

RECRUIT						
	What do we need to achieve?	By Who?	By When?	Impact - How will we know its done?	Progress So Far	RAG Rating
1	Establish IOP Task & Finish Group					
1.1	Agree membership & chair	PW	31/07/21	Committed membership, cutting across services & roles, to ensure that all areas are covered. Contribution from operational staff will ensure that the strategy remains relevant and up to date.	Action plan drafted and taken to Practitioner Forum in October 21 for their views and input. Request made for member of PF to be part of membership to secure regular input from practitioners. Membership includes member from SLT & Practice Manager closer to operational management.	
1.2	Agree ToR	PW / JB	31/07/21	Clear expectations and purpose of the group will ensure that progress is made.	TOR drafted and agreed	
1.3	Agree regularity & set up meetings	PW / JB	31/07/21	Regular meetings will be scheduled and well attended.	Agreed Task & Finish to meet monthly.	
1.4	Develop a new workforce strategy: Investing in Our People	JB	01/03/22	Clear strategy that is regular updated, and support the establishment of a strong and supported workforce.	Action plan being used to drive the strategy. We do need a Strategic Document setting out intentions and goals	
2	Increase our exposure in market place with unique selling points					
2.1	Engage with an external marketing recruitment company to produce a comprehensive communications and marketing campaign	Tracey Sefton/Linda Roy	01/12/21	Agreement with an external marketing company will be in place to support our ongoing recruitment drive	Engagement with Tripod has been agreed through a procurement process. Existing staff have been involved in sharing experiences of working in Trafford as part of the recruitment campaign. These are included in the microsite. Reviewed current advertisement, update and develop a readable, enthusiastic, eye catching piece to encourage people to apply for positions – included the story of Trafford and also what we have to offer - Unique selling points. The campaign is now live and the first webinar is planned for 16 March 2022. Agreed regular contribution from Tripod to IOP Group	
2.2	Establish a targeted programme of recruitment including equality & diversity at all level	Linda Roy/Shirley Hoyland	31/01/22	Reduction in the number of permanent vacancies and establishment of a diverse permanent workforce.	Developed Facebook and Twitter presence, growing audience and posting regularly about recruitment. Focus groups set up with agency social workers to gain insight into channels / messaging / motivations staff testimonials and blogs, hosted on the council website and developed a separate recruitment microsite, giving an insight into working in Trafford	

2.3	Establish a selection process that focusses on our Relational Practice visions & values.	Jude Brown	31/01/22	Clear selection process that reflects a value base alongside knowledge and skills is in place and is understood by all recruiting managers.	<p>Selection & interview process for any new candidates has been refreshed, and includes questions that allow us to test out values & practice.</p> <p>Developed a webinar approach so that any prospective new practitioners have the opportunity to meet managers and existing staff in order to start conversations about what it is like to work in Trafford and they can experience our culture for themselves before they are interviewed</p> <p>Developing a separate interview style for ASYEs to that of experienced staff to allow a fairer and clearer benchmarking of interviews. (see Retain Point 3)</p>	
2.4	Encourage agency workers to consider permanent employment	Sarah Mousawi	31/01/2022 & ongoing	Agency workers will feel valued and have a sense of commitment to Trafford alongside us having regular and up to date feedback and understanding of drivers for people choosing agency work over permanent employment	<p>Mapping of current agency staff completed and conversations with current agency staff regarding whether they are in a position to consider permanent role have taken place. Very small numbers of agency staff are considering permanent contracts but the majority are remaining on agency contract due to personal choices linked to remuneration and flexibility</p>	
3	Improve and Expedite Recruitment Process					
3.1	Review current recruitment policy and streamline process	Jude Brown / Shirley Hoyland	31/12/21	<p>Clear recruitment process in place that is understood by all.</p> <p>Prevention of drift and apply with applications and recruitment process, that enhances Trafford's reputation as an employer.</p>	<p>Implementing a system where any prospective employees have the opportunity to meet with current managers and practitioners in order to have conversations about what it is like to work in Trafford and so they can experience our culture for themselves before they are interviewed</p> <p>When Covid restrictions relax we are planning on having open days where potential candidates can visit Trafford to discuss and network with managers and practitioners - webinar is being developed.</p> <p>Developed process through work with Tripod (including acceptance of CVs and supporting statements for applications rather than app forms)</p> <p>Implemented a rota for recruitment panels to enable us to respond quickly to applicants, and start any process.</p>	

3.3	Involve our children & young people in recruitment	Mark Bailey	31/03/22	Children & young people will routinely support in our recruitment of leaders, and contribute to other recruitment processes. Our microsite will reflect the importance of their views and input. .	Young people panels in the recruitment of managers and leaders are well established. Feedback routes have been agreed to ensure that we are sharing the outcomes of interview processes with our young people. Further development is needed to include young people more in the microsite	
3	Frontline Programme					
3.1	Continue to have a Frontline Programme (2 Units of participants)	Elaine Harvey / Jude Brown	30/09/21	New Social Workers will be attracted to Trafford through our involvement with the frontline programme.	Programme has continued with most recent cohort (6 participants) joining in September 2021	
3.2	Develop links & relationships between Trafford & Frontline.	Elaine Harvey/Jude Brown	01/10/21	Regular touch points will be in place between service and Frontline, that support communication, understanding and working relationships.	In the new arrangements of the of the service structure there has been a new line of reporting for Frontline to the Head of Service for Families First. Clear links have been established between the Head of Service, Strategic Lead for Practice Improvement and Frontline. Monthly meetings are now in place.	
4	Student Pathway					
4.1	Establish a systematic approach to recruiting from final student social worker placements.	Catherine Sainsbury/ Jude Brown	01/05/22	Clear process in place to support students to apply for social work posts towards the end of their placements. This will include a session to share what the offer is in Trafford and the wider/onward opportunities across the service. Applications will be received from our students on a routine basis	Sessions have take place with final placement students in Summer 2021. Regular sessions to be programmed in for 2022. Successful recruitment of students has occurred. All students who have wanted to stay in Trafford as qualified social workers for their ASYE year have been successful at interview.	