

Annex A Recruitment & Retention actions

- a) In terms of professional roles vacancy rates in hospital and front line teams have improved since 2013 reducing from 14.3 to 13.5 per cent, and we have reduced senior social worker vacancies from 16 to 8.5 full time equivalent posts. In mental health services vacancies have reduced from 14.8 to 12.7 per cent. As a result of supporting staff through Approved Mental Health Professional (AMHP) training there will be just one vacancy with a further cohort of trainees to follow in January.
- b) We have established a casework allocation pilot project to review distribution of resources and casework across roles and teams. This will help us to target recruitment, introduce greater flexibility to move resources across teams, and identify good performance standards within operational teams. This will also help us deliver the on the requirement to have 'safe workloads and case allocation' as part of the Local Government Association 'Standards for Employers of Social Workers in England' (see more below).
- c) In Service Delivery we have completed the roll out of smarter rotas to improve staffing efficiency. Further action on delivering recruitment plans has been impacted by the work on transferring staff to Surrey Choices and will need to take into account decisions relating to future commissioning of services.
- d) A common induction programme has been established for all adult social care roles, allowing all essential induction training to be delivered through a single programme to all new staff at the same time. This will improve the on-boarding of new staff and the induction experience of new starters.
- e) At an operational level there has been a focus on improving local recruitment processes and recruiting to key front line roles. Locum recruitment has been improved by streamlining the process.
- f) After successful trials of apprentices in social care teams, we are now recruiting two apprentices for each locality team; one in social care and one in business support.
- g) On recruitment strategy, a project manager has been appointed working directly to the HR Relationship Manager. A detailed analysis of recruitment process and external recruitment benchmarking has been commissioned to establish a firm evidence base for development of the strategy. The quantitative analysis will be completed in the early autumn and will be supplemented with qualitative analysis which will inform strategy development

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