

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Resourcing and Talent Planning (5ARTP)

Word Count

LO1 – 911

LO2 – 735

LO3 - 1100

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Student Number: 2014451

CIPD Membership Number: 5749316X

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: Lucy Moriarty

Date: 31.05.2022

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Candidate name: Lucy Moriarty				CIPD Membership/registration No.: 5749316X		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN):		
Unit Code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
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Candidate declaration:

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.
- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.

- | |
|---|
| <ul style="list-style-type: none">• I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.• I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final. |
|---|

Signature:**Lucy Moriarty****Date:****31.05.2022**

Learning Outcome 1

Walsingham Support is a national charity whose purpose is to support vulnerable adults with learning disabilities to live independently. Due to the organisation being within the health and social care sector, it has seen significant recruitment and retention challenges over the past two years, however, this was already an issue prior to the COVID-19 pandemic. The workforce is spread across both the North and South of England and within the Neath Port Talbot and Swansea areas within Wales.

According to (CIPD, 2021) workforce planning should be integrated into the strategic planning process and linked to the organisation's goals. Walsingham Support's strategic priorities are established from the organisational values and core strategies and are embedded into three year rolling priorities (EV.1.1). All employees are expected to share the organisational values and workplace cultures should align with the organisational values. There is no formal method in place for workforce and talent planning within the organisation: nevertheless, the organisation's recruitment and selection policy includes guidance on how to hire potential candidates with the appropriate capabilities, but it does not include key information on how to undertake workforce planning (EV.1.2). The organisation also has a learning and development policy which states that all learning and development needs should be monitored through supervisions, initial review meetings after successful completion of the 6-month probationary period, and then annually through annual performance reviews. The policy also states that developmental needs should be reviewed following a transfer or promotion (EV.1.3).

On a monthly basis, I complete the organisations Strategic Plan and KPI tracker, which I update with the percentage of leavers from the operations team, office staff and management each month (EV1.4). This information is overseen by the Director of People and Engagement and is relayed back to the Executive Leadership team to identify trends and recruitment needs. The learning and development team also complete the training information of the organisation, which is also overseen by the Director of People and Engagement. This information provides an overview of trends within turnover and any gaps within the organisation that has been identified. Workforce and talent planning is an unstructured process in terms of guidance, but it does have the measurements in place to identify risks before they affect the organisation's objectives.

The organisation revised its values in early 2021 to incorporate four core strategies, from which the Annual Strategic Priorities and three-year rolling strategic priorities (2022–2025) were developed. The priorities plan lays out a strategy for future employees, including how to identify the proper talents to satisfy current and future needs. The strategic plan calls for the development of a people strategy, however this has yet to be implemented. Employees can address their development needs with their supervisors at monthly supervision meetings, but there are no leading questions about development and learning requirements for employees and line managers to create a structured discussion. (EV.1.5). Nevertheless, objectives are discussed in appraisal meetings and are on an annual basis but however, do not correspond into 6-8 weekly supervision meetings. (EV.1.6). According to the organisation's leavers reports from Quarter 4 of 2021, the operations side of the business has had a significant turnover rate. Despite the high number of support workers who have departed the company, there has also been a substantial number of management resignations over the past 3 months (EV.1.7). As management positions necessitate specific talents and competencies, the organisation's current talent must be evaluated on a regular basis. In response to the high number of resignations, the organisation developed a Management Development Programme to

provide new and current management with the correct skills and resources to effectively lead, engage and develop their teams (EV.1.7).

In comparison, Social Care Wales is the regulator of the social care sector and is responsible for the development of the social care workforce in Wales. Social Care Wales established a 10-year planning strategy that is organised around seven core themes, each of which has 32 activities to support the strategy's implementation, which will be reviewed every 3 years (EV.18). The aim of the strategy is to ensure that by 2030, the health and social care workforce will feel valued, rewarded and supported wherever they work. All health and social care staff are expected to be registered to the social care register, to be part of a professional workforce. All registered social care workers will be part of database that employers and prospective employers can view social care workers skills, qualifications and knowledge.

The organisation will download leavers reports every month to analyse any trends for employees that have left and from what departments this enables the organisation to work on development opportunities. Vacancy notification forms are also completed on a monthly basis by all regions and are forwarded to the external recruitment team to advertise the required roles. The vacancy notification forms do not only capture the usual information of what position is vacant and hours but also the skills and knowledge that applicants will require; this information will be then relayed to the job advertisement (EV.1.8). The organisation has a dedicated learning and development department but however, lacks a learning and development strategy. A learning and development (L&D) plan identifies the workforce capabilities, talents, and abilities that the company requires, as well as how they can be developed to ensure the company's long-term success (CIPD, 2021). The recent implementation of an external recruitment team has had a very positive impact on the organisation, due to having a dedicated team to attract required candidates and have the best insight into different talent pools.

References

CIPD. (2021). *Workforce Planning | Factsheets | CIPD*. [online] Available at: <<https://www.cipd.co.uk/knowledge/strategy/organisational-development/workforce-planning-factsheet#gref>> [Accessed 14 May 2022].

CIPD.co.uk. (2021). *Learning and development strategy and policy*. [online] Available at: <<https://www.cipd.co.uk/knowledge/strategy/development/factsheet>> [Accessed 15 May 2022].

EV.1.1

Annual Strategic Priorities 2022/23 & 3 Year Rolling Strategic Priorities 2021 – 2025

Our Values	Core Strategies	3 Year Rolling Strategic Priorities (2021 – 2025)	2022/23 Strategic Priorities	2023/24 Strategic Priorities
Passionate We ensure people are at the heart of everything we do and good quality drives us in ensuring that we impact positively on individuals' lives	Quality We strive for excellence in all aspects of our work	- Ensure our culture, values and behaviours are embedded and maintained across Walsingham Support and in communities where we work - Through co-production with the individuals we support we strive for excellence in all aspects of our work - Ensure our quality, risk and compliance frameworks are effectively embedded across all teams with clear accountabilities and with individuals we support and staff fulfilling an active role - Enable people with disabilities as key influencers across society	- Ensure a consistent culture across all teams - Ensure a personalised outcome framework - Establishing through co-production what good looks like across all areas of our work and with local communities - Evolve the assurance (quality, risk and compliance) framework across all areas of our work - Embed accountability framework across Walsingham Support - Establish expert by experience roles across the leadership teams - Establish and develop quality and compliance roles for experts by experience, individuals with disabilities and staff	- Develop and enhance working relationships with potential partner organisations to enhance our learning and support more integrated community services - Ensure the people we support have opportunities to integrate as active citizens in their local communities through learning, volunteering and employment
Supportive We recognise, appreciate and celebrate what everyone contributes and achieves	People We are passionate and committed to meeting the needs of the people we support	- Through being values led and innovative ways of working become a disability confident leader and liP platinum employer - Retain and develop outstanding employees through well trained, supported and motivated teams with effective talent management and succession planning processes which develop tomorrow's leaders - Through self-managing teams effectively problem solve - Volunteering effectively established across Walsingham Support	- Ensure all aspects of how we work encompass our values and diversity, promote equality and empower individuals - Actively engage with colleagues across the organisation and external stakeholders to build on the two key themes of recruitment and development to ensure readiness for Disability Confident Employer assessment - Establish a People Strategy to ensure we have the right skills to meet current and future needs - Continue to implement and embed staffing structures and ensure they are effective with appropriate	Become a Disability Confident Employer supporting employment opportunities for individuals with disabilities within Walsingham Support

Our Values	Core Strategies	3 Year Rolling Strategic Priorities (2021 – 2025)	2022/23 Strategic Priorities	2023/24 Strategic Priorities
		Trustee leadership skills aligned with our strategies	responsibilities, accountabilities, controls, systems, processes and oversight - Implement the pay and reward strategy in support of sustainable recruitment and retention strategies - Ensure an agile approach to how we work - Ensure effective learning, development and networking is in place to ensure organisation wide compliance and that staff and management are appropriately qualified and developed - Enhance our governance structures, processes, roles, responsibilities and accountabilities alongside leadership succession planning - Effectively integrate Walsingham Support Community Solutions workstreams into Walsingham Support	
Progressive We embrace innovation, positive risk taking and new ideas alongside making the best use of our skills, knowledge, experience and partnerships as we continuously develop and improve	Impact We continue to improve, learn, innovate, grow and support more people with disabilities	- Through partnership and innovation creating personalised sustainable support solutions nationally for individuals with complex needs, those going through transition and younger adults - Continuing to maintain our quality and to grow and develop nationally through local targeted collaborative opportunities across England, Wales & Scotland - Sustainable organisation with £35M net annualised income - Become full accredited leader status in disability employment - Responsive and effective infrastructure that effectively meets the needs of the individuals we support	- Stabilise our services where appropriate based on long term financial sustainability - Ensure that our systems and processes address auditors' feedback, support our sustainability through overhead allocation and operating surplus across all budgets - Develop a longer-term financial plan that details a route to annual sustainable surpluses before any reinvestment or growth, together with key KPI's to ensure the organisation operates within its reserves policy and promotes financial flexibility - Ensure through understanding and meeting market needs, intelligence, research and local connections effective business development and a commercial mindset	- Evolve the range of services we offer in partnership with others to ensure individuals with disabilities lead fulfilled lives - Ensure through effective business development an increase in annualised income - Identify innovative areas of our work for marketing

Our Values	Core Strategies	3 Year Rolling Strategic Priorities (2021 – 2025)	2022/23 Strategic Priorities	2023/24 Strategic Priorities
		- Complement our work in local communities adding social value through appropriate strategic partnerships - Continue to challenge what we do and how we do it and digitally transform to be the best we can	- Transition our approach to financial reporting to better suit continued development and to drive continuous financial improvement - Review our existing systems and where appropriate incorporate digital technologies	
Genuine We value difference in everyone and are open, honest, and respectful in our engagement and communication	Engagement We have meaningful and relevant communications with all our stakeholders	- Encourage all key audiences to be active partners of Walsingham Support - Successfully build on our community engagement strategy - Listen and act on those things that will make a real difference	- Ensure that the engagement team is effectively embedded - Develop and implement our internal communications strategy (2 way / regionally and nationally / staff forums / connecting teams and sharing best practice / encompassing all views and opinions) - Establish ways to monitor and further improve our engagement	- Implement our community engagement strategy with our key audiences in support of influencing communities (social media, website and profile raising with impactful followers) - Develop our fundraising activities

EV.1.2

Recruitment, Promotion and Transfer Policy

SECTION 1

RECRUITMENT AND SELECTION

Walsingham Support is committed to safeguarding vulnerable adults and as such operates a thorough and robust selection process to ensure the safety of the people we support.

It is Walsingham Support's policy to recruit the best person for each vacancy in line with the organisation's values and the Diversity & Equality Policy. This ensures we recruit the right workforce, not only with the right skills and knowledge, but also the right values to support effective team working to deliver exceptional services.

All vacancies will be advertised internally and they may also be advertised externally. Staff that are temporarily out of the workplace, for example, due to maternity leave or long term sickness absence must also be informed of all vacancies. All individuals involved in any stage of the recruitment & selection process are expected to abide by the Recruitment, Promotion & Transfer Policy.

Walsingham Support is committed to involving those who use its services in choosing the staff that support them and staff based within Head Office and Regional Offices. Examples of how people we support can be involved include (but are not limited to) developing the job description, being a member of the interview panel, creating a video to be shown to prospective candidates, helping to devise interview questions or being involved in the induction process. As part of all recruiting campaign planning, advice should be sought from the Personalisation Officer, to discuss ways of involving people we support.

The line manager of the post to be filled is considered the recruiting manager. As such, they must take overall responsibility for co-ordinating the recruitment campaign with the relevant Human Resources Assistant (HRA). This includes shortlisting, interviewing and informing the HRA of outcomes.

Recruitment timescales must be adhered to. Wherever possible, both the closing date and interview date(s) must appear on internal and external advertisements, therefore interview dates and panels should be planned and scheduled at the same time as advertising the post. It is recommended that interviewing takes place within 2 weeks of the closing date. Candidates must be given reasonable notice to attend an interview.

Candidates should be shortlisted for interview based on the evidence provided in their application form and their ability to meet the criteria for skills, qualifications and experience as outlined in the person specification for that post. (See also Section 2, Recruitment Checks: Criminal Records)

All candidates for support worker roles MUST undertake the literacy and numeracy tests as part of the selection process. These tests have been developed in line with the Level 3 Skills for Care tests and are essential to ensure the correct skills set for communication and financial support tasks can be provided for the people we support. Tests for other roles across the organisation will also be conducted as appropriate and in line with the relevant person specification requirements.

Interviews should combine values based questions that encompass the organisation's values and expected behaviours, with competency-based questions that focus on analysing skills, knowledge, qualifications & previous experience.

It is recommended that all interviews should be held with a panel of at least three, one of which should be the recruiting manager who has attended relevant training and had appropriate

interviewing experience and another a person we support. If a person we support is not on the interview panel, the reasons for this should be fully documented on the interview summary form. If appropriate, an HR representative will be on the panel when the post is at a managerial level.

Interview panel arrangements for senior manager appointments (Grades 2/A) and above must comprise of a minimum of 3 professional panel members and in the majority of cases also a person with learning disabilities. This will ensure that as a minimum the recruiting manager, a Director and either another Director (preferably from another function of the organisation) or an external person with relevant expertise is present on the panel. On the rare occasions when a person with a learning disability is not on the interview panel as the fourth panel member, the reasons for this will have to be fully documented on the interview summary form.

Employees of the same grade or below of that being recruited cannot form part of the selection interview panel.

Applicants must provide a full employment history; under normal circumstances, any gaps must be discussed during the interview and a satisfactory explanation provided. A note of these discussions should be made on the interview paperwork and these notes verified by the candidate's signature. This requirement is to ensure Walsingham Support meets the Care Quality Commission (CQC) / Care and Social Services Inspectorate for Wales (CIW) Regulations on required records.

If at any point during the application process a discrepancy is highlighted in the information provided by the applicant, they **MUST** be given the opportunity to explain the discrepancy. Examples of such discrepancies could be dates of employment or reasons for leaving given on a reference received differing to those provided on an application form. Such clarifications should be in writing from the applicant and bear their signature as it is an addition to their application form which they have already signed to confirm that it is "true and complete".

All interview paperwork must be completed as appropriate and sent to the relevant HRA as soon as possible after the interview.

All recruitment documentation for unsuccessful candidates will be retained in the HR department for 12 months for employment law reasons, after which they will be confidentially destroyed.

Subject to certain criteria (available from HR), current employees may be eligible to receive a recruitment bonus for recommending an applicant who is subsequently employed by Walsingham Support and successfully completes their 6-month Initial Review period.

SECTION 2

RECRUITMENT CHECKS

All appointments are subject to satisfactory references, health clearance, vetting procedures and DBS clearance.

Right to Work

The Asylum and Immigration Act 1996 (updated 29 February 2008) requires all recruiting managers to make document checks and verify the eligibility of every person they intend to employ. These checks

are vital and must be carried out correctly to ensure that Walsingham Support obtains its 'statutory defence' – i.e. is safeguarded against conviction of employing an illegal worker.

The list of required documents in order to check and verify right to work status can be found on the Intranet ([Right to work in the UK Guidance Notes](#)) A copy of all documentary Right to Work evidence must be forwarded to the HRA together with the Person Specification Monitoring form and Interview Summary form (the latter only where the candidate has been successful). Applications cannot be progressed before the Right to Work paperwork has been received and satisfactorily verified as any breach would leave Walsingham Support vulnerable to fines and/or imprisonment, and the recruiting manager may be subject to Walsingham Support's disciplinary procedures.

Proof of Identity

Under CQC/CIW requirements all applicants must be able to provide proof of identity that includes a photograph.

Qualifications

Under CQC/CIW requirements all applicants must be able to provide proof of relevant qualifications.

Driving Licence

If the person specification for the role requires the post holder to be able to drive then the recruiting manager must carry out the relevant driving licence checks (as per the Vehicle Policy found within the Health & Safety Policy Manual) to ensure the applicant meets all organisational requirements.

Please note: paper counterparts are no longer valid and an online check MUST be completed with a copy of the outcome sent to HR with all other recruitment documentation.

Criminal Records

Because of the nature of the organisation's work, all job roles are exempt from the provisions of Section 4(2) of the Rehabilitation of Offenders Act (ROA) 1974 by virtue of the ROA 1974 Exceptions Order 1975. This exemption means that all applicants are required to disclose any convictions, cautions, reprimands, final warnings or any other information that are not "protected" as defined by the ROA 1974 Exceptions Order 1975 (as amended in 2013) by SI 2013 1198. This information is only viewed by those who need to see it as part of the recruitment & selection process.

Walsingham Support ensures that all those who are involved in the recruitment and selection process receive guidance in identifying and assessing the relevance of offences and any decisions made are in line with the relevant legislation relating to the employment of ex-offenders, e.g. the Rehabilitation of Offenders Act 1974, the Exceptions Order, the Police Act 1997 and the Disclosure and Barring Service (DBS) Code of Practice.

If a job applicant has declared any of this information on their application form, the recruiting manager must submit a clear explanation with the shortlisting form as to why, based on the information provided, this information does or does not affect the individual's ability to be progressed

to the next stage of the selection process. Any such cases must be forwarded by the recruiting manager to their senior line manager for approval and signature.

If the declared information does not make the applicant unsuitable to be shortlisted, then the declared information should be discussed at interview. Appropriate notes relating to the discussions with the individual should be recorded on the interview summary form.

The information provided during the interview discussion must again be forwarded to their senior line manager for their approval and signature. If the interview information does not make the applicant unsuitable to be progressed to the next stage of the selection process, the DBS result must be applied for as soon as possible. In this circumstance, a start date should not usually be arranged before the DBS Certificate has been received, so that the result along with the information provided by the applicant on their application form and during interview can be evaluated fully.

Once the DBS Certificate is received and the contents verified against what has been declared in earlier stage(s), a DBS Risk Assessment form must be completed and the appropriate approvals by Senior Manager/Head of/ELT/HR sought and signed off.

DBS Disclosures

All applicants will be required to complete a Disclosure Check via the uCheck online system as soon as possible following a successful interview.

In order that Walsingham Support meets the CQC/CIW Regulations the Chief Executive, all Directors, Trustees and Operations & Development applicants must have a satisfactory Enhanced Disclosure before they start working for the organisation. All other employees are required to have a satisfactory Standard Disclosure. Office staff may in some circumstances commence employment prior to the return of the full disclosure certificate. Disclosure certificates obtained in previous employment are not portable unless the individual has registered with the 'DBS Update Service'. If an individual is subscribed to the DBS Update Service, their most recent DBS Certificate must be viewed and then the DBS Update Service accessed for confirmation as to whether anything has changed since the issuing of that certificate.

Where they are not registered, a new Walsingham Support specific Disclosure check must be completed. As part of DBS process, applicants should be encouraged to subscribe to the annual DBS Update service in order that this can be accessed for any future employee rechecks, rather than a full application being repeated again. The subscription fee will be reimbursed by Walsingham Support.

If any employee leaves Walsingham Support prior to completing their Initial Review Period, whether through resignation or non-confirmation of permanent employment (termination), the fee for the administration of their DBS check and, if applicable, the DBS Update service will be deducted from their final salary.

The DBS Disclosure service is used as part of the checks to assess applicants' suitability for positions of trust, and Walsingham Support complies fully with the DBS Code of Practice and undertakes to treat all applicants fairly. Each case is considered on its individual merits and in line with the organisation's exemption from the Rehabilitation of Offenders Act 1974. Having a criminal record does not necessarily prevent an applicant working for Walsingham Support – this will depend on the nature of the position applied for and the circumstances and background of the offences.

If an individual is found to have information recorded within the Disclosure, serious consideration needs to be given as to whether that individual's employment can be confirmed. In all cases, Walsingham Support undertakes to appropriately discuss any matter revealed on the application form or in an Enhanced Disclosure with the applicant, before making a final decision on their suitability for the position.

Please refer to the 'Criminal Records' section above for further detail on this.

Individuals with serious convictions, sentences, sex offences or involvement in drugs or acts of violence will not usually be considered for employment working alongside vulnerable adults. Any considerations to employ an individual with such convictions must be approved by an O&D Head, a Director or the Head of HR. All other offences should also cast serious doubt on that individual's ability to be employed by Walsingham Support. Each case should be looked at on its own merits and in conjunction with the requirements of CQC/CIW Regulations and advice from HR.

If during the Disclosure process information is identified that the individual had not disclosed on their application form, consideration must be given as to whether this application can continue after such a breach of trust. The recruiting manager should discuss the issue with the individual, the relevant senior manager and HR. The senior manager will make the final decision based on the merits of the particular case. Outcomes of all discussions should be recorded on a DBS Risk Assessment form and the appropriate approvals by Senior Manager/Head of/Director/HR sought and signed off..

If a current employee is involved in criminal activity, or other unacceptable behaviour, during their employment they must bring it to their line manager's immediate attention and the line manager must give serious consideration as to the implications under the Disciplinary, Grievance & Appeals Policy. In addition, when it has been identified that an employee possesses a criminal record the manager should inform the Purchaser (usually the Local Authority) of this fact to ensure full contract compliance is maintained and assess whether an updated DBS should be sought in cases where the individual is not registered for the DBS Update Service. A DBS Risk Assessment form must be completed and the appropriate approvals by Senior Manager/Head of/Director/HR sought and signed off.

Please Note: If an individual disagrees with the information contained within their Enhanced Disclosure it is their responsibility to appeal directly to the DBS.

Disclosure and Barring Service (DBS) Adult First checks

Where all recruitment checks have been satisfactorily completed and authorised to the point where a start date can be arranged and the only outstanding item is verification of the applicant's Disclosure certificate, a DBS Adult First check may be requested. A DBS Adult First checks the relevant list for names of individuals barred from working with vulnerable adults; it does not reference the applicant's criminal record/convictions. A DBS Adult First check can only be requested once a DBS Disclosure Application form has been completed, countersigned and sent to the DBS for processing. Line managers requiring a DBS Adult First check must submit a completed 'Request for a DBS Adult First Check' form (available from the Intranet at [DBS Adult First Request Form](#)) to HR.

If a candidate has declared any convictions, cautions or warnings on their application form, a DBS Adult First cannot usually be applied for – the full DBS Enhanced Disclosure must be verified before their application can be progressed further - please refer to the 'Criminal Records' section above for

further detail on this. However, there may be exceptions to this and advice should be sought from HR on a case-by-case basis.

DBS Adult First checks are normally only available in very exceptional circumstances. If an employee is started on a DBS Adult First check they should not work unsupervised and there are specific requirements about their induction. DBS Adult First checks are permissible only when there is real danger that staffing levels will otherwise fall below numbers required to meet statutory obligations. CQC and CIW will monitor applications for DBS Adult First checks to ensure compliance with their criteria.

Each year, Disclosure re-checks are carried out on all Walsingham Support employees whose current Disclosure has reached 3 years old. As part of the DBS recheck process, employees should be encouraged to subscribe to the annual DBS Update service in order that this can be accessed for any future rechecks, rather than a full application being repeated again. The subscription fee will be reimbursed by Walsingham Support.

Please Note: If requested, copies of Walsingham Support's Recruitment & Selection and Diversity and Equality Policies will be made available to applicants. The DBS Code of Practice is available to applicants via www.homeoffice.gov.uk

Certificate of Good Conduct

The DBS currently cannot access criminal records held overseas, therefore a DBS check may not provide a complete picture of an individual's criminal record. Within some of our geographical regions, where stipulated by local Commissioners, individuals who have lived or worked outside of the United Kingdom for 6 months or more, will be required to undergo an additional check whereby a Certificate of Good Conduct will be requested from the relevant embassy.

It is the applicant's responsibility to request the 'Certificate of Good Conduct' (sometimes also referred to as 'Certificate of Good Repute' or 'Letter of Good Conduct') from the home embassy of the country(ies) that they have spent a significant period of time in. The embassy will authenticate the document which reduces the need and cost for potential translation requirements.

Costs for the certificate/letter can vary according to the country and these must be covered by the applicant.

If the appropriate documentation cannot be obtained from an embassy, the applicant must provide evidence of their attempt to obtain a certificate / letter.

References

Reference checking is a requirement of the recruitment and selection process. It is Walsingham Support's policy to ensure that all employees are satisfactorily reference checked, in line with CQC/CIW Regulations before they start working for the organisation.

Reference checking procedures for new employees:

- As a minimum, two references, one of which must be from the applicant's current/most recent employer where possible, will be taken up before the selection stage so that any discrepancies may be probed during this stage of the procedure (note references should come from the head of the previous organisation, not a colleague).
- It is recommended that a minimum referencing period of two years be applied. This means that it may be necessary to write off for more than two references depending on the applicant's employment history. Walsingham Support reserves the right to contact any one of the applicant's current/previous employment or education contacts. Paper references received should be provided on headed paper and stamped by the organisation to verify the legitimacy of the organisation providing it. Email references received should be sent from a verified business email address.
- If it is not possible to obtain all references within a reasonable timeframe, particularly where there are multiple references to seek, then the Operations & Development Manager, in conjunction with the Senior HR Advisor or HR Practitioner can authorise a start date based on at least 2 references, one of which must be the last employer and which cover at least the most recent 1 year period.
- Any remaining references can be received after the individual has started but the recruitment file must be completed to include them or state within a file note why they cannot be obtained to ensure we comply with audit requirements.
- Wherever possible, references should be employment related. Personal references should only be sought in exceptional circumstances. References from family members or relatives are not accepted. Educational references should only be sought if they are part of the 2 year minimum referencing period or if they include relevant work placements that involved working with vulnerable adults and/or children, in which case verification may need to be sought from the educational establishment as per the details below.
- Wherever possible, all posts held by an applicant where they were working with vulnerable adults and/or children should be verified. If after 2 attempts at verification we are unable to do so, then this should not prevent someone from starting work. If the verification relates to the 2 year minimum reference period then advice should be sought from HR.
- All references must be in writing/email and satisfactory to the requirements of Walsingham Support. 'Self-supplied' or verbal references are not usually acceptable.
- If in exceptional circumstances references need to be sought from sources other than those listed on the application form the candidate must provide details of this referee to the recruiting manager or HRA and give consent for the referee to be approached

Health Questionnaires

- All applicants who are successful at interview are required to complete a health form in order to comply with CQC/CIW requirements.

- If there are any queries about a prospective employee's health in relation to the post applied for, clarification of this should form part of the reference checking procedures, though this does not necessarily prevent someone from starting employment with Walsingham Support.
- Sometimes an individual may be referred for an Occupational Health Check, which is arranged in conjunction with HR. Again, this does not necessarily prevent someone from starting their employment with Walsingham Support if all other recruitment checks are satisfactorily completed. Such tools as interim risk assessments or induction at a different location can be considered on a case-by-case basis. HR advice should be sought by managers regarding any reasonable adjustments which may be required on disability or health related grounds.
- All health questionnaires must be signed off by the recruiting manager.

If individuals being recruited to Supported Living services in Northern England have declared a current or continuous condition on their health form, it should be emailed to both the Locality Manager and Senior Manager in order that they can sign it off. This is to ensure that potential risk areas in respect of lone working arrangements can be identified and that this process satisfies Commissioners and CQC.

Safer Recruitment

- Any organisation that works with vulnerable groups has a responsibility to safeguard them and ensure their well-being. All vulnerable adults deserve to live in a safe environment that promotes their health and development and is free from abuse, maltreatment and exploitation.
- Part of developing this environment is ensuring that all paid staff members and volunteers, are suitable for a position working with vulnerable people.
- Walsingham Support is committed to following the principles of Safer Recruitment and will ensure that recruiting managers are appropriately trained and that pre-employment checks support this
- Walsingham Support has a separate Safer Recruitment policy (see Intranet). This policy has been developed to embed safer recruitment practices and procedures throughout Walsingham Support and to support the creation of a safer culture by reinforcing the safeguarding and well-being of the people we support in our care.

Outgoing references:

- All reference requests must be sent to HR at Head Office and will be responded to with the standard organisational factual reference which confirms employee name, position(s) held and date(s) of employment
- There is no legal obligation to provide a reference, but without a reference the individual may be unable to obtain a new job, a mortgage, etc. and so Walsingham Support will always ensure everything possible is done to accommodate reference requests.
- Verbal references must not be given.
- Individuals must not provide references on Walsingham Support stationery. If individuals do provide references, they must make it clear that they are acting as an (ex)-employee's personal

referee; that the information they have provided has been done so in a personal not a professional capacity, and definitely not on behalf of the organisation. Failure to follow this procedure may result in disciplinary action.

SECTION 3 **PROMOTION**

Walsingham Support aims to develop its employees and as such would like to see employees from within the organisation being promoted to vacant positions providing they are the best person for the post.

Walsingham Support's promotion procedures are as follows:

- Existing employees who wish to apply for promotion should request an Internal Application Form from their HRA (also available from the Intranet). The application will usually require a supporting statement from the employee's line manager.
- Normal recruitment processes (interviews, interview panel, comments, etc.) apply.
- Attendance records must also be considered on a case by case basis as part of the shortlisting criteria, and those with unacceptable records under Walsingham Support policy should not be put forward for interview. (See also Sickness Management Policy)
- The recruiting line manager must agree the terms under which the employee will be promoted e.g. salary, annual leave etc.
- The calculation of the promotional salary should follow the same process as for acting up salaries – please see details under 'Acting Up'. In addition, the 'Incremental Guidelines for Experience and Qualifications' sheet (available from the Intranet) should also be consulted, to ensure account is taken of relevant experience and/or qualifications at the appropriate level.
- The effective promotion date must be negotiated and agreed between the current and future line managers and then notified on the Interview Summary Form, along with other details of the promotion, to the relevant HRA so that relevant administrative action can be taken.
- Upon promotion, new objectives, induction and training should be put in place and monitored by the new line manager.
- For candidates who have been unsuccessful in their application, feedback will be available through the recruiting manager.
- Those employees with current disciplinary warnings cannot usually apply for promotion.

SECTION 4 **ACTING UP**

“Acting up” is a temporary arrangement whereby an employee undertakes the full range of duties and responsibilities, normally of a higher graded/more senior post, for a set period of time. Acting up is a means of meeting business needs whilst offering the opportunity for employee development through the valuable experience gained by individuals.

It is important to note that acting up differs from work attracting an Additional Responsibility Allowance (ARAs) in that acting up is relevant when the full range of duties/responsibilities of a role are undertaken, whereas ARAs are payable where only some elements of a role are being undertaken. Please refer to Section 9 of the Remuneration Policy for further details about ARAs.

Examples of when acting up arrangements may be considered are:

- Cover for long term absence (e.g. maternity leave)
- Cover for vacancies pending permanent recruitment.
- Any other absence expected to last a period long enough to impact continuity of provision, but excluding absence due to holiday/leave (NB managers may wish to make arrangements for local holiday cover to support staff development but such arrangements will not be defined as acting up and will not attract any additional payment).
- As a development opportunity within someone’s succession plan.

Where there is a designated deputy, they will normally be given the first opportunity to act up into the post, subject to satisfactory performance in their current role. The relevant manager should discuss the options with the individual including issues such as responsibilities, support, timeframes etc., and confirm the individual’s agreement to taking on the temporary role. These agreements should be recorded locally.

In all other cases or where there is more than one designated deputy or no deputy at all, expressions of interest will be sought in the first instance and where more than one employee puts themselves forward then a standard recruitment and selection process will usually be followed as per Section 1 of the Recruitment, Promotion and Transfer Policy.

In circumstances where only one candidate expresses an interest, providing there is evidence that they meet the basic requirements and skills to cover the role, they can be appointed to act up without a selection process. If evidence does not exist however, then the candidate should go through an assessment process to measure their ability to meet the criteria required for acting up into the role.

The substantive post of an employee acting up will only be filled on a temporary basis - no permanent replacements should be sought to fill a vacancy created by an employee acting into a higher graded post. An employee acting into a higher graded post will normally return to their original post at the end of the acting up arrangement or possibly at any time during the arrangement.

Whilst acting up, an individual’s performance should be regularly monitored and reviewed with appropriate support and training given to ensure the individual is equipped to fulfil the acting up role. If concerns about an individual’s performance in a higher grade arise, advice should be sought from HR.

The manager arranging the acting up must send a completed 'Acting Up Notification' form to HR at least 5 working days prior to the acting up start date. HR will then carry out the administrative actions to ensure all adjustments are made.

Managers must notify HR if a period of acting up is to be extended beyond the original end/review date notified to HR. This must be done by completing an 'Acting up Extension Notification' form. Failure to do so will result in no payment of the acting up allowance.

The acting up salary for the individual will be a set calculation of either a 5% increase on their current substantive salary or, an increase to the bottom of the salary banding for the acting role – whichever is the greater amount. Some example calculations are listed below for reference purposes.

When a formal request is made to an employee to act-up in a higher position, any acting-up salary will be effective from a period agreed by the relevant manager(s). This will be paid on a pro-rata basis for the period involved. All other entitlements and benefits will be paid or calculated on the normal (non-acting) rates.

It is important to note that if an employee is acting up during the annual pay review period their salary increase will be based on the salary of their permanent role and not the acting up role. Please note that acting up allowances are not pensionable.

EXAMPLES OF CALCULATING ACTING UP SALARIES

Example 1

Role A will be acting up into Role B

Role A current salary	£15,000
5% of A's current salary	£750
Current salary + 5%	£15,750
Role B salary banding	£18,000 - £22,000

Therefore the salary will go to the bottom of Role B's banding, as this is the greater amount.

Example 2

Role C will be acting up into Role D

Role C current salary	£13,500
5% of C's current salary	£675
Current salary + 5%	£14,175
Role D salary banding	£14,000 - £17,999

Therefore the salary will increase by 5%, as this is the greater amount.

SECTION 5 TRANSFERS

In certain circumstances, employees may be able to apply for a transfer to another department within Walsingham Support in order to work at the same level at which they are already working. There are also instances when a transfer may need to be initiated by Walsingham Support.

A transfer is not a promotion and does not attract a higher salary. In some instances the salary for the position at the new department may be lower than the employee's existing salary. There is no compensation for any extra travel time/cost where the transfer is at employee's request. Other terms and conditions remain the same unless there are any specific conditions which apply to the new location, department or post.

Walsingham Support's internal transfer procedures are as follows:

- If an employee wishes to apply for a transfer, they must initially raise the matter with their line manager. Details of the proposed transfer (sometimes referred to as a 'sideways move') should then be discussed between the line manager and second line manager.
- Transfers should not be used to remove an employee from any problems in their originating location. If there are any problems they should be dealt with separately.
- The request and reasons for the transfer should be recorded in writing as there must be adequate justification for a transfer. These could include some of the following (not exhaustive):
 - changed personal circumstances (e.g. the need to work closer to own home)
 - personal development needs (e.g. broadening experience by supporting different people, etc.)
 - wish to change working hours.
- Employees have no automatic right to a transfer. Each application will be considered on its merits and whether an opportunity for a transfer exists in another department. The best possible person should be recruited for each vacancy.
- Attendance records must also be considered as part of the criteria, and those with unacceptable records under Walsingham Support policy should not usually be put forward for transfer. (See also Sickness Management Policy).
- The new line manager should wherever possible have an opportunity to interview the employee applying for a transfer. This need not be a full formal interview but can take the form of an informal interview and a visit to the new department.
- The new line manager should be provided with all the necessary information needed to make the decision. This can include details of IR/Annual Performance Reviews, outstanding disciplinary issues, sickness absence details and clearly identified strengths and development needs. The existing line manager will provide these details in the form of a report.
- If the transfer applied for is within the same region or section of the organisation, then the final decision is made by the second line manager. If the transfer is to another region or section then the final decision is made by the Senior Manager/Head of the region/section where the employee is currently employed.
- The second line manager or Senior Manager/Head of will advise HR of the full details of the transfer in writing using the 'Change to Employee Contract Details' form. This includes whether the move is temporary (and for how long) or permanent, salary details, etc. This information is essential for the transfer to be actioned.
- In instances where a transfer is initiated by the organisation, the second line manager should discuss and confirm in writing the details of the matter with HR, using the 'Change to Employee

Contract Details' form. A transfer in these circumstances may arise as an outcome of disciplinary action or a maternity risk assessment.

- Disciplinary transfer - the reason for a transfer as a result of a disciplinary must remain confidential within the relevant line management structures. The transfer must be reasonable (i.e. location and post).
- Maternity risk assessment transfer - the new location/post must be reasonable and the employee should be compensated for any additional travel costs or time.
- The effective transfer date must be negotiated and agreed between the current and future line managers and the date then notified to HR, in writing, using the 'Change to Employee Contract Details' form so that relevant administrative action can be taken. If for some reason managers can not agree on a timescale for release then the standard notice period of one month will apply, in line with if they were leaving the organisation. For permanent transfers, once these administrative actions have been carried out, HR will notify both the current and future line managers in order that Excel timesheet team membership can be updated by the managers as required.

SECTION 6

IDENTITY (ID) CARDS

As part of our commitment to safeguarding the people we support, Walsingham Support requires all workers and trustees to have photographic ID cards. Photographs should be emailed to HR to enable the ID Card to be made and should be of an appropriate standard. Photographs must be:

- in colour;
- face on, displaying full head and shoulders only;
- taken against a plain background;
- taken within the last month prior to ID Card being first issued.

ID Cards and an ID Card sign-off sheet will be issued to all new starters upon joining. All workers leaving Walsingham Support's employ will be required to return their ID card to their line manager prior to leaving.

All workers and trustees are expected to produce their ID card during visits to Walsingham Support services and to have their ID card with them at all times whilst working. Additionally, ID cards will need to be produced and worn at all times when visiting Head Office or other Walsingham Support offices as a form of identification.

EV.1.3



Learning and Development Policy

Walsingham Support is committed to ensuring that the people we support receive the highest quality of support, and firmly believes that this can only be achieved by having well trained employees who have the skills and development to work effectively. Our learning & development (L&D) programme aims to ensure that we all have the necessary skills and knowledge to achieve this aim. As an organisation committed to personalisation we seek to involve the people we support in the learning and development of all our employees.

SECTION 1

INDUCTION

Upon joining Walsingham Support all employees will be given a company induction and workplace induction relevant to the role and place of work to which they have been appointed. A workplace induction must also be given to existing employees transferring to another location or gaining promotion within the organisation. In all cases the immediate line manager is responsible for ensuring that an induction is given and all relevant induction work is completed. Induction should be completed within the first 12 weeks of employment.

The Induction currently incorporates the Care Certificate (CC) for employees working in services and the CC completion must be confirmed to L&D to be kept in employees' personal files.

Alongside the Induction programme, Walsingham Support has a training menu, which outlines a number of L&D initiatives in place to support employees within the organisation. Upon appointment the line manager is responsible for discussing with the new employee the support that is required in order for them to fully undertake their role.

In most instances this will require some L&D and this should be prioritised and completed within a year of appointment to the role. This should be monitored through Supervision, Initial Review, and then annually through individual Annual Performance Reviews. Individual employee's L&D needs should be reviewed with their line manager within the Annual Performance Review procedure every year. In addition to this, developmental needs should be reviewed following a transfer or promotion.

SECTION 2

CANCELLATION POLICY

If a delegate is unable to attend a training event, the L&D Assistant must be informed at the earliest opportunity (including sickness on the day of a training event). If a place on a training event is cancelled at least 2 weeks before the event is due to take place there will be no charge. If a place is cancelled within 2 weeks of the event a charge will be made unless the cancellation is due to a resignation, suspension, disciplinary issue or an emergency situation. Each emergency situation will be dealt with individually. If an employee arrives late for a training event the person leading that event will have the final decision as to whether the individual can join the session. A full charge will automatically be made for employees who have been refused entry to the training event due to late arrival.

SECTION 3

EVALUATION OF LEARNING & DEVELOPMENT (L&D) INITIATIVES

Evaluation of L&D initiatives is an essential part of the process. A number of methods are in place to ensure that:

- Employees know why they are attending a particular L&D event. Managers will complete a pre-training form with the staff at least 2 weeks before the training.
- Employees review the impact that the L&D event has had on their performance in the workplace. Managers will complete a post training form with the staff within two weeks after the training.
- Employees provide feedback through evaluation sheets at the end of the training session.
- Facilitators provide detailed feedback to the organisation.
- Managers will complete the Line Managers Feedback form within 2 months of the initial staff training.
- A copy of all evaluation form is to be sent to the L&D. These will be monitored and action taken if evaluation is poor.

SECTION 4

EXTERNAL COURSES

In addition to those L&D events arranged directly by Walsingham Support there are also a wide variety of externally provided training, which on occasions it may be appropriate for employees to attend. Such courses may cover specialist areas, which enable employees to meet with employees from other organisations or simply may be more accessible than courses provided by Walsingham Support.

The relevant line managers/budget holders must approve all courses. Funding for external courses will be at the discretion of the line manager and will be dependent upon development needs and budgetary constraints.

Attendance on all external training events MUST be notified to L&D to ensure the employees training history is kept up to date.

Where the cost of the event/course exceeds £100, it must be authorised by both the 1st and 2nd line managers prior to a place being booked.

Where Walsingham Support funds an employee in undertaking a course or qualification, it is important for the employee to note that by accepting funding they take on a contractual obligation to repay the money in full, should they leave the organisation within a year of

completing the course. Additionally, should they fail to complete the course without prior agreement or fail because of their personal behaviour (i.e. non-attendance), they will also be liable to repay the fees in full, and could also be subject to disciplinary action.

The Repayment Undertaking form sets out this obligation in more detail, and should be signed and retained within the individual's training record, and a copy sent to HR for the employee file before any fees are paid.

In all areas where employees apply for funding for external courses, the line manager must give feedback to the employee of both the outcome and the rationale for the decision. Other than in exceptional circumstances, applications for external L&D events commencing prior to the employee's successful completion of their Initial Review period will not be considered.

SECTION 5 E-LEARNING

E-learning refers to the use of electronic media and information and communication technologies (ICT) in education. E-learning includes numerous types of media that deliver text, audio, images, animation, and streaming video to make up a learning experience.

E-learning is hosted by a third party on a Learning Management System (LMS). The LMS is accessible to all staff with varying degrees of permissions.

E-learning is used for all staff to update and refresh their mandatory or developmental training.

E-learning must not be used as a substitute for face to face training, but should be used to compliment and supplement other forms of training/learning. Managers must check what type of training is required by reviewing past training records and determining whether face to face or e-learning is required. Refer to the training refresher matrix on page five of the Annual Performance Review paperwork for further guidance.

E-learning can be done in the work place if that there is a room in which the staff can access a computer connected to the internet. The room must be free of disturbances and distractions for the staff to be able to complete their e-learning comfortably.

E-learning can also be done at the staff's own home with prior agreement from the line manager. Staff will be able to claim time for completing their e-learning away from the work place. Managers must ensure home e-learning is clearly noted on the rota. This time will be agreed with staff depending on the unit they are completing (see guidance). Normally, 2 hours will be allocated for any one unit. Any additional time accrued will not be recognised.

E-learning will be evaluated by the line manager at staff supervision and outcomes will be summarised on the LMS records.

SECTION 6 LEARNING & DEVELOPMENT NEEDS

L&D needs are identified in a number of ways including through:

- Organisational Strategy
- Departmental Annual Plans
- Individual plans for the people we support
- Supervision
- Upgrading the qualification status of all employees
- National/local inspection criteria
- Annual Performance Reviews/personal development plans
- Joint multi-professional recommendations
- Informal discussions.

L&D needs should be discussed between the employee and their line manager and some consideration should be given to alternative ways of meeting the needs and an appropriate way forward agreed. This may be through resources available within the organisation, e.g. internal training courses or line manager/on-the-job training, or through contacting external training providers. Once the L&D needs have been discussed and an action plan agreed, it is the responsibility of the line manager to enable these to be met within the agreed time frames

Support and guidance in developing plans can be sought from L&D.

SECTION 7 TIME OFF TO TRAIN

Employees have the legal right to apply for time to train during working hours. This would typically apply to a course or a form of study which is outside of those identified during induction or Annual Performance Review or which are mandatory for the needs and functions of the duties of the post.

Walsingham Support has a statutory duty to consider such applications seriously. This right does not provide an automatic right for time to train and there may be a variety of circumstances where Walsingham Support is unable to accommodate the employee's desired training course or activity.

Employers have the right to refuse an application if the proposed study or training would not improve the effectiveness of the business or if it would have a detrimental effect on service delivery or if the costs (which must be detailed on the application) for the organisation are burdensome, (if the request is for the course to be paid for by the organisation).

In order to make a request under this right, all employees must:

- Have completed 26 weeks' continuous service with Walsingham Support at the date on which the application is made.
- Not have made another application for time to train under the right during the previous 12 months (unless the training was not actually undertaken).

When an employee wishes to make an application for time off to train, they should complete an Employee Request Form – Time to Train (available on the intranet).

If the employee also wishes to work flexibly in order to attend the training course in question, then this should be considered using the above form, as the process is very similar to requesting flexible working, therefore a separate flexible working request form is not required.

Only one application is allowed under the right to request time off for training.

Within 28 days of receiving the application, the employee's line manager must respond to the request, either agreeing to the terms of the application or arranging a meeting with the employee to discuss the request. The employee has the right to be accompanied by a current Walsingham Support work colleague in this meeting.

Within 14 days of the date of the meeting the line manager must write to the employee to either:

- Agree to the course of study and other any other required.
- Agree an alternative position as agreed at the meeting.
- Provide clear business reasons as to why the application cannot be accepted and provide details of the appeals process.

If an employee wishes to appeal against the decision made, the appeal must be made in writing to the second line manager, within 14 days of being told of the decision, and should outline the full grounds for the appeal.

The second line manager must arrange to hear the employee's appeal within 14 days of receiving the written appeal. The employee has the right to be accompanied by a current Walsingham Support work colleague in this meeting. Following the appeal meeting, the second line Manager must inform the employee of their decision within 14 days of the meeting.

Should the issue still remain unresolved after the above process has been followed and discussed, the employee has recourse to initiate the grievance procedure (see Complaints and Grievances) including the appeals stages. HR should be informed of the use of the Complaints and Grievance procedure.

SECTION 8

QUALIFICATIONS

We actively encourage employees to gain relevant nationally-recognised care qualifications, through a full programme of courses, assessment and support days based upon the needs of the organisation.

SECTION 9

QUALIFICATION BONUSES

Employees may be eligible to receive an addition to salary or a bonus for successfully completing certain relevant/recognised and work-related qualifications and producing a verified copy of the certificate within 3 months of issue (certification beyond this will not qualify). The first relevant qualification gained will attract a (pro rata) addition to the individual's salary, and all qualifications thereafter will attract a one off bonus.

A maximum of two payments in any financial year can be claimed by any employee. Essential qualifications required for the job role will not attract any additional payment whether assessed at point of recruitment or attained during employment. Any training related bonuses will be funded from the relevant training budget for the service/department.

Payments can only be paid for full qualifications successfully attained and verified and not for individual training events or modules.

Final approval for all qualification payments are made by the L&D Manager.

SECTION 10

INVOLVEMENT OF THE PEOPLE WE SUPPORT

Walsingham Support is striving to involve the people we support in as many L&D activities and events as possible. Walsingham Support will also endeavour to ensure that the people we support are involved and consulted regarding L&D activities and events that Walsingham Support need to provide for employees.

SECTION 11
LONG SERVICE RECOGNITION

Walsingham Support recognises and rewards all those employees who have achieved 5, 10, 15, 20 or 25 years of continuous service.

Employees are rewarded with:

- i. A one-off bonus payment
- ii. A one-off additional amount of paid leave

as set out in the table below:

Length of Service	Bonus	Additional Paid Leave (to be taken within 12 months from the date of long service anniversary and based upon weekly contracted hours)
5 Years	£75	1 Day
10 Years	£150	3 Days
15 Years	£225	1 Week
20 Years	£300	2 Weeks
25 Years	£375	3 Weeks

If an employee is suspended, then any long service recognition due will be paid once they return to work

EV.1.4

People KPIs

Core Strategy: People - 'we are passionate and committed to meeting the r
Value: supportive - Appreciating our colleagues, recognising
 achievements and developing our staff

Implement the pay and reward strategy in support of sustainable recruitment and retention strategies
Service staff turnover 12% (based on improving Q4 actuals and external benchmarking)
Management turnover 1% (based on improving Q4 actuals and external benchmarking)
Office turnover 10% (based on improving Q4 actuals and external benchmarking)
A minimum of 70% of staff who resign complete an exit interview
100% - All outcomes from exit interviews form part of continuous improvement plans (through new RIRB)
Short term sickness below 5% (will be based on improving Q4 actuals and external benchmarking)

EV.1.5

Staff Supervision Form

Staff Name:		Service/Department:	
Line Manager:		Date:	

Personal wellbeing and work/life balance

How are you? What's the workflow like? How can I support you?

You and your team

General welfare. How are you supporting each other? Are there any obstacles to working together effectively you want to explore?

Any matters arising from previous supervision

This is also the section where you can add any points you would like to discuss that may not be covered on the form. Good supervision is a two-way conversation and this form is just a way of capturing it.

The people we support

How are they? Are there any changes in their health? Any changes in their needs? This is also the place to celebrate the successes and good things that have happened as well as any challenges.

Safeguarding

Discussion of recent incidents. Any concerns? Any questions? Any learning?

General workflow.

Here let's discuss risk assessments, behaviour support plans, support planning, SALT guidelines. Are there any changes to risk assessments, guidelines to be discussed?

Let's talk about line management responsibilities here – regular supervisions, policies read and understood, training in date for example.

Annual Leave/Sickness

Corporate Objectives.

The following objectives have been agreed for us all across the organisation. At different levels we can all make a different contribution to these. As part of ongoing supervision, we will discuss how you can and do contribute to the success of these objectives.

1	To be responsible for my own understanding and actions that safeguard the wellbeing of individuals we support and through my work, to support and promote safe environments that enable individuals to be happy and to reach their full potential.
2	To be responsible for the management of the finances associated with my service/team/department through monitoring and appropriate use of resources available (people, money, equipment) to deliver an efficient and effective service within agreed budgets.

Action No.	Agreed actions	Who	Date to be completed	Done
1				
2				
3				
4				

Supervisor reflections of the meeting

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Supervisee reflections of the meeting

--

I confirm that I have read, understood and agree with the contents of this form.

Staff name:		Line Manager Name:	
Signed:		Signed:	
Date:		Date:	

EV.1.6

Appraisal 2022

Staff Name:		Service/Department:	
Line Manager:		Date:	

Wellbeing – let's talk about how you are doing under the 5 ways to wellbeing.
1. How are you connecting with others at the moment; what's working and well or not so well?
2. How are you keeping active at home and work?
3. With all that is going on how are you remaining aware of what's around you and how you are managing that?
4. What are you doing to engage with learning at home and or work?
5. How are you interacting/ giving to others at home and or work?
Overall how would you describe your wellbeing now and throughout the recent months; is there anything you need support with?

Review of 2020/21 – let's talk about how the last year has been.	
1. What has gone well for you in 2021/22? (review objectives/provide specific examples)	
1.1	
1.2	
1.3	
1.4	

2. What could have gone better? Why and how would you have done it differently?	
2.1	
2.2	

2.3	
2.4	

Let's check in on as business as usual.

How are things going in general, are there any hotspots we need to talk about? What's going well and what is stopping you achieving things?

Looking ahead – what objectives will help you to achieve the team and organisational goals in 2022/23.

We need a minimum of three objectives – at least one that is personal to you and two that will support the organisation to achieve its overall objectives. Let's think SMART and describe objectives in that way.

Corporate Objectives.

The following objectives have been agreed for us all across the organisation. At different levels we can all make a different contribution to these. As part of ongoing supervision, we will discuss how you can and do contribute to the success of these objectives and then we will review them.

- | | |
|---|---|
| 1 | To be responsible for my own understanding and actions that safeguard the wellbeing of individuals we support and through my work, to support and promote safe environments that enable individuals to be happy and to reach their full potential. |
| 2 | To be responsible for the management of the finances associated with my service/team/department through monitoring and appropriate use of resources available (people, money, equipment) to deliver an efficient and effective service within agreed budgets. |

Personal Objectives.

The following objectives(s) should be specific to the role you undertake for Walsingham Support and should demonstrate the contribution you plan to make over the coming appraisal period.

- | | |
|---|--|
| 3 | |
| 4 | |

In order to achieve your objectives and perform in your role what learning, training and development needs do we need to support you with?

This is not just about attending courses but learning from others, gaining experience and developing your knowledge – we can do this in many different ways.	
1	
2	
3	

Appraisee final thoughts.
Appraiser final thoughts.

I confirm that I have read, understood and agree with the contents of this form.			
Staff name:		Line Manager Name:	
Signed:		Signed:	
Date:		Date:	

EV.1.7

1	Grade	Rgn	Job Title	Grade	Leave Date	Leave Reason
2		HO	Assistant HR Business Partner		11/02/22	Personal Reasons
12	2.2	CEN	Head of O&D Central England	2.2	04/02/22	Redundancy
13		HO	Head of Human Resources	2.2	10/01/22	Personal Reasons
14		HO	Head of Human Resources	2.2	24/03/22	Personal Reasons
18	2.3	HO	Benefits Advisor	2.3	01/03/22	Alternative Employment
31		HO	Learning and Development Administrator	4.2	20/01/22	Alternative Employment
32		HO	HR Assistant	4.2	11/03/22	Alternative Employment
33		HO	Facilities Administrator	4.2	02/03/22	Resignation
34		HO	HR Administrator	4.2	31/01/22	End of Contract
35		HO	Facilities Administrator	4.2	18/01/22	Health Reasons
39		SO	O&D Manager	A	11/02/22	Role at W/S not suitable
43		NR	Deputy Manager	B	21/01/22	Better Salary
47		C/S	Locality Manager	B1	11/03/22	Better Prospects
48		NR	O&D Manager	B1	07/01/22	Personal Reasons
49		WL	Locality Manager	B1	04/03/22	Career Advancement
53		C/S	Support Worker	C	31/01/22	Returning to Education
54		C/S	Support Worker	C	10/03/22	No Contact - Employee
55		C/S	Support Worker	C	23/03/22	Career Advancement
56		C/S	Support Worker	C	03/03/22	Ill Health
57		C/S	Support Worker	C	14/02/22	Other
58		C/S	Support Worker	C	10/03/22	No Contact - Employee
59		C/S	Support Worker	C	10/03/22	No Contact - Employee
60		C/S	Support Worker	C	26/02/22	Ill Health
61		C/S	Support Worker	C	10/02/22	Retirement
62		C/S	Support Worker	C	31/03/22	Better Prospects
63		C/S	Support Worker	C	04/01/22	Alternative Employment
64		MID	Support Worker	C	17/03/22	Ill Health
65		MID	Support Worker	C	10/03/22	No Contact - Employer
66		MID	Support Worker	C	23/01/22	Move/Relocation
67		MID	Support Worker	C	15/02/22	Alternative Employment
68		MID	Support Worker	C	15/02/22	Alternative Employment
69		MID	Support Worker	C	06/02/22	Alternative Employment
70		MID	Support Worker	C	11/02/22	Better Salary
71		MID	Support Worker	C	24/02/22	Move/Relocation
72		MID	Support Worker	C	30/01/22	To Travel
73		MID	Support Worker	C	27/03/22	Other
74		MID	Support Worker	C	10/03/22	No Contact - Employer
75		NR	Support Worker	C	14/01/22	Alternative Employment
76		NR	Support Worker	C	08/02/22	Alternative Employment
77		NR	Support Worker	C	24/02/22	Alternative Employment
78		NR	Support Worker	C	20/02/22	Role at W/S not suitable
79		NR	Support Worker	C	18/01/22	Role at W/S not suitable
80		NR	O&D Administrator	C	18/02/22	Career Advancement
81		NR	Support Worker	C	13/02/22	Alternative Employment
82		NR	Support Worker	C	04/03/22	Ill Health
83		NR	Support Worker	C	13/03/22	Ill Health
84		NR	Support Worker	C	10/01/22	Alternative Employment
85		NR	Support Worker	C	06/01/22	Role at W/S not suitable
86		NR	Support Worker	C	11/01/22	Ill Health
87		NR	Support Worker	C	09/03/22	Alternative Employment
88		NR	Support Worker	C	27/02/22	Retirement
89		NR	Support Worker	C	16/03/22	Role at W/S not suitable
90		NR	Support Worker	C	10/01/22	Alternative Employment

91	NR	Support Worker	C	19/01/22	Returning to Education
92	NR	Support Worker	C	10/01/22	Ill Health
93	NR	Support Worker	C	23/02/22	Role at W/S not suitable
94	NR	Support Worker	C	08/02/22	Childcare
95	NR	Support Worker	C	01/02/22	Better Salary
96	NR	Support Worker	C	14/03/22	Role at W/S not suitable
97	WL	Support Worker	C	07/03/22	Alternative Employment
98	WL	Support Worker	C	06/02/22	Alternative Employment
99	WL	Support Worker	C	11/03/22	Resignation
00	WL	Support Worker	C	18/03/22	No Contact - Employer
01	WL	Support Worker	C	16/03/22	Alternative Employment
02	WL	Support Worker	C	24/01/22	Alternative Employment
03	WL	Support Worker	C	21/02/22	Alternative Employment
07	MID	Cleaner	D	29/03/22	Retirement

EV.1.8



Walsingham Support Group Management Development Programme.



Date	Cohort 1 Topics	Lead
Thursday 25 Nov 2-4.30pm	Introductory session: What is MDP? Self-awareness and getting to know each other	Liz/Kim Dave V...
Thursday 9 Dec 2-4.30pm	Starting as we mean to go on: Recruitment, Onboarding and Probation	Liz
Thursday 23 Dec 11-12pm	Action learning set/group networking	Kim
Thursday 6 January 2-4.30pm	Quality Matters: understanding quality, safeguarding and compliance.	Misha
Thursday 20 January 2-4.30pm	Managing people: sickness, leave, contract changes and timesheets	Liz
Thursday 3 February 2-4.30pm	Managing Performance: one to one supervisions, appraisal and capability issues	Liz
Thursday 17 February 11-12pm	Action Learning Set/Group Networking	Kim
Thursday 3 March 2-4.30pm	Introduction to Finance: managing budgets, invoice management and payroll	Finance/Payroll
Thursday 10 March 2-4.30pm	When things go wrong: disciplinary, grievance and investigation	Liz
Thursday 24 March 2-4.30pm	Moving on: succession planning and leavers PLUS workshop evaluation and action planning	Liz
Thursday 7 April 11-12pm	Action Learning Set/Group Networking	Kim
Ongoing dates TBA	Cohort Network session: follow up discussions, Q&As, current topics, action plan feedback, additional subjects	

EV.1.9

	ACTION	How we will progress these actions during 2021-22
Gweithlu Cysylltiedig, Cymhellus a Iachus An Engaged, Motivated & Healthy By 2030, the health and social care workforce will feel valued, fairly rewarded and supported wherever they work.	ACTION 1 Introduce a Health and Wellbeing Framework across the health and social care workforce setting clear and measurable standards to help drive improvement. ACTION 2 Introduce a 'Staff Governance' Framework setting out expectations for both employers and employees to drive positive employee experience and improved quality. ACTION 3 Work towards fair reward and recognition across the health and social care ACTION 4 Implement a consistent approach to monitoring and measuring employee experience through health and social care staff surveys. ACTION 5 Incorporate a set of workforce wellbeing and engagement measures in the performance framework for organisations, and the broader health and social care system.	Together with HEIW we will - Share good practice and resources between health and social care to drive improvement with places on health and wellbeing networks reciprocated between HEIW and Social Care Wales - Deliver a health and wellbeing conference SCW will - Continue to add to, evaluate and refine the range of wellbeing resources available via our websites, occupational health services and externally procured resources - Continue to offer employee assistance programmes - Publish and monitor achievement against our strategic equality plans - Contribute to the development and delivery of the Welsh Government Race Equality Action Plan - Continue to increase staff voice through the streamlining and delivery of regular staff experience feedback opportunities to drive positive experience and improved quality - Develop and launch our Social Care staff governance framework confirming the expectations of both employers and our people to drive positive employee experience and improved quality. - Continue to facilitate a social wellbeing network for partners and stakeholders - Launch our health and wellbeing framework - Continue to facilitate peer support groups for domiciliary care managers and care home managers to support resilience and wellbeing for managers in the workforce.

	ACTION	How we will progress these actions during 2021-22
		- Continue to collate wellbeing resources specific to supporting the wellbeing and resilience of social care leaders - Creating a standard welcome pack for all new registered people - Continue to support the Resourceful Communities Partnership to establish itself as a national, multi-sector forum for organisations that help develop and promote local activities/action that enable improvement of wellbeing in communities throughout Wales - Continue to support the sector to work bi-lingually through targeted resources to support the current and future workforce - Launch a new care worker card, moving to single digital solution and partnering with two major discount providers to increase the retail benefits available bringing it in line with the offer available in the NHS - Continue to contribute to the Welsh Government led Social Care Fair Work Forum whose work centres around improving working conditions in social care and whose full remit can be found at https://gov.wales/social-care-fair-work-forum - Undertake the first all sector engagement survey
Atyniad a Recriwtio Attraction & Recruitment By 2030, health and social care	ACTION 6 Establish a National Careers Service for health and social care which promotes all roles and reaches out to all parts of the community and workforce. ACTION 7 Review and develop targeted schemes for	Together with HEIW we will - Further develop the Careers Network links and connections between careers approaches in health and social care to maximise our reach - Deliver a joint network to share good practice and resources to drive improvement in recruitment and retention across the sectors

	ACTION	How we will progress these actions during 2021-22
will be well established as a strong and recognisable brand and the sector of choice for our future workforce.	a) significant shortages in professional and occupational groups and hard to recruit areas including medicine, domiciliary care, social work and nursing (<i>linked to action 31</i>) b) under-represented groups ACTION 8 Implement a modern values based bi-lingual recruitment approach for all health and social care staff.	SCW will - Develop targeted schemes for shortage professions and hard to recruit areas. - Continue to promote apprenticeships as a viable career choice for entering and remaining in the sector - Work with key stakeholders such as Department of Work and Pensions and Careers Wales, awarding organisations (City and Guilds and WJEC) to strengthen links between job seekers and careers in social care - Develop and deliver training programmes promoting values-based resources and approaches to recruitment and retention. - Launch schools based resources to promote careers in social care - Continue to financially support the care career connector posts in the 7 regions - Evaluate the introduction to social care programme pilot and make decisions on how to scale up and provide wider access - Partner with City and Guilds to support their skills bridge programme and signposting the WeCare Wales website as part of their approach - Continue to develop the WeCare Wales website including specific resources and support to employers including focusing on those hard to recruit to posts such as social workers and nurses in social care. - Further support the development of the jobs portal enhancing the user experience for both employers and job seekers

	ACTION	How we will progress these actions during 2021-22
		- Continue a social media and TV based campaign approach - Develop a specific campaign, in partnership with employers, promoting the Social Work Degree as a career choice.
 By 2030, multi-professional and multi-agency workforce models will be the norm.	ACTION 9 Develop a multi-professional workforce plan to support implementation of the new primary and community care workforce model (Strategic Programme for Primary Care). ACTION 10 Develop a multi-professional workforce plan to support implementation of Together for Mental Health. ACTION 11 Translate the workforce models being developed through Regional Partnership Boards into a good practice guide for integrated working. ACTION 12 Develop a clear competence and capabilities framework for extended skills and advanced practice across professional groups.	Together with HEIW we will - Work with partners to expand training on offer to health workers in care homes through care home education facilitator roles - Develop a workforce plan to support together for mental health, focusing on some early priorities around CAMHS, Clinical psychology and perinatal services - Progress work on liberty protection safeguards - Publish the evaluation of the Hywel Dda joint health and social care induction pilot and share lessons learnt SCW will - Support the development and implementation of multi-professional workforce models for primary and community care, in line with the Strategic Programme for Primary Care and Regional Partnership Board plans - Publish a workforce plan for direct care workforce - Contribute to the development of an induction standards for volunteers - Publish a workforce plan for the social work profession including a new post qualification framework

	ACTION	How we will progress these actions during 2021-22
	ACTION 13 Implement a values based, common induction programme for all of our workforce who deliver health and social care in primary and community settings. ACTION 14 Work with partners to harmonise governance, regulation and registration arrangements to facilitate multi-professional working.	
Adelladu Gwelthlu sy'n barod yn ddigidol Building a Digitally Ready Workforce By 2030, the digital and technological capabilities of the workforce will be well developed and in widespread use to optimise the way we work, to help us deliver	ACTION 15 Implement a "Building a Digitally Ready Workforce Programme" focused on enhancing the digital literacy and confidence of the wider health and social care workforce in Wales. ACTION 16 Commission consistent digital aspects as part of all under graduate curricula for health and social care professionals. ACTION 17 Implement a requirement for all digital transformation projects and programmes to include a clear organisational development plan.	Together with HEIW we will - Launch revised digitally enabled Infection Prevention and Control (IPC) training SCW will - Support the development of increased digital capability throughout our workforce - Continue to develop digitally enabled learning resources - Launch a digital learning platform and test out opportunities for once for Wales training including safeguarding, infection, prevention and control and principles and values - Increase in the social care workforce confidence in using digital technology to provide support (along with joint work with Digital Communities Wales)

	ACTION	How we will progress these actions during 2021-22
the best possible care for people.		- Monitor the delivery of a national priority for digital approaches in the Social Care Wales Workforce Development Programme grant for 21/22 - Develop the skills, capabilities and connections of those using, delivering and researching care and support in Wales
Addysgu a Dysgu Excellent Education & Learning By 2030, the investment in education and learning for health and social care professionals will deliver the skills and capabilities needed to meet the future needs of people in Wales.	ACTION 18 Work with education providers to ensure education meets the needs of the health and social care system, and includes programmes delivered through the medium of Welsh. ACTION 19 Work with education providers to support the workforce to develop and/or improve Welsh language skills. ACTION 20 In partnership with Higher Education Institutions, implement changes to the content of curricula and flexibility of provision for undergraduate programmes to meet future needs and delivery modes, stipulating inter professional education, placement requirements for common competences, and language requirements.	Together with HEIW we will - Work with City and Guilds, to share intelligence and data on the impact of Covid-19 on the delivery and achievement of vocational qualifications SCW will - Improve opportunities for learners to undertake education and training through the medium of Welsh. - Maximise opportunities for work-based learning (WBL) and apprenticeships as viable career choices to enter and remain in the sector - Widen access to, and promote a reduction in differential attainment across health and care education programmes - Lead on the development and implementation of a programme of learning to support the implementation of the Liberty Protection Safeguards - Monitor the take up and delivery of the new Level 2 & 3 qualifications and support the implementation of new Levels 4 and 5 qualifications.

	ACTION	How we will progress these actions during 2021-22
	ACTION 21 Continue to invest in increasing the numbers of health and social care professionals who are trained in Wales, with a focus on value. ACTION 22 Widen access into health and social care careers by developing the work-based learning model. ACTION 23 Develop a clear and equitable funding and commissioning model for health and social care education including undergraduate education, apprenticeships and vocational education. ACTION 24 Develop a clear strategy for Continuing Professional Development (CPD) across professional and occupational groups.	- Support the implementation and take up of the revised Level 4 and 5 apprenticeship frameworks - Maintain and develop All Wales Network of Mentors for outcomes focussed practice - Analyse, report and act on the impact of Covid-19 on learners who have not been able to complete assessments/ placements - Bring national consistency to Safeguarding training and learning - Upon sign off of the restrictive practice guidance, the Social Care Wales resource will be revised and the website updated - Work with City and Guilds to share intelligence of the impact of Covid-19 on the delivery and achievement of vocational qualifications - Complete a review of funding streams that support workforce development including the SCWWDP grant - Provide ongoing support to student social workers through qualifying training into employment including reviewing the funding arrangements that support qualifying and post qualifying training - Support the delivery of a social care managers induction framework - Support the development of resources for the Social Services Practitioner award - Develop a competency framework for Information, Advice and Assistance workers - Support the development of an advocacy workers competency framework

	ACTION	How we will progress these actions during 2021-22
		Support the development of a revised principles and values award to support registration of care workers
Arweinyddiaeth a Dilyniant Leadership and Succession By 2030, leaders in the health and social care system will display collective and compassionate leadership.	ACTION 25 Develop a strategy to frame a consistent approach to compassionate leadership in health and social care in Wales. ACTION 26 Establish an accessible range of leadership development resources and programmes for individuals and organisations. ACTION 27 Develop a talent management pipeline for leadership roles	Together with HEIW we will - Launch the Principles for compassionate leadership for health and social care in Wales to enable a shared definition, understanding and language relating to what compassionate leadership looks like across both sectors in Wales and develop compassionate leadership online engagement content to 'spotlight' individual principles and themes SCW will - Continue to invest in developing compassionate leaders across health and social care - Design webpage content for a 'compassionate leadership' page on Social Care Wales website - Continue to invest in specific leadership programmes for social care professional heads of service and statutory directors including TMDP and MMDP qualifications, with bespoke development programmes in place for Directors and Assistant Directors of Services and Workforce. - Support peer networks across registered managers in social care in private, voluntary and public services to enhance wellbeing and help protect resilience - Continue to support the promotion and implementation of the new Level 4 and Level 5 qualifications including the related apprenticeship pathways

	ACTION	How we will progress these actions during 2021-22
		- Continue to provide a leadership role in the promotion of bi-lingual working - Contribute to and respond to the review of Welsh Governments mwy na geiriau action plan with the development of a revised action plan for Social Care Wales
Siâp a Chyflwynwch y Gweithlu Workforce Supply & Shape By 2030, we will have a sustainable workforce in sufficient numbers to meet the health and social care needs of our population.	ACTION 28 Create a centre of excellence for workforce intelligence for health and social care in Wales. ACTION 29 Build capacity and capability in workforce planning and development across health and social care, underpinned by a standardised, methodology. ACTION 30 Develop workforce planning guidance for Welsh language skills identification and development in the health and social care workforce. ACTION 31 Develop workforce plans for key professional and occupational groups, in the first instance; Nursing, Domiciliary care, Social Work, Medicine.	Together with HEIW we will - Publish the workforce plan for the mental health workforce SCW will - Develop digital resources and online training to support workforce planning for health and care providers. - Contribute to the development of an induction standard for volunteers - Launch the revised model of workforce data collection using the newly created employer dashboard - Continue to modify data collection approaches to ensure robust data is available including improving reporting on data around language and ethnicity - Continue to enable the care home workforce to register on a voluntary basis - Publish the workforce plans for the direct care workforce and the social work profession - Drill down into areas of concern to better understand the profile of the workforce in order to provide intelligence to support effective decision making e.g. profiling of nurses in social care,

	ACTION	How we will progress these actions during 2021-22
	ACTION 32 Commission a programme of work to understand the contribution of volunteers and carers to inform future workforce plans.	turnover rates for key areas such as social work and domiciliary care. - Undertake a scoping review of the approaches to workforce planning across the sector and provide recommendations for developing this function - Undertake a full review of the Social Care Wales Workforce Development Programme grant

Learning Outcome 2

As aforementioned, Walsingham Support does not have robust plans in place in regards to retention and development. However, the organisation recently outsourced its recruitment operations to a dedicated recruitment team, which was tasked with selecting appropriately skilled talent for the organisation based on the shared desired qualification and professional requirements. A new employee needs the confidence, clarity and skills to carry out their new role. According to (Bauer, 2004) potential training for new employees includes “hard skills, soft skills and onboarding skills”. Hard skills refer to job-related knowledge and is gained through training and experience and are needed to perform specific roles. Soft skills are personal traits and habits, for example, communication skills, interpersonal skills, ability to work in a team, dependability, empathy etc. Onboarding skills provides new employees with the training to be able to carry out their roles and be able to fit into their teams. From there, training can be developed into personal objectives and career path planning.

Supervisions are carried out with employees on a 6-8 week basis, however, the supervision forms that are used to record discussions do not create structured conversations around learning and development opportunities and therefore it is not discussed until the annual appraisal, even then there is no option to monitor development opportunities after the completion of the appraisal, which in effect makes the appraisal process not fit for purpose. There are 2 separate supervisions forms one for the operations and development team and a separate form for office-based staff. Within the office-based form it asks the supervisee about current work priorities and if there have been any successes and if so, how they can be built upon. The supervision form focuses on successes that have been achieved but does not open conversations around development. I feel that the supervision meetings could be utilised to encourage development through coaching and mentoring practices being discussed more regularly to enable understanding. To ensure the continuity of development conversations the organisation will need to introduce a continuous development plan that can be implemented alongside the 6-8 weekly supervision meetings. The introduction of skills

The majority of office-based staff within the organisation have been temporarily working from home during the COVID-19 pandemic and due to this my organisation have recently implemented hybrid working contracts to allow office staff the flexibility of either working from home or in the office. Employees have benefited from this so far since it has given them the flexibility to work from home and improved their work/life balance by allowing them to cope with domestic and work obligations more flexibly during the day, and frequently with much more freedom to organise their day. Additionally, employees saved time by not having to spend time commuting to and from work. With the new recruitment team in place, vacancies are now being filled on the operations side of the business, and service rotas have been adjusted to allow for flexible working patterns for support staff and to ensure that they get enough rest between shifts. Flexible working hours are advantageous to organisations because they can help employers retain employees and increase productivity (Unison, 2021).

My line manager and I recently created a business case for an Employee Assistance Program (EAP) to present to the Executive Leadership Team for approval, as currently there is no EAP in place. Recent Exit Interviews have revealed a trend of employees feeling burned out or unhappy with the amount of support that they have been receiving. For example, 10 out of the 13 people who recently left the organisation felt burned out at work or dissatisfied with the degree of support with their wellbeing.

The implementation of an EAP will contribute to lowering the organisation's high turnover rate, whilst retaining top talent and making employees feel appreciated and valued.

With the introduction of either attitude or employee satisfaction surveys, it would enable the organisation to identify the experiences of current employees and establish their opinions about the how they are treated, salary, their line-managers, communication methods, learning and development opportunities, career pathways, their working environments and the organisation overall. It is crucial to examine the perspectives of people who are still employed by the company. Whilst collating exit interviews can provide useful information, gathering information from existing employees through employee surveys will help to identify possible retention challenges before they lead to individuals leaving, hence reducing the negative implications of turnover (CIPD, 2021).

References

Bauer, T., (2004). *Onboarding New Employees: Maximising Success*. [online] Shrm.org. Available at: <<https://www.shrm.org/foundation/ourwork/initiatives/resources-from-past-initiatives/Documents/Onboarding%20New%20Employees.pdf>> [Accessed 25 May 2022].

Maxwell, G., (2021). *Employee Turnover & Retention | Factsheets | CIPD*. [online] CIPD. Available at: <<https://www.cipd.co.uk/knowledge/strategy/resourcing/turnover-retention-factsheet>> [Accessed 25 May 2022].

Unison.org.uk. (2021). *Working from Home and Hybrid Working*. [online] Available at: <<https://www.unison.org.uk/content/uploads/2021/08/Working-from-home-and-hybrid-working-bargaining-guide-and-model-policy-v6.pdf>> [Accessed 25 May 2022].

Learning Outcome 3

In January 2022, the organisation commenced a consultation period, setting out a proposed change to the Operations and Development management team structure over the 3 regions of Wales, Northern England and Southern England (EV.3.1). Walsingham Support like many organisations within the care sector has been affected by many years of underfunding from Local Authorities, Local Health Boards etc. and especially during the recent COVID-19 pandemic. In reviewing management team structures for Operations and Development in 2021, it was evident that there were considerable differences between regions and that different methods were being used to influence management structures. The Executive Leadership Team determined that the Service Leadership Teams needed to become more person-centred, therefore new role profiles and job titles had to be produced. It was also necessary to assess the current workforce to establish if there were suitable internal employees with the required skill. The positions of Locality and Deputy Managers were identified as being at risk, and consultation meetings were set up with employees within those roles to discuss options and suitable alternative roles. Due to the merging of the Locality and Deputy Manager roles into a new Practice Lead Manager role, any remaining positions would be advertised internally for current employees seeking advancement opportunities, and any additional roles would be discussed with the recruitment department before being advertised externally.

The HR Business Partner for Wales and I met with the Head of Operations, as well as the Operations and Development Managers for Wales to determine specific tasks for the team in implementing the restructure. The Head of Operations invited the HR Business Partner to attend the one-to-one consultation meetings as the HR representative, to meet with the employees whose roles were identified as at risk. There was very little risk of redundancy as the changes that were being made had suitable alternatives however, all identified staff members were invited to a 1-1 meeting to discuss the changes that were being made and why the role is being matched to a new and updated profile. I was tasked with internally advertising the roles (EV.3.2) and liaising with our recruitment department to externally advertise for the remaining roles (EV.3.3). It was identified that there were 23 roles to fill, 9 of which were filled due by current managers, 10 were filled by support staff within the organisation looking for career advancement, with the remaining 4 going out to external advert. I also attended the Practice Lead Manager Interviews as the HR representative and provided feedback to the Head of Operations in regard to how I felt each candidate did within the interviews (EV.3.4)

All employees who will be affected by the restructure received a consultation paper. The aim and justification for the change, as well as the proposed new jobs and the skills and knowledge required for the new roles, were all stated in consultation document. Employees were provided with a copy of the consultation document prior to the group consultation meetings, and an updated copy was then shared with employees once the consultation meetings had concluded. The revised copy was made after recommendations had been put forward to the ELT and SLT panel, it was suggested that coproduction was removed from the job titles, as shared in the initial paper, as current employees felt that they weren't suitable and didn't reflect the roles. As the change impacted current managers, the organisation's redundancy policy was consulted and evaluated, as well as discussed with concerned employees who were classified as at risk, to ensure that they understood the process (EV.3.5). Along with the revised consultation document, a FAQ sheet was distributed to

answer any pre-planned questions and to provoke any unanswered queries prior to the consultation meetings (EV.3.6). Original tenders for each service had to be considered in order to ensure that the terms agreed upon with local authorities originally were taken into account when determining the contracted hours for each role. In terms of legislation, the restructure had to follow ACAS's advice and the Employment Rights Act 1996, which governs the majority of employment relationships, as well as the Trade Union and Labour Relations (Consolidation) Act 1992, which governs the consultation process for both employers and employees and the Equality Act 2010 to ensure that no unlawful discrimination occurs during the recruitment and selection process.

The Operations and Engagement Manager created a bible for the role in anticipation for the new role going live on 1st June 2022. The bible is a how-to manual that gives step-by-step guidance on how to carry out their roles. Employees were also given person specifications and job descriptions for the new roles, which they could evaluate and ask questions about during their 1:1 consultation meetings. I attended a meeting with the Head of Operations and the Operations and Development Managers (EV.3.7) to discuss developing an organisational RACI (Responsible, Accountable, Consulted, and Informed) model to define accountability across the newly established regional management teams. To identify which role was responsible for each task, the RACI Model (EV.3.8) was compared to the organisation's 7 Pillars of Governance.

During the consultation period the consultation programme set out a timeline for the restructure to take effect. The consultation period was due to end on 18th February 2022 but was extended until 11th March 2022 to provide enough time for employees to feedback on the revised plans. The Executive Leadership and Senior Leadership Teams took time between March 12th and April 3rd, 2022, to review the feedback and interact with staff groups to confirm the outcomes and structure in preparation for the development of the transitional plans. The outcomes were discussed with employees that were directly affected by the change through 1:1 meetings. From the 4th April 2022 the organisation developed the transitional plans to move to the agreed structure, and the staff that were identified as at risk were assigned to suitable alternative roles within the structure which were outlined during the consultation process.

The restructure was successful in filling the majority of the roles, there are still 4 Practice Lead Manager roles that are currently being externally advertised and are yet to be filled. The reason for the restructure was to enable the leadership team to be more person-centred and move towards a coproduction focused organisation. The new structure is not yet complete, but the organisation has learned some valuable lessons for the future. There was no gap analysis to discover skill gaps, and due to this the organisation will aim to introduce further development programmes in order to develop internal talent and fill roles in a proactive manner if and when the opportunity arises again.

Legislation

Employment Rights Act 1996

Trade Union and Labour Relations (Consolidation) Act 1992

Equality Act 2010

EV.3.1**Organisational Change – Consultation Paper****Purpose**

This Consultation Paper has been developed to provide an outline of the change process undertaken as part of the Walsingham Support change programme.

The purpose of this paper is to put in one place the reasons for the organisational change and to outline the process that will be followed and the approach with regards to processes, policies and standard operating procedures.

All staff affected directly or indirectly by these changes are encouraged to speak to their line manager, member of SLT or ELT and ensure that their questions are answered. Any questions about the process can also be directed to the HR team.

We wanted to update you on what we've been working on over the last few months to progress the Walsingham Support change programme which many of you have helped to shape. We're almost at a place where we are able to share the ambition for the individuals we support and the proposed enhancement for our services, leadership teams, and overall staff teams.

We will share what this will look like and how this will develop the way we work together in the future. The proposed changes to the way you work will just be the start and will lay the foundations for how we'll deliver services to the individuals we support in the future.

This is a long-term commitment and one that you can continue to influence along the way, your feedback and that of the individuals we support will be at the heart of our current thinking. It's fair to say, it's taking a little longer than we first expected to pull the insights all together, but it's been important for ELT that we take the time to do this right.

Reasons for change

Our current organisational structure in Operations & Development is not fit for purpose and we need to create a more individual we support centric culture.

Our aim is to deliver support that:

- increases individual capabilities
- builds solid foundations for the future
- helps everyone achieve their full potential
- enables people to live more independent lives
- delivers the quality-of-life people deserve
- improves the happiness of everyone we support.

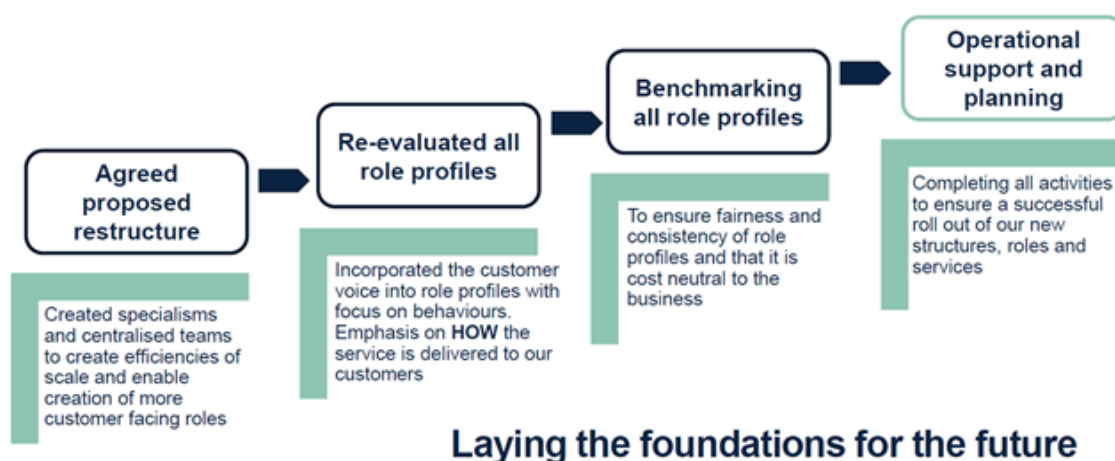
The Executive Leadership Team (ELT) have committed to creating a structure that enables our leadership teams to have a more person-centred approach and move towards a true coproduction focused organisation. We will achieve this by: -

- Creating new role profiles and job titles to create the right individual we support centric culture, ensure consistency of role profiles and benchmarking to ensure fairness of pay scales
- Improving our overall provision to ensure that all legislation and regulatory compliance is of a good standard
- Reviewing data integrity with the introduction of new systems to support operations / accounts / payroll / HR to give us oversight and reduce duplication and errors
- Providing more empowerment & autonomy

The current operating environment in respect of Covid-19 and the economic impact of this situation has inevitably added to our operational challenges as it has for other social care providers, this includes recruitment challenges, operational governance, and individuals we support experience and expectations.

Whilst these have and will continue to have a positive impact there is more we need to do to ensure our operation is aligned to ensure the individuals we support experience high standards of care & support, staff feel supported to carry out their duties and feel supported by their respective leadership teams.

The aim of this change is to enable Walsingham Support to deliver a robust and efficient Leadership structure in Operations



Consultation Programme

The Consultation Programme for different staff groups commences on the following dates:

- 4th January 2022 for Head of Regions
- 10th January 2022 for all other roles within operations including O&DM, Locality Managers, Deputies and Support Staff
- 10th January 2022 regional administrators

The aim is to finish on Friday 17th February 2022 and the transition to the new structure will start on the 1st March 2022

During this period those staff at risk of redundancy will be provided with opportunities to meet in group meetings but also to request a 1-1 session with member of ELT & SLT (Senior Leadership Team) to discuss alternative options to redundancy where they might exist and look at any action that could mitigate the redundancy. An appropriate selection criteria/interview process will be in place to enable a fair selection if required.

Walsingham Support believes that for majority of staff affected by the consultation process we will have suitable alternative roles available in the structure and this will be discussed as part of the consultation process.

At the end of the consultation period, ending 17th February 2022 a further meeting will be held with those staff at risk to confirm the outcome of the consultation period. Where an alternative to redundancy has been found this will be progressed, however where there is no alternative to redundancy this will be confirmed to individuals along with details of redundancy payments (statutory redundancy rules apply), notice arrangements and pay.

At the current time the organisation is likely to require those whose roles are confirmed as redundant to work some of their notice and then be paid in lieu of any remaining notice. These arrangements will be confirmed on an individual basis.

Individuals are entitled to be accompanied at a 1:1 meeting and it is the responsibility of individuals to make those arrangements, ELT and SLT members will accommodate dates and times as best they can.

Current Structure

There are currently four regions with structures that include the following roles:

- Support Workers
- Deputy (dependent on size of the service)
- Locality Manager (registered manager average of two service per LM)
- O&D Manager
- Head of Region
- Operations Director

It is important to note that the current structure has highlighted some concerns around operational governance, due to blurred accountability of roles, support staff in some areas not getting involved in updating support plans and the general governance of services is not completed in a consistent or timely manner leading to quality concerns.

Also, over time the differential for management roles has naturally eroded due to National Living Wage increases and the organisation not being in a financial position to increase salaries to ensure an adequate differential.

Proposals

We need to review the regional breakdown as the current 4 region split is unbalanced. It is recommended that we reduce to three regions as follows:

- South (to include Central)
- Wales

- North

Proposed Change

Our aim is to create a flatter structure within the organisation, which will minimise the distance between the individuals we support, support staff and senior leadership teams. This helps to create better communication between the levels of structure, meaning decisions can be acted on quickly and effectively, and decisions can be fast and responsive to situations.

Key to this is that Service Managers continue to provide direct support, helping them to have a better awareness and understanding of what is going on within their teams. We recognise that for an organisation to work well and provide great support, each member of staff should be given great support and be suitably led at all levels to get the best out of people. All staff within Walsingham, no matter what their role, have supervision regularly to ensure staff have regular time with their manager. Each team also has a monthly Team Meeting to discuss how things are going to support a person to achieve the outcomes set out in the PCP (person centred plan) of the individuals we support.

This proposal looks at changing job titles with new roles & responsibilities and removing the current deputy & locality manager role and placing a manager in each service (or cluster of services) and the registration will be held at the O&D manager level.

This would look at creating a hybrid role of the deputy/locality manager – like a team leader role this would mean that the role would be given 10% supernumerary time per individual we support.

To enable oversight, we would require 3 regional quality officers to be managed by the Quality Team, which would enable the annual audit of services, as well as being able to provide additional support when quality concerns are highlighted either through internal quality audits or external reviews.

Co-Production

The organisation is striving to become a co-production organisation, the first step would be to start introducing the language to our everyday practice

It is proposed that we change job titles along with the roles and responsibilities, this will enable us to empower support staff to take more of an active role in support plans and other governance practices.

- Support – Co-production Coach
- Deputy / Locality Manager – Co-production Lead
- O&DM – Senior Co-production Lead
- Head of Region – Head of Co-production

New Roles

Current Roles Title	New Title	Role
Support Worker	Co-production Coach	Have the skills and knowledge to work in a true person-centred manner – be upskilled to ensure they are part of the operational governance process to ensure high standards of care & support
Deputy/Locality Manager	Co-production Leads	Be allocated a single service (cluster of services if in same complex) – be responsible for the leadership and operational governance of that service, whilst also providing direct leadership and mentoring whilst providing some direct support (proportion of time dependent of the size of the service)
O&DMs	Senior Co-production Leads	To hold registration for the services they are responsible for and be accountable to ensuring that services are performing in line with legislation, internal and external governance & compliance requirements and contracts and regulatory requirements
Head of Region	Head of Co-production	To be accountable for the overall performance of the region in line with legislation, internal and external governance & compliance requirements and contracts and regulatory requirements

Standardisation

Over the next few months Quality and Operations will be reviewing systems and processes to ensure that we have standardisation over all regions. This will include:

- New Support Plan Template
- Governance files
- Supplementary documents
- Hospital Passports
- Use of Radar
- Risk Dashboard
- Audit Cycle
- Roles & Responsibilities

Registrations

As part of the restructure, we will be looking at the registrations currently held with CQC, with a view to reducing these to enable us to have better control over registration (as supported living services can be registered under the same registration) this would also reduce the number of registered managers and the number of inspections undertaken by CQC.

Culture Change

It is important to highlight that Walsingham Support needs to have a change in culture, the proposals above and the standardisation process will enable the operations team to enact change

and ensure that all regions work in a consistent way, with greater oversight to overall improve the experiences of the individuals we support.

Questions

We would encourage you to ask questions at any stage of the consultation period. In the first instance please refer your questions to your line manager/member of SLT/ELT. Any frequently asked questions will be collated and made available to all staff throughout this consultation process.

EV.3.2

INTERNAL VACANCY



Practice Leads

Swansea & Neath Port Talbot Areas (Wales)



37.5 hours per week



This is an exciting opportunity for the right person to make a real difference to the delivery of person-centered services to people with Learning Disabilities and Autism.

As a practice lead, you will deliver our business operations in an assigned service, whilst working closely with the Service Engagement Manager, to support with embedding and maintaining a standardised Business Operating Model. You will be responsible for leading daily operational tasks to support and achieve Individuals personal outcomes and goals and maximise efficient service delivery in your identified service. You will lead a core value based, innovative, Lean, and person-centred practice, which represents continuous improvement across your service. You will positively challenge the status quo and ensure that all care & support is offered with the individual at the heart of all choices and decisions made.

Requirements

- Be an inspirational coach who has a person-centred approach, putting the ambition of the individuals we support at the heart of all that we do
- Have a strong track record for the highest quality standards of operational delivery through a team within your identified service
- Have proven experience of CQC/CIW regulations (or similar), governance, risk & supporting individuals financial management, with a mind-set of continuous improvement
- You are at your best in an environment of collaboration, contribute to organisational wide projects and an demonstrate ability to influence at all levels
- Flexibility is a must within Walsingham Support to ensure services run smoothly
- Adhere to all government requirements around mandatory vaccinations

If you are interested in this role, please complete the internal application form attached to the email and send it to hmailbox@walsingham.com before the closing date.



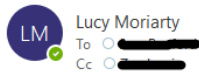
Closing Date: 06 April 2022

Interview Date: TBC

As Walsingham Support meets the requirements in respect of exempted questions under the Rehabilitation of Offenders Act 1974, all applicants who are offered employment with us will be subject to a criminal record check from the Disclosure and Barring Service before the appointment is confirmed. This will include details of cautions, reprimands or final warnings, as well as convictions. Walsingham Support is an equal opportunities employer and welcomes applications from all sections of the community.

EV.3.3

RE: Practice Lead Role



Hi Sara,

2.30pm is great. My colleague Robert Hannifan will be joining us as he will be able to provide more information in regards to the Practice Lead roles.

I will forward a teams invite.

Kind regards,

Lucy Moriarty
HR Assistant

Tel: 01792 312980

Email: lucy.moriarty@walsingham.com

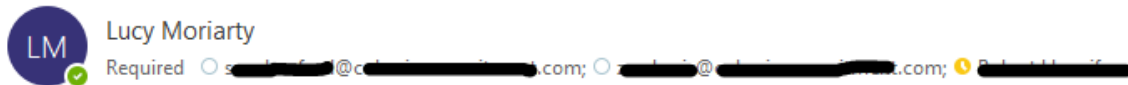
Address: Forge Fach Community Centre, Hebron Road, Clydach, Swansea. SA6 5EJ.



Follow us:



Registered charity number: 294832

**[redacted] Meeting - Practice Lead Roles**

🕒 28 April 2022 14:30-15:00 📍

Microsoft Teams meeting

Join on your computer or mobile app

[Click here to join the meeting](#)

EV.3.4

 Accepted on 12/05/2022 19:14.	
Keep free for PL Assessment Centre	
Organizer	 Kevin Mort
Time	23 May 2022 09:00-16:30
Location	<u>FORGE FACH</u>
Response	 Accepted Change Response

Microsoft Teams meeting

EV.3.5

Resignation, Retirement and Redundancy Policy

SECTION 1 **RESIGNATION**

If an employee decides to leave the employ of Walsingham Support, they must give notice of their intention to do so in writing to their line manager clearly stating that they intend to resign. This notice should include the date the employee intends to leave and any other relevant information.

Notice should be as long as possible, but the minimum period required is as follows:

All employees under 6 months' service	1 week
All employees over 6 months' service, but still within their Initial Review (probation) period	1 week
Those confirmed and over 6 months' service (except Chief Executive, Directors, Heads of & Senior Managers).	1 month
Chief Executive, Directors, Heads of & Senior Managers	3 months

Shorter notice periods to those set out above will only be granted at the discretion of the line manager, who must take into account the needs of the department over the needs of the individual before approving such a request.

Once a resignation has been notified to the line manager and the date agreed, the line manager must then ensure HR are informed, forward the letter of resignation immediately and notify HR of any outstanding payments/deductions which need to be made, i.e. any leave, including Bank Holidays (BH) or BH lieu days, used or booked up to leaving date.

It should be noted that once a resignation has been submitted there is no automatic right to withdraw it. However, should an employee wish to request withdrawal of notification they should do so in writing to the line manager setting out the reasons why. The line manager, in consultation with the second (senior) line manager, will then consider the request and approve or deny it.

Occupational Sick Pay (OSP) will not be paid for any sickness absence during a notice period unless supported by a doctor's certificate covering the whole period of sickness, the line manager has recommended payment of OSP and the maximum limits of OSP have not been exhausted.

Any leave (inclusive of BH) taken in excess of the employee's pro-rata entitlement will become reimbursable to Walsingham Support and a deduction for the appropriate amount will be made from the employee's salary. BH entitlement calculations are based on contracted hours and length of service, not on the number of BH occurrences, in the leaving year. Should there be insufficient monies to do this; the employee will be required to make other arrangements to pay this amount back to Walsingham Support.

SECTION 2 **RETIREMENTS**

Walsingham Support has no compulsory retirement age.

If an employee wishes to retire and is eligible to do so they should put their request in writing to their line manager giving the appropriate notice.

Line managers must notify HR of the retirement in good time so that an appropriate corporate retirement gift can be arranged.

Line Managers must also ensure that the appropriate HR Assistant is informed of the leaver in the usual way, to ensure that the required payroll actions are administered.

SECTION 3

REDUNDANCY

In some circumstances Walsingham Support will have no choice but to consider a redundancy situation.

Should the organisation find itself in this position, a full evaluation will be completed as to the way forward and any post placed at risk from redundancy will be informed as soon as is possible.

In most circumstances Walsingham Support will look for general volunteers for redundancy in the first instance, however there will be times where this is not possible, such as when unique roles or a whole grade have been placed 'at risk'.

Consultations for those roles at risk should take place as soon as possible after the announcement is made, but where a delay might be necessary (such as when dealing with a large number of people) then the proposed timetable should be shared at the onset so individuals are aware when their consultations are planned.

Consultation meetings will be held on an individual basis and the employee has the right to be accompanied to meetings by a trade union representative or a colleague who is a current employee of Walsingham Support. Areas discussed would be likely to cover the following areas (though this list is for indication purposes and is not exhaustive):

- Redeployment to a suitable equivalent role
- Redeployment into a role lower than the current grade in which the employee is working
- Voluntary redundancy

After the consultation meeting employees will be given a period of time to consider options and respond.

Additionally, the employee will be given the opportunity to propose a financial and structural alternative that would avoid the redundancy situation. Any such proposals will be given conscientious consideration by Walsingham Support prior to any final decisions.

If more employees seek redeployment to a suitable alternative role than there are posts available, then a selection process will be necessary. The details of how this selection process will be completed will be notified to the appropriate employees once the consideration of options period has closed.

If at the final stage of the consultation the decision is that the employee will now face redundancy they have the right to appeal against this.

If employees do ultimately have to be made redundant they will receive the following:

- Any available counselling facilities;
- During the period of notice reasonable time off on full pay to attend interviews; and
- Statutory redundancy payments to those who qualify.

EV.3.6

FAQ's related to restructure consultation



WALSINGHAM
SUPPORT *Empower & deliver*

Consultation process

No	Question	Answer
1.	What is the consultation process?	- The consultation process is a chance for us to talk to you about the changes that we are planning to make and explain why your role is either being changed and matched to a new/updated role profile - The consultation will be mainly conducted in groups, however you can request 1-1 meeting and also be accompanied at these meetings, by a trade union representative or work colleague. If appropriate or requested further group meetings will be arranged. - During this time, you can ask us questions and take the opportunity to reflect on the proposals and make any suggestions if you wish to discuss any proposed changes to your role. - As it currently stands, Walsingham Support believes that the majority of the roles at risk have suitable alternatives
2.	When will the formal consultation period begin?	Formal consultation is planned to last for 30 days. The commencement date for formal consultation is week commencing 4th Jan 2022 for Heads of Region and 10th Jan 2022 for the remaining operations team .
3.	When will the formal consultation period end?	The proposed end date for formal consultation is 18th February 2022
4.	When is the new structure effective from?	It's intended that the new operational structure will be effective from 1st March 2022 there may be some roles that take a little longer to transition.
5.	What percentage does your old role need to be to match the new proposed role in the structure for it to be a job match?	Senior management and the HR Team have compared and assessed the role profiles of the new and old positions and made recommendations. Where it's agreed there's a 70% match or more similarity between the all the considered roles, this will have been deemed to be a job match to the new role and there will be no need for a selection process.
6.	What if I don't agree with the decision to change my role?	- The consultation process gives you the right to comment regarding these changes; and you should do so before the 18th February 2022 - No final decisions will be made until management have considered all comments and suggestions made through the consultation period, which will include individual meetings with the affected colleagues, unless circumstances allow for decisions to be made during the consultation period .

7.	What is the appeal process?	- Employees under notice of redundancy do have the right to appeal in writing, against their redundancy dismissal, within 5 working days of receiving their formal redundancy notice. Any appeal letter should be sent to Liz Roe Director of People and Engagement stating the reasons for appeal. Arrangements will then be made to hear the appeal as soon as practically possible. The outcome of the appeal will be confirmed in writing and this decision will be final. - However, it is important to highlight that Walsingham Support believes that all roles have a similar alternative.
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Role at Risk of Change

No	Question	Answer
8.	Is my role at risk?	- We do not anticipate redundancies within the proposed restructure document provided week commencing 4th and 10th January 2022 other than that at Head of Region level. - If your role is at risk, you will have received notification of this. If you've been informed that your job is at risk, your employment with Walsingham Support is at risk of change/redundancy - As highlighted, we plan to hold group meetings, we'll discuss with you the proposals and the impact on your roles and identify the suitable alternative. - Any changes to the proposed structure that result in the possibility of redundancy will be discussed directly with those involved.
9.	Are you going to make me redundant?	In short No – Walsingham Support believes that the majority of the changes we are making have a suitable alternative, so there is very little risk of redundancy
10.	Would you consider voluntary redundancy?	Walsingham Support will not be accepting voluntary redundancy as we believe that majority have a suitable alternative role
11.	If I am chosen for a new role, can I work a three-month trial period and opt for redundancy if it does not work out?	No, we believe that the majority of roles have a suitable alternative role for individuals to move to.

Contract of employment

No	Question	Answer
12.	Will we be able to keep our current terms and conditions?	- In short Yes, as we are confident that these roles are suitable alternatives and we will be honouring your current terms - Any colleague who has been 'matched' will keep their existing terms and conditions

		We will arrange to hold drop-in sessions with Dave Williams, Operations Director & Liz Roe, Director of People on should you have any questions about your individual contract.
13.	How long are salaries protected for? Can this be negotiated to be longer?	- Colleagues who are redeployed into an alternative position of a lower grade will have their salary protected, this is dependent on the time served with Walsingham Support and then it'll be reduced to the salary appropriate for the role after that period. - During this time, they will not be eligible to receive any annual pay reviews on the protected salary. However, any increases to the new salary will be applied appropriately and the protection salary will remain unchanged. - The pay protection period will not be extended beyond that agreed period as per the Organisational Change Policy
14.	Will I be considered if I wish to continue or request to work part time?	Yes, and in line with our flexible working procedures all requests will be considered on a case-by-case basis.
15.	If I am currently on secondment, how will I be affected?	- If you're currently on a secondment to a role (for less than 12 months as at 4th Jan 22), that will no longer exist after the consultation period, you'll return to your substantive role if it's unaffected by the proposed structure changes - If you've been on a secondment to a role for 12 months or more as at 4th Jan 22, we will review your position based on that role within the new structure - If your substantive role is at risk, you'll receive a letter notifying you of this. If you've been informed your job is at risk as per contract.
16.	I am on an FTC how will I be impacted if the role I currently hold is no longer available – what are my options?	- Fixed term employees will be treated as permanent employees in considering the restructure and will therefore be matched or at risk the same as others doing the same role as them regardless of length of service - Fixed term employees have a right to statutory redundancy pay if they have been continuously employed for two years or more. - If you are working on a fixed term contract with a specified end date, or one that finishes when you have completed the work or project, your contract would normally just terminate on the specified end date.
17.	I am on maternity leave how will I be impacted if the role I currently hold is no longer available	- Those on maternity leave or who are pregnant will be consulted in the same way as their colleagues - You will be able to use your 'Keeping In Touch' (KIT) days to attend any meetings/briefings related to the announcement of the proposed changes, so you are paid for your time.
18.	I am on long term sick leave, how will I be impacted if the role I	Those on long term sick will be consulted in the same way as their colleagues and we will be flexible in our approach to delivering these messages depending on your needs. That may mean phone calls, providing links to documents etc. We will work with you to ensure you are fully briefed and consulted as appropriate.

	currently hold is no longer available	
19.	I was on annual leave but attended the announcement/briefings/consultation meeting. Will I be able to claim this time back?	Yes, you can claim the time back if you attend sessions/meetings while you were meant to be on annual leave.

Recruitment

No	Question	Answer
20.	What if I wanted to apply for another role within Walsingham?	- Within the new structure there will be the potential for additional management vacancies, all staff are able to apply for these additional vacancies once all current staff at Risk have been given a suitable alternative. - These roles will be advertised no later than the 1st March 2022
21.	Will the roles be advertised externally and internally at the same time?	- Once the consultation period ends, the proposed new roles in the structure will be ringfenced to colleagues who remain at risk, in the first instance. The selection process will be fair and objective and assess candidates against the specified skills, knowledge, experience, attitude and behaviours required for the post - Thereafter, we expect that the new roles will be advertised internally and externally, however priority consideration will be given to individuals who are at risk of redundancy in the first instance.
22.	I am at risk of redundancy and I want to apply for an alternative role, what do I need to do to apply and will	If you are at risk or under notice of redundancy, you may choose to apply for another position that is advertised internally. You should indicate on your application form that you are at risk of redundancy and you will be given priority for consideration above other internal applicants. If you are successful in securing a position, which you

	my current salary be protected for a period of time?	have voluntarily applied for, and it is of a lower grade and/or salary than that of your current role, your current salary will be protected for a year.
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Support

No	Question	Answer
23.	If I am put at Risk will I be offered any support?	In the first instance please speak with HR who will be able to direct you to resources available.
24.	What training will be offered?	Once the final structure is agreed we will work with the learning and development team to ensure that all colleagues are supported throughout the change process. A Training needs analysis will be undertaken to ensure that appropriate training plans can be developed and implemented quickly to help colleagues' transition to the new structure and their roles. We will make sure that you've the opportunity to feed into this process.

How will the service operate?

No	Question	Answer
25.	You are adding more managers how you justify this financially?	Managers will be required to undertake direct support hours and therefore there will be no backfill costs in the services to deliver this care and support. Given the recruitment situation, by managers working directly on the floor it removes one third of our current vacancies.
26	With the new management hours how will you support us to meet our KPIs?	- Irrespective of when you are providing direct or indirect support you will be the manager of the service and complete governance tasks including regular audits within this time as well as identified internal support i.e. champions. - We will be reviewing and streamlining our current processes to remove duplication and make processes simpler. - The introduction of Quality Officers (anticipated late Spring 2022) to periodically review service performance and provide guidance and support to achieve KPIs.
27	How are the supernumerary numbers benched marked? Who has decided on these figures?	- There is no benchmark however there are factors that when considered together determined this is a fair and reasonable allocation of hours to management tasks. There are similar formula used in other health care settings which have helped to inform this decision and we have provided a more generous amount of management time per individual we support and also enabled it to be divisible by your current contract hours. - ELT have agreed on these figures which have also been supported by conversations with external stakeholders including LA's and regulators.

		- Where there are individual cases where it is agreed that flexibility around these hours is required then this can be agreed with the Head of Region. - The 3.75 hours is for indirect management hours the other hours are then direct support hours.
28	Why Co-production and what training will be available? Will training on coaching and mentoring be available?	- We believe the use of this terminology better reflects the service we are moving towards providing to the individuals we support. We hear what has been said and we will review job titles however the importance of working in a co-produced way is what will drive our quality of service. - We will work Learning and Development to deliver co-production training and this may start as refreshing person-centred care as we move forward together to co-production. - The L&D team have already recruited to replace Ero and will have a new person starting imminently. - Additional trainer resources will be provided to ensure effective roll out of new processes, systems and ways of working.
29	Registration of services	- We will take a phased approach to reviewing where our registrations are held and will ensure that these are held at the most appropriate level for the service/s. - Conversations will be held with those required to hold registrations and appropriateness will be agreed with them.
30	Management visibility	One of the main drivers for the restructure is to ensure and enable more visibility of managers in services who can then speak directly with staff, understand issues, offer support and guidance.
31	How is management cover provided?	This will be covered across services through planning around annual leave and known absences.
32	NAPPI training hours	Hours for preparation and delivering of NAPPI training will come out of your direct support hours.
33	Broader management tasks	All managers across the organisation are required from time to time to support on activities such as investigations, these are fairly minimal but the hours required to do this will come out of direct support hours as we will authorise this piece of work and therefore these can be backfilled by others.
34	Fully recruited staff team and hours	Transitional plans will need to be managed to prepare services for this in a phased approach. We are not looking to reduce support workers to accommodate management hours.
35	Supervision	You are required to provide supervision every 6-8 weeks. As an example, in a service with 10 staff this would require 2.5 hours per week to provide each staff member with 2 hours of supervision.
36	Staff Wellbeing	We appreciate this is all going to feel different for awhile and we will support staff wellbeing through a variety of options which we will develop with you. For example refocussing supervisions around mental health and wellbeing.
37	Out of hours/on call	We will be reviewing the management advice line, out of hours and on call arrangements and will be looking to the regions to work up ideas as part of the transition plan.

38	Agency increased usage	Staff recruitment and agency cover has been reviewed and we are considering establishing an internal bank so that staff can provide additional hours in same/different services. As part of this we also need to improve our management of sickness absence.
39	When will the families, local authority, CQC and other stake holders be informed of the changes that you are happening?	- Family letters will be going out imminently to update them of current organisational processes and changes including the shift towards more management presence in the services. - During our catch ups with a number of the LA's we have been discussing the proposed changes and will continue to hold an open dialogue with them about this.
40	Will our current contracted hours change? Do we now have to work weekends and not just weekdays?	There are no planned changes to contractual hours and the transitional plans will review the working week.
41	Will we be able to choose which site we work at, or will you decide?	Decisions about work locations will be decided through the transitional planning of each region and you will be involved in conversations about this.
42	How will my salary be affected?	Salaries for each of the roles has been benchmarked, National Living Wage increases come into effect from April 2022 and a wider organisational review of overall reward is being undertaken during the first half of 2022.
43	In order to be a manager we have to complete a qualification at level 5 – why has this reduced in the lead role to level 3?	- JD's will clarify that there needs to be a minimum of level 3 and working towards or hold level 5 - Appropriate level qualifications will be supported for those requiring this for registration purposes.
44	How will additional hours be paid?	Any additional hours need to be agreed with a line manager in advance of them being worked and depending on the agreed nature of these hours the pay rate will be determined.
45	How will this proposal affect staff currently in acting roles?	Any current acting arrangements will be reviewed and considered in line with the new structures and transition plans. Some may continue if there is a need to do so.
46	Where are all of the co-production leads going to be based?	- These postholders will be based at their service as they are now. - Senior co-production leads will be regionally based so will visit all services.

47	Will regulated services have a different salary band to non-regulated services?	As far as we are aware all services are regulated, if you are aware of any that are not, please let Dave Williams know.
48	There are some services that are at risk of not being financially viable due to their small amount of commissioned hours and therefore small income. Will packages be handed back to local authorities, what is the criteria for this and how will we be able to maintain our relationships with local authorities if we decide to hand back packages?	These will all be reviewed as part of the regional transitional plan and decision made as appropriate.

EV.3.7

Attendee responses: 2 accepted, 0 tentatively accepted, 0 declined.

 Send Update

Title

RACI exercise - Wales

Required

Optional

Start time

Tue 26/04/2022

09:00

☐ All day

☐ Time zones

End time

Tue 26/04/2022

13:00

[Make Recurring](#)

Location

Forge Fach

Hi Both,

As discussed just some protected time to pencil in in order to complete the RACI type exercise (post its, flipcharts) to discuss tasks lists for OEM, SEM, PL and RAC roles

Thanks

EV.3.8

RACI Matrix Operations and Development

The following outlines a guide on the lines of accountability across regional management teams in order to improve outcomes for supported individuals, improve the working environment, assess and, where possible, anticipate risk and also to eliminate or reduce risk or harm.

This guide therefore supports:

1. The need to continuously improve performance through communication, education and training.
2. The creation of an environment which secures support and commitment towards safety and high quality support and care.

Ensuring we are SAFE

Learning from incidents Learning from claims & Inquests Reducing and learning from mortality and morbidity Medicines management Safeguarding Reducing Healthcare acquired infections Demonstrating safe staffing levels Implementing handover practices (including patient transfer) Implementing patient identification practice standards

Ensuring we are EFFECTIVE

Full Trust-wide compliance with policies/guidelines Achieving Best Practice (NICE, Clinical Outcome Reviews) Monthly monitoring of HED metrics (outcomes) Real time CQC Insight tool NHSI Single Oversight Framework

Ensuring we are CARING

Learning from and resolving complaints and concerns Friends and family test scores and sample rates Application of the Duty of Candour Achieving protected meal times and nutritional support

Ensuring we are RESPONSIVE

Responding to complaints/concerns in thorough and timely manner. Responding in a supportive and timely manner to matters escalated through the governance process.



Responsible	Responsible: This team member does the work to complete the task (in specific circumstances this can shift from Practice Lead to Service Engagement Manager). For Regional Administration Co-ordinator responsibility lays within co-ordination and monitoring of the task and not in doing the work to ensure compliance.
Accountable	Accountable: This person delegate the work and is the reviews and approves the work . This person will be checking that the person responsible has completed their task.
Consulted	Consulted: This person/team is consulted and input into the work
Informed	Informed: This person/team are to be kept informed on progress rather than do the work
N/A	N/A unless a concern needs to be escalated to relevant department