

# Analysis of Recruitment & Retention

*CYP Scrutiny 18 September 2018*

Agenda Item x

*August 2018*

# Staffing Levels in Assessment & Care Planning 2017 - 2018



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## October 2017

- No transparent establishment control
- No Workforce monitoring
- **Assessment Team** – 5 teams (35 Social Workers)  
47% salaried and 53% agency
- **Care Planning Team** – 8 teams (54 Social Workers)  
62% salaried and 38% agency

## July 2018

- Monthly establishment control & workforce monitoring
- Growth in Social Work teams which has increased vacancy rate and % of agency staff
- **Assessment Team** – larger teams 9 SW per team (45 Social Workers) 29% salaried and 71% agency & unfilled posts
- **Care Planning Team** – 12 teams (72 Social Workers) 54% salaried and 46% agency & unfilled posts



## Starters / Leavers (Social Care Teams)

- 37 Social Worker **starters** since October to July 18; including 5 Team Managers
- 20 Social Worker **leavers** since October to May 18; 25% (5) - management intervention  
65% (13)- resignations  
10% (2) - relocation outside of London (**4 leavers in June**)
- 25 **Locum** Social Workers left between October to May – high percentage stated reason was high caseload
- 15 Locums within Assessment & Care Planning Teams have over 1 year's locum contract service

# 5 Strategy Approach to Permanent Recruitment & Retention – so far

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01

**Recruitment via traditional job board advertising with microsite (and agency perm recruitment)**

Jobs Go Public, Croydon website advertising, google croydonsocialworkjobs

02

**NQSW Recruitment**

ASYE Programme 2018

15 offers made for Oct 2018 cohort

Successful Student placement review, YP's Panel

03

**Agency Conversion Conversations**

Direct targeting by management and holding conversations relating to salary, development and benefits of Croydon. =19 conversions since Oct 17

04

**Key Worker Retention Payment**

£3000 for Social Workers (increased from £1000)

£5000 for Team Managers

- Paid in 6 month instalments

05

**Refer a Friend**

£500 to employee who refers a Social Worker to Childrens

# Key Challenges

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## **Permanent Recruitment**

- Recruitment campaign popular in Corporate Parenting & CWD Service (current vacancy rate in Corporate Parenting 6%)
- Positive job seeking from candidates wanting to join an ASYE programme
- Locums slow in their decision making to convert; biggest challenge the transition from weekly to monthly pay
- Low candidate applications for Assessment & Care Planning Teams
- Permanent recruitment; slower in pace due to notice periods for candidates joining Croydon

## **Locum Recruitment to fill unfilled vacancies**

- Low supply of Locums – CV's recirculated by more than one Agency
- Competitive Locum Rates by other Boroughs deter Social Workers with +5 years to contract to Croydon

## **Retention - Salaried**

- Croydon ASYE's cohort (Frontline year 2015/16, 2016/17) – released from the tie-in
- Difficulties in achieving work life balance (e.g. due to high and complex caseloads)

## **Retention – Agency Locums**

- Competitive Locum Rates within South West – Bromley £38.00 low caseload, Merton, Lewisham, Surrey
- Attraction of lower Caseloads in other LAs
- Challenge in obtaining & gathering exit data

# Next Steps

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## Permanent Recruitment

- Partnership with Community Care – attracting ‘passive’ candidates
  - Upload CV direct to Croydon careers – targeted teams – specific recruitment campaign
  - Employer Zone articles – editorial content – 1<sup>st</sup> Editorial 2<sup>nd</sup> July Adolescent Services, 2<sup>nd</sup> Editorial – September 2018
  - Community Care Live Event London – September 2018
  - Create online Social Media presence
  - Promote Croydon’s benefits package
  - Croydon recruitment event 2019
  - Review ASYE model & support structure to consider an increase in recruitment of NQSWs
  - Continued benchmarking agency and salaried rates and benefits packages to ensure our offer is competitive

## Staff Well-being Strategy

- Acknowledging challenging team and provide initiatives to support staff and promote better well-being
  - Mindfulness sessions, on-line and face to face support
  - Mobile massage/reflexology sessions at BWH/Turnaround Centre
  - Awayday offer for all teams

## Learning & Development and Career Pathways

- Developing clear Learning and development offer and career pathways for salaried staff