**Social care recruitment and retention**

* Market Related Supplements
* Career progression (grade) pathways
* Reasonable caseloads
* Service stability
* Paid sabbaticals
* Unpaid sabbaticals
* Proper lunchbreaks
* Working paid hours
* Review TOIL arrangements and flexibility
* Paid overtime
  + It could be agreed for specific tasks e.g. ‘We know that completing this comprehensive assessment will not fit into your agreed workload. We will pay you x hours overtime to do it, or we can commission it to an independent social worker’.
* Regular supervision and appraisal
  + Specific reflective group supervision in addition to standard supervision which very often is focused on case management rather than reflection
* Accelerated increments
  + Applied consistently and transparently across the service or this practice could do more harm than good.
* Flexible working
* Compressed hours / 9-day fortnights
  + This is working well and found helpful by a lot of social workers
* Mentoring/shadowing
* Loyalty payment
* Arrival payment
* Staged length of service payments
* Trainee social work placements
  + Do we know how long trainees stay with WSCC vs newly qualified social workers recruited externally?
* Recognition events
* Access to study & professional development
  + Part of this is the offer of modules from the University of Chichester. The quality of these is variable. It will be important to build in quality assurance measures into our contract with University of Chichester for these modules.
* Secondment opportunities
* Increase number of Child and Family Workers in Frontline teams
  + These posts make a huge difference in being able to share the workload and in supporting social workers to do things they won’t have time to do.
* Support with housing
  + This could take a variety of forms (e.g. money towards a deposit, key worker housing, interest-free loans, etc) but whatever form it takes it needs to recognise that in the local housing market, house prices far outstrip social work salaries. Social workers will move away to areas where they can afford to buy a house if some sort of support isn’t provided.
* Car lease/loan
  + Staff looking at moving from city-centre areas may not have a car and may need support in getting one.
* Social Worker Retention Officer
  + The council is sitting on money for vacant social worker posts. A bit of that could be used to create a post where the worker’s sole focus is on improving social worker retention. This could include things such as:
    - Creating individual wellness support plans with social workers and their managers where that social worker has identified that they’re struggling and/or thinking of leaving.
    - Keeping in touch with social workers who are off sick with stress to help arrange support for when they return.
    - Having an overall awareness of vacancies across the service and opportunities for social workers to make a change in their role, including for those coming back from sick leave.
    - Running mindfulness groups (these have been run before and were popular but not they’ve not been repeated since then).
    - Supporting social workers after a ‘big incident’ such as a child death or serious injury.
    - Going to team meetings and listening to the problems faced by social workers and feeding those back to senior managers.
  + Some of this would replicate or sit alongside manager’s roles and responsibilities, but with managers often managing cases as well as staff now, their capacity to do these things well is reduced.
* Specific feedback from CA&I
  + More management availability at PM and GM level. In the past year face-to-face access to management seems to have decreased, particularly in CA&I. They seem to often be in management meetings and training days. Earlier this year one CA&I social worker tells me they went three days without seeing a manger in the office.
  + Duty team in CA&I: A social worker suggested to me that many of the social workers there feel that it would work better if during their duty week they only got allocated the s47’s. CFAs could get allocated as/when individual social workers have availability rather than in their duty week. They felt this would make duty weeks less stressful and spread the work more manageably.
  + Admin being able to process agency checks and to set up meetings like core groups.
* Specific Feedback from FSP
  + Increasing the number of traineeships – what are the figures around the overall retention of trainee ASYEs compared to students? Also, there is a lot to be said for how prepared for practice and their ASYE the trainees are due to the intense immersion and learning by osmosis.
  + Regular team/service days or events to increase the feeling of belonging and time/space within the calendar and budget to allow this to happen.
  + Being more creative with roles within teams where there is a specific need ie if there was a specific CFW appointed within FSP to support with Family Network Meetings this would ease a lot of the pressures from the SWs in organising and running these meetings.
* Specific Feedback from CFWs
* Secondments between teams to develop experience in other areas.
* Progression pathways from G7 to G8
* Specialist G8 CFW roles within teams
* Clear access/pathways to Social Work Apprenticeships
* Clear access/pathways to Social Work Trainee Scheme
* Training pathways with recognised (transferable) qualifications.
* Increased access to training resources e.g. Real Love Rocks.
* Training more specific to CSC Tier 4 work.
* Increase the number of CFWs in each team.