

CHILDREN AND FAMILY COMMUNITY SERVICES RECRUITMENT AND RETENTION STRATEGY



States of
Guernsey

2023 – 2026

CONTENTS

Introduction	3
Purpose of strategy	4
Who does this strategy apply to?	5
Organisational “care values”	6
Our children & young people plan	10
About Guernsey & why you would choose to live and work here	12
Governance	13
Training and development	14
A commitment to evidence based practice & signs of safety	16
Our recruitment & retention priorities for 2023–2026	17
Priority 1: Recruitment	18
Priority 2: Retention	20
Priority 3: Career development & progression	24
Priority 4: Service interventions & training	25
Priority 5: Valuing staff & the benefits of working for us	26

INTRODUCTION

Few jobs can be as important or as rewarding as having the opportunity to make a difference in the lives of children. The right people can have an enormous impact at a time when they are needed the most. That is why the States of Guernsey is committed to working with children and families in a way that promotes their health and wellbeing and strives to ensure all children have opportunities to reach their full potential. To do this we recognise that we need a stable, skilled and committed workforce; a workforce that shares our values and aspirations for our States of Guernsey community.

We believe effective relationships are the key to positive change with families. Our approach to everything that we do is based on relational practice which embeds 'working with' families and colleagues across the States of Guernsey. We know it makes a difference not only to children and families but for professional relationships and networks too. Multi agency working is key to improved outcomes. Therefore, Children and Family Community Services are fully integrated with our health care colleagues in a health and social care organisation and integration with those working with children in education settings and in third sector provision is well developed and underpinned by strong collaborative partnerships.

We are ambitious, both for the children and young people we support, but also for our workforce. Guernsey is not only a great place to live; it is a great place to build a career in social work and social care. Wherever you may be on your professional journey – there is an exciting opportunity waiting for you.



PURPOSE OF STRATEGY

The purpose of this document is to set out the States of Guernsey overall approach to recruitment and retention of social care staff working with children and families and to identify future initiatives which will serve to strengthen these approaches over time. The strategy has been developed by the Senior Leadership Team within Children and Family Community Services with the support of colleagues across the service as well as colleagues within Human Resources.

The strategy serves to support the ongoing improvement plans for the service and aims to ensure that the States of Guernsey has a fully resourced, permanent, and highly trained and qualified social care workforce which includes access to opportunities to undertake social work training as well as others forms of training in relation to social care whilst employed within the service. Our focus on ensuring the very best for children and families is underpinned by the organisations core values and is further driven by the States of Guernsey's Children and Young People's Plan.

WHO DOES THIS STRATEGY APPLY TO?

The Children and Family Community Services workforce consists of some 230 employees. They all work directly with children and families or support the delivery of services working across all levels of help including Family Help, Children in Need, Safeguarding and Permanence, Care Services and Quality Assurance. They work in many differing roles: Social Workers, Family Support Workers, Social Work Assistants, Social Work Students, Residential Care Workers, Children's Centre workers, as well as administrative support services. Here in the States of Guernsey we have a single point of referral for professionals and the public seeking advice or assistance with a concern for the welfare or protection of a child or young person. This is known as our Multi-Agency Support Hub (MASH).

The children's social care workforce consists of employees at each level of the system including Service Managers, Team Managers, Senior Social Worker Practitioners, Social Workers, Newly

Qualified Social Workers in the Assessed and Supported Year of Employment (ASYE), Independent Reviewing Officer and Conference Chair (IRO's) and other children's social care staff, who may be in specialist or support roles. This means there are various opportunities to enter and progress internally as either a qualified social worker or as an employee of the children's workforce in the States of Guernsey.

Children and Family Community Services recognises that at times there will be a need for agency social work staff to support our permanent workforce. However, we seek to keep this to a minimum to avoid disruption to relationships with children and families and professional networks and this is a key target within this strategy.

We will actively promote the benefit of joining our permanent workforce and for all high-quality workers there are opportunities to join Children and Family Community Services on a permanent basis. Agency workers who become permanent will be offered a place on the career and qualification pathway commensurate with their skills and experience. Our focus is on providing children and families with consistent and timely social work intervention, and one key aim is to build our career development offer for permanent staff so that our agency colleagues will want to apply to join us permanently. At the time of writing the current agency rate stands at 17% and we are actively working to further address this.

OUR ORGANISATIONAL CARE VALUES

We CARE.

It is the essence of what we do every day. The simple smile, the way we listen, the attention to detail – it's why we chose this career. Our CARE values define our collective efforts in providing integrated health and social care and guide our interactions with service users, visitors and colleagues. By the nature of our vocation, we instinctively embrace these values and demonstrate them in our daily work, whatever our level and whatever our role. These are the agreed values of Health and Social Care in the States of Guernsey and as such are the values, we as an organisation strive to deliver and maintain.

These key values are further underpinned and support by the key commitments embedded within our Children and Young People's Plan. By ensuring these values and commitments are agreed and shared we aim to create a service and island community that colleagues feel proud to be a part of, where they are motivated to succeed and fully understand their roles and responsibilities towards achieving and maintaining these key values, vision and commitments.



COMPASSION



ACCOUNTABILITY



RESPECT



EXCELLENCE

Showing compassion to our service users, visitors and each other is one of the most important things we do. We promote kindness, empathy and dignity. Everyone we interact with, whether it is at bedside or on the doorstep, should receive the same courtesy from us as we expect from them. We know it may be difficult at times, but we remember that simple acts of kindness and compassion can sometimes make all the difference.

We are all individually and collectively accountable for our work and align with the professional standards of our professions. We have established ways of working, but these should help us thrive rather than hold us back. We honour our commitments, responsibilities and relationships.

Mutual respect is key, whatever our level and whatever our role. We value inclusion and diversity as our differences make us stronger. We communicate thoughtfully, effectively, honestly and courageously. We create a positive open environment where ongoing learning and development and sharing of best practice is encouraged. We embrace new ideas and new solutions.

We commit to the highest standards of excellence in everything we do, advancing the health and wellbeing of our service users, families and each other. We champion curiosity and innovation and we work together, drawing on our unique and diverse strengths to approach challenges with optimism and creativity. We review and update our processes continually to achieve best practise.

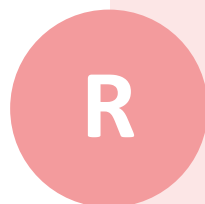
HOW OUR CARE VALUES IMPACT OUR DAILY INTERACTIONS AND DECISIONS



Listen actively, challenge respectfully, show empathy and always be kind.
Show a genuine interest in the individual.
Maintain an engaged and personal presence at all .
Treat others as you would wish to be treated yourself.



Take responsibility, maintain professional standards, make informed decisions and have the courage to challenge.



Acknowledge and value difference, be honest and open, demonstrate responsiveness and reliability.



Base decisions on evidence.
Set clear visions and outcomes, celebrate good practice, promote evidence based practice and innovation, learn and reflect, see the world through the eyes of a child.

BEING KIND

BEING RESPONSIBLE

BEING CONSIDERATE

STRIVING TO BE OUR BEST

**WHAT DOES
THIS BEHAVIOUR
LOOK LIKE?**

THE STATES OF GUERNSEY CHILDREN AND YOUNG PEOPLES PLAN —

PLACING CHILDREN AT THE CENTRE OF ALL WE DO

Prioritising the needs of children and young people and placing them at the forefront of all we do is central not only to Children and Family Community Services but our key partners and the States of Guernsey. The requirement for the States of Guernsey to develop and support the implementation of our Children and Young People's Plan is enshrined in our legislation. This ensures that the needs children and families remain a key priority driving forward service development and improvements. A copy of our Children and Young People Plan can be found at States of Guernsey Children and Young People's Plan.



LINKS TO OTHER KEY STRATEGIES; WORKING BETTER TOGETHER.

The CYPP is the joint strategy with a shared responsibility across all areas of The States of Guernsey and as such sets out in detail how we are committed to co-operating and working together to improve the outcomes for all children and young people across The Bailiwick. If we are to be successful in the next three years in delivering the challenging objectives that we have set then we must ensure services are working together better. This means having an enhanced focus on sharing resources, information and outcomes across all services.

The CYPP is embedded as a core element within the overall vision for The States of Guernsey and as such is one of the 23 core priorities included within the Policy & Resource Plan that was agreed by the States Assembly. This ensures that joined up local governance, commissioning and planning strategies all feed through to service delivery. Therefore the CYPP must be part of the Public Service Reform Framework and inform and be informed by other States of Guernsey plans and strategies such as The Corporate Parenting Strategy, Island Safeguarding

Children Partnership (ISCP) reports, The Disability and Inclusion Strategy, The Mental Health and Wellbeing Strategy, The Drug and Alcohol Strategy, The Partnership of Purpose, Domestic Abuse Strategy, and the Joint Strategic Needs Assessment (JSNA). These strategies and processes must be complementary; each having a focus on outcomes, partnership working and consultation. To avoid duplication, the CYPP will, where possible, be integrated with other States wide strategies and draw on the same data sets.

The next three years of the Plan will also seek to bring together work in similar areas that is taking place across a number of services and sectors such as within The Early Years. In this area we will deliver a strategy which sets out how we can align resources and objectives to deliver better outcomes for our youngest children and their families. This will not only benefit the community over both the short and long term but also ensure efficient and effective use of investment and resources by focusing on early intervention which is a core commitment within the Plan.

ABOUT GUERNSEY

Guernsey is the second largest of the Channel Islands, a small group of islands situated between the coast of France and the southwest of England. The island is eight miles by four miles and has a population of approximately 63,000 with 11,000 of the population being under the age of 18. Guernsey is a crown dependency so is responsible for writing its own laws which are then ratified by the UK Government. It means that some things are the same or similar to the UK, but some things are uniquely different.



WHY YOU WOULD CHOOSE TO LIVE AND WORK HERE.

The island is stunningly beautiful, the climate is warm, and the island is unspoilt with a low crime rate and high standard of living. It has many beautiful beaches and coastal walks and is perfect for those who enjoy the great outdoors and a short commute to work. This makes it perfect for family life as well as those looking for a better work life balance.

The island's childcare legislation is modelled on both English and Scottish Law having been developed with the needs of the island and its residences in mind. The States of Guernsey can offer a permanent place of residence to professionals who wish to pursue a career in social care and social work with child and families.

GOVERNANCE

Governance arrangements for Children and Family Community Services do not form a part of Ofsted inspection processes. Governance responsibility for the Service sits within the broader structures of the Committee for Health and Social Care, the Island's Safeguarding Children's Partnership, and the wider governance reporting arrangements for the States of Guernsey. Regular data reporting forms a part of senior management oversight within the internal governance arrangements for the Service but the Service also reports routinely into the Committee for Health and Social Care's Single Governance Framework. The Service also forms a key part of a multi-disciplinary Professional Alliance which oversees quality, safety, performance and service improvement.



TRAINING AND DEVELOPMENT

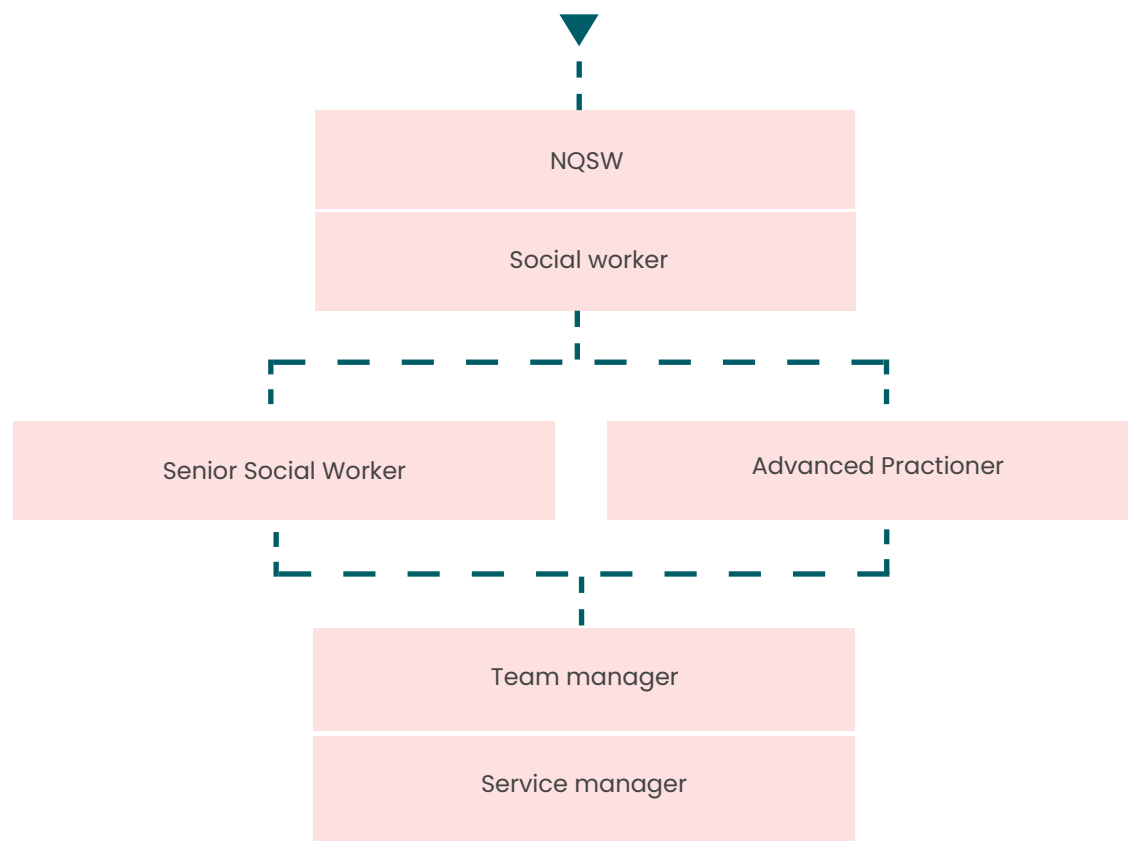
To ensure the very best outcomes for children and families there is a fully established employee training offer which includes training opportunities both within the States of Guernsey and further afield. This is fully funded, resourced and aligned to the services training needs analysis. This ensures that essential training is aligned to our organisational priorities as well as the professional capability framework, knowledge and skills statement and the professional standards from Social Work England which is also the States of Guernsey's professional body for Social Workers.

The Levels of social work competency include:

- point of entry to training via NVQ/BTEC qualifications for unregistered colleagues
- readiness for practice
- end of first placement
- end of last placement and completion
- newly qualified social worker (appointed on EG3 and includes the completion of the ASYE)
- social worker (EG3-EG4)
- experienced social worker (Senior Social Work Practitioner) (EG5)
- advanced social worker (Deputy or Team Manager) (SO1/SO2)
- strategic social worker (Service Manager) (SO3)

Have you thought about a career in Health and Social Care?

Find out more by going to gov.gg/communitysupport or at gov.gg/pathways



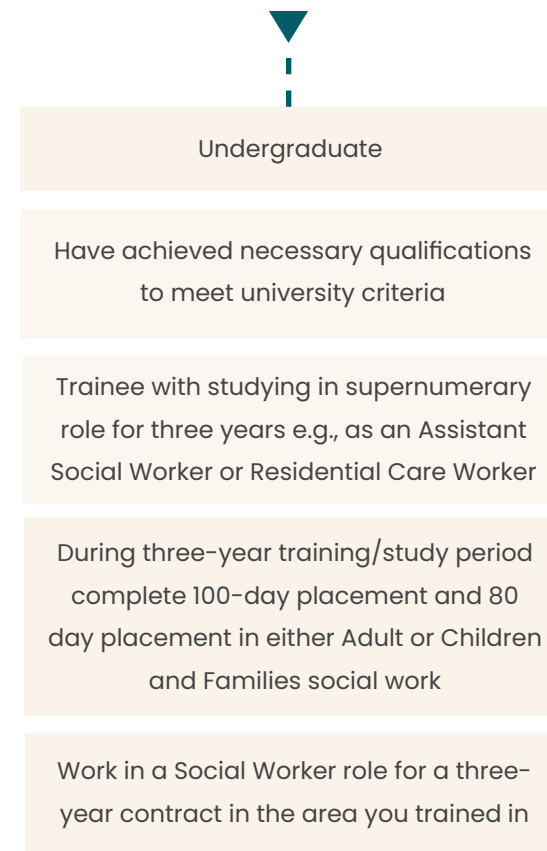
PATHWAY TO SOCIAL WORK

There is access to fully funded Vocational Qualifications in social care on island as well as opportunities to complete either a pre or post graduate qualification in social work whilst remaining in post fully supported through the Robert Gordon University in Scotland. The Service also offers access to the Assessed and Supported Year in Employment as well as the Practice Educator Award supported by the University of Middlesex. This is as well as ongoing opportunities to access enriching CPD opportunities for those post qualified to maintain professional registration and the ongoing development of practice knowledge and skills.

OPTION 1



OPTION 2



First year post qualification
ASYE - Assessed and Supported Year in
Employment

A COMMITMENT TO EVIDENCE BASED PRACTICE

The States of Guernsey are currently exploring opportunities for wider system approaches to safeguarding to ensure we provide the highest quality evidence based support services for children and families. This work is fully supported by the Island's Safeguarding Children Partnership and is being strategically driven through the States of Guernsey's Children and Young People's Plan.

The "Working Together to Safeguard Families 2018" Rapid Review process is used to identify learning needs and to ensure continued improvement from learning events. Guernsey's preferred evidence-based models to further support practice include a commitment to Graded Care Profile 2, the NSPCC Reunification Framework and service developments around Harmful Sexual Behaviours. The service and wider into the community also prides itself on being trauma informed. All professionals

working in Children and Family Community Services have access to training around trauma informed practice which is delivered by our internal therapeutic services for children and families.

OUR RECRUITMENT AND RETENTION PRIORITIES

2023 – 2026

- 1 Recruitment
- 2 Retention
- 3 Career progression/development
- 4 Service development
- 5 Valuing staff and the benefits of working for The States Of Guernsey

PRIORITY 1: RECRUITMENT

TO RECRUIT SUFFICIENT PERMANENT HIGH-QUALITY STAFF WITH SUITABLE QUALIFICATIONS AND EXPERIENCE WHO SHARE OUR ORGANISATIONAL VALUES

Recruitment which reflects our values. We value our service and those we serve so considerable focus is being placed upon how colleagues who join the team are recruited and how the service is resourced and supported. This means a robust recruitment process is used including Warner based interviewing approaches to ensure that the services we deliver are service user focused and that practice reflects our agreed values. The States of Guernsey also intends to continue to make excellent use of social media and internet platforms to seek to secure appropriately qualified and experienced professionals who are eager to be a part of community services with the States of Guernsey.

SOCIAL WORK TRAINING

The States of Guernsey is also passionately committed to developing our own qualified social workers. As such the service has recently introduced five supernumerary student social work posts. The pathways into social work in the service are shown (at page ?). Our social work students are fully supported to work across all areas of Children and Family Community Services whilst completing their social work degree via remote learning through the Robert Gordon University. This is fully funded, and all placements are fully supported within the health and social care context on island, and this can be completed either at undergraduate or post graduate level. This will then entitle newly qualified social workers to gain permanent posts in the service on island as well as further afield.

AGENCY

To ensure appropriate staffing levels are always maintained including during increased demand Guernsey has established excellent working relationships with several UK based recruitment agencies which support the provision of both agency and permanent social workers as required. Pay and conditions for agency social workers is favourable to that of the UK at market value and includes support with subsidised accommodation costs. Relocation costs to the island for the purposes of agency work are funded and if a contract is fulfilled repatriation costs back to the UK are also included.

RECRUITMENT PARTNER

The States of Guernsey has recently partnered with Innovate as a strategic recruitment partner. Innovate will be key in seeking to support the States of Guernsey to secure the appropriate skill mix of candidates to join our social worker and social care teams at appropriate times as the services continues to grow and flourish. Access to a variety of sources for the purposes of recruitment mean that the Service can focus on ensuring the correct skill set is achieved across the service thus ensuring that less experienced colleagues are afforded the opportunity to work alongside and be mentored by those with more experience.

ASYE

The States of Guernsey can support newly qualified social workers to complete their Assessed and Supported Year in Employment (ASYE). Caseloads are kept appropriate to experience to ensure the new colleagues to enter a career in child and family social work are appropriately supported. This is also coupled with increased supervision and mentoring opportunities.

RELOCATION PACKAGE

A favourable re-location package is available to any permanent employees who choose to join the service. This includes financial support towards relocation to the island, a generous period of rent allowance towards rental costs, storage facilities and a house purchase grants. Click [here](#) to read more.

INDUCTION

A supported and well-rounded induction is considered invaluable within the Service because it ensures that all new staff receive a warm welcome, have a full understanding of their role and are therefore fully integrated into the organisation from the onset. This includes an induction to the wider circle of colleagues and professionals who are employed within the family of health and social care. New employees are made aware of the services policies and procedures (Tri-x), the way we work and

the tools, resources, and facilities available to support them to perform their roles to the best of their ability. To this end we have developed induction handbooks which underpin this process. New colleagues are supported with a two-week induction period when new in post to ensure that staff feel fully prepared and ready to enter their new role.

INTERNATIONAL RECRUITMENT

Guernsey is also proud to have welcomed several international social work colleagues to the island from far and wide including colleagues from India, Australia and various parts of Europe. This approach to recruitment is supported to ensure our workforce is sufficiently diverse and thus able to represent the States of Guernsey community and its individual needs.

PRIORITY 2: RETENTION

TO RETAIN EXISTING EMPLOYEES BY SUPPORTING THEM TO BE SUCCESSFUL AND EFFECTIVE IN THEIR ROLES, ENSURING THEY ARE APPROPRIATELY TRAINED AND SUPPORTED. OUR SOCIAL WORK BENEFITS PACKAGE FOR NEW AND EXISTING STAFF IS COMPETITIVE AND ATTRACTIVE WITHIN THE EXISTING EMPLOYMENT MARKET

The Service has a strong commitment to ongoing workforce development and training opportunities are fully funded and available both on and off island or via remote access. This ensures that colleagues based on the island can feel confident that their practice remains in line with UK and international best practice. This seeks to encourage and nurture a commitment to lifelong learning.

To ensure practice improvement and ongoing learning the service also employs a Practice Development and Quality Assurance Co-ordinator who takes a lead role on ensuring internal training programs are supported and maintained. The Practice Development Lead takes a key role in cascading learning from internal audit and improvement processes as well as disseminating learning from wider system reviews and new and emerging research.



STAFF WELLBEING

The States of Guernsey recognises that colleagues are at their best when they feel valued and supported within the individual and challenging roles that they undertake for our island community.

Children and Family Community Services, along with colleagues in Health and Social Care partnered with 'Boo Coaching and Consultancy' to promote Work place Wellbeing - [click here](#) to find out more. This work sought to ensure that all colleagues regardless of role had access to excellent wellbeing support. This saw the development of a culture which underpins the commitment the organisation has to supporting those who choose to work within the States of Guernsey to feel empowered to take good care of themselves as well as feeling valued and supported by fellow colleagues, managers and the organisation.

As a result of this program Health and Social Care including Children and Family Community Services now have 45 trained well-being practitioners in place across all areas of service who are better able to support staff well-being. Maintaining this sharp focus ensure that the well-being of colleagues remains an active priority.

It is also very important to Children and Family Community Services that colleagues feel valued for the care and dedication they give to their roles and to the families they support. Good practice is celebrated through the monthly awarding of well-being vouchers to a member of staff who has been seen to have performed well and quarterly well-being days have been introduced for all front line teams to ensure that colleagues well-being is prioritised.

The Service has also invested in the training, development and implementation of Mental Health First Aiders across the Service. Their objective is to maximise mental well-being in the work place and to provide a work environment where hazards to mental health are identified, assessed and removed or reduced.

Further more there are a range of holistic services and support which are available to staff who work within health and social care and these include activities such as subsidised yoga and palates sessions during lunch time and after work and free lunch time art classes. Spiritual support is also in place for those who may choose to access this.

PRIORITY 2: RETENTION (CONTINUED)

CASE LOADS AND CASE LOAD MANAGEMENT

The States of Guernsey and Children and Family Community Services are committed to seeking to ensure that workloads are manageable and reflective of each professional's role and experience. Caseloads are regularly monitored within internal governance processes by Senior Managers on a weekly basis as a routine part of service quality performance. Robust caseload management includes a reflection upon the level of experience of the worker, robust auditing of cases and performance challenge to ensure that every child is being managed at the appropriate level and ensuring that our partners are delivering support to children in need where appropriate.

Children & Family Community Services is committed to continued development of early help services to empower children and families to manage issues as they arise, thereby improving their life opportunities and Early Help Services are primarily delivered through our Family Help Service Area with the support of multi-agency forums. Early Help is provided through universal services and via more targeted specialist provisions and with our

partner agencies we offer a range of interventions dependent on the level of need. We fully recognise the importance of working together with our partner agencies to ensure that families receive the right support at the right time with the aim of reducing escalating difficulties. Our commitment to early help is evidenced within the structure of the services which has designated areas for both early help, children in need and statutory intervention and these areas are supported clinically to ensure social workers and family support workers are supported in their roles by receiving reflective practices sessions facilitated by clinically trained practitioners within the Reparative Care Team.

We strive to prioritise an approach to key worker continuity wherever practically possible and changes to staffing personnel are kept to a minimum by ensuring the service structure is appropriate for our small States of Guernsey community. There will be a planned handover when a key worker leaves; departing social Workers will ensure that a case summary is completed, the chronology is updated and next actions for the incoming worker have been agreed and signed off by the team manager with management being maintained. Support in the teams will be available from a range of sources including advanced practitioners, deputy managers, team managers and senior managers. Manageable caseloads are a key priority for the service and is a key driver for determining our recruitment and retention strategy. Continuity of key worker with

capacity to respond appropriately is directly influenced by the level of case work held by each professional. Reducing turnover will serve to ensure that continuity and capacity is maintained to acceptable levels which will improve the experience of children, young people and their families. This will be underpinned by a culture of continued improvement.

SUPERVISION

Children and Family Community Services prioritises the emotional health and well-being of colleagues. In addition to the support available via Boo Consultancy and Coaching, robust and fit for purpose supervision policy and process is in place for all staff employed within the Service. There is also full access to supervision training for all colleagues employed in post which provide case management supervision. This is provided both internally and externally to the service as required. Supervision takes place biweekly for newly qualified social workers completing the ASYE and a minimum of monthly for all other social workers and social care employees. Similarly, front line social work teams also have access to peer supervision sessions which are facilitated and supported clinically by the services in house Reparative Care Team. The States of Guernsey also provides access to a free at the point of delivery Employee Assistance Programme which included mind wellness planning.

PRIORITY 3: CAREER DEVELOPMENT AND PROGRESSION

CAREER DEVELOPMENT AND PROGRESSION OPPORTUNITIES ARE SEEN AS KEY TO ENSURING THAT THOSE WHO HAVE THE ESSENTIAL SKILLS AND VALUES TO HOLD POSITIONS WITHIN THE SERVICE ARE PROVIDED WITH OPPORTUNITIES TO FLOURISH AND GROW.

Career development and progression opportunities are seen as key to ensuring that those who have the essential skills and values to hold positions within the service are provided with opportunities to flourish and grow. Opportunities in the service include both pre and post graduate social work training, fully funded post qualification CPD opportunities in specialist areas both on and off island and access to excellent management training opportunities. Click [here](#) to read more.

The Service provides positive leadership development opportunities through an aspiring management program which includes access to Chartered Management Institutes management training programs at levels 3, 5 and 7 (post graduate level) as well as a variety of appropriate contextual training opportunities in this area. Such opportunities commence at senior social work positions to ensure that those embarking on this

step in their career feel fully equipped and supported to enable the progression and development of others to achieve the best outcomes for children and families accessing services.

To ensure individuals with a positive mindset, strong value base and excellent skill set are appointed the Service also seeks to undertake “Insights Profiles” for appointment to managerial roles. This is to support the ongoing development of the Service for the benefit of children and families in the States of Guernsey.

PRIORITY 4: SERVICE INTERVENTIONS AND TRAINING

TO RECRUIT SUFFICIENT PERMANENT HIGH-QUALITY STAFF WITH SUITABLE QUALIFICATIONS AND EXPERIENCE WHO SHARE OUR ORGANISATIONAL VALUES

Children and Family Community Services are committed to investing in earlier help and therapeutic based interventions for children and their families to prevent crises and support children to remain with their families wherever possible. We recognise the importance of trauma-informed, relational interventions and have recently implemented a Family Help area of the service which will provide coordinated, evidence-based interventions to families across thresholds from early help through to targeted specialist services.

Wherever possible we aim to create healthier family environments by addressing early childhood trauma and dedicated service areas have implemented evidenced based interventions in order to support improved outcomes across service areas of provision.

Children and Family Community Services place great value on providing staff with high quality evidenced based training opportunities with ongoing professional development and learning being prioritised.

PRIORITY 5: VALUING STAFF AND THE BENEFITS OF WORKING FOR THE STATES OF GUERNSEY

THE STATES OF GUERNSEY HAVE DEVELOPED A WIDE RANGE OF BENEFITS INTENDED TO SUPPORT YOUR EMPLOYMENT WITH US.

These include:

- Competitive salary package.
- Generous relocation package and rent allowance assistance.
- Recognised continuous service with the NHS and Local Authorities in regard to annual leave and sick pay.
- Excellent annual leave entitlements, increasing with years of service including additional bank holiday per annum – 25 to 30 days.
- Enhanced sick pay scheme – up to six months full pay and six months half pay.
- States of Guernsey Pension Scheme. 7.5% contribution from Employee, 14.1% by the Employer.
- Lower income tax and Social Security (National Insurance) contributions than the UK.
- Discounted gym and sports membership.

- Discounted dental care in certain dental surgeries.
- Discount with a wide range of local businesses which are offered to States of Guernsey employees.
- Contribution towards eye tests at Specsavers.
- Professional registration fees are paid.
- Fully funded training on and off island and remote access.
- Excellent training and career progression opportunities, working closely with the Guernsey Institute for training in both Health and Social Care. Excellent partnerships with the University of Middlesex and Robert Gordon University including access to fully funded social work training.
- Employee Assistance Programme (EAP) and Occupational Health services easily available.

- Flexible/hybrid working approach with great work-life balance and manageable caseloads.
- Free parking throughout the island.
- States of Guernsey staff discount at the hospital canteen.
- No VAT, MOT or council tax charges.
- Flexible/hybrid working approach with great work-life balance and manageable caseloads.
- Free parking throughout the island.
- States of Guernsey staff discount at the hospital canteen.
- No VAT, MOT or council tax charges.

RECRUITMENT

Initiative	Required Action/Owner	Outcome	Timescale
Implement a buddying system in line with draft procedure to support on boarding and settling in process for new colleagues.	Children and Family Community Services Senior Leadership Team and Health and Social Care.	New colleagues will feel better supported and inducted into the organisation.	6 months
Ensure face to face interviews take place on island when appropriate.	Recruiting Team Managers and	Recruitment process will be strengthened. Applicants will have visited the island and met those already in the Service.	Immediate and ongoing
Publicise through recruitment process and Strategy implementation the many benefits of working for the States of Guernsey.	Human Resources and Social Care Policy and Projects Lead.	Potential colleagues will be better informed of the benefits and opportunities the States of Guernsey can offer.	3 months

RETENTION

Initiative	Required Action/Owner	Outcome	Timescale
Explore options for a possible 9-day fortnight as an alternative to accrued time off in lieu.	Human Resources and Social Care Policy and Projects Lead.	Opportunities will have been explored and options for a pilot scheme considered.	6 months
Implement a system of wellbeing vouchers to recognise individual achievements.	Children and Family Community Services Senior Leadership Team and Social Care Policy and Projects Lead	Procedure will be in place and achievements celebrated.	3 months
Support options around flexible working where possible.	Children and Family Community Services Senior Leadership Team.	Staff will feel supported to work flexibly where possible.	3 months
Optimise supervision training.	Children and Family Community Services Senior Leadership Team.	Staff will report in service feedback that supervision continues to meet their needs.	9-12 months
Explore options for the introduction of well-being days within areas of the service where pace is greatest.	Children and Family Community Services Senior Leadership Team and Social Care Policy and Projects Lead and Human Resources.	Retention data will improve in areas of greatest pace. Staff sickness absence will reduce. Vacancy rates will reduce.	9-12 months
Ensure opportunities for team development through away days.	Children and Family Community Services Senior Leadership Team.	Employee satisfaction will increase. Retention will improve. Staff sickness absence will reduce. Vacancy rates will reduce.	Within 1 month
Improve and update regulations, procedures and legal frameworks including supporting the introduction of Signs of Safety.	Children and Family Community Services Senior Leadership Team Social Care Policy and Projects Lead. Islands Safeguarding Children Partnership/ States of Guernsey. Legal Service. Islands Safeguarding Children Partnership/States of Guernsey. Legal Service.	Culture of safety will be strengthened. Staff retention will increase. Staff sickness absence will reduce. Vacancy factor will reduce. Vacancy rates will reduce.	1-5 years

RETENTION

Initiative	Required Action/Owner	Outcome	Timescale
Implement a development program for Social Work Assistants and Family Support Workers.	Children and Family Community Services Service Manager – Family Help.	Culture of safety will be strengthened. Skilled and well supported workforce. Staff retention will increase in entry positions. Skilled and well supported workforce. Staff retention will increase in entry positions.	6-12 months
Re-establish ASYE.	Children and Family Community Services Senior Leadership Team. Institute of Health and Social Care Studies, Guernsey.	Skilled and well supported workforce.	12 months
Expand opportunities for feedback within the Service including exit interviews.	Human Resources	Colleagues will feel heard. Opportunities for improvement will be maximised.	3-6 months
Expand the culture of learning to extend the culture of safety (Audit, Rapid Review and Serious Case Reviews).	Human Resources. Islands Safeguarding Children partnership, Business Manager. Children and Family Community Services Senior Leadership Team.	Culture of learning and safety will be strengthened.	6-12 months

