

Children's Social Care Plan for the Retention of Staff

Aim

The plan to improve the recruitment and retention of Social Workers across the Children's Service has been in place for a number of years and takes many forms. This programme will ensure that we have well-trained, a supported and motivated workforce, who feel valued and remain with Coventry City Council.

Our Role

- Organisational Development Team play a crucial role in the retention of Social Workers across the Childrens Service and to ensure their experience here is improved.
- The Children's Workforce Development Adviser supports Childrens Services with the Social Work Experience Programme, by visiting the teams in the Hubs, inducting new Social Workers and carrying out exit interviews.
- The common themes are shared with the Workforce Development Board on a monthly basis.
- Organisational Development also provide a comprehensive Learning and Development portfolio to ensure employees can access high quality courses to improve their skills and knowledge to help support the children, young people and families in our City.

Outcomes

- The Social Work Experience Programme commenced in January 2016 with the Induction of the Strategic Leads – The Children's Workforce Development Adviser now inducts all newly appointed experienced Social Workers across the Service
- Exit Interviews – all Social Workers are interviewed to feedback about their experiences of working for Children's Services (e.g. what worked well, or what improvements we need to consider within the Service)
- Signs of Safety Framework – is the frame work that is currently being embedded across the Service to support Practitioners in their work. 463 employees have been trained along with 62 Practice Leads and 60 Partner services across the City
- A comprehensive Learning and Development Portfolio has been designed for the Service since 2015. Courses are mapped to the Knowledge and Skills Standards, Professional Capabilities Framework (PCF), Workforce Development Strategy, Appraisals and the Improvement Plan

Exit interviews- Key themes

Reasons for Leaving:

- Improved work/life balance
- Better Flexibility
- Closer to home
- Improved progression

Social Worker Feedback

- ASYE Programme is attractive with protected caseload and support
- Great support from my Service Manager and Team Manager and from Social Workers in my team
- Induction was very informative
- There are lots of opportunities here in Coventry

- My Manager encourages feedback and suggestions
- Colleagues listened and supported me
- Excellent supervision – generally high quality
- Time management is important with level of cases
- Work/life balance is promoted, not always able to practice this
- Lower caseloads for Social Workers required
- Clearer progression pathway needed and expectations shared
- Academic progression would be welcomed
- Following the re-design, workers need reassurance, to feel valued
- Internal communication should be clearer
- Acknowledge good practice more

Statistics

From October 2016:

- 34 Social Work Leavers
- 18 Exit Interviews
- 53% interviewed
- 100% of leavers notified to OD are offered an interview

Process

- Manager completes leaver form
- Report sent to Organisational Development weekly
- Leaver invited for an interview at their convenience in their place of work
- Structured template covering; recruitment, induction, the Coventry experience, role, challenges and improvements, development, leadership and management, support, suggestions, future
- Engagement after leaving from John Gregg; thank you and conversation if they would like to return