**SFPC Strategy Board** Workforce Recruitment & Retention

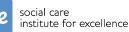
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### **Children's social care workforce**

- Our assumptions:
  - o The workforce is multidisciplinary
  - Not just social workers, but also family support workers, residential workers, foster carers, mental health practitioners, speech and language, probation practitioners, etc.
  - o The wider workforce and system: early help, education, health, police, etc.

#### System pressures

- 80,000 children in care
- Cost £10 billion
- 4.3m children in poverty\*
- Disruption to recruitment from Europe and elsewhere
- Global pandemic further disrupting recruitment and retention of experienced staff - staff/carer burnout, early retirement
- Cost of living crisis has increased costs for everyone families, service provides, carers, local authorities and staff
- High cost private placements in a 'sellers market'

#### **Social Worker workforce**

- 32,502 children & family social workers (up 2%)
- 87% female and 23% ethnic minority
- 6,522 vacancies highest number in last 5 years (up 7%)
- 4,995 leaving in a year highest in last 5 years (up by 16%)
- 5,977 agency workers (up 3%)

Source: https://www.gov.uk/government/collections/statistics-childrens-social-care-workforce

# Family Valued: Ways the innovation helps

Recruitment	<ul> <li>Reminding people why they came into the work/profession</li> <li>Recruit into area/return to area, to work on innovative model in new ways (e.g. MDT)</li> <li>Relational model appeals:strengths-based</li> <li>Creative approaches, e.g. recruitment ad with video (Darlington)</li> </ul>
Retention	<ul> <li>Clarity and consistency of communication; strong culture and opportunities for collaboration</li> <li>Whole-family approach offers potential for move across system, e.g. Children to Adult Social Care</li> <li>Opportunities for creativity, innovation and imagination, e.g. Darlington podcast &amp; YouTube channel</li> <li>Clear training and progression plan, with support, e.g. 6-stage process, Darlington</li> </ul>

# Family Safeguarding: Ways the innovation helps

Recruitment	<ul> <li>Reminding people why they came into the work/profession</li> <li>Recruit into area/return to area, to work on innovative model in new ways (e.g. MDT)</li> <li>Manageable caseloads and supportive/developmental culture attractive</li> <li>Change attitude to agency-working and convert agency staff to permanent (Lancashire)</li> </ul>
Retention	<ul> <li>Job satisfaction from working in a multi-disciplinary team (removing need for hand-offs), and from positive feedback from families</li> <li>Less form filling, more time with families, manageable caseloads and clear line management support; senior leader buy-in</li> <li>Focus on well-being</li> <li>Good opportunities for progression</li> <li>Focus on 'growing your own': ASYE &amp; NSQW supported by academy, with tailored training &amp; development</li> <li>Family support workers supported to become Social Workers (Lancashire)</li> </ul>

# No Wrong Door: Ways the innovation helps

Recruitment	<ul> <li>Reminding people why they came into the work/profession</li> <li>Recruit into area/return to area, to work on innovative model in new ways (e.g. MDT)</li> <li>Examples of innovation: Life Coaches, Norfolk: Recruited newly-qualified Clinical Psychologists into CSC workforce; offered market supplement to match NHS; Police recruitment aligned with NWD model</li> </ul>
Retention	<ul> <li>Training &amp; support</li> <li>Learning from multi-disciplinary team working and specialist colleagues; culture of "constant learning" (Norfolk)</li> <li>Values-driven, e.g. relational working with young person and family</li> <li>Opportunities for skills development, e.g. Residential worker engaged with other disciplines, and outreach work</li> <li>Opportunities for career development, e.g. Residential worker step up to Portfolio Lead role</li> <li>Communities of Practice, by discipline, led by NYCC</li> </ul>

### **Retaining Staff: Top Tips**

- Senior leadership support and recognition
- No-blame culture (hard to achieve given external pressures)
- Nurture staff; encourage and support well-being and resilience
- Focus on developing 'emotionally available practitioners'
- Stop and say 'thank you'
- Away days and staff/team socials
- Celebrate success on a regular basis, e.g. annual awards
- Encourage self-appreciation
- High quality group supervision
- High performing multi-disciplinary teams
- Values driven leadership
- Safe and supportive environment for difficult decision making

#### **Background: SFPC Support Partner Role**

- Support and challenge for innovators in working effectively with adopters, including action and research on leadership, recruitment and retention
- Support adopters to adopt in their context meeting local needs, working with local workforce, families and young people
- Coaching leaders/managers and teams supporting change process, culture change, thinking about authorising environment, multi-disciplinary working, developing resilience, etc.
- Supporting Communities of Practice to connect and support learning within and across disciplines and teams, and across innovators and their adopters
- Support capacity building and skills development for innovators and adopters, e.g. Deep Dives, Healthy Systems
- Identify learning and training to share cross-programme