



# Sefton Council Adult Social Care Workforce

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2023 - 2026

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# Introduction - Message from Philip Porter, Chief Executive Officer (CEO)

**I am really pleased to have the opportunity to present Sefton's Adult Social Care Workforce Offer.**

As many of you know I worked in Adult Social Care for 17 years before joining Sefton as Chief Executive in July 2023, so hold close to my values and respect the importance of a skilled and valued workforce.

I strongly believe that we are nothing without our workforce, and so I am passionate the importance of recruitment, retention and development in delivering the very best outcomes supporting people of Sefton. This is even more important given the scale of the challenges facing adult social care, and the opportunities that legislative change offer's adult social care and health, in how services are delivered, working in positive and productive collaboration, that support the same aims and aspirations, that people who access and use services are Better at Home, accessing great community support.

In Sefton, we have high aspirations for all our services, and adult social care have an important role for thousands of our most vulnerable residents. The work our teams do with people and their families and their interfaces with children and young people, and health services is incredibly important.

This Adult Social Care workforce offer reinforces the crucial point: **Our workforce is our biggest asset and is critical to achieving our ambitious plans for improving outcomes for adults and their families.**

We are committed to recruiting the best talent, providing a positive & supportive work environment, and an excellent range of development opportunities to ensure our staff want to stay in Sefton and make a difference. We also want our staff to feel their skills are best used, valued, respected, and supported and to be able to achieve a good work life balance.

It is crucial we recognise the wide variety of skills and roles that make adult social care successful. This includes Social Workers, Occupational Therapists, Commissioners, Community Care Practitioners, Customer Service advisors, Business Support and Financial Assessment Officers.

It is also crucial that we reinforce the point that diversity and difference is something to be celebrated and ensures we can fully reflect our communities and deliver better services, and it will not prevent anyone from achieving great things in Sefton.

**Everybody deserves opportunities in Sefton Council.**



# Introduction – A message from Deborah Butcher, Executive Director for Adult Social Care & NHS Place

We are proud every day in Adult Social Care, our values are built on strength-based practice, in all that we do and all we are about, underpinned by our aim and ambition to support people at home.

Strength-based practice starts with workforce skills, knowledge, and wellness with the clear ability to care & support for each other. In doing so, we care for people who access and use Adult Social Care, resulting in better strength-based outcomes.

Outcomes support people to rely less on traditional services and more on what is accessible across communities in Sefton, supporting people to live Better at Home.



**Deborah Butcher**  
Executive Director for Adult Social Care,  
Health and NHS Place Director

# A message from Sarah Alldis, Assistant Director for Adult Social Care

We are proud every day of the great work we do in connecting with our partners and working in collaboration to support our residents to live and age well in Sefton.

We provide a skilled and caring workforce focused on wellness, who can support people who use our services, to receive timely and responsive services that support choice, wellness and independence.

We help people to secure the best outcomes that support people to remain safe and well, living an independent life at home.

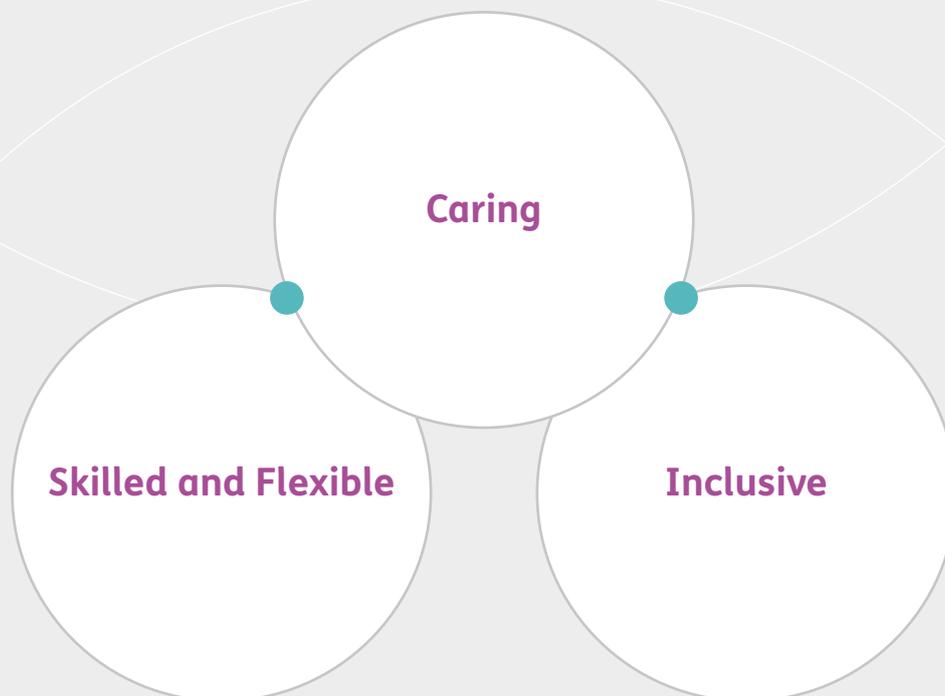


**Sarah Alldis**  
Assistant Director for Adult Social Care

# We are proud to care every day!

## We:

- ✓ Get the work done well and are flexible.
- ✓ Help each other and listen well.
- ✓ Pull together in times of challenge and change.
- ✓ Connect with others across health and social care.
- ✓ Care about people's outcomes and that they live well.
- ✓ Are proud of our non-blame culture, working to address concerns.
- ✓ Have visible leaders and managers, supporting the same values as us.
- ✓ Focus on the collective good and are proud of our skills and knowledge.
- ✓ Are driven as a team, working hard to ensure we support people to remain safe.
- ✓ Are self-directed. What we don't know, we'll learn and draw support from others, to get to where we need to be.



## We are One Adult Social Care Team

# Our Confident and Connected Borough

Sefton is well-placed for accessing cities across the North West, including Liverpool and Manchester. It is close enough to the Lake District and North Wales for short weekend breaks away.

With vibrant town centres, intimate commuter towns, beautiful villages and stunning coastal and rural areas, everyone can find their perfect home in Sefton. There is lots of access to suitable and affordable housing across the Borough.

## Our Sefton Council Workforce Plan 2023-2026

### Our core values are to:

- Be ambassadors for Sefton.
- Be responsive and efficient.
- Be clear about what we can and cannot do.
- Put people at the heart of what we do.
- Listen, value and respect each other's views.
- Develop a culture of challenge, ownership, innovation and improvement.

## Our Sefton Health and Wellbeing Strategy 2023

The Sefton Health and Wellbeing Strategy is the overarching plan to improve the health and wellbeing of people in Sefton and to reduce health inequalities.

Its development was led by the Health and Wellbeing Board, which bring together partners from across health and social care, including the NHS.





## Purpose of our Workforce Offer

The purpose of this offer is to explain how we will attract, recruit, retain and develop our Adult Social Care workforce. We want to attract the very best people to Sefton and ensure that we offer them the right support and guidance from the start. By providing rewards, recognition and opportunities, we support people to do their best work, progress their careers and contribute to our overall aim and ambition for people who access and use our services. Adult Social Care has governance and structures in place to help all of our staff achieve their full potential.

The core purpose of adult care and support is to enable people to achieve the outcomes that matter to them in their life. Adult Social Care delivers high quality assessments, care, and support that meets eligible needs of people in Sefton.

Our strength-based quality approach supports our requirements under the Care Act 2014 and Care Quality Commission single-assessment framework to support people by understanding:

- My quality of life.
- My community.
- My information, assessment and plan.

We support people in the community to have choice and opportunity over their lives and the outcomes they can achieve by adopting a strength-based approach. This draws on people's strengths and abilities to help them to access wider community support and reducing their reliance on traditional care services. This approach prevents needs from escalating longer term.

This workforce offer sets out what creative measures Sefton Council will take to make us your employer of choice. It showcases the key priorities we are working on in Adult Social Care between 2023 and 2026.

# Our Better at Home Vision

Our vision is supported by our strategic intent to support people in Sefton to live and age well, in a place they call home and a community they belong.

We do this by adopting four “let’s prevent” levels of intervention that support people to remain well and independent at home, under our Better at Home Programmes of work, that support:

- **Level one** – Universal services.
- **Level two** – Prevention and early intervention.
- **Level three** – Planned care and support to meet needs.
- **Level four** – Specialist support for high level complex needs.

**Our focus is on delaying, reducing and preventing people’s needs from escalating.**

**At Sefton, we commit to:**

- Viewing everyone as unique people who have strengths, assets, skills and abilities.
- Avoiding trying to fit people into a range of inflexible services. Instead, we will focus on their strengths, outcomes and what they would like to achieve.
- Listening to what matters to people, making sure they have an equal voice in their assessment and plan.
- Removing barriers so that people can engage well and connect to what matters to them.
- Fighting inequality, working to make sure that we are inclusive, and supporting people to have the best experience.



# Our Better at Home Priorities

The vision for Adult Social Care is that people should be supported to remain at home in their communities with family and friends. To do this may require formal care and support services, advice information and access to therapy or community health services. This Approach document supports the Better at Home transformation in Project 3 for Better Integrated Workforce and outlines the project objectives and milestones.

Our benchmark data tells us that less people should be in care homes in Sefton and that more people should be supported in the community. People move into care homes when they cannot be adequately supported to stay at home or when they have not recovered from illness or frailty on discharge from hospital and a short stay in a care home leads to permanency.

Ideally, we want to expand the offer of services to provide more choice and control to those needing care and support to avoid care home admission – this “step up” will help to prevent hospital admission and reduce care home admission in the long term.

We also want enough supply of good quality domiciliary care and reablement to be able to respond in a timely way to help people stay at home rather than move into a care home. The five projects in Better at Home will support delivery of the vision.



# Working Together

We support our vision in Sefton by adopting our co-production framework. This supports people to have a clear voice and choice in the changes we want to make and improvements that take place.

We work closely as a workforce with a wide range of partners so that people have their say.

## Our Actions

We want to co-design and co-commission well. This allows us to deliver and monitor services together and evaluate them in a collaborative way.

### Our Stakeholders

We have lots of stakeholders when it comes to co-production. These include:

- ✓ Community Groups
- ✓ The wider Council
- ✓ Sefton Healthwatch
- ✓ People First Merseyside
- ✓ Sefton CVS
- ✓ Sefton Carers Trust
- ✓ Sefton Cheshire and Merseyside NHS Trust
- ✓ Our co-production team

### Our outcomes

By working collaboratively, we aim to create:

- High-quality and improved services
- A life lived well
- Strength-based working
- Resilient communities
- Better information to keep people informed.

You can find out more about co-production in Sefton Council [on our website](#).

# Strength-based approach

At Sefton Council, we support a strength-based approach which helps people to help themselves. We do this through our three-conversation personalised framework:

## Conversation one – listen and connect

Listen hard. Understand what really matters. Connect to resources and support that help someone get on with their chosen life independently.

## Conversation two – work intensively with people in crisis

What needs to change urgently to help someone to regain control of their life? Put these into an emergency plan and, with colleagues, stick like glue to help make the most important things happen.

## Conversation three – build a good life

For some people, support in building a good life will be required. What does a ‘good life’ look like? What resources, connections and support will enable the person to live their chosen life? How do these need to be organised?

1

### Help to help yourself

Helping people to live life independently and take responsibility for their wellbeing without formal care.

Providing people with information, advice and signposting about community support.

Helping people to remain well at home, accessing community equipment and assistive technology.

Delaying the need for formal care and reducing demands of ASC.

Leveraging an integrated commissioning approach which is outcomes-focused through prevention and early help.

2

### Help when you need it

Providing short-term support for people that may be at risk of longer-term dependencies.

Understanding people’s strengths, goals, and support in place. Working with them and carers to meet their outcomes and maintain independence at home.

Accessing reablement people at home to remain safe, well and independent.

Using personal aids to regain or maintain a person’s wellness and independence at home.

3

### Help to live your life

Developing innovative, personalised plans with people that builds on their strengths and goals, rather than create dependencies.

Ensuring that the response is proportionate and strength-based to their circumstances. Using innovation from a mix of provision including informal networks, community assets, assistive technology, extra care housing, and day opportunities.

# People's Experiences

"To have your support through this very stressful time has been priceless. You really understood my [relative's] care needs from experience you were able to see the much bigger picture as a social worker this is invaluable knowledge to be able to back up and fight [their] corner... You were so easy to talk to, you listened and acted on everything I told you and it was you who made the difference."

"Your feedback/updates and responsiveness has been much appreciated. What could have been a very difficult time for us in [another LA] and our client was made easy thanks to yourselves in Sefton. For this I am extremely grateful as I know our client and his family also are. The newly service commissioned and developed is working very well and our social worker recently visited and was impressed by the provision.

Thank you from one social care worker to another for your help; I hope one day to repay the favour."

"I cannot thank ASC Sefton enough. They have given me great opportunities that will help me immensely in my social work career. I definitely recommend them for students. Any student who comes to the team should grab the opportunity with both hands as I have done. Everyone in the team is helpful and supportive, I was never afraid to ask for support."

"[Social worker] has been amazing. She has been extremely professional whilst showing support and empathy, her standards are high, which is evidenced in how thorough she is being whilst doing the investigations."

"She is making such a difference to a positive Patient experience; she is absolutely brilliant! We really appreciate all of the help from the social work Team. Thank You."

"Thank you so much for arranging my [relative's] care package and all your time in helping."

"[Family member] appreciated the support and updates from [staff member]. [Family member] was 'very hopeful of a good outcome for [relative] with [social worker's] involvement. [Family member] thanked [staff member] for all her support."

"I just wanted to put in a Big Thank You to one of your team members... He was very patient, knowledgeable and took the time to set up the scanning facility on my laptop today. Job well done!"

"Just to say a massive Thank you to you all for supporting me this year and I do appreciate everything and I am so thankful... for class staff and services, professionals. Thank you everyone for supporting me this year I literally don't know what I do without you guys!"

# Quality Assurance and Best Practice Led

Like many Councils working in Sefton means adopting through our practice the national best standards that are underpinned and monitored by the Care Quality Commission (CQC) as the regulator for Adult Social Care, through the national single assessment framework.

In Sefton we offer our workforce clear and supportive information on what working under the national quality assurance framework means, in terms of supporting each other through great teamwork, developing and learning when things go wrong, putting things right at pace and also in how we monitor quality in our practice, and the everyday important work we do, to ensure that people secure the best outcomes in life. We do this by:

- ✓ Operating under a local Quality Assurance & Improvement Framework.
- ✓ Having in place our Practice Framework, which sets out what people and partners can expect.
- ✓ Good senior management and operational assurance group meetings/ governance and structures, where we can share and learn together and discuss the everyday important work we do.
- ✓ Having in place our quality assurance performance dashboard as measures that allow us to understand the outcomes and experiences of people from assessment and review activity.
- ✓ Undertaking deep dive quality audits and thematic reviews, that provides us with the tools to undertaken peer to peer support and challenge.
- ✓ Workforce newsletters and team meetings, including how we engage with wider partners.
- ✓ Engaging with our partners and people who access and use services, through our coproduction framework.
- ✓ Ensuring our staff/ managers and services have the tools to put good plans in place, including our risk assessment framework.
- ✓ Setting ourselves local targets that support our aim and ambition under Better at Home, supporting people to live and age well at home, in the community they belong.
- ✓ Supporting our staff to share innovation and ideas through our local Teams Talk and Let's Chat Assurance forums.

# Measuring Impact

Adult Social Care is a regulated service under the CQC single assessment framework, and in the context measuring impact, this will include three stands to assess the quality of services being delivered. Examples include gathering evidence which include people's experiences of services, the frequency of assessments and how they are triggered and assessing quality, using evidence from a variety of sources, and looking at any number of quality statements to do this.

Measuring the quality of our services and how they have positively impacted on service users, their families and carers are key measures of success and should tell us if we are doing things well including areas for improvement.

**Social Care Institute for Excellence (SCIE) acknowledge that “Measuring success is key to performance management, service improvement and accountability”. Health and care managers who have a considered, systematic and proportionate approach to monitoring and evaluation can:**

- ✓ Manage services more effectively.
- ✓ Focus efforts of staff and stakeholders across the system to work together to deliver impact.
- ✓ Build ownership, buy-in and support for greater integration and person-centred care.

Adult Social Care have developed a number of initiatives that help the service to manage impact. Examples include our Annual Staff questionnaires to get feedback regarding the satisfaction of our staff, and external Local Government Association (LGA) Health checks.

We have also developed a Workforce Data Performance Dashboard, which tracks recruitment, retention, and levels of sickness.

In the context of learning and development, it is vital we ensure learning is fully embedded into practice, and interventions that require follow up are evaluated at 3, 6 or 12 months to assess if this has resulted in the desired change for example, has behaviour and/or practice changed and are we seeing improved outcomes for Adults, their Families and Carer's.

To ensure we measure impact effectively, Sefton Corporate Learning Centre will work creatively with Adult Social Care to develop a model to consistently measure the medium to longer term outcomes of specific training activities.

This can be achieved through the circulation of self-assessment questionnaires, informal feedback from service users, staff and managers, as well as focus groups, practice observations (audits) and actual job performance against key performance indicators (KPIs) for the team/service.

This can be captured during the My Sefton My Space Performance Development Review process and in regular supervision meetings or via observed practice which should take place once per year.

We can also use learning from CQC Inspections, compliments, and complaints to help measure impact.

# The Care Quality Commission Single Assessment Framework

## CQC Theme one: Working with people

This theme covers: assessing needs, care planning and review, arrangements for direct payments and charging, supporting people to live healthier lives, prevention, wellbeing, information and advice, understanding and removing inequalities in care and support, people's experiences and outcomes.

### Quality statement one Assessing needs

**We** maximise the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing, and communication needs with them.

- I have care and support that is coordinated, and everyone works well together and with me.
- I have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths and goals.

### Quality statement two Supporting people to live healthier lives

**We** support people to manage their health and wellbeing so they can maximise their independence, choice and control, live healthier lives and where possible, reduce future needs for care and support.

- I can get information and advice about my health, care and support and how I can be as well as possible – physically, mentally and emotionally.
- I am supported to plan ahead for important changes in my life that I can anticipate.

### Quality statement three Equity in experiences and outcomes

**We** actively seek out and listen to information about people who are most likely to experience inequality in experience or outcomes. We tailor the care, support and treatment in response to this.

- I have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths, and goals.

## CQC Theme two: Providing support

This theme covers: market shaping, commissioning, workforce capacity and capability, integration and partnership working.

There are two quality statements in this theme:

### Quality statement one Care provision, integration and continuity

**We** understand the diverse health and care needs of people and our local communities, so care is joined-up, flexible and supports choice and continuity.

- I have care and support that is coordinated, and everyone works well together and with me.

### Quality statement two Partnerships and communities

**We** understand our duty to collaborate and work in partnership, so our services work seamlessly for people. We share information and learning with partners and collaborate for improvement.

## CQC Theme three: Ensuring safety

This theme covers: safeguarding enquiries, reviews, Safeguarding Adult Board, safe systems and continuity of care, safe systems and continuity of care.

### Quality statement one Safe systems, pathways and transitions

**We** work with people and our partners to establish and maintain safe systems of care, in which safety is managed, monitored and assured. We ensure continuity of care, including when people move between different services.

- When I move between services, settings or areas, there is a plan for what happens next and who will do what, and all the practical arrangements are in place.
- I feel safe and am supported to understand and manage any risks.

### Quality statement two Safeguarding

**We** work with people to understand what being safe means to them and work with our partners to develop the best way to achieve this.

**We** concentrate on improving people's lives while protecting their right to live in safety, free from bullying, harassment, abuse, discrimination, avoidable harm, and neglect, we make sure we share concerns quickly and appropriately.

- I feel safe and am supported to understand and manage any risks.

## CQC Theme four: Leadership

This theme covers: culture, strategic planning, learning, improvement, innovation, governance, management and sustainability.

### Quality statement one Governance, management and sustainability

**We** have clear responsibilities, roles, systems of accountability and good governance/ We use these to manage and deliver good quality, sustainable care, treatment and support. We act on the best information about risk, performance and outcomes, and we share this securely with others when appropriate.

### Quality statement two Learning, improvement and innovation

**We** focus on continuous learning, innovation and improvement across our organisation and the local system. We encourage creative ways of delivering equality of experience, outcome, and quality of life for people. We actively contribute to safe, effective practice and research.



# Our Chosen Model of Practice – Personalisation



Personalisation means thinking about care and support services in an entirely different way. In Sefton, we utilise a strength-based approach that starts with the person as an individual with their own strengths, preferences and aspirations.

It means putting them at the centre of the process of identifying their needs and making choices about how and when they are supported to live their lives. It requires a significant transformation of adult social care so that all systems, processes, staff and services are geared up to put people first.

The traditional service-led approach has often meant that people have not received the right help at the right time and have been unable to shape the kind of support they need.

Personalisation is about giving people much more choice and control over their lives and goes well beyond simply giving personal budgets to people eligible for council funding. Personalisation means addressing the needs and aspirations of whole communities to ensure everyone has access to the right information, advice, and advocacy to make good decisions about the support they need.

It means ensuring that people have wider choice in how their needs are met and are able to access universal services such as transport, leisure and education, housing, health and opportunities for employment, regardless of age or disability. Within Sefton as referenced within our [Corporate Plan](#), we are working to build the resources in our communities and Sefton Adult Social Care are working with external partners such as Community Catalysts and Partners in Care, to ensure these are fully utilised for our service users.

We recognise all staff should be supported in their role, whilst ensuring they have the necessary knowledge and skills to do the job. We offer a fantastic training programme to support staff to work in a strength-based, person centred way, whilst ensuring people who use our services receive the best possible information, advice, and support.



# Commissioning in Sefton

Commissioning is central to the Council and the NHS meeting the challenges it faces today and, in the future, and in ensuring that the achievement across the system in relation to improved population health and wellbeing, quality of care and support and cost control is realised.

There is a need for Commissioners to work more closely together, aligning their objectives with providers and taking a more strategic, place-based approach to commissioning.

Integrated care systems, devolution and co-commissioning based on large scale collaboration will all play key roles in ensuring the best outcomes for people and that the value of each pound spent in local areas is maximised.

The changing commissioning landscape locally within Sefton reflects the legislative drivers with the strengthening of Adults and Children's Commissioning based on life course principles, the Start Well, Live Well, Age Well and All Age Programmes and the establishment of the Sefton Care Partnership and underpinning infrastructure.

The drive is to move away from transactional commissioning to collaborative and relationship-based commissioning, to improve and transform markets by working more closely with providers, improve outcomes and control costs. Markets are fragile and demand is increasing, coupled with an increasing complexity of need.

The voice of citizens with lived experience is key, enabling people to direct their own support indicating a commitment to establishing a 'genuine' system approach and a wider sustainable workforce that is multi-professional across all levels of commissioning.



# Co-production

**“A relationship where professionals and citizens share power to plan and deliver support together, recognising that both have vital contributions to make in order to improve quality of life for people and communities.”**

Our aim is to ensure that both our understanding and outcomes for our workforce are co-produced. This ensures we understand how the needs of our communities, our partners, service users and our workforce contribute to how we shape and deliver our services.

This plan will encompass co-production at all levels and use the principles of co-production to ensure we have a sustainable, capable, and competent workforce.

We will achieve this by working with our partners to understand and shape our workforce, co-design and involve service users and our staff in the co-design and planning of services, developing joint initiatives, learning from shared experiences, and setting out shared objectives and outcomes.

Adult Social Care has developed a Co-Production Guide which sets out how we are committed to developing a culture of understanding and supporting co-production. Coproduction can help services work well and will benefit the organisations we work with. We recognise if we work together in partnership, we are more likely to get things right and build equal, trustworthy relationships with our communities.



# Multi-Agency Context

**“To deliver a confident and connected borough that offers the things we all need to start, live and age well, where everyone has a fair chance of a positive and healthier future.”**

Partners in Sefton want to create a more joined up local system that meets the needs of all the people who live in Sefton in line with our shared vision. Sefton’s Place Based Partnership brings together Sefton Council, all local NHS, Voluntary, Community and Faith (VCF) groups and the New Realities partnership.

## Partnership working across the Sefton Place

Partnerships between the organisations, coordinate services and plan in a way that improves population health and reduces inequalities between different groups. It removes traditional divisions between hospitals and family doctors, between physical and mental health, and between NHS and council services. In the past, these divisions have meant that too many people experienced disjointed care.

### We work with a number of other partner agencies such as:

- ✓ Advancing Quality Alliance AQUA
- ✓ Cheshire and Merseyside Social Work Teaching Partnership
- ✓ Cheshire and Merseyside Integrated Care Partnership
- ✓ Housing Options Team
- ✓ Liverpool University Hospitals NHS Foundation Trust (Aintree Hospital)
- ✓ Mersey and West Lancashire Teaching Hospitals NHS Trust (Southport Hospital)
- ✓ MerseyCare NHS Foundation Trust
- ✓ Merseyside Fire & Rescue
- ✓ Merseyside Police
- ✓ New Directions
- ✓ North West Ambulance Service
- ✓ Residential and Supported Living Providers
- ✓ Sefton Advocacy
- ✓ Sefton Carer’s Centre
- ✓ Sefton Council for Voluntary Service
- ✓ Sefton Drug and Alcohol Services
- ✓ Sefton Women’s & Childrens Aid (SWACCA)

Multi-agency working facilitates more effective services, building trust and understanding between agencies, and offering a collaborative and holistic approach which supports the person to meet their identified outcomes.

# Our Priorities

## Priority 1 Recruitment: The Sefton Adult Social Care offer

To ensure we attract the best people to come and work for us by providing them with opportunities for career progression and development.

To retain existing employees by supporting them to carry out their roles effectively, and by ensuring that our total offer for new and existing employees is competitive.

## Priority 2 Retention of Workforce

To ensure there is sufficient capacity in the system for practitioners to have the ability to develop comprehensive strength-based assessments; ensuring caseloads are maintained at an appropriate level.

To ensure staff have access to a wide range of support and benefits including Occupational Health Services and Active Workforce, our health and wellbeing offer.

## Priority 3 Effective Leadership, Governance and Decision Making

To ensure that our processes and arrangements are managed and support our vision and commissioning strategies. Effective Governance and decision making will enable our staff teams, including our commissioners, to feel supported and lead to better outcomes for our citizens.

## Priority 4 Career Development and Progression

To provide a clear Career Progression Policy which maps out opportunities to thrive and achieve – setting out career development through student placements to senior management.

To ensure that there are opportunities to develop areas of expertise to support practice excellence and succession planning.

## Priority 5 Celebration of Good Practice

To seek out good news stories and positive feedback to build confidence and self-esteem and celebrate good practice utilising a range of communication channels with support from the Adult Social Care communications lead.

## Priority 6 Quality Assurance and Best Practice Led

We monitor our performance in the form of local outcomes and I statements, that showcase the experience of people who access and use services and through growing our workforce knowledge and skills, through the continued retention of our staff.

# What can we offer you?

As detailed in the introduction Sefton is an excellent place to live and work, given its close proximity to a major city whilst benefiting from our beautiful coastlines. As an employer we can offer a range of incentives which include:

- ✓ To be part of an established, caring, and welcoming team.
- ✓ Manageable caseloads.
- ✓ Access to good quality, monthly, reflective supervision.
- ✓ A comprehensive induction programme which includes a meet and greet session with the Chief Executive.
- ✓ A wide variety of career progression routes bespoke to individual training and development needs as identified in annual Performance Development Reviews (PDRs).
- ✓ Excellent training and career development opportunities such as Best Interest Assessors and Approved Mental Health Professional (AMHP) training.
- ✓ Partnership with Research in Practice, providing access to online webinars, podcasts and materials linked to the latest research and policy updates to support your CPD and inform evidence-based reports.
- ✓ 28 days annual leave rising to 33 days after 5 years continual service plus 8 bank holidays.
- ✓ Enhanced sick pay, maternity/adoption leave pay and maternity support leave schemes.
- ✓ Excellent pension scheme.
- ✓ Opportunities for agile/flexible working.
- ✓ Access to free eye tests and where appropriate, contribution towards glasses.
- ✓ Discounted gym membership with all Active Sefton gyms.
- ✓ Cycle to work scheme.
- ✓ Access to local benefits and discounts on products and services
- ✓ Hybrid working e.g. the ability to work from home or office for some part of the working week.
- ✓ Occupational Health Service available to advise on work related health issues.

Further information regarding some of the schemes above is detailed below.

# A Positive Workplace Culture

We are committed to embedding a culture of continuous learning, high challenge, and high support, and to maintain a positive workplace. Communication from the senior leadership team with our staff is important as we develop services and plans. We currently have a variety of communication methods for sharing key messages. All our staff receive regular organisational briefings from their manager as well as information from:

- Adult Social Care monthly newsletter (For Your Information) which is informative and celebrates achievements.
- Cheshire & Merseyside Social Work Teaching Partnership (CMSWTP).
- One Council Brief.
- Chief Executive Officer (CEO) engagement.
- Teams Talks for all Adult Social Care and Commissioning staff.
- Monthly staff engagement meetings with the Director for Adult Social Care.
- Monthly practice forums.
- Monthly team meetings.
- Yammer/Twitter/internal intranet communication.
- World Social Work week in March each year.
- Staff networks.





## Access to Health and Wellbeing Services

Sefton Council has an Occupational Health Service that provides a range of services which includes Occupational Health Nursing and Physicians, Health Promotion, Counselling, Physiotherapy and Psychotherapy. Also, a number of our staff are trained in Mental Health First Aid, they will actively listen, offer support and sign post to relevant resources and services if required. You can email [health.unit@sefton.gov.uk](mailto:health.unit@sefton.gov.uk) for further information about our Occupational Health Service and/or to access support from a Mental Health First Aider if required.

We also work with Active Workforce, a Staff Health & Wellbeing Service, which offer opportunities to improve their health in and around the working day. The programme not only encourages staff to increase their activity levels but also offers opportunities to relieve stress and gain knowledge to help them achieve a healthier lifestyle. The activities range from Exercise Classes, Walking Groups, Monthly Challenge's, Gym Memberships, Weight Management Courses, Sport Events, Health Seminars to Health Checks, Menopause groups and a Book Club. To find out details of the full programme, please visit [the Active Sefton website](#).

# Core Training Programme

Sefton MBC have a Corporate Mandatory Training programme that everyone across the whole council is expected to complete within their induction period. This includes an induction eLearning course which provides an overview of the landscape and people of Sefton, and several other eLearning courses to support staff to complete their jobs safely and efficiently.

The Adult Social Care workforce are required to complete their own training in addition to the above programme. We will continue to work closely with Adult Social Care to ensure any learning requirements are maximised, these include:

- ✓ Care Act 2014
- ✓ Assessment of Needs and Determination of Eligibility
- ✓ Strength Based/Person Centred Care.
- ✓ Recording in Social Care.
- ✓ Selected Leadership and management programmes for Lead Practitioners, Team Managers and Senior Managers.
- ✓ Leadership and management programmes for Integrated Care Teams, opportunities are accessed via the Cheshire with Merseyside Integrated Care Board/NHS Leadership Academy.
- ✓ Associate Project Management Training for identified specialist roles.
- ✓ Safeguarding Enquiry training for Social Workers / Occupational Therapists – for Practitioners to confidently undertake safeguarding enquiries.
- ✓ Safeguarding Enquiry training for Managers to confidently manage a safeguarding enquiry as the Incident Management Officer.
- ✓ Approved Mental Health Professionals (AMHP) training.
- ✓ Training for Practice Educators.
- ✓ Best Interest Assessor (BIA) training.
- ✓ Level 2 – 7 apprenticeships in a number of vocational areas (explored later in further detail).
- ✓ LA Limits and NHS CHC Eligibility.
- ✓ MCA Application.



**The following courses are in development to support the personalisation agenda:**

- Trauma Informed Practice Training.
- Professional Curiosity training.
- Essential training for the Learning Disability and Autism Team.
- Essential training for the Business Support Team.
- Strategic Commissioning Programme.

To further enhance our training offer for the Adult Social Care Workforce, we developed an **Adult Social Care CPD Training, Learning and Development Offer**, to help staff easily identify expectations around what council wide mandatory training should be completed, as well as essential training for best practice within each job role. This will then contribute to maintaining CPD requirements and potentially towards any progression. The document can be accessed [here](#).

# Cheshire & Merseyside Social Work Teaching Partnership (CMSWTP)

Adult Social Care is a primary member of the Cheshire & Merseyside Social Work Teaching Partnership (CMSWTP). Being a primary member grants Adult Social Care employees a range of benefits including:

- Free access to training and resources.
- Facilitated events both in person and online.
- Access to Each One Teach One Anti-racism and LGBTQ+ groups.
- Research Hub to engage in collaborative research projects.
- Access to the CMSWTP website to advertise Social Worker vacancies and many other opportunities that support our aims and outcomes.

The Continuous Professional Development Programme is refreshed and updated to take account of any new training, development opportunities and requirements as agreed by the partnership. An up to date copy can be requested from Rachel Kenny, Learning and Programmes Coordinator at [Rachel.Kenny@sefton.gov.uk](mailto:Rachel.Kenny@sefton.gov.uk) or found on their website [The Cheshire & Merseyside Social Work Teaching Partnership](#)



# Research in Practice (RiP)

Adult Social Care is a member of Research in Practice. This gives us access to resources including; a broad selection of publications, case law, frontline research briefings, live webinars, podcasts, recorded webinars, resources and tools for best practice, as well as access to tailored support for Sefton, and access to live national events. Everything is free to access / download once an account is created. Staff can create an account by [visiting the Research in Practice website](#). When registering, Sefton MBC is selected as the organisation from the drop-down list.

For Further information and advice about Research in Practice can be obtained from Louise Kearney, Learning and Development Business Partner / Adult Social Care Link Officer at [Louise.Kearney@sefton.gov.uk](mailto:Louise.Kearney@sefton.gov.uk)

research  
in practice

## My Sefton My Space – Performance Development Review (PDR)

All employees receive an annual PDR called My Sefton My Space, to discuss future aspirations, performance, and development requirements for the following year. The PDR is booked in advance, to allow both the staff member and line manager to prepare for the process. Following the PDR, an annual Training Needs Analysis (TNA) is produced and any agreed actions are reviewed regularly in 1-1 / supervision sessions, and any comments and/or feedback are used to identify evidence of learning and best practice, including rewards and recognition.

# Supervision & Support

Timely supportive quality supervision and support has a vital role to play in supporting our workforce in the ever-challenging social care and support environments, we all work in.

We believe in Sefton great supervision and support is strength focused, in that, it supports the staff member to build professional knowledge and skills, including how to make decisions; build self-resilience, develop coping strategies and self-reflection to support complex work. In other words, good supervision supports the question – **“What do you need to do your job well?”**

Supervision involves having an open and supportive conversation about the impact work has on each employee, as well as exploring decision-making, and identifying relevant support tools and resources.

Working together builds confidence in how we all listen and learn from each other, regardless of the skills and qualifications you hold. Therefore, it is vital for all workers to engage in supervision for their well-being, professional and personal development, and to support management oversight. Most importantly, effective supervision helps you to achieve the best possible outcomes for Adults and Children transitioning to Adulthood, that we support in our everyday roles.

## 44U

For staff who must maintain their professional registration, the 44U initiative offers 4 hours per month pro rata of protected learning time. 44U is in addition to the training programme offered by the Workforce Learning and Development Team.

The content of the 44U must be agreed with the staff member’s supervisor, who should be satisfied that the time is being used productively and will be relevant to the employees agreed learning objectives as stated in the supervision and PDR records.

Additionally, to qualify for this time, you must have active registration with Research in Practice (RiP).

## Opportunities for Career Progression

There are lots of opportunities for our staff to progress in their career. Across the Council and our partners there is lots of support available. More information is available below.

# Apprenticeships

Sefton has a successful Corporate Apprenticeship Programme and offers levels 3 – 7 apprenticeship standards across many different occupational areas for staff and managers. This includes over 68 **standards**, examples include Business Administration, Customer Service, Finance, Data and Project Management, Leadership and Management, and the Social Work and Occupational Therapy (OT) Apprenticeships degree.

An up to date list of apprenticeship qualifications can be requested from Debbie Rayfield, Corporate Apprenticeship Manager at [Debbie.Rayfield@sefton.gov.uk](mailto:Debbie.Rayfield@sefton.gov.uk)

Below are some testimonials from staff who have completed an apprenticeship whilst working in Adult Social Care:

I decided to enrol onto an apprenticeship with asset as I wanted to expand my knowledge and progress in my career.

Not only did I gain confidence, but I gained so much knowledge on the subject I had chosen to do and found I quite enjoyed each assignment.

I would highly recommend anyone to enrol as it is worth having the knowledge and experience under your belt, your confidence will soar when looking for a new job and you will be quite surprised how much you will enjoy it. I'm open to do another one once this is completed.

**Customer Service Administrator,  
Customer Services Level 3**

I am grateful for the opportunity to progress my career through the apprenticeship scheme. I would have never been able to afford to take on this course independently. This would have hindered my career progression within ASC.”

“I would recommend the apprenticeship scheme to anyone who has the opportunity to do it should!”

**Triage Officer, Adult Social Care, Level 6 Social Work Apprenticeship**

I enrolled on the Level 5 Management & Leadership Apprenticeship to develop my management skills further. I have gained more experience which has helped me to grow as a Manager and I now use management styles in my everyday role, for the benefit of myself and my Teams. I would recommend this course, but please bear in mind you must put the work into it along with your day to day role.

**Customer Services Co-Ordinator, Level 5 Departmental/Operational Manager**

“I would strongly recommend the L7 Senior Leader Apprenticeship Course to colleagues based on my experiences throughout the programme, which covers knowledge, skills and behaviour applicable to the workplace. The knowledge-based content develops strategic thinking, change management and leading and influencing people amongst others, whilst a significant part of the programme is about understanding yourself as a leader, your areas of strength and where you can develop to maximise personal and organisational performance.

It is a challenging programme to balance with full time employment, however every part of it is applicable to your role and enables you to look at your own and the organisation's practice through a different lens. It has been the most insightful and rewarding learning that I have ever engaged in and well worth the effort.”

**Manager working across Localities and Adult Social Care, Level 7 Senior Leader Apprenticeship**

# Applications for external training

Requests to access funding for externally sourced training provision to meet individual learning and development needs can be requested at any time during the year. Funding, subject to availability, can be used to access face to face and/or virtual training, eLearning, seminars, conferences, events etc. This includes learning and development needs identified during the PDR. We also have a Post Entry Qualifications Policy which includes the procedure for accessing funding for qualifications, requesting time off, financial support and the recovery of costs. Further Information regarding the application process and the Post Entry Qualification policy can be requested from [training.services@sefton.gov.uk](mailto:training.services@sefton.gov.uk)

## Career Progression for staff who hold Professional Registrations

As part of our Framework, each Social Worker role within Adult's Social Care will have the capacity to support career progression from Newly Qualified Social Worker through to Senior Management roles, in line with the relevant PCF levels and standards. This will help us to create not only a stable and secure workforce, but a workforce that is highly experienced, feels valued and supported to develop in their careers within Sefton.

We also want to support employees who would like the opportunity to develop into one of our future Leaders, for example, a Lead Practitioner, Team Manager or Service Manager, Senior Manager, Assistant Director, Executive Director, or whether that is by undertaking specialist training to become a BIA, AMHP or Practice Educator. We will ensure that they receive the right support, mentoring and experience to be able to achieve this and recognise good practice.

Within Strategic Commissioning, the Professional Strategic Commissioning Learning and Development Programme, will support commissioners across the Integrated Care System, alongside, colleagues from the VCF and Community Sector and Public Health to enhance opportunities for progression, a stable and trained workforce, who are valued and supported to achieve their best outcomes.

At present we do not have a formal progression process for Newly Qualified OTs, to develop the skills and experience to progress to a more experienced OT. An action is included in the action plan against priority 4 to develop this important area of work.





## Conclusion

This Adult Workforce Offer sets out our priorities and will be supported by an action plan to include our key priority areas, outcomes, and measures of success.

We recognise that Sefton will not deliver desired improvements for vulnerable adults, families and carers without the involvement of a capable, skilled, and motivated workforce. We value our workforce and welcome their feedback about our services, things we are getting right and how we can continue to improve our services.

We are committed to regular and effective communication and exchange of ideas and will use the results from forums, regular staff workshops and direct feedback from staff and those with lived experience to inform future planning and review of this offer.

We want our workforce to play an active part in change; to be able to raise challenge and for this to be valued. Workforce data will also highlight any concerns, trends and allow us to better monitor the impact of changes.

We will continue to strive to become a high performing local authority and establish a culture of success in which our staff:

- ✓ Feel empowered and equipped to practice high standards.
- ✓ Have a strong voice to influence developments and decisions.
- ✓ Are proactive in taking responsibility for their own learning and the learning of others.
- ✓ Are motivated and driven to maintain high aspirations for Sefton's Adult's, Families and Carers.
- ✓ Ensure those with lived experience are heard and support with as many opportunities to achieve their individual outcomes as possible.

The offer and accompanying action plan will be reviewed regularly against each priority area to ensure we meet our outcomes. We will also review any comments and/ or feedback received from the workforce and will use this to make any changes to the offer, policies, our training offer and the services we provide to vulnerable adults, families and carers.

