

Outstanding Action No. 6.2 – The Cabinet Member agreed to provide the figures for improved health visitor services in the borough.

RECRUITMENT AND RETENTION

Children and Families Qualified Social Work and Management posts

Since 2009 Children and Families has a four-pronged approach to recruitment:

- Social Work Trainee scheme and investing in NQSW (Newly Qualified Social Workers)
- Transfer of high quality agency staff to permanent contracts and the advancement of long serving substantive post holder, through promotion;
- National recruitment
- Oversees recruitment and the retention of recruits

Haringey’s **social work trainee scheme** in partnership with Middlesex University was established in 2005 and finished in 2010. It was designed to contribute to the recruitment and retention of high quality social workers and in the medium to long-term play a key role in succession planning. The scheme originated at time when Haringey was experiencing very considerable difficulties in recruiting experienced or newly qualified staff.

In 2010, six graduates took up social work posts across Children and Families and a further nine in 2011. The final cohort of 13 will finish in May 2012. A number of the earlier graduates of the scheme have now applied for and been successful in being promoted to senior practitioner and practice manager roles.

In 2008, Haringey was one of 85 Local Authorities who piloted the **NQSW** scheme, we have continued to run the scheme for those who were on our trainee scheme and other newly qualified social workers who joined the borough on qualifying. To date we have registered 36 NQSW with a further group of 17 starting early in the New Year. The scheme provides a varied programme of support both in the work place and as a NQSW group. Haringey is part of the North East London consortium, contributes to, and participates in joint training initiatives with NQSW from the other boroughs. They hold a reduced caseload through the first year with each candidate preparing a portfolio evidencing their capability to practice.

In 2012 the NQSW scheme is being replaced by the Assessed and Supported Year in Employment (ASYE)

To try and ensure that we have access to newly qualified social workers who have good placement experience and a commitment to working in Haringey a social work placement strategy is being developed and our links with Middlesex University and other partner local authorities being strengthened through a memorandum of cooperation.

In order to retain the high quality staff who worked for Haringey through agencies, all the national recruitment campaigns were augmented with **active internal initiatives to encourage agency staff to become permanent**. This resulted in a number of highly skilled and experienced social workers and managers joining the permanent workforce.

In 2010/11, we had three **national campaigns** and have run two campaigns to-date in 2011/12. The most successful campaigns have combined on-line advertising with small trailers in the press (Guardian) to alert prospective applicants to the harder to fill vacancies.

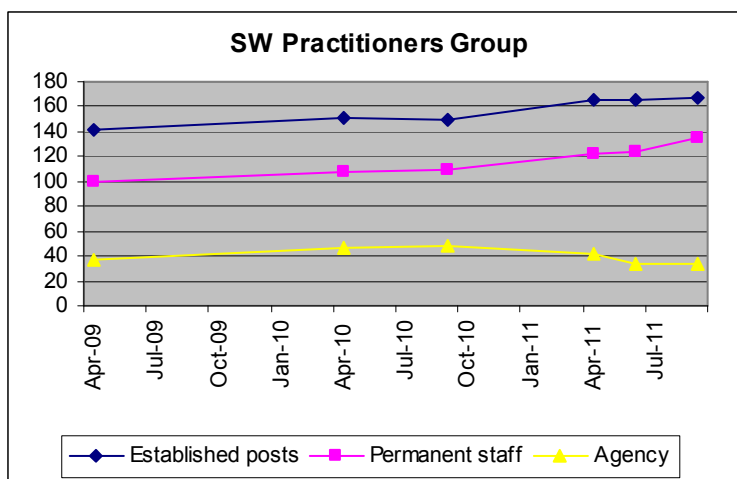
Of the 16 **social workers directly recruited from the USA** in 2009, 14 remain in post with two having gained promotion to senior practitioner roles. This group along with the agency staff who transferred to permanent contacts played a significant part in helping to stabilise the teams and bring in a permanent work force. They were employed on a permanent contract, with a 3-year sponsorship via Haringey. As it currently stands children's social work, remains a "shortage profession" and indications are that at this stage those wishing to remain will be able to do so.

Social Workers/ Practitioners

The first set of charts illustrate the changes in number of posts, and numbers of permanent and agency social work practitioners from April 2009 to September 2011. This group includes all social work qualified staff who primarily work directly with children and their families – social workers, senior practitioners and practice managers

Chart 1

SW Practitioners Group	Apr-09	Apr-10	Sep-10	Apr-11	Jun-11	Sep-11
Established posts	140.8	150.3	149.3	166.3	166.3	166.8
Permanent staff	99.1	107.7	109.7	122.7	123.9	134.5
Agency **	37.0	46.9	47.8	41.4	33.7	34.4*
Unoccupied posts	4.7	-4.3	-8.2	2.2	8.7	-2.1
Over establishment	N/A	-4.3	-8.2	N/A	N/A	-2.1
Vacancies	N/A	N/A	N/A	N/A	N/A	32.3
Appointed, but not yet started	N/A	N/A	N/A	N/A	N/A	19



The restructuring of First Response, Safeguarding and Support, Children in Care and Children with Disabilities and the investment in front line social work practitioners that has taken place over the last 2 1/2 years is reflected in the incremental rise in the number of social practitioner posts over the period.

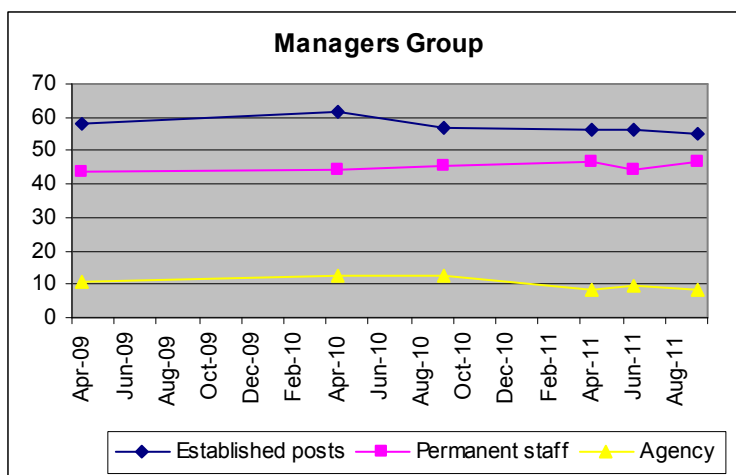
Of the 32.3 practitioner vacancies at the 31 September 2011, 19 of the posts had been appointed to. A further recruitment campaign during September/October has resulted in all of the social work posts vacant at that time being recruited to, length of time between interview and appointment varies, the longest delay usually being notice periods with previous employers.

Managers

The second set of charts show the changes in numbers of permanent and agency managers and reviewing officer between April 2009 and September 2011. This group includes social work qualified Heads of Service, Deputy Heads of Service, Team Managers, Child Protection Advisors and Independent Reviewing Officers,

Chart 2

Managers Group	Apr-09	Apr-10	Sep-10	Apr-11	Jun-11	Sep-11
Established posts	57.8	61.6	57	56	56	55
Permanent staff	43.7	44.5	45.6	46.5	44.5	46.5
Agency	11.0	12.7	12.6	8.6	9.3	8.5
Unoccupied posts	3.1	4.4	-1.2	0.9	2.2	0.5
Over establishment	N/A	N/A	-1.2	N/A	N/A	N/A
Vacancies	N/A	N/A	N/A	N/A	N/A	8.5
Appointed, but not yet started	N/A	N/A	N/A	N/A	N/A	5.5

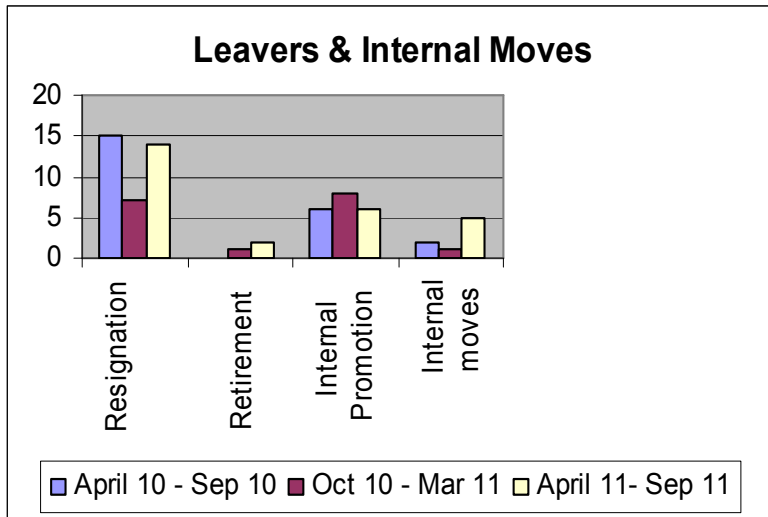


The September/October campaign was successful in recruiting to the Team Manager post in the Long Term Children in Care team. There two remaining management vacancies are the Placement Team Manager, which is due to advertised in December/January and the Adoption Team Manager, which is being held, pending a restructure of the adoption service.

Leavers and internal movement of staff within Children and Families

The average number of staff leaving across all categories of post is 25 per year. During 2010-11 twenty-two members of staff tendered their resignation and in the first six months of 2011-12 fourteen staff resigned. A component of our recruitment and retention strategy has been to attract agency staff into permanent posts, to encourage and support suitably skilled and experienced staff to apply for promotion within the borough and recently to introduce a job exchange scheme to enable suitability experience staff to move different areas of the service instead of leaving for new experience and challenges.

	Apr 10 – Sep 10	Oct 10 - Mar 11	April 11- Sep 11
Resignation	15	7	14
Retirement	0	1	2
Internal Promotion	6	8	6
Internal moves	2	1	5



* Agency number = adjustment around FTE and in recognition that payment is frequently not made in the month the work was undertaken.

** Agency staff usage is to cover vacancies and in some instances to back fill maternity leave and long-term sickness.