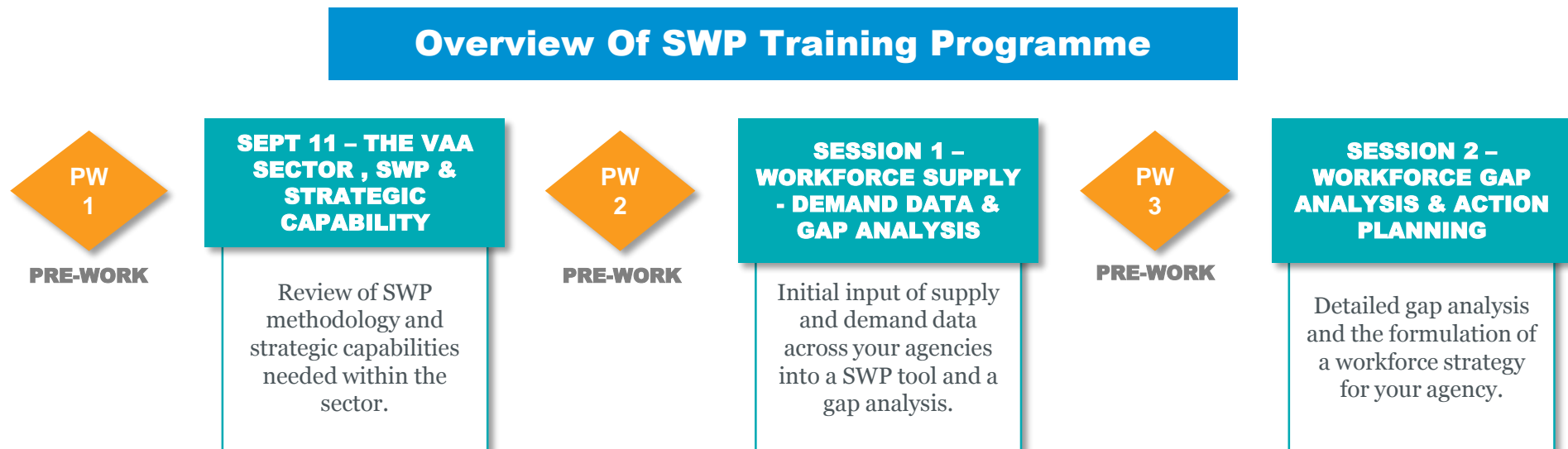


# WELCOME TO OUR LAST SESSION OF THE PROGRAMME

# OBJECTIVES AND OVERVIEW OF SWP PROGRAMME

Strategic Workforce allows an organisation to be proactive, perhaps more than any other HR activity. In light of the changes that are happening within the VAA sector, the objective of this programme is to enable ourselves to proactively think about the implication of our workforce, skills in meeting our strategic objective, and to be able to scenario plan for the future and take the right actions today.



# THE PLAN FOR TODAY

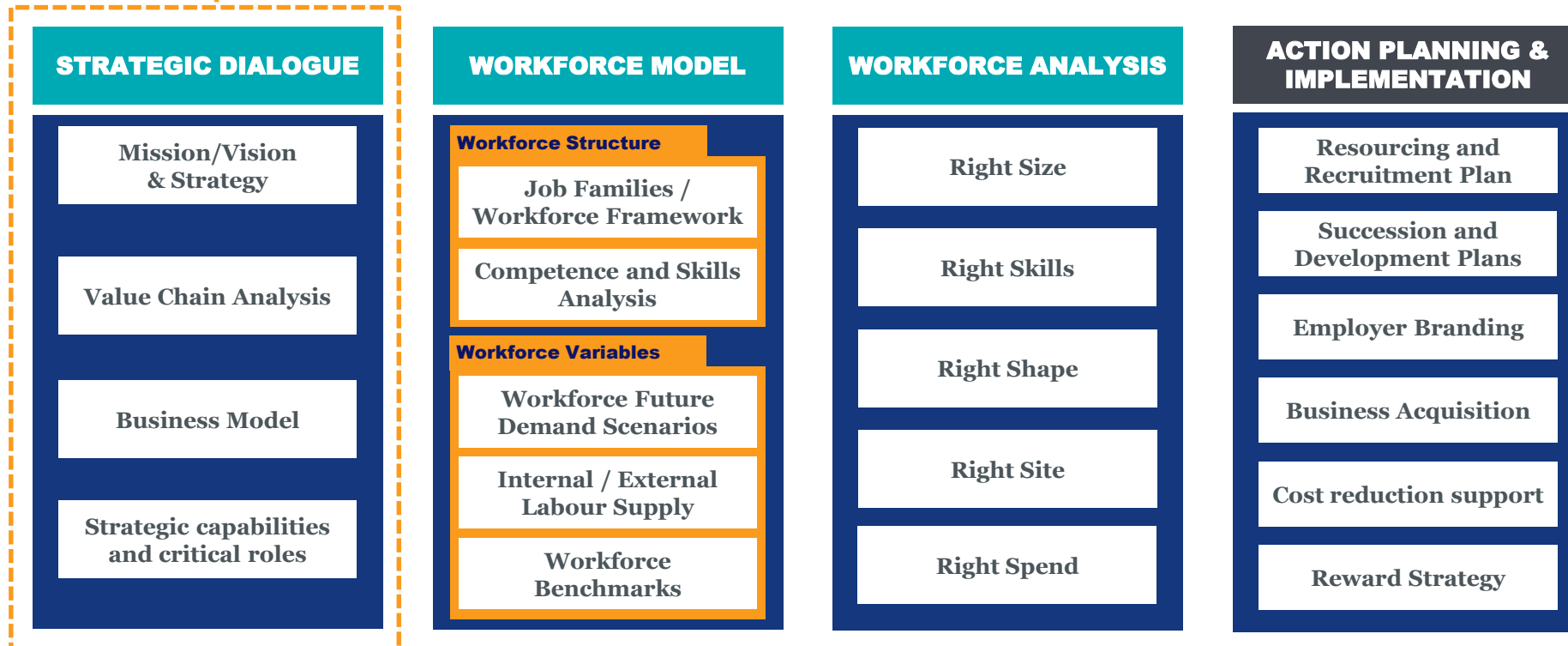
Agenda	Timing
Recap of our last sessions	11:00 – 11:30
Review of People Strategic Themes	11:30 – 13:00
Lunch	13:00 – 14:00
Action Planning & Implementation	14:00 – 15:30

# RECAP OF WHAT WE HAVE DONE SO FAR

# WORKFORCE PLANNING APPROACH – SEP 11 SESSION

In our first session, we explored the main activities in stage one of the methodology. This took us from unpacking your strategy, developing a value chain and mapping it to a workforce framework that defines the critical roles required.

Sep 11 Session – Strategy Map



# IN THE LAST SESSION, WE CREATED A STRATEGY MAP TO LOOK AT WORKFORCE IMPACTS OF YOUR STRATEGY

Workforce Strategy Map



← Identify **key themes from the business strategy / plan (Your Strategic Objectives)**



← Identify **what the business needs to do well** to deliver value ( Value Chain Analysis)



Workforce Group / Job Family



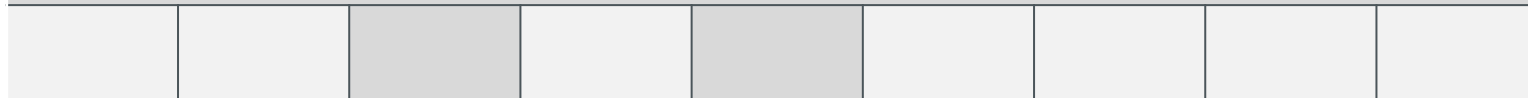
Current status



← Identify the **critical functions, capabilities, roles and skills** to do this well ( Your workforce framework)



Current status



**We will aim to create a strategy map like this for our agencies today.**

# EXAMPLE STRATEGY MAP

## STRATEGY – WHAT DO WE DO FOR THE CUSTOMER / CLIENT?

Provide a wide variety of therapeutic services to our clients	Spread our reach across the Northwest region.	Improve the quality of services being delivered,
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## PROCESS – HOW DO WE DO THIS?

Building a flexible workforce across multiple locations	Building strong capabilities across Therapeutic services	Improving the quality of adoption service being delivered to clients.	Putting in place efficient processes to manage the operations.
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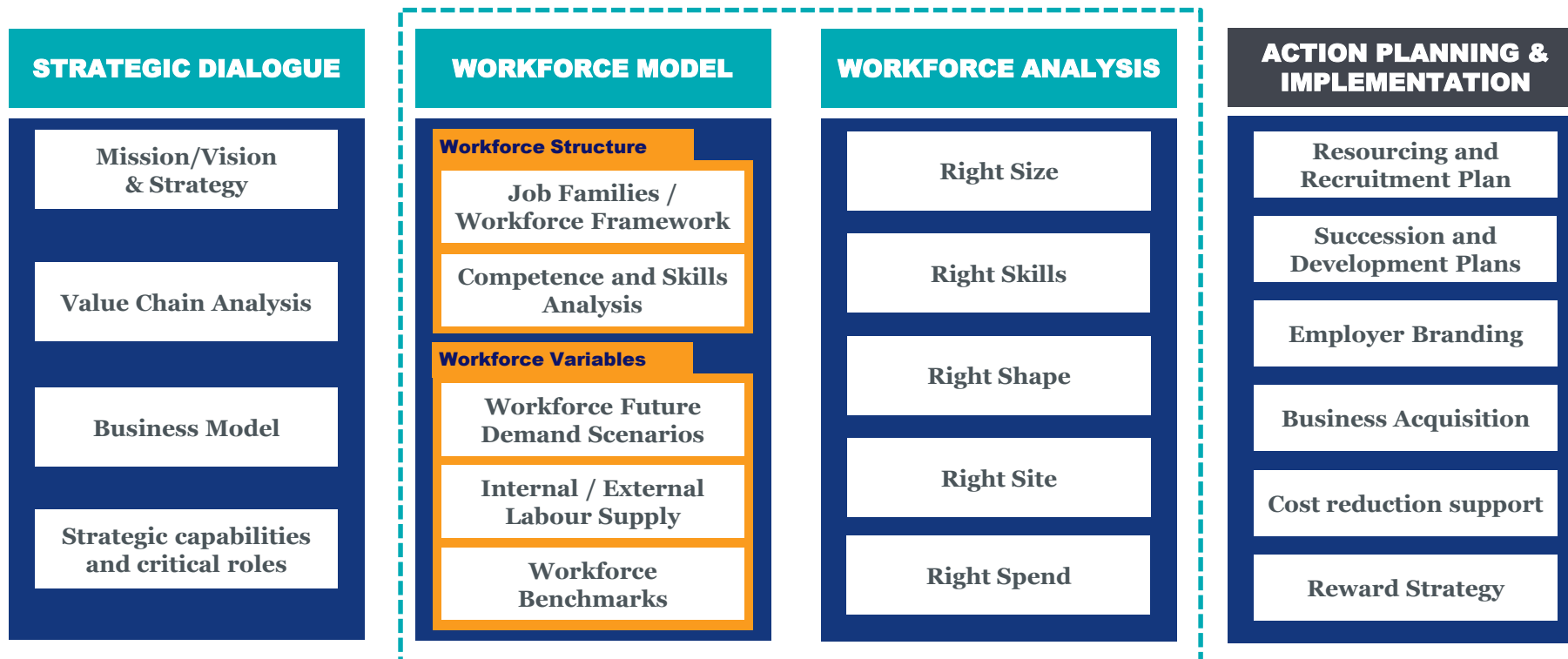
## WORKFORCE – ENABLING NEW WAYS OF OPERATING

Support	Management	Therapeutics	Social workers
<b>CAPACITY – KEY ROLES REQUIRED</b>			
Business Support Roles. Admin support	Team managers	Therapists	Senior and junior social workers
<b>COMPETENCE – KEY SKILLS REQUIRED</b>			
<ul style="list-style-type: none"> <li>• Coordination skills</li> <li>• Digital skills (Fully skills in using computer for data management and organization).</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of process improvement and implementation.</li> <li>• Team management skills</li> <li>• Deep knowledge of the fostering and adoption services</li> </ul>	<ul style="list-style-type: none"> <li>• Should have worked in clinical settings.</li> <li>• Equine Therapists.</li> <li>• Consultant Child Therapists.</li> <li>• Psyc-Dynamic Counsellors.</li> <li>• Willing to work on contractual basis</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of working in adoption sector across LA, OFSTED, CAFCASS etc...</li> <li>• Willing to work on contractual basis</li> </ul>

# WORKFORCE PLANNING APPROACH – PREVIOUS SESSION

In our previous session, we explored the workforce data from a supply perspective and then looked at roles and responsibilities in the adoption process and the time required from all the staff in the process. Based on this we explored a couple of scenarios considering the changing market conditions.

## FOCUS OF LAST SESSION





## IN OUR LAST SESSION

### We looked at how you do the following key steps

- Activity analysis – looking at the roles and responsibilities in the adoption process and the amount of time required from all the staff involved in this process
- Different scenarios – depending of the future plans of your VAA, the amount of activity will vary. We have shown this as different scenarios.

### What was needed to be done afterwards.

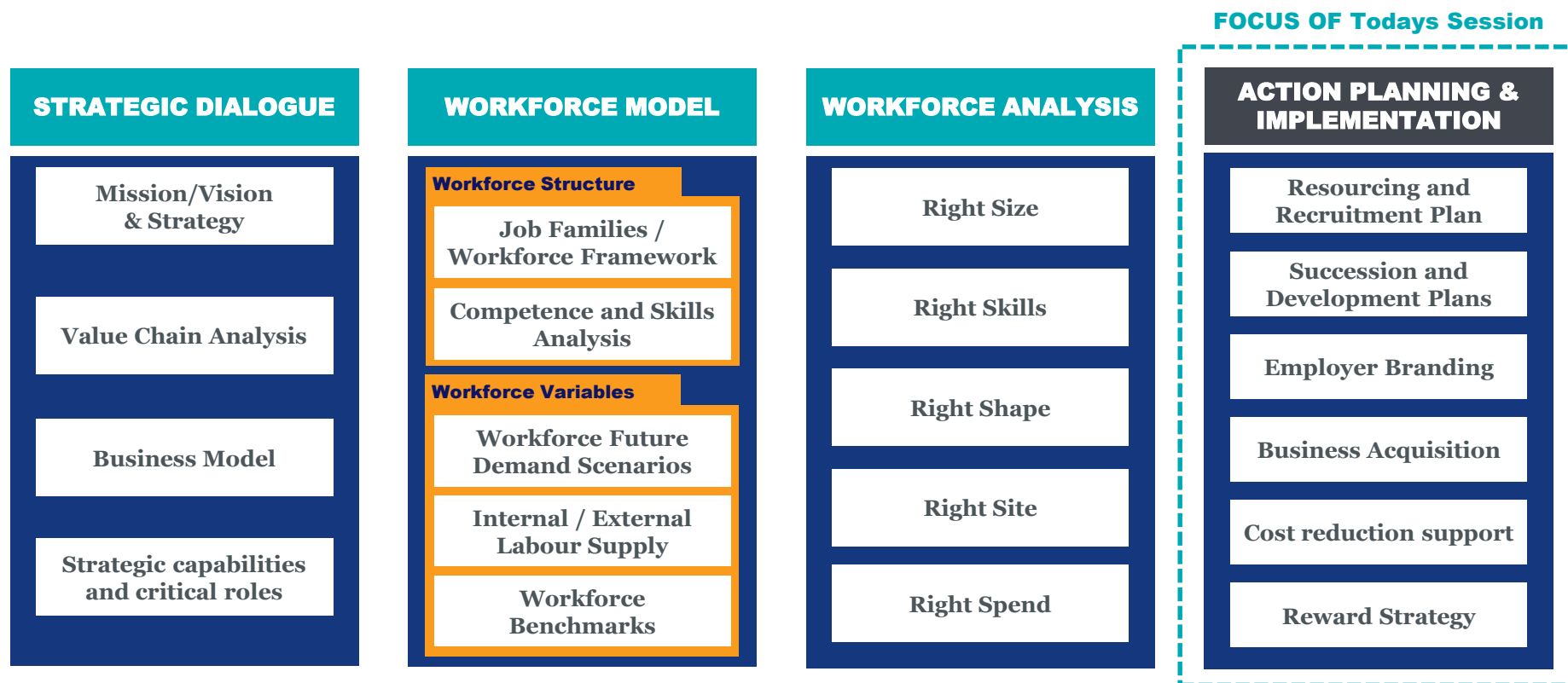
- Ensure your workforce supply data is correct (workforce data sheet)
- Complete the activity analysis for your organisation's adoption process (demand analysis sheet)
- Complete the scenarios for your organisation's adoption process (demand analysis sheet)
- Review the results and bring them to the final session (session 2)

**Any comments so far about the learning and the status of data?**

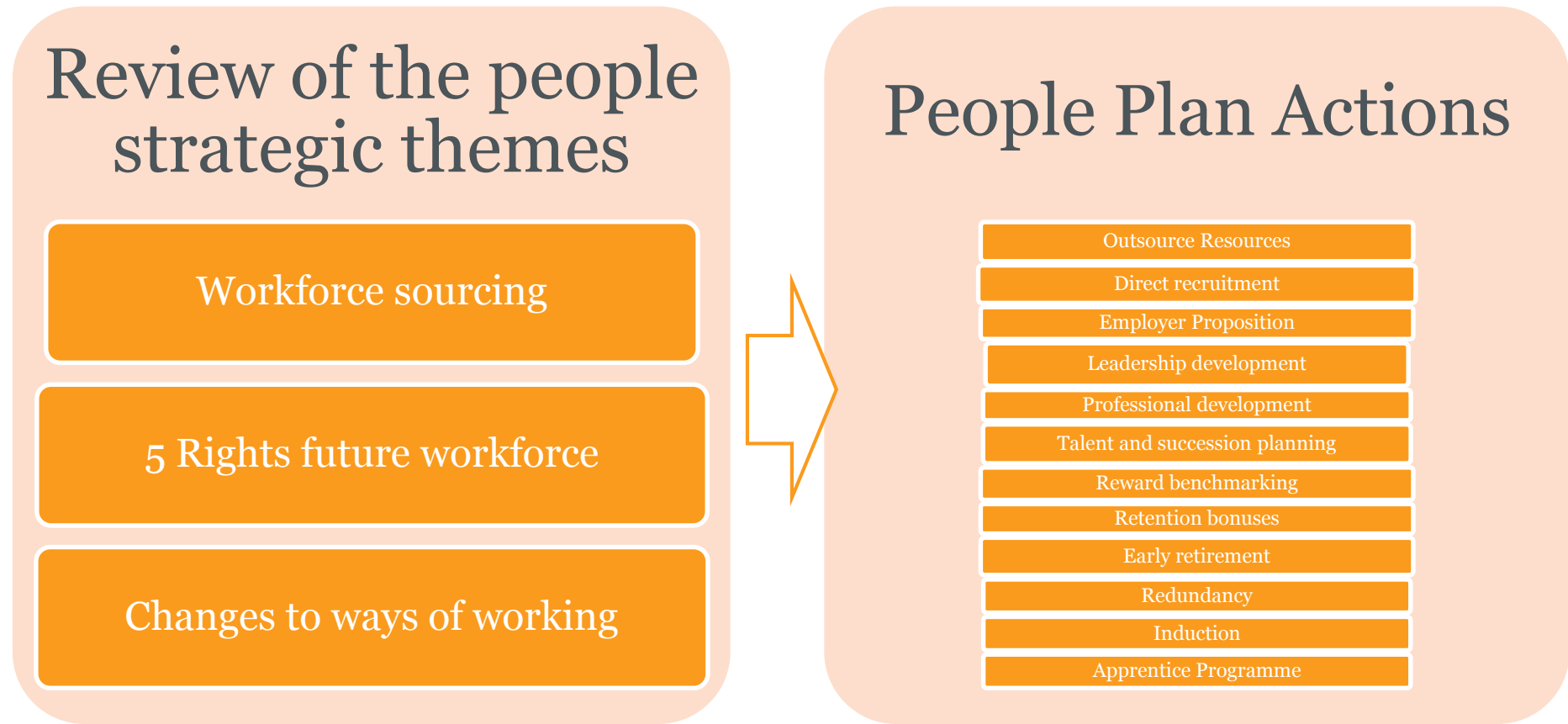
# **ACTION PLANNING & IMPLEMENTATION: OVERVIEW**

# ACTION PLANNING AND IMPLEMENTATION – STAGE OVERVIEW

In today's session, we will build on the outputs from the previous sessions and use those to develop a people strategy for our agencies.



# CREATING AND IMPLEMENTING PEOPLE PLAN



# REVIEW OF THE PEOPLE STRATEGIC THEMES

# REVIEW OF THE STRATEGIC THEMES

## Review of the people strategic themes

Workforce sourcing

5 Rights future workforce

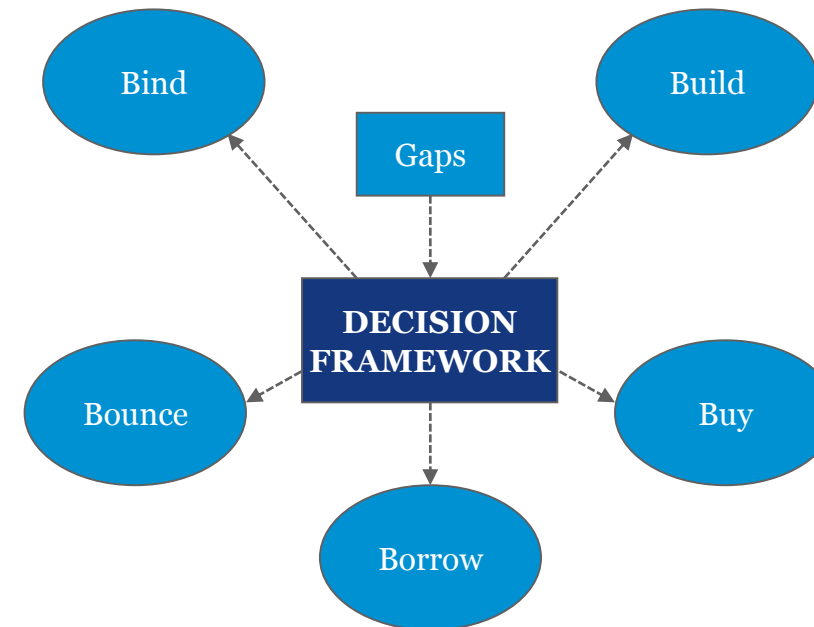
Changes to ways of working

## Review the outputs from previous stages of methodology to ascertain:

- Sourcing
  - Outsourcing choices (from sourcing grid)
  - Critical roles (from strategy map)
- Right Workforce (“5 rights”)
  - Size, skills and cost from the supply dynamics
  - Shape / Location – based on the skills and roles spread across geography and within the agency
- Changes to ways of working
  - Based on the activity analysis & Scenario Analysis

In terms of solutions to address future workforce gaps, you will need a framework to inform a full range of future workforce options. We use frameworks like the “5Bs” below, to ensure you have an integrated people plan for the future workforce.

- **Build** – Develop capability from within your business by creating succession plans and academies
- **Bind** – Recognise and reward your people to ensure that critical talent remains loyal
- **Buy** – Recruit the right talent with the right deals
- **Borrow** – Secure your short term workforce, using consulting and contract engineering resources
- **Bounce** – Transfer staff from declining disciplines into more useful areas of business, or allow natural attrition to occur.



# FIVE RIGHTS ANALYSIS OF SAMPLE DATA



## Analysis of the Five Rights

- Social workers and Therapists from majority of the resource base.
- Numbers of service managers is the least among all the roles.
- Presence is strongest in the South East region.
- Cost impact of social workers and therapists is the highest



# CONTRACTUAL VS. INTERNAL + WAY OF WORKING

Changes to ways of working

Activity levels by role for a single adoption

Process Stage	Step 1: Recruit Adopter		Step 2: Train Adopter		Step 3: Assess Adopter		Step 4: Matching the Adopter		Step 5: Post Placement Support		Total hours	Total weeks
	RACI	Hours reqd.	RACI	Hours reqd.	RACI	Hours reqd.	RACI	Hours reqd.	RACI	Hours reqd.	Total hours reqd.?	Total weeks reqd.?
Admin worker	R	20	A	10	RA	10	RA	14	R	14	68	1.70
Marketing	R	4		2		0					6	0.15
Service Manager		4		4		4		4	R	5	21	0.53
Social Worker	A	28	R	20	A	20		28	R	20	116	2.90
Therapist	I	4							R	30	34	0.85
-											-	-
-											-	-
-											-	-
-											-	-
-											-	-
<b>Total</b>		<b>60</b>		<b>36</b>		<b>34</b>		<b>46</b>		<b>69</b>	<b>245</b>	<b>6.13</b>

Row Labels	Sum of FTE FY 2015
Contractor	4
Internal	19
<b>Grand Total</b>	<b>23</b>

**Analysis of the above data**

- Post placement support is the most time consuming activity.
- Social workers and the admin staff is the most needed resource as part of the adoption process.
- We have more internal staff than contractor staff.

# GAP ANALYSIS & PEOPLE THEMES



## People Strategic Themes

- Develop a flexible workforce with an ability to scale up and down as needed.
- Get resources with Psycho-Dynamic Therapeutic & Consultant child therapist specialities.
- Build capabilities to deliver quality therapeutic services in the North East.
- Develop management capabilities and skills.



# EXERCISE TO DEVELOP PEOPLE THEMES BASED ON YOUR AGENCY DATA

## Review:

### Your strategic workforce data & your strategic objectives

- Review the five rights from your data and look at the key differences in light of your strategy map.
- Review your activity analysis and see if there are some tasks and roles that take more time than the rest
- How are the various scenarios impacting your demand for specific roles?.

### Your People themes.

- In light of your strategic objectives and the Supply Demand Gap, what are the specific people strategic themes that emerge from

**TIME: 30 mins.**  
**Group conversation**

# PEOPLE SOLUTIONS & ACTION PLAN

# DETERMINE A PRACTICAL PEOPLE PLAN TO ADDRESS THESE ISSUES

## People Action Plan

Outsource Resources

Direct recruitment

Employer Proposition

Leadership development

Professional development

Talent and succession planning

Reward

Early retirement

Redundancy

Inductions

Apprentice Programme

Contingent workforce

**Once we have the people strategic themes finalized, the next step is to establish specific actions that would be taken in order to address the specific people strategic themes.**

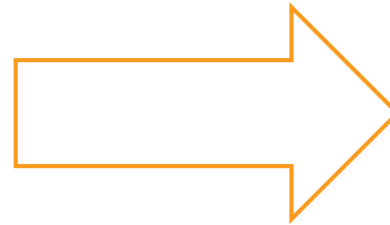
# PEOPLE ACTION PLAN – EXAMPLES OF ACTIVITIES

Activities	Description	Related strategic people themes
Outsource (operations)	Move a segment of the organisation's actual operations to an external provider (e.g. HR payroll)	Flexible resourcing strategy Long term cost-efficiencies
Direct Recruitment	Hiring permanent or fixed term employees.	Increased organisational capability (e.g. in social work)
Employer Proposition	The overall employment offer to staff including reward, career opportunities, working flexibility etc	Hire better quality candidates Employee retention.
Leadership Development	Developing staff leadership capabilities and enable them to lead and manage teams.	Leadership skills. Employee engagement.
Professional Development	Train your employees in technical and professional skills relevant to their roles (e.g. social work qualifications, IT skills)	Improved employee productivity Employee engagement.
Succession Planning	Build career path for employees and ensuring that there is a pipeline of people to take on critical organisational roles	Employee retention Employee engagement
Reward	Reward your staff for their work through pay increase, employee recognition , better benefits etc...	Employee retention Employee engagement
Retirement scheme improvement	Give an incentive to employees for retiring at points which best fit them and the company.	Long term cost benefit Useful if you are downsizing resources or changing your resourcing strategy
Redundancy	Downsizing the organization i.e. letting the staff go.	Cost benefits Making the organization more lean
Induction Programme	Orientation programmes for new joiners and making them aware about company culture, team , how things are done etc...	Employee development Employee engagement
Apprentice Programme	Recruiting the trainees from schools and universities into training positions in the organisation	Flexible resourcing strategy Hire better quality candidates
Contingent workforce	Employment of contractors, agency staff and consultants to fulfil positions over a limited period.	Flexible resourcing strategy Cost management

# PEOPLE ACTION PLAN ON SAMPLE DATA

## People Strategic Themes

- Develop a flexible workforce with an ability to scale up and down as needed.
- Get resources with Psycho-Dynamic Therapeutic & Consultant child therapist specialities.
- Build capabilities to deliver quality therapeutic services in the North East.
- Develop management capabilities and professional skills.



## People Solutions & Actions

- Get contractual resources with the specific therapist skills needed.
- Professional development of resources in digital skills.
- Team building events.
- Leadership development of senior social workers.
- Succession planning of critical resources.

# EXAMPLE GRID FROM EXAMPLE DATA

Strategic Themes					
<b>Activities</b>		Develop a flexible workforce with an ability to scale up and down as needed.	Get resources with Psycho-Dynamic Therapeutic & Consultant child therapist specialities.	Build capabilities to deliver quality therapeutic services in the North East.	Develop management capabilities and skills.
	Get contingent workforce with therapeutic skills	✓✓✓	✓✓✓	✓✓✓	
	Professional development of resources in digital skills.				✓✓
	Team building events.	✓✓			
	Leadership development of senior social workers.				✓✓✓
	Succession planning of critical resources.	✓✓			✓✓



# EXERCISE

Review your people themes from earlier – what needed to be addressed in your part of the business.

What are the key interventions / areas of intervention that will allow you to address these issues – enter them in the people plan table with a description below. Then identify the degree to which these interventions will address the people themes.

People strategic themes – what needs to happen

People Activities- to address the themes


**TIME: 30 mins.**  
**Group conversation**

# WRAP UP

## CRITICAL POINTS

- **Strategy map.**
- **Workforce data (Supply & Demand Data)**
- **Build an Action plan based on that.**