

COMMITTEE REF:

R&RSWT&F/09/16



NOTICE OF MEETING

SCRUTINY RECRUITMENT & RETENTION OF SOCIAL WORKERS TASK & FINISH GROUP

Date : WEDNESDAY, 21 SEPTEMBER 2016

Time : 18:00

**Place : COMMITTEE ROOM 3
TOWN HALL, LUTON, LU1 2BQ**

Councillors:	GREEN (CHAIR)	RIVERS
	FRANKS	ROWLANDS
	KEENS	J TAYLOR

Quorum: 3 Members

Contact Officer: MATT HUSSEY (01582 54 6032)

EMERGENCY EVACUATION PROCEDURE

Committee Rooms 1, 2, 4 & Council Chamber:

Turn left, follow the green emergency exit signs to the main town hall entrance and proceed to the assembly point at St George's Square.

Committee Room 3:

Proceed straight ahead through the double doors, follow the green emergency exit signs to the main Town Hall entrance and proceed to the assembly point at St George's Square.

AGENDA

<i>Agenda Item</i>	<i>Subject</i>	<i>Page No.</i>
1.	APOLOGIES FOR ABSENCE	
2.	MINUTES	
	2.1 15th August 2016	5 - 8
3.	DISCLOSURES OF INTEREST	
	Members are reminded that they must disclose both the existence and nature of any disclosable pecuniary interest and any personal interest that they have in any matter to be considered at the meeting unless the interest is a sensitive interest in which event they need not disclose the nature of the interest.	
	A member with a disclosable pecuniary interest must not further participate in any discussion of, vote on, or take any executive steps in relation to the item of business.	
	A member with a personal interest, which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgment of the public interest, must similarly not participate in any discussion of, vote on, or take any executive steps in relation to the item of business.	
	Disclosable pecuniary interests and Personal Interests are defined in the Council's Code of Conduct for Members and Co-opted members.	
4.	URGENT BUSINESS	
	The Chair to report on any business which is considered to be urgent and which should be discussed at the meeting in accordance with Section 100B(4)(b) of the Local Government Act 1972 and to determine when, during the meeting, any such business should be discussed.	
5.	CHAIR'S ANNOUNCEMENTS	
	REPORTS	
6.	RECRUITMENT AND RETENTION ACTIVITY UNDERTAKEN BY THE PEOPLE DIRECTORATE (Report of the Service Director, Adult social care & Service Director, Children and Families Social Work)	9 - 50
7.	SOCIAL WORKERS & OCCUPATIONAL THERAPISTS REASONS FOR LEAVING AND EXIT INTERVIEWS (Report of the Head of HR and Monitoring Officer)	51 - 56

8. **CONSULTATION (ORAL REPORT)**
(Report of the Senior Consultation Officer)

9. **LOCAL GOVERNMENT ACT 1972, PART VA**
To consider whether to pass a resolution under Regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 to exclude the public from the meeting during consideration of the item(s) listed below as it is likely, that if members of the public were present during the transaction of the item(s), exempt information within the meaning of the Paragraph(s) of Part 1 of Schedule 12A to the Local Government Act 1972 indicated next to the item, would be disclosed to them.

**MINUTES OF THE SCRUTINY TASK & FINISH GROUP:
RECRUITMENT & RETENTION OF SOCIAL WORKERS**

MONDAY 15TH AUGUST 2015 AT 6.00 PM

PRESENT: Councillors; Franks, Green, Rivers and J. Taylor.

SUPPORT OFFICERS / ADVISORS:

- Matt Hussey – Democracy and Scrutiny Officer – LBC
- Maud O'Leary – Service Director, Adult Social Care
- Lee-Anne Farach – Service Director, Specialist Family Support
- Jackie Groom – Interim Project Manager, LEX Team
- Sheila Martin – HR Business Manager

PUBLIC/ INTEREST GROUPS REPRESENTATIVES:

None this time

		ACTION
1.	ELECTION OF CHAIR (REF: 1)	
	Resolved: That Councillor Green be elected chair of the Recruitment & Retention of Social Workers Scrutiny Task & Finish Group for the duration of the review.	
2.	APOLOGIES FOR ABSENCE (REF: 2)	
	Apologies for absence from the meeting were received on behalf of Councillors Keens and Rowland, and Sally Rowe (Director of People), and Angela Claridge (Service Director, HR and Monitoring Officer).	
3.	RECRUITMENT & RETENTION OF SOCIAL WORKERS - SCOPE (REF: 6)	
	<p>The Democracy and Scrutiny Officer informed the Task and Finish Group the scope was approved by the Overview and Scrutiny Board on 13th January 2016.</p> <p>Members were informed that the focus of the review would be to investigate issues around the recruitment and retention of Social Workers for Adults and Children, which was also a key challenge to Local Authorities nationally.</p> <p>Members agreed to the following objectives:</p>	

	<ul style="list-style-type: none"> • The review initiatives already in place and recommend further initiatives that could be put in place to recruit and retain Social Workers and occupational therapists. • Lobbying the Government to ensure that all Social Workers for Children (this does not apply to Social Workers for Adults) receive accreditation from the Local Authority that employs them in order to reduce the use of Agency Staff • To recommend initiatives to reduce the spend on contingent labour • To agree actions that will promote Luton as a number one employer of choice • To provide detailed analysis of the local and national picture relating to the recruitment & retention of social workers • To understand the drivers of (effective) recruitment and retention, and to produce SWOT analysis (Strengths, weaknesses, opportunities, threats) of our local position • To review initiatives already in place and assess their efficiency • To recommend future initiatives to improve the recruitment and retention of social workers, and thereby reduce spend on contingent labour <p>The above be explored through: process mapping, desktop research, interviews; and face to face work with victims.</p> <p>Resolved: That the scope for the review attached as Appendix A to the Report (Ref: 6) be agreed.</p>	
4.	PUBLIC ENGAGEMENT/PRESS RELEASE: (REF: 7)	
	<p>The Democracy and Scrutiny Officer tabled the proposed consultation by the Senior Consultation Officer as outlined below: informed the Task and Finish Group on the advice received from the consultation officer that any consultation of vulnerable people would require ethical clearance before going ahead. This would mean a business case on the following:</p> <ul style="list-style-type: none"> • Aim of the consultation – to capture views on the recruitment and retention of social workers in Luton and how this impacts on the service and service users. This is a national issue however we need to build a local evidence base. • Key stakeholders identified – LBC social workers, student social workers, service providers LBC departments, local partner agencies/organisations, charities etc. and general residents of Luton Borough Council. • Undertake meaningful consultation with social workers to understand workloads/pressures, training , development and progression opportunities, what they value most about working for LBC, would encourage you to remain in current post/reasons to leave and suggestion for maximising recruitment and retention of social workers. • Undertake meaningful consultation with service providers, evidence from Exit Interviews, agency social workers, professional associations and Trade Unions to capture impacts that changes to social worker staff has 	

	<p>on them and service provision, suggestions for maximising recruitment and retention of social workers.</p> <ul style="list-style-type: none"> • Methodology – survey (both online and paper) with the possibility of following up with focus groups to explore in depth any emerging themes arising from the survey feedback. • Social workers will be targeted via LBC internal communications and relevant services will support dissemination, service users will be targeted via service provider databases held by LBC. • The resident consultation will be promoted via press release, Lutonline advert, LBC consultation portal. <p>Resolved: That Democracy and Scrutiny Officer in consultation with the Chair draft a press release.</p>	
4.	WORK PROGRAMME AND DATES OF FUTURE MEETINGS (REF: 7)	
	<p>Resolved: i) That the Service Director, Adult Social Care and the Service Director, Specialist Family Support give a written report at the next meeting on the overview of Recruitment & Retention of Social Workers in Luton and include the following:</p> <ul style="list-style-type: none"> • Outcomes of Guidant Survey; • Market Supplement (Baseline Data); • Key Issues That need addressing <p>(ii) That the HR Business Manager submit a written report in regards to evidence gathers at Exit Interviews of Social Workers</p> <p>(ii) That the next meeting of the Task and Finish Group be held at 6pm on Wednesday 21st September 2016.</p> <p>(iii) That the following future meeting dates were agreed:</p> <ul style="list-style-type: none"> • 21st September 2016 • October 2016 TBA • 22nd November 2016 • 21st December 2016 • 16th January 2017 • 28th February 2017 	<p>MO'D/L AF</p> <p>SM</p> <p>Chair</p>
	(NOTE: The meeting ended at 6.50pm)	

SCRUTINY: CHILDREN'S SERVICES REVIEW GROUP

AGENDA ITEM 6

DATE OF MEETING: 21ST SEPTEMBER 2016

REPORT OF: MAUD O'LEARY, SERVICE DIRECTOR ADULTS SOCIAL CARE AND
LEE-ANNE FARACH, SERVICE DIRECTOR CHILDREN AND FAMILIES SOCIAL
WORK

REPORT AUTHOR: MICHELLE GWYTHYR
547230

Tel: 01582

SUBJECT: RECRUITMENT AND RETENTION ACTIVITY UNDERTAKEN BY THE
PEOPLE DIRECTORATE

PURPOSE

1. To provide an update to the Task and Finish Group as to what is the current focus for the People Directorate in terms of the recruitment and retention of staff.
2. To provide detail of activity that has already been undertaken and is scheduled to be undertaken to address the known issues.
3. To provide an update as to findings on locum surveys undertaken by the Council and Guidant and some activities underway to address the outcomes.

RECOMMENDATIONS

4. **That:**
 - i) **Elected members are asked to note the current issues in recruiting qualified social work staff and occupational therapists across children's and adults social, as well as the specific recruitment and retention activity undertaken and planned.**
 - ii) **Elected members are encouraged to make further suggestions as to activity which hasn't yet been fully considered by the services**

BACKGROUND

5. See section 4 for background

REPORT

Hard to recruit to roles

6. The recruitment and retention of high quality, experienced social care qualified staff across both children's and adults social care teams remains a key challenge for Luton Borough Council.
7. There are similar roles across children's and adults social care which have consistently proved challenging to recruit to. These include experienced social workers and senior social workers (senior practitioners or advanced practitioners) and service managers. A shortage of Occupation Therapists is also affecting both of the social care teams and the hospital too.
8. In children's social care the roles of Independent Reviewing Officers and Child Protection Chairs have proved difficult to recruit to and there were often no applications in response to rolling adverts. Luton up until recently had not made a permanent appointment to this role for three years.
9. For adult's social care, the role of Best Interest Assessors is also problematic to recruit to and as a result the LA has had to outsource some of this work to an outside organisation to meet statutory demand. But the ongoing recruitment challenges have led to a backlog of deprivation of liberty (DoL) authorisations. Experienced safeguarding social workers are also an area where there are many agency staff covering vacancies.
10. The LA does not have an issue in recruiting Newly Qualified Social Worker to work in either adults or children's social care. However, social care services cannot be staffed solely by Newly Qualified Social Workers (NQSW) as their caseloads need to be protected in their first year of employment and guidance requires them to hold significantly smaller caseloads and not hold complex cases initially. A balance of experienced and less experienced staff across both social care services is required to appropriately manage risks to both staff and service users.

The focus for Luton

11. The current focus for Luton is how it can recruit and retain experienced, permanent staff. Luton is not alone in finding it hard to recruit such staff, but it is also currently not the number one employer of choice in the Eastern region as it is seen to be a demanding local authority to work in due to the social, economic, health and housing challenges. Social care qualified staff currently working and living in London are

unlikely to be aware of Luton as a viable alternative to working in London and this needs to be an area of focus going forward.

12. Therefore Luton does need to work on making itself more attractive to social work staff in both the Eastern region and London so that it is seen place where people want to come to work, the challenges are turned into positives and staff stay for more than 4-5 years (the average length of time spent working in Luton), because they see the potential of a variety of career pathways open to them.

Current statistics

13. These have been collected separately for Children and Adults Social Care which will be shared with the task and finish group, but as of the 30th July 2016, the percentage of agency qualified social work staff, managers and occupational therapy staff was 34.4% in children's social care and 50% in adults social care.
14. The latter figure has recently increased for Adults Social Care and is reflected in the fact that 3 out of 5 service managers are agency to cover a vacancy or long term sick leave, and a recently successful recruitment drive to recruit permanent team managers resulted in several internal appointments but now leaves a number of advanced practitioner roles vacant.
15. **Possible cost benefit realisation for the LA recruiting a permanent member of staff compared to agency staff for one year**

	Grade	Salary, NI, market supplement and car allowance	Total
Children's Senior Practitioner	M2	£42482	£42482
Agency Senior Practitioner (based on capped rates) <i>assumes £32 per hour, 37 hours per week, 46 week</i>	£32 p/hr	£54,464	£54,464
Potential reduction in spend per post			£11,982

	Grade	Salary, NI, market supplement and car allowance	Total
Adults Advanced Practitioner	M2	£39,018	£50,974
Agency Senior Practitioner (based on capped rates) <i>assumes £32 per hour, 37 hours per week, 46 week</i>	£32 p/hr	£54,464	£54,464
Potential reduction in spend per post			£15,446

Surveys undertaken with permanent and agency staff

Locum staff survey

16. Guidant completed a locum survey in November 2015 and received 31 respondents (the breakdown between children's and adult social care professionals was not known). Responses to specific questions included:
- 80% felt valued by the LA and 90% felt valued by their team manager
 - 1 person felt that they were not valued by either their team manager or the LA (a children's social care professional).
 - 93% of respondents had been qualified for more than 3 years with 2% qualified for 1-3 years and so were relatively inexperienced social workers. This is a trend that is growing in the locum market.
 - In terms of an induction, 11 didn't receive any form of an induction. Therefore we need to ensure that there is a proper and consistent induction for all staff whether agency or permanent.
17. As part of the survey, respondents were asked their reason for being a locum, what they felt were the disadvantages of being a locum and what could persuade them to accept a permanent role.
18. **Reasons for being a locum – frequent responses**
- More money; Financial
 - Independent and choice; Freedom of work placements to work where you want to work and move between jobs
 - Broaden my experience in various local authorities; Variety
 - Changes after more than 10 / 12 / 20 years in long term employment
19. **Individual responses to reasons for being a locum**
- Overworked as an employee and expected to do more and more
 - Didn't want to commit to a permanent role
 - Because Local Authorities prefer to employ people with a year to three years' experience, leaving people like me, who had just qualified out in the cold.
 - More efficient in getting a job (permanent recruitment takes months)
 - Focus on practice and doing the job, rather than the politics of the organisation.
20. **Disadvantages of being a locum – all of the below were frequent responses**
- No holiday pay; No paid leave
 - No sickness pay
 - No pension
 - Unpredictability; There is no stability, job security or employment rights
 - Being away from home; Travelling
 - Don't get same training opportunities that permanent staff get
 - 1 week notice period
 - Getting to know a new staff group and managers; Not feeling a 'belonging' to the team; Not fitting in and have to leave
 - Weekly salary
21. **What could make you permanent? – Frequent responses**

- Salary; Good payment package; Salary match which is close to agency rates; Better pay incentive; Golden Hello
- Being able to re-activate a dormant/frozen pension
- Re-location package

22. Individual responses

- Better and less expensive parking
- Clarity of role, not becoming a generic worker, realistically being able to achieve workload to expected standard within paid hours,
- Being closer to home
- Flexible working hours
- Remote working
- A position which is stimulating and interests me.
- A part time position (25-30 hrs a week)
- Promotion
- A learning and innovative authority that strives for best practice and development, diverse communities reflective in senior management and strategy, a supportive team with varied expertise, focus on practice and achieving outcomes for clients rather than focus on targets or processing information.

Permanent staff survey

23. Luton Borough Council conducted a survey of permanent staff in early 2016 to ascertain their views of working for the Council. 55 individuals responded, 41 from adult's social care and 17 from children's social care which was a relatively low response.
24. A transcript of the joint responses is provided in appendix one as well as the specific service responses for information. The survey asked workers to respond to questions from 1 to 5, with 1 being very satisfied and 5 being unsatisfied.
25. In terms of the joint children's and adults social care responses, only 1 question had an average response of above 3 and this was 'Changes within the organisation are communicated timely and on the whole positive'. The response was an average of 3.10 (so deemed satisfactory) but this does show that there is some work to be done to ensure that information is communicated through a variety of channels in a timely way.
26. The best average score was 'How satisfied are you with the mentoring and support of your peers' – an average of 2.18. This shows that there is a collaborative environment in Luton which needs to be fostered and encouraged.
27. A pleasing question to see good responses to was the question 'How likely are you to recommend LBC as a place to work' – the average score was 2.38.
28. When the same questions are analysed separately for Adults and Children's social care, Children's social care professionals had more questions (6) with an average

score of over 3 compared to adults social care responses (two questions). However, it has to be noted that none of the average scores were over 3.28 (so were satisfactory rather than unsatisfied), there were more than double the number of adult respondents, and children's professionals had earlier that year gone through an Ofsted inspection which would have had a negative effects on their replies.

29. When asked to write what could be done to improve levels of satisfaction, there were consistent themes from Children's social care professions which included:
 - The need for better communication about changes,
 - Managers to be consistent in how they operate,
 - Value
 - Listen to staff when they have concerns or worries.
30. Responses from Adult social care professionals were more varied but there were similar themes in relation to better communication required with staff, giving more notice about changes (also communication related) and valuing staff. Plus a number of Adult's social care staff noted that inductions needed to be improved.
31. Some individual responses included:
 - More positive integration and understanding of other team's roles
 - Seek solutions from staff rather than consultants
 - Offer clear pathways for progression including unqualified staff to become qualified but now always the Open University route
32. These themes of communication and valuing staff resonate with a small survey completed in December 2014 to January 2015 as the start of the invest to save project detailed in section 8.1 below. A quarter of all responses stated that they wanted better communication and to feel valued.

What we have done so far

Invest to save project

33. In July 2014, an 'invest to save' bid was approved by members for £100,000 to fund a recruitment and retention project for children's social care. This was approved subject to extending it out to adult's social care. After several attempts to find a suitable individual to lead this piece of work, an external consultant was recruited to lead this project and in late 2014 a project structure was set up with governance, 4 workstreams and a detailed project plan to run through 2015. The 4 workstreams were marketing, reward and retention, innovative recruitment and workforce planning. (Project plan attached as appendix two.
34. We are unable to report on the full impact of this piece of work in terms of number of social workers recruited and retained during the period of this project and afterwards. However, the work by this project manager provided the solid foundations for the next phase of the project and a number of the workstreams delivered on the activities included in the work programme. Examples included a considerable amount of time

and effort in getting the recruitment microsite up and running with a significant amount of content, and as a result of feedback in the Jan 2015 staff survey, the project manager initiated getting small, lightweight laptops for Children's social workers so that they could work in a more agile way. These were delivered to staff in late 2015.

Streamlined recruitment and retention project

35. In July 2015, once the £100,000 had been used, it was agreed to bring the project 'in-house' and the Business Improvement Team based within what was then known as HCL took over the project management. The programme manager streamlined the workstreams and detailed project plan into a series of workstreams (Project plan attached as appendix three).
36. Sally Rowe (at the time solely Corporate Director for Children's Services) took over the chair of the Recruitment and Retention Board to give it additional scrutiny and this was held monthly between September 2015 and February 2016. After a brief hiatus in March and April, the Board re-convened in May 2016.

Activity between July 2014 and August 2016 and future planned activity

Attraction

37. Development of a social care recruitment microsite with www.jobsgopublic.co.uk in late 2014 to address a digital marketing gap when compared to neighbouring LAs. Went live in early 2015 for 3 months and it is known that nearly 20,000 visits were made between 18th March to 1st June 2015 and applications were made via the site. www.Jobsgopublic.co.uk ceased to host the site after the initial 3 month funding and content has been migrated where possible to the Council website but the offer of the web presence is not as good as it should be.
38. Google Ad Words campaign started from October 2105 at the cost of £200 per month which drives people towards Luton's website and when initially measured increased the number of people looking at social care campaigns with 8 subsequent applications. Further analysis work is required.
39. Attendance at conferences and exhibition spaces to advertise Luton. This has included exhibition space at Community Care Live twice (2014 and 2015), as well as service managers and directors being invited to speak on a variety of subjects e.g. radicalisation at Community Care Live Birmingham in May 2016. The People Directorate is attending Community Care Live, London on 27th and 28th September. The result for Luton has been more of a PR exercise than recruitment. An initial flurry of applications after Community Care Live 2015 didn't result in any shortlisted applicants being appointed, so this is now approached as an important PR exercise for Luton with any immediate recruitment classed as an added bonus.
40. Planned for October 2016 is joint recruitment activity at the University of Bedfordshire with East London Foundation Trust (ELFT) and Cambridgeshire Community Services (CCS) to have a care provider approach to recruitment of staff.

41. Come Back to Social Work - Luton is just signing up to this where 30 social workers who have left the profession in the last two to five years can take part free of charge in a 13-week Come Back to Social Work refresher programme preparing them to re-register with the Health and Care Professionals Council (HCPC) as social workers and apply for jobs, as well as being entered into a job pool which councils can access.
42. International recruitment has been explored as an option but there are issues (as with teaching) where qualifications and skills are not fully comparable with the qualifications available in the UK. However, this is an option that has and is being explored where specific language skills and experience could be matched by overseas trained social workers who are currently residing in the UK.

Pay and Reward

43. Annual reviews undertaken of social care posts with market supplements to benchmark against neighbouring LAs as it is common to pay a market supplement or equivalent to qualified adults and children's social workers and managers.
43. Market supplements have been recently introduced for Independent Reviewing Officers (£5,500 which can be attributed to two recent permanent appointments), Team Managers Adult Social Care (£2,500 which has assisted with recent appointments to these posts) plus an increase in social worker and advanced practitioners for adult social care (increased by £1,500 to £2,500 and by £500 to £2000 respectively).
44. A comprehensive benchmarking exercise on pay and benefits for social workers was completed in 2014 and there continues to be regular benchmarking activity by HR against immediate neighbouring local authorities with a view to widening this out to London authorities to assist with attraction activities. See appendix four for information.
45. Memorandum of Understanding (MOUs) for agency (locum) pay rates introduced in July 2014 jointly sponsored by Trevor Holden. In September 2014 12 LAs including Luton signed a Memorandum of Co-operation which set out a number of aspirational protocols and introduced capping the rate of pay and targets to reduce agency spend for children's social workers. A similar agreement has been signed for Adult Social Care, identified as phase 2, but this is currently not being actively monitored. It has proved difficult for LAs to keep to the agreed capped level and deliver Children's Services and at times Luton has deviated from this rate, though these are primarily historical appointments or related to delivering on recommendations from the Ofsted action plan. Two LAs have recently stated that they need to temporarily move away from the capped rates as they cannot safely deliver services whilst doing so (Peterborough and Beds Borough) and this remains a challenge for all LAs. Further information about the regional and London MOUs can be found below.

http://www.local.gov.uk/web/guest/social-workers/-/journal_content/56/10180/7484964/ARTICLE

Retention

46. Focus on consistent exit interviews (separate report coming to the task and finish group)

47. Focus on keeping caseloads below 20 for children's social care (currently 20.6 as of 30th July 2016) as high caseloads can be a reason for leaving. Caseload information is currently being collated and analysed for adult social care as caseloads are allocated differently.
48. There are currently discussions about joining together the Occupational Therapy services between children and adults social care and the hospital to maximise current resources and to see if that has a positive role to play in keeping existing staff and attracting others.
49. Staff surveys – Both Luton and Guidant locum surveys have been undertaken. The outcomes of the most recent ones undertaken by both are discussed in section 7.
50. Development of team spirit and continually boost moral (especially whilst waiting for the Ofsted call) with the Corporate and Service Directors encouraging activities that foster a sense of camaraderie, e.g. the best Christmas decorations by a Neighbourhood Team in December 2015, regular bake offs in adults social care and the development of a Children and Learning Vision and set of values in June 2015 (with the vision poster designed by a member of staff).
51. Staff focus groups have been held to get staff views on specific subjects including the vision and values statement, communication and proposed changes.
52. Sally Rowe and Service Directors conduct several 'On the Floor' or Take 30' sessions which encourage face to face senior management interaction and briefing staff of changes, plans and relevant issues.
53. Investment Strategy – The service has contributed towards the investment strategy which looks at alternatives to salaries to reward staff e.g. key worker housing schemes. The directorate is investigating options that may be possible and is working with colleagues across the Council to identify those that it wishes to recommend to be taken forward.

Growing our own

54. **Step Up to Social Work Partnership** is a partnership of Hertfordshire, Luton and Bedford Borough to recruit and retain high calibre graduate trainees into Children's social work. Fully funded by the Department for Education (DfE), Luton's 4th cohort of 7 trainees will complete their post-graduate social work diploma through the University of Bedfordshire (UoB) by March 2017. The partnership's aim is to recruit these trainees into available social work vacancies either within their 'host' local authority or within the wider partnership by April 2017. Luton has recently committed to 5 new trainees for cohort 5, due to start in February 2018. This programme is only available for Children's social workers.
55. **Trainee in Employment Route (TIER)**. The BSc. (Hons) professional social work practice: trainee in employment route (TIER) is a new undergraduate programme developed by the University of Bedford in conjunction with employer partners. The

programme will be based at the University's Milton Keynes campus and offers an accelerated work-based learning opportunity over a 24 month period for experienced social care workers currently employed by participating local authorities. The first cohort will commence in February 2017, followed by biennial recruitment to the course. Tuition fees are £16,800 for the 24 month programme. Candidates must meet minimum academic requirements, and be supported by their employer with mentoring support, opportunities for work-based learning and the final practice placement. LBC is considering to what extent we will be able to support applicants for this route in the first cohort.

56. **Social Work Post-qualifying Modules** – Luton is committed to the continuing professional development of qualified social workers through access to post-qualifying (PQ) modules appropriate to their specialist pathway and/or job role and is open to all permanent social workers with at least two years' post-qualifying experience. Many of our current team managers and service managers are completing modules which help to keep professional practice current, and contribute to career progression opportunities.
57. **Mentors for Newly Qualified Social Workers.** Children's social care have recruited a specific mentor for Newly Qualified Social Workers to help them in their first year of practice after graduating. This included specific coaching, support and advice, group supervision and is an important retention tool which keeps around 80% of NQSW's in Luton after their first year in employment. Adults Social Care have failed to recruit to a similar post and are now reviewing their support option. Workshops and support groups are arranged to support new qualified worker.
58. **Progression** – Progression schemes have been in place for social workers but specific pathways have been identified for social work staff to move from L7 to M1 (lower to higher social worker) and from M1 to M2 (social worker to senior practitioner) in children's social care. Further pathways not automatically heading towards team management have been and continue to be identified so that there is identified and clear progression routes for both unqualified staff and qualified social work staff across the People directorate
59. There has been and continues to be considerable activity to attract staff to apply for roles, activities to reward those working in social care roles and assist with their retention. However there is more that needs to be done to position Luton as the LA of choice for qualified social work staff who live in the Eastern region and London. A new project manager has been identified to progress the work and develop a new project plan, with some project officer support. They will take up the project management at the end of September 2016.

APPENDICES

Appendix 1 – Joint permanent staff survey and responses split between Children's Social Workers and Adults Social Workers (accompanying papers)

Appendix 2 – The work plan and work streams from the original recruitment and retention 'Invest to Save' Project (accompanying papers)

Appendix 3 – The most recent recruitment and retention work plan (accompanying papers)

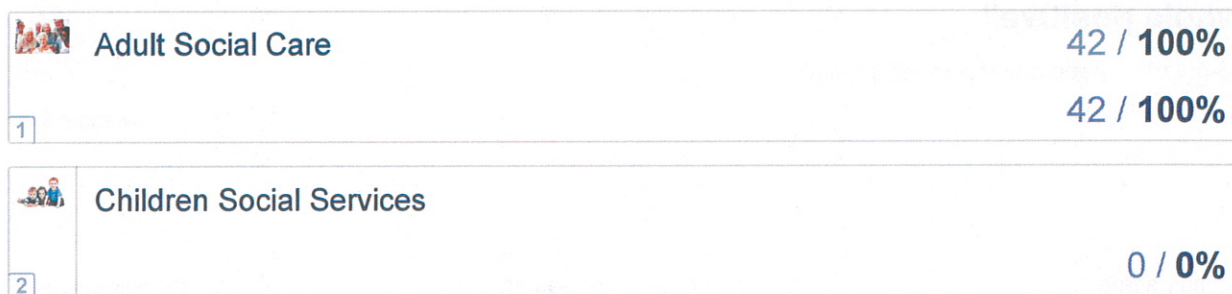
Appendix 4 – Market supplement information

LIST OF BACKGROUND PAPERS

LOCAL GOVERNMENT ACT 1972, SECTION 100D

Do you work for Adult Social Care or Children Services?

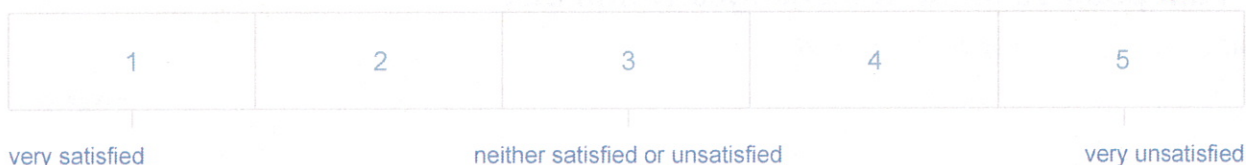
42 out of 43 people answered this question



How satisfied are you with your job role?

40 out of 43 people answered this question

Average: 2.60

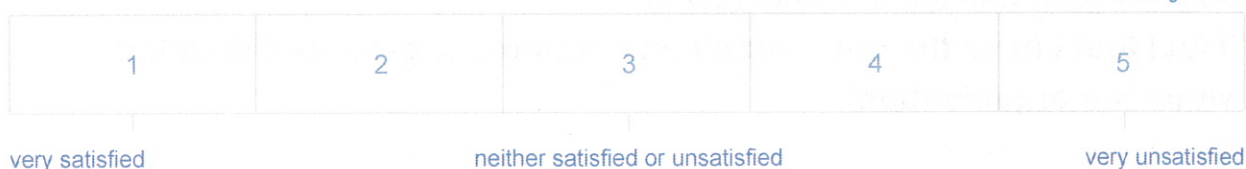


► Show detail

How would you compare your level of satisfaction from 1 year ago?

41 out of 43 people answered this question

Average: 2.44



► Show detail

Do you agree with the statement below?

"LBC responds to important staff issues well"

43 out of 43 people answered this question

Average: 3.00



strongly agree

neither agree or disagree

strongly disagree

► Show detail

Do you agree with the statement below?

"Changes within the organisation are communicated timely and on the whole positive"

43 out of 43 people answered this question

Average: 3.02



strongly agree

neither agree or disagree

strongly disagree

► Show detail

Do you agree with the statement below?

"I am positive about the changes within LBC"

43 out of 43 people answered this question

Average: 2.60



strongly agree

neither agree or disagree

strongly disagree

► Show detail

Do you agree with the statement below?

"I feel that I have the opportunity and support to grow and develop within the organisation"

41 out of 43 people answered this question

Average: 2.68



strongly agree

neither agree or disagree

strongly disagree

[► Show detail](#)

Do you agree with the statement below?

"I am empowered to take decisions and use initiative"

43 out of 43 people answered this question

Average: 2.53



strongly agree

neither agree or disagree

strongly disagree

[► Show detail](#)

How supported do you feel when having to take a difficult decisions?

43 out of 43 people answered this question

Average: 2.42



very supported

neither supported or unsupported

very unsupported

[► Show detail](#)

How satisfied are you with the efforts of your manager(s) to recognise your strengths and areas of improvement?

43 out of 43 people answered this question

Average: 2.23



very satisfied

neither satisfied or unsatisfied

very unsatisfied

[► Show detail](#)

How satisfied are you with positive recognition from your manager(s)?

43 out of 43 people answered this question

Average: 2.19



very satisfied

neither satisfied or unsatisfied

very unsatisfied

[► Show detail](#)

How satisfied are you with the support from your manager(s) in your areas of improvement?

43 out of 43 people answered this question

Average: 2.33



very satisfied

neither satisfied or unsatisfied

very unsatisfied

[► Show detail](#)

How satisfied are you with mentoring and support of your peers?

42 out of 43 people answered this question

Average: 2.26



very satisfied

neither satisfied or unsatisfied

very unsatisfied

[► Show detail](#)

How satisfied are you with your own sense of accomplishment?

41 out of 43 people answered this question

Average: 2.22



very satisfied

neither satisfied or unsatisfied

very unsatisfied

[► Show detail](#)

How satisfied are you with the training you receive for your current role?

41 out of 43 people answered this question

Average: 2.46



very satisfied

neither satisfied or unsatisfied

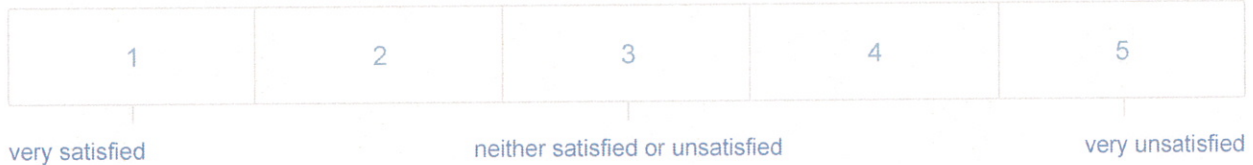
very unsatisfied

[► Show detail](#)

How satisfied are you with learning & growth opportunities you have in your current role?

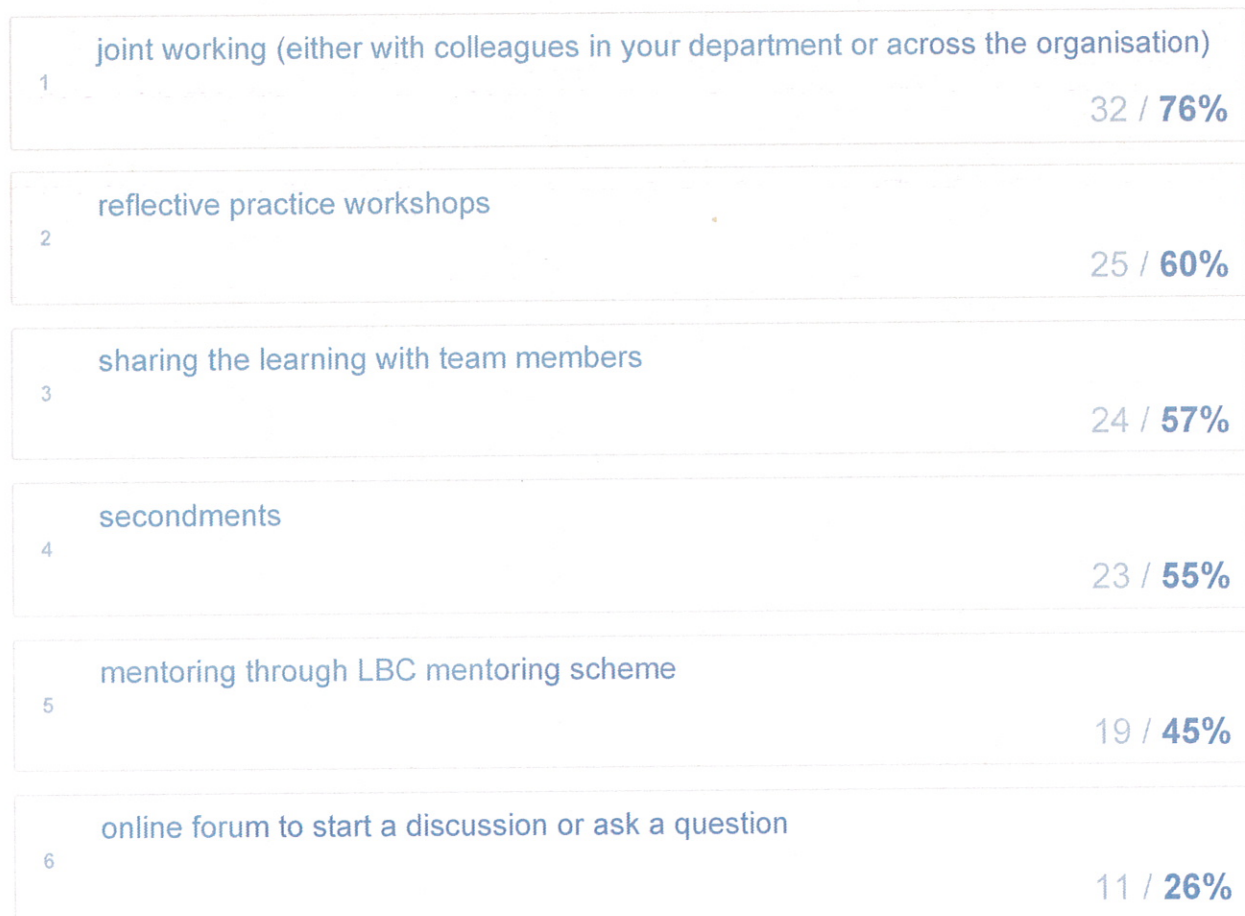
43 out of 43 people answered this question

Average: 2.60

[► Show detail](#)

Which of the following training and development opportunities should Luton focus on in the future?

42 out of 43 people answered this question



How likely are you to recommend LBC as a place to work?

42 out of 43 people answered this question



Average: 2.40

1	2	3	4	5
very likely		I don't know		very unlikely

► Show detail

Do you work for Adult Social Care or Children Services?

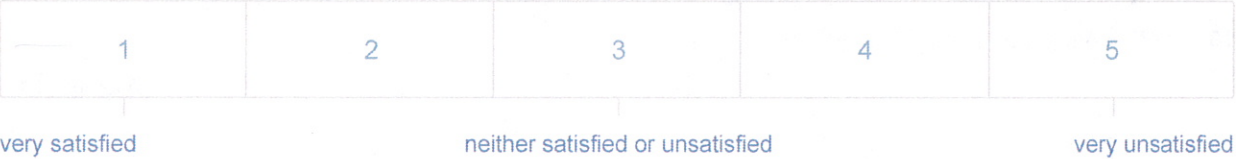
18 out of 18 people answered this question

	Children Social Services	18 / 100%
1		18 / 100%
	Adult Social Care	0 / 0%
2		

How satisfied are you with your job role?

18 out of 18 people answered this question

Average: 2.78

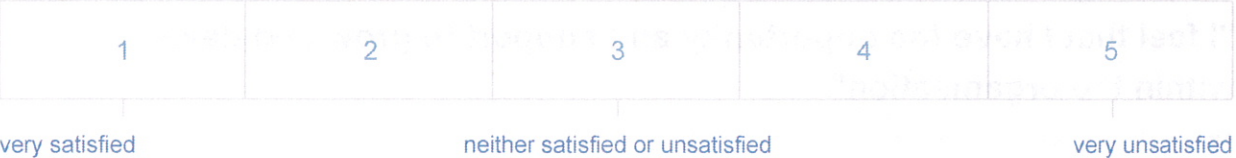


► Show detail

How would you compare your level of satisfaction from 1 year ago?

17 out of 18 people answered this question

Average: 2.53



► Show detail

"LBC responds to important staff issues well"

Average: 3.22



"Changes within the organisation are communicated timely and on the whole positive"

Average: 3.24



"I am positive about the changes within LBC"

Average: 3.17



"I feel that I have the opportunity and support to grow and develop within the organisation"

Average: 3.11



strongly disagree

very satisfied

neither satisfied or unsatisfied

very unsatisfied

[► Show detail](#)

How satisfied are you with the support from your manager(s) in your areas of improvement?

18 out of 18 people answered this question

Average: 2.78



very satisfied

neither satisfied or unsatisfied

very unsatisfied

[► Show detail](#)

How satisfied are you with mentoring and support of your peers?

18 out of 18 people answered this question

Average: 2.00



very satisfied

neither satisfied or unsatisfied

very unsatisfied

[► Show detail](#)

How satisfied are you with your own sense of accomplishment?

18 out of 18 people answered this question

Average: 2.28



very satisfied

neither satisfied or unsatisfied

very unsatisfied

[► Show detail](#)

How satisfied are you with the training you receive for your current role?

18 out of 18 people answered this question

Average: 3.28



very satisfied

neither satisfied or unsatisfied

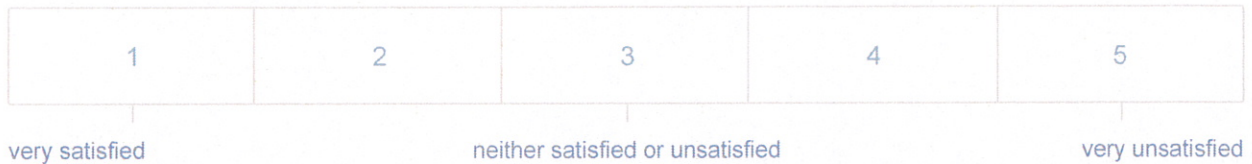
very unsatisfied

[► Show detail](#)

How satisfied are you with learning & growth opportunities you have in your current role?

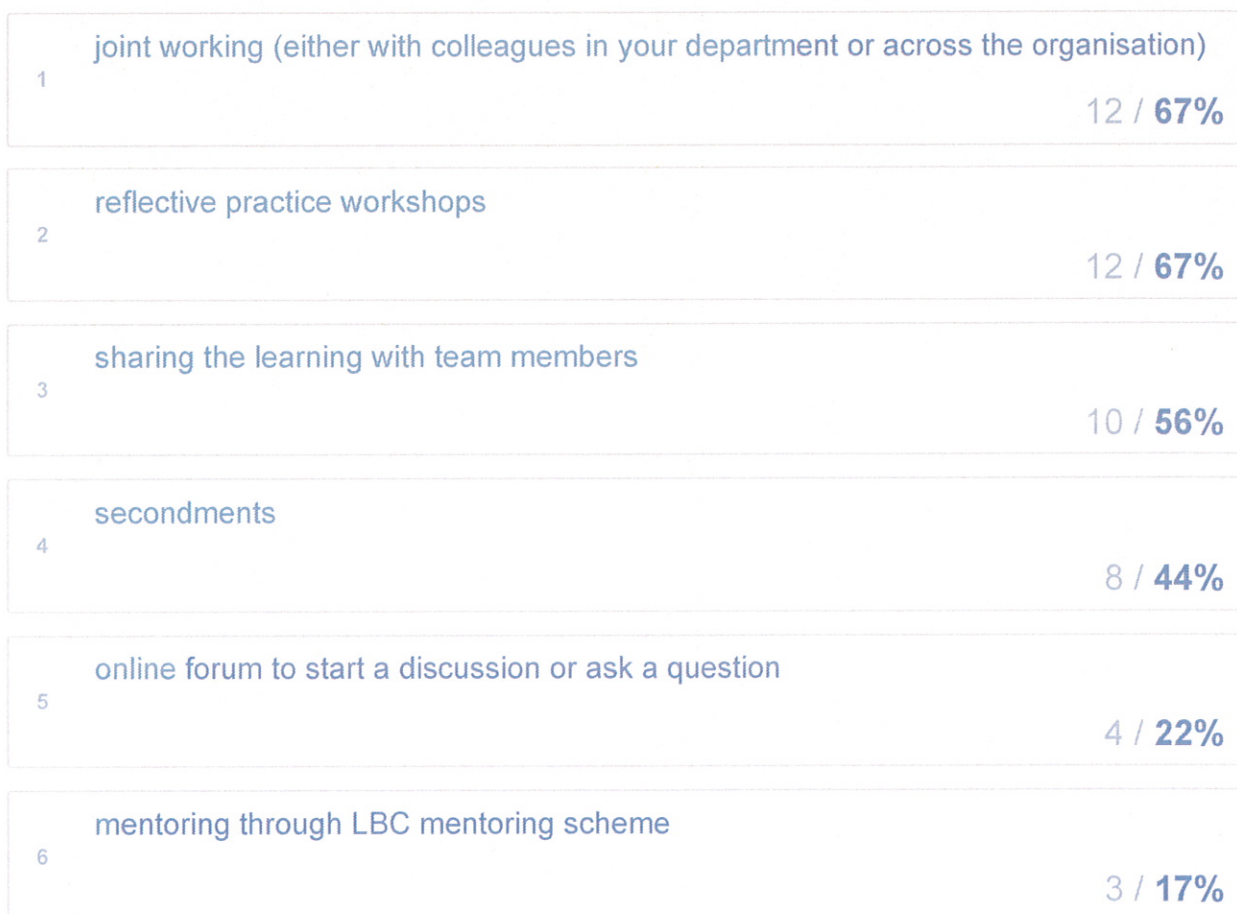
18 out of 18 people answered this question

Average: 3.28

[► Show detail](#)

Which of the following training and development opportunities should Luton focus on in the future?

18 out of 18 people answered this question



How likely are you to recommend LBC as a place to work?

18 out of 18 people answered this question

Average: 2.33

1	2	3	4	5
very likely		I don't know		very unlikely

► Show detail

Do you work for Adult Social Care or Children Services?

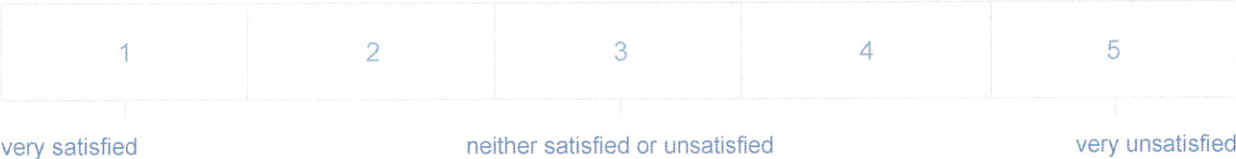
58 out of 61 people answered this question



How satisfied are you with your job role?

59 out of 61 people answered this question

Average: 2.63

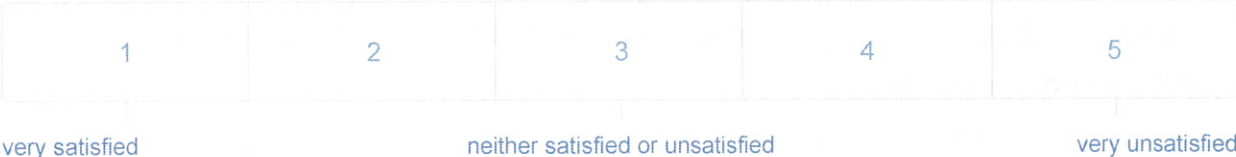


► Show detail

How would you compare your level of satisfaction from 1 year ago?

58 out of 61 people answered this question

Average: 2.48



► Show detail

Do you agree with the statement below?

"LBC responds to important staff issues well"

61 out of 61 people answered this question

Average: 3.05



strongly agree

neither agree or disagree

strongly disagree

► Show detail

Do you agree with the statement below?

"Changes within the organisation are communicated timely and on the whole positive"

60 out of 61 people answered this question

Average: 3.10



strongly agree

neither agree or disagree

strongly disagree

► Show detail

Do you agree with the statement below?

"I am positive about the changes within LBC"

61 out of 61 people answered this question

Average: 2.77



strongly agree

neither agree or disagree

strongly disagree

► Show detail

Do you agree with the statement below?

"I feel that I have the opportunity and support to grow and develop within the organisation"

60 out of 61 people answered this question

Average: 2.78



strongly agree

neither agree or disagree

strongly disagree

[► Show detail](#)

Do you agree with the statement below?

"I am empowered to take decisions and use initiative"

61 out of 61 people answered this question

Average: 2.57



strongly agree

neither agree or disagree

strongly disagree

[► Show detail](#)

How supported do you feel when having to take a difficult decisions?

60 out of 61 people answered this question

Average: 2.48



very supported

neither supported or unsupported

very unsupported

[► Show detail](#)

How satisfied are you with the efforts of your manager(s) to recognise your strengths and areas of improvement?

61 out of 61 people answered this question

Average: 2.38



very satisfied

neither satisfied or unsatisfied

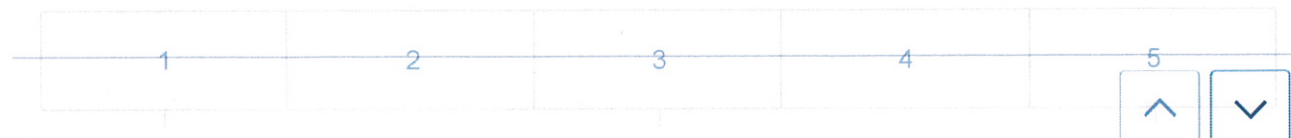
very unsatisfied

[► Show detail](#)

How satisfied are you with positive recognition from your manager(s)?

61 out of 61 people answered this question

Average: 2.38



very satisfied

neither satisfied or unsatisfied

very unsatisfied

[► Show detail](#)

How satisfied are you with the support from your manager(s) in your areas of improvement?

61 out of 61 people answered this question

Average: 2.46



very satisfied

neither satisfied or unsatisfied

very unsatisfied

[► Show detail](#)

How satisfied are you with mentoring and support of your peers?

60 out of 61 people answered this question

Average: 2.18



very satisfied

neither satisfied or unsatisfied

very unsatisfied

[► Show detail](#)

How satisfied are you with your own sense of accomplishment?

59 out of 61 people answered this question

Average: 2.24



very satisfied

neither satisfied or unsatisfied

very unsatisfied

[► Show detail](#)

How satisfied are you with the training you receive for your current role?

59 out of 61 people answered this question

Average: 2.71



very satisfied

neither satisfied or unsatisfied

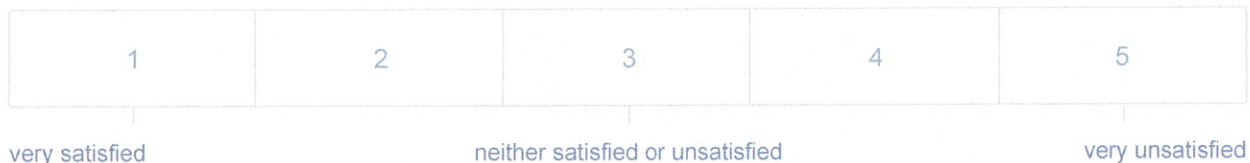
very unsatisfied

[► Show detail](#)

How satisfied are you with learning & growth opportunities you have in your current role?

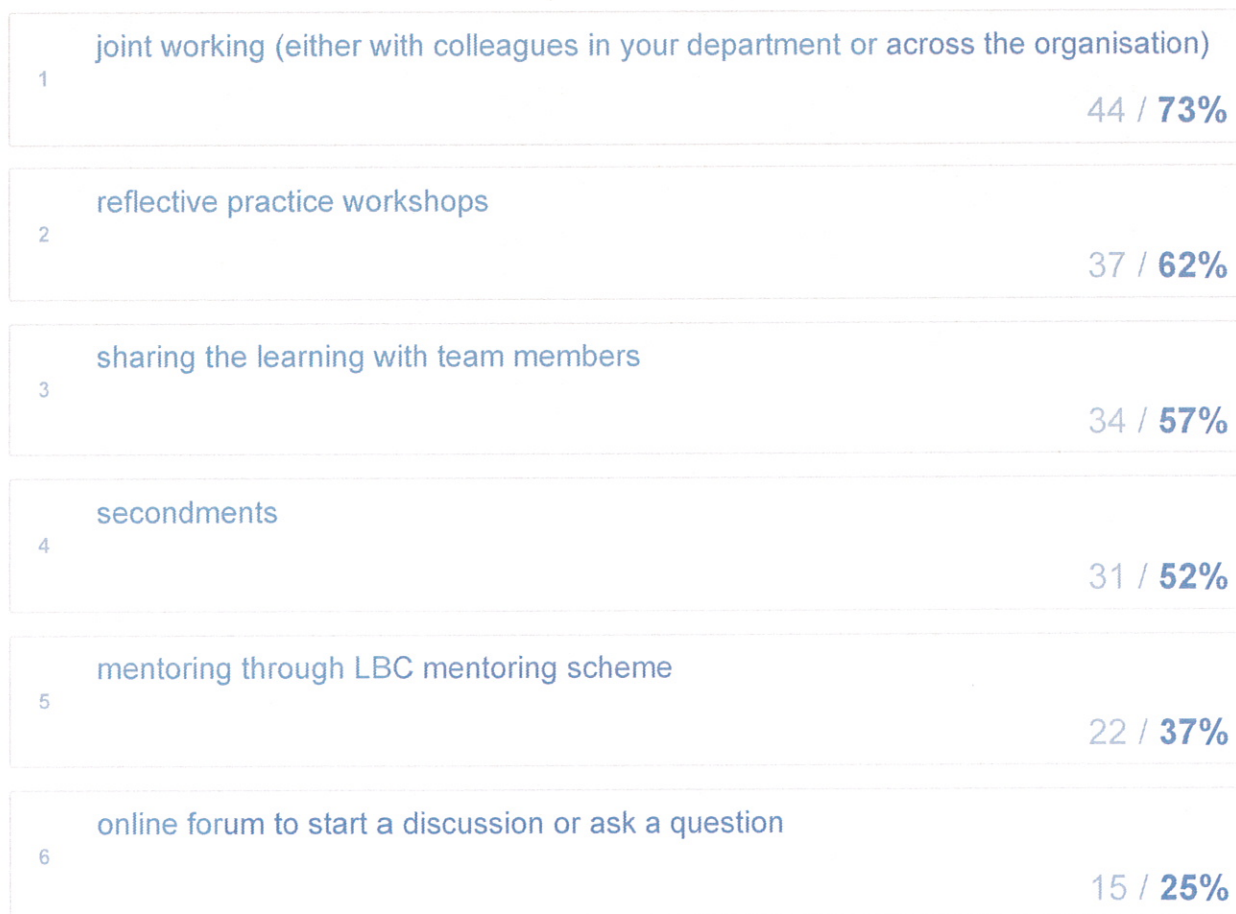
61 out of 61 people answered this question

Average: 2.80

[► Show detail](#)

Which of the following training and development opportunities should Luton focus on in the future?

60 out of 61 people answered this question



How likely are you to recommend LBC as a place to work?

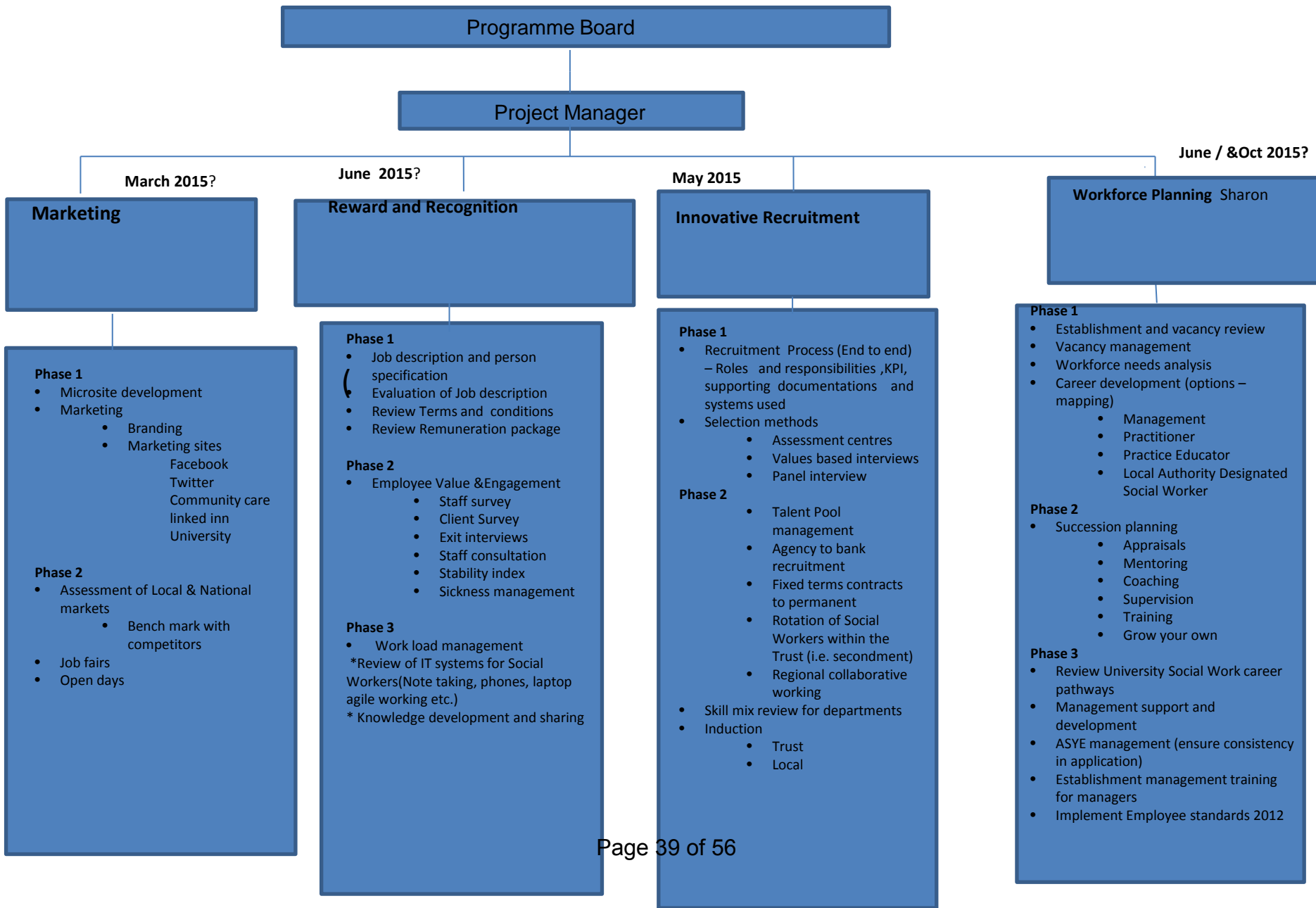
60 out of 61 people answered this question

Average: 2.38

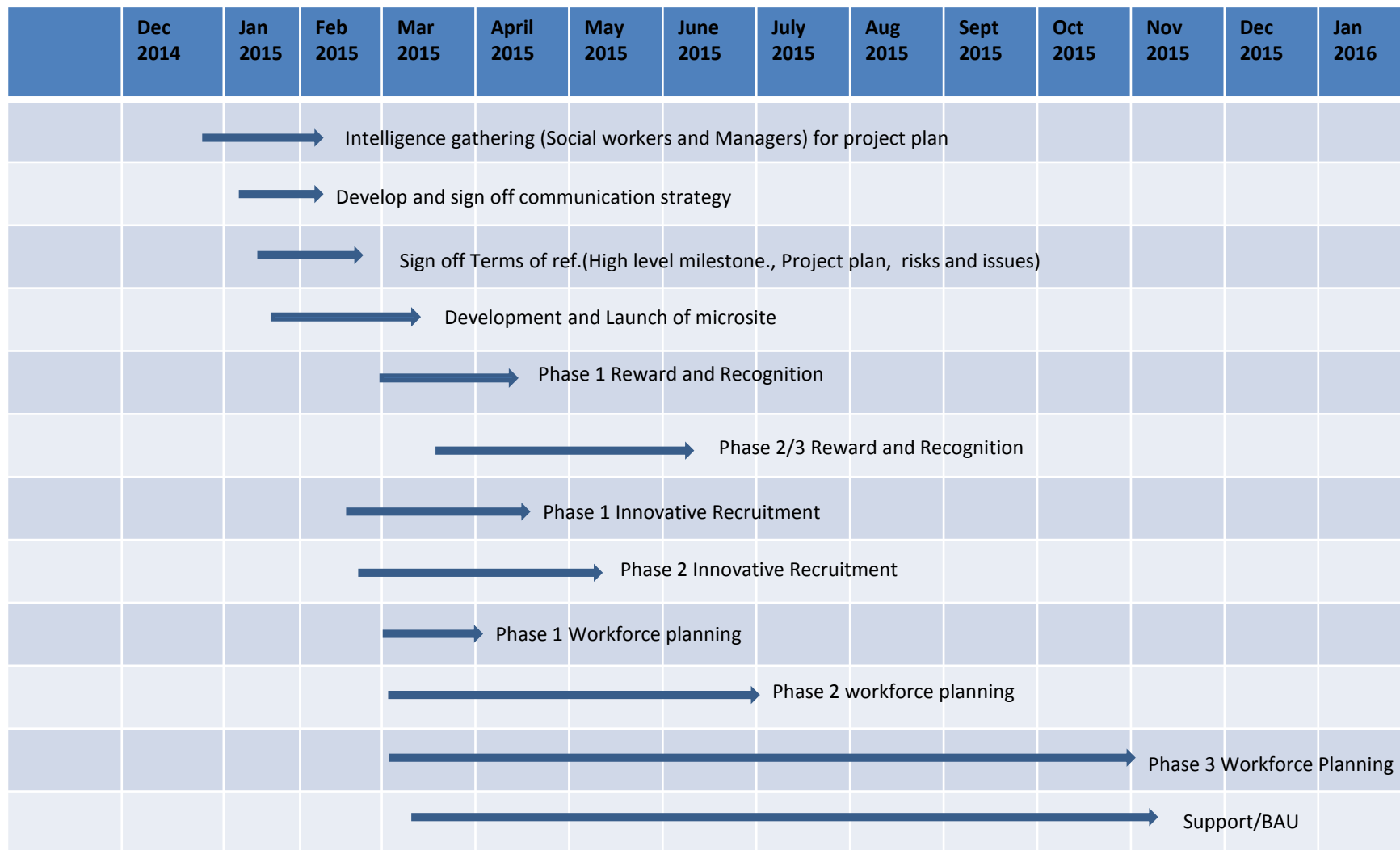
1	2	3	4	5
very likely		I don't know		very unlikely

► Show detail

Recruitment and Retention Social Workers Strategy Project Structure



High Level Milestone - Recruitment and Retention Social Workers Strategy Project



Please note: These are key milestones supported by detailed project plan – Appendix 3

Recruitment and Retention of Social Workers - Project Plan

Luton Borough Council

		Implementation Task/Activity	Who	RAG	26-Oct	02-Nov	09-Nov	16-Nov	23-Nov	30-Nov
#										
1		Recruitment								
	1.1.1	Scope digital marketing options to drive activity to the site	IH/CK							
	1.1.2	Embed performance criteria to measure the effectiveness and efficiency of the pages	CK							
	1.1.3	Plan 'Community Care' event to include what success looks like	IH/MG							
	1.1.4	Support Adults & Children depts to prepare for the event	KS							
	1.1.5	Report on the outcome of the event to board	IH/MG							
	1.1.6	Confirm staffing baseline - match establishment vacancies to existing locum data	IH							
	1.1.7	Plan reduction of locums and cost benefit	IH							
	1.1.8	Review departments management of the recruitment processes to improve effectiveness	KS/Depts/ HD							
	1.1.9	Report on the time candidates are at each stage of the recruitment process by Manager & Dept	HD							
	1.2.0	Guidant direct recruitment - Sanctuary/SW2000/ permanent recruitment	HD/Guidant							
	1.2.1	Scope opportunities for outsourcing some care management functions	IH/ Depts							
	1.2.2	Feedback on outsourcing	BIT							
	1.2.3	Review and monitor effectiveness of adults rota	KS							
2		Market research								
	2.1.1	Review surveys gathered to gain insight into 1/ reasons for leaving 2/ where the individual moved to 3/	KS							
	2.1.2	Profile Guidant worker	KS/ Guidant							
	2.1.3	Compare Guidant profile to existing permanent staff profile	KS/Depts							
	2.1.4	Temperature check staffs current perception of the job	KS/HD							
	2.1.5	Report findings to the board	IH							
3		Local/regional/national trends								
	3.1.1	Assessment of local and national trends	Guidant							
	3.1.2	Monitor recruitment initiatives via regional groups and ADASS work	HR/Lesley McNeil							
	3.1.3	Review memorandum of cooperation with neighbouring authorities	HR							
	3.1.4	Report findings to board	A/W							
4		Review Benefits								
	4.1.1	Review "value contract" and merit of introducing in Luton	KS/Depts/HR							
	4.1.2	Gather examples of similar contracts to compare	KS							
	4.1.3	Consult with staff on the principle of a values contract and how this could be used with purpose	KS/Depts/HR							
	4.1.4	Report findings to board	IH							
	4.1.5	Draft and implement if appropriate	KS/Depts/HR							
	4.1.6	Review how we advertise and promote the 'total reward' package - pension,holiday, training etc	KS/Depts							
	4.1.7	Redesign marketing material as appropriate and including how we sell the 'Luton' brand.	BIT & SM							
	4.1.8	Scope financial levers - rent deposit,handcuffs etc	HR/SK							
5		Retention of Social Workers	KS							
	5.1.1	Review induction process and industry best practice examples	KS/HD							
	5.1.3	Review agile working practice and the impact for social workers	CL & ASC							
	5.1.4	Review caseload management, scope to consider number,complexity and standards	KS/Depts							
	5.1.5	Compare caseloads between differents departments and staff	KS							
	5.1.6	Compare and monitor retention between teams and departments and share best practice	KS/HD							
	5.1.7	Gather and share local and national good practice	HD							
	5.1.8	Report findings to the board	IH							
6		Grow your own talent								
	6.1.1	Communicate the vision of Luton as a place of choice through local employment events	HOS							
	6.1.2	Review the availability and range of courses available for non qualified social workers and qualified social workers to develop their skills and learning	LM							

	6.1.3	Extend LBC Management and Leadership programme to the social Care workforce whilst incorporating the Professional Capabilities Framework managed by British Association of Social Workers (BASW)	KS/LM							
	6.1.5	Evaluate the potential for reintroducing the TIER programme (post programme retention rates were 75-	KS/LM							
	6.1.6	Exploring funding potential within the DoE plans for teaching partnerships	LM/BIT							
	6.1.7	Review existing succession planning arrangements within the departments	IH/Depts							
	6.1.9	Report to the board	IH							

Outcome will be RAG rated individually for process and impact as follows;	
Red	Tasks have not been completed to timescales, have slipped and need attention. Impact of outcomes has not been met or cannot yet be measured.
Amber	Tasks are not on track but plans are in place to ensure progress by identifiable timescale. The impact of outcomes can start to be measured but are yet to be demonstrable.
Green	Tasks are progressing as expected and are deemed to be on target. Impact of outcomes can be demonstrably measured.
Blue	Completed
Grey	Not yet started as the action is not scheduled to begin in this period.
Violet	BAU

APPENDIX 4

JOB TITLE	GRADE	MARKET SUPPLEMENT	COMPARED TO 15/16
Occupational Therapist (Adult social care)	L7	£2,000	same
Occupational Therapist (Adult social care)	M1	£2,000	same
Senior Practitioner Occupational Therapy (Adult social care)	M2	£2,000	same
Social Worker (Adult social care)	M1	£2,500	Increased by £1,500
Advanced Practitioner (Adult social care)	M2	£2,000	Increased by £500
Team Manager (Adult social care)	M4	£2,500	New
Independent Reviewing Officer (Children's social care)	M4	£5,500	New
Occupational Therapist / Senior Occupational Therapist Practitioner (Children's social care)	M1/M2	£2,000	same
ASYE Social Worker	L7	£2,500	same
Social Worker (Children's social care)	L7	£4,500	same
Social Worker (Children's social care)	M1	£5,500	same
Senior Practitioner (Children's social care)	M2	£5,500	same
Deputy Team Manager (Children's social care)	M3	£5,000	same
Team Manager (Children's social care)	M5	£5,000	same
Youth Justice Officers	L7/M1/M2	£3,000	same

SCRUTINY: CHILDREN'S SERVICES REVIEW GROUP	AGENDA ITEM 7
<p>DATE OF MEETING: 21 September 2016</p> <p>REPORT OF: Head of HR and Monitoring Officer</p> <p>REPORT AUTHOR: Sheila Martin Tel: 6330</p> <p>SUBJECT: SOCIAL WORKERS & OCCUPATIONAL THERAPISTS REASONS FOR LEAVING AND EXIT INTERVIEWS</p>	

PURPOSE

1. To inform the Task and Finish Group of the reasons for leaving provided by Social Workers and Occupational Therapists and the outcome of the exit interview process in the last twelve months.

RECOMMENDATIONS

2. To improve the collection and utilisation of data from the social care workforce who choose to leave the council to inform retention measures by:
3. Putting a process in place in the social care divisions in the People Department to increase the number of exit interview forms that are completed and sent to HR Services for recording and analysis.
3. Monitoring the data bi-annually to identify trends and report to the People Corporate Director.
4. In the medium term to develop an independent on-line, paperless process to increase efficiency and quality of data.
5. Analyse in more depth the reasons why a number of Childrens' Social Workers left within the first two years of service.

BACKGROUND

6. Employees are encouraged to complete the exit interview form with their manager before they leave. They also have the alternative of having an exit interview with an HR Advisor or to complete the form independently and email it to HR Services.
7. Whether an exit interview takes place or not, the manager must still establish a reason for leaving when discussing leaving arrangements so that a reason for leaving code is entered on the leavers form.
8. Information on reason for leaving in this report is from two sources, the limited analysis using the reason for leaving code from the i-Trent system and from an analysis of the data contained within the exit interview forms. Please note that employees complete these forms in confidence and are advised that the information will only be used for monitoring purposes.
9. The leaver data received is not currently monitored and reviewed by HR Services although if a manager identifies an issue from an exit interview it is generally raised with senior management within the department. It is not known if more exit interview forms are completed than are sent to HR Services.

REPORT

Adult Social care

10. There are fifty two qualified Social Worker posts and twelve qualified Occupational Therapists posts up to Team Manager level in the establishment.
11. Eight Social Workers and one Occupational Therapist have left in the last twelve months which is 14% of the establishment.
12. Five were Social Workers, two Advanced Practitioners, one Specialist Practitioner and one Team Manager.
13. All had more than three years' service with LBC.

Length of service of leavers	Numbers of leavers
Between 3 and 6 years	5
Between 10 and 11 years	1
Between 18 and 20 years	3
Total	9

14. The reasons for leaving recorded on i-Trent are:

Reasons for leaving	Number of leavers
Retired	2
To become self-employed	2
Better pay and conditions	2
Dissatisfied with LBC	2
Career – better opportunity	1
Total	9

15. HR Services has received 3 exit interview forms from this group of leavers.

16. Two long serving Team Managers will be leaving at the end of the month...Both have stated an intention to become self-employed. Leaving interviews have been offered to understand what has made them reach this decision.

Children's Services

17. There are 110 qualified Social Worker posts and 2 qualified Occupational Therapists posts up to Team Manager level in the establishment. This excludes Independent Reviewing Officers.

18. Twenty six qualified Social Workers up to the level of Team Manager have left in the last year. This includes eighteen Social Workers, five Senior Practitioners, two Deputy Team Managers and one Team Manager. This is 23.5% of the establishment.

Length of service of leavers	Numbers of leavers
Less than 1 year	8
Between 1 and 2 years	4
Between 2 and 5 years	8
Between 5 and 10 years	2
More than 10 years	4
Total	26

19. The reasons for leaving recorded on I Trent are:

Reasons for leaving	Number of leavers
Retired	1
To become self-employed	2
Better pay and conditions	2
Dissatisfied with LBC	4
Career – better opportunity	5
Childcare/family/carers	3
Moving location	3
Travel abroad /emigrating	1
Too far to travel	1

To undertake full time study	1
Giving up work	1
Dismissal	2
Total	26

Top 3 reasons = Career – better opportunity
Dissatisfied with LBC
Childcare/family/carer and moving location

Reasons for leaving for those with less than 2 years' service	Number of leavers
To become self-employed	2
Better pay and conditions	1
Dissatisfied with LBC	4
Career – better opportunity	1
Childcare/family/carer	2
Moving location	1
Too far to travel	1
Total	12

Top 2 reasons = Dissatisfied with LBC
Childcare/family/carer and to become self employed

20. Ten of these leavers were Social Workers so in less experienced qualified social worker posts.
21. HR Services has received 10 exit interview forms from this group of 27 leavers.

Exit Interview forms analysis

22. HR Services has received 13 exit interview forms or 37% from the 35 leavers in the last year from Social Workers or Occupational Therapists, one from Adult Occupational Therapy, two from Adult Social Work and ten from Children's Social Work. This is a too small sample to be able to determine trends but nevertheless provides the following information.
23. Six out of thirteen indicated that they had secured employment with other employers.

New employer	Number of leavers	Reasons given
Herts CC	2	Better career prospects (promotion) Better career prospects/remuneration
Central Beds	1	Better career prospects/better training

		& development/reduced commuting/better remuneration/career change
Milton Keynes	1	Promotion & closer to home
South Essex college	1	Different role & closer to home
Richmond and Kingston	1	Lives in London & headhunted

24. Eleven of thirteen stated they would consider returning to LBC
25. The exit interview form asks leavers to rate sixteen aspects of their employment between excellent, good, average and poor. Some examples include appraisal/supervision, management, work load, training and development, teamwork and communication
26. All ratings were excellent, good or average with the majority falling within the excellent or good rating. Three leavers rated the following as poor:
- Jobsecurity, training and development, workload, relationship with manager, teamwork
 - LBC management, workload, feedback on performance
 - Departmental management
27. It is not possible to determine any trends on the basis of this sample. There is no evidence that employees are leaving to join London Boroughs and limited evidence of leaving to become self-employed. Those that moved to neighbouring authorities generally did so for a number of reasons. Demand for social workers is such that employees can leave and find employment closer to home to lessen the commute and help with family commitments. A number of employees are leaving for reasons other than taking up a social worker post in another authority within commuter distance of LBC.

PROPOSAL/OPTION

28. The People Department senior management team to promote to line managers the requirement for exit interviews forms for all Social Workers and Occupational Therapists who are leaving to be completed and the form to be sent to HR Services for recording and analysis.
29. Employees reluctant to provide feedback to their manager to be offered an independent manager or a member of HR to conduct the interview or be directed to complete the form independently and email it to HR Services.
30. Bi-annual analyse of data to be presented to the People Corporate Director to help identify areas that need addressing to improve retention.

31. In the medium term the capture of exit interview data to be incorporated into the paperless HR project.
32. To explore in more depth why 46% of leavers in children's social services have left within the first two years of employment with LBC.

APPENDIX

None

LIST OF BACKGROUND PAPERS

LOCAL GOVERNMENT ACT 1972, SECTION 100D