

Recruitment and retention challenges

Health and Wellbeing Board

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11 October 2018

Recruitment and retention challenges

- National context: shortage of Children's SWs and Child care workers
- Issues: high levels of agency usage; instability of workforce; high volume workload
- Focused attention since 2016 re SWs has seen improved levels of recruitment and retention.
- 2018 – recruitment and retention focus for Residential being launched.

A focus on Social workers

- Range of focused **recruitment activities** (recruitment fairs, overseas workers, return to SW scheme, set up a casual bank scheme, enhanced online presence).
- **Retention:**
 - Focus groups, exit interviews and a 'health check' to understand what matters to SWs
 - Concerns re workload being addressed through new technologies to add mobile working and recruitment of blended teams (more admin, more specialist family workers)
- **Impact:** increase in new starters, reduction in turnover, reduction in agency use.
- But – more to be done!

A focus on residential workforce

- **Recruitment:** redesign and relaunch of recruitment website
- Challenge – turnover is relatively low in residential, the issue is attracting candidates
- Planned activity – need to benchmark salary and terms to ensure competitive, fair.
- **Retention:**
 - Analysis of exit interviews already started – we intend to hold focus groups in addition (to understand why staff leave).
 - Some ideas emerging of areas to bolster – including training, opportunities to better manage rotas and thereby improve worklife balance.
- Work is just starting

Next steps

- SW recruitment and retention campaigns continue
- Residential recruitment campaign ready for launch
- Look to work with partners on joint advertising and recruitment into key roles
- Focus on morale, engagement and staff wellbeing.