



**WOKINGHAM
BOROUGH COUNCIL**

A Meeting of the **PERSONNEL BOARD** will be held at the
Civic Offices, Shute End, Wokingham, RG40 1BN on
WEDNESDAY 1 FEBRUARY 2017 AT 7.00 PM

A handwritten signature in black ink, appearing to read 'Andy Couldrick', written in a cursive style.

Andy Couldrick
Chief Executive
Published on 24 January 2017



WOKINGHAM BOROUGH COUNCIL

Our Vision

A great place to live, an even better place to do business

Our Priorities

Improve educational attainment and focus on every child achieving their potential

Invest in regenerating towns and villages, support social and economic prosperity, whilst encouraging business growth

Ensure strong sustainable communities that are vibrant and supported by well designed development

Tackle traffic congestion in specific areas of the Borough

Improve the customer experience when accessing Council services

The Underpinning Principles

Offer excellent value for your Council Tax

Provide affordable homes

Look after the vulnerable

Improve health, wellbeing and quality of life

Maintain and improve the waste collection, recycling and fuel efficiency

Deliver quality in all that we do

MEMBERSHIP OF THE PERSONNEL BOARD

Councillors

Stuart Munro (Chairman)
Pauline Helliard-Symons
Barrie Patman

Alistair Auty (Vice-Chairman)
Pauline Jorgensen

Lindsay Ferris
Charles Margetts

- 28. APOLOGIES**
To receive any apologies for absence
- 29. MINUTES OF PREVIOUS MEETING** **5 - 6**
To confirm the Minutes of the Meeting held on 15 December 2016.
- 30. DECLARATION OF INTEREST**
To receive any declarations of interest
- 31. PUBLIC QUESTION TIME**
To answer any public questions
- A period of 30 minutes will be allowed for members of the public to ask questions submitted under notice.
- The Council welcomes questions from members of the public about the work of this committee.
- Subject to meeting certain timescales, questions can relate to general issues concerned with the work of the Committee or an item which is on the Agenda for this meeting. For full details of the procedure for submitting questions please contact the Democratic Services Section on the numbers given below or go to www.wokingham.gov.uk/publicquestions
- 32. MEMBER QUESTION TIME**
To answer any member questions
- 33. None Specific RECRUITMENT AND RETENTION OF SOCIAL WORKERS** **7 - 26**
To receive a report regarding the recruitment and retention of social workers. *(Part 2 sheet included)*
- 34. EXCLUSION OF THE PUBLIC**
The Personnel Board may exclude the public in order to discuss the Part 2 sheets above and to do so it must pass a resolution in the following terms:
- That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1, 2 and 4 of Part 1 of

Schedule 12A of the Act as appropriate.

35. None Specific

EXERCISING OF PENSION DISCRETIONS

27 - 30

To receive a report regarding the Board exercising its Pension Discretions.

Any other items which the Chairman decides are urgent

A Supplementary Agenda will be issued by the Chief Executive if there are any other items to consider under this heading.

CONTACT OFFICER

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**MINUTES OF A MEETING OF THE
PERSONNEL BOARD
HELD ON 15 DECEMBER 2016 FROM 7.00 PM TO 7.30 PM**

Committee Members Present

Councillors: Stuart Munro (Chairman), Alistair Auty (Vice-Chairman), Lindsay Ferris, Pauline Helliar-Symons, Pauline Jorgensen, Charles Margetts and Barrie Patman

Officers Present

Madeleine Shopland, Principal Democratic Services Officer
Sarah Swindley, Service Manager, Human Resources
Billy Webster, Head of Support Services

22. APOLOGIES

No apologies for absence were received.

23. MINUTES OF PREVIOUS MEETING

The Minutes of the meeting of the Board held on 12 October 2016 were confirmed as a correct record and signed by the Chairman.

24. DECLARATION OF INTEREST

There were no declarations of interest made.

25. PUBLIC QUESTION TIME

There were no public questions.

26. MEMBER QUESTION TIME

There were no Member questions.

27. CHANGES TO STAFF CAR PARKING

The Personnel Board received a report regarding proposed changes to staff car parking arrangements and the Staff Travel and Expense Policy.

During the discussion of the report the following points were made:

- Members were informed that the current staff parking scheme needed to change in response to the town centre regeneration projects which would impact the available capacity and location of car parking for staff from May 2017.
- Staff had been consulted on the possible options.
- The following was proposed:
 - If frequent business travel was required during the working day, the allocated car park would be that which was closest to the employee's office.
 - Other employees in the scheme whose role did not provide this entitlement would be allocated parking at the long term peripheral car parks (i.e. Carnival Pool and Easthampstead Road East). They would be issued with a permit valid for both car parks, with their route into Wokingham most likely to inform which car park was selected.
 - Employees within the scheme whose role required them to regularly attend evening meetings at Shute End would be entitled to move their car to Shute End after 4pm.
- It was noted that Members' car parking arrangements would remain unchanged.

- The part of The Paddocks car park reserved for staff parking would close but this would not occur until the Carnival Pool car park was available.
- In response to a Member question Sarah Swindley clarified that staff car parking permits were currently paid for via a salary sacrifice scheme.
- Service managers would be asked to identify those in their teams who frequently undertook business travel during the working day.
- Several Members expressed concern regarding the safety of staff working evening meetings at Shute End in winter who would potentially have to travel in the dark to a car park situated further away in order to move their car. They questioned whether a number of parking spaces in Shute End could be made available for such members of staff. The Board was informed that modelling had been carried out by the Project Team.
- Sarah Swindley indicated that there would be 201 spaces in Shute End. Billy Webster reminded Members that there would be a further reduction in Shute End car parking spaces in future as a result of the town centre regeneration.
- Members requested that information be provided at the next Board meeting regarding the number of staff who regularly undertook business travel within working hours and therefore required a parking space closest to their main office, and also the number of disabled parking spaces.
- It was proposed that the usage of Shute End car park be reviewed 6 months after the implementation of the changes to ascertain whether there was capacity for car parking spaces for those members of staff who would be regularly attending evening meetings.
- The Board was informed of changes to the Staff Travel and Expense Policy which had been refreshed to provide better clarity over roles and responsibilities and to reflect current legislative implications.

RESOLVED: That

- 1) the proposed changes to the staff car parking scheme be approved;
- 2) the subsequent changes to the Staff Travel and Expense Policy be approved;
- 3) the usage of Shute End car park be reviewed 6 months after the implementation of the changes to ascertain whether there was capacity for car parking spaces for those members of staff who would be regularly attending evening meetings.

Agenda Item 33.

TITLE	Recruitment & Retention of Social Workers
FOR CONSIDERATION BY	Personnel Board on 1 February 2017
WARD	None Specific
DIRECTOR	Judith Ramsden, Director of People Services

OUTCOME / BENEFITS TO THE COMMUNITY

Building a stable children’s social care workforce that enables better outcomes for the children and families that they work with.

RECOMMENDATION

That Personnel Board

- 1) note the ongoing work with regard to the development of an enhanced reward package for children’s Social Workers.
- 2) note how the Council is taking forward the Children’s Social Work Recruitment and Retention Strategy as set out in the Part 2 sheet of the report.

SUMMARY OF REPORT

The Children’s Social Care Recruitment & Retention Strategy and Plan 2014-2019 (See Appendix 1) laid out the vision of creating a culture & environment where:

- Potential applicants choose to apply to work for us, attracted by our innovative pay and reward offer and reputation for staff development, staff engagement, inspiring leadership including timely praise and recognition and “high challenge, high support”
- Staff want to remain and grow with us because they are engaged in service delivery and service development and are led and developed , with clear career pathways, to adapt well to changing service needs, service innovation and continuous improvement

Phase 1 of this Recruitment & Retention Strategy commenced in October 2014 and included a pilot bonus & leave scheme (See Appendix 2). These had been in place a year when we received an Ofsted inspection that recognised that “A robust workforce strategy has begun to reduce a previously heavy reliance on agency workers”.

Table 1 shows the target make-up of the workforce as described in the Recruitment & Retention Strategy and compares it to what has been achieved.

Table 1 – Make up of Social Care Workforce

	Actual 30 Sept 2014	Target 30 Sept 2015	Actual 30 Sept 2015	Target 30 Sept 2016	Actual 30 Sept 2016	Target 30 Sept 2017
Staff turnover	20%	18%	14.34%	17%	22.64%	16%

*Employed staff	69%	71%	68%	73%	73.5%	75%
Agency staff	22%	19%	17%	17%	7%	15%
Vacant roles	9%	10%	15%	10%	15%	10%

In summary, our vacancy rate has remained higher than the target while we have been more successful than anticipated in securing permanent employees, keeping turnover roughly within target and reducing our reliance on Agency staff.

For a number of years, there has been a national shortage of experienced social workers which means that WBC, like a number of authorities, struggles to recruit this level of permanent social workers. This is exacerbated by the geography of Wokingham competing within the South East and being situated amongst a number of other boroughs meaning that staff can move between authorities with relative ease.

a) Pilot Bonus Scheme - to increase retention of skilled staff

As can be evidenced from our percentage of permanent staff and generally meeting our turnover targets, this pilot scheme has been well received.

b) Pilot scheme to replace flexi-time with additional leave - to more straightforwardly compensate for the vital flexibility to work longer hours to meet service needs, thereby improving life/work balance

Further conversations with our existing workforce are being undertaken to identify which is more attractive, additional leave or flexible working. The outcome of these conversations may result in a proposal to make changes.

Proposals on how we take this forward are going to be subject to further consultation and are set out in Part 2.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	Nil	Yes	
Next Financial Year (Year 2)	Nil	Yes	
Following Financial Year (Year 3)	£11,250	Yes	Revenue

Reasons for considering the report in Part 2

Confidential information that has not yet been made available to employees is included

as a Part 2 sheet to the report

List of Background Papers

Appendix 1: Children's Social Care Recruitment & Retention Strategy and Plan

Appendix 2: Pilot Bonus & Leave Scheme

Contact Sarah Swindley	Service Finance and Resources
Telephone No 0118 961 9743	Email sarah.swindley@wokingham.gov.uk
Date 13 January 2017	Version No. 1

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WOKINGHAM BOROUGH COUNCIL

Appendix A

Title:	Children's Social Care Workforce Recruitment & Retention Strategy 2014-19
Ofsted Annex A Number:	1.05a – Appendix A
Date:	18 July 2014
Version:	V1
Author:	Brian Grady Head of Strategic Commissioning
Review date:	2019
Summary:	This strategy describes the national and local challenges in recruiting and retaining the best workforce for Childrens Social Care and sets out the priorities and actions designed to address them.

1. National challenge

The national challenge of recruiting and retaining a children's social workforce is well documented. Loughborough University's Centre for Child and Family Research (CCFR) has highlighted the challenges and pressures faced by local authorities due to the increasingly complex and demanding nature of child protection work in a time of austerity, where finances and budgets are tight, and due to the profession's public image and portrayal by the media. They identified recruitment and retention of staff as a key challenge (Holmes, Munro and Soper, 2011). The Institute of Public Policy Research in their research briefing for the Government's 2014 Frontline initiative identify rising demand, high vacancy rates and reliance on agency staff and low status of the profession as key challenges (MacAlister, Crehan and Olsen, 2013).

There is a broad consensus within the national and international literature about what makes for effective recruitment and retention practices in social care. These combine a mix of personal and organisational factors. Personal factors typically include professional commitment to children and families, previous work experience, education, job satisfaction, efficacy, emotional exhaustion and role overload. Organisational factors routinely involve better salary, supervisory support, reasonable workloads, co-worker and supervisory support, opportunities for advancement including professional resources and organisational commitment and valuing employees (DePanfilis * Zlotnik 2008).

The literature concerned with promotion of retention indicates that workers first of all need to feel committed to the agency, value face-to-face contact with service users, have formed an attachment to their supervisors and have a positive perception about job conditions in order to promote their retention. The overwhelming finding from these studies is that supervisory and peer supports are key to improved stability. Conversely, inadequate pay, difficult working conditions, lack of recognition, chronic stress, overwork and other negative job characteristics will all contribute to continuing difficulties in child welfare worker retention. While low turnover is not always indicative of a healthy organisation the underlying assumption of much research is that high levels of turnover are related to poorer outcomes for families and children. Research points to a lack of stability and loss of trust in situations of turnover and that in general users have negative perceptions of losing a case- or key worker. There is also some local evidence to suggest that turnover is a contributory factor to drift and delay in permanency planning for children in the Looked after system.

Recent research by TMP Worldwide for Community Care (2014) indicates that Local Authorities need to develop more flexible pay and reward packages for social workers in order to compete for staff in the current job market. The report recommends that employers should be more creative in the way they design their rewards packages.

2. Local Challenge

The national challenge is felt keenly at a local level. Despite a relatively attractive starting salary for newly qualified and main grade staff, with local factors affecting recruitment and retention including

- High house prices and high cost of living in the South East
- Changing demands on the workplace including greater choice and flexibility in working arrangements.
- An oversupply of newly qualified social workers combined with a national reduction in experienced qualified social workers
- A highly competitive regional labour market

- The impact of London salaries on local recruitment

The recruitment and retention of more experienced children's social workers has been challenging for some years and is now at a critical stage. Here the Wokingham offer appears to be significantly below the average for our regional comparators

Table 1 Comparator group salary range.

	Social Worker		Senior SW		Assistant TM	
	Min	Max	Min	Max	Min	Max
Wokingham	28167	34894	30311	37578	34894	39351
Comparator	27281	34910	33738	38866	39198	42601
+/-	886	(16)	(3427)	(1288)	(4304)	(3250)

Source: WBC Benchmarking

Table 2 outlines the current position by overall establishment and the proportion of this for each primary category. It identifies a continued number of agency staff covering roles and a reduced but still high vacancy rate

Table 2 Vacancy rates

CS establishment by category	Number	FTE
Establishment CS Social Workers	61	54.6
Permanent CS Social Workers	36	32.6
Vacant posts	25	20.0
Vacant posts covered by agency staff	16	15.0
Vacancy rate ¹	41%	37%

Source: WBC WISE 2/6/14

This data confirms a continuing and high reliance upon agency social work staff and represents a critical financial pressure and risk to the Council. Table 3 sets out the yearly and average salary cost (so excluding expenditure incurred on induction and training for example) of agency staff for Children's Social Care for the last three years.

Table 3 Agency spend

	£ 000's
11-12	1,267
12-13	1,839
13-14	1,481
Average	1,529

Source: WBC May 2014

Wokingham, along with many other local authorities have continued to experience a significant turnover of frontline staff, directly employed and agency frontline staff. Figures for the past two years, set out in Table 4 indicate that despite some variability, rates of staff turnover have remained high.

Table 4 Turnover rates

2012/13	%	No. of employee leavers in	Average no. of employees

¹ Calculated as the % number of vacant posts/fte of total establishment posts/fte

		rolling 12 month period	
Q1	33%	14	43
Q2	32%	13	41
Q3	33%	14	42
Q4	34%	13	38
2013/14			
Q1	27%	12	44
Q2	24%	8	33
Q3	27%	9	33
Q4	30%	14	46

Source: WISE / CSC Quarterly Staffing Reports WBC May 2014

Table 5 shows that of the 90 Children's Services staff who have attended the Induction Programme since May 2012, only 43 are still employed.

Table 5 Number of leavers

Detail	6/2012 – 5/2013	6/2013 – 5/2014	TOTAL
Numbers of Children's Services Staff who had fully attended an induction classroom event	46	44	90
Numbers of current Social Care & Intervention Staff included in above figures	12	22	43

Source: WBC May 2014

Children's Social Care have taken a number of steps to anticipate and mitigate wherever possible the continuing challenge from recruitment and retention activity. These include:

- ensuring caseloads are not higher than neighbouring authorities
- reviewed how we support social workers in their work
- promoting a strong leadership culture where senior leadership is visible through team visits, reviewing cases and staff forums
- improved processes supporting staff feedback and responded in practical terms to staff concerns
- reviewed and increased where necessary market supplements to respond to acute market pressures

Whilst these measures have contained turnover and the reliance on expensive agency staff they have not substantially improved the position relative to our neighbouring authorities and specific and significant actions are now required.

3. Recommendations for change

As set out above, we have established a number of actions within policy and financial constraints already to address recruitment and retention in line with national best practice and research recommendations.

Further actions set out our ambition for Wokingham Borough Council to look and feel as the most positive social work environment to come to and to stay in:

- **A new model of social work career progression**
- **Improved salary and retention incentives**
- **A refreshed Business Support for Social Workers**
- **Additional Flexible Working Arrangements**
- **Annual Leave and Additional Payments**
- **Development of ground-breaking service delivery models**

3.1 A new model for Social Work career progression

The Career Progression Scheme will provide clarity for social workers to support their progression from Assessed and Supported Year in Employment (ASYE) on the Professional Capability Framework (PCF) to Advanced Practitioner.

Capability profiles have been developed by The College of Social Work for each social work role which will be used in conjunction with the Continuous Professional Development (CPD) portfolios that all members of staff registered with the Health and Care Professionals Council (HCPC) need to submit for renewal of their registration. Professional development is evidence based and rigorously tested of capability against clear standards.

3.2 Improved salary and retention incentives

In accordance with the national research cited, it is proposed that we tie in salary and a retention bonus scheme with the new progression pathway.

Table 6 sets out the proposed salary and retention bonuses for each of the social work roles incorporated within the capability framework

Table 6

	Role and capability	Salary	Incentives
Proposed	Social Worker ASYE (1)	£32, 072	Inclusive Market Supplement
	Social Worker (2)	£34, 894	Plus Retention Bonus £1, 000 + 1 days A/L
	Social Worker (3)	£37, 578	Plus Retention Bonus £2, 000 + 2 days A/L
	Senior Social Worker (3)	£37, 578	Plus Retention Bonus £3, 000 + 4 days A/L
	Advanced Practitioner/ Consultant Practitioner (4)	£42, 934	Plus Retention Bonus £3, 000 + 5 days A/L

costings of the retention bonus scheme reflect the progression of staff through the scheme. Progression has been based on a tapered scale reflecting the indicative profile of successful achievement of bonus criteria. The profile of successful candidates reflects a sliding scale from 90% of staff achieving level 1 after the first year. Not all staff, however, will progress further with success rates reducing as they progress through the scales. At the same time, the likelihood of staff moving diminishes as they become more established within a longer-term role. Retained staff attract no further retention bonus

3.3 A refreshed Business Support for Social Workers

- **Additional Flexible Working Arrangements**
- **Annual Leave and Additional Payments**
- **Development of ground-breaking service delivery models**

4. Business Case for Change

The business case for change lies predominantly with the national evidence indicating the changes recommended. There is also a strong financial business case for the changes as set out below

Whilst savings delivered in the first full year of implementation (2015-16) are relatively low £25k (1%); savings grow to £388k (15%) by year 4 2018/19. Such significant savings are delivered through the new model with considerably less reliance upon high cost agency staff, alongside a more efficient & experienced service. By 2018/19 these improvements enable FTE numbers to reduce by 9 posts, which equates to a cost reduction of £423k.

Significant savings will be achieved through a reduction in routine and widespread use of agency staff. Agency staff incurs an average cost premium of 40% compared to permanent staffing.

The proposed changes will also see an increase in the quality of the Social Care Workforce. It is envisaged that as the quality and skills of the workforce increase, we will be able to reduce the number of Social worker posts

Table 7 sets out the financial implications of each element of the implementation

	14/15	15/16	16/17	17/18	18/19
Current costs	1,508	-3,016	-3,016	3,016	-3,016
New Pay scales	22	43	43	43	43
Recruitment Relocation Packages	20	40	0	0	0
Buy back of annual leave & overtime payments	22	45	90	90	90
Cars	5	10	10	10	10
Job sharing 10 x job shares	24	47	47	47	47
University Trainer Opportunity	0	0	0	0	0
Baseline staffing	1,365	2,731	2,731	2,731	2,731
Transition to Senior SW weighting 40:60 ratio	0	55	55	55	55
Retention payments	0	19	56	56	19

Agency Workers during transition	71	143	57	57	57
Workforce Reduction	-24	-141	-235	-329	-423
	1,504	2,991	2,853	2,759	2,628
Net Cash reduction £k	-4	-25	-163	-257	-388
% Savings	0%	1%	6%	9%	15%
Cumulative FTE Reduction	0	3	5	7	9

5. Benefits and Risks

The proposed policy changes are based on a clear business case for change which will achieve savings long term for the Council. However there are non-cashable and qualitative benefits to support the recommendations as well as risks if we do not proceed as recommended.

Non-cashable “soft” savings that the new strategy will deliver include:

- Improved service continuity to the most vulnerable groups of children
- Better outcomes for children
- Increased staff morale & goodwill
- Reduced duplication of effort
- Reduced costs in servicing recruitment activity
- Reduced financial processing costs e.g. fewer new starter forms, updating WISE.
- Reduced induction programme costs
- Reduced new starter on the job training including Fwi
- Reduced staffing set-up costs including IT, security passes, employee monitoring
- Reduced loss of investment in CSC training & workshops
- Reduced loss of service knowledge and functioning
- Reduced rates of sickness absence

Risks of not undertaking the proposed changes have been identified as follows:

1. **Reputational risk to the Council.** The Ofsted inspection of children’s services in 2012 made specific reference to the difficulties in recruiting and retaining staff in Wokingham. The overall position has not substantially improved since then. There is also evidence that poor inspection results simply augment recruitment problems and lead directly to increasing use of interim staff and enhanced costs.

2. The **current spend** committed to agency and non-permanent staff at around 20% of total establishment does not represent good value for money. As indicated above at insert the average annual commitment of £1.5m represents a continuing financial pressure and risk to the Council. These costs exclude the induction, training and recruitment activity associated with high levels of turnover.

3. The **turnover rates continue to exceed and remain well above Council targets.** They are likely to have a negative impact on outcomes for children and families for a number of reasons. Risk associated with turnover and the ‘Start Again Syndrome’ is well established particularly for those children who experience chronic neglect. Recent audit findings have established that some children have experienced more than ten changes of social worker in a year and in one case fourteen changes. As indicated above at insert excessive turnover

has been a feature in contributing to drift and delay in permanency planning for the most vulnerable cohort of all i.e. looked after children. Any of these scenarios could form the basis to future litigation by a child, young person or their carer.

4. The continuing level of vacancies is likely to act as a **constraint on Children's Social Care realising its ambitions for Early Intervention** as a key component to its business strategy. This is not primarily because main-grade social work staff will be significantly involved in early intervention work. Rather, significantly reduced vacancy levels will allow the Directorate to signal, model and manage a change in emphasis and behaviour to its key partners.



WOKINGHAM BOROUGH COUNCIL

Title:	Wokingham Borough Council Children's Social Care Recruitment & Retention PLAN 2014-17
Ofsted Annex A Number:	1.05a – Appendix B
Date:	3 October 2014
Version:	1.1
Author:	Sarah Swindley & Geoff Munday HR Business Partners
Review date:	The impact of the strategy will be reviewed quarterly.
Summary:	This describes the measures that will be introduced to stimulate interest from social workers and retain those working directly for WBC.

Introduction.

WBC's Children's Social Care are committed to recruiting , developing and retaining a professionally qualified, highly skilled, motivated, diverse, stable and integrated workforce, directly employed as far as possible, in order to provide high quality and consistent services to children and families in need.

This plan is based on careful consideration of:

- feedback from young people and families with whom we work
- feedback from staff
- comparison with competitors in the market
- the need now to be distinctive and innovative
- best practice guidance from reputable publications

The aim of the plan is to generate an innovative offer to stimulate interest from social workers and retain those working directly for WBC, helping to retain vital skills and experience.

We want to create a culture and environment where:

- Potential applicants choose to apply to work for us, attracted by our innovative pay and reward offer and reputation for staff development, staff engagement, inspiring leadership including timely praise and recognition and “high challenge, high support”
- Staff want to remain and grow with us because they are engaged in service delivery and service development and are led and developed , with clear career pathways, to adapt well to changing service needs, service innovation and continuous improvement

Where we are and where we want to be.

Social Work staffing

	30 Sept 2014	30 Sept 2015	30 Sept 2016	30 Sept 2017
Staff turnover	20%	18%	17%	16%
Employed staff	69%	71%	73%	75%
Agency staff	22%	19%	17%	15%
Vacant roles	9%	10%	10%	10%

How we will get there.

Phase 1 (September 2014 - August 2016)

- a) We will build upon the Professional Capability Framework model devised by the College of Social Work and from this we will build career framework competencies for each role from ASYE to Team Leader/Advanced Practitioner.
- b) Improved pay rates from 01.11.14 with competence thresholds for progression within Social Worker levels linked to panel assessment against the Professional Capabilities Framework (the PCF).
- c) Pilot Bonus Scheme - to increase retention of skilled staff
- d) Pilot scheme to replace flexi-time with additional leave - to more straightforwardly compensate for the vital flexibility to work longer hours to meet service needs, thereby improving life/work balance
- e) Pilot employee referral scheme- to increase the number of quality external applicants by encouraging staff to refer people to apply to work for us
- f) Improved recruitment marketing : new job descriptions, improved website, microsite

- g) Growing our own social workers more effectively : maximise use of Student Practice Placements, ASYE programme, Step Up to Social Work Programme - see Training Strategy
- h) Enhance staff development opportunities, including management and leadership development, mentoring and coaching - see Training Strategy
- i) Increase time spent with clients by introducing business support capacity to free up social worker time
- j) Raise profile of WBC Children's Social Care e.g. via Innovations Project

Phase 2 (September 2016 - August 2017)

- a) Extend / adapt pilot schemes (in light of analysis of impact)
- b) Review need for enhanced support for car use (e.g. pool cars, car loans)
- c) Consider case for community interest company to supply agency workers more cost effectively

How we will know whether we're getting there.

We will review the impact on recruitment and retention quarterly via existing Staffing Analysis reports and fine tune / adapt interventions as necessary in the light of experience and the ever changing external market place. The analysis includes why people leave.

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Retention Scheme for qualifying Children's Social Workers

The aim of this pilot retention scheme is to generate an innovative offer to stimulate interest from social workers and retain those working directly for WBC, helping to retain vital skills and experience.

To qualify for the scheme you have to be:

- Undertaking a role that requires registration with the HCPC
- At Social Worker 2, 3 or Senior Social Worker role in Ambleside or Brambles Neighbourhood team; Referral & Assessment team; Disabled Children's team; Family Placement Team or Here4U
- Undertaking a permanent or fixed term Social Worker position within Wokingham Borough Council
- Committed to remaining at Wokingham Borough Council in a Children's Social Worker position for at least 2 years

This pilot scheme is effective from 1 November 2014 for a 2-year period

Additional Annual Leave

The Flexi-time Scheme is replaced by fixed additional annual leave as follows:

Level	Current Annual Leave	Additional Annual Leave	Total Annual Leave
Social Worker 2	27	1	28
Social Worker 3	27	4	31
Senior Social Worker	29	4	33

Those with 5 years' or more continuous local government service will continue to be entitled to the additional 5 days' leave as per the National terms & conditions.

Retention Bonus

In order to encourage Social Workers to remain in employment for 2 years we are introducing a retention bonus payable as follows:

Level	After year 1	After year 2	Total bonus for 2 years' service
Social Worker 2	£500	£500	£1,000
Social Worker 3	£1,500	£1,500	£3,000
Senior Social Worker	£1,500	£1,500	£3,000

Rules of this pilot scheme

- Part time staff will receive both annual leave & retention bonus on a pro-rata basis
- The Retention bonus is pensionable but non-contractual
- The bonus is payable upon the condition that you are not under formal capability or discipline procedures (i.e. informal warning with an improvement plan in place)
- If you leave before the end of the 2 year period you will be required to pay back the interim payment made at the end of year 1
- If you move roles within the pilot period to a role with a higher entitlement you will receive the bonus and annual leave proportionate to the amount of time spent in those roles within the pilot period
- It is based on principle that existing employees are treated equitably to those who we recruit as follows:
 - For those of 1 year service or more
 - Annual leave entitlement immediately
 - Year 1 element paid 6 months' from implementation of pilot and the remainder at the end of the 2 years (i.e. 31 October 2016).
 - For those of less than 1 year service
 - Will be treated the same as new starters except that the first payment will not be made until either 6 months' after commencement of the scheme or completion of 1 years' service in a qualifying role, whichever is later.

Monitoring this pilot scheme

The scheme will be reviewed after 12 months to ensure that it is having the desired outcomes which are reducing employee turnover and increasing the proportion of permanent workforce. It will only continue for new starters in year 2 if our outcomes are being achieved.

Should the pilot be successful then a decision will be made at the end of the 2 year period as to whether to repeat for a further 2 years.

Further information

Further help and advice can be obtained through hrenquiries@wokingham.gov.uk via 0118 974 6116, or by contacting your HR Business Partner

By virtue of paragraph(s) 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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