

**SCRUTINY: CHILDREN'S SERVICES
REVIEW GROUP****AGENDA ITEM
7**

DATE OF MEETING: 21 September 2016

REPORT OF: Head of HR and Monitoring Officer

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**SUBJECT: SOCIAL WORKERS & OCCUPATIONAL THERAPISTS REASONS FOR
LEAVING AND EXIT INTERVIEWS**

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/carers 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/carers	2
Moving location	1
Too far to travel	1
Total	12

Top 2 reasons = Dissatisfied with LBC
Childcare/family/carers 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