

Subject: Actions to recruit and retain social workers - progress update

Cabinet Member: Cllr Keith Humphries, Cllr Laura Mayes, Cllr Stuart Wheeler

Key Decision: N

Executive Summary

This report provides a further update on actions carried out during 2015/16 following the Cabinet report on the 21 April 2015 in respect of recruiting and retaining social workers.

The report also details the significant progress made from the campaign start (August 2014) until March 2016 and identifies actions (section 24 onwards) needing to be taken during 2016/2017 to sustain the improvements made

Proposal(s)

That cabinet note the progress of the recruitment campaign to recruit social workers and support the further actions being taken and planned to recruit and retain social workers.

Reason for Proposal(s)

To improve the recruitment and retention of experienced social workers and social work managers.

Dr Carlton Brand, Carolyn Godfrey and Maggie Rae, Corporate Directors.

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Purpose of Report

1. The purpose of this report is to provide a further update on actions carried out during 2015/16 following the Cabinet report on the 21 April 2015 in respect of recruiting and retaining social workers. The report also details the significant progress made from the campaign start (August 2014) until March 2016 and outline the actions needed during 2016/2017 to sustain the improvements made.

Relevance to the Council's Business Plan

2. The council has a statutory responsibility to provide adult social services and children's social care, and one of the council's three priorities in the Business Plan 2013 – 2017 is to protect the most vulnerable in Wiltshire's communities. Social workers and social work managers have a key role meeting the statutory responsibilities, and in delivering that priority, which means being able to recruit and retain high calibre staff in these roles is critical to delivering the principles and actions that will ensure that we meet this priority

Main Considerations for the Council

3. A campaign to recruit to social work posts across both operational children's services and adult care operations has been taken place since August 2014 and has been delivered in three phases.
4. The campaign has been driven by recruitment difficulties nationally in respect of social workers, particularly in respect of experienced practitioners, and this position was reinforced by the number of recruitment campaigns taking place in councils across the country which meant that competition for these roles was and continues to be significant.
5. Previous reports to Cabinet have provided updates on the progress of Phase 1 and Phase 2 (Aug 14 – March 15) of the social work recruitment campaign, and an update report on Phase 2 of the campaign, which ended on 31 March 2015 was presented to Cabinet in April 2015.

Actions taken during 2015/16

6. Building on the actions taken August 2014 to March 2015 (detailed in the Cabinet report dated 21 April 2015), a third phase of the social work recruitment campaign was developed which started 1 April 2015 and ended 31 March 2016
7. Financial investment in this phase was adjusted resulting in a 50% reduction compared to 14/15 to recognise the changing nature and intensity in activity needed for the 3rd phase of the recruitment campaign.

8. This phase has been characterised by a reduction in the number of experienced social workers needing to be recruited to and a continuing reduction in numbers of agency workers on assignment, particularly in operational children's services. This has been due to a combination of factors:
 - the success in recruiting to social work vacancies in previous campaign phases and the consequent reduction in number of vacancies being carried forward into Phase 3
 - the targeting of newly qualified social workers (traditionally not hard to recruit to) to support the development of ASYE¹ 'Pods' in operational children's services during Phase 3 (see section 12)
 - the introduction and successful implementation of recruitment and retention programmes under the WIHSC (Wiltshire Institute for Health and Social Care), namely 'Return to Social Work' and 'Grow our Own' and;
 - the work to integrate adult care operations with health through the development of 'clusters' as part of the Better Care Plan

9. Based on the media performance from Phase 1 and 2, a media schedule for Phase 3 was established and purchased with our recruitment and marketing agency, Penna. Due to the reduced funding, it was essential to target media which had performed well during previous phases to achieve maximum results and also develop complementary in-house marketing activity

10. The recruitment marketing activities during this phase included:
 - A number of paid-for sponsored features, editorials together with 60 enhanced/targeted job listings placed across The Guardian, Community Care and Indeed.
 - 7 sponsored Facebook adverts and a number of Google Ad words (resulting in nearly 3,000 clicks) to further promote and direct potential candidates to the careers website.
 - Recruit for Spouses, a locally based company supporting partners of military personnel were commissioned for the first time to advertise and promote social work jobs as part of the council's on-going commitment and work with the armed forces. This included job-listings and other engagement activity via newsletters and social media targeting the military community.
 - More extensive in-house social media activity across LinkedIn, Twitter, Facebook and more recently Instagram (account opened January 2016) to attract and engage with as wide an audience as possible.
 - Developing the number of blogs from social work staff promoted via all social media channels and accessed through our careers website. This has included a student undertaking the council's [Step up to Social Work programme](#).
 - A paid for half-page advert in the Guardian social care supplement in March 2016 to mark World Social Work Day together with in-house promotion via social media using our own social work staff. This coverage aimed to increase the profile and reputation of the council as an employer of choice.
 - Attendance at the BFRS (British Forces Resettlement Services) Tidworth Careers Event in September 2015 by HR & OD to promote social care careers.
 - Attendance at the BASW (British Association of Social Workers) Student Conference in November 2015 by the principal social worker for adult care operations.

¹ Assessed and Supported Year of Employment: this is the social worker's first year post qualifying and completes qualified social worker status

11. WIHSC has been further developed during this phase. The purpose of the WHISC is to help attract, recruit, develop and retain health and social care professionals across the county, in order to improve outcomes for our service users. The Institute will do this by developing clear learning pathways, improving the support for newly qualified staff and creating stronger links with the local Higher Education Institutions (HEI's) and new partners:
12. A clear social work career pathway has initially been mapped out and promoted involving both principal social workers and HR & OD (Appendix 3). A number of programmes, underneath the WIHSC have now been implemented including:
- **Return to Social Work:** this is a scheme which aims to attract qualified social workers who have been out of practice for more than 2 years or who have qualified and never practiced who need to re-register with the HCPC². A successful return to social work coffee morning was held on the 1 November at County Hall where "returners" were able to find out about practicing social work in Wiltshire. A total of 36 enquiries were made and has resulted in 7 social workers of varying degrees of experience under the scheme being placed across adults (4) and children's (3) with a further 4 to be placed in operational children's services.
 - **'Grow our own' scheme:** this programme is only open to those already employed within children's or adult social care who are sponsored by the council to complete a degree or post-graduate qualification in social work to gain qualified social worker status. The intention that through a learning agreement held between the council and employee that on qualifying, the employee remains at the council for a minimum period of 2 years to complete their ASYE and become an experienced social worker within the council's social work establishment. This programme has proved highly competitive with 18 applications received for 2016/17 and only 6 spaces available in total across adults and children's social care. Due to budgetary constraints, the programme implementation date has been delayed and is hoping to start April 2017
 - **Step up to Social Work:** this is a national funded initiative by the Department for Education (DfE) that provides a 'fast-track' route to qualified social work status for those with a first degree. Wiltshire Council is one of 4 local authority partners in a regional Step Up Consortium led by Dorset County Council. 5 students have been placed with the council (3 of whom were Wiltshire Council employees) and will complete the programme June 2018.
 - **University of the West of England (UWE) social work student bursary scheme.** This bursary scheme was developed by Wiltshire Council as a way of providing a further route for social work students resident in Wiltshire into a social work career with the council. The council is currently supporting 6 bursary students, however due to financial constraints this scheme will finish in 2017.
13. A new workforce model has been introduced in operational children's services, which has seen the increase in permanent establishment and the reduction of temporary agency staff. This model centres on the creation of 'pods' within area teams consisting of 4 newly qualified social workers or ASYE to 1 aspiring manager. The aspiring manager is a new role created specifically for this workforce model and is aimed at experienced social workers looking for their first step into management; the Pods create a supervised and mentored environment by which aspiring managers can manage 4 newly qualified social workers to gain their first management experience and to support their career development. Appendix 1 gives further detail on numbers recruited into these roles and vacancies up until 31 March 2016

² Health and Care Professionals Council

14. A number of changes have been made on the council's careers website (jobs.wiltshire.gov.uk). From November 2015, a 'recruitment spotlight' was developed on the homepage for social work, making it easier for viewers to be directed to specific information about working for the council and latest job vacancies on the social care microsite. In addition, contextual links³ also appear alongside adverts where there is the highest number of vacancies or are high priority in the recruitment campaign. This provides further attraction and engagement about vacancies and the employment 'offer' to social workers. Appendix 2 shows a screenshot of both these features

Progress made up until 31 March 2016

15. The campaign has been successful; up until March 31 2016, 73% of all vacancies in operational children's services and 80% of all vacancies in adult social care operations were filled. This equates to 123 appointments and 38 vacancies remaining in operational children's services with 10 of those in newly qualified social work roles within safeguarding and assessment and 53 appointments and 13 vacancies remaining in adult social care operations with the majority (11 in total) in adult care locality and CTPLD teams. These figures take account of both turnover, and the increase in establishment in operational children's services during the period of the campaign. Appendix 1 shows further breakdown by job title
16. The campaign has also resulted in a reduction in the number of agency workers (particularly in operational children's services) and the development of sustainable models of recruitment and retention through various initiatives outlined in paragraph 12.
17. There was a decrease in agency expenditure in 2015/16 across both children's and adult services as a result of the success of the recruitment campaign.
18. In operational children's services there was a reduction of £333,918 and in adult care operations there was a reduction of £158,722 in agency spend across all social worker roles for 2015/16
19. The reductions in agency expenditure on social work roles are part of an overall reduction in agency expenditure across the council which decreased by £1m during 2015/16.
20. The most significant impact has been in relation to retention. Turnover rates in operational children's services have reduced from 21.1% at the start of the campaign in August 2014 to 12.2% at the end of March 2016, and were as low as 7.2% during one quarter. There has also been a similar improvement in retention for adult social care operations with a 5% reduction in voluntary turnover in the same period (14.8% to 9.8%).
21. Whilst these figures will be subject to the normal variances that affect turnover in a 12 month period (increases usually occur in the last quarter of a year – January to March) this does provide some reassurance about the stability of the workforce in these services.
22. Added to this is the fact that improvement in retention has been particularly prolific in relation to qualified social workers, with 89.5% retention in these roles in operational children's services and 87.5% in adult care operations during 2015/16. In

³ Contextual links appear as images or text alongside a job advert and their intention is to engage applicants by providing further information about the job through career films or staff blogs for example

safeguarding and assessment, retention is even higher at 94.1% during this period and when compared with the retention rate for experienced social workers across operational children's services as a whole (91%), the figure is 3% more. This confirms the positive effect of the recruitment campaign as voluntary turnover is reducing in all cases and the retention of staff (especially experienced social workers) is high.

23. These improvements in retention and turnover means that the council is in a much more stable position, and this is despite other local authorities continuing to struggle to recruit and retain to social work posts. Appendix 1 gives further detail of the overall campaign results.

Actions identified for 16/17

24. A desktop exercise has been undertaken by the report author to understand the competition from other local authorities (local and national) and to ensure that Wiltshire stays ahead of the market to attract high performing, quality social work candidates. This review also provided the campaign with information about the employment 'offer' being made by other councils to their social work employees. The review found that we still have significant competitive advantage, particularly in the area of safeguarding and assessment with the 18 caseload promise (which reduces to 16 for ASYE) and a clear career pathway developed as part of the WIHSC.
25. However, many neighbouring local authorities that were playing 'catch up' are starting to heavily invest in children's social care (e.g. Somerset) which will have an impact on the available pool from which to recruit and potentially retention rates if the momentum made with the campaign is not sustained; it will be absolutely essential, going forward, to ensure that the expectations of candidates in terms of the employment offer (and the caseload promise in safeguarding and assessment) is met.
26. In order to confirm that this is happening, further work will be developed during 16/17 to improve the consistency in gathering exit and entry questionnaires for permanent starters and leavers to both adult care operations and operational children's services. The feedback gained will enable action to be taken where needed and to keep the campaign going forward relevant and up-to-date.
27. Whilst a funded, dedicated social work recruitment campaign has been needed over the past 20 months, the level of success in recruiting to social work vacancies means that investing at the same level and running an intense recruitment campaign in the same way would no longer give the council value for money. However it is critical that recruitment activity continues to ensure the success achieved so far is sustained.
28. The social work campaign has given the council the skills, knowledge and experience to develop a blueprint to run future recruitment campaigns and in particular to use these to develop a phase 4 recruitment campaign for social work but as part of a wider approach to resourcing across the council that supports areas where there are difficulties recruiting to business critical roles.
29. Using in-house developed skills will reduce the reliance and associated costs of using an external marketing agency, making financial efficiencies for the future. A phase 4 marketing campaign for social care is being developed in consultation with both services to ensure that there is a focus on key roles where there are outstanding vacancies to be filled, key roles which will need promoting and recruiting to and to support the development of new workforce models in children's (e.g. ASYE/Pod development) and as a result of the health and social care integration

within adult care operations.

30. A dedicated microsite for social care has been in place since 2012. As part of Phase 2 of the social work campaign, the microsite was updated in October 2014 featuring information about the services, vacancies, videos to showcase working at the council and links to social media sites branded to support the campaign. However, since the update, the council has also developed a new, branded careers website (May 2015) with the ability to develop dedicated landing pages which can host information and job listings specific to a service area. With this new functionality, the microsite will be 'switched off' from July/August (a quiet period for recruitment) and a new social care landing page with revised content based on the microsite will be developed as part of the careers website.
31. In conjunction with corporate communications, in-house press releases and other media coverage will continue to promote the council as an employer of choice for social work.
32. Career pathways will continue to be developed and added to under the WIHSC which will support attraction, recruitment and retention. The Department for Education and Department of Health have opened a new round of bidding for 2 year teaching partnership funding as part of the government's agenda to increase the number of teaching partnerships and raise standards of teaching. A DfE funded Teaching Partnership consortium has been formed, led by Wiltshire Council and involving 6 other local authorities and 4 Higher Education Institutes or HEI's and represents one of the largest Teaching Partnership consortiums in the country and intends to draw down £5M of funding into the region. This will significantly support the quality of social work students, the recruitment and retention of high performing social workers for Wiltshire Council. The aspirations of the Teaching Partnership are:
 - Installing and utilising IT so that every training and HEI course in the region is fully attended (a Virtual Campus) and led by one expert across the region (gaining social work hours and saving money).
 - That Universities and social care services will influence content and selection of undergraduates and will be responding to supply and demand accordingly – so there is clear succession planning over 3 years.
 - That the HEI's will deliver learning in social care and that it is accredited learning- also principal social workers and higher grade social workers deliver lectures to enhance the social work career pathway
33. A collaborative approach to reducing social worker agency pay and to improve the recruitment and retention of permanent social workers across the region has been developed through a southwest Memorandum of Cooperation (MoC). The MoC is primarily focussed on developing collaborative approaches in respect of children's social care because of the shortage of permanent experienced social workers and high volume of agency staff being used; there is a commitment to address adult social care at some point in the near future.
34. The aim of the MoC is to ensure:
 - The hourly pay for social work staff within children's services is capped, to prevent spiralling costs and growing competition between South West Local Authorities, and to mitigate the increasing discrepancy between an agency social worker's level of skill and experience and the rates of pay they have been able to demand
 - Agencies providing social work staff within children's services comply with agreed standards and protocols, to ensure a stable and high quality workforce is

maintained.

35. All 15 top tier local authorities in the region have initially signed up to the MoC which has been endorsed by the regional Association of Directors of Children's Services (ADCS) and is hoping to be officially launched late summer 2016.
36. A set of agency pay caps is being introduced which will limit the pay rates for children's agency social workers with immediate effect for new assignments with a phased approach for existing agency staff where the pay caps have to take effect by January 2017 if not sooner. This will stop the spiralling costs of agency pay within the region and give local authorities greater control in managing supply and demand.
37. An impact assessment carried out for Wiltshire confirms that the council's agency pay rates are very competitive and already fall below the regional maximum caps set for each social work role within operational children's services.

Background

38. As has been previously reported there have been difficulties in recruiting experienced social workers and social work managers across both adults and children's services within the council, with the most significant difficulties within operational children's services, especially in safeguarding and assessment.
39. There have been a number of strategies to recruit social workers and social work managers taking place since December 2012. As well as on-going recruitment advertising on the council's careers website throughout the period, and attendance at careers fairs, a joint targeted advertising campaign for social work recruitment with children's services and adult care operations ran from November 2013 to April 2014 with some success.
40. Proposals to pay market supplements to specific social worker roles in the safeguarding and MASH teams in children's services and the option for these supplements to be extended to other social work roles in other areas of children's services and within adult care operations where there was evidence of significant difficulties in recruiting were agreed by CLT in June 2014 and Cabinet were asked to note this decision at their meeting on 22 July 2014.
41. Despite these interventions, a high number of vacancies still remained and the services continued to be reliant on agency workers in various roles across both children's and adult services. In addition the normal turnover of staff in these roles also increased the number of vacancies and a new recruitment campaign commenced in August 2014.
42. The campaign has been delivered in 3 phases so far, and has included a number of traditional and new approaches, including a more wide scale use of social media in the advertising of the social work vacancies.
43. The new recruitment campaign has been significantly different from previous recruitment efforts and has marketed the council's employer value proposition (EVP) or brand clearly into all external facing information and advertising. The EVP enables the council to articulate its values and vision to internal and external audiences and was integrated in the redevelopment of the social care microsite and development of new social media channels in order to attract and promote vacancies and the wider employment offer to social workers.
44. Extensive paid for advertising has taken place across a range of online media channels (Guardian, Community Care, Jobsgopublic, Google, Indeed), including

enhanced and targeted job listings, promotional features, council press releases, a high volume of social media activity, attendance at career fairs and conferences and a range of internal initiatives under the recently launched Wiltshire Institute for Health and Social Care (WIHSC).

45. The new campaign also saw the development of unique selling points (USP's) to market the council as an employer of choice for social workers. This was done to improve the competitive edge had over other local authorities and provide the 'backbone' to the overall campaign (e.g. lower caseloads in operational children's services, improved technology/reduced bureaucracy and clearer career pathways launched under the Wiltshire Institute of Health and Social Care).
46. Key points of contact were identified and established within the services and HR & OD to ensure the continual 2-way communication around recruitment needs, challenges and vacancies and that the candidate journey (from application to appointment) was carried out as efficiently as possible. This also provided contacts for candidates so that recruitment or service queries could be handled quickly with minimum response times, thus increasing candidate satisfaction with the recruitment experience and increasing the chances of applications being submitted.
47. The campaign has been delivered in three phases:
 - Phase 1 of the campaign ended in September 2014 and delivered some success in the recruitment of social work manager roles but was less successful in the recruitment of experienced social workers.
 - Phase 2 of the campaign launched on 16th October 2014 and ended March 31 2015 with the aim of recruiting to social worker and social work manager roles across both children's and adult services. At that stage there were 49 social work vacancies in the safeguarding and assessment teams within operational children's services following the decision by CLT in consultation with cabinet to recruit an additional 27 social workers in these teams in November 2014. This saw an additional injection of £1m funding into the service during 14/15 on the understanding that there would be no additional funding for these posts 15/16.
 - Phase 3 of the campaign launched on the 1 April 2015 and has recently ended 31 March 2016 although there is still a run-over of paid-for advertising and features which will end May 31 2016. This phase started with 36 vacancies in operational children's services and 17 vacancies in adult social care operations. Phase 3 has been characterised by the development of more sustainable models of recruitment and retention to create a permanent establishment across adult's and children's social care (reducing agency) through the implementation of some key internal initiatives (e.g. Return to Social Work, Grow Our Own, Step up to Social Work, ASYE/Aspiring Manager 'pods'). These are explained in more detail in section 12. The end of this phase sees 38 vacancies remaining in operational children's services. Although this is a higher number of vacancies that remained at the end of Phase 2 in March 2015, this has been because of the increase in NQSW's being recruited to and the creation of 9 aspiring manager (new) roles as part of the new ASYE/'pod' model as outlined in section 12. The number of vacancies in adult care operations has reduced to 13 by 31 March 16.
48. Further detail around the actions and progress against phases 1 and 2 was provided in the Cabinet report dated 21 April 2015.

Overview and Scrutiny Engagement

49. The Safeguarding Children and Young People task group met on the 21 January 2016 with an update on the retention and recruitment of children's social workers.

Councillor Gordon King, Vice-chairman of Health Select Committee, is the appointed Overview and Scrutiny member representative on the WIHSC board

Safeguarding Implications

50. The safeguarding implications are directly related to the ability of the council to recruit sufficiently experienced social workers and managers to undertake the statutory safeguarding responsibilities of the council and reduce the risk of harm to children and young people and vulnerable adults.

Public Health Implications

51. A failure to recruit sufficient social workers poses risks to the health and wellbeing of the population and especially the vulnerable.

Procurement Implications

52. There are no procurement implications.

Equalities Impact of the Proposal

53. Due to the higher than council average percentage of social workers from a BME background within operational children's and adult social care services, further work will be done to understand whether any targeted work can be carried out by way of external promotion. The council's commitment to equality and diversity is clearly articulated through the council's career website and through all communication where relevant. The recruitment campaign provides opportunities for the council to promote equality of opportunity.

Environmental and Climate Change Considerations

54. There are no significant environmental and climate change considerations. However, the introduction of mobile technology for children's social work teams will reduce travelling time, thus reducing the carbon footprint and as more records will be held electronically, reduction in printing and associated environmental impacts

Risk Assessment

55. Risks have significantly reduced since August 2014 with the numbers of experienced social workers recruited to, increased retention and reduction in vacancy rates especially in Safeguarding and Assessment

Financial Implications

56. Difficulties in recruiting to Social work vacancies have impacted in different ways across Adult Care and Children's Services budgets. This is illustrated in the following summary of salary expenditure across Adult Care Operations Team budgets and Children's Safeguarding & Assessment Team budgets. The analysis focusses on these teams as these are the areas most affected

Adult Care – Summary of Salary Expenditure across Operational Social Work Teams 2013-14 to 2015-16

Adult Care Operational Teams			
	Budgeted Salary Expenditure	Final Outturn Salary & Agency Expenditure	Annual Variance
2013/14	9,357,161	8,952,033	-405,128
2014/15	9,262,430	8,572,348	-690,082
2015/16	8,839,400	8,793,540	-45,860

Of which the proportionate share of total salary budget that is agency spend is as follows:

2013/14	3.8%
2014/15	3.6%
2015/16	3.1%

Children's Services – Summary of salary expenditure across Safeguarding & Assessment Teams 2013-14 to 2015-16

Safeguarding & Assessment Teams			
	Budgeted Salary Expenditure	Final Outturn Salary & Agency Expenditure	Annual Variance
2013/14	3,872,380	5,454,245	1,581,865
2014/15	5,201,950	6,267,615	1,065,665
2015/16	6,360,900	7,314,971	954,071

Of which the proportionate share of total salary budget that is agency spend is as follows:

2013/14	53%
2014/15	45%
2015/16	39%

57. Within Adult Care teams the use of agency staff has been consistently low as a proportion of social work salary spend. The financial impact of not being able to recruit has been that posts have been held vacant and salary budgets have consistently underspent. This underspend has reduced in 2015-16.

58. Within Children's Services it has been necessary to recruit agency staff to fill posts in place of permanent staff. Whilst the budget and establishment has increased over the last 3 years to support lower case loads, the impact of the recruitment of more permanent staff is to reduce the overspend against salary budgets and reduce the proportion of salary costs met through agency spend. At the height of recruitment difficulties within Children's Services turnover levels were at 25%. Assuming this

level had continued it is estimated that additional agency costs of £600,000 per annum would have been incurred if permanent staff had not been recruited.

Legal Implications

59. As this report is for information only, there are no legal risks associated with the actions being taken or planned at this stage. There are legal implications in the actual recruitment of social workers and advice in this regard is sought as appropriate

Options Considered

60. A further phase of the social work recruitment campaign is being developed for 2016/17 and is being informed by the work and learning gathered so far in conjunction with the Adult and Children's Principal Social Workers

Conclusions

61. There has been significant progress made in recruiting experienced social workers across adult care operations and operational children's services since August 2014 when a new recruitment and retention campaign was implemented

62. Turnover rates have reduced dramatically and retention rates have improved; vacancies have reduced across both areas with a total of 544 applications received

63. 73% of all vacancies have been filled in Operational Children's Services with 80% in Adult Care Operations. In the context of other local authorities struggling to recruit to social work vacancies, this makes the progress even more significant

64. The council's overall agency expenditure decreased by £1m during 2015/16. A large part of the decrease has come from operational children's services (decreased by £333,918) and has predominantly come from the reduced use of agency social worker roles (all levels) where spend reduced by £270,380

65. Given the level of success in recruiting to social work vacancies, investing at the same level and running an intense recruitment campaign in the same way would no longer give the council value for money. However, it will still be critical to maintain the momentum built over the campaign period to sustain the improvements made longer term

66. A phase 4 marketing campaign for social care is being developed in consultation with both services to ensure that there is a focus on key roles where there are outstanding vacancies to be filled, key roles which will need promoting and recruiting to and to support the development of new workforce models in children's (e.g. ASYE/Pod development) and as a result of the health and social care integration within adult care operations. The social work career pathway will be further developed through various programmes under the WIHSC and the creation of a regional Teaching Partnership which will increase collaboration, deliver efficiencies and improve standards and quality of social work practice

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Date of report: 26 May 2016

Appendices

Appendix 1: Performance data and numbers of applications, shortlisted, appointed and vacancies remaining for Operational Children's Services and Adult Care Operations

Appendix 2: Council careers recruitment spotlight and job advert contextual links

Appendix 3: Social work career pathway 'tree' infographic

Background Papers

None