Social Care
Workforce Strategy Update
2012 – 2017
This document has been produced by Workforce Strategy and Development. For further information about any aspect of this document please contact:

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This document is available in alternative formats for more information please contact the Workforce Strategy Team as detailed above. It can also be found at

www.wrexham.gov.uk/socialcareworkforce
Foreword

Social Services supports children and young people’s needs and their families, as well as vulnerable adults and their families and carers. Services are provided both directly and via commissioned services. To achieve quality services it is essential that we have staff across the sector with the skills and qualifications to meet these complex needs. It is also essential that staff are recruited recognising that we operate within a regulated framework. Effective retention, likewise, is vital as service continuity has a direct impact on our service users. Wrexham has one of the highest qualified social care workforces across Wales; over 90% of the local authority employees within social care are qualified and just under 60% of the independent sector providers hold a recognised qualification.

This updated Workforce Strategy will continue to provide a whole sector plan which builds on the strength of the current workforce across Wrexham, acknowledges the wealth of achievement so far and identifies areas for improvement over the next five years 2012-17.

We have come along way in the recruitment, retention and development of our workforce, across the local authority and our partnerships with stakeholders have enabled us to improve the levels of skills and experience within the social care sector in Wrexham as a county, but there are still improvements to be made. Workforce planning and development is an ongoing process, which constantly needs to react to the ever changing economic and social factors which influence it.

Currently, Wrexham, like most counties faces challenging times; economically the picture is very different to seven years ago. Resources have always been utilised effectively, but now, even more so, we must ensure that we allocate them effectively to attract, retain and train an efficient and motivated workforce of sufficient size, skill and quality to meet the needs of the communities within Wrexham.

The local authority has a reputation for having one of the highest qualified Social Care Workforces across Wales. Many times the department has led the way in developing our staff and implementing policies and procedures, such as safe recruitment, that have been later utilised across the whole council. There are many ways in which we will continue to aim to develop quality systems which can also benefit other departments, through working in partnership.

Updating the Workforce Strategy demonstrates our continued commitment to the Social Care workforce and shows recognition of the need to deliver a service which provides dedicated workforce management support and development for our department.

The Head of Workforce Planning and Professional Development is responsible for the implementation of this Workforce Strategy and through the Workforce Strategy and Development Service, will lead on maintaining the levels of support and training provision already achieved, whilst striving to further work in partnership to raise the qualifications and standards of the social care workforce across Wrexham.

Andrew Figiel
Head of Adult Social Care (Statutory Director of Social Services)
Workforce Strategy Flowchart

Welsh Government Initiatives
1. The Health Promoting Workplace
2. Equality Standard
3. Health Social Care and Well Being

Which lead into:
Corporate Initiatives

Social Services
(both Adult’s and Children’s)
Strategic & Business Plans

Social Care Workforce Strategy

Improvement Area 1
Workforce Planning

Improvement Area 2
Recruitment

Improvement Area 3
Staff Development

Improvement Area 4
Retention

Improvement Area 5
Organisational Development

Corporate - Human Resources
Organisational Development & Human Resources Strategy

Performance Assurance

Evaluation

Care and Social Services Inspectorate for Wales

Care Council for Wales

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Overview

This update continues to focus on the main aims of the original strategy whilst looking at challenges that need to be addressed. The Workforce Strategy & Development Service has been specifically maintained within Wrexham County Borough Council to deliver this strategy with the recognition of the Welsh Government’s Statutory Guidance on the Role and Accountabilities of the Director of Social Services (SGRADSS) for:

...a whole sector workforce plan which identifies and aims to implement measures to ensure a sufficiently large, skilled, safe and focused workforce to meet the assessed needs...(p.15) (SGRADSS June 2009)

This update for the strategy builds on the work of the first Workforce Strategy produced by Wrexham County Borough Council in 2003 and the latest Workforce Strategy 2005-12. We have achieved a number of aims within these strategies over the last ten years and the level of qualified staff within the sector as a whole continues to grow.

There have been a number of new drivers since our strategy was developed, including A Vision to Action, A Framework for Action and the aforementioned SGRADSS that all provide the national steer; whilst at a local level, The Council Plan 2012-16, and Health and Social Care’s - Our Joint Plan, provide aims for Wrexham as a county. New developments within the Equality Act 2010 and the Welsh Language Policy for the council also have a bearing on the work we do.

Another change is in the delivery of Personnel Services within the Council. Therefore adaptations to our own workforce support services are required to ensure managers and their teams are still supported and developed in line with the requirements of not only legislation and policy, but the needs of the communities they continue to provide services to. In addition, economic growth has reverted to downturn and changes in demographics also affect the way services are delivered. This is turn impacts on the skills needed within the workforce and therefore as a direct result, the workforce support and development that is required.

We will continue to monitor and evaluate the work that we do with regard to inspections and developments from both national agencies (Care Council for Wales, Social Services Inspectorate for Wales) and for our own local partnerships. In doing so, we aim to achieve ‘an adequate and skilled workforce which is planned and developed in an integrated way that maximises the strengths and opportunities that interconnected services provide (p2)(SGRADSS June 2009)

D B Palmer
Head of Workforce Planning and Professional Development
Background

**Wrexham's Social Care Workforce - An Overview** - Social Services in Wrexham is provided through two departments within the Council: Adult Social Care and Young People’s Prevention & Social Care. The workforce is made up of a diverse, experienced and qualified group of individuals, over 90% of which are qualified.

Wrexham also has a number of contracted services with independent providers across the county borough. Over 2500 staff are employed, with just over 67% of basic care staff in Residential settings and 58% in Domiciliary being qualified. 76% of staff in Children’s residential providers are qualified. 46% of training places provided through the SCWDP in 2011/12 for the Adults sector were filled by the independent sector, whose employees also attended 49% of the Children’s sector courses delivered.¹

**Wrexham’s Workforce Strategy and Development (October 2010 onwards)** - From October 2010 new Corporate Human Resources services was established. The Statutory Guidance for the Director of Social Services states that one of the accountabilities for the Statutory Director is: ‘fulfilling overall responsibility for Social Services workforce planning, training and professional development’ (p.8).

Therefore in recognition of the statutory duties, the Head of Social Care for Adults and the Head of Children’s Services have decided that the Workforce Strategy and Development Service will support them with their management of the Social Care workforce and the training and development of staff within their departments.

National and Local Influences

Appendix 1 outlines some the national and local influences on our strategy. They include:

1) Relevant national, regional, county and departmental documents that underpin this strategy’s direction
2) National, Regional, and local partnerships
3) Workforce Management i.e. working closely with internal Departments (especially Human Resources) to meet our obligations and
4) Workforce Development and the ending of the Social Care Workforce Development Programme in its current format in 2015 and the merger of Yale and Deeside Colleges in 2013.

Annual Reports

Workforce Strategy and Development produces the Annual Report on behalf of the Director of Social Services. Following the acceptance of the Workforce Strategy by the Executive Board in April 2003, an amended Workforce Strategy has been produced each year since June 2004 and has subsequently been accepted by the Welsh Government. The latest annual report covers the financial year 2011/12. The 4 major objectives and actions for achieving these objectives are outlined below. These provide the continued steer for the update to the Workforce Strategy that will guide the work to be undertaken over the next five years. Those areas which are emboldened are the priority improvement areas.

¹ Social Care Workforce Development Programme Monitoring Report 2011/12
Strategic Objectives

1. Staff Planning:
   “Getting the right people with the right skills in the right place at the right time”
   (Employers Organisation Guide to Workforce Planning)

   Actions:
   1. Pre-planning – to identify internal/external stakeholders involved in the staff planning process.
   2. Data Collection – to ensure capacity to gather accurate information on workforce matters.
   3. Assessment of current position – to establish current demographical service needs and provision based on current legislation, national minimum standards and policy. To establish current workforce profile for both local authority and independent sector. (i.e. needs and supply analysis).
   4. Establish future needs and scenario planning, “Market Position Statements” & Commissioning Strategies. To identify political, policy, demographic and social changes affecting social care provision to identify potential labour market and technological changes affecting workforce.
   5. Establish current and future gaps. Establish labour shortages, establish flexibility to meet modernisation agenda, identify skills shortages, identify poor performance, inappropriate job design and natural wastage. Establish impact of gaps.
   6. Develop social care staff planning action plan and ensure this informs/amends the current Recruitment, Retention, Development and Organisation Development Strategies within the Workforce Strategy.
   7. Evaluate Social Care Staff Planning action plan and ensure this informs/amends the current Recruitment, Retention, Development and Organisational Development Strategies within the Workforce Strategy.
   8. Review social care staff planning action plan and ensure this informs/amends the current Recruitment, Retention, Development and Organisational Development Strategies within the Workforce Strategy.
   9. To develop a Health and Social Care Workforce Redesign Strategy.

2. Recruitment
   “Ability to recruit sufficient staff with suitable qualifications and experience in order to sustain and improve service”
   (SSIW Performance Evaluation of Local Authority Social Services).

   Actions:
   1. The independent employers are support to develop or enhance recruitment strategies (through the Commissioning Strategies) which improves their ability to recruit sufficient staff with suitable qualifications and experience in order to sustain and improve service.
   2. Making employment in the Department more attractive to potential applicants (“improving our sales pitch”).
   3. Ensure compliance with recruitment standards required by the Code of Practice for Employers of Social Care Workers (Care Council for Wales) and the Care Standards Act 2000 and subsequent regulations, in order to ensure suitability of those entering the workforce.
   4. Speeding up the internal recruitment process (without compromising its reliability).
5. Matching the external market (region) in terms of pay and flexibility (including Worklife Balance).
6. Working with colleges, schools and the Assembly to increase the number of persons entering the Social Care sector and Social Work training (with a view to subsequently recruiting them).
7. Ensure appropriate skills mix and flexibility including replacing qualified staff (where there is a national shortage) with different types of posts.
8. Creating dedicated roles to support implementation of the strategy.
9. To ensure that the workforce reflects the diversity of the local population (ethnicity, welsh language, age profile, disability, gender).

3. Staff Development

“Ensure employees are trained more effectively in their present roles and are prepared systematically for future roles by assisting them to achieve the qualifications, skills and knowledge”

(Welsh Government circular on Social Care Workforce Development Programme)

Actions:
1. Develop the Social Care Workforce Partnership in order to assist the Independent Sector (through the Commission and Partnership Strategy) to improve their capacity to achieve training targets set by National Minimum Standards in order to sustain and improve service delivery.
2. An increased proportion of staff across Registered Services in the Independent Sector have the qualifications, skills and knowledge they need for the work they do.
3. Ensure the Development Strategy is driven by the Social Care Staff Planning Strategy and Social Services Strategic and Business plans.
4. Establish information baseline and assess current and future skills and qualification gaps and impact of these gaps.
5. Working with colleges, schools, other organisations (e.g. Jobcentre Plus) and the Assembly to increase the number of persons entering the Social Care sector and Social Work training (with a view to subsequently recruiting them).
6. A systematic induction for all staff across the sector, including awareness of the Code of Practice of the Care Council for Wales' and achieving its' Induction Framework for Social Care staff.
7. Develop individuals at all levels to achieve the qualifications, skills and knowledge required for their current role using National Occupational Standards and the Qualifications Framework published by the Care Council for Wales and having regard to new legislation and guidance (e.g. Outcome focussed Assessment Framework for Children in Need,).
8. To develop and launch systematic career pathways and succession planning based on National Occupational Standards and the Qualifications framework and that these skills are transferable across the social care and health sectors. To assist the whole sector train up their assistant managers.
9. To develop leadership and management capabilities based on the National Occupational Standards and the Qualifications Framework.
10. To assist Managers in registered services to achieve National Training Targets and all Managers to create learning teams in order for the Department to become a learning organisation.
11. To ensure equality in opportunity of relevant learning for all staff based on their individual developmental needs identified within the Personal Review and Development Scheme. All training promotes non-discriminatory practice.
12. Monitoring and Evaluation of this Strategy in order to ensure the development of people improves the performance of the organisation, teams and individuals (IIP Standard 10).
13. To develop the local Social Care Workforce Development Partnership in order to provide high quality, care sector services by developing the workforce and to build on the work of the Regional Social Care Partnership.
14. To collate information in order to increase access to different funding arrangements and opportunities both for the Department and across the sector.

4. Retention

“Ability to retain sufficient staff with suitable qualifications and experience in order to sustain and improve service”

(SSIW Performance Evaluation of Local Authority Social Services)

Actions:
1. The independent employers to develop or enhance retention strategies (through the Commissioning Strategies) which improves their ability to retain sufficient staff with suitable qualifications and experience in order to sustain and improve service.
2. Ensuring we keep in touch with employee perceptions / reasons people leave and ensure staff involvement in all aspects of service planning, delivery and evaluation.
3. Matching the external market (region) in terms of pay (terms/conditions), benefits and flexibility in working arrangements including Work Life Balance.
4. To promote a healthy, valued and diverse workforce by implementing the Valued Workforce Action plan including Work Life Balance and Stress Action Plan.
5. Review job content to National Occupational Standards and ensure workload management to deliver effective performance.
6. Offer employees better training and career development support.
7. Developing our leadership / management approach so that employees want to stay with us longer.
8. Creating a dedicated role to support implementation of the strategy.

Challenges

This years report has highlighted the following challenges:

- The financial situation has and will continue to affect services and this will demand changes in order to meet the conflicting increasing service demands and financial restrictions.
- The service redesign of Community Living Service and Homecare and the take up by the independent sector continued in 2012/13. Therefore the challenge continues to be to keep service continuity during any period of change, but also to minimise the cost of temporary arrangements e.g. overtime and agency workers
- The service redesign led to at least 100 jobs in CLS and Homecare being deleted and being replaced by the independent sector services. This was at the same time as a retendering of the Homecare contracts. The challenge for new and existing independent providers has been to recruit and retain staff with the appropriate skills and qualifications. As with all sectors, until they can establish themselves and build a reputation as an employer of choice in the area, they will have a challenge to recruit and retain staff.
• Social Worker recruitment of experienced and senior staff in Children's remains difficult but it is hoped that the new career framework will assist with recruitment and retention and the subsequent reduction of reliance on agency staff.

• Planning is required to ensure there are sufficient Social Workers and Occupational Therapists in the future, having regard to the fact that the training programme is for three years. As there is an expectation that in three to four years the economy will have improved, there will be greater competition for employers to recruit professional staff at that point.

• The retirement of professional and managerial staff, may lead to a knowledge gap as experienced staff leave the service. Equally as staff may progress to fill these posts, supervisory level and first line management levels may be affected. It is expected that this may peak around 2014/15.

• On a similar basis, hospitality and retail have always been direct competitors of the social care sector as has the health sector. When the economy does improve, the increased demand for retail staff will create a new challenge for the sector (particularly residential and domiciliary) and recruitment to auxiliary services within health may also impact on competition to recruit, retain and avoid a shortage in care staff.

• The drive to develop a regional approach to service delivery will need to take into account the workforce consequences of such regional teams, in particular, the different stages that each authority is at in respect of single status pay review.

• There is a need to respond to the demand for further integration and cooperation between Children's and Adults services into family services, within the one Social Services function.
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<tr>
<th>No.</th>
<th>Updated Objectives</th>
<th>Actions for Planning the Workforce</th>
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<tbody>
<tr>
<td>1.1</td>
<td>Identifying stakeholders for staff planning process.</td>
<td>• Internal Departments e.g. Corporate HR, Contracts and Commissioning,</td>
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<td>• Members of the Social Care Workforce Development Partnership (SCWDP) e.g. Independent providers,</td>
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<td>• colleges, universities, including Open University (OU), Jobcentre Plus, Careers Wales, etc</td>
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<td>• Managed Agency Contract - Matrix</td>
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<td>• Other Local Authorities e.g. North Wales Social Care Partnership Board</td>
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<td>• Regional Partnerships</td>
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<td></td>
<td></td>
<td>• Welsh Government</td>
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<td>1.2</td>
<td>Collate accurate workforce information.</td>
<td>• Support the development of the Northgate staff / payroll database.</td>
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<td>• Continue to complete annual staff monitoring and planning information for Welsh Government e.g.</td>
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<td>• Local Authority Social Care Staffing Census (STF), Social Worker Occupational Therapy Workforce</td>
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<td>Planning (SWWP / OTWP).</td>
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<td>• Continue to collate data on independent sector staff through the annual independent census</td>
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<td>with new emphasis on turnover and Welsh Language</td>
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<td>• Continue to produce monthly and quarterly workforce monitoring information and utilise this at</td>
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<td>team meeting and quarterly reviews.</td>
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<td>• Utilise all available information sources for Annual Reports, staff planning scenarios, action</td>
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<td>planning</td>
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<td>1.3</td>
<td>Establish current workforce profile for both local authority and independent sector.</td>
<td>• Collate the current workforce data and analyse trends from available data. Detailed in 1.2</td>
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<td>• Where necessary research /clarify additional data for both local authority and independent sector</td>
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<td></td>
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<td>staff.</td>
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<td>1.4</td>
<td>Establish future needs and scenario planning.</td>
<td>• Collate and analyse historical workforce data to establish trends to inform predictions</td>
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<td>• Look at current and predicted economic and social trends to establish need.</td>
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<td>1.5</td>
<td>Undertake options/scenario appraisal</td>
<td>Establish:</td>
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<td>• current and future gaps</td>
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<td>• labour shortages;</td>
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<td>• identify skills shortages,</td>
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<td>• inappropriate job design</td>
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<td>• natural wastage</td>
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<td>• impact of gaps</td>
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<td>1.6</td>
<td>Develop social care staff planning action plan</td>
<td>• Utilise all data collated and develop plan based on predicted needs and financial and staffing</td>
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<td>resources available.</td>
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<td>• Consider the development roles as alternative paths to promotion i.e. practitioner roles,</td>
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<td>specialist posts, etc</td>
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<td>1.7</td>
<td>Evaluate and review the plan as part of the overall review of the Workforce</td>
<td>• Monitor strategy on an annual basis and report outcomes to senior management teams for Adults</td>
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<td>Strategy</td>
<td>and Children’s through the production of the Annual Report.</td>
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<td>No.</td>
<td>Updated Objectives</td>
<td>Actions for Recruiting the Workforce</td>
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<td>1.8</td>
<td>Develop Workforce Redesign Process.</td>
<td>• Support corporate organisational change process, supporting Heads of Service (HOS) in any organisational change projects that are undertaken, including liaising with unions/staff as appropriate.</td>
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<td>1.9</td>
<td>Actively engage with local, regional and national forums that can inform and aid staff planning</td>
<td>• Continue to be responsible for the development and delivery of the Wrexham SCWDP for Adults and Children, encouraging any organisation with an active interest in social care to link to the partnership. • Continue to hold quarterly meetings to review agenda in response to the issues raised by partners. • Extend the regional co-operation for delivery of training and qualifications where opportunities arise to enable existing resources to be utilised effectively. • Play an active role in the North Wales Local Authority Workforce Strategy Board (NWLAWSB) to support it’s aim to provide a more effective and efficient way to recruit, develop and retain the social care workforce in North Wales.</td>
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<th>Actions for Recruiting the Workforce</th>
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<tr>
<td>2.1</td>
<td>Support and encourage independent employers to develop recruitment strategies (through the Commissioning and Partnership Strategy)</td>
<td>• Use the Local and Regional SCWDP to encourage a partnership response to recruiting the workforce • Strengthen working arrangements with the Commissioning and Contracting Service to ensure that safe recruitment practices within the sector are developed, adhered to and supported.</td>
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<tr>
<td>2.2</td>
<td>Make employment in the department and the whole sector more attractive to potential applicants (“improving our sales pitch”).</td>
<td>• Develop strategy for Dept to attract to Senior SW roles • Develop webpages to include, partnership activity, awards days, achievements of staff, training resources, further details of courses, links to career pathways, career development options, case studies, etc • Support the role of care ambassadors and promote their work in schools, colleges and at recruitment events • Research, develop and utilise the most effective marketing and recruitment strategies for each • Research and develop processes for work experience and placements across the department</td>
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<td>2.3</td>
<td>Ensure compliance with recruitment standards e.g. required by the Code of Practice for Employers of Social Care Workers (Care Council for Wales), the Care Standards Act 2000</td>
<td>• Agree processes and ensure records meet inspection standards and provide the lead link to Care Council for Wales (CCW) • Ensure that the induction programme continues to be implemented for all new employees and is monitored, ensuring a copy of completion statement for each employee is sent to HR • Work with the CRB officer / HR to maintain the safe recruitment procedures / safeguarding process e.g. references, rights to work, vetting, etc • Provide advice, guidance and support to HR and Unions on specialist areas such as safeguarding and safe recruitment policies. • In response to Pembroke and the modernisation agenda of CSSIW, determine proportionate ways of monitoring safe recruitment for the contracted services</td>
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<td>2.4</td>
<td>Speed up the recruitment process (without compromising its reliability).</td>
<td>• To review with the new and established Service Centre, systems to achieve this goal. • Recruit and maintain a list of Sessional Social Workers to enable flexible non-agency based staff cover at times of shortage. To review potential of such a pool on a sub regional basis</td>
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<td>No.</td>
<td>Updated Objectives</td>
<td>Actions for Developing the Workforce</td>
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<td>2.5</td>
<td>Match the regional market in terms of pay and conditions were possible (e.g. Worklife Balance).</td>
<td>- Work with HR on initiatives to establish equality benchmarking including e.g. equal pay&lt;br&gt;- Work with regional and national partners to review differing pay especially Social Workers (as at 1.9 above)&lt;br&gt;- Continue to meet and to actively liaise with the Contract Manager for Matrix to ensure any changes in use, rates, and roles for agency are actioned and any queries from managers are rectified.&lt;br&gt;- Continue to consider the role of agency workers, cost, ensure rates remain competitive but commensurate with directly employed staff.</td>
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<td>2.6</td>
<td>Work with colleges, schools and Welsh Government to increase the number of persons entering the Social Care sector and Social Work training</td>
<td>- Continue to play an active role in regional social care partnerships e.g. SCiP, NWSCLAMB&lt;br&gt;- Continue to support events and projects that encourage entrants to social care.&lt;br&gt;- Continue to develop and organise recruitment events, taster days and presentations to encourage students to consider social care as a viable career.</td>
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<td>2.7</td>
<td>Ensure appropriate skills mix and flexibility including replacing qualified staff (where there is a national shortage) with different types of posts.</td>
<td>- Creation of the consultant social worker posts in adult services and successful recruitment in Children’s Services&lt;br&gt;- The Head of Service for Workforce Planning and Professional Development (HWPPD) reports directly to the Director for Social Care, sits on senior management groups for Adults and Children’s services, is a member of the steering group for partnerships e.g. SCWDP, SCiP, an active role in the newly developed NWSCLAMB. The newly formed Workforce Strategy and Development Service (WS&amp;DS) to implement the strategic direction of workforce matters for Social Care across Wrexham. This service has a new remit as of October 2010 and will provide management support on workforce issues and workforce development services. The service consists of dedicated support for Workforce Strategy/Management Support and Workforce Development roles which will deliver services to meet the needs of the sector.</td>
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<td>2.8</td>
<td>Create dedicated roles to support implementation of the strategy and ensure capacity to provide essential guidance, advice and information on all aspects of management of the social care workforce</td>
<td>- The Head of Service for Workforce Planning and Professional Development (HWPPD) reports directly to the Director for Social Care, sits on senior management groups for Adults and Children’s services, is a member of the steering group for partnerships e.g. SCWDP, SCiP, an active role in the newly developed NWSCLAMB. The newly formed Workforce Strategy and Development Service (WS&amp;DS) to implement the strategic direction of workforce matters for Social Care across Wrexham. This service has a new remit as of October 2010 and will provide management support on workforce issues and workforce development services. The service consists of dedicated support for Workforce Strategy/Management Support and Workforce Development roles which will deliver services to meet the needs of the sector.</td>
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<td>2.9</td>
<td>To ensure that the workforce reflects the diversity of the local population (e.g. ethnicity, welsh language, age profile, disability, gender).</td>
<td>- Take the lead for equality across the department and actively promote it, including informing staff across the department of their duties and the requirements under the Equalities Act 2010, disseminating information and guidance, liaising with the Councils Equality Manager and collating evidence for the Equality Award&lt;br&gt;- Take the lead for Welsh Language across the department to meet the Welsh Language Framework for Health and Social Care across the sector by 2016&lt;br&gt;- Continue to work and develop the SCWDP in consultation with partners to address the needs of the sector - also see 1.9 and 2.6 above&lt;br&gt;- Engage more effectively with 3rd sector with the aim of increasing participation&lt;br&gt;- Improve the take up of qualifications and training opportunities within small local voluntary organisations by specifically identifying need and where viable adapting our delivery of training to meet identified needs e.g. to smaller groups, or on site.</td>
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No.

Updated Objectives

Actions for Developing the Workforce
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<thead>
<tr>
<th>3.2</th>
<th>Aim to increase the proportion of staff across Registered Services in the Independent Sector who have the qualifications, skills and knowledge they need for the work they do.</th>
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| | • As part of the role of the partnership, continue to plan and develop the training provided to staff across Wrexham  
• Continually seek to develop innovative ways to deliver and improve training to meet the identified needs of the sector e.g. the provision of QCF across the sector  
• Continue to explore how training for “Best Interest Assessors” can be undertaken and whether any regional alternatives to Manchester University can be utilised. |
| 3.3 | Ensure Development Strategy is driven by the Social Services Strategic, business plans and information collated on staff training needs e.g. PRD forms. |
| | • Ensure annual SCWDP is based on Strategic plans  
• Internally-Systematically input staff training needs onto training records |
| 3.4 | Establish current and future skills and qualification gaps and impact of these gaps. |
| | • Use annual census and internal PRDs to establish gaps  
• Only when commissioning plans establish future workforce size and type, can gap be fully established |
| 3.5 | Develop a systematic induction and supervision for all staff |
| | • Establish SciF as benchmark for Commissioned services  
• Review current induction processes for all staff, report recommendations as necessary and revise the induction process as necessary and revise policy and process as required, ensuring that dissemination of guidance is undertaken and managers are supported were necessary.  
• Review current internal supervision policy and process, report recommendations as necessary and revise policy and process as required, ensuring that dissemination of policy and guidance is undertaken and managers are supported were necessary. |
| 3.6 | Develop individuals at all levels to achieve qualifications, skills and knowledge required for their roles using e.g. NOS, CCW Qualifications Framework, having regard to new legislation and guidance (e.g. Outcome Focussed, Assessment Framework for Children in Need, In Safe Hands). |
| | • Provide development opportunities to Managers so that they are “effective in supporting the development of people” (IIP Indicator 8).  
• Consider how we can support direct payment recipients to employ and train staff more easily  
• Deliver SCDWP  
• To deliver training & qualifications to meet the challenge of reablement & enablement  
• To regularly deliver “outcome focussed planning” training at all levels and across the sectors  
• To embed qualifications & training for contracting & commissioning staff |
| 3.7 | Continue career pathways and succession planning based on NOS, CCW Qualifications Framework |
| | New areas e.g. Families First need this to develop. Some non registered services, e.g. Child Health and Disability likewise need career pathways established. |
| 3.8 | Develop leadership and management capabilities based on NOS, CCW Qualifications Framework |
| | • Continue to sponsor on TMDP  
• Continue sponsorship on ILM and NVQ management programmes  
• To improve the implementation of learning into the workforce  
• To develop learning sets for internal managers and if successful, open up to Independent sector |
### 3.9 Assist Managers in registered services to achieve National Training Targets and all managers to create learning teams in order for the department to become a learning organisation.

- Deliver SCWDP and achieve 80% level of qualification in Children’s services and 50% in Adults for All providers

### 3.11 Provide equality of opportunity to access relevant learning for all staff, based on their individual developmental needs identified within their PRD and from individuals needs identified in the independent sector

- Where viable continue to provide flexible routes to study in order to meet individual learning styles and work life balance e.g. OU courses, etc
- Develop partnership website which identifies local training, advice on funding and qualifications required. Publish updated information in the training directory and partnership website. (see 2.2 above)
- Investigate new ways of delivering training i.e. working with corporate training to explore the benefits of e-learning

### 3.12 Monitor and Evaluate this strategy in order to ensure the development of people improves the performance of the organisation, teams and individuals (IIP Standard 10).

- Review the IIP for the department and in partnership with HR revisit the processes to ensure standards are maintained and if necessary improved
- Review the strategy annually, reporting the outcomes in the Annual Report (see 1.7 above)

### 3.13 Where relevant seek funding sources that could afford additional opportunities to support and develop the workforce.

- Seek funding opportunities and where viable, submit bids where this would complement resources already available and benefit the sector. (e.g. PLOF, SCWDP, HEFCW, etc)

### No. Updated Objectives Actions for Retaining the Workforce

<table>
<thead>
<tr>
<th>4.1</th>
<th>Support independent employers to develop retention strategies (through the Commissioning and Partnership Strategy)</th>
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<tbody>
<tr>
<td></td>
<td>• Strengthen working arrangements with the Commissioning and Contracting Service to ensure that retention practices within the sector are developed, adhered to and supported. See 2.1 above</td>
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<tr>
<th>4.2</th>
<th>Ensure we assess employee perceptions / reasons people leave and ensure staff involvement in all aspects of service planning, delivery and evaluation.</th>
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<td>• Internally, develop and introduce ways of measuring employee engagement and effective leadership e.g. employee opinion surveys, appraisals and employee awards days</td>
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<td>• Carry out leaver survey across the independent sector</td>
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<tr>
<th>4.3</th>
<th>Internally promote a healthy, valued and diverse workforce by reviewing the Valued Workforce Action plan, Work Life Balance Processes and Stress Action Plan.</th>
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<tr>
<td></td>
<td>• Support the department if required to achieve the Corporate Health gold standard</td>
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<tr>
<td></td>
<td>• Review the Worklife Balance Business Plans across the departments in light of changes to the Worklife Balance/Time Off Work Policies.</td>
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<tr>
<td>4.4</td>
<td>Internally review job content to NOS and ensure workload management to deliver effective performance.</td>
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| 4.5 | Offer employees good training and career development support. | • As necessary, introduce specific initiatives to address needs of problem groups e.g. minimum training guarantees (e.g. 5 days per annum for Social Work), specific induction and post qualifying framework (Social Work, direct care) career development workshops  
• Maintain a close working relationship with Glyndwr University in respect of the Social Work Degree and CPEL also with an aim to develop closer links in order to share expertise and enhance research  
• Continue to investigate, with other stakeholders, the establishment of a new PQ consolidation programme. |
| 4.6 | Developing our leadership / management approach (i.e. Organisational Development Strategy) so that employees want to stay with us longer. | • Embed the Council’s corporate values into the Performance Review and Competency Development process and developing our leadership skills  
• Provide management support to all managers and staff within Social care in all areas of workforce management |
Appendix 1 Priority Influences

1. Strategic Direction
Relevant national, regional, county and departmental documents underpin this strategy’s direction, they include:

- Statutory Guidance for the Director of Social Services,
- From Vision to Action: Report of the Independent Commission on Social Services in Wales,
- Sustainable Social Services for Wales: A Framework for Action,
- Social Services (Wales) Bill Consultation,
- Wrexham County Borough Council Community Strategy,
- Council Plan 2012 – 16,
- Improving Wrexham’s Well-being Together - Our Joint Plan 2011-14,
- Social Services Annual Report 2010/11 (extract),
- Wrexham County Borough Council’s Commitment to Equality,
- Delivering Through People – The Local Government Workforce Strategy 2010 for England,
- Working to Put People First: The strategy for the Adult Social Care Workforce in England,
- 2020 Children and Young People’s Workforce Strategy,
- Children’s Newly Qualified Social Workers Programme 2011-12,
- Social Work Task Force for England– Chaired by Moira Gibb,
- Skills for Care Adult Social Care Workforce Strategy 2011

We aim to incorporate the strategic direction of these documents by maintaining dedicated roles to support implementation of the strategy and monitoring and evaluating to ensure the development of people improves performance of the organisation, teams and individuals (Investors in People Standard 10).

2. Partnerships
Over the next 5 years we need to focus on maintaining good relationship already established with Human Resources and ensure support for management and development of staff to ensure we meet the regulatory requirements of statutory bodies e.g. Care Council for Wales (CCW) and Care & Social Services Inspectorate for Wales (CSSIW)

We will ensure registration processes are adhered to ensuring staff comply with the CCW code of practice. We will also assist with workforce elements of inspections and respond to any required actions recommended by CCW.

We will continue to work within the Wrexham Social Care Workforce Development Partnerships (SCWDP) which has grown in strength over the last 5 years. Major improvements can be seen in the qualifications levels of the independent providers; 70% of all of the qualifications in the sector have been 100% funded by the partnership. To develop the partnership further we aim to develop web pages, additional career information and online booking systems.

For the benefit of the sector, we will continue to work collaboratively with local authorities on services e.g. with the Emergency Duty Team, Occupational Therapy training and joint stores. We will also play an active part in the Matrix programme with both Flintshire and Denbighshire Councils, acknowledging the need for agency workers to be utilised effectively within the social care services. To strengthen this work, we will actively support the newly developed North Wales Local Authority Workforce Strategy Board, which aims to develop more effective ways to recruit, retain and develop the social care workforce in North Wales.
To ensure all elements of the providers obligations to the authority are clear we will develop our close working arrangements with Commissioning and Contract services to ensure that recruitment and training practices within the sector are supported. We also aim to strengthen our working with local voluntary and community organisations; we will reissue our invitations to partnership and invite suggestions as to how we can work together more closely.

To date the partnerships with Yale College and Glyndwr University have allowed over 1000 employees (the vast majority being from the independent sector) to gain access to NVQ’s and over 250 practice placements, which are supported by the authority.

Glyndwr has recently developed a Graduate Certificate in Post Qualifying Social Work Practice (GCPQSW) replacing the former PQ1. Staff are also sponsored to undertake the BA Honours/Graduate Diploma Professional Studies in Child Care Specialist Award and Post Qualification Award in Adults at Salford University. We will continue to support placements and sponsor employees, investigate alternatives to GSPQSW across North Wales and explore whether training for “Best Interest Assessors” can be undertaken outside Manchester University.

We have developed a new career framework for Social Workers which reflects the Care Council for Wales “Continuing Professional Education and Learning Framework”. The council is creating a number of “Consultant Social Work” roles and also developing processes so that all Assistant and Team Managers should be qualified to assess students or staff. It is expected that this will reinvigorate the uptake on all Post Qualifying learning and qualifications.

Occupational Therapists are supported to gain their Accreditation of Practice Placement Educators (APPLE) awards and encouraged to develop their post qualifying experience. In addition we are discussing the development of a structured progression for Occupational Therapists.

Due to the changes within HR and WS&D, a new focus has become apparent and WS&D role is now that of Management Support and Development for all workforce matters. We will therefore aim to work closely with HR to ensure the most effective and efficient service is provided to managers and avoid duplication of support, whilst making best use of the resources available.

3. Workforce Management

Effective workforce management is essential for the development of efficient services. Our staff are at the centre of all that we do. Workforce management is about more than ensuring processes and procedures are followed, it is most effective when staff are informed, consulted and listened to as part of the management of the services delivered.

We will therefore support the daily management of the departments and the continued development of staff including the preparation and management of statistical information, support of organisational change projects and support in day to day management of staff. We will maintain a systematic approach to all workforce elements including raising awareness of the Code of Practice of the Care Council for Wales’ and achieving its’ Induction Framework for Social Care staff.

We will support the recruitment process (including ensuring safe recruitment) from the initial development of the job description, through advertising, selection and induction. We will aim to develop a positive recruitment process by working with HR and mangers and develop a marketing / communications plan which includes not only recruitment and marketing the benefit and rewards of roles, but also ensuring we utilise existing communication mediums to update staff and celebrate successes to aide retention.
Where necessary we will review skills mix in teams and advise on new and existing qualifications and standards. We aim to affirm the standards and professionalism and improving public images of a career in care, by developing case studies and career pathways that show the variety of roles and the rewards they can bring.

The responsibilities of the Statutory Director include the whole workforce and we will therefore aim to develop processes to assist the independent sector and those employing support through direct payments. We want to heighten awareness of a career in care across all ages and background and dispel the stereotypes of a female dominated sector.

4. Workforce Development

Over time we have developed the local Social Care Workforce Partnership in order to assist the Independent Sector to improve their capacity to achieve training targets set by National Minimum Standards, in order to sustain and improve service delivery. Ultimately we want the staff who have acquired qualifications to remain in the sector and encourage more employees to achieve the qualifications, skills and knowledge required by the National Minimum Standards to enable effective and improved service delivery.

In order to increase the proportion of staff across Registered Services in the Independent Sector who have the qualifications, skills and knowledge they need for the work they do, we will continue to commit to supporting a high number of "hosted" students in our primary partnership with Glyndwr University. Also, in conjunction with other partners we will aim to increase the number of practice learning opportunities for social work students both within the Council and with commissioned services. We will recruit and maintain a list of Sessional & Training Officers to ensure that assessment is effective and efficient within the necessary timescales.

We will develop individuals at all levels to achieve the qualifications, skills and knowledge required for their current role using National Occupational Standards and the Qualifications Framework published by the Care Council for Wales and engage more effectively with small 3rd sector organisations with the aim of increasing their participation in training - (see partnerships Section A)

We will build on the training and development already provided to Foster Carers by furthering our work with Children’s Services to engage with and meet the needs of new and established foster carers.
The Wrexham Social Care Development Programme is funded by Wrexham County Borough Council and a grant from the Welsh Government.