

Report for: Staffing & Remuneration Committee

Item number: 7

Title: Children's Services
Recruitment & Retention Offer Update Paper

Report authorised by: Jon Abbey – Director of Children's Services

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Ward(s) affected: N/A

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

Date: 4th October 2016

1. Background Information

- 1.1 It remains difficult at a national and local level to recruit and retain qualified, experienced and permanent children's social work practitioners and this continues to be recognised as a key area of shortage within local Government. The social work job market continues to be a highly competitive market place, with a high number of the eligible workforce opting to work as locums. Despite the increased number of newly qualified social workers entering the job market, encouraged by various Government initiatives and the expansion of post graduate places, there is still a significant discrepancy between the supply of newly qualified social workers and experienced practitioners. According to a report published by the Policy Exchange in June 2013, 'Reforming Social Work', the supply of social workers will not equal demand until 2022.
- 1.2 Analysis in June 2015 recognised that the CYPS Social care workforce had 215 established posts, of which 147 were filled with permanent staff. A further 62 posts were filled with agency workers (28.8%), the balance were vacant posts. In the 12 months prior to June 2015, 75% of all leavers in CYPS were social workers or team leaders and the turnover for social workers alone was 17%. Against this backdrop, Children's Services in particular, is continuing to undergo a period of significant and rapid change with workforce re-structures, reducing budgets and pending OFSTED inspections.

- 1.3 On 14th September 2015, Children's Services sought delegated authority for the Director for Children's Services to implement a monetary recruitment and retention reward (option 3 in the committee report) to attract new experienced social workers and retain our existing social worker workforce. This was agreed by the committee subject to consultation with the Lead Member for Children and Families and the Lead Member Resources and Culture, and with the section 151 Officer.
- 1.4 Following the September 2015 Committee meeting, Children's Services carried out further benchmarking and sought agreement at S&R committee of 14th December 2015 for a more detailed Social Care recruitment and retention offer, which included a number of additional benefits to attract and retain qualified Social Workers and Team Managers. This offer brought Haringey more in line with other London Boroughs, against which we are competing for the same limited workforce.
- 1.5 The Committee agreed the recruitment and retention monetary reward as detailed in paragraph 3.13 of the 14th December 2015 report and this was to take effect from 1st January 2016. Management intend to carry out a review of the offer within the next 12-18 months. This is an interim report to provide an update following the implementation of the offer.

2. Recommendations

That the Committee:-

- 2.1 Notes the implementation of the recruitment and retention monetary award as agreed by the Committee on 14th December 2015.
- 2.2 Agrees the recruitment and retention monetary award as detailed in paragraph 5.5 , to replace the recruitment and retention monetary award as agreed by the Committee on 14th December 2015, the recruitment monetary award to apply to staff appointed on or after 1st January 2016 and the retention monetary award to apply from 1st January 2017.
- 2.3 Notes the steps taken by the Council to implement the Memorandum of Co-operation, to develop the workforce and to implement the further incentives and initiatives to enhance the recruitment and retention offer for social workers in Haringey as agreed by the Committee on 14th December 2015.

3. Implementing the Recruitment & Retention Offer

- 3.1 With the Committee's agreement, from 1st January 2016, Children's Services commenced making recruitment payments to all newly appointed, experienced permanent social workers, senior practitioners and team managers, to posts where there is a statutory requirement for a social work qualification and accreditation to fulfil the duties of the post. The recruitment payment is restricted to posts in Assessments & Safeguarding, target area T1 in the table below as these areas have the most difficulty in recruiting into social work posts. This payment equates to £3000 over the first 12 months of joining (£1000 on appointment, £1000 immediately after probation of 6 months, £1000 immediately after the end of the first 12 months).
- 3.2 In addition, Children's Services commenced making a retention payment to all experienced permanent social workers, senior practitioners, team managers, independent reviewing officers and child protection advisors, where there is a statutory

requirement for a social work qualification and accreditation to fulfil the duties of the post. The first payments were made in January 2016, with a further payment made in July 2016. These incentives have been targeted to the service areas which are having the most difficulty in recruiting and retaining social workers.

- 3.3 The Recruitment and Retention offer is paid at different rates dependent on the level of difficulties in recruiting and retaining. The Table below explains and illustrates the offer that was implemented from 1st January 2016.

Target Area	Type of Benefit	Description
T1 – Assessments and Safeguarding	Recruitment (£3k/year)	£1000 on appointment, £1000 immediately after probation of 6 months, £1000 immediately after the end of the first 12 months
	Retention (£3k/year)	£1500 every 6 months (first payment for those appointed on or after 1 January 2016 will be immediately after the end of the first 18 months)
T2 – Children in Care and Placements	Retention (£2k/year)	£1000 every 6 months (first payment for those appointed on or after 1 January 2016 will be immediately after the end of the first 18 months)
T3 – All other Social Workers, Senior Practitioners Team Managers, IROs and CPAs in CYPs	Retention (£1.5k/year)	£750 every 6 months (first payment for those appointed on or after 1 January 2016 will be immediately after the end of the first 18 months)

4. Financial Cost of the Recruitment Offer

- 4.1 The total spend as detailed in 3.1 above for the period 1st January to 30th June 2016 amounts to:

	Total Number Appointed	Paid on start date
Social Workers	6	6,000
Senior Practitioners	2	2,000
Team Managers	2	2,000
Total	10	10,000

- 4.2 In addition to the payments already made as per above, a further £1000 will be paid to each of the staff on completion of 6 months service (and subject to satisfactory probation) and a final amount of £1000 after 12 months' service from start date.

5. Financial Cost of the Retention Offer

- 5.1 In January 2016, 128 staff were paid a retention payment totalling £125,333 gross, broken down as follows:

	No of staff	Cost (£)
Tier 1	29	41,095
Tier 2	57	54,156
Tier 3	42	30,082
Total	128	125,333

- 5.2 Of the 128 payments made, 9 members of staff were overpaid and a repayment plan has been agreed to recover the money.
- 5.3 The overpayment occurred due to a mis-interpretation of the eligibility criteria for receipt of a retention payment. The initial report, presented to the Staffing and Remuneration Committee on 14th September 2015, established a basis for proposed payments linked to the recruitment and retention of “experienced” Social Workers. Paragraphs 3.26 to 3.27, outlined the challenge of recruiting suitably experienced Social workers and set out the description of experienced Social Workers in the Professional Capabilities Framework for Social Workers. In paragraph 3.28 the report went on to say (quoting from the Framework) that this level of experience may be gained **3 years post-qualification**. The subsequent report, presented to the Staffing and Remuneration Committee in December 2015, further outlined in paragraph 4.2, that the agreed retention payments would be made to “experienced permanent 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”.
- 5.4 The earlier report, submitted to Committee on 14th September 2015 (3.25), stated that “we have an accelerated pay progression scheme for newly qualified social workers. In view of the many expressions of interest we received from our rolling recruitment and recruitment targeted events, at this current juncture we do not need to offer further enticements for newly qualified social workers in their first Assessed and Supported Year in Employment”. Current arrangements for accelerated pay progression ensure that the net salary for newly qualified Social Workers increases by £10,500 over their first three years in employment.
- 5.5 The lack of clarity and understanding resulted in the overpayments and we are now seeking to re-define the criteria and ask the Committee to agree the change as highlighted below:
- CYPS will make recruitment payments, as set out in the table below, to all newly appointed experienced permanent 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 and who are appointed in target area T1 (Assessments and Safeguarding) on or after the 1st of January 2016. A social worker will be “experienced” if they have practiced as a social worker for at least three years after gaining a social work qualification and if they are not already in receipt of accelerated pay progression (scp 32-44).
 - Newly recruited experienced social workers have a clear 12 month programme of work and are reviewed against a capability framework at 3 and 6 months. The recruitment payments can therefore be linked to the successful completion of probation and the programme of work.

- CYPS will make a retention payment, as set out in the table below , from 1st January 2017, to all experienced permanent social workers, senior practitioners, team managers, independent reviewing officers and child protection advisors, where there is a statutory requirement for a social work qualification and accreditation to fulfil the duties of the post. A social worker will be “experienced” if they have practiced as a social worker for at least three years after gaining a social work qualification and if they are not already in receipt of accelerated pay progression (SCP 32 – 44). The retention payment will continue to be paid subject to compliance with professional standards.
- In addition, we would like to add the word “**satisfactory**” to the criteria (as below) for receiving a recruitment payment, so that there is no ambiguity in applying this.

Target Area	Type of Benefit	Description
T1 – Assessments and Safeguarding	Recruitment (£3k/year)	£1000 on appointment. £1000 immediately after satisfactory completion of probation and the review against the capability framework as stated above at 6 months, and £1000 immediately after the satisfactory completion of the programme of work at the end of the first 12 months
	Retention (£3k/year)	£1500 every 6 months (first payment for those appointed on or after 1 January 2016 will be immediately after the end of the first 18 months)
T2 – Children in Care and Placements	Retention (£2k/year)	£1000 every 6 months (first payment for those appointed on or after 1 January 2016 will be immediately after the end of the first 18 months)
T3 – All other Social Workers, Senior Practitioners Team Managers, IROs and CPAs in CYPS	Retention (£1.5k/year)	£750 every 6 months (first payment for those appointed on or after 1 January 2016 will be immediately after the end of the first 18 months)

6. In July 2016 121 staff were paid a retention payment totalling £102,082 gross, broken down as follows:

	No of Staff	Cost (£)
Tier 1	29	28,171
Tier 2	54	48,414
Tier 3	38	25,496
Total	121	102,081

- 6.1. Of the above payments made in July, no staff were overpaid.

7. Memorandum of Co-operation

- 7.1 On 1st January 2016, a Memorandum of Co-operation was implemented by 28 London boroughs, to provide a framework for collaboration on key issues including pay for agency workers and permanent staff, improving working practices around the way we

engage staff and improvements to the way that we train, manage and support social workers.

7.2 One of the initiatives was to introduce a pay rate cap for new engagements of agency staff that would reduce the higher rates paid across London for particular roles. Many agency staff were unaffected by the cap because their pay rate was reasonable and comparable to most other agency staff undertaking the same roles.

7.3 Prior to the capped rates, Children's Services were paying rates as follows:

Social Workers - £28 to £35 p/h

Senior Practitioners -£ to £35 p/h

Team Managers - £40 to £45 p/h

7.4 The capped rates that were agreed and implemented by the London Boroughs are :

Role	Capped Hourly Rate per hour
Newly Qualified Social Worker (post ASYE < 2 years' experience)	£25
Social Worker (with 2 years+ PQE)	£28
Experienced SW (> 5 years)	£32
Senior SW (Senior Practitioner)	£35
Specialist / Advanced SW	£35
Assistant Team Manager (Practice Manager)	£38
Team Manager	£42

7.5 Children's Services implemented the new rates from 1st April 2016. This gave us time to carry out briefing sessions to all agency staff to ensure that they were aware of the financial implications of the cap and also to offer them the chance to convert to a permanent post if interested. These were carried out in early March and attended by 26 agency staff in total. Those staff who asked for individual appointments to discuss converting to a permanent contract, were provided with a breakdown of what their overall financial package with the Council would be i.e. salary + on costs, as a means of comparison if they were to stay working as agency in any of the London Boroughs under the new cap.

7.6 The above exercise successfully resulted in 3 agency to permanent posts.

7.7 Recent changes to the terms and conditions of both agency and permanent staff have closed the gap between the relative costs of both. Agency staff costs have been subject to a (virtually) London-wide Memorandum of Co-Operation which has set a cap on the hourly rate which can be paid to agency staff (inclusive of pay to the individual and on-costs, but exclusive of the agency fee) for social workers, senior practitioners and team managers. There has also been effort to ensure that all agencies are within recognised frameworks which can keep the agency rate competitive.

7.8 The table below sets out the comparison between the cost of agency staff in August 2016 and the equivalent rate if permanent staff were employed at the top of the scale.

Comparison of snapshot of social care agency staff with equivalent costs if they were permanent.

Combined costs ALL	Agency (note 1)	Permanent (note 2)	Difference	
Social Worker	58,213	58,376	162	0.28%
Senior Practitioner	68,793	64,517	-4,275	-6.63%
Team Manager	76,778	73,872	-2,906	-3.93%

Note 1: Worker rate, inclusive of on-costs (within the cap) plus agency fee for 46 weeks.

Note 2: Permanent employee annual rate plus NIC and Superannuation, plus the relevant R&R rate (with NIC).

- 7.9 What this indicates is that the difference in cost between agency and permanent social workers is negligible on average. The position with Senior Practitioners and Team Managers is that there is still a financial advantage (on average) for engaging permanent staff.
- 7.10 Clearly, there are variable factors: if staff are recruited at a lower point on the scale (which would suggest less experienced staff); the extent to which sickness absence or performance are factors in the employment of permanent staff; and the value of having permanent members of staff that are committed to the organisation. Nonetheless, the financial differential that may previously have indicated that it was more expensive to engage agency staff has been significantly eroded in the case of social workers.

8. Workforce Development

- 8.1 Several initiatives are underway/due to commence to address the consolidated offer & incentives (Financial & Non-Financial) as per paragraph 4.7 to 4.16 of the report presented to the Committee on 14th December 2015. Several additional areas for development have also been identified where improvements need to be made, or new systems/processes need to be introduced.
- 8.2 **Career Progression** - We are defining our career progression routes and professional development offer, which will in turn increase the number of applications for social work positions advertised, in addition to improving the retention of our existing permanent staff. This will be done by further defining the “social work faculty” offer available as part of the Haringey Academy, designing a development scheme for high performing staff and those ready to take the next step, clarifying the supervision policy and agreeing the Council’s stance on social work accreditation.
- 8.3 **Succession Planning** – in conjunction with career progression, managers are being supported to undertake succession planning with their direct reports and to ensure that they are clear about the career goals for each team member, which is then reflected in MyConversation.
- 8.4 **Grow your Own** - we need to clarify our future position on ASYE (newly qualified social worker) recruitment and development. “Growing our own” workforce would reduce staff turnover and we would have a guaranteed, steady stream of social workers joining our experienced social care workforce on a regular basis. CYPS are in the process of agreeing the preferred number of ASYEs and a proposed model for supporting & developing them with the current Heads of Service.

Further discussions at the recent CYPS Leadership Away Day revealed the need to undertake a more fundamental workforce analysis to inform our judgements on points

8.2 to 8.4, This will be across the whole of Children's Services (including staff outside of the social care workforce) and will inform further potential restructures in 2017.

- 8.5 **Recruitment** – there is a need to replace the current social work recruitment process with a streamlined but rigorous one to also include a shorter application form, as well as screening assessments e.g. cultural fit test, which will assess a candidate's values, beliefs, behaviours and motivation.
- 8.6 **CYPS microsite** – this is underway and a skeleton microsite is being developed. The site will “go live” with links to the Corporate job pages, CYPS web pages and other channels.
- 8.7 **Social Work Recruitment Campaign** – with a view to achieving 100% of team manager posts being filled with permanent staff and the overall rate of social work positions filled by agency workers being reduced to 10%, a needs analysis and budget are to be determined. This media campaign would incorporate an element of social media, as campaigns are not only about filling posts but also about raising the profile of CYPS and the Council as an Employer of Choice.
- 8.8 **Exit interviews** - currently exit interviews are being offered and there is a system to record the information but this needs to be more robust and exit feedback is being analysed to inform future workforce development. Regular reminder emails are issued to all managers to ensure they offer an exit interview to all staff leaving their teams.
- 8.9 **Culture** – we need to define and share our principles for 'the way we work here' across CYPS, so that staff are able to articulate expectations. A tightly woven mission statement needs to be delivered in order to create a motivated and resilient workforce. The Director of Children's Services is now discussing this topic at staff induction events, has issued a letter to all current staff re-iterating and re-enforcing the expectations so staff know what “good” looks like. All senior managers are to be briefed so that the same message is cascaded in management team meetings. The Principal Social Worker is to regularly reinforce the message of “the way we work here” at the Social Worker Forums.
- 8.10 **Communication** – We are improving the transparency and timeliness of communication with staff by continuously reviewing and updating the intranet content for CYPS and providing a forum/opportunities for staff to make suggestions concerning development/content of the CYPS pages.
- 8.11 **Service Improvement** – a forum for staff needs to be established to provide input into service improvement, which will in turn improve staff satisfaction given they will be able to understand change and have an ability to influence. Part of this initiative will be the introduction of an online staff feedback mechanism.
- 8.12 **Good Practice** – There is a need to facilitate increased sharing of case studies and good practice, so staff are able to explain what good looks like and are proud to share their work, by introducing shared practice forums which could be undertaken during “lunchtime learning” or break out sessions. Good practice is now a regular item at DMT and staff attend to showcase the work they have done on a particular case. In addition, “Good work folders” to showcase good work need to be introduced.
- 8.13 **Resilience** –a strong workforce needs to be developed who have a sense of purpose during a time of on going change and uncertainty.
- 8.14 Managers need to be further supported to take positive action on sickness absence. We are currently running one day workshops and 1:1 drop in sessions for managers, to

review long term absence cases, in addition to meeting with Service Managers monthly and ADs quarterly.

- 8.15 Standards for conduct and capability need to be applied and clarified , supported by appropriate training and workshops where needed.
- 8.16 Volunteers are to be invited to join a staff group to develop awareness and activities on health and wellbeing, which will be linked to the corporate wellbeing agenda.
- 8.17 **Learning** – we need to foster and encourage CYPS as a learning environment from the day a new member of staff enters the door to their last day with us, thereby cementing our intention to develop staff capabilities and skills.
- 8.18 All permanent staff are to receive a CYPS induction by March 2017. A programme of induction events has been created with input from all areas of CYPS and the first revised programme was conducted on 17th June 2016.
- 8.19 An induction programme needs to be created tailored especially for new managers or newly promoted managers.
- 8.20 The role of CYPS L&D lead needs to be clarified and all staff need to be encouraged to enrol in Social Work community on FUSE.
- 8.21 The workforce board are looking at the HCPC good practise guidance on the annual training requirements for social workers going forward.

9 Additional elements of the Recruitment & Retention Offer

- 9.1 In the report presented to the Committee on the 14th December 2015, there were several additional incentives that the Committee agreed to be implemented , which have not been addressed above.
- 9.2 **Health and Care Professional Council (HCPC) registration/renewal fee.**

Any staff appointed on or after 1st January 2016 and all our current permanent members of staff who require HCPC registration by law have been eligible to request re-imbursment of the HCPC registration/renewal fee by submitting an claim for expenses. The current expenses form has been amended to include this category. However, each profession that is covered by the HCPC, renews at a set time - these times are the same every two years and are staggered throughout the year. For social workers the window to re-new their registration is from 1st September 2016 to 30th November 2016. Consequently, at present, it is not possible to quantify the number of claims and associated cost.
- 9.3 **Refer a Friend Scheme**

This has not yet been publicised to our internal staff as it was agreed to retain some elements of the wider offer and introduce them via a staggered approach.
- 9.4 **Return to Practice Scheme and Opportunities for Unpaid Work Scheme**

Following several discussions around the above two schemes, it was felt that the cost of implementing them would far outweigh the number of experienced social work posts we needed to recruit.
- 9.5 **Scholarship Programme**

To offer 5 funded places to become a fully qualified social worker as part of the 'grow your own' initiative. This would be open to students in their second year of studying for social work degree. This is still under discussion.

10. Overall Impact of the Recruitment & Retention Offer

- 10.1 In January 2016, the agency spend for social workers in CYPS was £291,178. In July 2016 this was £232,946 a reduction of 16%.

	Expenditure (£)	Number of Social Workers	Number of Senior Pracs	No of Team Managers	No of IRO/CPA's	Total
January 2016	£291,178.95	43	2	8	3	56
July 2016	£232,946.83	28	9	8	2	47

- 10.2 Since January 2016, within CYPS, we have made 29 permanent appointments within the social care workforce, broken down as follows: social workers (x20), senior practitioners (x2), team managers (x6) and IRO/CPA (x1)
- 10.3 The reduction in agency spend overall has been mainly due to the recruitment that has been undertaken, filling key posts e.g. interims that had been occupying senior posts for several months. By filling these senior posts i.e. Head of Service (x 2) and Service Managers (x 2), we were in a position to “market” Children’s Services as having a permanent and stable senior management team. In addition, we used external recruitment agencies to support us in filling our permanent posts at social work and team manager level. There is no doubt that this, coupled with the recruitment & retention offer and a more targeted “head hunting” approach, assisted in attracting candidates.
- 10.4 The targeted “head hunting” approach resulted in 12 further appointments in addition to those at 10.3, at Social Worker (x8), Senior Practitioner (x2) and Team Manager (x2) level, at a cost of £75,895 in finders fees.
- 10.5 Despite the positive aspects of the recruitment offer, we have lost 21 members of staff within the social care workforce broken down as follows: social workers (x17), senior practitioners (x1) and team managers (x3) The reasons for leaving that have been identified via exit interview information are in the main due to personal reasons, career development and moving out of London.
- 10.6 In addition, within Safeguarding & Support, we have introduced a temporary new assessment team to manage demand With the on-going challenges we have overall in recruiting social workers, we are having difficulties in staffing this additional team, as well as carrying vacancies in the other Assessment teams. The Service needs to consider a more creative approach in filling these posts by using a variety of methods i.e. a wider reaching media campaign to include social media, in conjunction with on-going support from specialist recruitment agencies.
- 10.7 As yet the overall impact of the recruitment element of the Recruitment & Retention offer has not yielded the results expected. Even though a recruitment payment was introduced, this was not supported by an external media campaign, which would have promoted the offer more widely than just via the Council’s website. It is felt that the wider offer, as outlined in paragraph 8, needed more clarity and definition in order for any campaign to be more attractive to potential candidates.
- 10.8 The retention payments have been positively received by staff and staff are encouraged by CYPS’s recognition of their hard work and commitment to social work.

11. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

Assistant Director of Corporate Governance

- 11.1 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.
- 11.2 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.

Chief Finance Officer

- 11.3 Section 7.0 above indicates that agency staff have been more expensive to pay for than permanent staff over the same period, but the gap has narrowed because of recent changes to cap the costs of agency workers and their agencies and recent increases in the cost of permanent staff (eg the introduction of recruitment and retention incentives, the 2016/17 pay award and changes to employer national insurance rates). Precise figures will depend on the grade of staff recruited and their entitlement to recruitment and retention allowances. If recruitment exercises continue to include the engagement of specialist recruitment agencies who are paid a fee for each permanent employee recruited, this will tip the costs of some permanent staff into a more expensive arrangement than agency for the first year or two of their employment.

The costs of the recruitment and retention exercise have not been funded specifically. These costs, however have contributed to the spend on social care workforce which has not been able to meet its planned savings target of £3.6m reduction in the Medium Term Financial Strategy. Revised structures are out to consultation and it is expected that they will generate a full-year saving of £1.2m in total. The impact of this on the overall Council budget will need to be considered as part of the review of the MTFS for 2017/18.

12. Use of Appendices

Appendix 1 - Children's Services Recruitment & Retention Offer report presented to Staffing and Remuneration Committee on the 14th of September 2015.

Appendix 2 - Children's Services Recruitment & Retention Offer report presented to Staffing and Remuneration Committee on the 14th December 2015.

13. Local Government (Access to Information) Act 1985