

**Appendix H: Overview of Workforce stream Phase 1 activity**

Priority area	Activity
Workforce capacity and development	<ul style="list-style-type: none"> <li>• 'Our ambitions for our people 2022 – 2025' has been drafted ready for approval in February 2022 (see Appendix F). Our retention and recruitment framework is due for approval during the same month (see Appendix E). These documents set out our approach to attracting, developing, engaging and retaining our C&amp;YP workforce.</li> <li>• A draft, outline job family framework has been developed and work is underway to finalise this ready for approval and launch. The job family framework will form the basis for career pathways and will ultimately be linked to the service's learning and development offer.</li> <li>• A council-wide 'new manager' induction process has been finalised and its roll-out in the C&amp;YP directorate commenced in December 2021.</li> <li>• Models to support managers and staff with adopting a coaching approach, and ultimately culture, have been developed and shared with C&amp;YP colleagues via their online information portal called 'Resource'.</li> <li>• An online general knowledge and skills audit tool has been developed for social work teams and the next step is for this to be shared with C&amp;YP colleagues for feedback, before it is taken for approval.</li> <li>• The developmental work being carried out by Ingson Ltd and Griffin Care Training is underway, funded by the Department for Education improvement grant.</li> <li>• The framework for a monthly workforce data report / dashboard has been finalised and workforce data held on Business World has been cleansed to assist with accurate workforce data reporting, though this will be an ongoing activity due to staffing changes, etc.</li> <li>• A new process is in place for checking the current staffing position within social work teams (including new vacancies, resignations and sickness absence) to help enable the provision of timely</li> </ul>

	<p>support where required, and to assist with accurate workforce data reporting. We are exploring the most efficient way of handling this, taking account of staff capacity.</p> <ul style="list-style-type: none"> <li>• A manager survey has been undertaken to benchmark current understanding of the sickness absence management process to identify knowledge gaps and analysis of the survey results has been completed.</li> <li>• Managers' sickness absence briefing / training content has been developed to support with timely management of sickness absence with a view to supporting improved attendance levels within the service. The pilot session was held in January 2022 and the training will be launched from April 2022 onwards, taking account of other training and development commitments within C&amp;YP until 31 March 2022.</li> </ul>
Employee engagement	<ul style="list-style-type: none"> <li>• Weekly all-staff e-mails (including quick polls on topical issues e.g. employee wellbeing) are issued by the Corporate Director, Children and Young People and regular all-staff briefings are held for those working in the directorate.</li> <li>• The C&amp;YP directorate leadership team run monthly briefings for colleagues working in the directorate, and there are also regular manager briefings.</li> <li>• A staff reference panel is in place and meets monthly. Meetings provide an opportunity for two-way engagement and help to make sure that staff are able to contribute to any workforce proposals e.g. scoping the employee wellbeing offer.</li> <li>• The national social work health check was promoted within the directorate during the winter and social work colleagues were encouraged to complete this. Once the results of the national health check are available from the Government, these will be analysed to inform the employee wellbeing offer for 2022-23.</li> <li>• The Phase 1 (up until 31 March 2022) employee wellbeing offer is being finalised, taking account of staff feedback obtained via a quick poll and a focus group with representatives from the staff reference panel. Feedback from this focus group is already leading to the procurement of the Headspace wellbeing / mindfulness app and resilience workshops which will include tailored content for C&amp;YP colleagues.</li> </ul>
Retention and recruitment	<ul style="list-style-type: none"> <li>• A new retention and exit interview process has been piloted in C&amp;YP, which has helped to gain more informative feedback from existing staff and explore any potential options for retaining those</li> </ul>

who are either considering leaving the council or have already tendered their resignation. During the period of the pilot, the service has worked closely with the HR Team to find solutions which meant that we retained two passionate social work employees who had already tendered their resignation and were set to leave the council.

- Work to understand the impact and effectiveness of our current employment offer and our unique selling points (USPs) is underway, so we can identify any improvements that require consideration to support our ambition to become an employer of choice.
- A candidate information pack (online content) is being finalised, including an illustration of the total value of our reward package, and this will then be shared with prospective candidates via our job advertisements to better promote the council as an employer of choice.
- A salary benchmarking exercise has been completed in respect of social work roles. This work is enabling us to identify any alternative options that may require consideration in terms of salary, to help ensure we are competitive in the recruitment market. This exercise will be broadened as we move to focus on other roles within the C&YP directorate.
- A social work recruitment and retention working group has been set up (including representatives from Children and Young People and Community Wellbeing directorates) and the first meeting was held on 1 December 2021. The purpose of this group is to, as far as possible, join-up the strategic approach to recruitment and retention of the social work workforce across the two directorates.
- The effectiveness of our current recruitment process is being reviewed, in order to identify any improvements that would expedite the process, support a good candidate experience and help promote the council as an employer of choice.
- Work is underway with Hoople Ltd as a key stakeholder in their process to procure a new recruitment system, which is targeted for implementation in April 2022. Again, this is with a view to supporting a good candidate experience, improving functionality for recruiting managers and to help promote the council as an employer of choice. The system will provide the council with access to increased data regarding the recruitment process.
- The directorate is due to enter into a partnership with Community Care in February 2022. The aim of the partnership is to boost the reach of our job advertisements and to support us in promoting the council as an employer of choice. Community Care is the leading professional publication for children and family social workers in the UK.

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|  | <ul style="list-style-type: none"><li>• We are planning to attend our first recruitment fair for some time in the spring, in order to widen our reach in terms of potential candidates and to get the council's brand out to the market and promote the council as an employer of choice.</li><li>• Potential platforms for a recruitment microsite are currently being explored, with a view to us supporting a good candidate experience and promoting the council as an employer of choice.</li><li>• Branding for recruitment campaigns is being developed, with a view to reflecting the service's journey and promoting the council as an employer of choice.</li></ul> |
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