

# Childrens Social Care Workforce

## Response to Ofsted

# Ofsted - workforce commentary

“The workloads of social workers in some teams are high and this presents a serious barrier to providing effective services for children. The turnover of staff in many teams, coupled with the many transition points, further inhibits the building of trusting relationships between social workers and children.”

# Ofsted - Recommendation

Establish a stable workforce through purposeful recruitment and retention activity that includes targeted training for frontline staff and managers so that they have the skills and knowledge to better protect and care for children.

Take steps to ensure that the workloads of social workers are manageable, and that they have sufficient time to complete essential work.

# Workforce data summary

## June 2017

Area	Budgeted FTE	Employee FTE	Vacant FTE	Vacancy rate %	Agency FTE	Agency %
<b>Grand Total for all CSC</b>	350.4	260.3	90.1	25.7%	108.0	29.3%

<b>Children In Need</b>	139.0	79.0	60.0	43.14%	60.0	43.2%
Total managers	25.0	13.0	12.0	48.00%	11.0	45.8%
Total social workers	113.0	65.0	48.0	42.48%	49.0	43.0%
Total 'others' (non sw posts)	1.0	1.0	0.0	0.00%	0.0	0.0%

<b>Safeguarding and Looked After Children Quality Assurance</b>	40.1	35.2	5.0	12.39%	6	14.6%
Total managers	9.7	7.0	2.7	27.54%	1.0	12.5%
Total social workers	17.0	16.2	0.8	4.90%	4.0	19.8%
Total 'others' (non sw posts)	13.5	13.7	-0.2	-1.63%	1.0	6.8%

<b>Looked After Children and Resources</b>	126.8	114.3	14.3	11.29%	20.0	14.9%
Total managers	21.8	21.0	0.80	3.67%	1.00	4.5%
Total social workers	82.0	73.4	10.4	12.68%	17.0	18.8%
Total 'others' (non sw posts)	23.0	19.9	3.1	0.1	2.0	9.1%

<b>0 to 25 SEN and Disability</b>	45.4	30.8	10.6	23.34%	22	41.7%
Total managers	10.5	10.2	0.3	3.17%	4.0	28.2%
Total social workers	18.5	6.0	8.5	45.95%	13.0	68.4%
Total 'others' (non sw posts)	16.4	14.6	1.8	10.85%	5.0	25.5%

# Workforce strategy

- Service Vision – Children & young people in Croydon will be safe health happy and will aspire to be the very best they can be. The future is theirs.
- Workforce Ambition - To be the London employer of choice for social care staff

# Strategy Overview

Workforce Strategy will reflect the vision and ambition for children's services and align this with a clear employee value proposition for working for Croydon, including:-

- Attraction
- Value/Recognition
- Retention
- Reward/Benefits
- Development

# Progress - Data Collection

## Defining our data

- Data audit to create comprehensive workforce base line data and case load
- Contracted & Agency staff
- Updated weekly to enable timely reporting and scenario and workforce planning
- Map against case load and optimum team structure requirements
- Reconcile to budget monitoring

# Progress - Recruitment & Retention

## Attract

- Recruitment partner commissioned for social work campaign to start in October
- Recruitment fayre attendance November
- Rolling advert for social workers
- Temp – Perm recruitment discussions by end September

\*\* agency staff are indicating they wish to commit to permanent roles in Croydon



# Progress - Recruitment & Retention

## Retain

- Retention payment of £1500 for key social workers
- Involving staff in recruitment and retention “sprint” workshop to feed in their views
- 12 ASYE opportunities available to Croydon placement students
- Improved induction and buddy support for ASYEs

\*\* social workers are not leaving - a testament to their commitment to children of Croydon

# Work underway

- Pay and benefit review of social workers
- Career pathway review to commence
- Recruitment Micro site with staff videos/testimonials
- Exploration for contract for hire with recruitment agency
- Exit interview process reviewed to launch from October
- Delivery Manager development programme commenced
- Unit Manager development programme commissioned