

ADULT SOCIAL CARE AND SERVICES SCRUTINY PANEL
THE RECRUITMENT AND RETENTION OF STAFF WITHIN ADULT SOCIAL CARE - ACTION PLAN

| SCRUTINY RECOMMENDATION | PROPOSED ACTION | POST TITLE | BUDGET COST | TIMESCALE |
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| <p>1. That further work regarding the introduction of a one off financial incentive payment (termed "Golden Hello") be undertaken with Human Resources, and a further report be submitted to the Leadership Management Team. Consideration to be given to the payment amount; terms and conditions; and the potential impact upon existing staff. Work to be completed by Spring/Summer 2022.</p> | <p>A report for the Leadership Management Team (LMT) will be developed proposing that recruitment and retention payments are implemented for staff groups where it is identified that the criteria within the Council policy are met.</p> | <p>Director of Adult Social Care and Health Integration</p> | <p>tbc</p> | <p>End of March 2022</p> <p><u>Update at 30.01.23:</u> Report taken to LMT in line with action. Following LMT discussion implemented as increased starting salary for new staff (higher scale point) and new system to allow Social Workers to progress through scale points to L grade based on assessed competence and experience.</p> <p>This has brought some initial results in improving the staff morale of Social Workers and attracting some newly qualified staff but recruitment challenge remains acute. Further paper scheduled to be taken to LMT in February 2023 to bring ASC Social Workers more in line with Children's Services SWs and their recruitment and retention arrangements.</p> |
| <p>2. That exploratory work regarding the introduction of a Recruitment and Retention payment continue to be undertaken with Human Resources. Introduction of this payment would</p> | <p>The activity required to deliver this recommendation will be undertaken as part of the response to recommendation 1.</p> | <p>N/A</p> | <p>N/A</p> | <p>N/A</p> <p><u>Update at 30.01.23:</u> As above.</p> |

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| <p>need to be in alignment with the Council's existing policies and other similar structures within the authority (e.g. Children's Services). Work to be completed by mid-2022.</p> | | | | |
| <p>3. That further consideration be given to the restructuring of Adult Social Care; examining the roles of Social Workers and Occupational Therapists as part of this. Exploratory work to be undertaken with regards to roles; impact on existing staff and terms and conditions; salary column grading; and clear routes for career progression. Update to be provided to the panel by Autumn/Winter 2022.</p> | <p>The scale of the need for restructuring of staff roles within Adult Social Care will be determined by the effectiveness of the recruitment and retention payments and will be considered as part of the Health and Social Care Reform Board Work preparing for implementation of the People at the Heart of Care White Paper.</p> | <p>Director of Adult Social Care and Health Integration</p> | <p>tbc</p> | <p>End of December 2022</p> <p><u>Update at 30.01.23:</u> This work is on-going. The arrangements to allow Social Workers to move through scale points (where before progression was dependant on vacancies) has allowed a number of staff members to move to more senior L grade roles and this has brought flexibility through the ability to use these staff members for more complex case roles. Re-structuring within Occupational Therapy services has not yet been directly explored as the OT team is under significant pressure in line with the NHS pressures around hospital discharge. A "conversation" with staff has commenced in the form of a series of workshops with fieldwork team staff exploring options for re-structuring and this co-production will be the route to eventual re-structuring of teams.</p> |
| <p>4. That consideration be given to undertaking</p> | <p>A programme of awareness raising</p> | <p>Director of Adult Social Care and</p> | <p>tbc</p> | <p>End of August 2022</p> |

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| <p>activities which raise awareness of and promote the role of social work within Middlesbrough Council. Specific work could be carried-out with Teesside University to encourage students to remain in Middlesbrough and apply for roles at the Council following completion of their degree programmes. Online events could also be offered to provide information and Frequently Asked Questions opportunities with current Social Workers. Update to be provided to the panel by Autumn/Winter 2022.</p> | <p>activities will be developed to highlight the work of Adult Social Care and raise awareness - this will include:</p> <ul style="list-style-type: none"> a. General awareness raising. b. Activities focussed on attracting potential staff members and retaining students c. Increased profile on media platforms to facilitate the above. <p>This will be an on-going programme.</p> | <p>Health Integration</p> | | <p><u>Update at 30.01.23:</u></p> <p>Links are in place with Teesside University but further development of this work has been delayed to allow focus on CQC Inspection preparation and response to winter pressures It is anticipated this will be further progressed in the first quarter of calendar year 2023. Press coverage has been progressed with articles in Love Middlesbrough</p> |
| <p>5. That, in order to both promote the good work of Adult Social Care and the benefits of working for Middlesbrough Council, publicity be placed in as many news and media outlets as possible, e.g. 'Love Middlesbrough'</p> | <p>The activity required to deliver this recommendation will be undertaken as part of the response to recommendation 4.</p> | <p>N/A</p> | <p>N/A</p> | <p>N/A</p> <p><u>Update at 30.01.23:</u></p> <p>As above.</p> |

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| <p>magazine and the Council's social media platforms. Initial work to be completed by Spring 2022, however, this should be an on-going orchestrated campaign involving the Council's media team.</p> | | | | |
| <p>6. That, in order to raise awareness of the roles of Social Workers and Social Care Workers, an online learning module be created and implemented on Middlesbrough Learns for all Elected Members and Council staff. This could provide a route into a potential 'refer a friend' scheme. Work to be completed by Autumn/Winter 2022.</p> | <p>Online learning module, highlighting roles within Adult Social Care to be developed.</p> | <p>Director of Adult Social Care and Health Integration</p> | <p>None identified</p> | <p>End December 2022</p> <p><u>Update at 30.01.23:</u></p> <p>This work is delayed as the staff required to develop the module have been focussed on arrangements for providing data systems and training plans prior to the commencement of CQC inspection regime in April 2023. It is anticipated that work on the module will commence within the first quarter of 2023.</p> |