

APPENDIX A



# Children's Social Worker Recruitment

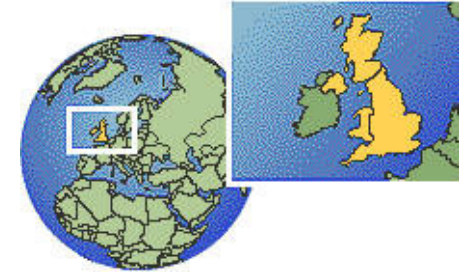
Gerard Jones Assistant Director Children's  
Services - May 2014

# Social Workers

THE COLLEGE OF  
**SOCIAL WORK**

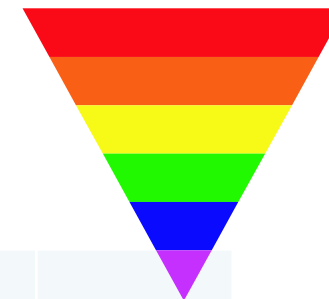
- Since 2005 Social Workers must have Degree/Masters & be registered with Health & Care Professionals Council (HCPC)
- Social Worker is a 'Protected Title'
- Specialisms working with Adults or Children
- Children's sub specialisms:
  - Child Protection
  - Looked After Children
  - Fostering
  - Adoption
  - Children with Disabilities

# The National Picture for Social Work Recruitment



- There is a national skills shortage for Social Workers
- There is increasing demand for Social Workers in all sectors but particularly LA Children's Services
- We need 'qualified and experienced' Social Workers to meet our statutory responsibilities to children in need in CBC.
- Many LA's are struggling to recruit Social Workers

# A Mixed Picture of Vacancies



	Assessment Teams	Family Support Teams	Children in Care 0-12 Teams	Disabled Children Teams	Fostering Teams	Adoption Teams
Establishment	20	33	27	11	11	6
Agency	13	18	17	3	1	0
Employed	7	15	10	8	10	6
Vacancy rate	65%	55%	63%	27%	10%	0

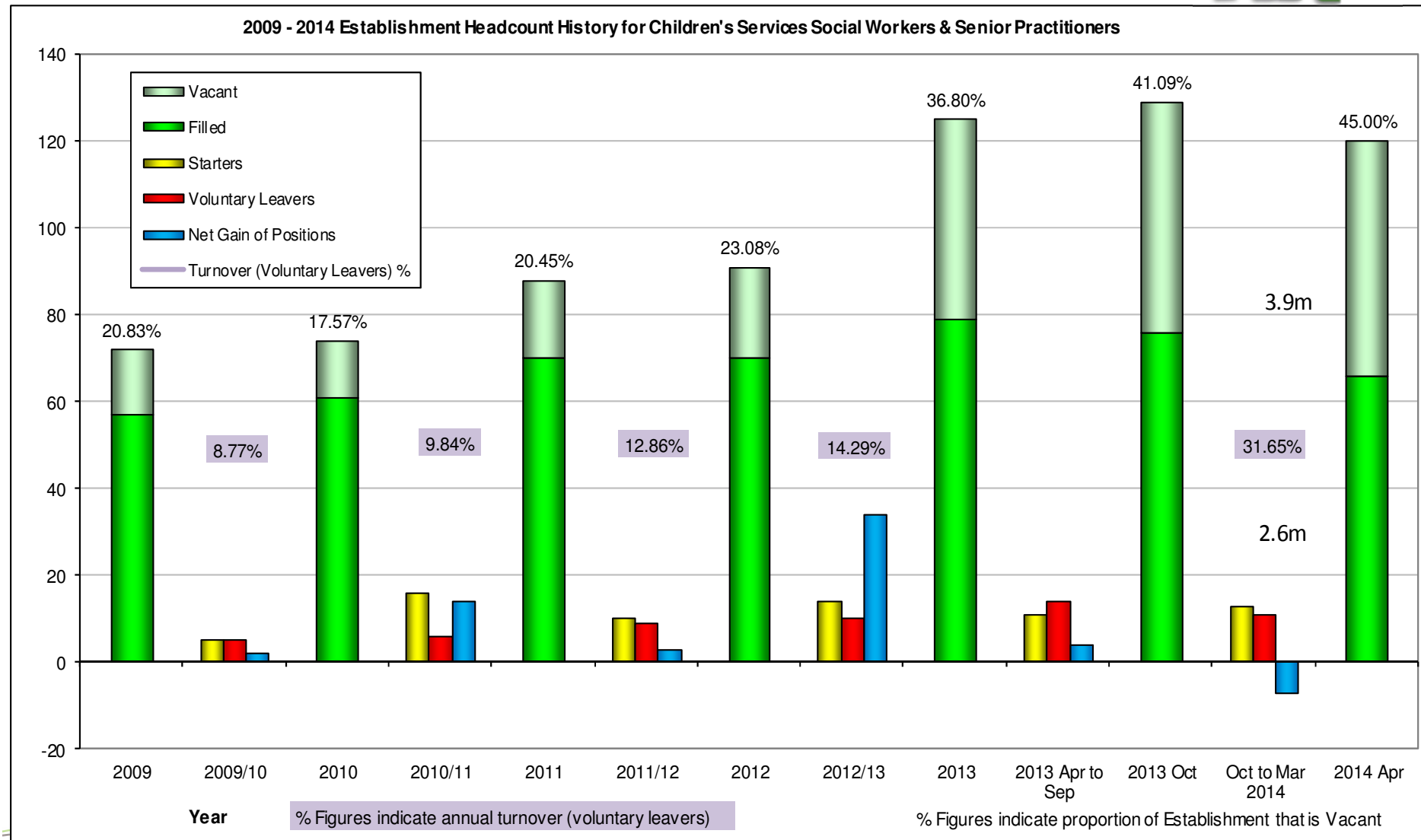
- Different pressures
- Will be similar differences in all Councils

# Attractions of Agency Employment for Social Workers

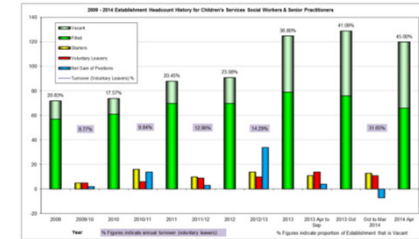


- Earn £57-69K vs employees £34-38K
- Cost us £70-83K vs employee £45-50K
- Advantages for Social Workers;
  - freedom of movement
  - earn more for the same work
  - choice of long term or short term contracts
  - opportunity to broaden experience
  - Pay differential compensates for lack of pension & sick pay

# Our Progress



# Background



- A low base and poor performance from the legacy authority Beds.CC
- Increased statutory responsibilities – care leavers, children in care, safeguarding children.
- Public concern about high profile cases such as Baby P.
- The Munro Review of Children's Social Work
- Rising public expectations about service standards
- A new demanding OFSTED framework and a name and shame approach

# Context & Impact in CBC

- Significant increase in the Social Work establishment since 2012 to ensure safe caseload levels.
- Rising demand for Social Workers nationally is heating up an already difficult recruitment market.
- Some of our neighbours have encountered performance difficulties leading them to launch competitive recruitment campaigns.
- A focus on performance in 2013 led to a period of increased staff turnover.



# What We Are Trying To Achieve



- Increase the % of experienced Social Workers to manage complex cases.
- Promote more professional practice opportunities for Social Workers.
- Reduced our vacancy rate
- Improve the stability of our Social Care Workforce
- Provide safe caseloads and good standards of practice
- We need to improve our position because of the impact of too many temporary staff upon the most vulnerable children and families.
- It is a performance issue for the Council with Central Govnt.

# Recruitment Sources



- **Experienced People**
  - ✓ Other Councils – local, national
  - ✓ Other partners e.g. Children and Family Court Advisory & Support Services (CAFCASS)
  - ✓ From Agencies – conversion.
- **Inexperienced People - ASYE year (Assessed & Supported Year in Employment)**
  - ✓ Direct from Universities
  - ✓ Step Up to Social Work Programme
  - ✓ Grow our own
  - ✗ **Overseas**

# Current Campaign



- *'Love Your Job Again'* [Microsite](#)
- Concept – Authentic messages about what it's like to work here
- Continuous advertising
- Monthly pre-scheduled recruitment panels
- Two national recruitment awards
- Equal 11<sup>th</sup> most successful campaign
- Dedicated HR support

# Developing our Newly Qualified Social Workers (ASYE's)

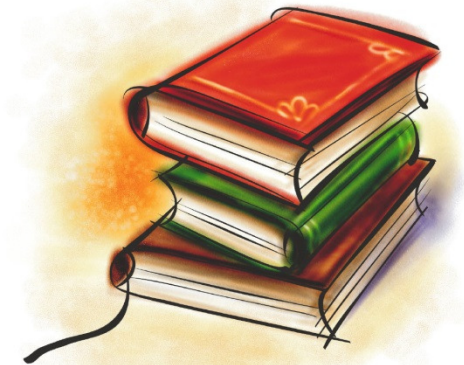


## Recruit & Develop:

- Spring 2014 – 10 recruits (67 applicants)
- Autumn 2014 – 20 recruits
- These in addition to recruiting
  - 5 x Step Up Graduates
  - 3 x Grow your own
- Phase out Agency Staff safely.
- Provide dedicated support from two Practice Educators within the Social Work Academy

# Inspire! - The Social Work & Early Intervention Academy

- Recruitment to our 'Step Up' Scheme
- Recruitment to our 'Tier' Scheme
- Provide Practice Placements for students
- Delivery of our ambitious ASYE Programme
- Continuing Professional Development (CPD) for experienced staff
- Masters Qualification
- Practice Excellence & Research
- Management Development



# CBC – A Competitive Offer



- Paying a Market Rate Supplement (MRS) in key teams until the vacancy rate drops
- Being 'Best in Class' Recruiters.
- Making CBC a great place to be a Social Worker.
- Having a Great Reputation
  - Improving our national and regional profile as an employer.
  - Letting our front line staff 'sell' our service
  - Giving great professional development opportunities