

## Business Planning / MTFs Options 2019/20 – 2023/24

Ref: PC1

<b>Title of Option:</b>	Reduce the number of agency staff		
<b>Priority:</b>	P1	<b>Responsible Officer:</b>	Director of Children's Services
<b>Affected Service(s):</b>	Children in Need of Support and Protection and Children in Care, Quality Assurance, Early Help	<b>Contact / Lead:</b>	

<b>Description of Option:</b>
<p>Total savings for this proposal to reduce agency spend on social work staff are £257,000.</p> <p>The proposal is to reduce the number of social work agency staff through the following actions:</p> <ul style="list-style-type: none"> <li>a) Retaining social work staff is key to reducing spend on agency staff. One way of doing this is to ensure that social workers have a varied learning and development programme that helps them maintain and develop their skills and that this is supported by clearly mapped out career progression opportunities. This proposal therefore includes the creation of 14 senior practitioner roles which will replace ordinary social worker posts and help with the retention of social workers who are looking for more senior roles with additional responsibilities. <b>Full year savings will be £35,000.</b></li> <li>b) Growing our own social workers through the recruitment of newly qualified social workers is the second proposal. Newly qualified social workers looking for their first post are easier to recruit than more experienced social workers. In Haringey the support for this cohort is well established and headed by experienced staff members skilled in this area of work. Expanding this model will deliver savings, improve consistency of support and relationships for families and allow the organisation to "grow our own" talent. The proposal is to recruit at least ten newly qualified social workers each year and as they become more experienced and can take on a full case load of children we will release at least ten agency workers. <b>Full year savings will be £101,000.</b></li> <li>c) Launching a digital recruitment strategy that clearly communicates the Haringey offer and is effective in attracting experienced social workers is key to reducing our agency staffing numbers. We also plan to review the Recruitment and Retention offer to ensure it continues to be effective and is targeted at the correct teams. The new offer will provide a more attractive offer to the hardest to recruit services. This could mean reducing the offer to those that are not difficult to recruit to, should evidence support this. <b>Full year savings will be £121,000.</b></li> </ul>

1. Financial benefits summary					
2018/19 Service Budget (£000s)					
Savings	2019/20	2020/21	2021/22	2022/23	2023/24
<i>All savings shown on an incremental basis</i>	£000s	£000s	£000s	£000s	£000s
<b>New net additional savings</b>	196,000	61,000			

<b>Impact / non-financial benefits and disbenefits</b>
<b>What is the likely impact on customers and how will negative impacts be mitigated or managed?</b>
Children will be able to build strong relationships with social workers as instability in a workforce can mean that children have many different social workers.
<b>What is the impact on businesses, members, staff, partners and other stakeholders and how will this be mitigated or managed? How has this been discussed / agreed with other parties affected?</b>
Improved career progression opportunities for staff.
<b>How does this option ensure the Council is able to meet statutory requirements?</b>
Meet statutory duties to ensure children are protected from harm and supported to maximise their life chances. Improves the skill and experience levels in the social care workforce which means statutory requirements should be more effectively met.

<b>Risks and Mitigation</b>			
<i>What are the main risks associated with this option and how could they be mitigated?</i>			
Risk	Impact (H/M/L)	Probability (H/M/L)	Mitigation
Unable to recruit to full cohorts	H	M	Continuous recruitment campaigns with full support from management and recruitment partner
Turnover of staff increases	H	L	Turnover is reducing and key actions are being taken to ensure Haringey is a good place for social workers to develop and practice
Recruitment offer fails to attract experienced workers to key teams	H	M	The Recruitment and Retention offer will be kept under review and there is monthly monitoring of recruitment and retention and action will be taken to address any arising issues.