workforce shaping and commissioning for better outcomes

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Commissioning for Better Outcomes sets out standards for continuous improvement in person-centred and outcomes-focused care and support. This support should be inclusive, well-led and promote a sustainable and diverse market. High quality commissioning and high quality workforce commissioning focuses on citizenship, health and wellbeing, achieving good outcomes with people, and using evidence, local knowledge, skills and resources to best effect. It creates the conditions in which individuals with personal budgets can make informed choices.

The workforce makes up the biggest part of commissioners’ costs, and how we commission our local workforce plays a major role in how successful our local outcomes are. Good commissioning facilitates the supply of a trained and valued workforce. Partnership is a key element of workforce commissioning, as it is of service commissioning.

Skills for Care’s workforce commissioning resources provide a clear and simple set of interlinked tools, tried and tested with workforce leads over a number of years. The ‘analyse, plan, do, review’ model, linking finance, service and workforce planning, shows how each element of strategic and operational thinking impacts on workforce outcomes and subsequently outcomes for people with care and support needs.

Getting your workforce commissioning decisions right is key to achieving your commissioning goals. People are at the heart of social care and the workforce is our prime asset. Understanding the scale of additional workforce needs is important. If we are to develop new models of care and support we will need the workforce to learn new skills and acquire new knowledge. Your workforce commissioning strategy will drive change for the local workforce and the people they support. This guide shows you how to deliver a practical workforce commissioning strategy and is backed by local support from your Skills for Care team.

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Introduction

The complexities and ever-changing nature of adult social care mean that commissioning personalised, preventative and good quality care and support services in any local area is a challenging process. This demands change and requires new ways of working.

Now, more than ever before, we need to rethink familiar approaches to workforce shaping and commissioning. Workforce shaping and commissioning is not just a matter for employers and providers but is about building a wider labour market of choice, about developing skills in the community and equipping people with the right skills, behaviours, competences and attributes. This is not just about practitioners but also people who are being supported, carers’, volunteers and all who make up the support networks in our neighbourhoods.

Context

Think Local Act Personal defines co-production as “fundamental to all areas of public services. Co-production is about developing more equal partnerships between people who use services, carers and professionals” (www.thinklocalactpersonal.org.uk).

In order to meet the changing needs of those using services, effective integration between those working in social care and health is essential. Local authorities, alongside partners such as health care providers and housing providers are obliged to provide adult social care to everyone in their local area.

The Care Act 2014 is an important stepping stone to wider reform of care and support. It offers significant opportunities to improve outcomes and experience for people with care and support needs, including those who choose to access and pay for support services themselves. The Act aims to make more efficient use of resources by reducing waste, duplication and fragmentation.

The current system is being improved by duties on local authorities to promote wellbeing, and to offer preventative services and information and advice including independent advocacy. The Act aims to bring in a stronger framework for eligibility and assessment and rights for carers.

By modernising the legal framework for social care, the Act aims to protect people from some of the costs associated with long-term residential care. Also central is a focus on resources around the person and individuals having choice and control over their lives.

The Act also includes measures to take forward some of the commitments set out in the government’s response to the Francis report (www.midstaffspublicinquiry.com) into the failures of care at Mid-Staffordshire NHS Foundation Trust. Implementing the changes in response to the Francis report will require a culture change focused on promoting integrated care, mirroring the duties placed on NHS bodies in the Health and Social Care Act 2012, including improved accurate information about services provided, quality of care and the quality of the workforce.

“Carer’ is used throughout to indicate family or friends who provide support, as distinct from social care workers.
As the Care Act focuses on health and wellbeing of individuals and person-centred outcomes-focused care and support, how services are commissioned is ever important.

Commissioning for Better Outcomes sets out the standards for what good service commissioning is, focussing on outcomes for individuals, well led commissioning, inclusivity in terms of process and outcomes and promotes a sustainable and diverse market place. You can download ‘Commissioning for Better Outcomes – A Route Map’ from Think Local Act Personal at www.thinklocalactpersonal.org.uk.

The NHS Five Year Forward View describes the approach for national and local organisations towards fulfilling the future vision in developing new models of care, promoting health and wellbeing with a focus on partnerships with local authorities, local communities and employers. The primary focus will be on prevention and public health with people who need services gaining far greater control of their own care. You can read more about the NHS Five Year Forward View at www.england.nhs.uk/ourwork/futurenhs/.

One of the most significant changes has been the development of health and wellbeing boards, which took on statutory functions in April 2013.

Health and wellbeing boards:
- have strategic influence over commissioning decisions across health, public health and social care
- develop a shared understanding of the health and wellbeing needs of the community
- undertake joint strategic needs assessments and develop joint strategies for how these needs can be best addressed, including recommendations for joint commissioning and integrating services across social care and health.

Current reviews are looking at health and social care co-ordination around the individual and integrated commissioning with various options being explored.

10 reasons why workforce shaping and commissioning is a ‘must do’ for leaders, commissioners and their teams

1. Enables a shared desire to lead and support change.
2. Improves co-operation and partnership working and integrates the social care workforce across social care and health and across the public and independent sectors.
3. Designs and develops a workforce that can implement adult care priorities.
4. Raises workforce professionalism, capacity, productivity, competence and standards.
5. Supports people’s choice, control and autonomy.
6. Contributes to the safety of both the people being supported and the workforce.
7. Engages and supports family and other carers.
8. Makes effective use of and develops assets in neighbourhoods.
9. Stimulates the social care markets in the local community.
10. Efficient and cost-effective use of resources.

How to use this guide

This guide helps you break down and think about the key steps and processes needed to commission the right workforce.

The guide has been designed for those with adult social care workforce shaping and commissioning responsibilities in local authorities together with their partners in health, in the community and the public.

It focuses on bringing together service commissioners, those with workforce shaping and commissioning responsibilities, and finance to ‘analyse, plan, implement and review’ the workforce requirements required within your local area.

The guide is an aid to thinking about all the factors to be considered in workforce shaping and commissioning.

It provides prompts for discussion but of course needs to be adapted to particular local circumstances. It can be used for any workforce transformation, from short term redesigning of a single service to developing long term integrated services across an area.
Workforce shaping and commissioning, put simply, describes a co-produced cyclical system and process that tries to predict the future demand for different types of workers and seeks to match supply to this. To be effective, it must be well-led and based upon a shared and integrated sense of the purpose, nature and direction of adult care services.

Workforce shaping and commissioning has been an emerging concept in adult care encouraged by the urgent need to rethink traditional workforce ideas and methodologies. That rethink is necessitated by the fast-changing demands placed upon the sector by government, by workers and most importantly by people accessing care services.

As local authorities have moved from being providers to commissioners, and on to being enablers, their approach to workforce shaping and commissioning has had to evolve. Different levers and styles are deployed by different players to help put in place the workforce that can meet the priorities of people needing adult care and support.

It must also lead to a series of workforce shaping and commissioning activities that ensure that the workforce strategy is realised through outcomes that have the right people, with the right values, doing the right things in the right places and basing them on individuals’ abilities, needs and their aspirations for their lives.

1. How does workforce shaping and commissioning fit with market shaping and commissioning?

works on the services (including for self-funders and people with direct payments)—and then leave the rest to the market. The commissioner doesn’t have the traditional purchaser role, but is still integrally involved in structuring, stimulating, monitoring and problem solving in the local market.

The principal tools for achieving the market shaping duty are the local authority’s own strategic commissioning and contracting practices. It is recommended that local authorities publish a ‘market position statement’ to help them understand, facilitate and engage with the local care market and demonstrate that they are meeting this duty. Resources from the Institute of Public Care at Oxford Brookes University can help your thinking about developing a market position statement (http://ipc.brookes.ac.uk/dcmqc.html).

The principles which should underpin an authority’s market shaping and commissioning activities are:

- focusing on outcomes and promoting wellbeing
- recognising the importance of utilising the skills and knowledge within the community
- quality and appropriateness of provision
- supporting sustainability and sufficiency
- ensuring choice and personalisation
- co-production with providers of care and support services and the people who use them
- integration with other services.

Commissioning care and support services that are both high quality and safe requires consideration of both capacity and capability - when you commission a service you are in effect also commissioning the workforce that implements it.
1.2. How does workforce shaping and commissioning fit with workforce planning, and procurement?

This guide’s primary distinction between workforce shaping and commissioning and workforce planning is that workforce shaping and commissioning is a strategic function across an area that helps employers and other partners balance demand with supply. Workforce planning, on the other hand, is how employers, organisations and people who access services turn their business plans, care plans and aspirations into the practical reality of workers undertaking the roles and tasks they require.

- **Workforce shaping and commissioning** describes systems and processes that ensure that partner service-providing employers have access to an adequate supply of competent workers with which they can meet local priorities. These systems and processes support investment and disinvestment decisions in current provision. They are manifested in approaches to procurement and contracting and in quality monitoring systems for all provision, including ‘non-contracted’ services such as those provided outside the paid workforce in the form of mutual and reciprocal community schemes.

- **Workforce planning** is the system and process used by employers (both people directly employing their own support workers, and organisations) to ensure they have the workforce to meet their business objectives and personal care plans. It underpins and supports service delivery improvement or redesign. As a key element in workforce strategy, workforce planning should ultimately have a clear link back to the overall business strategy.

- **Workforce development** is the way that workers acquire the education, knowledge and skills to do their jobs competently and to aspire to career progression in social care. Workforce development should be part of commissioning and be undertaken in partnership with employers and learning providers. It should be part of the business planning of all employers.

- **Workforce procurement** is how employers acquire the people they need to deliver the services.

- **Workforce redesign** is a process that follows on from the review of existing structures, and is intended to maximise the efficiency of staff deployment in light of service needs.

- **Workforce integration** is about how varied workforces work together to meet people’s needs and enable people with care and support needs to live as independently as possible. Integrated approaches enable different kinds of workers to understand each other’s roles and contributions and to build support networks around individuals being supported. At a strategic level, integration creates a more seamless experience for individuals.

### Processes

- **Workforce shaping and commissioning** describes systems and processes used by the directors of adult social services (DASS) working in partnership with people being supported, families, carers, social care providers, the voluntary sector, health and well being boards, health, housing, leisure and others; to assess and predict the demand for the current and future workforce mapped against supply and the needs of the local population. It identifies priorities, plans and secures the workforce needed, and regularly reviews requirements through workforce planning.

- **Workforce planning** is the system and process used by everyone including leaders, owners, managers and people employing their own care and support, to ensure they have identified and planned for the workforce to meet their business objectives and personal care plans.

- **Workforce development** is the mechanism to equip workers with the education, skills, values, knowledge and behaviours they need to effectively deliver and improve services, both now and in the future. It aims to support the service by providing workers with the right skills.

### Outputs

- A **workforce strategy** sets out the long-term objectives, and how in broad terms, an organisation aims to accomplish those objectives. It gives the overview and vision.

- A **workforce strategy implementation plan** sets out the actions that will need to be taken to implement the workforce strategy.

- A **workforce plan** is where your plans are recorded and can be shared with everyone and then used for review and evaluation.

- A **workforce learning and development plan** outlines learning and development needs across an organisation and how these will be delivered, who for and by whom.
1.3. Principles of effective workforce shaping and commissioning

This guide is essentially about practical steps to improve workforce shaping and commissioning by ensuring that strategy is thorough in taking account of both financial investment and disinvestment decisions and the full implications for the whole workforce and labour market.

The model in the following section describes a systematic way of linking market shaping and commissioning of adult care with workforce shaping and commissioning, and financial strategy. It shows how to make the best use of workforce intelligence to facilitate this process. This approach helps ensure that the right workforce is doing the right things at an achievable cost.

The model is underpinned by a number of key principles:

- strong effective shared leadership at all levels with a focus on continuous improvement, quality and outcomes
- commitment, support, participation and collaboration from everyone involved in the process including leaders at all levels, the workforce, people being supported, families, carers, communities, adult care providers, commissioners and other professionals
- effective communication and information sharing with everyone, internally and externally, throughout the whole process is crucial to building open and honest working relationships
- shared responsibility and accountability for performance and achievement of goals
- positive appreciation for the contribution each party makes to the delivery of person-centred care and support.

Processes

Taking a whole systems approach to workforce shaping and commissioning combines the service and market shaping needs of the future with the workforce implications.

Outputs

An integrated strategy that defines the long term plans for an area in terms of the market required and the size, quality, values, attributes and behaviours of the workforce required to deliver it.

The now

Service commissioning and market shaping are often looked at separately to workforce commissioning and workforce strategy development.

Market shaping and commissioning of adult social care

This can lead to separate service commissioning strategies for different groups of people, sometimes combined or separate or a market position statement, strategic plan - sometimes can be called different things.

Workforce shaping and commissioning

A workforce strategy sets out the long-term objectives, and how an organisation aims to accomplish these objectives. It gives the overview and vision.

The future

Taking a whole systems approach to workforce shaping and commissioning.
The workforce shaping and commissioning model

2.1. A workforce shaping and commissioning model

The following model helps you strategically assess your local area needs with your key partners. As far as possible, take account of information already in place to provide you with the information you need and then fill in as many gaps as you can. You can then develop a coherent picture of how adult care outcomes will be achieved in your local area and the workforce required.

This section takes you through the key steps in the model and presents you with a practical way of handling complex workforce issues for each.

‘Analyse–Plan–Do–Review’ brings together all aspects of planning into a coherent, unified process.

- Analyse the what
- Plan the how
- Do the transformation
- Review the results

**Analyse**

**Understanding the national vision for adult care and support**

Do you have an understanding of the legislation and government trends that will affect you in the future?

Do you know the latest government thinking on care and support services?

**Tips**

- Consider the focus on improving health and wellbeing, prevention, integration, community, employment initiatives, etc.
- You might want to consider doing a PESTLE (political, economic, social, technological, legal and environmental) analysis.
- Do you understand employment law legislation? Will this have an impact?
- What other government initiatives will affect the labour market? Consider which data sources there may be to ensure an appropriate supply of staff with the right skills, behaviour and attributes, e.g. Job Centre Plus, Local Enterprise Partnerships and Chambers of Commerce. Skills for Care has produced an online resource called Finding and keeping workers which supports the implementation of the Adult Social Care Recruitment and Retention Strategy 2014-17 (www.skillsforcare.org.uk/findingandkeepingworkers).

**Local policy and priorities**

Do you have a clear idea of the adult care policy and the priority needs of your local area? Do you have right people involved in the discussions around the development of a workforce strategy? Are commissioners, care providers and community groups involved in discussing workforce priorities? Is there a local health and wellbeing strategy or a joint strategic needs assessment?

**Tips**

- Remember to recognise people who need care and support and their families and carers as experts – what are their wants and needs? Have you accessed any information from local surveys? What feedback is there from your local Healthwatch?
- Make an effort to map local approaches to commissioning with other partners such as the NHS, housing, Think Local Act Personal ‘markers of progress’ in their Making it Real material – there is much common ground once language is unpacked (www.thinklocalactpersonal.org.uk/mir).
Data, information and intelligence

Do you have a clear understanding of the current and future care and support needs of your local population? Have you identified where the local workforce demographics can be obtained and analysed? What other complementary data sources are available?

Tips
- Consider identifying someone who can lead on intelligence gathering and analysis. Take a look at the Skills for Care informatics webpages for more information: [www.skillsforcare.org.uk/informatics](http://www.skillsforcare.org.uk/informatics).
- Don’t forget to consider current research on key topic areas – take a look at the Skills for Care evidence and impact webpages: [www.skillsforcare.org.uk/evidenceandimpact](http://www.skillsforcare.org.uk/evidenceandimpact).
- Use the Skills for Care National Minimum Dataset for Social Care (NMDS-SC), health and wellbeing boards, NHS and public health data on workforce, population conditions and demand to inform your analysis: [www.skillsforcare.org.uk/NMDS-SC](http://www.skillsforcare.org.uk/NMDS-SC).
- You may want to look at population intelligence from the NMDS-SC dashboards (POPPI and PANSI) [www.nmds-sc-online.org.uk/reportengine/dashboard.aspx](http://www.nmds-sc-online.org.uk/reportengine/dashboard.aspx).
- Use the questions in the ‘examining local information’ section of the Workforce Capacity Planning Model as an aid: [www.skillsforcare.org.uk/capacityplanning](http://www.skillsforcare.org.uk/capacityplanning).

Analysing what this means for you

How does this information impact on your vision for the future? Are there changes you need to make? Do you have a clear picture of what your locality’s current and future workforce should look like? What, attitudes, behaviours, skills, values, knowledge, capabilities and competences would be required to deliver the best outcomes for people?

Tips
- Consider doing a SWOT (strengths, weaknesses, opportunities and threats) analysis to highlight the current position and future opportunities.

Process and mechanism

Is there a mechanism or forum to address social care workforce issues across the locality and sectors? Ideally, this should be a strategic workforce group, including people accessing care and support, their families and carers, community groups and care and support providers and local commissioners.

Tips
- Identify a senior strategic leader and project manager.
- You may find it useful to have a workforce board or other group of key partners to help steer the work (principle 4 (engage people in the process) of the Principles of Workforce Redesign may help you with this – [www.skillsforcare.org.uk/POWR](http://www.skillsforcare.org.uk/POWR)).
- Recognise the business and innovative expertise of local employers and what they can contribute to the transformation of the workforce.
- Nurture champions, innovators and leaders (principle 3 of the Principles of Workforce Redesign). Consider using theory and thinking tools from the Principles of Workforce Redesign to assess responses to change (Principle 2, recognise how people, organisations and partnerships respond differently to change) [www.skillsforcare.org.uk/POWR](http://www.skillsforcare.org.uk/POWR).

Recording where are you now

Do you have a clear framework and recorded understanding about where you are with workforce shaping and commissioning?

Tips
- You may wish to record what you have discovered so far.
What does your workforce need to look like in the future?

What are you going to do differently? What new roles and new ways of working will be needed for the future? Will this include volunteers or the community? What impact will this have on your current staff? How are you involving your staff in planning to encourage ownership of the plan?

Is this financially viable? Are your proposed changes manageable? Which current services are going to be affected and what time-scales do you want to achieve this by?

Tips

■ Take a ‘whole systems approach’ to organisational change – think about the use of other services, e.g. leisure, community, etc., (principle 1, the Principles of Workforce Redesign www.skillsforcare.org.uk/POWR).

■ Consider a local community skills development approach by applying Skills for Care tools using the ideas around scenario planning and gap analysis. Section 3 of ‘Valuing what matters: Commissioning citizens and communities to provide social care services’ can help you to understand community mapping, asset-based approaches and wellbeing approaches that consider the can do and not the can’t do. www.skillsforcare.org.uk/communityskills.

■ You may want to consider information from principle 7 of the Principles of Workforce Redesign: develop workforce strategies that support transformation and recognise the shape of resources available in the local community.

■ You may want to use the Workforce Capacity Planning Model answering the questions in the ‘identify new activities, jobs and roles’ section. www.skillsforcare.org.uk/capacityplanning.

■ You may wish to consider some of the new roles that have emerged in the care sector. See the integrated working and roles report: www.skillsforcare.org.uk/integratedworkingroles. New examples of services supporting social care and health integration are described at www.skillsforcare.org.uk/workforceintegration.

■ Consider the workforce development and human resource support required for individual employers and their personal assistants. What mechanisms have you in place to offer peer support? Skills for Care offers resources for individual employers and personal assistants at www.skillsforcare.org.uk/IEPAhub.

Are there any gaps?

In order to deliver your services now and in the future, are there any gaps in numbers, knowledge, skills, values, behaviours and attitudes in your workforce? How might the local market and the workforce need to change?

Tips

■ Consider leadership, involvement of people being supported, workforce redesign, recruitment and retention, skills development, partnership working, regulation, equality and diversity.

Cost

Do you know what the workforce costs are? Are there any ways in which the workforce could become more productive and cost-effective? Are rates of pay competitive in line with the National Minimum Wage and do you advocate the Living Wage?

Tips

■ Consider using the NMDS-SC dashboards to see rates of pay: www.nmds-sc-online.org.uk/reportengine/dashboard.aspx.

Risk

Have you identified any risks within the changes you want to make? Have you considered ways you might mitigate these risks?

Tips

■ You may want to complete a risk log to identify what the risks are, why they might happen, what the impact might be if they happen, and what to do to mitigate them. You will want to decide who is responsible for the log and how often you review it.
Do - implementation

**Co-produce, develop and manage the implementation plan**

How will you coordinate the actions that everyone has planned and contributed to? How will you make them happen? What timescales have you given yourself?

**Tips**
- You may wish to develop detailed sub-plans for each area of activity coming out of your workforce strategy.
- Use recognised project/change management tools to do so.

**Market development**

How are you supporting service providers and communities to redesign and develop their workforces, to meet the health and wellbeing outcomes of the population?

**Tips**
- Remember your responsibilities for the whole market not just those with whom you have a contract relationship.
- Develop a market position statement.
- Consider and communicate where this information sits so it is easy for providers, partners and people who are being supported to access to inform their own planning.
- Resources from the Institute of Public Care at Oxford Brookes University can help your thinking about developing a market position statement; see [http://ipc.brookes.ac.uk/dcmqc.html](http://ipc.brookes.ac.uk/dcmqc.html).

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**Measuring the achievements**

How will you know that you’ve achieved what you set out to do? How will you measure, monitor, review and evaluate?

**Tips**
- Develop a workforce strategy – you may want to develop an implementation plan from this to identify key priorities and who is responsible for delivering each area of the plan.

**Record the actions you are going to take**

What actions are you going to take and with whom? How are you going to do it? What will it cost? When are you going to achieve this by? How will this be communicated?

**Tips**
- Publish information about agreed strategy and outcomes to support transparency and accountability.
Learning and development

How are you supporting learning providers to work with employers to make the most of people’s skills, knowledge, capabilities, attitudes and proficiency levels to meet the skills gaps?

Tips
- Consider what entry, competence and continuing professional development (CPD) levels are needed for the workforce – take a look at the adult social care qualifications guide to inform your plans and the Skills Selector to consider the composition of qualifications to meet your needs: [www.skillsforcare.org.uk/qualifications](http://www.skillsforcare.org.uk/qualifications) and [http://skillselector.skillsforcare.org.uk/](http://skillselector.skillsforcare.org.uk/).
- Principle 5 of the Principles of Workforce Redesign may be of use here: be aware of the way adults learn [www.skillsforcare.org.uk/powr](http://www.skillsforcare.org.uk/powr).
- Our resources on ‘skills around the person’ may also be of interest here – have you considered the skills of those in the community that may help fill the gaps? Everyone brings their own skills, knowledge, experience and attributes – whether as people in need of care and support, as carers, or as care and support workers: [www.skillsforcare.org.uk/SATP](http://www.skillsforcare.org.uk/SATP).
- Encourage employers to use Skills for Care’s guidance on finding the right learning provision for their workforces, see [www.skillsforcare.org.uk/learningproviders](http://www.skillsforcare.org.uk/learningproviders).
- The Skills for Care list of endorsed providers and their courses is now availabe online at [www.skillsforcare.org.uk/endorsement](http://www.skillsforcare.org.uk/endorsement).

Communicating and engaging with all those involved to ensure effective implementation

How have you communicated the plan? How are you continuing to communicate during the implementation of your plan? How are your leaders, the workforce, people being supported, families, carers, communities, adult care providers, commissioners and other professionals kept involved and informed?

Tips
- Develop a communications and marketing strategy – use leaders and champions to help convey messages.

Monitor and review your plans

Are you reviewing your implementation plan regularly with everyone it affects? Is it on target? Are there any issues? What surprises have emerged? Have any opportunities or barriers arisen that have come out of the review? Are they being addressed?

Tips
- Plan a schedule of regular meetings to monitor progress with all parties.
- Use NMDS-SC dashboards to monitor and review progress.

Adjust your plans if needed

Does your monitoring indicate that you need to revise your implementation plan?

Tips
- Regularly review your workforce strategy and associated action plans in light of any analysis, updates and activities that have taken place.
Report your findings

Have you shared your findings with your staff, leaders, all levels of management, the workforce, people being supported, families, carers, community, commissioners and other professionals?

Tips
- Ensure information is easily accessible to meet everyone’s needs.

Celebrate success

How will you celebrate your achievements, reward where appropriate and put forward nominations for any local or national accolades and share your success with others?

Tips
- Consider the Skills for Care Accolades www.skillsforcare.org.uk/accolades.
- The ‘keep your colleagues’ section within the Finding and Keeping Workers resource considers celebrating achievements and workplace culture - see www.skillsforcare.org.uk/findingandkeepingworkers.

Rethink, refresh and redefine

To continuously improve the quality of your service and sustain your organisation, use what you have achieved and learned to rethink the process, taking into account the needs of people supported by your service.

Tips
- Start the process again - think long, medium and short term.

Key achievements and lessons learned

Have you gathered evidence to identify your key achievements, what you have learned and what you would do differently, if at all, next time?

Tips
- Put feedback mechanisms in place – focus on impact and outcomes as well as outputs
- Consider the use of 360 degree feedback tools as well as customer and staff feedback - see www.socialwork360.co.uk.

Results and impact

Did the changes you implemented achieve the desired results? Did the new ways of working and new roles help to meet your business plan priorities? What are the outcomes of the workforce changes and is there an impact on the people supported by your service?

Tips
- Did you consider your workforce outcomes? Have you considered using the Workforce Outcomes Measurement Model - see www.skillsforcare.org.uk/womm.
- You may wish to use the questions in the ‘implement workforce redesign monitor and evaluate’ section of the Workforce Capacity Planning Model - see www.skillsforcare.org.uk/capacityplanning.
Getting organised for workforce shaping and commissioning

1. Do you have a clear statement about the vision and purpose of service priorities that is widely understood? If not what can you do to develop one and when will this will be done? 
   Spend time working together with individuals, communities and organisations who will support co-production of the strategy.

2. Who is best placed to lead the workforce shaping and commissioning process? 
   Identification of a key lead to drive the process forward is essential to the success of this process.

3. Have you identified who will manage the project? 
   Is it feasible or necessary to fund a dedicated post?

4. How will workforce shaping and commissioning be funded? 
   Will you give this a dedicated budget or will it be built into existing service and market shaping.

5. Do you have a workforce group to help steer the work? 
   It's good to have a dedicated group to focus on the workforce challenges and priorities.

6. How will you keep all partners involved, keep the momentum going and monitor progress? 
   It's good to consider a marketing and communication strategy as part of your planning to be able to communicate well with others to gain and sustain buy in.

7. What is your contingency plan if key people go on long term absence or if they leave? 
   Make sure everyone has a full understanding of the project with regular communication.
3.1 Workforce shaping and commissioning key points

- ‘Analyse–Plan–Do–Review’ is key to the workforce shaping and commissioning model and is simple to use.
- The relationship between market shaping and commissioning, workforce shaping and commissioning and finance should show a wholly integrated picture of how adult social care priorities will be met in each local area.
- Effective workforce shaping and commissioning has its roots in thorough analysis of data and information as well as context and other drivers.
- Map assets as well as needs—especially the skills and abilities of the people who are being supported, their carers, and of volunteers and local citizens.
- A plan should have priorities, clear actions and a group with an identified lead person to steer its progress.
- Approaches to project management can be applied to workforce shaping and commissioning.
- To review commissioning outcomes you need to be very clear about priorities that you set and involve all partners in evaluation.
- Future-proof your quality assurance system to ensure procedures, systems and people all contribute to self-improvement.

Remember when you commission a service and are considering shaping of your market you are also commissioning the workforce that implements it.