SOCIAL CARE RECRUITMENT AND RETENTION ACTION PLANS

ACTION PLAN SUMMARY

Reference	Objective with Outcome(s) / Benefit(s)	Lead Officer
1RECRUITMENT:	A streamlined recruitment process	EN
2REWARDING STAFF:	Improved benefits for staff	TS
3WORKFORCE DEVELOPMENT:	Improved learning and development opportunities	KK
4FLEXIBLE WORKFORCE	Increasing the flexibility of our workforce to respond to needs	TS/EN
5 PROGRESS MONITORING	Showing whether the strategy is working	JW
6 STAFF ENGAGEMENT	Consulting with and receiving feedback from staff	TS/JW

Lead Officers
EN – Emma Nederpel, Strategy Business Support Manager
KK – Kate Knight, Workforce Development Manager
TS – Tara Sutton, Human Resources Manager
JW – Jordan White, National Management Trainee – Coordinating the Recruitment & Retention strategy

Objective 1:RECRUITMENT: A streamlined recruitment process			Lead Officer: EN	
Activity		**Outcome**	**Lead on Task and Finish Group**	**Latest Update**
1.1	Streamlining of business support across CFA	1.1 Managers spend less time working on the process of recruitment	EN	
1.2	Dedicated recruitment function within current business support resource for social care recruitment	1.2 Staff in business support posts specifically for social care recruitment	EN/TS	
1.3	A clear and consistent process to support a cross-directorate approach to all aspects of social care recruitment including advertising, shortlisting, interviewing and appointment	1.3 Reduction in delays and shortened timescale between advertising a post and staff taking on the role	EN	
1.4	Advertising promotes Cambridgeshire as a great place to work, the recent council decision to review pay scales for social care staff and other proposals in the strategy and clear reinforcements of our approach to social work (i.e. unit model, transforming lives)	1.4 Consistent messages across all roles being advertised. More people apply for jobs at CCC	EN	
1.5	Enhance communications and digital marketing approach, in line with principles of the operating model	1.5 Efficient use of available channels to improve the marketing of CCC as an employer	JW	
1.6	Evaluate and improve the recruitment webpage	1.6 Website is attractive and easy to use for prospective employees	JW	

| 1.7 | Use data to inform decisions about which forms of advertisement gives best return. To include, but not limited to: paid advertising opportunities; development of corporate webpage; attendance at jobs fairs; continue close relationships with Anglia Ruskin and forge closer links with other academic partners | 1.7 | Use of intelligence-based approach to improve recruitment marketing. | JW | |

Objective2:REWARDING STAFF:

Improved benefits for staff

Lead Officer: TS

Activity			**Outcome**	**Lead on Task and Finish Group**	**Latest Update**
2.1 Develop new features of the benefit scheme		2.1	New benefit schemes in place for social care staff	TS	
2.2 Promote existing benefits.		2.2	Social care staff and prospective staff are aware of the benefits on offer at CCC	JW	
2.3 Focus on providing non-financial recognition for work of social care staff and celebrate individual contribution		2.3	Employee recognition scheme and any other non-financial recognition schemes launched	TS	

Objective 3: WORKFORCE DEVELOPMENT

Improved learning and development opportunities

Lead Officer: KK

Activity		**Outcome**	**Lead on Task and Finish Group**	**Latest Update**
3.1A virtual learning environment offering a single place where staff, partners and members of	3.1	Social care staff are aware of their learning pathways and	JW/KK	

	Activity		Outcome	Lead on Task and	Latest Update
	the public can look for learning opportunities in social care.		have access to the relevant materials online. Partners and prospective social workers can view our learning pathways for social workers		
3.2	The virtual learning environment includes comprehensive details regarding traditional classroom based opportunities offered by the County Council and partners	3.2	All details for relevant courses are available in a single location	JW/KK	
3.3	Improve supervision from qualified senior staff to Newly Qualified Social Workers	3.3	The successes of the current NQSW programme are maintained and built upon	KK	
3.4	Provide all new recruits with a clear learning pathway for them to undertake during their six month probationary period.	3.4	New social care staff can identify opportunities for learning and development and include an overview to the CFA strategic vision for social care.	KK	
3.5	Develop expertise and extend opportunities for further career development, potentially by allowing new staff to shadow social workers in other departments and pair them with a mentor who can support their transitions.	3.5	Additional support for new recruits while they are new to the organisation. Managers can identify particularly talented individual and encourage them to remain working for CCC	KK	

Objective 4:FLEXIBLE WORKFORCE:	**Lead Officer: TS/EN**
Increasing the flexibility of our workforce to respond to needs	
Activity	**Outcome**	**Lead on Task and**	**Latest Update**

				Finish Group	
4.1	Work with LGSS HR to establish a process that enables social care staff to rotate within social care roles.	4.1	Social workers attain skills and experiences in different areas providing personal and professional development. Resources are moved to where they are most needed. Vacant posts are filled quickly with a worker who is familiar with the organisation, skilled and committed to our strategic vision.	TS	
4.2	Consider whether there are any tasks currently undertaken by qualified social care staff that could be undertaken by unqualified staff	4.2	Social care in unqualified roles widen their experience. Qualified social workers undertake more specific tasks that benefit from someone having a professional qualification.	TS/EN	

Objective 5: PROGRESS MONITORING:				Lead Officer: JW	
Activity		**Outcome**		**Lead on Task and Finish Group**	**Latest Update**
5.1	Regular monitoring of: • Spend on agency staff within social care workforce (from business plan) • Vacancy rate of identified key social care jobs (benchmarked against December 2015) • Number of staff transferring from agency to permanent workers (benchmarked against	5.1	The above actions are bringing about the necessary improvement in ability to recruit and retain a permanent workforce	TS	

December 2015)			
5.2 Dashboard created to monitor the above indicators updated quarterly and reported to the Strategic Recruitment and Workforce Development Board.	5.2 The strategic board are aware of progress and can provide a steer if targets are not being met.	JW	
5.3 Action update document produced monthly	5.3 Robust management of actions from the strategy	JW	
5.4 Exception reports discussed at spokes meetings	5.4 Members are kept informed of progress against the strategy	JW	
5.5 Adults and Children's Committees informed of progress	5.5 Members are kept informed of progress against the strategy	JW	

Objective 6: STAFF ENGAGEMENT			Lead Officer: TS/JW
Activity	**Outcome**	**Lead on Task and Finish Group**	**Latest Update**
6.1. Enhance communication channels so staff and managers can ensure effective communication and obtain feedback	6.1 Frontline staff have the opportunity to input to the development of the strategy to help identify areas where development is required to find solutions for recruitment and retention	JW	
6.2. Identify training and development needs to help relevant staff work in a 'transforming lives' way.	6.2 The proactive and preventative approach to Adults and Older People's Social care is adopted in the day-to-day practice of social care staff in these	KK	

		directorates		
6.3. All social care staff offered an exit interview before they leave the organisation	6.3	Better understanding of the reasons for people leaving the organisation. This will help to target resources towards reducing/ removing these reasons.	TS	
6.4. Feedback from exit interviews regularly reported to Strategic Recruitment and Workforce Development Board	6.4	Board is informed of reasons for people leaning the organisation and are able to develop a strategy to tackle these reasons where possible.	JW	