

Report for: INFORMATION



<b>Contains Confidential or Exempt Information</b>	No - Part I
<b>Title</b>	Review of progress in hard to fill roles
<b>Responsible Officer(s)</b>	Alison Alexander, Managing Director and Strategic Director, Adults, Children and Health.
<b>Contact officer, job title and phone number</b>	Terry Baldwin, Head of Human Resources
<b>Member reporting</b>	
<b>For Consideration By</b>	Children's Overview and Scrutiny Panel
<b>Date to be Considered</b>	16 November 2016
<b>Implementation Date if Not Called In</b>	N/A
<b>Affected Wards</b>	None

## REPORT SUMMARY

In July 2016 Employment Panel approved to adopt the definition of 'hard to fill roles' as roles were there have been at least two unsuccessful recruitment campaigns. In addition it approved a number of recommendations to improve the council's ability to recruit and retain workers to these posts.

Members agreed an additional recommendation to ensure monitoring of the implementation of enhanced rates and the effect on the finances of the service and therefore agreed that regular reports be provided to the Children's Services Overview and Scrutiny Panel to monitor the progress against table 2, paragraph 4.2 of the original Employment Panel Report (Appendix A). This report provides that update.

## 1. DETAILS OF RECOMMENDATIONS

**RECOMMENDATION:** That Children's Overview and Scrutiny Panel:

- i. Note the progress to date with regards to hard to fill posts.

## 2. BACKGROUND

2.1 Employment Panel approved a number of immediate actions in July 2016 to improve recruitment and retention to hard to fill roles. These actions largely focused on professional social care roles in Children's and Adult Services. 2.2 to 2.17 provides an update on each of these actions.

**Increase the maximum salary for Child Protection workers by £3,000**

2.2 A communication has been issued to all Child Protection Social Workers informing them of the increase to the maximum salary and providing information about salary progression.

2.3 In the three months from 1 August 2016 to 31 October 2016 there has been one employee leaving a child protection role. This is a reduction on the previous three months when three employees left child protection roles. All leavers have been Senior Practitioners.

2.4 Adverts for Early Help Social Workers and Children's Services Social Workers have been live on the Council's dedicated Children's services recruitment microsite with the revised salaries since the beginning of August. We have received nine applications during that time. Of these nine, only one was suitable for interview but was not appointed.

2.5 In November there will be advertising campaigns for:

- Child Protection Social Work roles in MASH and Assessment.
- Team Managers and Social Workers in the Children and Young People Disability Service (CYPDS).

**Amend the pay bands for new and existing Adult Social Workers and Occupational Therapists to reflect the current pay bands applied to Children's Social Workers in the Family Placement and Adoption Services.**

2.6 Adjustments to the salaries of the existing Adult Social Workers impacted by the increase in pay band have been actioned and a communication has been sent to all Adult Social Work staff.

2.7 In the three months from 1 August 2016 to 31 October 2016 four employees have left Adult Social Work roles. Of these one was a normal retirement and one an ill health retirement. One Occupational Therapist has left. This represents a slight increase when compared to the previous three months when two employees left Adult Social Work roles, however this increase is not significant taking into account that two of the recent leavers were retirements outside of the council's influence.

2.8 A new dedicated recruitment microsite for Adult Services Social Care has been created which launched in September advertising a range of roles with the improved salary ranges where applicable. The adverts closed in October and selection processes have recently been completed, the results of which are

identified in table 1. The response for some roles was an improvement compared to previous campaigns and therefore the enhanced site and salary ranges have had a positive impact. However it was disappointing that no applications were received from experienced social workers (see paragraph 2.10) or Occupational Therapists.

**Table 1: Results of Adult Services recruitment campaign**

Role	Number of Applicants	Number shortlisted for interview	Number of offers/appointments
Social Worker - Physical Disability and Older Persons Team (PDOP)	7	4	3 offered – all accepted
Occupational Therapist PDOP	0	0	0
Senior Occupational Therapist	1	1	0 – withdrew prior to interview
Team Manager PDOP	2	2	1 offered - declined  Second place candidate offered – awaiting candidate decision
Senior Social Worker Safeguarding	0	0	0
Senior Practitioner Adults	3	3	3 offered – awaiting candidate decision

- 2.9 The recruitment process has only recently concluded and therefore discussions are ongoing with a number of candidates where an offer has been made but not yet accepted. As these appointments have not been confirmed the financial details have not been included in Table 2, Paragraph 4.1.
- 2.10 The three Social Workers appointed are newly qualified and will be supported through their ASYE (Assessed and Supported Year in Employment). Starting salaries reflect their newly qualified status and therefore are significantly below the maximum of the new range. However increased opportunity for pay progression is now available to these staff as they develop their career with RBWM. These appointments will lead to a reduction in agency staff.
- 2.11 Of the three Senior Practitioners who have been offered roles, two are existing agency staff and therefore there will be a reduction in ongoing costs through the conversion from temporary to permanent if they accept the offer. If appointments proceed it is likely that these appointments will be to salaries in the newly extended range.

**Introduce a £2,000pa out of hours allowance for the role Approved Mental Health professional**

- 2.12 This allowance has been implemented. There has been no turnover of Approved Mental Health professionals during the review period.

**Key Worker Housing**

- 2.13 Employment Panel noted that on 30 June Cabinet agreed plans to deliver key worker housing that will be available to various staff including social care roles.
- 2.14 Work is progressing on the provision of this accommodation with a view to it being available in 2017.

**Apply a relocation package of up to £8,000 to hard to fill roles**

- 2.15 Availability of a relocation package has been included in all adverts since the beginning of August.
- 2.16 A relocation package was offered to assist in securing the permanent appointment of an agency staff member to a position in Children's Services. Table 2, Paragraph 4.1 shows additional costs for agency Social Workers however it should be noted that the conversion from temporary to permanent for this position represents a reduction in cost of approximately £50,000 per annum after the expiry of the payment of the relocation allowance .
- 2.17 Relocation packages were not required for the confirmed appointments in Table 1 and therefore no further costs have been incurred to date.

**Delivering Differently - New Partnerships**

- 2.18 Reactions from staff to announcements regarding the forthcoming partnerships with Achieving for Children and Optalis have been generally positive however turnover and staff feedback will be closely monitored over the coming months. This will enable preventative action to be taken in the event of an anticipated or actual rise in turnover in these critical areas.
- 2.19 In October Employment Panel approved the principles of a retention payments scheme that Directors can apply to their service areas to support the successful delivery of the 'Delivering differently' programme.
- 2.20 It should be noted that the forthcoming changes to service delivery may impact on recruitment to hard to fill roles in the short term until the forming of the new partnerships is complete. It is anticipated that the new partnerships will benefit recruitment and retention due to increased size of the respective organisations and the wider range of development opportunities. In addition adverts for roles that will be affected by the changes contain a positive statement about the forming of the new partnerships and managers are conveying positive messages at interview however it is possible that potential candidates may delay employment decisions up until the transfer date. The situation will be regularly monitored by HR to identify any trends which could indicate a slow down of applicants.

## Next Steps

- 2.21 It has been three months since the measures to support recruitment and retention to hard to fill roles were approved. Implementation began immediately although inevitably there were varying lead in times for the different elements and therefore it is too early to fully assess the impact of the measures. The current round of recruitment in Adult Services is yet to be completed with candidate decisions outstanding on a number of posts. Roles in Children's Services are also due to go out to advert in November. It is also anticipated that the availability of key worker housing will positively impact on our ability to recruit.
- 2.22 Employment Panel agreed that an employment package would be investigated once the impact of this enhanced package has been tested. This review will therefore be undertaken in the new year when further information is available and will take into account the new partnership arrangements with Achieving for Children and Optalis due to be in place with effect from 1 April 2017.

## 3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date delivered by
Improved package reduces the overall vacancy rates for the roles listed as hard to fill	Down by >50%	Down by 50%	Down by 60%	Down by 75%	1 January 2017

## 4. FINANCIAL DETAILS

### Financial impact on the budget

- 4.1 Members specifically requested regular reports be provided to monitor progress against Table 2, paragraph 4.2 of the original Employment Panel report (Appendix A).

**Table 2: Original predicted cost of the proposals along with agency costs as at 30 June 2016 and updated position**

Table 2 Proposal	On going annual costs	Additional costs pa of agency workers based on current vacancy rates	Update as at 30 October 2016	
			Actual ongoing costs incurred to date	Impact of new appointments on additional costs pa of agency workers
Relocation costs*	£78,160		£7,800	
Revised salaries for existing Adult Social Workers	£11,544	£251,360	£11,544	-£67,827****

and OT's				
Revised salaries for new Adult Social Workers and OT's**	£26,412		£0	
Out of hours allowance for Approved Mental Health Prof	£12,202		£12,202	
Revised salaries for Children's Social Workers ***	£65,844	£368,875	£0	
<b>Total</b>	<b>£194,162</b>	<b>£620,235</b>	<b>£31,546</b>	
<b>Difference</b>		<b>£426,073</b>		

\* Assumes one quarter of all hard to fill roles require relocation expenses.

\*\* Assumes that all new adult social workers/OT's are recruited at £2,000 more than current salary.

\*\*\* Assumes that all new children's social workers are recruited at £3,000 more than current salary, which is unlikely.

\*\*\*\* Assumes all three Social Workers who have been appointed subject to clearances commence employment and therefore three agency social workers can be terminated.

- 4.2 It should be noted that although relocation costs of £7,800 have been incurred to as a result of the conversion to direct permanent employment of an agency Service Lead, this has led to a reduction in costs of approximately £50,000 per annum.

## 5. LEGAL IMPLICATIONS

- 5.1 As detailed in 18 July 2016 report to Employment Panel.

## 6. VALUE FOR MONEY

- 6.1 The aim of the actions to improve recruitment and retention to hard to fill posts is to reduce the reliance on costly agency staff and use the budget spent on agency workers to improve the package for permanent staff, which in turn will improve serviced delivery and impact positively on residents.

## 7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 None

## 8. RISK MANAGEMENT

- 8.1

Risks	Uncontrolled Risk	Controls	Controlled Risk
Failure to take action or if action is unsuccessful is	HIGH Turnover continues at the	Action taken and reviewed to assess impact.	MEDIUM Turnover reduced and workforce

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
likely to result in turnover continuing at the current level or possibly increasing	present level or increases		stabilised.

## **9. LINKS TO STRATEGIC OBJECTIVES**

9.1 The recruitment and retention of key staff support the council's strategic objectives of Equipping Ourselves for the Future in order to allow us to Put Residents First.

## **10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION**

10.1 No EQIA was done.

## **11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS**

11.1 Covered elsewhere in this report.

## **12. PROPERTY AND ASSETS**

12.1 None.

## **13. ANY OTHER IMPLICATIONS**

13.1 Continuing recruitment and retention issues will continue to impact on service delivery and existing staff, which may in turn result in further turnover or increased sickness absence.

## **14. CONSULTATION**

14.1 None

## **15. TIMETABLE FOR IMPLEMENTATION**

15.1 Ongoing from 1 August 2016.

## **16. APPENDICES**

None

## **17. BACKGROUND INFORMATION**

## **18. CONSULTATION (MANDATORY)**

<b>Name of consultee</b>	<b>Post held and Department</b>	<b>Date sent</b>	<b>Date received</b>	<b>See comments in paragraph:</b>
<b>Internal</b>				
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	06.11.16	07.11.16	Throughout

## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>
Non-key decision	No

<b>Full name of report author</b>	<b>Job title</b>	<b>Full contact no:</b>
Kathy Hook	Lead HR Business Partner	01628 796414