

## Recruitment and Retention Action Plan March 2014

## Appendix A

KF=Kitty Ferris  
SN=Surjit Nagra

KD=Karl Davis  
CD=Charan Dhillon

ND=Nicky Dear  
MOK=Michelle O'Kane

SK=Sabira Khan  
KP=Kate Pratt

JM=Jatinder Matharu  
PM- New Practice Mentor (to be appointed)

Recruitment and Retention Action Plan March 2014				
Issue/Need	Action	Lead	Timescale	Update/Progress
A coordinated response to recruitment & retention	<ul style="list-style-type: none"> <li>Set up a working group of key people across the council to work on the strategic plans to recruit new and quality social work staff.</li> <li>Monthly meetings chaired by AD to review progress and agree further actions.</li> <li>Benchmark against neighbouring authorities in relation to all terms and conditions, rewards and incentives.</li> <li>Review existing incentives to work in Slough and develop new schemes and rewards packages to attract new workers and retain existing staff.</li> </ul>	KF	Immediate	Working party identified- names above
		KF	Immediate	
		SN	04.04.14	Exercise underway
		KF SN	18.04.14	
Website improvements and developing a	<ul style="list-style-type: none"> <li>Redesign SBC's SW job website- easy to navigate- all important information succinct and immediately visible.</li> <li>Introduce multi media promotional material on website including video of worker(s).</li> <li>Consider using 'jobsgopublic' to create microsite, design web pages and sign post candidates through various web based applications.</li> <li>Identify workers for video.</li> <li>Survey existing staff on why they work in Slough and identify quotes for website.</li> </ul>	KD SN	Immediate	Meeting with KP taken place. Liaising with print and design team to produce some ideas. KP approaching production agencies. Meeting held. Awaiting written spec from agency.
		KP	11.04.14	
		KF		Immediate
		KD MOK KD	Immediate	
Delay in processing applicants	<ul style="list-style-type: none"> <li>Meet with Avarto managers and agree actions to speed up the process of appointing candidates.</li> <li>Review the Open Advert process with Avarto Managers.</li> <li>Develop a pack for Managers and HR to include a checklist with the timeline/tasks/responsibilities. To</li> </ul>	KD SN	18.04.14	
		KD SN ND	18.04.14	
		KD SN	18.04.14	

	<ul style="list-style-type: none"> <li>include standard interview questions for posts at different levels.</li> <li>Join e-DBS scheme.</li> </ul>	SN	Immediate	Completed
'Grow our own' social workers	<ul style="list-style-type: none"> <li>Appoint a Practice Mentor to support and develop NQSW's in their ASYE. Appoint interim to take on this role pending permanent recruitment.</li> <li>JD and ES need completing and evaluating prior to advert for perm position.</li> <li>Develop a coordinated programme of taking 3<sup>rd</sup> year students on placement.</li> <li>Ensure we have a pool of fully trained Practice Educators and offer training to those staff who are ready to take students.</li> <li>Develop a programme for recruiting and supporting a set number of NQSW's every year.</li> <li>Practice Mentor to build strong links with local Universities. Send SW's and Managers to give talks and attend open days etc.</li> <li>Continue Step Up to SW programme</li> </ul>	KF KD SN KF KD SN JM MOK JM PM JM PM MOK KD PM JM PM	Immediate 04.04.14 July 14 July 14 July 14 From Sept 14 Ongoing	Two students on placement
Poor responses for key roles	<ul style="list-style-type: none"> <li>Work with recruitment agencies to develop a multi-facetted strategy for filling posts. To include different approaches for posts at different levels (PM's, CP's and SW's) as well as for specialist posts- FPS and Mallards Managers.</li> <li>All existing agency workers have a meeting to take them through the benefits of working for Slough.</li> <li>Attend recruitment fairs and other forums to raise profile and actively recruit.</li> <li>Consider secondments and sponsorship of non qualified staff onto SW training.</li> </ul>	KF KD SN KD SN KD SN KF	Immediate 30.04.14 Immediate Next year	Meeting held with HCL, another booked with i-people
Improved support to new workers	<ul style="list-style-type: none"> <li>Improve the current induction process.</li> <li>All new workers have an individual training and development plan in their first year</li> </ul>	KD JM PM MOK	Immediate May 2014	

<p>Improve Training and Development</p>	<ul style="list-style-type: none"> <li>• Revise the Social Work progression procedure - linking to the College of Social Work framework (PCF) and the internal professional training and development programme.</li> <li>• Develop and introduce a development programme designed specifically for Practice Managers.</li> <li>• Improve the publicity methods and take up of training opportunities.</li> </ul>	<p>KF KD  KF JM  JKF JM</p>	<p>May 2014  June 2014  Immediate</p>	
<p>A structured framework for engaging with staff and gaining feedback</p>	<ul style="list-style-type: none"> <li>• Build on current arrangements for regular 'meet the AD' meetings .</li> <li>• Develop a forum for SW's to meet with each other.</li> <li>• Develop a robust system for meetings from team meetings, service meetings and development days.</li> <li>• Celebrate individual and team achievements</li> <li>• Conduct the Social Work Health Check every 6 months</li> <li>• All leavers are offered an exit interview with their HOS (AD for PM's).</li> </ul>	<p>KF  PM MOK KD  All PM SN</p>	<p>Immediate  July 14 11.4.14  June 14 Immediate</p>	
<p>Creating a good working environment</p>	<ul style="list-style-type: none"> <li>• Create effective business support and administrative systems that support the teams and free Social Workers to do go good social work.</li> <li>• Create private spaces for managers and social workers to conduct supervision and case discussions particularly whilst building works take place.</li> </ul>	<p>SK (with working group) CD</p>	<p>Ongoing  Ongoing</p>	<p>Working group already set up to look at this</p>