



Working for a more valued future for all.

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Performance Report Supporting Staff April 2010 to September 2010



Staff and Managers



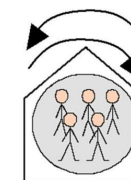
Summary

The Consortium staff are doing well at getting their professional qualifications.



Supervision levels need to improve for some frontline support staff and managers.

Staff turnover remains constant at 3% for the first two quarters and staff movement between services has also increased.

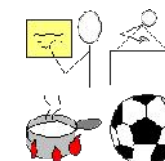


Between September and December a company called Vanguard will be working with us to implement 'Systems Thinking'.



This approach helps us to look at all of our systems and decide which add value and which create 'waste' from a customer's point of view.

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 April to September 2010?

Supervision

The level of supervision for front line staff & managers is slightly below the minimum standard we need to achieve across the whole organisation. We continue to supervise Contract Managers above the required target.



We must ensure that a good level of supervision continues to be offered to all staff.

Staff & Managers (continued)



Active Support

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 continue to use Personal Support Audits which is a useful tool for reviewing the quality of life offered to tenants.**

NVQ Unit and Award Attainment.

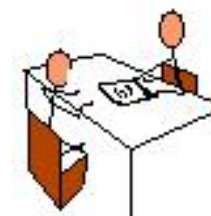
Assessor numbers have increased to 80 by September 2010. We have succeeded in achieving the target of having half of our staff qualified by 2009. This is the target set for all Domiciliary Agencies by the Care Standards Inspectorate for Wales.

- **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 623 by the end of September 2010 compared to 632 in March 2010. Our quarterly staff turnover remained constant at 3.0% for quarters 1 and 2 and the previous quarter 4 in March 2010.



Staff & Managers (continued)



Management Sickness

Our level of sickness at September was 5% for the whole agency however the levels are higher in Swansea than Neath Port Talbot.



Developing our Management Team

We continue to developing all staff both operationally and centrally 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 Supervision and Appraisal framework.

The move to electronic rostering of staff all networks. This we hope will have a significant effect on our ability to flexible deploy our staff and will in time provide electronic time-sheets and better performance information about levels of staffing.

Our complaints policy supported by our investigations officer has had a major impact on the length of time investigations and complaints take.

All staff should be continued to be commended for their hard work in trying to provide a quality service within budget.

Staff & Managers (continued)



For the first two quarters Tenants experienced a 9% change of staff support. We need to continue to keep these changes to a minimum where ever possible. We will continue to monitor the situation.



Working with Vanguard – Systems Thinking

Between September and December a company called Vanguard will be working with us to implement 'Systems Thinking'.

This approach helps us to look at all of the systems within the organisation and decide which add value and which create 'waste' from a customer's point of view. The aim of this is to make the agency more people centered and more efficient. It is hoped that this will result in us being able to build extra capacity into our system in order to do the things that matter to our customers.

A cross section of staff volunteered to take part in a working group which includes five Senior Managers, one Contract Manager, one Team Coordinator, one Service Coordinator, one Support coordinator and one Support Worker.

Staff & Managers – Performance Information 2010 / 2011



| 1 Line Management | | CCS | | | | NPT | | | | Whole of the CLC | | | |
|--|-----------------|----------|----------|----------|----------|----------|----------|----------|----------|------------------|----------|----------|----------|
| | Perform. Target | 10 11 Q1 | 10 11 Q2 | 10 11 Q3 | 10 11 Q4 | 10 11 Q1 | 10 11 Q2 | 10 11 Q3 | 10 11 Q4 | 10 11 Q1 | 10 11 Q2 | 10 11 Q3 | 10 11 Q4 |
| Line Managers suspended, under investigation or disciplined during quarter | 0 | | ⊗ 2 | | | | ⊗ 1 | | | | ⊗ 3 | | |
| Line Managers starting role in quarter | | ✔ 17 | ⊗ 2 | | | ⊗ 0 | ⊗ 0 | | | ✔ 13 | ⊗ 2 | | |
| Average number of Contract Managers visits to tenants homes in quarter | Min 3 | ✔ 8 | ✔ 9 | | | ✔ 6 | ✔ 8 | | | ✔ 8 | ✔ 9 | | |
| Contract Managers days lost in quarter | 5% | | | | | | | | | ✔ 1 | ⊗ 34 | | |
| All T/HS/SCo-ordinators days lost in quarter | 185 (5%) | | | | | | | | | ⊗ 513 | ⊗ 687 | | |
| % Management Sickness | Max 5 | | | | | | | | | | | | |

| 2 Delivery of Staff Hours | | CCS | | | | NPT | | | | Whole of the CLC | | | |
|--|-----------------|----------|----------|----------|----------|----------|----------|----------|----------|------------------|----------|----------|----------|
| Figures given are based on an average per week | Perform. Target | 10 11 Q1 | 10 11 Q2 | 10 11 Q3 | 10 11 Q4 | 10 11 Q1 | 10 11 Q2 | 10 11 Q3 | 10 11 Q4 | 10 11 Q1 | 10 11 Q2 | 10 11 Q3 | 10 11 Q4 |
| Total hours Paid incl. Absence | | 12243 | 12550 | | | 3654 | 3763 | | | 15897 | 16313 | | |
| % of total hours paid compared with Hours Purchased | 116 Max. | ✔ 105 | ✔ 108 | | | ⊗ 116 | ⊗ 119 | | | ✔ 108 | ✔ 110 | | |
| Hours lost through sickness | | 721 | 644 | | | 179 | 164 | | | 900 | 808 | | |
| % Hours lost through sickness | Max 5 | ⊕ 5.9 | ⊕ 5.1 | | | ✔ 4.9 | ✔ 4.4 | | | ⊕ 5.7 | ✔ 5.0 | | |
| % of Purchased hours worked by contracted staff working within their hours | Min 75 | ✔ 85.6 | ✔ 84.1 | | | ✔ 86.7 | ✔ 87.4 | | | ✔ 85.8 | ✔ 84.8 | | |

| 3 Vacancies & Recruitment | | CCS | | | | NPT | | | | Whole of the CLC | | | |
|---|-----------------|----------|----------|----------|----------|----------|----------|----------|----------|------------------|----------|----------|----------|
| Figures are for the quarter | Perform. Target | 10 11 Q1 | 10 11 Q2 | 10 11 Q3 | 10 11 Q4 | 10 11 Q1 | 10 11 Q2 | 10 11 Q3 | 10 11 Q4 | 10 11 Q1 | 10 11 Q2 | 10 11 Q3 | 10 11 Q4 |
| Number of staff at end of quarter | | | | | | | | | | ✔ 628 | ✔ 623 | | |
| Number of people who joined the organisation in quarter | | | | | | | | | | ✔ 14 | ✔ 13 | | |
| Number of people who left the organisation in quarter | | | | | | | | | | ⊗ 18 | ⊗ 18 | | |
| Quarterly Staff Turnover (%) | Max 2.5 | | | | | | | | | ⊗ 3.0 | ⊗ 3.0 | | |

Staff & Managers – Performance Information 2010 / 2011



| 5 Effective Staffing | CCS | | | | NPT | | | | Whole of the CLC | | | | |
|--|-----------------|---------|---------|---------|---------|---------|---------|---------|------------------|---------|---------|---------|---------|
| | Perform. Target | 1011 Q1 | 1011 Q2 | 1011 Q3 | 1011 Q4 | 1011 Q1 | 1011 Q2 | 1011 Q3 | 1011 Q4 | 1011 Q1 | 1011 Q2 | 1011 Q3 | 1011 Q4 |
| Average number of Supervisions given to Contract Managers in quarter | Min 1.5 | | | | | | | | | ✓ 3.0 | ✓ 2.0 | | |
| Average number of Supervisions given to Team Coordinators in quarter | Min 1.5 | ✓ 2.1 | ⚠ 0.2 | | | ✗ 0.0 | ⚠ 0.2 | | | ⚠ 1.1 | ⚠ 0.1 | | |
| Average number of Supervisions given to Service Coordinators in quarter | Min 1.5 | ✓ 2.2 | ✓ 1.6 | | | ⚠ 0.3 | ✓ 1.6 | | | ⚠ 1.3 | ✓ 1.6 | | |
| Average number of Supervisions given to Support workers in quarter | Min 1.5 | ⚠ 1.2 | ⚠ 1.0 | | | ⚠ 1.3 | ⚠ 1.3 | | | ⚠ 1.3 | ⚠ 1.2 | | |
| Average number of teammeetings attended by support workers | Min 1.5 | ⚠ 1.2 | ⚠ 1.4 | | | ✓ 1.6 | ⚠ 1.2 | | | ⚠ 1.4 | ⚠ 1.3 | | |
| % Change of staff supporting tenants in quarter | Max 5 | ✗ 9.8 | ✗ 7.1 | | | ✗ 9.3 | ✗ 9.8 | | | ✗ 9.5 | ✗ 8.5 | | |
| 6 Staff Development | CCS | | | | NPT | | | | Whole of the CLC | | | | |
| | | 1011 Q1 | 1011 Q2 | 1011 Q3 | 1011 Q4 | 1011 Q1 | 1011 Q2 | 1011 Q3 | 1011 Q4 | 1011 Q1 | 1011 Q2 | 1011 Q3 | 1011 Q4 |
| Number of courses delivered in quarter | | | | | | | | | | 48 | 65 | | |
| Number of Participants who received training | | | | | | | | | | 400 | 474 | | |
| NVQ Assessors awards achieved | | | | | | | | | | 1 | 2 | | |
| NVQ Units achieved | | | | | | | | | | 66 | 51 | | |
| Accumulative total of staff who have achieved NVQ awards 2,3,4, & 5 | | | | | | | | | | 435 | 446 | | |
| % Staff training (A9) | Min 1.5 | | | | | | | | | ✓ 64.0 | ✓ 76.0 | | |
| 7 Health, Safety & Wellbeing | CCS | | | | NPT | | | | Whole of the CLC | | | | |
| | | 1011 Q1 | 1011 Q2 | 1011 Q3 | 1011 Q4 | 1011 Q1 | 1011 Q2 | 1011 Q3 | 1011 Q4 | 1011 Q1 | 1011 Q2 | 1011 Q3 | 1011 Q4 |
| Number of suspensions of staff in quarter | | ✗ 2 | ✗ 2 | | | ✓ 0 | ✓ 0 | | | ✗ 2 | ✗ 2 | | |
| No. of staff suspended at end of Quarter | | ✗ 2 | ✗ 2 | | | ✓ 0 | ✓ 0 | | | ✗ 2 | ✗ 2 | | |
| No. of Disciplinary action taken (A9) | | ✗ 4 | ✗ 14 | | | ✗ 9 | ✗ 2 | | | ✗ 13 | ✗ 16 | | |

| Supporting Staff and Managers | Business Planning Time-scale | Comments & update February 2009 | Team Responsible |
|---|---------------------------------|---|-------------------------------------|
| 2.1 Terms & Conditions | | | |
| Outcome: Staff will experience good working conditions and feel valued as employees. | | | |
| 1. Revive and publicise the work of the 'Voice Group'. | Ongoing | The Voice group needs to be revised | Chief Executive |
| 2. Explore and pilot flexible contracts in conjunction with Chwarae Teg. | Completed | 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. | Ongoing | Still under consideration | Personnel |
| 4. Review long term service award with possibility of extending it (More than 10 years). | Completed | A proposal is currently under consideration by the Senior Management Team. | Personnel |
| 5. Reviewing procedures for employees leaving the organisation. | Ongoing | A pilot course about helping staff to prepare for retirement is under consideration. | Personnel |
| 2.2 Effective Management | | | |
| Outcome: There will be efficient systems and procedures in place to assist managers to deliver services. | | | |
| 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 |
| 4. Review of structure and roles in Clinical Team including CSW's. | Mar-08 | Completed. | CST |
| 2.3 Information sharing | | | |
| Outcome: Information will be shared to improve communication within the organisation and increase understanding and awareness of Consortium issues and roles and responsibilities. | | | |
| 1. IT based financial information on each Network to be available to Contract Managers. | Ongoing | 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. | Completed | Videos are being created by staff for Who's Who. | Administration Dept |
| 3. Offer opportunities for job shadowing - as pilot. | Ongoing | This is regarding Personal Development Plan Planning | CST |

| Supporting Staff and Managers | Business Planning Time-scale | Comments & update February 2009 | Team Responsible |
|--|---------------------------------|--|------------------------------|
| 2.4 Personal Development | | | |
| Outcome: There will be a clear structure and system for staff to develop and progress personally, professionally and within the organisation. | | | |
| 1. Implement Appraisal. | Ongoing for Central Staff | 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). | Completed | Achieved Code of Conduct circulated to all operational staff. Performance | CST (Helen) |
| 3. Consider use of Appraisal for internal recruitment. | Still under consideration | 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. | Ongoing | 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. | Ongoing | Ongoing | Staff Development |
| 6. Service User involvement in training delivery. | Ongoing | 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. | Ongoing | 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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