

Report for:	CYPS Scrutiny Panel 12 November 2013	Item Number:	
Title:	Update on the status of Social Work Resourcing		
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Ward(s) affected:	All	Report for Non Key Decisions	

1. Background information

The Scrutiny Panel for The Children’s and Young People Service has requested an update on the current position with regard Social Work recruitment and retention. Human Resources produced data on recruitment at the end of each quarter, the data used in this report relates to the period up to 30 September 2013 unless specified differently.

2. Vacancy Rates

Table A below, shows the social worker and management (including Heads of Service, Independent Reviewing Officers and Child Protection Advisors) vacancy rates at the end of September 2013. This table shows that 26.9% established management posts are vacant with 11.7% filled by agency staff. The table shows 16.2% of social work posts as vacant, with 14.6% of these posts being filled on an agency basis.



3. Leavers and Exit Processes

Tables B and C show the detail of the number of staff that have left the Service in terms of their key reasons. In the six month period since the beginning of April 2013, 23 social workers and 2 managers have left the Council. The number of social workers resigning their position is higher than in all previous years. Exit processes have been revised and HR are now communicating directly with those who have tendered their resignation in order to encourage them to complete exit questionnaires and request exit interviews to help in understanding their reasons for leaving and make improvements where necessary.

Two of the social workers returned their exit forms – of these one left to make a career change and one left to have an easier journey to work. HR are focusing on improving the way in which we gather information about why social worker decision to leave. The outcome from the Council staff survey has now been published and the Director will address this formally in an action plan which will highlight any issues that impact on staff retention. In addition, a staff conference for social workers is being arranged which will be used to develop plans to improve our retention rates.

4. Update on recruitment

4.1 The recruitment campaigns which ran across March, April and May 2013 resulted in 29 offers subject to receipt of references and other pre employment checks, this figure included internal staff that had applied for posts and been successful at interview.

Three of this group withdrew and, as at the end of September, twenty five had started or had signed a contract and were ready to start. On this basis, this campaign was a success, particularly in the recruitment of high quality newly qualified staff who had their first interview with and chose Haringey as their first employer. However, we need to maintain our vigilant and proactive recruitment approach.

4.2. A “Job Change Scheme” is in place and ran in April and September 2013; the scheme is designed to allow permanent staff to move between areas of the service in their current role and grade. It augments our recruitment and retention strategy and gives staff working in specialised teams the opportunity to develop their skills and experience base without leaving Haringey. The scheme enables social work staff to gain greater insight into how different parts of the service operate and to share good practice and innovation across Children and Families. In doing this it will benefit individuals career progress and help develop consistency of practice throughout the journey of children.

4.3. A further recruitment campaign during August and September 2013 secured 107 applications in total for posts including Team Managers in Young Adults, Young



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People in Care, the Court Team, Social Workers in Safeguarding and Support, First Response, the Court Team and Adoption. Twenty nine short listed candidates across all grades of jobs were successfully interviewed by young people, who had received training in interview techniques and had developed a “speed dating” style model. Following this, candidates will be the subject of formal interviews and for key management roles will participate in assessment centres. The vacancy position will be review at the end of October 2013 when recruitment activity has been completed and a decision taken on how to proceed.

5. Frontline

Haringey has been selected to be an early adopter of the government’s new social work training initiative - Frontline. Involvement in this scheme will enhance our ability to recruit high calibre staff who have the potential to strengthen our workforce. Frontline is modelled on Teach First, the fast-track programme for graduates aimed at improving standards in teaching. It is focused on elite graduates, career changers and those in line for a top class degree, with a work-based accelerated postgraduate qualification and leadership development. Haringey will have 8 Frontline trainees who will work in teams of 4 under a Consultant social worker who will co-work cases with them. The programme will start in September 2014.



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Table A:

Social Worker & Manager Vacancy Rates										
SW Group	Sep-12		Dec-12		Mar-13		Jun-13		Sep-13	
	% Vacancy rate (Exc. agency)	% Vacancy rate (Inc. agency)	% Vacancy rate (Exc. agency)	% Vacancy rate (Inc. agency)	% Vacancy rate (Exc. agency)	% Vacancy rate (Inc. agency)	% Vacancy rate (Exc. agency)	% Vacancy rate (Inc. agency)	% Vacancy rate (Exc. agency)	% Vacancy rate (Inc. agency)
Manager	28.0	16.9	25.7	15.2	20.2	8.0	29.2	16.1	26.9	15.2
SW	10.3	-3.9	12.6	-3.0	13.2	2.5	19.1	2.6	16.2	1.6
All	15.0	1.6	15.8	1.5	14.9	3.8	21.5	5.8	18.8	4.8

Table B:

SW - Leaving Reason (FTE)								
Leaving Reason	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	Apr-Sep13
Contract End	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Dismissal	1.5	1.6	2.9	1.0	2.0	2.0	0.0	0.0
Other	2.0	0.0	0.0	1.0	2.0	1.0	0.0	1.0
Redundancy	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Resignation	7.8	14.1	16.0	16.5	13.5	14.0	24.5	22.0
Retirement	0.0	0.0	0.0	0.0	2.0	1.0	2.0	0.0
Total no of Leavers in Fiscal Year	11.3	15.7	18.9	18.5	19.5	18.0	26.5	23.0



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Table C:

Manager - Leaving Reason (FTE)								
Leaving Reason	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	Apr-Sep13
Contract End	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Dismissal	1.0	0.0	0.0	3.0	0.0	0.0	0.0	0.0
Other	0.0	1.0	0.0	0.0	1.0	1.0	0.0	0.0
Redundancy	0.0	1.0	0.0	0.0	0.0	0.0	1.0	0.0
Resignation	3.5	3.0	4.8	4.2	3.3	7.2	9.0	2.0
Retirement	1.0	0.7	0.0	1.0	0.0	3.0	0.0	0.0
Total no of Leavers in Fiscal Year	5.5	5.7	5.8	8.2	4.3	11.2	10.0	2.0