

WORKFORCE PLAN

2004 – 2005

APPENDICES

Nottinghamshire County Council
Social Services Department

Appendix A

Service Areas that Participated In Interviews

Staff Development Unit

Partnerships

Personnel

National Service Frameworks for Older People

Business Development – Home Care

Directorate

Commissioning – Children and Families

Older Persons Residential Care

Commissioning – Adults

Mental Health and Learning Disability

Administration

Direct Services – Children

Direct Services – Adults

Home Care

Health Partnerships

Adults Commissioning		
Current Issues/Factors	Current Initiatives	Proposals
<p>Poor standard of recruitment materials</p> <p>Advertising is restricted and dull</p> <p>Competition from the NHS – better paid, more attractive and more obvious career progression</p> <p>Training issues for the independent sector workforce</p> <p>No clear career path for Commissioning Officers</p>	<p>Joint working with Health</p> <p>Workforce development event and proposed follow up working groups</p> <p>Framework for management arrangements across multi-disciplinary teams, developed through a joint trade union forum with Health</p> <p>Pathway integrated team development linked to Single Assessment Process (with Gedling PCT)</p>	<p>Combining Social Services and Health roles may make care work more attractive</p> <p>Consider differential rates of pay</p> <p>Management development strategy to prepare first line managers for next levels of management</p> <p>Modes of recognition for frontline staff not wishing to progress to management e.g. other areas of responsibility</p> <p>Developing homegrown staff to take on increasingly diverse and challenging roles in project and managerial duties.</p> <p>Need for harmonisation of Health and SSD pay scales</p>

Appendix B

Current Workforce Issues and Solutions

Adults Commissioning Fieldwork Staff		
Current Issues/Factors	Current Initiatives	Proposals
<p>Ageing workforce</p> <p>Limited number of new graduate Social Workers</p> <p>Feeling that Social Work with Adults is still the “poor relation” of Child Care Social Work</p> <p>There is not a clear career path for Social Workers - no real reward for those who don't want to be managers</p> <p>Attracting black and Asian staff has always been patchy</p> <p>Increasing requirement for fieldworkers to work outside of normal office hours</p> <p>Pay and benefits issue – need to be competitive with health</p> <p>Difficult to fit flexible working with the rota system</p>	<p>Supply register of Social Workers for the County.</p>	<p>More flexible in some of our expectations and specifications</p> <p>Reinforce the attractiveness of the vocation and professionalism</p> <p>nurturing inexperienced and unqualified staff. e.g. using the recruitment of Community Care Assistants (CCAs) as a conveyor belt</p> <p>Pilot to test the Health and Social Care Worker role – working with intermediate care teams to implement support worker roles e.g. North Derbyshire Older Peoples Pilot</p>

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Current Workforce Issues and Solutions

Occupational Therapists		
Current Issues/Factors	Current Initiatives	Proposals
Competition with Health OT work for the NHS is perceived to be easier and better paid We do not have a career structure as such for OTs	“Grow Your Own”. Unqualified Community Care Officers are being encouraged to undertake a diploma in occupational therapy Rotation schemes in some districts whereby OTs can move around different teams and gain a breadth of experience.	Addition of a Senior practitioner level A part-time post in the Staff Development Unit could be introduced and given a remit for OT CPD Visit local further education colleges to present info on OT to students on Health and Social Care courses

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Current Workforce Issues and Solutions

Service Managers / Team Managers		
Current Issues/Factors	Current Initiatives	Proposals
<p>Team managers progressing to service management are only slightly better paid and suffer a loss of terms and conditions i.e. mileage and additional holidays</p> <p>Service managers want the capacity for a work –life balance, especially to be able to work compressed hours e.g. 9 day fortnight</p> <p>There are not sufficient/ attractive training opportunities for experienced managers</p> <p>Not much of a differential in pay between top-grade Social Workers and team managers.</p>		<p>Need a consistent and agreed approach to laptops and working from home</p> <p>Introduction of a Senior Practitioner role</p>

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Current Workforce Issues and Solutions

Adult Direct Services		
Current Issues/Factors	Current Initiatives	Proposals
<p>Difficult to recruit older people's care workers</p> <p>Generally more difficult to recruit to care work posts in the South of the County</p> <ul style="list-style-type: none"> - Low pay/ low status - Poor Image - Competition from the private sector - Need for longer hours in contracts 	<p>Training</p> <ul style="list-style-type: none"> - Induction – 10 days training in first 6 months - TOPSS standard - Insist on NVQ achievement 	<p>Grow Your Own – Cambridgeshire Modern Apprenticeship Scheme</p> <p>More flexible approach to advertising – route for text messages, specific references to no qualifications being required where applicable</p> <p>Payment of a bounty following one year's service</p> <p>Extension of some contracts to 37 hours</p> <p>Job enrichment through generic Health and Social Care work</p> <p>Guaranteeing children in care a job in Adult Care when they leave school</p> <p>Tiered rewards for service (£1500 over 5 years)</p> <p>"Recommend a Friend" bonuses</p> <p>Fringe benefits – need to improve in line with other employers e.g. private medical plans, privileged discounts</p> <p>Social care sector recruitment fair – proposed by one Home Care provider</p>

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Current Workforce Issues and Solutions

Home Care		
Current Issues/Factors	Current Initiatives	Proposals
<p>Impossible to recruit up to capacity in recent years</p> <ul style="list-style-type: none"> - Low pay, value and status - Transport - Ageing Workforce - Supermarket Factor - Lack of diversity – black/ men/ young people - Increasing complexity of work 	<p>Recruitment</p> <ul style="list-style-type: none"> - Streamlined application form - Logging application form requests on a database and randomly chasing - Promoting the service through Evening Post, InContact, Home Care Matters, use of flyers/posters - Hire a room and open up for questions/ info about jobs in Home Care <p>Retention work has been particularly effective</p> <ul style="list-style-type: none"> - Training strategy - Pay - Home Care Development Council <p>General</p> <ul style="list-style-type: none"> - Professional uniforms - Mobile phones - Scooters provided by “Transport to Work” - ‘Rapid Response Workers’ on a higher rate of pay and piloting health tasks - Pre-management training for Seniors 	<p>Considering purchase of a fleet of cars</p> <p>Pilot to attract more males into the service as ‘caretakers’ recruited to residential homes but serving the wider community</p> <p>Introduce a diversity of hours, including some full-time hours, in order to attract those seeking full time work and particularly males</p> <p>More flexible working</p> <p>Self rostering</p> <p>More robust shift payments</p>

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Current Workforce Issues and Solutions

Residential and Day Care		
Current Issues/Factors	Current Initiatives	Proposals
<p>Unsociable hours and shift working</p> <p>Transport</p> <p>Ageing workforce</p> <p>Very physical work</p> <p>Lack of reward and recognition</p> <p>Lack of positive press</p> <p>Requirement to achieve qualifications can put some people off</p> <p>No career path to management to develop employees with potential along</p> <p>Requirements for management to hold qualifications can be a deterrent</p> <p>Pension scheme is not the attraction it used to be (Jeremy Dignum research project findings)</p>	<p>Organisation of local job fairs e.g. Southwell and Newark Markets</p>	<p>“Champions of Service” e.g. for footcare, nailcare, etc</p> <p>Improve fringe benefits eg. discounts on local leisure facilities</p> <p>Advertising in local papers/ taking advantage of TV</p> <p>Recognition for long service</p> <p>Introduce a professional uniform</p> <p>Organised attendance of careers fairs</p> <p>Speed up the recruitment process</p> <p>Developing links with local schools e.g. managers attending careers days</p> <p>Streamline NCC recruitment pack</p> <p>More dynamic marketing e.g. buses, internet</p> <p>Mutual benefit for NVQ attainment eg min contract once attained to ensure retention of services</p> <p>Look at whole of Notts for staff recruitment but need to look into practicalities of transport e.g. work bus, cars</p>

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Current Workforce Issues and Solutions

Mental Health and Learning Disability		
Current Issues/Factors	Current Initiatives	Proposals
<p>Currently not too problematic</p> <p>The crisis in Social Work recruitment has not yet hit Mental Health Services in Nottinghamshire but there is a feeling that this will change</p> <p>Ageing workforce</p> <p>Lack of aspiring leaders</p> <p>Issue of service managers not being any better off than team managers</p> <p>Poor standard of presentation materials</p>	<p>Draft joint workforce plan for Learning Disability Services</p>	<p>Review job descriptions and packs sent out to applicants</p> <p>Simplified application forms</p> <p>A faster route for staff to begin paid work is needed</p> <p>Paying off student loans</p> <p>Traineeships - recruiting unqualified workers to train them up to become practicing Social Workers</p> <p>Schools – drama groups that work in Learning Disability could sell Social Care Work in schools</p> <p>A video showing staff and service users in Adults Direct Services and Learning Disability Services – sent to colleges/ used at events</p> <p>Mentoring – Social Care managers participating in mentoring schemes with 15/16 year old students</p> <p>Training people recovering from mental illness to become members of the workforce</p> <p>Increased employment of people with disabilities - employment of people with learning disabilities as trainers</p>

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Current Workforce Issues and Solutions

Children's Commissioning		
Current Issues/Factors	Current Initiatives	Proposals
<p>Acute shortages of Children's Fieldworkers (15.9% of posts unoccupied, June 2003)</p> <p>Particular issues for Bassetlaw, Mansfield and Ashfield</p> <p>Work can be very stressful and not everybody can cope with the level of risk, unpredictability and exposure</p> <p>Competition – especially acute in Bassetlaw</p> <p>Bassetlaw - geographical setting is not appealing</p> <p>Ageing workforce</p> <p>Lack of experience can present a barrier to entry for some</p> <p>Lack of consistency over recruitment in different localities</p>	<p>Service level agreements with universities regarding students coming to Notts CC on placements</p> <p>Surveys of names not returning application forms</p> <p>Pilot of mixed teams in Bassetlaw - Administrators, as part of the children's team, are picking up organisational work and increasing the efficiency of teams. This approach also provides career opportunities for the administrators joining the teams</p> <p>Increment paid to staff who attain the post qualifying child care award (PQCCA)</p> <p><u>Trainee Scheme</u> The scheme will be based on appointing Social Work Assistants. After one year in post and demonstration of necessary competencies and motivation the trainees will be supported through a qualifying course on a part-time basis (will take 3 to 5 years to qualify)</p>	<p>Other authorities are extending the increments offered to social workers and offering differential rates for different areas of fieldwork e.g. Sheffield</p> <p>County-wide panel to be used for all recruitment to aid consistency of standards</p> <p>Target north of the county in advertising</p> <p>Improving employment package: Built in flexibility perhaps such as a 'menu of options' to choose from in terms of holidays, cars, cashing in leave, using mobile phones outside of work, personal use of laptops</p> <p>Mentoring scheme – would be used with newly qualified social workers who have no experience other than the course</p> <p>'Entry into Management Scheme' including a 'first line managers course' run by SDU followed by a practical placement (this has been piloted)</p> <p>Initiatives to improve career prospects include: Student supervision, Post qualification consultative role, Shadowing</p> <p>Setting the expectation with newly appointed staff that workloads across the County are 'Corporate' workloads and are the responsibility of all.</p>

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Current Workforce Issues and Solutions

<p>NCC salary scale is quite narrow - our starting salaries do not extend far enough</p> <p>Car lease and car loan schemes are not very attractive</p> <p>Flexible working – it is very difficult for staff in children's fieldwork to change their hours to suit personal lives</p>	<p>Recruiting Social Workers from abroad. This option is being pursued and the service is looking to recruit 10 to 12 Social Workers from Australia and New Zealand</p> <p>Increasing the size of the peripatetic team – flexibility/ moving around has proved attractive.</p>	<p>Producing a video presenting "A Day in the Life of a Social Worker"</p> <p>More consistency in social work packs sent out with applications</p> <p>Need to start promoting social work to students at an earlier stage – importance of information being available to schools</p> <p>Recruitment advertising as an ongoing process rather than specific advertising of posts</p> <p>Social Workers Assistants (SWAs) , after one year on the degree course, could be re-designated as 'unqualified social workers' with a higher level of responsibility than SWAs</p> <p>Senior practitioner proposal - could act as a mentor/ consultant/ manage social work assistants</p>
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Current Workforce Issues and Solutions

Children's Direct Services		
Current Issues/Factors	Current Initiatives	Proposals
<p>Biggest issue is middle management, especially in the residential sector.</p> <ul style="list-style-type: none"> There is only about 3 increments difference between experienced Social Workers and management level. There are very few benefits for managers and the 6 day holiday allowance is lost. Shift work is an issue in residential care. It is difficult to get work-life balance with weekend working as a requirement. <p>Gender imbalance – there are many women and very few men</p> <p>Career structures - do not move RSWs into management posts</p> <p>Very low numbers of black and ethnic minority workers</p>	<p>Operated some positive discrimination towards black and ethnic workers e.g. third of staff at Clayfield secure unit are now black/ ethnic minority</p> <p>Robust/multi-faceted recruitment process for RSWs. Calibre of RSWs recruited has improved as qualifications have been made necessary and rigorous testing of applicants has been introduced, including psychometric testing</p> <p>Advertising an Open Day on local radio. The event at Southwell was advertised on local Lincs radio with a jingle and ran every 10 mins. This was very cost effective (only £700) and raised awareness and created lots of interest</p> <p>Very good induction process for new workers – within the first 6 months a 3 day session is held for all staff giving them details on practicalities, structure of the dept and policies & procedures</p>	<p>Weekend allowance to be paid in line with weekends worked rather than in advance and regardless of number worked</p> <p>Holding our own recruitment and register of relief and pool workers. This would need a proper countywide model and a manager to supervise</p> <p>Assessment Centres - introduce for rigour and consistency in recruitment.</p>

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Adoption		
Current Issues/Factors	Current Initiatives	Proposals
<p>Recruitment of fieldworkers has proved difficult</p> <p>New Posts</p> <p>Increased flexibility – job-share</p> <p>Unattractive advertising and job descriptions – we are restricted and do not measure up against the glam ads in Community Care</p> <p>Mansfield is not attractive to people</p> <p>Have to work flexibly over a 7 day week</p> <p>Meeting training needs of experienced staff – there is no opportunity to train. No money for the types of courses that these staff would feel would be useful to them</p> <p>Other ways of working with children offer more money and career progression e.g. Education, psychology</p>		<p>Greater use of unqualified staff in appropriate posts</p>

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Residential Sector		
Current Issues/Factors	Current Initiatives	Proposals
<p>Managers posts are difficult to recruit to</p> <p>Poor advertising – need to go beyond ‘Yellow Pages’ sort of advertising</p> <p>Open 24 hours including weekend working and night time working</p> <p>Not enough pay differential between top of RSW pay scale and management</p>	<p>Different ways of interviewing, including psychometric testing, have produced good results</p> <p>Including young people in the interview process.</p>	<p>More training for current managers</p> <p>“Grow your own” – developing staff for management</p> <p>Flexibility/ work-life balance – advertise more specific times</p> <p>Weekends only</p> <p>5-10pm evening shifts</p> <p>Require visits to homes before interview so prospective employees can explore myths, environment, people</p> <p>Personal contact rather than messages on an answer phone – should be giving the option of a named person – a Social Worker as opposed to somebody from personnel</p> <p>Better careers fairs organisation i.e. what to attend, where to attend? The Evening Post may not be the most appropriate fair for Social Care. Perhaps Community Care fairs and going further afield should be looked into more</p> <p>More formalised and professional at University Careers Fairs</p> <p>Revamp application forms so that only basic/ essential criteria such as qualifications and skills are provided. Do we need all the information that we currently ask for?</p>

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		<p>Offering a management training route through the residential sector – facilitating people into the service</p> <p>Rolling adverts – do not wait for vacancies but place general adverts for people interested in jobs in xyz areas</p> <p>Give people an opportunity to feedback on their experience of the recruitment process following interviews</p> <p>Following up application packs going out that aren't returned – send out surveys with stamped addressed envelopes</p>
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Family Centres		
Current Issues/Factors	Current Initiatives	Proposals
<p>Recruitment hindered by inadequate application filling</p> <p>Competition from other areas of the authority e.g. Early Years</p> <p>SSD can't compete with Education Family Centres as pay per hour is more. Education are also more family friendly</p> <p>Sure Start</p> <ul style="list-style-type: none"> • Higher pay • Higher profile as a Central Govt. initiative • Valued more highly <p>Advertising is too restrictive – have to sell self in 100 words. Can't expand on what the job is beyond the required points to include</p> <p>The application process needs streamlining – it takes too long from advert to interview. People sometimes go elsewhere in the meantime.</p>	<p>The 'recruitment working party' have put a pack together to explain what a family centre is</p> <p>We have gone part way to addressing management training and internal progression to management by allowing seniors to access management training.</p>	<p>Help with form filling</p> <p>Better links with EYDCP</p> <p>Work-life balance – could do a lot here Need to make more impact in colleges. Use of e – recruitment</p> <p>Suggestion of use of a mixed panel of people from different family centres for recruitment. That way all can pick from the best pools. In this way recruitment would be taking place on a rolling basis. Importance of standardised person specs and benchmarking.</p>

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Fostering		
Current Issues/Factors	Current Initiatives	Proposals
<p>Difficulties recruiting black workers to exempted posts in the North of the County;</p> <ul style="list-style-type: none"> • Mansfield is not attractive • Presence of BNP • Difficult for black staff to be in sole working capacity <p>We are not good at recruiting people with disabilities, especially physical disabilities, due to problems with access to buildings</p> <p>Ageing workforce</p>		<p>Need to provide opportunities for people to develop management skills such as:</p> <ul style="list-style-type: none"> • mentoring • project management • management training <p>Need to be marketing ourselves</p> <p>Our information should be presented in a way that sells us as progressive and modern</p> <p>Should sell the virtues of flexible working, e-working and home-based working</p> <p>Sell Notts as a place to live and work</p> <p>Working with the media to portray the positive side of SSD</p> <p>Project local govt. as dynamic</p> <p>Provide observation placements for students</p> <p>Set up job swaps to give people a taste of what the job might be like.</p>

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Resources		
Current Issues/Factors	Current Initiatives	Proposals
<p>Not too problematic in any of the transactional areas within this service area</p> <p>Senior staff with specialist skills are more likely to be in short supply e.g. Senior and Principal Personnel Officers, Senior and Principal Accountants, IT and Communications Technology Staff</p> <p>Market factors play a significant role e.g. middle ranking IT staff commanded a much higher late 1990s than now</p> <p>Changing nature of the service as a result of 'Modernising Support Service' whereby many resources staff will be relocated in a centralised transaction centre – some people are leaving with this restructuring.</p>		<p>Promoting the New Deal</p> <p>Career path development with maximum flexibility</p> <p>Access to Social Care courses for administrative staff</p> <p>Develop routes of access across the organisation for movement across departments/ work types – enabling people to take their careers in a different direction</p> <p>It is on the County Council agenda to develop a strategy that takes account of market factors – this is to include performance related pay</p> <p>Make access to following courses/ qualifications easier; CIPD, CIPFA, ICT courses, Project Management and Change Management.</p>

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Administration		
Current Issues/Factors	Current Initiatives	Proposals
<p>No recruitment difficulties with Admin roles but current uncertainty makes it more difficult</p> <p>Not always a pool of applicants that might be liked but generally no problems</p> <p>Staff turnover at end of scale is high</p> <p>Can't foresee age distribution creating problems in filling future posts</p> <p>Difficulties recruiting to senior posts are thought to be due to the perceived stress at this level of responsibility</p> <p>Uncertainty related to new IT system is making it more difficult to recruit/ retain</p> <p>Many posts temporary, again linked to uncertain future making it more difficult</p> <p>No defined career path for admin staff at 1 / 2 to progress to senior 1/ 2 or principal officer level.</p>	<p>New courses for administrative staff are in place, aimed at raising their awareness and communication skills especially. There are 2 stages: Introduction to Administration and Exceptional Administration.</p>	<p>Would like all staff to have the opportunity to gain the NVQ in admin and for this to be part of the career structure i.e. allowing them to progress up the scale as NVQs are achieved</p> <p>A 'succession pool' was suggested – these would be staff working towards promotion</p> <p>A locality pool of temps could be had rather than the existing centralised organisation. These staff would have been used in the past, familiar with the job, living locally and able to fill in at short notice</p> <p>Availability of a reward and recognition budget in order that managers can recognise achievements among their staff</p> <p>Car User Allowances - may need to be more generous towards senior admin staff. Senior admin staff travel all over their localities but only receive mileage rates, no compensation is given for wear and tear</p> <p>Improved management information to enable managers to understand specific reasons for high turnover, for example. Would also be a useful tool in understanding sickness absence from locality to locality</p>

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Staff Development Unit		
Current Issues/Factors	Current Initiatives	Proposals
<p>Recruitment of trainers – not so difficult in management and staff development but training and across services is more difficult:</p> <ul style="list-style-type: none"> • Health and Safety trainers • Adult and Child Care posts • <p>Pay. Trainers are recruited on SCP 29-39 but experienced Social workers are already at SCP 36 therefore there is very little scope for progression</p> <p>Issues of age profile</p> <p>We have some good family friendly policies but some are a bit dated. The NHS is more flexible than SSD.</p>	<p>The NVQ strategy employed in Direct Services links qualifications into pay progression</p> <p>Home Care and Residential Care for Older People operate a TOPSS induction programme.</p>	<p>Need to strengthen the links between SDU, HR and the operational level in Social Services</p> <p>HR to link in with SDU with the new PPO post for Workforce Planning</p> <p>A request has been made to Directorate for more resources to fund additional senior practice teachers – will be necessary to support the increased prominence of practice placements within the new SW degree and the new trainees</p> <p>Appealing to younger people</p> <p>Need to reach out to Sixth Form Colleges. Via the NVQ strategy links with colleges are good as are links with Universities</p> <p>Renew connections with “Understanding Industry” – this activity within schools could be re-established with a team geared to doing it</p> <p>Need a strategy on attending recruitment fairs and universities. This activity needs to be more targeted, locally and nationally. Dates of events could be recorded on an organisational calendar and booked in advance</p> <p>Need a stable team for recruitment events.</p>

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		<p>Improve our contact with students that have been on practice placements with us</p> <p>Social Work career path – increments should be linked to post qualifying training</p> <p>Ensuring mutual benefit for the employee and the department for increments related to qualifications gained. Perhaps those gaining qualifications could offer support/ mentoring in return</p> <p>Need to ensure that we have opportunities for progress in place for those not wanting management roles e.g. Senior Practice Teacher roles</p> <p>Post Qualifying training should be emphasised more in marketing as we have a very good record</p> <p>Improving the recruitment process - suggested use of assessment centres and further refinements</p> <p>Rewarding good performance – an issue that needs consideration.</p>
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(COMM/SELECT) WPKPa&b