

Social Work Workforce

Recruitment & Retention Plan & Progress Report 2016-17

Background & Rationale:

Child protection social work recruitment and retention has been both a national and a local issue in recent times and, whilst Nottinghamshire has seen success in recruiting good quality newly qualified social workers, it continues to experience difficulties in recruiting and retaining experienced social workers, and social work managers – specifically to those teams working at the frontline of child protection.

In developing Nottinghamshire's social work workforce recruitment and retention plan, a number of key ambitions have informed and shaped its focus:

Ensure the stability of our workforce in order to provide a consistent and high quality service to the children and families that we support

Provide our social work managers with the support that they need to effectively lead their teams and deal with new service demands

Create an environment where our social workers can flourish and develop their skills and knowledge, feel valued, and see the benefits of remaining within the Nottinghamshire workforce

The targeted recruitment and retention plan has been informed by the Social Work Health Check and outlines the actions to be taken in relation to the children's social work workforce with measurable targets and outcomes. The plan will be governed by the Divisional Leadership Team and performance reported to the Children's Services Leadership Team on a quarterly basis. There will be a working interface with the activity of the corporate Workforce Planning and Organisational Development team as part of the Council's wider Workforce strategy to exploit wider benefits and synergies.

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| Work stream | Action | Timeline | Who is responsible | How will it be measured/ evaluated |
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| 1. Pay and working benefits | <p>Financial incentives have now been implemented for our hard-to-retain fieldwork teams, following staff and trades union consultation.</p> <ul style="list-style-type: none"> - We will be measuring the impact of the market factor supplements through a variety of data. | <p>Reviewed quarterly: Q1 – July Q2 – Oct Q3 – Jan Q4 - April</p> | <p>Liz Maslen Service Director – HR and Customer Service</p> | <ul style="list-style-type: none"> - Staff turnover – reduction from 17.5% to 10% - Increase in team manager applications - Increase in recruited staff - Reduce the vacancy rate from 15% to 10% - Reduce the percentage of Agency Social Workers covering vacancies by 30% - Increase in length of service with eligible teams; increasing workforce cohorts as follows: 3-4 yrs service from 12% to 20%¹ 5+ yrs service from 20% to 25% |
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| 2. Career Progression and development | <p>Additional specialisms model for social workers</p> <ul style="list-style-type: none"> - Work with Nottingham Universities to develop additional specialisms courses for social workers - Linked to the career pathway | <p>September 2016</p> | <p>Liz Maslen and Diana Bentley</p> | <ul style="list-style-type: none"> - Numbers of social workers training for additional specialisms - Staff turnover – reduction from 17.5% to 10% - Increase in length of service with eligible teams: increasing workforce cohorts as follows: 3-4 yrs service from 12% to 20% 5+ yrs service from 20% to 25% - Increase in recruited staff |

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| | <p>In response to the findings of the 2015-16 Health Check, we will proceed with our plans to develop a Social Work Management training and development Programme to complement the corporate Leadership Development Programme</p> <ul style="list-style-type: none"> - Bespoke Children's Social Care team manager training, including both practical skills and cultural change - Develop the management training and toolkit for social work team managers. This needs to be linked to the Munro Development Programme. - Team manager shadowing scheme to support social workers to become our team managers | September 2016 | Liz Maslen, Diana Bentley and Helen Richardson | <ul style="list-style-type: none"> - Changes in management behaviour through surveys. - Improved staff and manager morale post implementation (drawn from Health Check data) - Improving success of the team manager shadowing scheme in recruiting team managers - Increase in length of service with eligible teams: increasing workforce cohorts as follows: 3-4 yrs service from 12% to 20% 5+ yrs service from 20% to 25% - Staff turnover – reduction from 17.5% to 10% |
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| 3. Support in Work | To develop a Departmental Induction for both managerial and non-managerial staff. | Sept 2016 | Liz Maslen & Departmental Group Managers | <ul style="list-style-type: none"> - Consistent inductions for all new starters with key messages (drawn from Health Check data) |
| | <p>Develop an intranet page/one space page for Social Workers with links to all key information and documentation including:</p> <ul style="list-style-type: none"> - Strategy and Training Plan - Career Pathway and pay progression | Sept 2016 | | <ul style="list-style-type: none"> - Use of the intranet page by CSC staff - Knowledge of the intranet page amongst staff - Practice Support Page will be made more visible/navigable from intranet home-page |

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| | <ul style="list-style-type: none"> - Training information and links – including corporate learning and development offer; link this to development of corporate virtual Information Sharing/Learning Pool | | | <ul style="list-style-type: none"> - Increase take up of development opportunities - Impact on performance and morale |
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| 4. Team Building | <p>Team development days for all teams across Children’s Social Care.</p> <ul style="list-style-type: none"> - Message that each team should have 2 development days per year, focused on team, professional, and personal development - Input from local Universities around a range of areas identified by the workforce | <p>Reviewed 6-monthly: Sept 2016 Mar 2016</p> | <p>Roz McCormick, Diana Bentley, Liz Maslen</p> | <ul style="list-style-type: none"> - Increased use of team development days across CSC (minimum of 2 days p.a.) <p>A question relating to this will be included in the 2016 Health Check)</p> |
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| 5. Health and Wellbeing | <p>Promote health and wellbeing, including signposting to pay and reward package, and incorporating:</p> <ul style="list-style-type: none"> - Leisure benefits - Counselling - Entitlement to occupational therapy and physiotherapy | <p>On-going, evaluate December 2016</p> | <p>Liz Maslen</p> | <ul style="list-style-type: none"> - Increased awareness and use of staff support services, and benefits (in response to findings from 2015-16 Health Check) - Reduced sickness absence - Improved morale and motivation |
| | <p>Support social work staff and managers to take up departmental resilience training – with two events being organised</p> | <p>Autumn 2016</p> | <p>Liz Maslen, Group Managers, Diana Bentley</p> | <ul style="list-style-type: none"> - Take up of training and evaluation of impact on day to day activity - Reduced sickness absence - Improved morale and motivation |

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| 6. Workforce Planning | Workforce planning, forecasting and succession planning for Children's Social Care <ul style="list-style-type: none"> - Monitor ratio of NQSWs to experienced social workers - Monitor the age of the workforce across teams to ensure timely replacement of retiring staff, and adequate succession planning (e.g. developing social worker's management skills) | Ongoing Reported quarterly | Liz Maslen, Diana Bentley, Steve Edwards | <ul style="list-style-type: none"> - Framework in place to plan the future workforce - On-going data from annual Health Check and quarterly workforce reporting |
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| 7. Recruitment Activity | Ensure that a robust recruitment programme is maintained to ensure a reduction in agency workers covering vacancies – this to include: <ul style="list-style-type: none"> - 3 major recruitment events - 3 targeted recruitment campaigns - Increased website and social media activity - Engagement with local universities through "Employability" sessions, and jobs fairs - 1:1 employability sessions to be offered to all our final year students | Reported quarterly | Liz Maslen | <ul style="list-style-type: none"> - Increase in social worker applications - Reduce the percentage of agency workers covering vacancies by 30% |