

ncha

Workforce Plan

Branching Out

Purpose of the workforce plan

This Workforce Plan sets out how Nottingham Community Housing Association (NCHA) ensures that supported accommodation services are staffed by a sufficient number of suitably qualified, skilled, competent and supported colleagues, in accordance with Regulation 10 of the Supported Accommodation Regulations.

The plan demonstrates how NCHA:

- Recruits staff safely and fairly
- Ensures staff are suitable, trained and competent for their roles
- Provides robust induction, supervision and professional development
- Maintains continuity of staffing and management cover
- Responds effectively to risk, incidents and service changes

The plan supports the delivery of safe, stable and high quality support for young people and individuals experiencing homelessness.

Mission:

Homes and support by people who care.

Vision:

More homes, great services, better lives.

NCHA's workforce planning is values led and aligned to a set of CLEAR values:

- **Caring**
- **Learning**
- **Enthusiastic**
- **Resilient**
- **Accountable**



These values underpin recruitment, supervision, training, performance management and professional conduct.

Service delivery model and management oversight

Supported accommodation services are delivered through a structured model that ensures clear accountability, effective leadership and consistent oversight.

Services operate with:

- Defined management structures
- Clear reporting and escalation routes
- Daily operational oversight
- Responsive staffing arrangements

Decision making and escalation are supported at all times through local management arrangements, the Duty Manager system and senior leadership oversight.

Branching Out: Workforce structure and staffing levels

Strategic and Senior Leadership:

- Director of Homes and Wellbeing
- Assistant Director – Homes and Wellbeing
- Head of Care & Support
- Assistant Head of Care & Support
- Operational Manager

Operational Management: Responsible for staffing, rota management, safeguarding oversight, supervision, training compliance, health and safety and quality assurance:

- Managers
- Assistant Managers

Frontline Staffing:

- Resettlement Workers
- Assistant Resettlement Worker
- Senior Support Workers
- Support Workers
- Night Porters
- Bank support Workers

Staffing sufficiency and decision making

Staffing levels are determined by:

- Occupancy levels
- Complexity of need
- Individual and service level risk assessments
- Service model and night time provision
- Contractual and regulatory requirements

Staffing sufficiency is reviewed regularly through rota planning, management oversight, supervision and quality assurance processes.

Recruitment, suitability and safer staffing

NCHA follows a robust recruitment process to ensure all staff are suitable for their roles. Recruitment is based on:

- Skills, knowledge and experience
- Alignment with CLEAR values
- Role profile requirements

Most Care and Support roles including ones in this service are subject to Enhanced DBS checks. DBS disclosures are risk assessed in line with NCHA guidance, with HR oversight. Ongoing suitability is monitored through supervision, training compliance and adherence to the Code of Conduct.



Induction and probation

Induction: All new colleagues complete a structured induction supported by:

- A comprehensive New Starter Guide
- Manager led and workplace induction checklists
- Role specific and service specific induction
- Allocation of a buddy

Probation: During the probationary period (up to six months), colleagues:

- Complete mandatory organisational, Care & Support and service specific training
- Participate in regular check ins and CLEAR conversations
- Have objectives set and reviewed
- Receive feedback on performance, behaviours and wellbeing

Completion of probation confirms suitability and competence for the role.

Supervision, oversight and performance management

NCHA uses CLEAR Conversations as the foundation of supervision and performance management:

- All colleagues have a named supervisor
- Supervision frequency is proportionate to role, experience and risk
- Supervision can be increased where there are safeguarding, performance or wellbeing concerns

For Ofsted registered services, CLEAR Conversations include:

- Fitness to practise (minimum annually)
- Reflective practice
- Feedback from others
- Review of training and development needs

Supervision provides assurance that staff remain competent, supported and safe to practise.



Training, learning and development

NCHA operates clear Corporate and Care & Support Compliance Training Cycles, ensuring mandatory training is completed and refreshed within required timescales.

Training includes:

- Safeguarding adults
- Safeguarding children including child criminal exploitation, child sexual exploitation and county lines.
- Mental Capacity Act
- Fire safety
- Health and safety
- Equality, Diversity and Inclusion
- Confidentiality and data protection
- Professional boundaries
- Outcome Star

Additional service specific training for Young People and Homelessness services includes:

- Trauma informed practice
- De escalation
- Support planning
- Missing children
- Online safety
- First aid
- Ligature awareness
- Mental Health awareness
- Psychologically Informed Environments

Training compliance is monitored through training matrices, supervision and management oversight. Training needs are reviewed as necessary to meet any changes customer needs.

Agency staff and contingency arrangements

Where additional staffing is required, NCHA uses an appointed Managed Service Provider (Matrix) via the Matrix Prism system.

For services where Matrix is unable to supply colleague's alternative agency use must be approved by the Operations manager. This is to ensure agency colleagues have the appropriate skills and training to meet customer needs.

Branching Out uses an approved agency Newcross:

- Standard Matix agency requests are made through Prism
- Urgent requests are managed directly with Matrix to ensure continuity of care
- All agency workers complete an Agency Induction Checklist on arrival

This ensures agency staff are safely inducted and aware of safeguarding expectations, support plans, risks and house procedures.

Management cover, escalation and business continuity

Duty Manager System: NCHA operates a Duty Manager System providing 24 hour management oversight, 365 days a year.

Duty Managers:

- Operate on a formal rota
- Hold authority to respond to safeguarding concerns, incidents and staffing issues
- Can authorise staffing cover and invoke business continuity arrangements

Staff access the Duty Manager via Customer Wellbeing, this is a 24/7 out of hours service delivered by NCHA colleagues ensuring clear escalation routes at all times.

Peripatetic Manager Cover: NCHA employs a Peripatetic Manager to provide management cover during planned or unplanned manager absences.

The Peripatetic Manager:

- Steps into services at short notice
- Provides continuity of leadership, supervision and safeguarding oversight
- Supports stability while longer term staffing arrangements are secured

Colleague wellbeing, engagement and retention

NCHA recognises that staff wellbeing underpins safe, effective services.

Colleague wellbeing is supported across:

- Emotional
- Financial
- Physical
- Social
- Work wellbeing

Support includes access to wellbeing champions, counselling, a confidential helpline and regular wellbeing discussions in supervision.

Colleagues are encouraged to engage through Colleague Voice, diversity forums, Green Leaders, social activities, unions and volunteering opportunities.



Career development and succession planning

NCHA supports workforce sustainability through:

- Internal progression pathways
- Aspiring manager opportunities
- Leadership and management development
- Coaching and mentoring

Succession planning is supported through stepping up opportunities for Assistant Managers and internal talent development. Where required, the Peripatetic Manager provides short term stability while permanent arrangements are secured.

Workforce plan ownership, review and governance

Ownership: The Workforce Plan is owned by Kirsty Youngs, Operations Manager, who is responsible for ensuring staffing arrangements remain sufficient, appropriate and compliant.

Review Schedule: The Workforce Plan is reviewed annually.


Interim Review Triggers: An interim review will take place where there is:

- A change in regulatory requirements
- A change in internal policy impacting workforce arrangements
- A change in contract or commissioning requirements
- A serious incident or learning review with recommendations relating to staffing, skills or workforce structure

Regulation 10 Assurance Statement

The Registered Provider is satisfied that this Workforce Plan demonstrates compliance with Regulation 10 of the Supported Accommodation Regulations and ensures that services are consistently staffed by suitably qualified, competent and supported colleagues.

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