

Slide1: Recruitment and Retention in Adult Social Care and Health

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Slide 2: Cheshire West and Chester Council Recruitment Landscape

- Previous years staff turnover in Adult Social Care was relatively low
- 2018 onwards recruitment more challenging, mature workforce starting to see more retirements
- Pandemic recovery high reliance on agency staff, demanding higher rates of pay and generating competition between neighbouring Local Authorities for staff
- Since the pandemic increase in numbers of staff deciding to retire
- Fixed term funding and contracts much less attractive and harder to fill
- Average time to recruit social work staff (externally) 4-6 months
- Average time to recruit social work staff (internally) 2-4 months
- Reablement have carried c.10 vacancies since 2019
- Social Worker adverts typically produce less than 5 candidates and many are newly qualified
- Auxiliary workforce campaign produced 6 candidates, all of whom subsequently found guaranteed hours elsewhere
- Cheshire West and Chester Council's reputation as a good employer remains strong among candidates, however, recruitment remains challenging

Slide 3: Adult Social Care & Health

Recruitment & Retention Information

[graph of the number of vacancy requests (all roles in Adult Social Care), rising from 47 in 2018, to 74 in 2019, 71 in 2020, 92 in 2021 and 29 so far during 2022]

[graph of the breakdown of vacancy requests across three years]

2020

Social workers - 28

SCA - 13

OT - 2

OTA - 2

Reablement - 16

Managers - 12

Admin – 4

2021

Social workers - 32

SCA - 8

OT - 7

OTA - 2

Reablement - 23

Managers - 3

Admin – 6

2022 (to date)

Social workers - 22

SCA - 2

OT - 1

OTA - 1

Reablement - 1

Managers - 9

Admin – 5

Slide 4: Headcount, Leavers & Staff Turnover

Graph of health and wellbeing directorate

Year	2018-19	2018-20	2020-21	To Aug 21
Headcount	1301	1279	1296	1327
Leavers	73	200	109	70
Turnover	6%	16%	11%	5%

Graph of Adult Social Care and Health

Year	2018-19	2018-20	2020-21	To Aug 21
Headcount	406	370	359	358
Leavers	52	82	63	17
Turnover	13%	22%	17%	5%

Adult Social Care use of Agency Staff

Year	2018	2019	2020	2021
	14.61	8.92	8.22	26.26

Slide 5: Covid Impact on Staffing Levels in Adult Social Care

[graph of the total number of COVID , absences per week which fell from highs of 36 in April 2020, through to the high 20s in late May, a drop from 24 through to 8 in early August, before increasing again into the mid-teens at the end of the year].

- In 2020 at its peak there were 35 employees absent and its lowest was 8 from the adults team
- In 2021 the peak was 16 and the lowest was 4 absences

Slide 6: Action Taken

- Use of targeted social media to improve advertising reach
- Participation in ADASS recruitment campaigns
- Participation in social care employment partnership (care as a career)
- Working alongside the Social Work Teaching Partnership
- Working with our skills and employment team to support inclusive employment
- Use of ADASS and Skills for Care recruitment materials
- Recruitment landing page on our website
- Promotion of provider and partner vacancies on our website
- Re-writing of some job adverts, promoting benefits and values
- Shorter application form
- Addition of workforce development resource (starting March 2022)

Slide 7: Initiatives being explored

- Adult Social Care career path, further development opportunities, structure and grading review
- Target set to encourage social workers to become practice educators
- Introduction of Principal OT
- OT apprenticeship programme
- Reablement entry level apprenticeships, working alongside the Princes Trust and mid cheshire hospitals

- Development of case studies, staff profiles and promotion of working here for the recruitment landing page
- Rolling recruitment programme
- Future Skills – Talent Management and Succession planning
- Cheshire & Merseyside Recruitment Hub
- Improving reporting capability to support better analysis of reasons for leaving

Slide 8: Development Opportunities at Cheshire West and Chester Council

- Social Work Apprenticeship Programme since 2020
- Think Ahead programme (for Mental Health Social Work)
- AMHP programme
- University student social work placements
- Use of apprenticeship levy for development, e.g. care worker through to senior management development
- Secondments into innovative projects, e.g. Complex Care Review
- Internal promotion opportunities always considered before external recruitment

Slide 9: Thank you