



RECRUITMENT & RETENTION MARKET SUPPLEMENTS POLICY

CHILDREN SOCIAL CARE

Revised 1st September 2017 – 31 December 2018

POLICY INFORMATION SHEET	
Service Area	Children and Families Social Work Services
Date effective from	1 st September 2017
Responsible Officer	<ul style="list-style-type: none"> • Ruth O'Brien-HR Business Partner • Nigel Moorhouse, Director Children Social Care
Date of reviews	January 2014, October 2014, March 2015, July 17
Status	
Target Audience	Social Worker Grade 8/9/10 Team Managers/ Service Managers, - CiN/CP/Permanence and Through Care Services
Date CSMT/SLT Decision	November 2012
Related Documents (s)	<ul style="list-style-type: none"> • Equality Impact Assessment R&R Payment • Delegated Decision 6/11/12: Re Recruitment and Retention Market Supplements • Performance Development Plans/ Rating/Overall Performance Ratings
Superseded Documents	None
Equality Impact Assessment	Yes

Revision Date	Reason / Description	By Who
23/01/2014	Annual Review	R&R Strategy
October 2014	Review	R&R Strategy
16/03/2015	Annual Review	R&R Strategy
23/11/2015	Update accepted for publication	D Owen HR
01/09/2017	Annual Review	Nigel Moorhouse

CHILDREN' S SOCIAL CARE
PAYMENT OF RECRUITMENT AND RETENTION MARKET SUPPLEMENTS

1. Introduction

The Councils Pay and Allowances Policy (Payment of Market Supplements) provides for the payment of market supplements in certain situations. The Director of Children, Social Care introduced recruitment supplements in 2012 to enable the Council to recruit progressed Children's Social Workers in designated critical teams. The Head of HR and OD has approved the policy.

The workforce profile across the Children in Need/Child Protection teams has caused concern. The capacity to keep children safe from harm is compromised through high ratios of both agency staff and newly qualified Social Workers. In line with Employee Standards, Supervision Framework and Munro recommendations, this policy has been designed to address the shortfall in experienced workers. The capacity of any Council to deliver highly effective safeguarding services is very much reliant on recruiting and retaining an experienced and competent permanent workforce of social workers and managers. There is a risk from a vibrant agency market that if we do not recruit and more importantly retain social workers and managers then children will be poorly safeguarded by regular changes in social workers and managers and costs to the Council will rise and result in ever increasing pressures on reducing budgets.

The service has demonstrated an objective justification for introducing the incentives in targeted teams for a period, and provided clear evidence of their impact on stabilising the workforce. This review of the market supplements has identified that whilst significant progress has been made there is still a need to pay retention payments but to withdraw the recruitment payment as recruitment is healthy and to further reduce the number of teams where staff receive retention payments.

This document explains how and to whom a £1,000 Retention Market Supplements are paid by Cheshire East Council Children Social Care.

2. Retention Market Supplements

2.1 What are Retention Market Supplements?

Retention Market Supplements are fixed, one-off payments of £1,000 paid via payroll to eligible Social Workers, Team Manager and Service Managers at anniversary of appointment. Part-time staff will receive pro-rata payments. It is subject to tax and national insurance contribution and is pensionable

2.2 Background/Rationale

Retention Market Supplement payments have been introduced to help with the retention of qualified and appropriately experience Grade 8/9/10 Social Workers, Team Managers and Service Managers in specific teams within Children Social Care where there are retention issues, in order to enable statutory tasks to be fulfilled and to compete with neighbouring Local Authorities' inducements and incentives.

It is essential to retain experienced Children's Services Social Workers in order to:-

- Ensure that Children’s social work teams are staffed sufficiently to enable them to fulfil their statutory tasks.
- Help to reduce levels of stress and ongoing anxiety that has the potential to leave the Directorate Vulnerable to litigation.
- Adhere to Lord Laming’s – Climbié Recommendations and Professor Eileen Munro’s Recommendations – regarding the management of Risk and Governance.
- Ensure a robust staffing structure that has the capacity that is compliant with the social work Reform Board. Recommendation: Local Government Association Employer Standards and Supervision Framework

2.3 Who is eligible?

HCPC Registered Grade 8/9/10 Social Workers, Team Managers and Service Managers

- Are employed in Cheshire East Council Child in Need/Child Protection (CIN/CP) or Permanence and Through Care services, including staff employed in these teams who are on maternity, paternity and or adoption leave
- Staff who achieve an overall performance rating (bringing objectives and behaviours together) of at least ‘C’: ‘has consistently demonstrated evidence of broadly meeting and achieving the objectives and expected behaviours’

Retention Market Supplements are not available:-

- For any employees in the Adoption and Fostering services or Cheshire East Consultation Service.
- For staff in CP/CIN and Permanence Through Care services who are subject to capability or disciplinary procedure or do not meet the standard of performance required when assessed/rated by respective PDP process

2.4 How are Retention Market Supplements paid?

Through payslip arrangements

2.5 How are Retention Market Supplements funded?

The costs of Retention Market Supplements will be funded from staff turnover balances and / or a combination of grant funding target at improving front line social work practice.

2.6 What if they leave the Council Children Social Care?

Retention payments are paid at the end of each year of ‘retained’ service and therefore if an employee leave the Council the payment is not required to be pay back.

In exceptional case these provisions may be waived by the Director.

2.7 Review of Retention Market Supplements

A review of the Retention Market Supplement Policy will take place in December 2018 in order to assess the success in relation to the retention stability of Social Workers in respective targeted service areas in Children Social Care.

End of document.

Revised September 17

December 2018