

Children's Workforce Scrutiny Inquiry Progress Update on Recommendations


Interim Progress Report 12 months on

Select Committee Inquiry Report Completion Date: April 2016



Date of this update: 10th August 2017


Lead Officer responsible for this response: Carol Douch

Cabinet Member: Warren Whyte:

Accepted Recommendations	Original Response and Actions	Progress Update after 12 months	Committee Assessment of Progress (RAG status)
Recommendation 1: There should be systematic analysis by the Children's Social Care & Learning Business Unit Management Team of the findings of social worker exit interviews.	<p>A new exit interview process has been adopted since March 2015. An analysis is undertaken of them already and reports to the workforce development Board on a quarterly basis.</p> <p>Example of trends identified so far include:</p> <ul style="list-style-type: none">• Work-life /balance• Career progression	<ul style="list-style-type: none">• Workforce Development meetings take place on a quarterly basis to consider the findings of exit interviews for staff leaving the Council or internally transferring to other teams. This assists in identifying what needs to be implemented to address any recurring themes for staff leaving BCC• Data gathered is also taken to the CSCL Monthly Resource Meetings attended by Heads of Service, PIMs, and HR where both compliance with the exit interview process and specific service/HR issues/actions are raised and addressed• Employees who leave employment in Social Worker roles voluntarily are encouraged to take part in a confidential exit interview, either with a manager from another department or with their line manager. Numbers of leavers and leaving reasons are monitored on a quarterly basis and	 <p>Agreed as implemented by the Committee on 31st January 2017</p>

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		<p>an annual exit interview report is produced after the end of each financial year. During the period 1 April 2016 to 31 March 2017, 46 employees left BCC. Of the 46 voluntary leavers, 12 completed an exit interview (26%). The analysis that was undertaken therefore covered feedback from only those 12 individuals</p> <ul style="list-style-type: none"> • Over this reporting period although the number of exit interviews conducted has increased, more needs to be done to capture the views of leavers. In order to address this new online process “Last Opinion” has been devised in order to capture the views of leavers. This new system is due to be launched shortly • Key messages from the exit interviews have been fed into an improvement action plan. Areas for improvement are central to the Workforce Strategy action plan and specific improvement suggestions will be reviewed and actions to address incorporated. • Actions in relation to workload have been addressed and are reported at performance meetings • Career progression is now one of the features of the retention offer and monthly boards are held to manage this process. • These processes are now business as usual as workforce development meeting and Resource meetings are occurring on a regular basis with caseloads being reported at the monthly SMT 	

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		performance meetings.	
Recommendation 2: Efforts should be made to address the underrepresentation of men in the social care workforce.	This was discussed at Workforce Development Board (WDB) on 22/4/16. The priority is to ensure that we attract competent social workers for permanent jobs, irrespective of their gender, as we still have too many agency workers. The gender of the workforce will continue to be monitored and benchmarked.	<ul style="list-style-type: none"> In June 2017 22% of qualified social workers were on an agency contract, covering vacancies, sick leave, maternity and over establishment. If only the vacancies covered by agency staff is considered this figure drops to 18.5% From April to end June 2017 – 13% of permanent staff were male and 87% female as opposed to 8% and 92% respectively between June and December 2016 Between April and June 2017 we have 64 agency workers in HCPC posts, of which 72% were female and 28% male, very similar to the figures reported in last update report Overall the composition of the Social Care workforce is Male 17% and Female 83% which shows some measured improvement in this trend. This compares to a National breakdown of 85% Female and 14% Male in 2016 (based on Guardian publication Social Lives 2017) 	
Recommendation 3: Legal assurance should be sought around the implementation of Phase 2 of the South East Memorandum of Cooperation	A legal view has already been taken and incorporated into the Memorandum and the actions are deemed to be in line with employment law. The memorandum went live on 4 th April 2016.	<p>There is a South East Region Memorandum of Cooperation (MoC) for managing the demand and supply of Children's Social Workers across the south east region and with bordering councils.</p> <p>The purpose of this agreement has been to overcome some of the difficulties that many LAs have experienced</p>	 Agreed as implemented by the Committee on 31st January 2017

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		<p>in relation to agency worker quality, and cost in order that there is cooperation between local authorities. In order to manage the mis-match of requirements i.e. under supply and increased demand for 21.9% of social workers, it was felt that there needed to be a more collaborative and strategic approach, particularly in relation to managing agency worker supply and demand and associated costs.</p> <p>Buckinghamshire has signed this agreement along with 16 other authorities in the South East and regularly attends the quarterly update meetings. Since the MoC has been in place the agency rate has been capped, and the movement of social workers has slowed.</p> <p>Any children's social worker leaving a permanent contract will not be employed on an agency contract by another authority in the region within 6 months</p> <p>The arrangements outlined in the SE Memorandum of Cooperation remain current at the time of writing this update in July 2017.</p>	
Recommendation 4: The Cabinet Member for Children's Services and Director of Children's Services should take a lead on developing collaborative approaches on workforce issues with other	<p>The Memorandum of Cooperation (Moc) has been agreed following collaborations across a number of Local Authorities. The training officer and HR attend a number of regional meetings to enhance collaboration.</p> <p>Examples of Regional Collaborations</p>	<p>The MoC quarterly review meetings are attended by Buckinghamshire senior Social Care managers and HR representatives and provide an opportunity for colleagues to share information and best practice. Key information is relayed back to the Workforce Development Group that is also held quarterly inside the Council and the monthly social care Resource Group.</p> <p>The organisation that facilitates the MoC, The South East</p>	

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authorities both nationally and locally.	<ul style="list-style-type: none"> • The Learning & Development Team are involved in a number of regional and national collaborative groups covering: <ul style="list-style-type: none"> • ASYE, • Step Up to SW, • Four Programmes Group – comprising Bucks, Oxfordshire and 4 Universities • Skills for Care Social Work Education Group – comprising Milton Keynes, Oxfordshire, Bucks and Berkshire (4 unitaries) + all HEI's feeding in. • National forums and best practice workshops on related activities. 	<p>Sector Led Improvement Programme (SESLIP) provides project opportunities to allow colleagues to collaborate e.g. they will be running a project on Audit and Quality Assurance Procedures.</p> <p>We are also leading and involved in Newly Qualified Social Worker University programmes including the new graduate social work programmes - Step Up to Social Work and Frontline. In addition to the initiatives outlined above we are now sponsoring 5 colleagues to undertake the Open University Qualification in Social Work.</p> <p>There is an established pipeline of newly qualified Social Workers to start in CIN service; at present (July 2017) there are 14 NQSW in the process of joining. In addition, the Assessment team there are 2 NQSW joining the Assessment Team and one further colleague in CWD (Children with Disabilities). These colleagues will have protected number of children to work with so that they have the opportunity to further develop their skills. A new campaign to recruit NQSW for August and September 2017 is underway.</p>	

RAG Status Guidance (For the Select Committee's Assessment)

	<i>Recommendation implemented to the satisfaction of the committee.</i>		<i>Committee have concerns the recommendation may not be fully delivered to its satisfaction</i>
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Recommendation on track to be completed to the satisfaction of the committee.



Committee consider the recommendation to have not been delivered/implemented