



WORKFORCE PLAN

2011/15

Community Health and Care Partnership – Social Work Services

1. Summary

This is the first annual review of the first Workforce Plan for Social Work and Health. Its purpose is to highlight key workforce related issues and plan management actions to address issues identified in order to fully support the delivery of the Department's Service Plan.

These workforce issues cover the period from 2011 to 2015 and have significant Departmental implications in terms of organisational change, resource planning, resource profiling, skill mix, training and development to support on-going service delivery.

This review has taken place after the decision by Council to integrate Social Work Services with the local Health services to form the Community Health and Care Partnership (CHCP). At this time this development has not had a significant effect on the workforce plan, though it is expected that over time opportunities to provide a more joined-up service will develop. The longer term aim would be to develop an integrated Workforce Plan, in the meantime this plan focuses primarily on Social Work services. A parallel plan is in place for Health Services within the CHCP.

In order to develop this iteration of the Workforce Plan three main exercises were carried out. Firstly a review of the progress made against the Year 1 plan from the 2010/14 Plan was undertaken to identify any significant areas where work remains a priority. Secondly a revised PESTLE analysis was done and thirdly, the outputs from these two exercises were reviewed against the previous plan's years 2 to 4 plans in order to identify new priorities for the new year 1 and new years 2 to 4.

The following activities/issues were identified as priorities for the first year and this plan provides an update on the progress made on these:

- The Structure of the Department / Integration with Health;
- Balance of Care and effect of demographics;
- Review of Administrative Support;
- Absence management;
- Role review of Social Worker and Task Structures; and
- Registration (with SSSC).

Reasons for undertaking workforce planning

At this point it may be helpful to identify the reasons why it is important to have a meaningful Workforce Plan.

The benefits of workforce planning and related risks were been identified when developing the first Workforce Plan and the three top benefits or risks prioritised in the following order:

Benefits:

- To seek to obtain the most effective/efficient use of resources;
- Skills and knowledge are developed at appropriate times, in a planned way; and

- The Plan assists in meeting service objectives and planned outcomes.

Risks:

- Failure of Service delivery;
- Poor Resource management; and
- Lack of crisis management.

2. Overview of the Social Work Services

2.1 Function and Remit

Our vision is to support individuals and communities to be healthier, wealthier, fairer, safer, more tolerant and more inclusive.

The overall aim of Social Work is to identify and understand individual and community needs and to provide focused professional support and care where it is required on the basis of an assessment of need.

Most people cope with any issues in their lives by accessing universal services such as Health or Education but many others can experience significant life difficulties and will require additional support from Social Work.

A distinctive feature of Social Work is the assessment and management of risk. Social Work Services support some of society's most vulnerable people and makes complex decisions about the level of risk to individuals and communities.

Social Work has a responsibility to provide services which:

- Protect children and vulnerable adults;
- Provide high quality services and care;
- Tackle deprivation and social exclusion;
- Work in partnership to ensure community safety, across a range of Corporate and Community Planning areas including Community Safety, Worklessness and Violence against Women; and
- Meet statutory obligations in terms of workforce registration.

Within Social Work we are required by law, where we act as an "agent of the state", to provide specific services. These include:

- Child Protection;
- Adult Protection;
- Criminal Justice Services;
- Assessment and Care Management; and
- Mental Health Services.

Our services are structured around the client groupings of Children, Young People and Families, Community Care and Criminal Justice, along with support from Strategy and Resources services.

The department recognises that its most valuable partnership is that with its own employees and is committed to developing our employees and to maximising their

levels of skills and personal development to deliver an effective and efficient service. The departmental Service Plan for 2011/15 has identified a number of objectives designed to do this:

- To reduce absence levels in the department by 0.5% FTE days annually;
- To provide a range of staff development opportunities;
- To update our workforce development plan and strategy on a regular basis to take account of change in our workforce and the needs of our communities; and
- To address the changing expectations of social work services from the 21st century Review workstream implementation and national priorities.

The Workforce Plan, as stated above, aims to develop and deliver appropriately skilled employees, to allow the above Social Work functions and remits to be delivered.

2.2 Management Arrangements and Structures

West Dunbartonshire Council provides Social Work Services through the West Dunbartonshire Community Health and Care Partnership. The CHCP was approved by Council in September 2010 and became a “live” entity on 1 October 2010.

Since that date the CHCP Director has now developed and filled the senior management structure which comprises 5 Heads of Service, all of whom have joint management roles across both Health and Social Work services. The new management structure for the CHCP is shown as Appendix 1.

Locally there has been strong operational, management, and strategic links between Social Work services and Health services and most adult Social Work services have been running under a joint management structure for a number of years.

The Department works closely with the other Council departments, voluntary sector, in partnership with a wide range of agencies and groups, including local planning groups and policy initiative forums, to deliver a comprehensive range of services. Additionally, it seeks to work in partnership with those who use services and their carers to plan and monitor service provision.

All of these management arrangements, coupled with the need to make efficiency savings while maintaining services, will have an impact on the composition of the current and future workforce.

3. Resource and Establishment Information

The key resource and establishment information for the Department is provided in Appendix 2 to this Workforce Plan. Since the development of the first Workforce Plan for 2010/14 there has been a significant change in the UK economy as a whole and this is reflected in the financial settlements for local government for 2011/12 and future years. 2011/12 sees a significant reduction in Council funding

and the expectation is that there will be further, more significant reductions in years 2 to 4 of this plan.

The actions taken so far by Council to meet this financial challenge have not, at present had a significant effect on Social Work staffing levels or service delivery. The main effect has been to see a number of experienced employees leave the employment of the department through the voluntary retirement/severance processes.

It is likely that the next three years (2012/15) will see more significant changes, though these will depend on future central government policy and on future Council decisions on service prioritisation and it is not possible to plan for these at this stage.

4. Financial Overview

The department spends has a gross revenue budget of £73.8 million for 2011/12 with a net revenue budget (net of income such as charges and contributions from other agencies) of £59.4 million and the allocation of these resources across service areas is shown in the table below. The department employs around 1,600 people and the table below also shows employee numbers as Full Time Equivalent numbers across service areas.

The department uses a range of physical assets including building, computer hardware and software, transport, etc. to assist in the delivery of the services provided. This includes 6 care homes and 4 day care centres for older people, 9 Sheltered Housing complexes are provided with 24/7 cover, 4 residential homes for children, 2 day care centres for people with learning disability, social work offices located in Clydebank, Dumbarton and the Vale of Leven. We use 16 buses and mini-buses to get service users to and from our centres.

5. Key Service Priorities/Issues

5.1 Current planning activities and their links to the workforce planning framework and structure

The following processes are underway and it was identified that these would either inform future Workforce Plans or would benefit from the development of the systematic approach to workforce planning:

- Review of Absence management arrangements - corporately the Maximising Attendance Policy has been reviewed and is expected to be approved soon. The new corporate approach to absence management is starting to develop following the centralisation of HROD functions. Within the department the ongoing close scrutiny of absence and management response to support employees return to work has developed;
- Implementation of new PDP processes - the corporate review of the PSP process is nearing completion and has been piloted in some parts of the Council. Full implementation across the Council is expected in 2011;

- Meeting statutory requirements for registration;
- Commissioning strategies and forward planning;
- Roll-out of Public Sector Improvement Framework to service level; and
- Identifying external changes (Government).

5.2 Information to support Workforce Planning

Effective workforce planning can only take place when there is accurate information about the workforce. The following list of useful data and where it can currently be found was listed as shown below. This has informed the collection of data for Appendix 2:

- Number and types of posts;
- People in posts;
- Age and gender profiles;
- Staff turnover rates;
- Absence rates;
- Registration/qualification requirements for SVQ Planning;
- Specialised training plans e.g. Mental Health Officer/Child Protection /Adult Support and Protection;
- Generic training records;
- Departmental objectives and outcomes; and
- Commissioning strategies currently being developed.

5.3 Development Processes

As stated in the Summary, above, in order to develop this iteration of the Workforce Plan three main exercises were carried out. Firstly a review of the progress made against the Year 1 plan from the 2010/14 Plan was undertaken to identify any significant areas where work remains a priority. Secondly a revised PESTLE analysis was done and thirdly, the outputs from these two exercises were reviewed against the previous plan's years 2 to 4 plans in order to identify new priorities for the new year 1 and new years 2 to 4 and to prioritise these over a four year period. All of these are linked to the Departmental Service Plan.

5.3.1 Review of Progress made in Year 1 and issues arising

- The Structure of the Department / Integration with Health.
Council approved integration to form CHCP on 1 October 2010. New management structure now populated to Head of Service level and Heads of Service are now reviewing management structures. Potential for change around Rehabilitation and Reablement linked to the Scottish Government's Change Fund aimed at further shifting the balance of care for Older People's services.
- Balance of Care and effect of demographics.
Work on this is being progressed through the development of a range of Commissioning Strategies. These will identify issues and options around

likely demand for services and could have direct implications for the workforce. Balance of Care is not only an issue for Older People's services and changes in service delivery may be required across all services.

- **Review of Administrative Support.**
The review commenced in September 2010, but not progressed far due to delays in getting resource in place to undertake the review.
- **Absence Management.**
The Human Resources service undertook an "absence audit" in mid 2010 and agreed a range of actions with managers regarding specific issues with specific employees, aimed at reducing rates of absence. Absence rates are slowly, but gradually, reducing (see figures provided within Appendix 2). Progress on the agreed plans arising from the absence audit will require to be monitored and reviewed to ensure appropriate management responses and assistance is provided to employees to remain at or return to work.
- **Role Review of Social Worker and Task Structures.**
A series of employee focus groups were held during early 2010 to review the role of the Social Worker. A range of issues were identified: appropriate administrative support; caseload allocations; chronologies within Case Files; and Case Recording Standards.

Work is underway to review caseloads and to review practices in relation to case recording and having appropriate records of chronologies within casefiles. The review of administrative support has started.

A survey of a range of Social Workers is planned to take place in January 2011 to allow them to identify the range of "tasks" that they undertake and to identify potential for such tasks to be undertaken by lower graded employees. This links with the review of administrative support and will feed information into that review.

- **Registration (with SSSC).**
A plan is in place to ensure that existing employees who need to register with the Scottish Social Services Council (SSSC) are able to do so at the appropriate time and gain the relevant qualifications to support and maintain their registration. The plan remains under review as the SSSC make announcements regarding dates for registration for groups of employees and identify specific qualification requirements.

The maintenance of workforce records is expected to be part of the developing Workforce management System and the Trades Unions have agreed that employees will be issued with a joint reminder when first registration dates are published by SSSC and when the required date for registration is close.

A budget for SVQ training has been set at £80,000 for 2011-12 and a four year plan is in place to match training requirements against this to ensure all appropriate staff can meet registration requirements. See appendix 3.

The facility to maintain up to date registration records, for all employees who need to register, on the Workforce Management System has not yet been implemented and this will need to be progressed as soon as possible.

- Review costs of Single Status.
Progress on this has been slow, however recent Council decisions regarding savings options and agreed management adjustments for the 2011/12 budget has resulted in work commencing in relation to reviewing work patterns, staffing structures and models of service delivery across all internally provided care services.

5.3.2 Analysis of Internal and External Drivers

A **PESTLE** analysis was carried out on Social Work services as a whole to identify both internal and external drivers affecting the department and the issues identified and planned actions to manage these issues are summarised in the following table.

Political issues identified	Workforce Planning actions identified
<ul style="list-style-type: none"> • Integration with Health Services 	<ul style="list-style-type: none"> • Populate full management structure and integrate those parts of service currently not integrated
<ul style="list-style-type: none"> • Shared services 	<ul style="list-style-type: none"> • Monitor outcome of Clyde Valley Councils work on Shared Services
<ul style="list-style-type: none"> • Personalisation 	<ul style="list-style-type: none"> • Take account of ongoing development of Personalisation agenda and effects on Workforce
Economic issues	Workforce Planning actions identified
<ul style="list-style-type: none"> • Local government financial settlements 	<ul style="list-style-type: none"> • Take account of changes to services approved by Council
<ul style="list-style-type: none"> • Internal/ external provision of services 	<ul style="list-style-type: none"> • Effects will be determined from Commissioning Strategies and/or Tendering processes – which result in either internalisation or externalisation of services
<ul style="list-style-type: none"> • Economic uncertainty 	<ul style="list-style-type: none"> • As for “Local government financial settlements” above
<ul style="list-style-type: none"> • Asset Management Strategy 	<ul style="list-style-type: none"> • Possible effects of mobile workforce, flexible working policies, etc.
Social issues	Workforce Planning actions identified
<ul style="list-style-type: none"> • Changes in demographics 	<ul style="list-style-type: none"> • Effects of plans to meet needs of increasing numbers of older people and adults with disabilities
<ul style="list-style-type: none"> • Absence Rates/health of the workforce 	<ul style="list-style-type: none"> • Develop appropriate supports to employees and implement effective management controls
<ul style="list-style-type: none"> • Risk management relating to capacity to manage demand 	<ul style="list-style-type: none"> • As “Change in demographics” above
Technological issues	Workforce Planning actions identified
<ul style="list-style-type: none"> • Implementing the workforce management system 	<ul style="list-style-type: none"> • Expected to provide better management information
<ul style="list-style-type: none"> • Fitness of IT systems 	<ul style="list-style-type: none"> • Replacement for Care Time module required to manage Home Care business

	<ul style="list-style-type: none"> • Implement effective communications systems with Home Care staff • Develop mobile technology functionality
<ul style="list-style-type: none"> • Access to hardware/systems 	<ul style="list-style-type: none"> • Development of Workforce Management system and possible effects on Administration staff
<ul style="list-style-type: none"> • Telecare 	<ul style="list-style-type: none"> • As “Change in demographics” above
<ul style="list-style-type: none"> • E-learning 	<ul style="list-style-type: none"> • Develop new systems to streamline training and development processes
Legislation	Workforce Planning actions identified
<ul style="list-style-type: none"> • Registration of the Workforce Regulations of Care (Scotland) Act 2002 	<ul style="list-style-type: none"> • Maintain effective monitoring and staff development plans to ensure staff are appropriately qualified and registered
<ul style="list-style-type: none"> • Statutory requirements 	<ul style="list-style-type: none"> • Ensure statutory duties are appropriately resourced, e.g. Mental Health Officers
<ul style="list-style-type: none"> • Scrutiny 	<ul style="list-style-type: none"> • Monitor outcomes of scrutiny processes for employee issues
<ul style="list-style-type: none"> • Agency Workers Regulations 	<ul style="list-style-type: none"> • Monitor issues around use of agency workers and implement necessary steps to work within these regulations. • Identify practical workforce management issues and take appropriate measures to remedy.
Environmental issues	Workforce Planning actions identified
<ul style="list-style-type: none"> • Fitness of buildings 	<ul style="list-style-type: none"> • Plans for Older People’s Care Homes will have workforce effect

Some issues identified in the previous version of the Workforce Plan have been removed from the PESTLE as no longer being significant issues:

- Labour Market – no issues at present in filling vacant posts;
- Expectations and demands placed by the public – not so important as financial implications of finance availability and seen as manageable through controlling access via eligibility criteria;
- Support to carers – as for public expectations, viewed as manageable; and
- Recycling of care equipment – no major issues for workforce.

5.5.3 A series of priorities and issues were developed and these are shown in the table below, which shows the workforce plan priorities in two parts - those requiring action in the first year of the plan and those for action in years two to four.

Priorities/Issues	Year 1	Years 2 to 4
Population of full integrated management structure	Yes	
Development of Rehabilitation and Reablement Strategy	Yes	Yes

Complete the review of Administrative Support (Year 1) and implement improvement plan (Year 2)	Yes	Yes
Monitor progress on absence management	Yes	Yes
Maintain plans to provide appropriate development opportunities to employees to become SSSC registered and monitor via Workforce Management System	Yes	Yes
Monitor and develop plans to manage effects of ongoing service changes derived as a result of funding changes, tendering processes and commissioning strategies	Yes	Yes
Improve effective ICT systems	Yes	
Investigate and take appropriate steps to comply with Agency Worker regulations	Yes	

5.5.4 The above priorities and issues were then compared to previously expected priorities and issues for years 2 to 4 and the following which were previously identified as priorities/issues have now been removed:

- Review of role of the Social Worker – good progress in 2010/11 and main issues moving forward relate to the review of administrative support;
- Self-directed care and personalisation – good progress in 2010/11, any workforce effects of development of Personalisation Strategy will be monitored; and
- Ageing workforce – will be monitored, capacity to recruit now much better due to economic situation. It is recognised that employees can request to work beyond age 65 and in future the default retirement age may be removed, and the department will monitor this situation.

5.6 Appendices 3 and 4 show the Workforce Plan for 2011/15 which was derived following the above processes to review the existing plan and identify any new issues for this plan.

6. Equalities Issues and Ongoing Monitoring and Review of the Plan

6.1 Equalities Impact Assessment

An equalities impact assessment has been carried out on this plan and identified the need for ongoing monitoring of the effect of the Workforce Plan to ensure that there is no unintended equalities impact as a result of the implementation of the plan. Generally the impact assessment highlighted that the effect of the development and ongoing monitoring of the Plan should have a positive effect on equalities issues as the improvements aim to ensure, amongst other things, that all employees have the same access to training and development and other opportunities while employed by the department.

6.2 Ongoing Monitoring and Review

The Plan will be subject to monitoring of progress and reports on progress will be provided to the CHCP Committee on a regular basis. The Plan itself is subject to annual review and will therefore take account of future changes in Council priorities and objectives, legislative and regulatory changes and reflect ongoing changes to the demographics of our workforce and their development needs as services change in the future to meet service demand.

7. Financial Issues

7.1 Financial Expectations

The delivery of the workforce plan requires to be managed within existing resources. Indeed as can be seen from the plan a number of issues identified are these as a result of the current economic climate and a number are expected to deliver future efficiencies to allow a more cost-effective service provision.

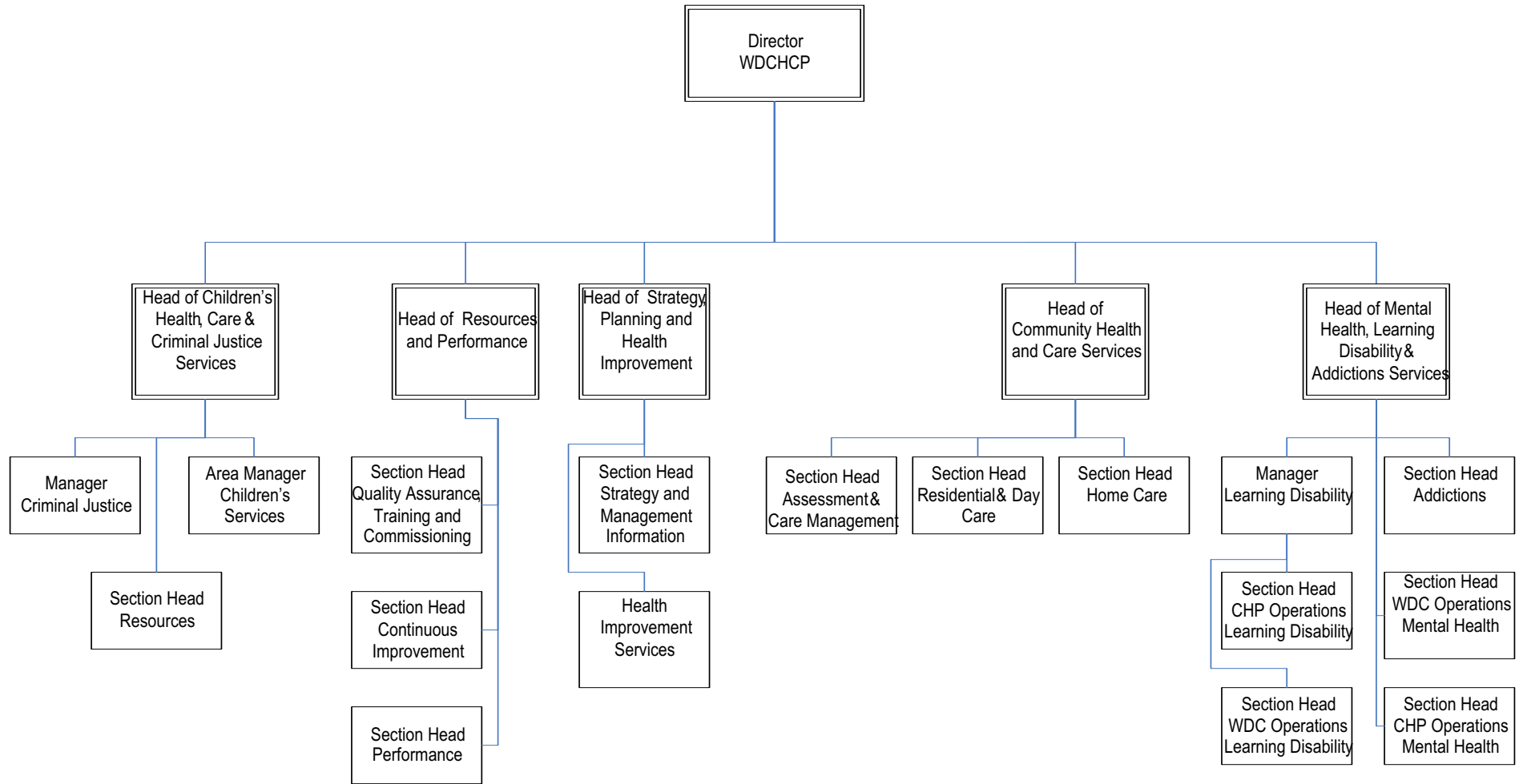
8. Personnel Issues

8.1 The Workforce Plan has been developed and reviewed by departmental managers. The plan is intended to highlight issues regarding the workforce where improvements are required or where planning is required to manage particular issues.

A number of these issues will require to be managed and relevant appropriate discussion/consultation with Trades Unions will take place through the formal and informal routes available.

WDCHCP Organisational Chart

Appendix 1



Appendix 2

Establishment by Section, Employment Status and Gender

			Permanent		Fixed-Term		Casual		Female		Male	
	Actual	FTE	Actual	FTE	Actual	FTE	Actual	FTE	Actual	FTE	Actual	FTE
Addiction Services	29	25.77	14	14.00	15	11.77	0	0	18	16.86	11	8.90
Adult Community Care	94	80.62	84	72.74	10	7.89	0	0	81	71.24	13	9.39
Children's Services	179	127.68	126	114.39	14	13.29	39	0	134	100.28	45	27.40
Criminal Justice	61	52.43	44	41.54	12	10.89	5	0	31	30.43	30	22.00
Day Care - Learning Disability	72	51.98	55	35.90	17	16.08	0	0	53	37.07	19	14.91
Day Care (Older People)	30	25.65	28	24.22	2	1.43	0	0	22	18.51	8	7.14
Home Care Services	591	390.64	557	375.09	20	15.55	14	0	553	364.06	38	26.58
HQ, Resources & Strategy	59	51.42	52	45.83	6	5.59	1	0	46	38.42	13	13.00
Learning Disability Services	32	25.07	15	13.18	17	11.89	0	0	18	13.34	14	11.73
Mental Health	24	22.02	21	19.02	3	3.00	0	0	16	14.93	8	7.09
Residential - Child Care	67	58.79	37	32.60	29	26.19	1	0	45	38.19	22	20.61
Residential – Learning Disability	31	25.75	19	15.09	12	10.66	0	0	23	19.32	8	6.43
Residential - Older People	230	195.60	209	176.76	21	18.84	0	0	189	158.65	41	36.95
Sheltered Housing	55	40.35	51	39.92	1	0.43	3	0	47	33.01	8	7.34
Grand Total	1554	1173.76	1312	1020.26	179	153.49	63	0	1276	954.30	278	219.46

Current Establishment by Section and Age Profile

	24 and under		25 to 34		35 to 44		45 to 54		55 and above		All Employees	
	Actual	FTE	Actual	FTE	Actual	FTE	Actual	FTE	Actual	FTE	Actual	FTE
Addiction Services	2	1.81	7	5.63	13	11.32	5	5	2	2	29	25.76
Adult Community Care	4	3	14	11.23	21	18.98	35	31.21	20	16.21	94	80.63
Children's Services	10	5.03	37	28.01	57	35.63	50	40.81	25	18.21	179	127.69
Criminal Justice	3	2.86	9	7.83	16	14.46	21	17.91	12	9.37	61	52.43
Day Care - Learning Disability	2	1.86	11	6.8	22	17.38	25	15.89	12	10.05	72	51.98
Day Care (Older People)			4	3.29	7	6.57	10	8.14	9	7.64	30	25.64
Home Care Services	14	6.09	55	29.04	121	75.19	217	152.56	184	127.75	591	390.63
HQ, Resources & Strategy	1	0.61	17	14.7	17	12.91	16	15.86	8	7.33	59	51.41
Learning Disability Services	13	9.43	4	3.18	4	2.61	6	6	5	3.85	32	25.07
Mental Health	1	1	2	2	7	7	8	7.5	6	4.52	24	22.02
Residential - Child Care			10	8.76	22	19.95	25	21.03	10	9.06	67	58.8
Residential – Learning Disability	1	1	6	5.43	7	6.26	11	8.12	6	4.93	31	25.74
Residential - Older People	15	11.38	16	13.95	46	38.33	96	83.35	57	48.59	230	195.6
Sheltered Housing			2	0.43	11	5.72	16	11.95	26	22.24	55	40.34
Grand Total	66	44.07	194	140.29	371	272.31	541	425.33	382	291.76	1554	1173.74

Current Establishment by Section and Proximity to “Normal” Retirement Age

	Total		55	56	57	58	59	60	61	62	63	64	65	66	67	68	69
	Actual	FTE															
Addiction Services	2	2.00						1	1								
Adult Community Care	20	16.21	4	4	1	2	2	2		3	2						
Children's Services	25	18.21	5	3	7	3	1	2	1	3							
Criminal Justice	12	9.37	3	1			2		1	3			1			1	
Day Care - Learning Disability	12	10.05		4	1	1	1	2		2		1					
Day Care (Older People)	9	7.64	1		1		2	1	1	2		1					
Home Care Services	184	127.75	24	24	14	24	18	11	22	15	10	7	2	3	7	2	1
HQ, Resources & Strategy	8	7.33	1	1		2			2				1	1			
Learning Disability Services	5	3.85	1	1			1	2									
Mental Health	6	4.52			2	1	1			1		1					
Residential - Child Care	10	9.06	3	3		2	1					1					
Residential – Learning Disability	6	4.93		1	1				2	1		1					
Residential - Older People	57	48.59	6	6	9	6	5	7	5	4	6	1		1		1	
Sheltered Housing	26	22.24	2	1	3	3	1	2	4	4	1	1	3			1	
Grand Total	382	291.76	50	49	39	44	35	30	39	38	19	14	7	5	7	5	1

ABSENCE - Days Lost by Duration Category

Duration	FTE Days Lost	% of Lost Days
Intermittent (1-3 days)	2237	9.46%
Short Term (4-5 days)	1724	7.29%
Medium Term (6 days-4 weeks)	6745	28.51%
Long Term (over 4 weeks)	12724	54.74%
TOTAL	23429	100.00%

ABSENCE - Days Lost by Absence

Absence Reason	FTE Days Lost	% of Lost Days
Minor Illness	3511	14.99%
Back Pain	2354	10.05%
Musculo-skeletal Injuries	3666	15.65%
Stress	4950	21.13%
Recurring Medical Conditions	2642	11.28%
Non Work Related Accidents / Injuries	260	1.11%
Work Related Accidents / Injuries	188	0.80%
Mental Health	1857	7.92%
Acute Medical Conditions	4002	17.08%

Pregnancy Related Absence	0	0.00%
Drink or Drug Related Condition	0	0.00%
TOTAL	23429	100.00%

Appendix 3

SVQ Training Plan

POSITION - JANUARY 2011	TOTAL E'EES	QUALIFICATIONS PROFILE				QUALIFICATIONS IN PLACE				QUALIFICATION NEED				COLLEGE PLACES PLANNED				ASSUMED TURNOVER 2011			
		SVQ 2	SVQ 3	SVQ 4	PDA *	SVQ 2	SVQ 3	SVQ 4	PDA *	SVQ 2	SVQ 3	SVQ 4	PDA *	SVQ2	SVQ3	SVQ4	PDA*	SVQ 2	SVQ3	SVQ 4	PDA *
OLDER PEOPLE - RESI & DAY	246	117	113	16	23	100	110	14	6	14	3	2	18	5	2	1	6	6	6	1	1
LEARNING DISABILITY RESI	67	5	54	8		5	54	8		0	0	0		0	0	0		0	3	0	
CHILDCARE	51	0	47	4		0	44	4		0	3	0		0	3	0		0	2	4	
HOME CARE	524	501	0	23		200	0	11		301	0	12		66	0	3		25	0	1	
TOTAL	888	623	214	51	23	305	208	37	6	315	6	14	18	71	5	4	6	31	11	6	1

550

@ £900 @ £1050 @ £2205 @ £275
£6390 **£165** **£79,62**
0 £5250 £8820 0 Total 0

PROJECTED POSITION JANUARY 2012	QUALIFICATIONS REQUIRED	QUALIFICATIONS IN PLACE	QUALIFICATION NEED	COLLEGE PLACES PLANNED	ASSUMED TURNOVER 2012
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SERVICE	TOTAL E'EES	SVQ 2	SVQ 3	SVQ 4	PDA *	SVQ 2	SVQ 3	SVQ 4	PDA *	SVQ 2	SVQ 3	SVQ 4	PDA *	SVQ2	SVQ3	SVQ4	PDA*	SVQ 2	SVQ3	SVQ 4	PDA *
OLDER PEOPLE - RESI & DAY	246	117	113	16	23	99	106	14	12	18	7	2	11	8	6	1	6	6	6	1	1
LEARNING DISABILITY	67	5	54	8		5	51	8		0	3	0		0	2	0		0	3	0	
RESI CHILDCARE	51	0	47	4		0	45	0		0	2	4		0	0	4		0	2	3	
HOME CARE	524	501	0	23		241	0	13		260	0	10		50	0	3		25	0	1	
TOTAL	888	623	214	51	23	345	202	35	12	278	12	16	11	58	8	8	6	31	11	5	1

582

@ @ @ @
 £900 £1050 £2205 £275
 £5220 £1764 £165
 0 £8400 0 0 Total 0

£79,89

Total 0

Appendix 3 con't

PROJECTED POSITION JANUARY 2013		QUALIFICATIONS REQUIRED				QUALIFICATIONS IN PLACE				QUALIFICATION NEED				COLLEGE PLACES PLANNED				ASSUMED TURNOVER 2013			
SERVICE	TOTAL E'EES	SVQ 2	SVQ 3	SVQ 4	PDA *	SVQ 2	SVQ 3	SVQ 4	PDA *	SVQ 2	SVQ 3	SVQ 4	PDA *	SVQ2	SVQ3	SVQ4	PDA*	SVQ 2	SVQ3	SVQ 4	PDA *
OLDER PEOPLE - RESI & DAY	246	117	113	16	23	101	106	14	17	16	7	2	6	8	6	1	5	6	6	1	1
LEARNING DISABILITY	67	5	54	8		5	50	8		0	4	0		0	2	0		0	3	0	
RESI CHILDCARE	51	0	47	4		0	43	1		0	4	3		0	0	0		0	2	0	
HOME CARE	524	501	0	23		266	0	15		235	0	8		60	0	3		25	0	1	
TOTAL	888	623	214	51		372	199	38	17	251	15	13	6	68	8	4	5	31	11	2	1

609

@ @
 @ £105 £220 @
 £900 0 5 £275
 £6120 £840 £882 £137
 0 0 0 5 Total 5

£79,79

Total 5

PROJECTED POSITION JANUARY 2014	QUALIFICATIONS REQUIRED				QUALIFICATIONS IN PLACE				QUALIFICATION NEED				COLLEGE PLACES PLANNED				ASSUMED TURNOVER 2014				
SERVICE	TOTAL E'EES	SVQ 2	SVQ 3	SVQ 4	PDA *	SVQ 2	SVQ 3	SVQ 4	PDA *	SVQ 2	SVQ 3	SVQ 4	PDA *	SVQ2	SVQ3	SVQ4	PDA*	SVQ 2	SVQ3	SVQ 4	PDA *
OLDER PEOPLE - RESI & DAY	246	117	113	16	23	103	106	14	21	14	7	2	2	8	6	1	2	6	6	1	1
LEARNING DISABILITY	67	5	54	8		5	49	8		0	5	0		0	2	0		0	3	0	
RESI CHILDCARE	51	0	47	4		0	41	1		0	6	3		0	0	0		0	2	0	
HOME CARE	524	501	0	23		301	0	17		200	0	6		60	0	3		25	0	1	
TOTAL	888	623	214	51		409	196	40		214	18	11	1	68	8	4	2	31	11	2	1

645

@	@		
@	£105	£220	@
£900	0	5	£275
£6120	£840	£882	
0	0	0	£550
			Total <u>£78,97</u>
			0

Appendix 4

Social Work and Health - Workforce Plan 2011/15 - Improvement Actions - Year 1

Activity/Issue	Officer Input required	Year 1 of Plan	Key Drivers	Resource Implications	Comments
Registration of Social Care Workforce	Max Agnew/ Beryl Middleton/ Elaine Foulkes	1. Deliver appropriate planned development activities for staff as appropriate through established timeline linked to SSSC registration requirements	SSSC Statutory requirements in relation to Social Care posts and SSSC defined dates for compliance	Redeployment/dismissal of employees who do not register Ongoing commitment of revenue resources to fund the existing staff group to obtain qualifications	A continuing action impacting on training costs and time required to release staff to undertake relevant training

Role review of Social Worker and task structures	Anne Ritchie/ Anne-Marie MacDonald/ Peter Duffy/ Mike Foley/ David Elliott/ James O'Neill	<ol style="list-style-type: none"> 1. Establish a 'vision' for the Social Worker role 2. Complete the review roles/ tasks (caseload) 3. Identify what demand-drivers there are for the "social worker" function and project future need for "social workers" 4. Identify best structure, numbers and mix of social workers, senior social workers and social work assistants 5. Make recommendations for change and implement. 	Ensure the most effective use of scarce human resources. Ensure that the Council meets its statutory obligations	Expect to be within existing resources, however following review there may be a change in the balance of the workforce to reflect demands on Social Workers	Work commenced through 5 staff focus groups
	Anne Ritchie/ Anne-Marie MacDonald/ Peter Duffy/ Mike Foley/ David Elliott	1. Implement functionality of Workforce Management System to facilitate registration monitoring	To ensure employees are maintaining appropriate registration and CPD/PRTL requirements	Within existing resources	To be developed via the new Workforce Management System
	Anne Ritchie/ Anne-Marie MacDonald / Peter Duffy/ Mike Foley/ David Elliott	1. Review recruitment and retention issues, including age profile to identify potential future shortages	To assess ability of Council to maintain a required level of Social Workers in post and to plan ahead to fill anticipated "gaps"	Within existing resources	

Role review of support/ admin activities and structure	Anne Ritchie/ Anne-Marie MacDonald/ Stephen West	1. Complete the review of Administrative support to front-line staff	Ensure the most effective use of scarce human resources. To provide appropriate administrative support to front-line staff groups	Within existing resources	
Reduce Absence	Elaine Foulkes/ Stephen West	1. Continue to monitor progress in managing absence through the revised corporate procedures and agreed management actions with regular audit of progress and management actions	Ensure the most effective use of scarce human resources. Current high rates of absence and associated costs	Within existing resources	
Balance of care and effect of demographics	Stephen West / Anne Ritchie / Chris McNeill / John Russell	1. Complete the range of Commissioning Strategies which are presently under development and develop strategies to manage any resultant workforce issues	To provide the most appropriate type of care for service users while taking account of resources available. This may affect the balance of workforce in the future	Within resources available at time of the service delivery	Commissioning strategies currently being developed
Impact of single status	Elaine Foulkes/ Stephen West/ Others as appropriate	1. Review working patterns, staffing structures and service delivery models to ensure efficient and effective	To ensure the most effective use of resources	Within existing resources	Competitiveness reviews started in 2009 following Council Policy
Integration with Health and Structure	SMT	1. Populate full new management structure 2. Review service delivery	Integration and shared services	Within existing resources	

of the department		structures through examining potential areas for further integration and in particular in relation to the structuring of services to facilitate rehabilitation and reablement			
Manage effects of Agency Worker Regulations	Stephen West/ Chris McNeill/ Elaine Foulkes	1. Identify issues arising from Agency Worker Regulations 2. Develop strategies to manage issues identified	Need to comply with Regulations	Within existing resources	
Manage workforce effects of savings options agreed by Council	SMT	1. Manage any workforce effects of savings agreed by Council on 14 October 2010. 2. Manage any further savings agreed by Council in January 2011 and any further in-year savings during 2011/12	Council decisions	Within existing resources	Ongoing monitoring of processes developed to manage any effects of Council decision
Improve ICT systems	SMT	1. Replacement for Care Time module required to manage Home Care business 2. Implement effective communications systems with Home Care staff 3. Develop mobile technology functionality	Need to provide efficient delivery of services Health and Safety and efficient management Need to provide more efficient data gathering processes	Within existing resources	Costs to be within existing/agreed future capital and revenue budgets

Social Work and Health - Workforce Plan 2011/15 - Improvement Actions - Years 2 - 4

Activity/Issue	Officer Input required	Years 2 - 4 of Plan	Key Drivers	Resource Implications	Comments
Registration of Social Care Workforce	Max Agnew/ Beryl Middleton/ Elaine Foulkes	1. Deliver appropriate planned development activities for staff as appropriate through established timeline linked to SSSC registration requirements	SSSC Statutory requirements in relation to Social Care posts and SSSC defined dates for compliance	Ongoing revenue funding (though this may reduce over time). Time taken to complete modules. Potential for redeployment/dismissal for those staff who do not register	A continuing action impacting on training costs and time required to release staff to undertake relevant training

Role review of Social Worker and task structure	Anne Ritchie/ Anne-Marie MacDonald/ Peter Duffy/ Mike Foley/ David Elliott/ James O'Neill	1. Implement outcomes of areas highlighted in Year 1 actions 2. Strategies and actions to increase professionalisation of the role	Ensure the most effective use of scarce human resources. Ensure that the Council meets its statutory obligations	Within existing resources	
Role review of Support/ Admin activities and structure	Anne Ritchie/ Anne-Marie MacDonald/ Stephen West	1. Implement outcome of review of Support and Admin activities and appropriate structure	To provide VFM service provision	Within existing resources	
	Anne Ritchie/ Anne-Marie MacDonald/ Stephen West	1. Review of management role, responsibilities and structure and makeup of workload.	To ensure most effective use of scarce human resource	Within existing resources	
	Anne Ritchie/ Anne-Marie MacDonald/ Stephen West	1. Review all processes and procedures to rationalise and streamline 2. review options for use of new technology to make administration function more cost effective and efficient	Provision of VFM services through process improvement or task re-allocation to maximise support to key client facing roles	Within existing resources	
Reduce Absence	Elaine Foulkes/ Stephen West	1. Continue to scrutinise absence processes and management responses and actions to ensure effective controls and supports are in place and utilised	Ensure the most effective use of scarce human resources.	Within existing resources	

Balance of care and effect of demographics, following the development of Commissioning Strategies	Stephen West / Anne Ritchie/ Chris McNeill / John Russell	1. Ongoing review of changing demographics and impact on care requirements. Plot likely future levels of demand for service delivery based on past trends of known demand-drivers and effects of expected demographic changes and integrate with balance of care modelling	Demographic change re expected increase in average age of whole population. Other demand pressures around other demographics	Within existing resources	Commissioning Strategies are in preparation
Manage workforce effects of savings options agreed by Council	SMT	Manage any workforce effects of savings agreed by Council in setting budgets for 2012/13, 2013/14 and 2014/15	Council decisions	Within existing resources	Ongoing monitoring of processes developed to manage any effects of Council decision