

Report for: **Staffing & Remuneration Committee**

Item number:

Title: **Review of the Children’s Services Recruitment and Retention Offer**

Report authorised by : **Ann Graham – Director of Children’s Services**

Lead Officer: **Ian Morgan – Reward Strategy Manager**

Ward(s) affected: n/a

**Report for Key/
Non Key Decision: Non Key**

1. Describe the issue under consideration

In 2015 the Council undertook a major review of the recruitment to service critical roles in Children’s Services, who were experiencing major difficulties at the time attracting suitable candidates.

As a result, a recruitment and retention offer, designed to attract and retain qualified Social Workers and Team Managers in Children’s Services, was introduced with effect from January 2016 as approved by the Staffing & Remuneration Committee. The offer, which is set out in more detail later in this report, would bring Haringey closer to the reward proposition of other London boroughs, with whom we are competing for the same skills, experience and talent.

The purpose of this paper is to set out the proposed adjustments to the Recruitment and Retention Offer as a result of the periodic management review.

2. Cabinet Member Introduction

Not applicable.

3. Recommendations

That the committee agree to the proposed changes to the Recruitment & Retention Offer schedule of payments as set out below and detailed in full in Appendix A.

That the committee agree to the proposal to run the scheme for a further three years subject to an annual management review and update to the Staffing & Remuneration Committee.

4. Reason for Decision

To ensure that the Council can continue to attract suitably qualified professionals in order to deliver our services.

5. Alternative options considered

This is a report back item following the management review of the Recruitment and Retention Offer.

6. Background information

6.1 Introduction

The recruitment of staff to roles directly involved in the delivery of social care services represents a significant challenge for local authorities.

The continual demographic changes present an additional level of complexity when trying to match the demand for social care services to the supply of experienced social workers, senior practitioners and team managers.

While the challenge is particularly difficult in London, it is generally recognised that there is a national shortage of experienced, qualified, social workers, senior practitioners and team managers employed in statutory children's social work and that the pressures are likely to remain acute for the foreseeable future.

6.2 Elements of the Recruitment and Retention Offer

Most local authorities recognise that monetary incentives alone are not enough to attract and retain social workers on a permanent basis and the Recruitment and Retention Offer is a comprehensive package of both monetary and non-monetary measures designed to position Haringey as an employer of choice.

The total offer is summarised in Appendix B.

6.3 Eligibility for payments

Eligibility for recruitment payments – newly appointed experienced social workers, senior practitioners and team managers where there is a statutory requirement for a social work qualification and accreditation to fulfil the duties of the post.

Eligibility for retention payments – experienced permanent social workers, senior practitioners, team managers, independent reviewing officers and child protection advisers where there is a statutory requirement for a social work qualification and accreditation to fulfil the duties of the post.

Full details of the eligibility criteria are set out in Appendix A.

6.4 Target Areas

The payment of both the recruitment and retention elements of the offer is linked to our ability to recruit and retain suitably qualified staff in specific target areas. These are defined as:

Target Area 1 (T1) – Assessments and Safeguarding

Target Area 2 (T2) – Children in Care and Placements; and Special Educational Needs and Disability (SEND).

Target Area 3 (T3) – All other Social Workers, Senior Practitioners, Team Managers, Independent Reviewing Officers and Child Protection Advisers working in CYPS including the Multi Agency Safeguarding Hub (MASH).

6.5 Recruitment

The recruitment element of the offer is only applicable to experienced social workers, senior practitioners, team managers, independent reviewing officers and child protection advisers who have practiced for at least three years after gaining a social work qualification.

The recruitment element of the offer only applies to those in target area T1.

Haringey operates an accelerated pay progression arrangement for newly qualified social workers and others. Individuals on an accelerated pay progression plan are not eligible for the Recruitment offer, however, would be eligible for the Retention offer once they have reached the top of the accelerated pay progression plan.

6.6 Retention

The retention element of the offer is only applicable to experienced social workers, senior practitioners, team managers, independent reviewing officers and child protection advisers who have practiced for at least three years after gaining a social work qualification.

The retention element of the offer applies to those in target areas T1, T2 and T3 but is differentiated as set out in the payment schedule in 6.8.

Haringey operates an accelerated pay progression arrangement for newly qualified social workers. Individuals on an accelerated pay progression plan are not eligible for the Recruitment offer, however, would be eligible for the Retention offer once they have reached the top of the accelerated pay progression plan.

6.7 Summary of Payments (2016 – 2018)

Summary of Recruitment Payments (2016 – 2018)			
	2016	2017	2018
Cost of recruitment payments	£21,000	£27,000	£16,000
No. of eligible employees starting in the year.	14	17	5
No. who left within the eligibility window.	6	3	0
No. who left after the eligibility window.	4	1	0

Summary of Retention Payments (2016 – 2018)			
	2016	2017	2018
Cost of retention payments	£241,000	£200,000	£197,000
No. of eligible employees	130	104	98
No. who left	24	20	18

6.8 Payment Schedule

Table 1 – Recruitment – Current Payment Schedule

Recruitment Payment Schedule	
Target Area	T1
Amount	Trigger
£1,000	On appointment
£1,000	Immediately after the satisfactory completion of probation and the review against the capability framework at 6 months.
£1,000	Immediately after the satisfactory completion of the programme of work at the end of the first 12 months.

Table 2 – Retention – Current Payment Schedule

Retention Payment Schedule	
Target Area	T1
Amount	Trigger
£1,500	Every 6 months. First payment for those appointed on or after 1 st January 2016 will be immediately after the end of the first 18 months.
Target Area	T2
Amount	Trigger
£1,000	Every 6 months. First payment for those appointed on or after 1 st January 2016 will be immediately after the end of the first 18 months.
Target Area	T3
Amount	Trigger
£750	Every 6 months. First payment for those appointed on or after 1 st January 2016 will be immediately after the end of the first 18 months.

6.9 Changes to payment schedule

As a result of the management review, we propose to remove the payment of £1000 at the six month stage from the recruitment element of the offer referred to in Table 1 above.

The new payment schedule is shown in full in Appendix A.

7. Contribution to strategic outcomes

The Recruitment and Retention offer is a key element in ensuring that the Council has a sufficient, stable and appropriately qualified workforce to deliver on its commitment to enable every child and young person to enjoy the best start in life.

8. Statutory Officers' comments

8.1 Chief Finance Officer

The estimated full year cost of the recruitment and retention scheme is c.£400k as set out in the Recruitment and Retention of Social Workers in Children's Services Report (S&R December 2018). This is currently unfunded however a growth item is being included in

the proposed MTFS for Children's Services which will include funding for these costs on an ongoing basis and hence the three year extension being proposed in this report. The further proposal to remove the £1k payment at the six month stage bringing the recruitment incentive down from £3k to £2k will provide a saving of £10k-£20k dependent on activity levels. Finance comments

8.2 Assistant Director of Corporate Governance

The proposed arrangements for the making of recruitment payments includes the making of payments to the relevant employees which are linked to successful completion of probation, and the successful completion of the 12 month programme of work. The proposed arrangements for the making of the retention payment includes the making of payments to relevant employees who continue to comply with professional standards. The Equality Act 2010 requires men and women doing like work, work rated as equivalent under the Council's job evaluation scheme and work of equal value to be paid the same unless the difference in pay is because of a material factor. Performance related pay is capable of being a material factor. However it will be important to ensure that the assessment by line managers of whether a member of staff has satisfactorily completed probation or a 12 month programme of work or has complied with professional standards is not tainted by unconscious gender (or other unlawful) discrimination that might leave the proposed payment open to challenge under the Equality Act. Training and guidance for line managers on the assessment of performance may reduce the risk of such unconscious discrimination. It would also be advisable to compare on an ongoing basis the make up by protected characteristics such as age, disability, race as well as gender of those staff receiving the payments with the make up by those protected characteristics of those staff not receiving the payments. This will allow the detection of potential discrimination against staff with particular protected characteristics.

The proposed arrangements may also lead to a potential breach of the Equality Act in that social worker staff receiving the proposed payments may be paid more than other Council employees who are not social workers, but whose work is rated as equivalent to (or more demanding than) the social workers' work under the Council's job evaluation scheme. Difficulties in recruitment and retention can be a material factor justifying the difference of pay in such circumstances. However, it will be important to keep the proposed arrangements under review and to reduce or end the recruitment and retention payments if market conditions warrant this. Given this, it will be advisable to include in the contracts of any staff eligible to receive these payments a provision allowing the Council to end or vary the entitlement the staff member would otherwise have to receive these payments in the future.

9. Use of Appendices

Appendix A – Eligibility for the Recruitment and Retention Offer

Appendix B – Summary of the Total Recruitment and Retention Offer

10. Local government (Access to Information) Act 1985

Not applicable.