



## Working for a more valued future for all.

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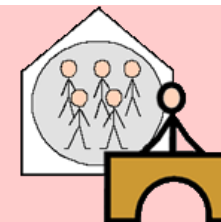


# Performance Report Supporting Staff

April 2008 to March 2009



# Staff and Managers



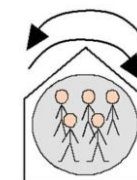
## Summary

The Consortium staff doing well at getting their professional qualifications.



Supervision levels need to improve for some frontline support workers.

Staff turnover is the lowest it has been for the last 6 years; staff movement between services has also dropped significantly.



There are still some staff who are working too many hours, this is not good as staff cannot be expected to perform well when they are tired.



Our Targeted Support pilot began in August 2006, it appears to be working well, and it will be extended to a fourth network in October 2009.



Making Active Support happen for all tenants should be a top priority for all Consortium staff and managers.



## Staff and Managers



### How well are our management systems working?



In these reports we use the following key measures to judge whether our management systems are working well:

- The level and quality of supervision and appraisal.
- The way Active Support is delivered.
- The achievement of staff in getting NVQ awards and their professional qualifications.
- The way we recruit and keep staff.
- The level of sickness of managers.

What has happened in each of these areas in January to March 2007?

#### Supervision

The level of supervision for front line staff has improved slightly throughout this year when compared with the previous year, this has picked up significantly in NPT.

**We must ensure that a good level of supervision continues to be offered to all staff, and any negative impact that Targeted Support seemed to have been resolved.**



## Staff & Managers (continued)



### Active Support Performance Information

The number of tenants that have been supported to achieve regular successful opportunity plans over the year has stayed constant as have the number of tenants with an accessible communication passport or plan. We must continue to make sure that we deliver active support and inclusive communication to tenants as effectively as possible. This makes a significant difference to tenant's quality of life.

- **The Team Coordinators are now using our new Personal Support Audit, this is a useful tool for reviewing the quality of life offered to tenants.**

### NVQ Unit and Award Attainment.

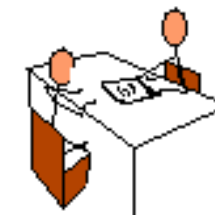
Assessor numbers have increased to eighty three. 411 of our staff have now achieved their vocational award. We have succeeded in achieving the target of having half of our staff qualified by 2009. This is the target set for all Domiciliary Agencies by the Care Standards Inspectorate for Wales.

- **This is excellent progress in supporting our staff to get the qualifications they need as professionals.**



### Staff Recruitment & Retention

The overall size of our workforce was 616 by the end of March 2009 this is an 8% increase compared with the previous March, however we still need to stop some staff from working too many hours. Our quarterly staff turnover declined consistently over the last 12 months; this is now at 1.3%. Our Annual staff turnover rate now 7% this is the lowest for the last 6 years.

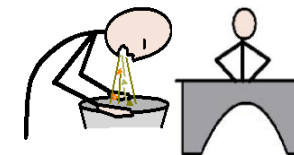


## Staff & Managers (continued)



### Management Sickness

Our level of Management Sickness has increased to 4.9%. This rate is slightly higher than for the frontline services this is 4.5%



**Our Management structure appears to be performing well, we need to make sure that supporting staff to deliver Active Support continues to be a top priority for managers.**

### Developing our Management Team

Our Operational Management Team has grown to a team of 92 managers and coordinators. These people are supported by 38 central managers and coordinators.

We are developing these staff so that they can provide better support to our tenants and front-line staff, important areas include:

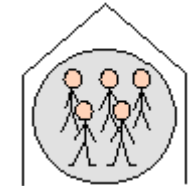
- Improvements in coaching and team management.
- The implementation of our new Supervision and Appraisal framework.
- The move to electronic rostering of staff all networks, this we will hope will have a significant effect of our ability to flexible deploy our staff and will provide electronic time-sheets and better performance information about levels of staffing that are meeting tenant's needs.
- Our new complaints policy supported by our investigations officer has had a major impact on the length of time investigations and complaints take, although there is still some way to go in terms of creating a person centered complaints process, we will work on this in the coming year.

All staff should be continued to be commended for their work in trying to manage their hours, as we have stayed within our staffing budget from April 08 to March 2009.

## Staff & Managers (continued)



It appears that by March 2009 that the level of recruitment has remained at a reasonable level across the agency.



**We are still concerned that some staff are still working too many hours; this is not good as staff cannot be expected to perform well when they are tired.**

Tenants experienced a 4% change of staff between schemes over this quarter. This is a great improvement we need to keep up this good work. The % change of Keyworkers was 4% between October and December. This was only 0% in NPT where rates have declined significantly through the year.

**We need to keep these changes to a minimum where ever possible. We will continue to monitor the situation but we appear to be making progress.**



## Targeted Support

We are exploring a new way of working called Targeted Support, this began in August 2006. This new model uses Assistive Technology and has created a new role for 60% of Support Workers in this Network. These Support Coordinators are paid a 15% higher rate of pay, and enable the targeting of the remaining support workers in a way that we believe is more empowering and efficient. This new approach is being evaluated by the Welsh Centre for Learning Disabilities, the first interim report of this evaluation is positive at this early stage. This new model of working started in the first Swansea network in March 2008.

In 2009 we will extend this model with the development of our night time response service in Swansea.



## Staff & Managers – Performance Information 0809

1 Line Management		CCS				NPT				Whole of the CLC			
	Perform. Target	0809 Q1	0809 Q2	0809 Q3	0809 Q4	0809 Q1	0809 Q2	0809 Q3	0809 Q4	0809 Q1	0809 Q2	0809 Q3	0809 Q4
Line Managers suspended, under investigation or disciplined during quarter	0	1	2	3	2	0	0	0	0	1	2	0	2
% of Line Managers starting role in quarter		0	0	1	2	0	0	0	0	0	0	0	2
Average number of Contract Managers visits to tenants homes in quarter	Min 3	✓ 9	✓ 7	✓ 6		✓ 3	⚠ 2	⚠ 2		✓ 7	✓ 5	✓ 5	
Contract Managers days lost in quarter	5%									35	19	29	47
All T/HS/SCo-ordinators days lost in quarter	185 (5%)									157	322	187	215
% Management Sickness	Max 5									✓ 3.6	✗ 6.4	✓ 4.0	✓ 4.9

2 Delivery of Staff Hours		CCS				NPT				Whole of the WGHC			
	Perform. Target	0809 Q1	0809 Q2	0809 Q3	0809 Q4	0809 Q1	0809 Q2	0809 Q3	0809 Q4	0809 Q1	0809 Q2	0809 Q3	0809 Q4
Figures given are based on an average per week													
Total hours Paid incl. Absence		12250	12787	12928	13177	3842	3980	3933	4137	16092	16767	16915	17315
% of total hours paid compared with Hours Purchased	116 Max.	✓ 107	✓ 112	✓ 113	✓ 115	✓ 108	✓ 112	✓ 108	✓ 114	✓ 107	✓ 112	✓ 112	✓ 115
% of hours purchased delivered excl.absence	100												
Hours lost through sickness		507	547	643	563	145	171	199	219	652	718	842	782.0
% Hours lost through sickness (A9)	Max 5	✓ 4.1	✓ 4.3	✓ 5.0	✓ 4.3	✓ 3.8	✓ 4.3	⚠ 5.1	⚠ 5.3	✓ 4.1	✓ 4.3	✓ 5.0	4.5
% Hours worked by staff from other teams	Max 5												
% of Purchased hours worked by contracted staff working within their hours	Min 75	✓ 83.1	✓ 82.6	✓ 83.0	✓ 82.2	✓ 81.8	✓ 81.2	✓ 84.0	✓ 82.3	✓ 82.8	✓ 82.3	✓ 83.2	✓ 82.3

3 Vacancies & Recruitment		CCS				NPT				Whole of the CLC			
	Perform. Target	0809 Q1	0809 Q2	0809 Q3	0809 Q4	0809 Q1	0809 Q2	0809 Q3	0809 Q4	0809 Q1	0809 Q2	0809 Q3	0809 Q4
Figures are for the quarter													
Number of staff at end of quarter										580	600	608	616
Number of people who joined the organisation in quarter										22	31	20	9
Number of people who left the organisation in quarter										15	10	10	8
Quarterly Staff Turnover (%)	Max 2.5									⚠ 2.6	✓ 1.7	✓ 1.6	✓ 1.3

## Staff & Managers – Performance Information 0809



5 Effective Staffing	CCS				NPT				Whole of the CLC				
	Perform. Target	0809 Q1	0809 Q2	0809 Q3	0809 Q4	0809 Q1	0809 Q2	0809 Q3	0809 Q4	0809 Q1	0809 Q2	0809 Q3	0809 Q4
Average number of Supervisions given to <b>Contract Managers</b> in quarter	Min 1.5	✔ 2.0	✔ 2.0	✔ 2.0	✔ 3.0	✔ 2.0	✔ 2.0	✔ 2.0	✔ 3.0	✔ 2.0	✔ 2.0	✔ 2.0	3.0
Average number of Supervisions given to <b>Team &amp; Housing Support Coordinators</b> in quarter	Min 1.5	⚠ 1.2	✔ 1.7	⚠ 1.1		✔ 1.5	⚠ 1.0	✘ 0.5		⚠ 1.1	⚠ 1.4	⚠ 0.9	
Average number of Supervisions given to <b>Service Coordinators</b> in quarter	Min 1.5	✔ 1.9	✔ 1.5	✔ 1.6		✔ 2.0	✔ 1.6	✔ 1.9		✔ 1.9	✔ 1.5	✔ 1.6	
Average number of Supervisions given to <b>Support workers</b> in quarter	Min 1.5	⚠ 1.3	⚠ 1.1	⚠ 1.3		⚠ 1.3	⚠ 1.4	⚠ 1.3		⚠ 1.3	⚠ 1.1	⚠ 1.3	
Average number of teammeetings attended by support workers	Min 1.5	⚠ 1.2	⚠ 1.1	⚠ 1.2		⚠ 1.3	⚠ 1.3	⚠ 1.4		⚠ 1.2	⚠ 1.1	⚠ 1.3	
% Change of staff supporting tenants in quarter	Max 5	✔ 4.9	✘ 6.2	✔ 4.5		✔ 1.0	✘ 6.3	✔ 3.3		✔ 4.0	✘ 6.2	✔ 4.2	

6 Staff Development	CCS				NPT				Whole of the CLC				
	0809 Q1	0809 Q2	0809 Q3	0809 Q4	0809 Q1	0809 Q2	0809 Q3	0809 Q4	0809 Q1	0809 Q2	0809 Q3	0809 Q4	
Number of courses delivered in quarter									90	71	80	76	
Number of Participants who received training									811	637	722	788	
NVQ Assessors awards achieved									79	81	83	83	
NVQ Units achieved									2890	3045	3123	3238	
Accumulative total of staff who have achieved NVQ awards 2,3,4, & 5									306	400	411	427	
% Staff training (A9)	Min 1.5	✔ 1.5	✘ 1.0	✔ 1.7		✔ 2.0	✔ 2.9	✔ 2.2	✔ 2.4	✔ 1.7	✘ 1.4	✔ 1.8	✔ 1.8

7 Health, Safety & Wellbeing	CCS				NPT				Whole of the CLC			
	0809 Q1	0809 Q2	0809 Q3	0809 Q4	0809 Q1	0809 Q2	0809 Q3	0809 Q4	0809 Q1	0809 Q2	0809 Q3	0809 Q4
Number of suspensions of staff in quarter	1	1	2	0	0	0	0	0	1	1	2	0
No. of staff suspended at end of Quarter	1	2	4	4	0	0	0	0	1	2	4	3
No. of Disciplinary action taken (A9)	7	4	7	12	0	0	6	2	7	4	13	14

## Staff & Managers – Action Planning Objectives 2009 / 2010



Supporting Staff and Managers	Business Planning Time-scale	Comments & update February 2009	Team Responsible
<b>2.1 Terms &amp; Conditions</b>			
<b>Outcome: Staff will experience good working conditions and feel valued as employees.</b>			
1. Revive and publicise the work of the 'Voice Group'.	Jul-08	The Voice group needs to be revised in 2009.	Chief Executive
2. Explore and pilot flexible contracts in conjunction with Chwarae Teg.	Oct-08	Policy and procedure for Purchasing A/L & Home Working in the process of being finalised.	Personnel / Community Services Team
3. Review and present proposal on flexible benefits package for staff.	Mar-08	Still under consideration	Personnel
4. Review long term service award with possibility of extending it (More than 10 years).	Oct-08	A proposal is currently under consideration by the Senior Management Team.	Personnel
5. Reviewing procedures for employees leaving the organisation.	Mar-08	A pilot course about helping staff to prepare for retirement is under consideration.	Personnel
<b>2.2 Effective Management</b>			
<b>Outcome: There will be efficient systems and procedures in place to assist managers to deliver services.</b>			
1. Review of workload and delegated tasks linked to Appraisal.	Jul-08	Completed.	Staff Development
2. Training 2 expert users and an administrator in Home Care Roster 3 (HCR3).	Dec-07	Completed.	Staff Development
3. Provide training to Team Co-ordinators and Contract Managers in HCR3.	Mar-08	Completed.	Staff Development
5. Review of structure and roles in Clinical Team including CSW's.	Mar-08	Ongoing	CST
<b>2.3 Information sharing</b>			
<b>Outcome: Information will be shared to improve communication within the organisation and increase understanding and awareness of Consortium issues and roles and responsibilities.</b>			
1. IT based financial information on each Network to be available to Contract Managers.	Jul-08	This is still not possible due to us being unable to split staffing between cost centres. Working towards a possible solution with Homecare roster.	Finance Manager
2. Extend the information on roles in the Who's Who.	Jul-08	Videos are being created by staff for Who's Who.	Administration Dept
3. Offer opportunities for job shadowing - as pilot.	Oct-08	This is regarding Personal Development Plan Planning	CST

## Staff & Managers – Action Planning Objectives 2009 / 2010



Supporting Staff and Managers	Business Planning Time-scale	Comments & update February 2009	Team Responsible
<b>2.4 Personal Development</b>			
<b>Outcome: There will be a clear structure and system for staff to develop and progress personally, professionally and within the organisation.</b>			
1. Implement Appraisal.	Oct-08	Achieved for operational staff and managers. Full implementation for central office staff is outstanding.	CST (Helen)
2. All staff will have an individual Personal Development Plan (PDP).	Jul-08	Achieved	CST (Helen)
3. Consider use of Appraisal for internal recruitment.	Oct-08	Code of Conduct circulated to all operational staff. Performance Assessments Reg Care all staff. Appraisal records now completed. Central Staff need New Job Descriptions and Personal Assessments.	CST
4. Include basic skills assessment in Appraisal.	Oct-08	This is intended to be introduced a part of the proposal for Basic skills strategy which is currently under development	CST
5. Revise induction process and probationary assessment.	Mar-08	ongoing	Staff Development
6. Service User involvement in training delivery.	Oct-08	We haven't as yet taken this forward within DP as currently the amount of users don't warrant this as a priority	Tenant Participation Officer
7. Pilot 'VLE' (Virtual Learning Education) training materials by PCT through ICT.	Jul-08	A part time secondment for a learning object support officer will commence March 1st '09. Meeting arranged to agree priorities for use of VLE.	Staff Development

We hope that you have found this report useful, please let us know what you think by contacting Debbie Chegwen at the Consortium offices

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