



REPORT:	Recruitment and Retention of Children Services Staff Children and Families Scrutiny Committee – 12th January 2023
SPONSOR:	Chris Spencer (DCS)

1. Purpose of the report:

- To provide the Children and Families Scrutiny Committee (CFSC) with information, analysis, and next steps regarding the current children's services workforce (with reference to the wider social care workforce where appropriate).
- To set out challenges and opportunities including, where possible, an analysis of Gloucestershire's position in comparison with national and statistical or regional neighbours
- To introduce the draft children's social care workforce strategy which aims to develop Gloucestershire as an employer of choice for social workers, to support the development, retention and career progression of social workers and the wider children's workforce

A thorough Workforce Deep Dive report was completed in September 2022 for the Continuous Improvement Board (CIB) which offered a good qualification of the priorities set out above. For this reason, this report has been updated and is re-presented in large part here.

2. Introduction

2.1. At the inaugural Continuous Improvement Board (CIB) of 28th July 2022, the Leader of the Council, Councillor Mark Hawthorne, emphasised that infrastructure, stability of workforce and practice are the pre-requisites of our improvement journey. Recruitment and retention of our staff is therefore one of key priorities for the department, and one that is situated in a particularly challenging context.

2.2. Shortages of children's social workers has been a growing problem for most (not all) local authorities over the past ten or more years¹. This is resulting from increased demand for social workers, insufficient numbers training and increasing numbers choosing to leave the profession, coupled with increasing number choosing to seek employment through employment agencies, commanding higher rates of pay and contributing to an accelerating rate of turnover for local authorities. This has been exacerbated by the COVID-19 pandemic which saw, initially a stabilising of the workforce, a subsequent amplification of the challenges outlined. Whilst not specific to children's social work or children's social care, the LGA Workforce Summary Data published in November 2021 cites 85% of single and upper tier authorities experiencing recruitment and retention difficulties as far back as 2017/18².

¹ [Respect and protect: respect, recruitment and retention in children's social work \(local.gov.uk\)](#)

² [Local government workforce summary data - November 2021 | Local Government Association](#)

3. Local and published data³

3.1. Appendices 1 and 2 provide summary data referred to in this report. The most recently published workforce summary dates to 2020-21 and is at Appendix 1 Table 1 and is updated by the local Tables 2 and 3 for 2021-22 and 2022 year-to-date. Appendix 2 is the latest Children's Social Work Recruitment Dashboard, providing information up to the end of Quarter 1 of 2022/23 and regional comparator data for Southwest Local Authorities for 2020-21 (2021-22 is not yet published). In summary the tables evidence the significant challenges being experienced, particularly from Q3 of 2021-22 when the final relaxation of lockdown measures was implemented:

- At the end of November, 4,780 children were open to social care. This continues to follow an increasing trend and is 16% higher than the monthly average prior to the pandemic (4,114).
- Turnover was at 18% in 2020-21, dropping to a low of 16.5% in May 2021 following the third period of lockdown. This is in line with slowed turnover reported across a number of labour markets and since which time turnover and vacancy rates have increased. Since that time, turnover steadily increased and stood at a high of 25.8% in Q2 2022-23. This is a significant concern in that it impedes our ability to embed high quality practice across services and is a significant cost and time pressure for the department. Of even greater concern is a small trend toward ASYE graduates leaving to join agencies at the end of their first assisted year in practice.
It is encouraging that the turnover rate has reduced in November 2022 to 23.1% but this will need to be monitored as it is only single month data.
- Stability of social worker for children has been improving, with 86% of children having two or fewer Social Workers in the last 6 months, up 4% on February's figure and within tolerance of our 90% target. This is good performance, given the high number of children currently allocated. However, it probably also evidences an unintended slowdown in throughput as a result of the higher numbers and the shorter allocation times for some children. That 40% of work closes at the end for assessment, for example, means this metric does not reflect the elevated turnover in assessment and safeguarding teams. In line with most other authorities, it is the nature of child protection work that results in the higher rate of departure and it is here that retention payments were increased in the lead up to inspection. We must continue to focus our efforts on these teams if we are to create safe and supportive team environments, in which social workers stay.
- For children in care, the Children's Commissioner for England produces an annual stability index which considers a number of key stability factors, including stability of social worker. Figures for stability of social worker were last produced by her office in 2019 for the year 2017-18 and are reproduced at Table 4. In those figures, Gloucestershire's stability was in line with and in some areas better than national performance and shows 24% had two or more social workers in the previous 12 months. This may be compared with our more current and slightly different internal measure of two or fewer social workers within the past twelve months which is currently at its highest at 62.7% (see latest performance report).
- Just over a quarter, 25.1%, of social workers had less than 2 years' service in 2019/20 according to the summary at Table 1 however, the updated figures at Appendix 2, show this to now be at, or near, 26%, with 34% in the 2-5-year length of service category, meaning

³ Data is the most recent available and whilst dates may not exactly coincide, are reasonable for comparison purposes here.

around 60% of children's social workers across all posts have less than five years' service with the county. This gives us a relatively inexperienced workforce but one that is in line with the regional rate of 60% and below the national rate of 68.4%.

- For those 40% with over five years' service, Gloucestershire compares favourably with the national average (31.6%) and in line with the Southwest position of 39.7%.
- In September, 41% of turnover was from workers with less than two years' service, indicating the need to do more to help social workers make a positive choice to join and see their future with Gloucestershire. At that time, a further 35% of turnover was constituted by workers having between two- and five-years' service
- Workers beyond five years' service are much more likely to stay with turnover dropping significantly after five years. A recent survey of those who have been with us for some time highlighted a number of factors that kept them with GCC which have been incorporated into the new workforce strategy.
- Agency workers made up 23% of the workforce in 2021-22, since which time the rate initially fell to a low of 20.3% in August 2021, but post-pandemic has increased to the current high of 34%. There are currently 130 FTE agency workers, constituting a significant cost pressure for the local authority. The ADCS has recently asked every local authority for its current agency use, recognising the impact of reported increases in agency use and aiming to establish a "real time" picture for the country.
- At the beginning of October 28.8% of agency workers had been with Gloucestershire for over 12 months. As such, these workers effectively constitute long-term temporary employees (Appendix 2).
- In each of the past three years, the number of social workers leaving Gloucestershire's employ has grown, culminating in the highest number of leavers in 2021/22 of 80 and the lowest number of starters in each of the past three years at 53. This trend has continued into Quarter 1 of this year with leavers numbering thirteen more than in the same period last year and comprising both newly qualified and more experienced colleagues and managers. Exit interviews are offered to all leavers with feedback helping prioritise improvement, for example to induction and IT systems.
- The vacancy rate is currently reported at the rate of 22.5% of authorised establishment and is on an improving trend since August when it was 28.7%. Despite this improvement we continue to have difficulty recruiting to our Advanced Practitioner posts, with a vacancy rate of 25.1%. This helps to understand the ongoing requirement for agency social workers and is receiving targeted work in partnership with HR.
- Absence: 2021/22 saw sickness absence levels return to those more akin to pre-pandemic levels having been significantly lower in 2020/21. Stress and depression are by far the most reported reasons for absence, accounting for 50% of absences in 2021/22 and 41% of reported absences in Q1 of 2022/23⁴.

⁴ Taken from Children's Directorate Sickness Absence Quarterly Dashboard

4. Workforce Morale

- 4.1. The recent Social Care Workforce Health check and staff survey highlighted a number of the workforce challenges that are apparent here. On a day-to-day basis, social workers experience the pressure of unfilled vacancies and the instability of the agency market, with swift departures of some agency colleagues and late withdraw of new starters. This impacts morale as well as allocated workloads, creating feelings of isolation and impacting the ability of workers to understand the child's story and intervene effectively in family life.
- 4.2. Frontline team managers and service managers are critical to helping social workers feel safe in practice and that they can manage their workload. Supervision, which supports staff wellbeing and practice outcomes, is monitored for frequency and quality through performance and quality assurance processes. In November 86% of colleagues received supervision within allotted timescales which is below the target of 95%. Previous explorations of this performance have indicated that, "manager availability" was the most commonly cited reason for missing supervision. Feedback provided as part of the Health Check tells us that 69% of colleagues agree they receive regular, reflective supervision and 74% agreed that children's services values helped create a positive culture and experience for staff. This may be juxtaposed with some tougher messages in the staff survey about dissatisfaction with corporate communication and management of change.
- 4.3. Senior managers closely monitor and take action to respond to areas of acute pressure across the service areas/districts and are able to swiftly make recruitment decisions as well as move resource to areas where it is needed. Across the services there is a commitment to mutual support, underpinned by a growing understanding of systemic principles. Feedback in the staff survey reflects the availability of senior leaders, and a general confidence in their leadership ability as well as their regard for the health, safety and wellbeing of colleagues.

5. Salary and status

- 5.1. Research across the UK consistently demonstrates that the key factors impacting social worker retention are high caseloads, poor supervision and management, unclear career progression, poor work-life balance and pay, with pay becoming a more prominent issue for social workers once they become dissatisfied by other factors. However, it is worth noting that the importance of pay will continue to come to the fore with the burgeoning cost of living crisis and social workers who are already citing plans to come into the office to reduce fuel bills at home and to need to reduce mileage undertaken for work purposes, albeit that petrol prices have fallen more recently.
- 5.2. This makes our position in the market in relation to pay and benefits critical to our ability to recruit and retain a skilled workforce. With substantial competition from neighbouring local authorities who have been willing to continually increase agency rates, pay market supplements and salary enhancements, ensuring we remain competitive is more important than ever. To that end, the Chief Executive approved the extension of a comprehensive package for social workers in Gloucestershire in April 2022 year with welcome, stability and relocation payments, on top of a salary that is largely in line with that paid by neighbouring local authorities (see below for more detail).
- 5.3. A salary benchmarking exercise was undertaken in December 2021 which showed that within our region and amongst near neighbours, we offer a competitive salary for newly qualified social workers with one of the better rates of pay; however, for senior social workers, we dip below many in the region, and, for team managers, whilst the start point is in line, the scale is capped much below that of most other local authorities. This may well be contributing to the departure of advanced practitioners who seek and secure team manager posts elsewhere and

team managers who choose to move on to work with smaller teams whilst securing greater earning potential.

5.4. At more senior levels our job titles, 'service manager' and 'head of service' do not accord with the responsibilities and pay scales of similarly named posts in neighbouring authorities, ours often pay significantly below the salary levels offered elsewhere.

5.5. The forthcoming service remodel provides an opportunity to review our pay and benefit packages to ensure that we remain competitive and consider whether we wish to follow neighbouring authorities who are now offering priority housing options to social workers who wish to relocate⁵.

6. The future:

6.1. Care Review recommendations to realise the potential of the workforce

6.1.1. The Care Review⁶ recognises the workforce crisis and proposes a number of steps to address it. In its chapter on Realising the Potential of the Workforce it makes proposals to:

- **Set out career development frameworks and address pay disparities by:**
 - providing an Early Career Framework for the first five years in the profession
 - enabling career progression without leaving direct practice through an Expert Practitioner Pathway
 - creating national pay scales to increase consistency and reward expertise. Reducing reliance on agency social workers
 - introducing new national rules on when and how agency staff can be used
 - developing not-for-profit regional staff banks for temporary social workers
- **Cutting back on bureaucracy and increasing resources for direct work with families**
 - improving case management systems to reduce time spent on recording
 - creating local and national mechanisms for frontline workers to challenge rules and bureaucracy that get in the way of direct work
 - requiring registered social workers to spend 100 hours a year in direct practice
 - trialling ways to increase social workers' availability outside of normal working hours
- **Developing the wider social care workforce**
 - defining skills needed by family support workers and supporting development
 - requiring professional registration for all children's home staff
 - establishing a leadership programme for new children's home managers.
- **Supporting leadership**
 - investing in leadership development programmes aligned with proposed reforms
 - addressing racial disparities across children's social care leadership

6.2. National Panel recommendations: Child Protection in England

6.2.1. In response to its review of the murders of Star Hobson and Arthur Labinjo-Hughes, amongst others, the National Panel made proposals to reform the child protection system by improving:

- Multi-agency arrangements for protecting children

⁵ [Housing Pilot for Children's Social Workers and Team Managers | Social work South Gloucestershire \(socialworksouthglos.co.uk\)](https://socialworksouthglos.co.uk)

⁶ [Final Report - The Independent Review of Children's Social Care \(childrensocialcare.independent-review.uk\)](https://childrensocialcare.independent-review.uk)

- Attending to and investing in the specialist multi-agency expertise required for undertaking investigations and responses to significant harm from abuse and neglect
- 6.2.2. It identified a number of wider service factors that issues impacted risk assessment and decision making that underline the importance of investing in the social care and wider children's safeguarding workforce, including that of partners. Consideration is being given to:
- **Workforce development in social care.** Acute issues with recruitment and retention of social work staff affected capacity to conduct sustained direct work with families.
 - **Issues with funding levels, capacity, and turnover in other services.** Significant increases in health visiting caseloads and limited capacity in children's mental health services, as well as a lack of a domestic abuse commissioning strategy were all identified as potentially contributory factors in the children's deaths.
 - **Wider contextual factors.** For example, the impact of the COVID-19 pandemic on child protection services affected both cases
- 6.2.3. We are anticipating a DfE implementation programme to follow early in 2023, however Gloucestershire, with its £1.7m investment in a Social Work Academy is already well placed to respond to these recommendations. Furthermore, having focused on Children's Social Work, may now begin to look regionally to develop as a centre of excellence in systemic practice as well as across the public sector for collaborative opportunities that will support the development of a skilled family support and residential care sector, Adult Sector, Education and other allied roles, all of which face local challenges. There may be opportunities too, to collaborate with health or schools' recruitment campaigns, to attract 'public sector families.'

7. Conclusion and next steps

- 7.1. This report summarises the workforce position in Gloucestershire which, if left unchecked, will destabilise progress made for children and will bring further cost pressures. It presents a challenging picture and, by way of response requires us to build on measures already in progress. To row back on plans will ultimately prove to be a false economy. Our ambition must be to buck the trend in social work recruitment and retention nationally and regionally, to reverse the accelerating rates of attrition and turnover and to communicate our new vision and practice methodology in a way that makes Gloucestershire an employer and career of choice in the region.
- 7.2. Our practice must give a sense of continuing to get the basics right as well as of providing opportunities for creativity and innovation, we must inspire social workers with a sense of contributing to reducing inequality and promoting social justice, where families are supported from the earliest point, where we collaborate and integrate as partners to build a skilled workforce that able to meet need at a strategic and operationally responsive level.

7.3. Key actions in delivery

The Children's Social Care Workforce Strategy has been refreshed and is in draft form ready for consideration by senior managers and the strategic workforce development group. It sets out our ambition to be an employer of choice in the region and is linked to the corporate priorities and recruitment strategy, with its three key themes of culture, capacity and capability. An action plan sits behind the strategy driving our continued actions. The following highlights some of the key areas in which progress is being made:

- 7.3.1. **Management grip:** Heads of Service and senior leaders receive monthly and quarterly data with which to monitor and manage their service. An HR data dashboard has been developed and piloted with Gloucester Children's Service. This is in its final iteration and will be rolled out across the county, for Heads of Service to use in their Quality and Performance Surgeries held with frontline managers on a monthly basis. In turn, a synopsis from these surgeries will be considered at the Strategic Performance Board.
- 7.3.2. **Leadership and Management development:** frontline manager development and the launch of the new managers induction programme
- 7.3.3. **HR Support:** Additional HR support has been made available to support those managers and service areas facing particular recruitment and absence pressures.
- 7.3.4. **Recruitment initiatives:** The local authority makes use of a range of recruitment pipelines from 'on the job' training via Frontline and Step-Up candidates and the newer GCC Social Work Apprenticeships.
- 7.3.5. Our most successful recruitment pipeline remains growing our own by providing student social work placements, ASYE opportunities where social workers progress into substantive posts. This is also where we see the highest quality of candidates that stay with the authority.
- 7.3.6. A newly launched recruitment microsite is designed to provide information about Gloucestershire and Children's Services for external applicants. Recruitment from overseas has added resilience to our workforce with two previous campaigns via a commissioned agency that recruited from India. The majority of social workers have stayed with us, and we plan to repeat overseas recruitment with a new tender for a recruitment partner about to launch.
- 7.3.7. **Retention and creating the conditions for purposeful work:**
- 7.3.8. **Transformation** and the remodelling of services will move us nearer to creating the conditions for purposeful social work as set out in the Care Review. It will be supported by the SW Academy and a revised, published training and development offer, central to which is the continuation of systemic practice training for social workers, managers and leaders.
- 7.3.9. **Induction:** is being improved with the launch of a programme for first time managers, a checklist or passport for Service Managers and Heads of Service and a new approach for new social workers, focused on building relationships, feeling you belong and being given the skills and equipment needed to feel safe in practice from the outset. The intended impact is to ensure colleagues receive the welcome, orientation and support they need to deliver high quality social work from the outset and reduce early turnover.
- 7.3.10. **Conversion from agency:** We have seen a number of social workers and managers join GCC from agencies and in doing so, are often seeking a proportional post to reduce the salary gap. To increase the opportunities available at every level, GCC fixed term and acting opportunities will be opened to agency employees already working with us, as well as permanent employees.
- 7.3.11. **Health and wellbeing offer:** improved offer drawing on corporate improvements and delivering support from our SW Academy and newly appointed systemic clinical lead. Where

we can, we are improving office environments to be welcoming to both colleagues and families, providing opportunities for greater flexibility, agility, and work life balance.

7.3.12. Delivering against those elements of the Care Review which may be delivered without government intervention or policy change, reducing bureaucracy, increasing direct work tools and skills, developing the SW Academy,

7.4. Further action required

There are a number of areas in which actions planned have not yet started and will be crucial to helping us remain competitive in the market whilst retaining those colleagues in whom we have already invested so much.

7.4.1. Performance and Development Review (PDR) compliance rates are particularly low in children's services at 23%. Whilst some of this is attributable to recording errors, it is also true that improvements must be made, and this should help new and existing employees to discuss and map their plan for a future within the county as valued workers and managers.

7.4.2. Pay and career progression: we will seek to revise our pay and rewards and will publish a revised career progression policy aimed at enabling employees to see their future at GCC.

7.4.3. Recruitment & retention: we will review recruitment processes with the aim of reducing the time from application to offer, ensuring candidates are supported throughout.

7.4.4. We will consider and propose how best to inspire and support Gloucestershire children and adults to consider a career in social work by linking with schools and colleges and proposing a bursary scheme to support those experienced but differently qualified colleagues and carers who wish to qualify in social work.

7.4.5. We will explore opportunities to join with partners to improve our recruitment and retention across the public and voluntary community sector.

7.4.6. We will establish an alumnus of social workers who have worked with us, particularly those who have worked with us for a year or more and those graduates of ASYE and systemic practice training when they leave the local authority. This is based on recent intelligence in the banking industry where, adopted by one bank, it was credited with changing its fortunes in stabilising its workforce.

7.4.7. Talent spotting and succession planning: identify those talented individuals who are the leaders and expert practitioners of the future, those social workers and frontline managers who are delivering great outcomes for children already. Using the SW Academy and Principal Social Worker, we will be explicit in supporting their development, providing growth opportunities, and helping them see their future with us.

7.5. Outcome measures

Within the draft workforce strategy, metrics are proposed under each of the four corporate themes in the workforce strategy. We will set ourselves targets against which we will measure success, and which will include qualitative measures including feedback provided in SW Health Check, exit and retention surveys, to quantitative measures that can be benchmarked with other local authorities and employers such as sickness absence, recruitment, retention, and agency rates.

Appendix 1: Data summary

Table 1

2020-21 Children's social work workforce Summary Report for Gloucestershire		
	FTE	Headcount
Number of social workers at 30 September	380.70	390
Gender		
Female	308.50	337
Male	52.20	53
Role		
Senior Manager	7.00	7
Senior Practitioner	30.90	34
Middle Manager	9.00	9
First Line Manager	53.40	57
Case Holder	142.30	147
Qualified without cases	118.10	136
Age		
20-29	77.00	78
30-39	125.40	139
40-49	71.60	80
50-59	71.30	74
60+	15.40	19
Time in service		
Less than 2 years	94.90	98
2 years to 5 years	134.20	141
5 years to 10 years	77.50	89
10 years to 20 years	41.30	48
20 years to 30 years	9.80	10
30 years or more	3.00	4
Number of starters	55.40	58
Age		
20-29	18.00	18
30-39	16.50	17
40-49	13.10	15
50-59	6.80	7
60+	1.00	1
Number of leavers	65.00	71
Turnover rate	18.02%	18.21%
Age		
20-29	17.00	17
30-39	12.30	13
40-49	15.80	19
50-59	12.60	13
60+	7.30	9
Time in service (leavers)		
Less than 2 years	27.00	29
2 years to 5 years	23.40	25
5 years to 10 years	8.50	10
10 years to 20 years	4.50	5
20 years to 30 years	1.60	2
30 years or more	0.00	0
Agency workers		
Number of agency workers	113.00	113
Agency rate	23.85%	23.08%

Children's social work dashboard

Table 2

Childrens SW Dashboard	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Turnover %	17.0%	16.5%	16.7%	18.1%	17.0%	20.3%	20.6%	20.7%	20.9%	22.5%	21.8%	21.5%
Agency Headcount	83	81	87	88	77	85	100	98	109	106	118	126
Vacancy Rate %	14.5%	16.1%	15.9%	16.9%	17.1%	19.8%	17.9%	17.1%	17.5%	20.2%	20.8%	20.7%
FTE Headcount	321.1	315.08	316.05	312.05	315.06	304.47	312.08	315.08	313.49	303.24	300.74	301.43
Agency %	22.1%	21.6%	23.2%	23.4%	20.3%	22.4%	26.3%	25.8%	28.7%	27.9%	31.1%	33.2%

Table 3

Childrens SW Dashboard	Apr-22	May-22	Jun-22	Jul-22	Aug-21	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Turnover %	24.5%	24.9%	24.0%	25.6%	28.7%	26.3%	25.8%	24.6%	23.1%			
Agency Headcount	125	132	129	131	126	126	125	130	130			
Vacancy Rate %	23.2%	24.7%	24.8%	26.2%	28.7%	26.7%	24%	23.7%	22.5%			
FTE Headcount	291.76	285.96	285.56	280.52	274.62	278.61	288.64	289.93	294.24			
Agency %	32.9%	34.7%	34.0%	34.5%	33.2%	33.2%	32.9%	34.2%	34.2%			

Stability Index – Children's Commissioner Report 2019⁷

Extracted from underlying data for the report

Table 4

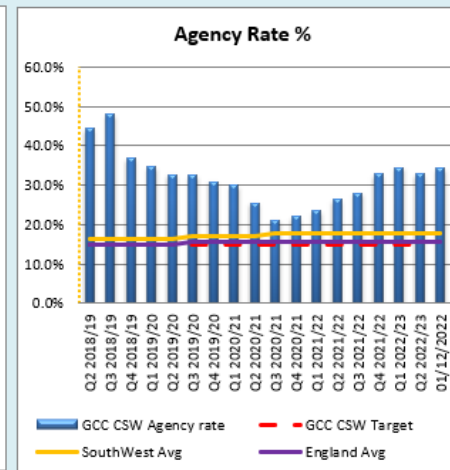
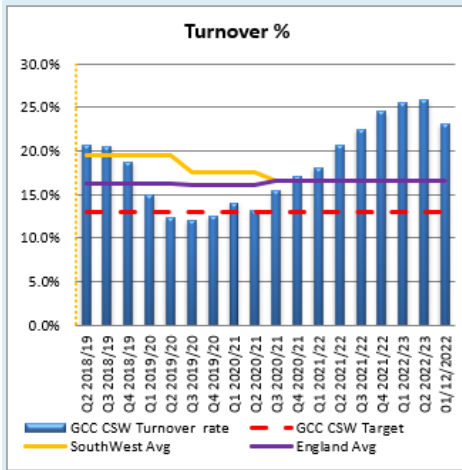
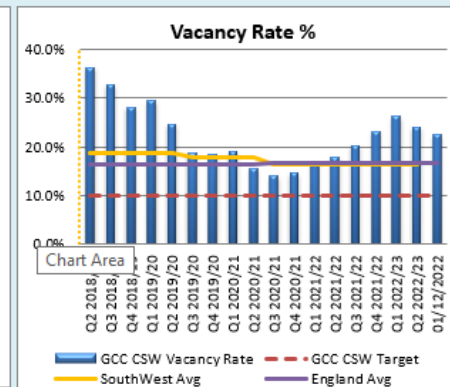
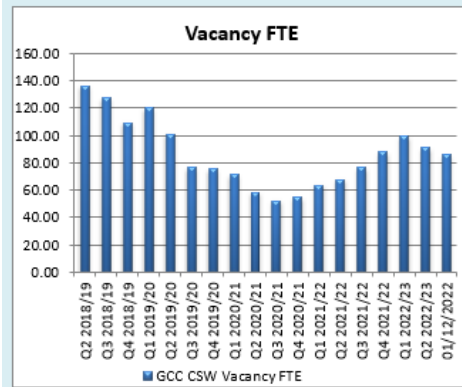
	CLA with 2+ SW changes over 12 months		CLA with 2+ SW changes over 24 months (2017/18)		CLA with 2+ SW changes over 12 months, not due to a team change (2017/18)		CLA with 2+ SW over 12 months, excluding changes while not in care		CLA with 0 SW changes over 12 months		CLA with 0 SW changes over 24 months (2017/18)	
	N	%	N	%	N	%	N	%	N	%	N	%
	2017/18						2017/18		2017/18			
LA name	N	%	N	%	N	%	N	%	N	%	N	%
Gloucestershire	140	24%	300	56%	<5	0%	90	15%	230	38%	80	15%
National	18,670	27%	32,990	55%	6,840	10%	14,260	21%	27,240	39%	10,830	18%

In July 2022, a slightly different metric records that 'for our children in care [stability of social worker] has also improved over the last few months, with 62.7% having two or fewer workers in 12 months. This is the highest level since recording began against an increasing number of children in care.

⁷ [Stability Index 2019 | Children's Commissioner for England \(childrenscommissioner.gov.uk\)](https://www.childrenscommissioner.gov.uk/stability-index-2019/)

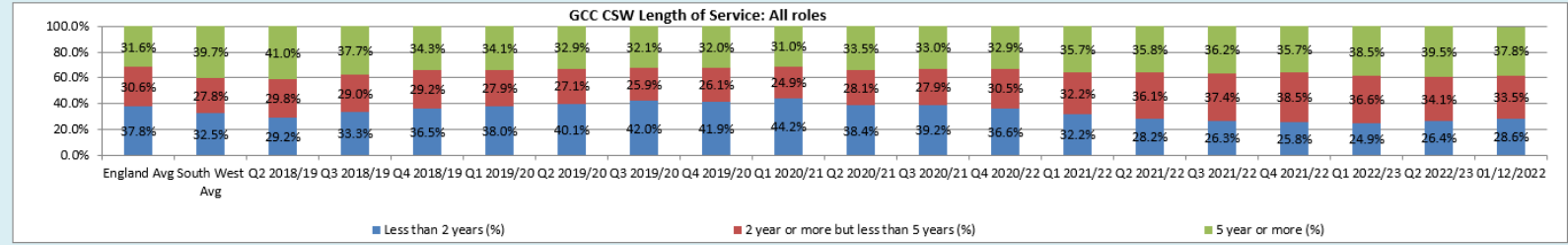
Appendix 2: Children’s Social Work Recruitment Dashboard

Overall	ESTABLISHMENT VACANCY				ESTABLISHMENT		Under(-)/Over Establishment		
	Funded FTE	FTE in Post	Vacant FTE	% Vacant FTE	Agency	% Agency			
ASYE		32.00			0	0.0%	32	32.00	
SW	269.7	136.28	59.41	22.0%	1	0.4%	145	136.28	30.49
SSW		42.00			101	37.5%	53	42.00	
AP	51.7	38.75	12.95	25.1%	12	23.2%	44	38.75	-3.45
TM	58.5	45.21	13.29	22.7%	16	27.4%	51	45.21	0.90
TOTAL	379.9	294.24	85.65	22.5%	130	34.2%	325	294.24	27.94



Quarter/Year	Length of Service (GCC Staff)															All		
	ASYE			SW			SSW			AP			TM			Less than 2 years (%)	2 year or more but less than 5 years (%)	5 years or more (%)
	Less than 2 years (%)	2 year or more but less than 5 years (%)	5 years or more (%)	Less than 2 years (%)	2 year or more but less than 5 years (%)	5 years or more (%)	Less than 2 years (%)	2 year or more but less than 5 years (%)	5 years or more (%)	Less than 2 years (%)	2 year or more but less than 5 years (%)	5 years or more (%)	Less than 2 years (%)	2 year or more but less than 5 years (%)	5 years or more (%)			
England Avg																30.00%	28.70%	41.40%
South West Avg																30.90%	28.40%	40.60%
Q2 2018/19	94.29%	2.86%	2.86%	17.09%	48.72%	34.19%	26.92%	38.46%	34.62%	17.39%	17.39%	65.22%	24.44%	4.44%	71.11%	29.15%	29.83%	41.02%
Q3 2018/19	94.59%	2.70%	2.70%	26.83%	44.72%	28.46%	23.91%	39.13%	36.96%	23.40%	17.02%	59.57%	20.45%	9.09%	70.45%	33.33%	28.96%	37.71%
Q4 2018/19	95.56%	0.00%	4.4%	28.45%	43.10%	28.45%	25.93%	44.44%	29.63%	25.00%	20.83%	54.17%	25.00%	15.38%	59.62%	36.51%	29.21%	34.29%
Q1 2019/20	93.48%	2.17%	4.35%	28.18%	43.64%	28.18%	29.03%	38.71%	32.26%	28.85%	17.31%	53.85%	30.36%	16.07%	53.57%	38.04%	27.91%	34.05%
Q2 2019/20	95.45%	1.52%	3.03%	22.45%	48.98%	28.57%	29.23%	40.00%	30.77%	27.87%	16.39%	55.74%	31.58%	15.79%	52.63%	40.06%	27.09%	32.85%
Q3 2019/20	96.34%	1.22%	2.44%	24.49%	44.90%	30.61%	27.94%	45.59%	26.47%	28.79%	13.64%	57.58%	26.67%	20.00%	53.33%	41.98%	25.94%	32.09%
Q4 2019/20	96.36%	0.00%	3.64%	40.32%	35.48%	24.19%	28.35%	47.76%	23.88%	25.71%	17.14%	57.14%	28.81%	16.95%	54.24%	41.87%	26.13%	32.00%
Q1 2020/21	96.15%	0.00%	3.85%	44.35%	28.23%	27.42%	26.76%	49.30%	23.94%	25.58%	23.26%	51.16%	30.77%	19.62%	59.62%	44.15%	24.85%	30.99%
Q2 2020/21	90.00%	4.00%	6.00%	36.09%	35.34%	28.57%	30.30%	39.39%	30.30%	20.83%	31.25%	47.92%	21.15%	15.38%	63.46%	38.40%	28.08%	33.52%
Q3 2020/21	88.89%	6.35%	4.76%	38.28%	32.81%	28.91%	21.67%	45.00%	33.33%	18.00%	34.00%	48.00%	22.22%	16.67%	61.11%	39.15%	27.89%	32.96%
Q4 2020/22	82.93%	9.76%	7.32%	43.45%	31.72%	24.83%	21.05%	45.61%	33.33%	18.75%	33.33%	47.92%	16.07%	25.00%	58.93%	36.60%	30.55%	32.85%
Q1 2021/22	84.62%	7.69%	7.69%	35.92%	38.73%	25.35%	14.55%	47.27%	38.18%	21.57%	23.53%	54.90%	12.73%	25.45%	61.82%	32.16%	32.16%	35.67%
Q2 2021/22	90.48%	7.14%	2.38%	23.65%	50.00%	26.35%	14.81%	38.89%	46.30%	20.83%	25.00%	54.17%	11.54%	26.92%	61.54%	28.20%	36.05%	35.76%
Q3 2021/22	94.87%	2.56%	2.56%	20.83%	52.08%	27.08%	11.32%	43.40%	45.28%	21.74%	23.91%	54.35%	9.62%	28.85%	61.54%	26.35%	37.43%	36.23%
Q4 2021/22	91.43%	5.71%	2.86%	23.53%	50.00%	26.47%	9.09%	49.09%	41.82%	17.02%	27.66%	55.32%	12.24%	28.57%	59.18%	25.78%	38.51%	35.71%
Q1 2022/23	93.33%	3.33%	3.33%	24.81%	48.84%	26.36%	10.91%	41.82%	47.27%	14.00%	28.00%	58.00%	8.89%	26.67%	64.44%	24.92%	36.57%	38.51%
Q2 2022/23	93.10%	6.90%	0.00%	28.87%	44.37%	26.76%	13.46%	32.69%	53.85%	6.12%	28.57%	65.31%	11.90%	26.19%	61.90%	26.43%	34.08%	39.49%
01/12/2022	90.60%	6.30%	3.10%	29.00%	45.50%	25.50%	20.80%	28.30%	50.90%	9.10%	27.30%	63.60%	13.70%	27.50%	37.80%	28.60%	33.50%	37.80%

Quarter/Year	Length of Service (Agency CSW All)			
	Less than 3 months (%)	Between 3 and 6 months	Between 6 and 12 months	More than 12 months
Q1 2018/19	5.00%	24.29%	48.57%	22.14%
Q2 2018/19	36.05%	27.91%	23.84%	12.21%
Q3 2018/19	29.94%	19.21%	40.68%	10.17%
Q4 2018/19	24.48%	20.28%	27.27%	27.97%
Q1 2019/20	26.57%	24.48%	26.57%	22.38%
Q2 2019/20	26.52%	16.67%	27.27%	29.55%
Q3 2019/20	20.60%	23.90%	31.70%	23.90%
Q4 2019/20	23.80%	21.60%	30.80%	23.80%
Q1 2020/21	23.80%	23.30%	28.50%	24.40%
Q2 2020/21	16.84%	24.21%	27.37%	31.58%
Q3 2020/21	25.30%	17.70%	34.20%	22.80%
Q4 2020/22	26.50%	14.50%	20.50%	38.60%
Q1 2021/22	36.40%	21.60%	15.90%	26.10%
Q2 2021/22	38.00%	18.00%	21.00%	23.00%
Q3 2021/22	28.85%	23.08%	19.23%	28.85%
Q4 2021/22	29.60%	20.80%	22.40%	27.20%
Q1 2022/23	25.95%	16.80%	24.43%	28.24%
Q2 2022/23	28.80%	16.80%	25.60%	28.80%



Social Work Workforce Data 2020-21 Summary

Data source: DFE Children's Social Work workforce return, the year referred to runs from 1 October 2020 to 30 September 2021

