part-time, professional qualification.	The internal recruitment process for the first wave of supported employees from across adult services will begin in December 2006 to commence degree courses in September 2007.  Expected to graduate 2010/11.	

Staff already employed by an organisation are generally more committed to that organisation, so developing their skills is more cost effective than recruiting externally.  
*Zen and The art of Work;*  
*Australian Graduate School of Management, 2005.*



Action	How we will do it	We will be successful when	Who will do it
Multi-skill our employees to create a flexible workforce.	In conjunction with detailed scrutiny of Employee Development Reviews and the identification of training needs already met, skills audits will be undertaken in order to analyse gaps. We will continue to develop and review the appraisal system.	Skills have been mapped, gaps identified and training issues identified and underway. We have a flexible, multi-skilled workforce.	Skills for Care, Workforce Planning, Staff Development and all social care employees. Corporate Training
	We will work to develop 'generic' administrative staff with the skills and competencies necessary to work in a variety of teams.		
	We will introduce a new, 'service broker' role to raise awareness of and deliver training in supporting service users to manage their own budgets.		
	All employees will have their IT skills audited and will access learning opportunities to reach a minimum required standard as appropriate and to ensure they possess transferable skills.	Timescales to be agreed.	

Wigan Council is the biggest employer in the Borough. 73% of Adult Services employees live in Wigan - therefore, skilling-up the workforce will also contribute to skilling-up the local community.



Action	How we will do it	We will be successful when	Who will do it
	Skills for care will require the collection of data regarding the skills of all social care employees across all sectors (National Minimum Dataset) and this audit will form the basis of our local skills audit within social care.	Commencing Autumn 2006.	Skills for Care, Workforce Planning, Staff Development and all social care employees.
	Increasing links between social care, healthcare and the education sector will need to be developed in order to ensure that "what the skill sector wants, the skill sector gets" in terms of development of social and healthcare qualifications.	On-going.	

A UK-wide Sector skills Agreement is being developed by Skills for Care and the Children's Workforce Development Council.

Adult Services People Strategy



Action	How we will do it	We will be successful when	Who will do it
Make best use of people's professional skills and improve the image and self-image of social work.	Integrated Working with NHS providers, Voluntary and Independent sectors. Strategic workforce planning will encompass skill shortages across local government, the NHS and private and voluntary organisations. The NHS and local government as the biggest employers will be key players in this and the Integrated Service Improvement Planning Operations Group is already established and working towards a borough-wide workforce planning strategy.	Barriers to partnership and integration are harmonised and Single Assessment becomes a reality.  On-going.	Local NHS providers, Service Managers, Workforce Planning.
	Restructuring of teams in Commissioning Division and the creation of Job Families to create new, different roles that will free up Social Workers to do what they do best and help to address the longer-term recruitment problems.	Improved retention rates for Social Workers, and a smaller proportion of their time is spent on administrative tasks and a greater proportion with service users and clients.  Commencing 2006.	Service Managers, Workforce Planning, Team members.
	We will continue to promote the management of stress in the workforce by equipping employees with techniques to cope better and by enabling them to reduce workplace stress. We will also continue to promote 'Healthy Workforce' events and activities.	We have lower incidences of sickness absence due to stress and a happier, workforce better able to cope with stress.  On-going.	Staff Development, HR, All Managers.

"We're so confused sometimes. We don't understand the different roles and have so many appointments that clash. Can nobody or no system sort it out?"  
*Carer Panel Member, Users & Carers Panel, Scottish Consortium for Learning Disability.*



Action	How we will do it	We will be successful when	Who will do it
Make best use of people's professional skills and improve the image and self-image of social work.	We will continue to build on programmes that support the unique contribution of social work within social care and build the evidence base for social work practice.	Social workers can feel valued and confident in their evidence base when working in a multi-disciplinary environment.	Service Managers, Workforce Planning, Team members.
	Building on the creation of Senior Practitioner roles, we will continue investigations into the effectiveness of teams and reviewing skill mix and look into introducing a range of new roles - such as the para-professional <sup>15</sup> Social Worker - giving us a more flexible service.	We have improved retention rates for Social Workers and fewer problems recruiting to qualified Social Worker posts.	

“Good Social Workers should be allowed to stay in the field, not promoted out of it”  
*A National Framework to Support Local Workforce Strategy Development – A guide for HR Directors in the NHS and Social Care 2004.*

Adult Services

<sup>15</sup> The job title para-professional is taken from the report, 21st Century Social Work Review Group for the future of social services in Scotland. <http://www.scotland.gov.uk/Publications/2006/02/02094408/0>



It recognised that work and leisure should be a source of health, and the way society organises work should create a healthy society.  
*The European Network for workplace Health Promotion, The Luxemburg Declaration 2005.*

Action	How we will do it	We will be successful when	Who will do it
<p>Promote a healthy workforce.</p>	<p>We will continue to promote the management of stress in the workforce by extending initiatives to equip employees with techniques to cope better and by enabling them to reduce workplace stress. A stress-management area on the intranet is under development.</p>	<p>Lower incidences of sickness absence due to stress and a happier, stress-free workforce.</p> <p>On-going.</p>	<p>Departmental Managers, Health &amp; Safety, Service Managers, HR, Team members (Staff reps group).</p>
	<p>We will promote 'Healthy Workforce' events and activities and to improve health promotion activities (such as smoking cessation, exercise, healthy eating, wellness checks, etc) for all employees.</p>		
	<p>We will continue to develop our sickness absence monitoring and management strategies and seek to further reduce sickness induced through work.</p> <p>We will scope positive incentives to encourage attendance at work, such as a support network which would allow social care workers who work predominantly on their own with clients to share concerns with other social care workers.</p>		
	<p>We will seek to identify areas of high incidence of particular causes of absence within job families and work with Occupational Health to identify ways of eliminating or reducing the risks/causes and learning lessons from them.</p>	<p>We achieve a reduction in work-related sickness absence.</p> <p>On-going.</p>	



Action	How we will do it	We will be successful when	Who will do it
Promote a healthy workforce.	<p>We will continue to improve the working environment for employees.</p> <p>We will continue to manage violence and aggression from service users and provide improved training for employees and consultation services for managers regarding dealing with challenging behaviour and violent incidents.</p>	<p>Employee survey responses indicate that incidences of violence and aggression are reduced.</p> <p>2008.</p>	<p>Departmental Managers, Health &amp; Safety, Service Managers, HR, Team members (Staff reps group). Trade Union Colleagues</p>
	<p>We will work to employees and managers are equipped to address and to eliminate workplace bullying.</p>	<p>Employee survey responses indicate that workplace bullying is reduced.</p> <p>2008.</p>	

How good a manager or an employee feels about themselves will determine how good they will make the customers they are dealing with feel about them and the company they represent.  
*Healthy Wealthy and Wise Corporation. Ontario, Canada.*

## Embracing change and innovation

We will promote and embrace change which will lead us to new ways of working where it will allow us to be more flexible, responsive and cost effective.

The real challenge where change management is concerned is making it sustainable.  
*Moving Forward, Delivering Change. Government Forum May 2005.*

Action	How we will do it	We will be successful when	Who will do it
Strategically align and manage change.	Managing Change is one of the nine key strategic objectives that form the Department's Leadership and Management development strategy.	Change Management actions have been achieved.	Staff Development, Business Support and Managers.
Communicate effectively with all employees.	An information audit will take place to establish how employees currently receive information.	We have an awareness of effectiveness of current and different communication methods.	Communication Officer and Managers.
	A Communication Strategy that involves stakeholders will be developed and deployed.	A clear and effective communication network is in place and easily accessible.	
	Adult Services employees Newsletter is undergoing development designed to establish it as an effective, regular form of communication.	When feedback indicates that employees see the Newsletter as enjoyable and informative and by self-reporting via the employees survey. By 2006/7.	
	We will develop a strategy to effectively improve communication of change and translation of organisational vision to all employees and ensure that it is understood and meaningful to everyone.	Improvement in perception of how change is managed via employees survey, exit interviews, etc. By 2008.	
	A Staff Forum will be established to act as consultative forum.	There is collaboration with the workforce regarding designing and delivering change. Summer 2006.	Staff Development Human Resources and employee representatives. Trade Union Colleagues.

The 2006 staff survey indicated that 32% of Adult services respondents felt that internal communication could be improved.



Action	How we will do it	We will be successful when	Who will do it
Equip people with the skills, knowledge and behaviours necessary to manage change effectively.	Development of the change management model will continue so that it supports achievement and application of the behavioural competencies necessary to support successful change. This includes Mentoring, Action Learning Sets and 360° Appraisals.	Employees survey, 360° appraisal feedback, exit information and evaluation of Change Management Programmes indicate that employees believe that change is being managed better.  On-going.	Staff Development, Customer Relations, HR, All Managers.
Review our redeployment policy and practice.	We will expand this so that we can ring-fence posts to enable us to establish successful succession planning in hard-to-recruit employees groups.	The redeployment strategy is fair, transparent and more effective in its application.  By 2006.	HR, Staff Development, Corporate Personnel.

They always say time changes things, but you actually have to change them yourself.  
*Andy Warhol, 1928 – 1987.*

## Valuing diversity and promoting equality and inclusion

We will respect and celebrate the diversity of all employees and enhance the reputation of the council by ensuring quality of opportunity for all employees and customers in services we provide and organise.

"The extent to which Health and Social Care really delivers racial equality will determine whether it is truly reformed and modernised"  
*Campaign for Racial Equality, 2002.*

The Gender Inequality Bill becomes law in April 2007.

Action	How we will do it	We will be successful when	Who will do it
Raise awareness levels of the 'social identity model' (race, gender, disability, class, sexuality and religious beliefs) amongst employees and members.	Three consultation groups have recently been set up to give employees an appropriate forum for discussion and dissemination of best practice.	All employees are aware of diversity issues and these are taken into account across service delivery and employment issues on a day-to-day basis. On-going.	Assistant Director of Performance & Delivery.
Ensure fair and consistent treatment of our employees and customers.	We will ensure that ALL new starters receive an induction in which the benefits and importance of equality and diversity are embedded throughout.	All employees understand, value and promote equality and diversity. On-going.	Staff Development, HR, Managers, all employees.
Improve service delivery by understanding and utilising the diversity of our employees and customers.	A project is underway to evaluate the availability, range and effectiveness of learning and development activities across adult services, and we will scope extending this evaluation to the recruitment process.	All employees are able to access training at a place and time and delivered in a way that suits their needs. On-going.	Staff Development HR.
Keep up with, and develop the diversity agenda.	To incorporate the Wigan Diversity toolkit into managerial practice.	Managers use the toolkit in day-to-day practice. On-going.	Staff Development, HR and all Managers.
We will seek to meet the needs of individuals through Direct Payments and Individual Budgets.	We will grow the numbers of support staff as well as the numbers of people trained to be Personal Assistants.	We meet the target for numbers of service users on Direct Payments. 2006/7.	Assistant Director of Commissioning, HR, Staff Development.

"Valuing individual uniqueness will bring benefits to others and to the organisation"  
*Diversity Awareness, CIPD 2006.*

## Achieving a business like culture

We will ensure that the services we provide or organise are high quality, value for money and customer-focused and are, ultimately, 'second to none'.

We may not be a business but we must be businesslike to compete for work. We must market our strengths; understand and give clients, customers, colleagues and suppliers what they want rather than what is convenient to us; control our costs and income; and do things promptly and flexibly.  
*Vision statement of The Valuation Office Agency - Executive Agency of HM Revenue & Customs.*

We will work with others to develop the market place for services, build strong business acumen throughout the organisation and increase our entrepreneurial skills.  
*Corporate People Strategy, our pathway to success.*

Action	How we will do it	We will be successful when	Who will do it
Align rigorous performance management and monitoring systems to ensure continuity and quality.	Human Resources will provide a range of up-to-date management information on a regular basis to inform managers of particular issues within their teams and enable appropriate decision-making. Leadership & management programmes devised to deal explicitly with performance management issues.	Managers and leaders are constantly using appropriate Performance Management Frameworks and there is evidence of better budget management.  On-going.	Staff Development, Performance & Development Team, HR, Senior Managers and all budget holders.
	Managers will be advised and supported in using Performance Management Frameworks.		
	Leadership & management programmes devised to deal explicitly with performance management issues.		
	Employee Development Reviews and Personal Development Plans are linked to the achievement of the organisational vision and outcomes.		



Action	How we will do it	We will be successful when	Who will do it
Pursue value for money, including Gershon efficiency gains, in delivering services.	We will step up the levels of knowledge and skills in commissioning and procurement via NVQ levels 2, 3 & 4 and higher qualifications if appropriate for all relevant employees across all relevant service areas.	Employees will demonstrate greater acumen in negotiation, contract management and commercial awareness.  2006 onwards.	Staff Development, Contracts Service Manager and all managers in specialist teams.
Equip managers and employees with the knowledge and skills to utilise business techniques to improve services.	We will work to improve managers' business skills in business process redesign, service redesign, risk management and project management by identifying and training key business mentors to advise and deliver training.	Managers and staff have greater commercial awareness and are able to apply it to service design and delivery.  2006 onwards.	Performance & Development, Managers, Staff Development.
	We will ensure that front line staff, including Social Workers, are equipped with a greater awareness of the new, business environment.	Business focus is adopted across the service.	Senior Management Team.
Maximise the use of appropriate technology	We are rolling out the SWIFT Social Care Information System across Adult Services.	Social Workers are able to spend more time with clients and access to customer information is 'paperless', available from remote locations and partnership working, especially with the NHS, is supported.  2006 onwards.	Service Manager IT.



Action	How we will do it	We will be successful when	Who will do it
Maximise the use of appropriate technology.	There are a number of initiatives being piloted and evaluated which are scoping and testing the introduction of new technologies and software, including the introduction of an Electronic Document Management system and more effective use of GIS mapping and predictive technologies to better predict future demand for services.	Employees can work at any base across the borough and we have a more robust system of predicting future workforce issues. We are providing portable IT equipment such as 'PDA' hand held devices, notebooks and mobile phone technology to ensure that we have a more mobile workforce able to spend the optimum amount of time at the front line.	Service Manager IT.
Develop partnership approaches where appropriate.	We will develop and agree a joint commissioning strategy with Ashton, Leigh & Wigan PCT with clear joint performance outcomes.	The local health and social care workforce and commissioning strategies align, joint training is taking place and local targets are met.  On going.	Assistant Director, Commissioning and senior managers.
	Training will be designed in partnership with Ashton, Leigh & Wigan PCT in line with issues raised in the White Paper, Our Health, Our Care, Our Say.		Staff Development and PCT.
	We will continue working in partnership with the Ashton, Wigan & Leigh Local Health Community on the Integrated Service Improvement Plan to establish a structure for borough-wide, strategic workforce planning.		HR, Workforce Planning, ISIP Members.

Local government is a labour intensive business with pressing drivers seeking 'more for less'. They need, therefore, to be working smarter by matching supply with demand and by maximising individual performance.  
*Rocket Powered Workforce Planning. Dr Kimberley Dransfield, Rocket Scientist and corporate Strategist, 2005.*

"You can never plan the future by the past "  
*Edmund Burke, Letter to the US National Assembly, 1791.*

## Satisfying customers

We will continue to develop and enhance a culture where all employees focus on, and are able to meet, customers' needs by:

Action	How we will do it	We will be successful when	Who will do it
Provide on-line access services all day, every day.	E-government targets have already been met, but we will continue to develop and expand the department's website as an access and information point for service users.	The site gets a greater number of 'hits'. On going.	Publicity Manager.
	IT skills audit of all employees will identify those with poor IT skills and training will follow allowing them to take full advantage of the website.	Employees are able to advise customers on accessing services via the web.  Timescales to be agreed.	Workforce Planning, HR, IT. Corporate Training
Equip people with the knowledge of how to satisfy customers and developing a culture of effective customer service.	We have re-established the Public Consultation Working Group and will continue to make employees aware of consultation and what it involves and will provide guidance and support to enable them to engage in effective consultation.	We can demonstrate change and improvements to services as a result of challenge by customers.  On going.	Customer Relations, Working Group.
	National Occupational Standards will be embedded into learning and development, appraisals and competency frameworks to ensure that excellent standards are achieved.	Future services are shaped around customers.  On going.	Staff Development, Customer Relations.
	Activities and services are publicised in a variety of formats appropriate to the whole local population.		

In truly customer-driven organisations, all staff, regardless of function or seniority, have an appreciation of customers and their concerns, and can target their work to best fulfil customer needs.  
*Galbraith Muir Management.*

The key is to make sure that the customer is put at the centre of provision.  
*Moving Forward, Delivering Change  
Government Forum May 2005.*



Action	How we will do it	We will be successful when	Who will do it
Equip people with the knowledge of how to satisfy customers and develop a culture of effective customer service.	We will provide employees with annual training in Customer care and ensure provision of relevant information and feedback to enable them to develop a customer-focussed service.	Fewer complaints reach stage 2 and new complaints are reduced in number.	Customer Relations, Staff Development, Corporate Training Department.
	We will explore within available resources offering all administrative employees the opportunity to undertake NVQ levels 2 and 3 in Customer Care over the next 3 years.	Customers' perception of the service we give is improved.	Service Manager, Staff Development.
	We will review the training and development programme for carers and direct payments employees to ensure that they are supported to deliver against the seven outcomes for Adult Services.		Customer Relations, Staff Development.

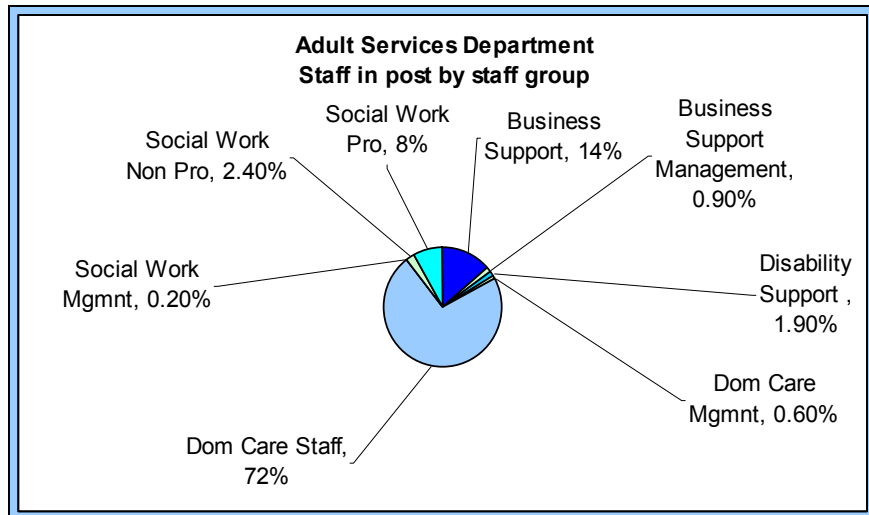
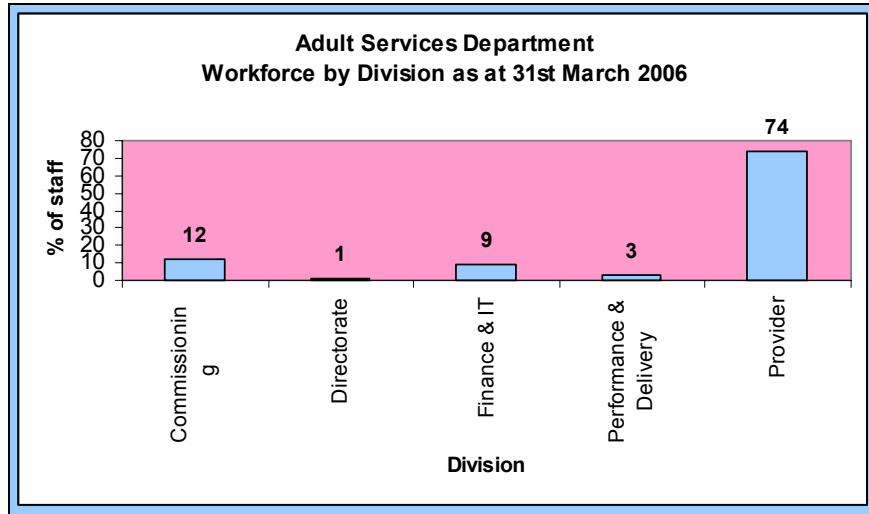
Research carried out by IBM has shown that improving staff effectiveness and capability improves customer satisfaction levels.  
*Moving Forward, Delivering Change.*  
*Government Forum May 2005.*

"Within the resources available to it, Wigan Council commits itself to secure quality services, delivered fairly, courteously and responsively by well-informed providers who take pride in what they do."

Wigan Council Customer Care Charter.

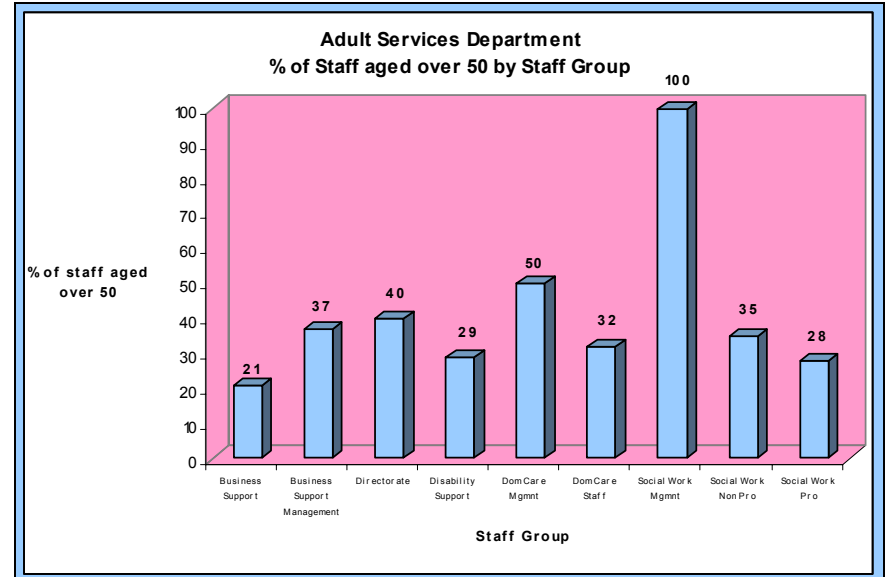
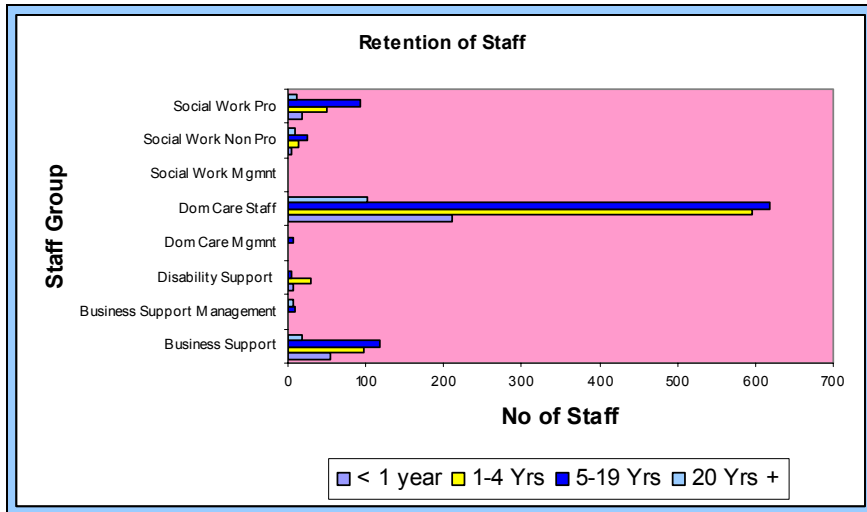
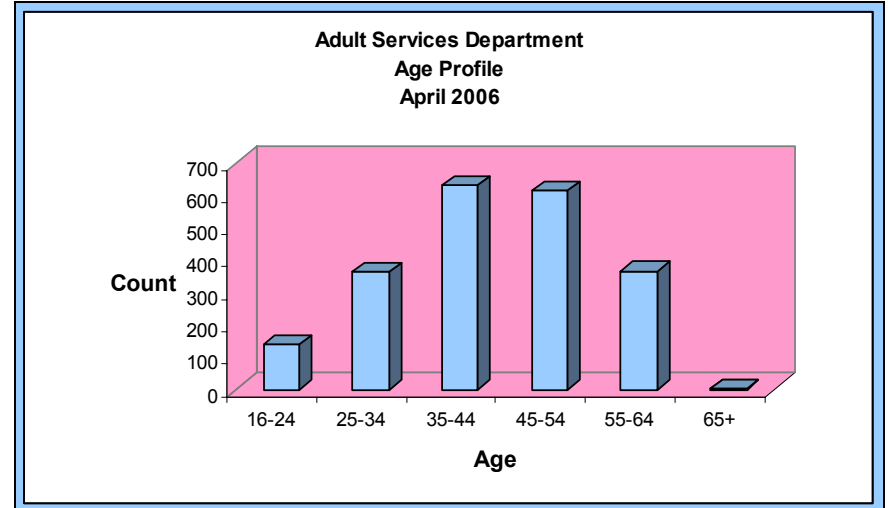
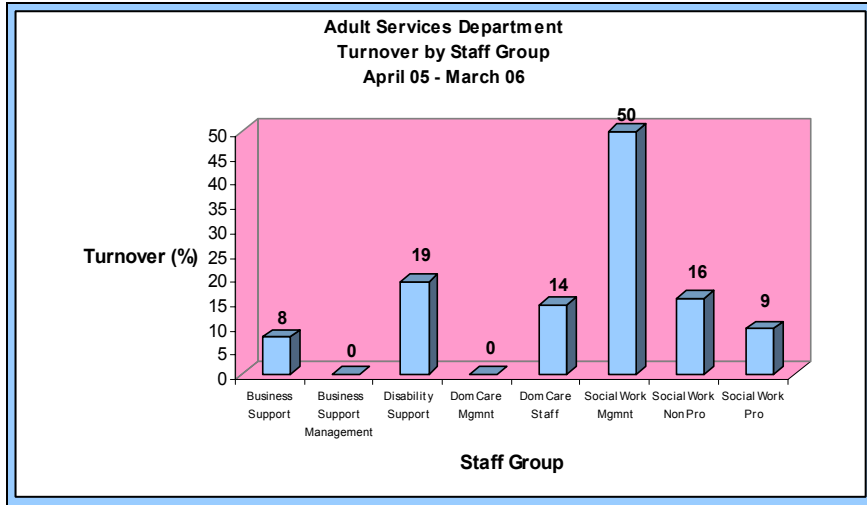
# ADULT SERVICES WORKFORCE INFORMATION

**Adult Services Workforce**

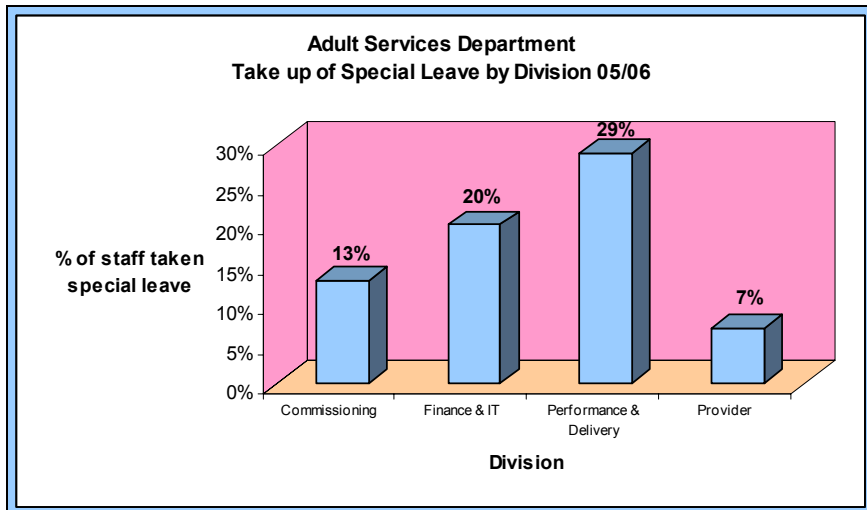
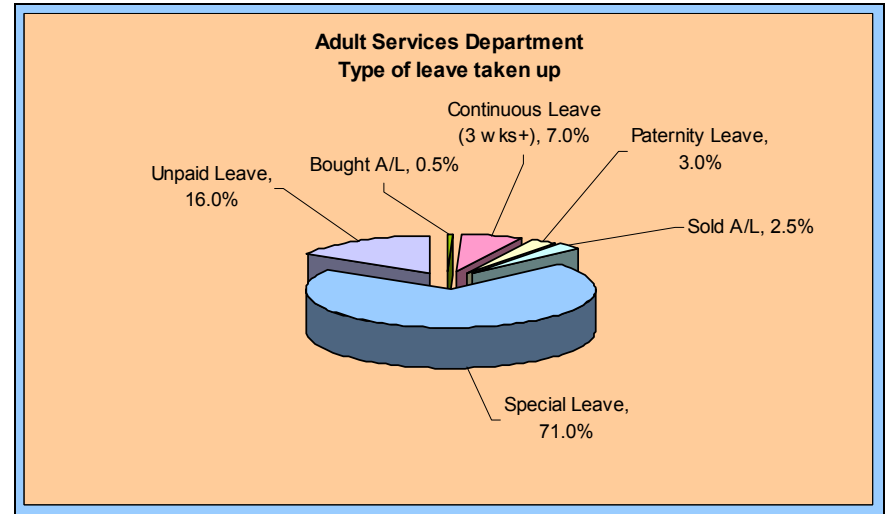
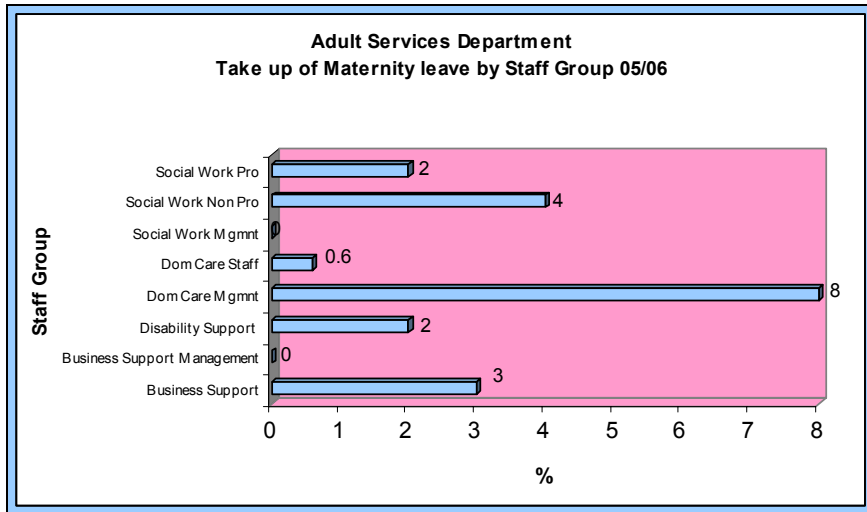


Staff Group	Type of staff roles
Business Support	Admin staff, HR Staff, Staff Development, Performance & Development, health & safety, Finance, IT, Financial Assessments, Adult Guidance.
Business Support Management	Assistant Service Manager's and above for Business Support areas.
Domiciliary Care	All staff in Day Services, SAS, Residential Services, Short Breaks, Day Centres, Home Care, Transport, ICES.
Domiciliary Care Management	Assistant Service Manager & above for domiciliary care staff.
Disability Support	Supported Employment Services & Metrolite.
Social Work Non Professional	Assertive outreach workers, Direct Payments, Disability Officer's, Duty Officer's, Hospital/Finance Benefit Officer's, Rehabilitation Officers, Review Officers, Support Officer's (Adult Commissioning).
Social Work Professional	Social Workers, Team Managers, Occupational Therapists.
Social Work Management	Assistant Service Managers & above for Social work & Occupational Therapy.

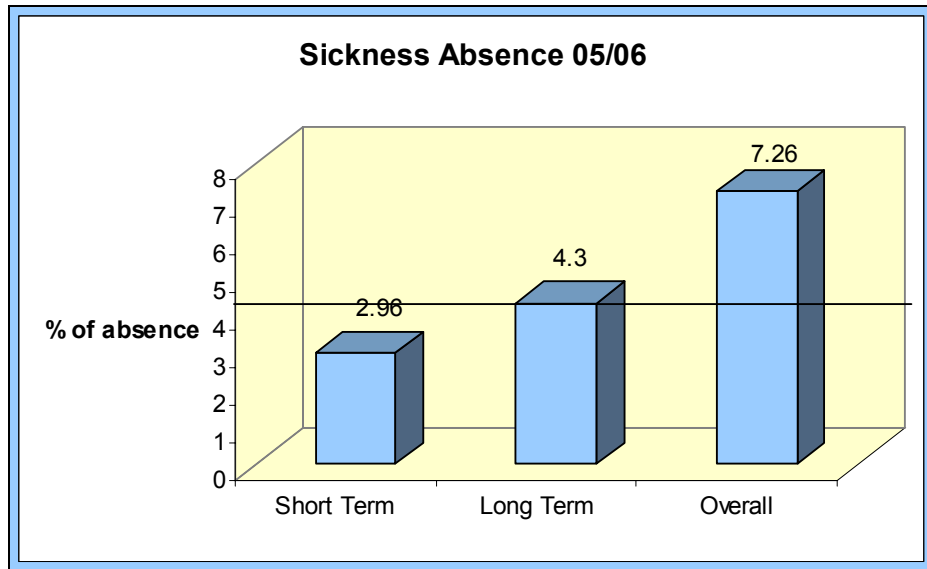
Turnover & Retention



Take up of Leave

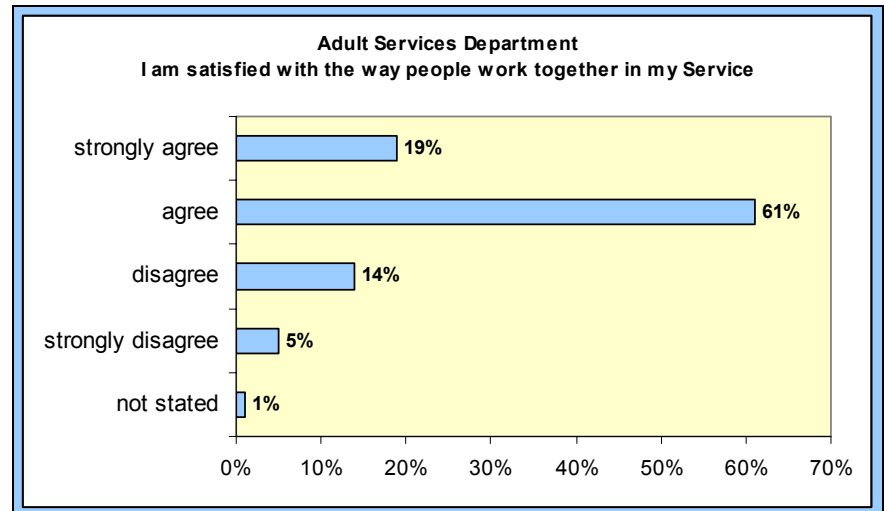
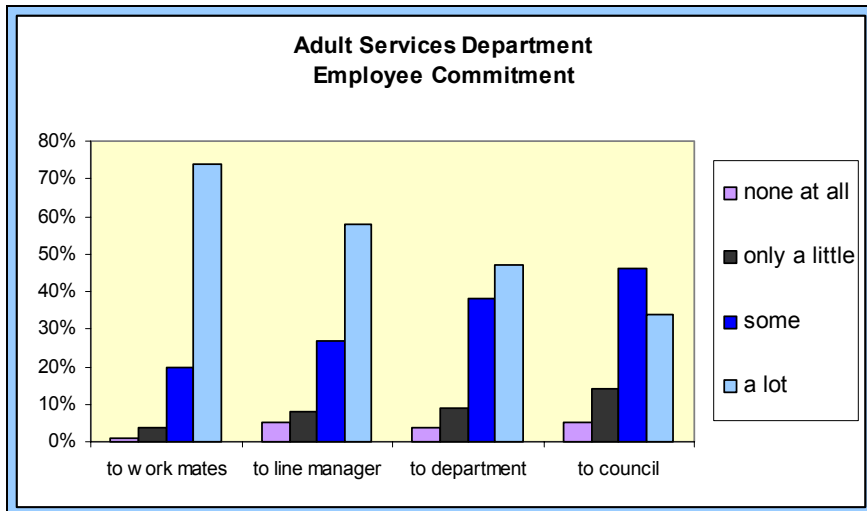
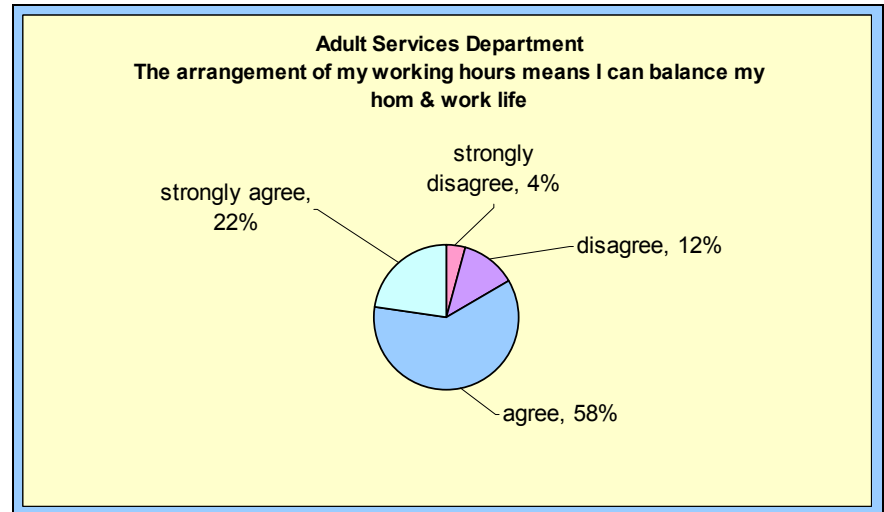
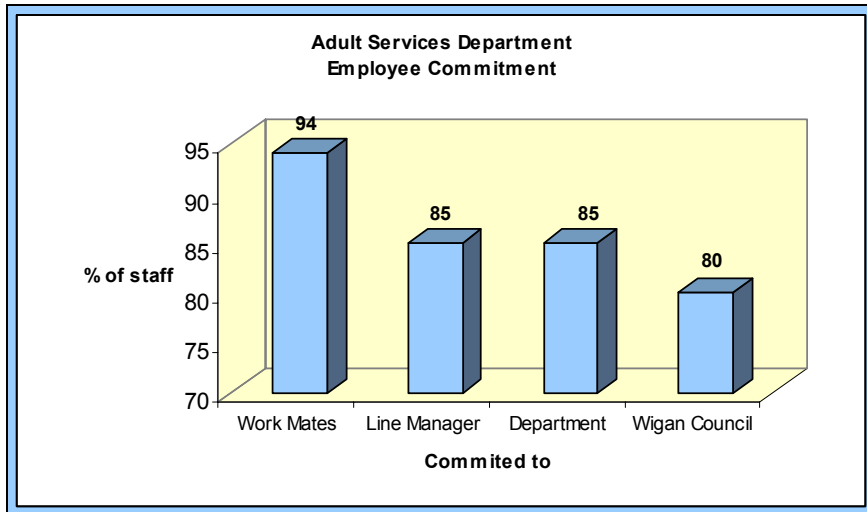


Sickness Absence

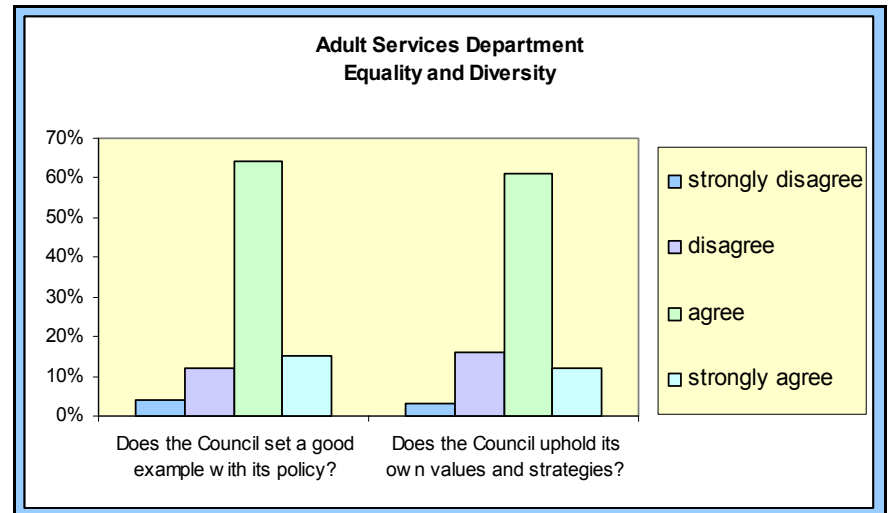
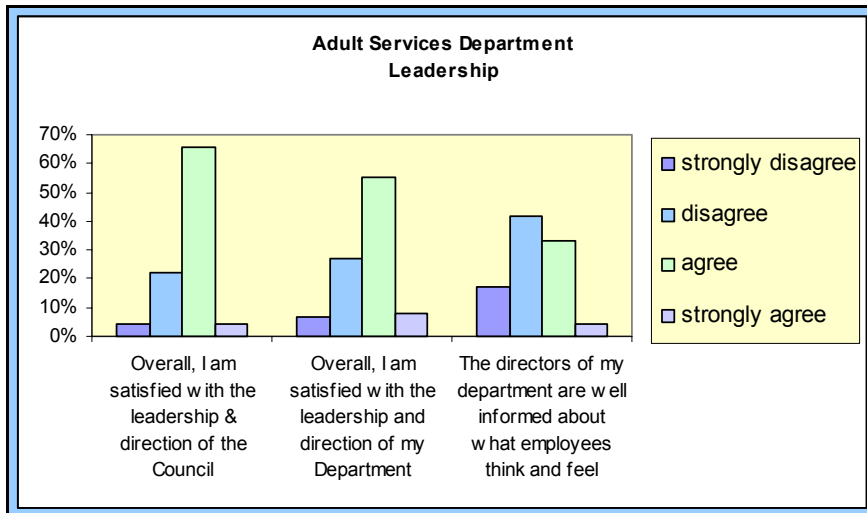
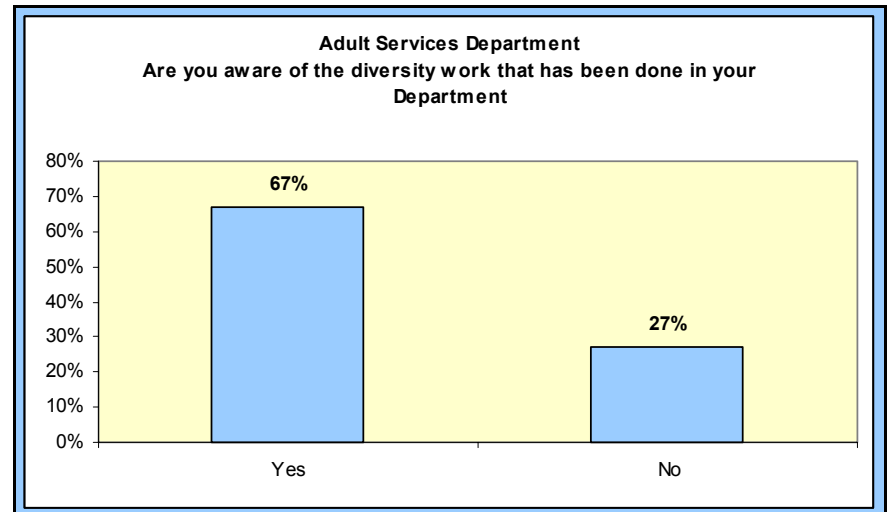
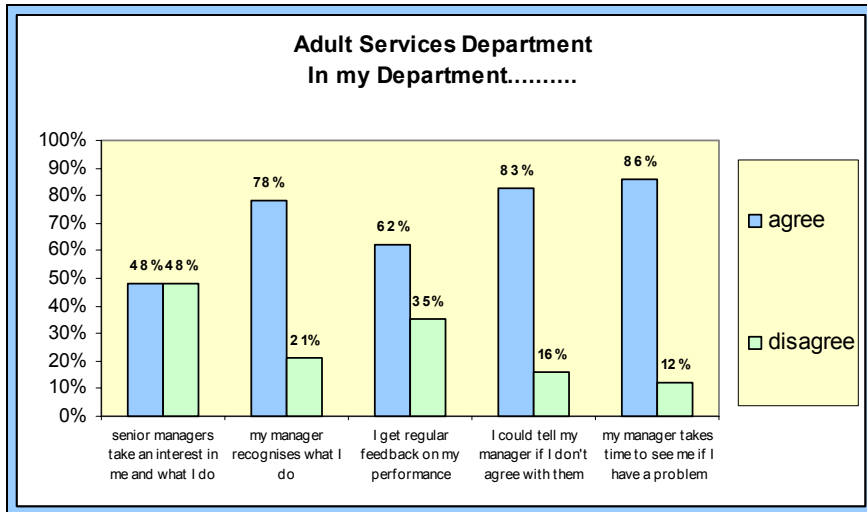


## EMPLOYEE SURVEY FEEDBACK 2006

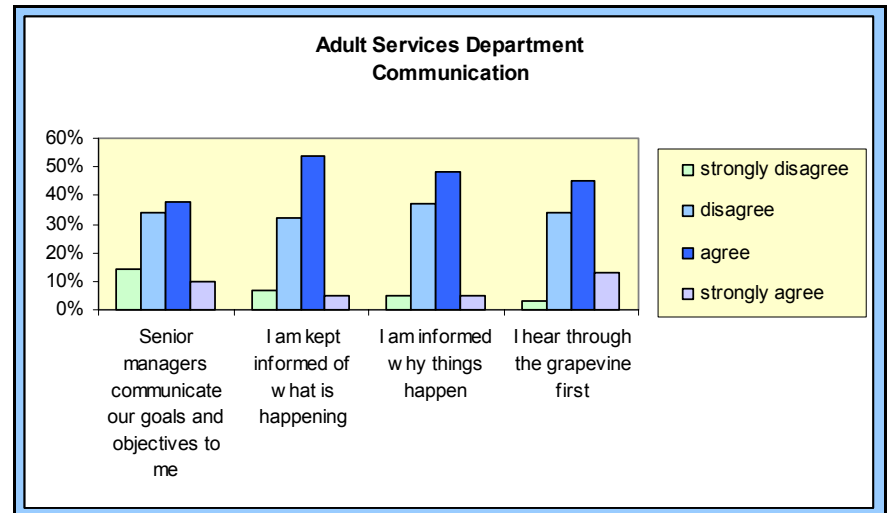
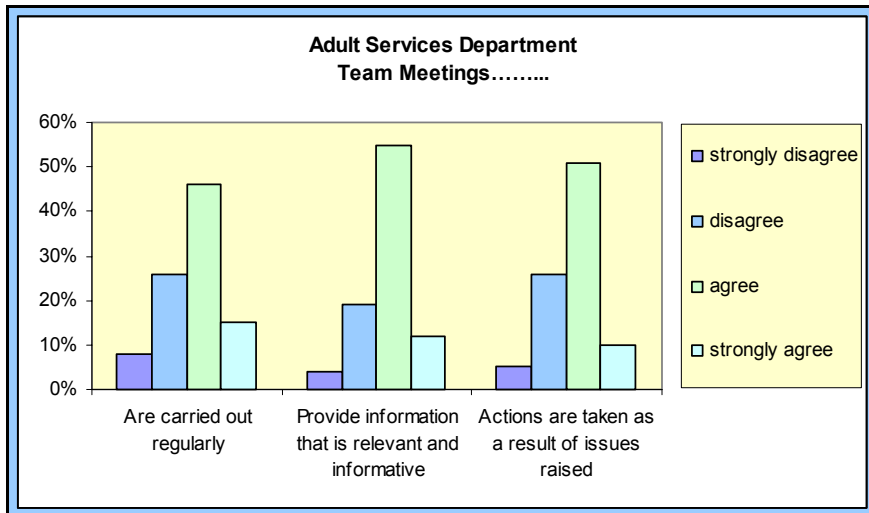
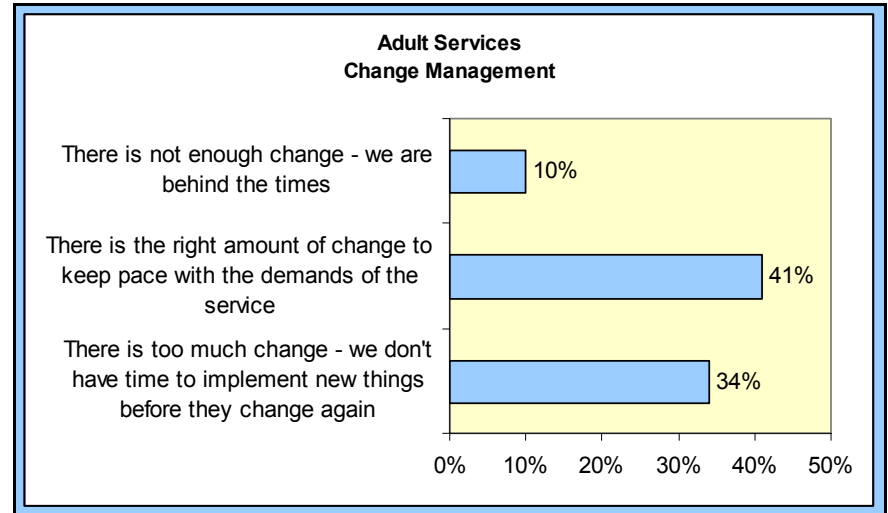
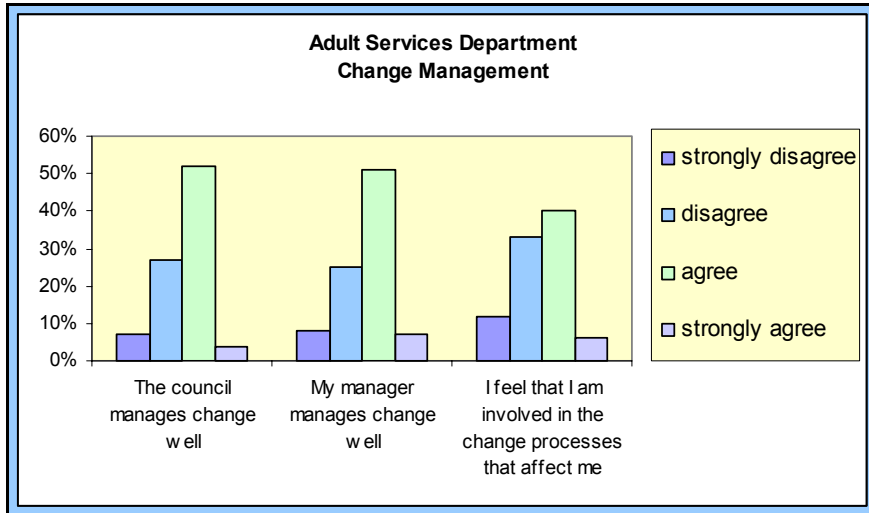
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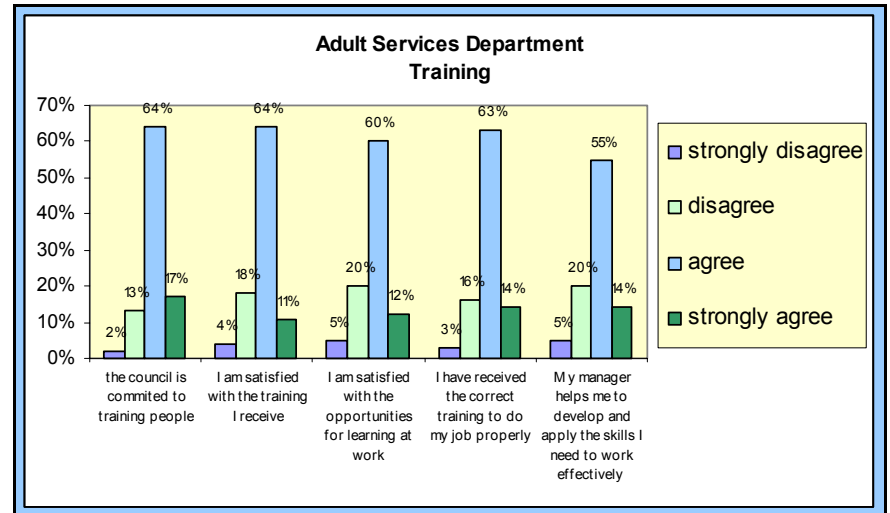
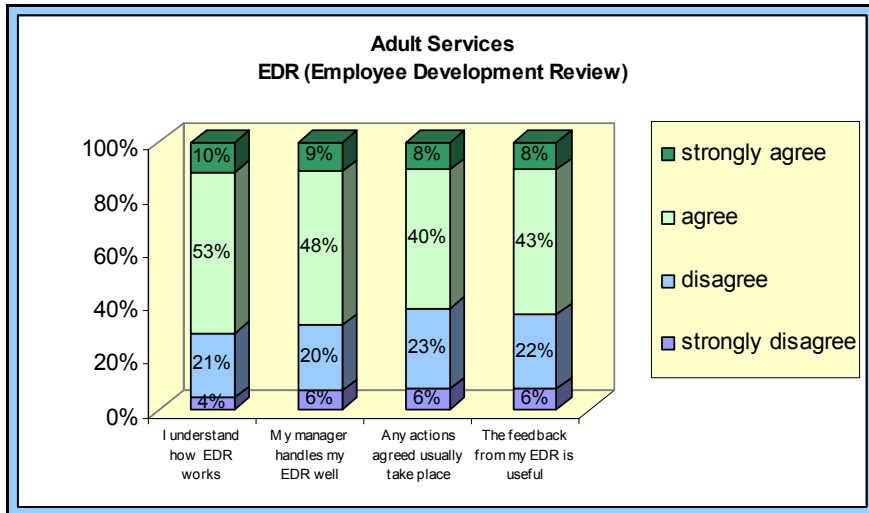
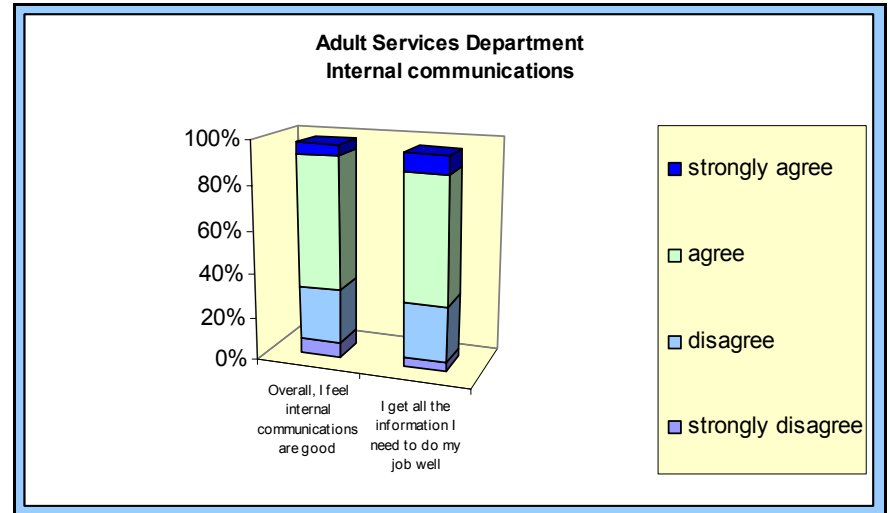
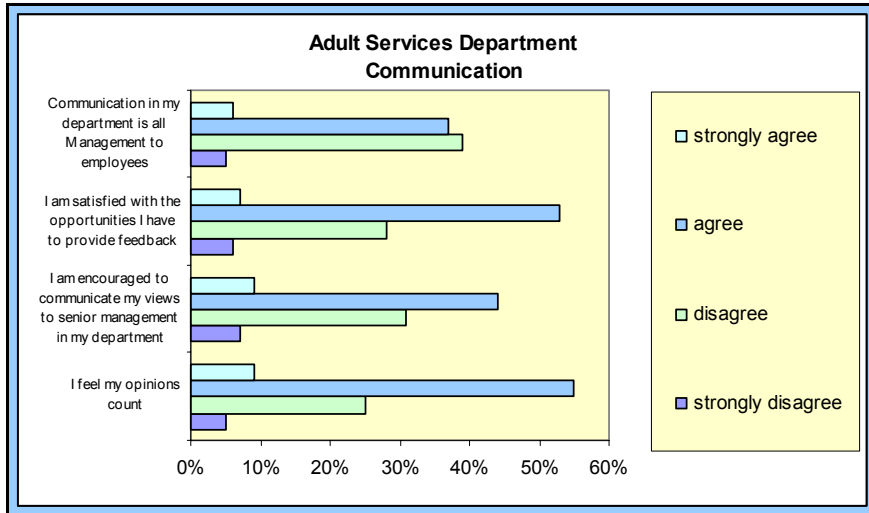
Appendix 2



Appendix 2



Appendix 2



Appendix 2

