

Recruitment and Retention Plymouth



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Realising the Potential of the workforce



- The greatest strength of the children's social care system lies in its workforce.
- Many of the people working in children's social care told the review that they are constrained by the way the system operates, and not supported by it.
- Social workers have told the review that rather than spending time with children and families they spend most of their working day on administration.
- For the review's recommendations to be implemented and for these to have an impact on children and families, change is needed across the children's social care workforce.

Plymouth's position

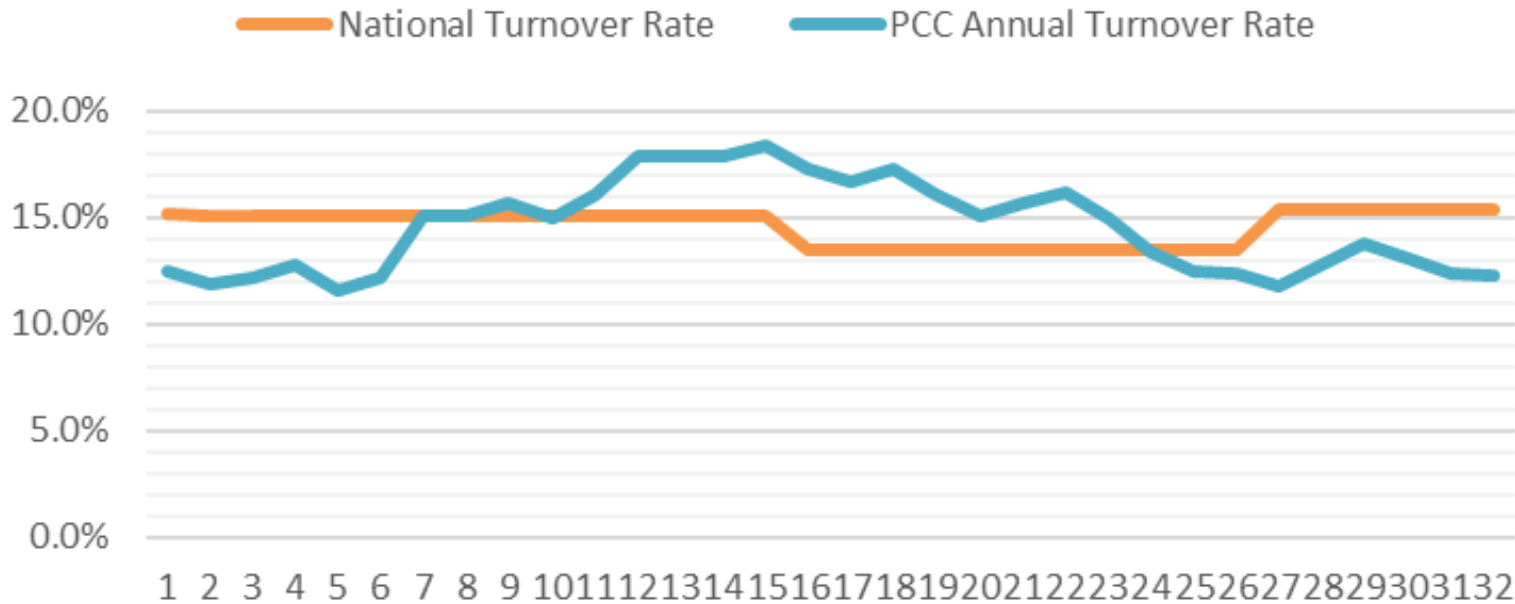


- We have 202 established posts with a requirement to hold a social work qualification.
- 43 of these posts are vacant (over half of these are covered via agency staffing).
- 14 of these vacant posts have been newly created since December 2021.
- 21% vacancy rate, national average is 16.7%
- It should be noted that the national average, reported on March 2022 is a reflection of workforce returns submitted September 30th 2021.
- 7 newly qualified social workers and 12 overseas social workers will be joining us during Q3 to fill vacancies.

Turnover – all regulated posts



3.1 Turnover Jan 2020 - July 2022



Curve unaffected by August 2022 figures (12.19% compared with 12.39% in July)

Plymouth Recruitment and Retention local review findings



1. Impact of the Covid-19 pandemic
 - Emergence of new digital ways of working
 - Reduction in personal connection
2. Shortage of social workers
3. Availability of interim staff
4. Occupational burnout
5. Bureaucratic frustrations
6. Culture

A new Strategy - Building a happy, thriving, stable permanent workforce



- At times of heightened stress, vulnerability or risk, children and their families need to receive skilful, dependable and effective responses from Children's Services. Relationship-based and child-focused approaches are central.
- Our strategy recognises that these approaches and the good outcomes for children that they underpin, can only be delivered if staff have the necessary time, resources and skills. Those who work for and with children and families, do so motivated by the chance to change lives. We must harness that motivation and ensure that careers in Children's services in Plymouth are not only 'do-able', but attractive, sustainable and rewarding.

The overarching priority



- The culture of an organisation is what makes it unique. It permeates everything a service does and shapes the lives of employees, children and families. Culture - makes the biggest difference to whether or not social workers thrive, recommend and remain.
- Our overarching priority will be to build a culture where both individually and collectively we recognise the influence we have in creating a kind and accountable organisation driven both by values and performance.

5 Key priorities



- Priority 1 Create the right climate and conditions for a thriving workforce (IRCSC3)
- Priority 2 Realise an inclusive culture (IRCSC3)
- Priority 3 Create an enhanced career pathway and development offer that remains attractive to staff as their careers and lives develop (IRCSC1 and 4, 5, 6)
- Priority 4 Establish a competitive and intentional approach to recruitment and retention (IRCSC2)
- Priority 5 Ensure sustained focus, investment and accountability

Key activities in progress



- The action plan sets out key areas where our focus, reform and investment will have the biggest impact on improving recruitment and retention, both immediately and long-term.
- Front-loading within the first six months in order create the foundations for the next three years.
- Relevant business cases to support delivery of new key roles
Autumn 2022
- Overseas recruitment – successful bid process and contract award in progress to deliver 12 social workers by end of October with option for a second round.
- Staff forums to support key initiatives within the plan and wider service development, maximising opportunities for staff contribution and innovation will begin in Autumn 2022.