

Director

Social Care Recruitment Agency

Let's transform the North West's social
care agency marketplace.



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Thanks for downloading our job pack, before you get going here are a few key things you need to know.



This is an incredible opportunity to **lead the start-up of a new social care recruitment agency** which will transform the North West's social care agency marketplace.



This Director will be employed by Capacity, a Liverpool-based public service redesign agency that wants to 'make public services, people services' (find out more later in this pack). We've been commissioned by a core group of North West Local Authorities to set up a new, independent recruitment agency for Children's Social Work in the region.



Due to its nature as a joint project this venture is **fully endorsed and supported by the people who want it, need it and will purchase from it**. Therefore the buy-in and commitment are already there, this role is about making the idea a reality.



The Director will be part of the wider Capacity team, you'll be **supported and backed to start this new venture by our team of public sector and business planning experts**. We'll be relying on you to bring the recruitment expertise, but the team around you will offer help and reassurance to get the new agency moving.

We have big ambitions for this venture and through your leadership we hope to expand it to support health and local authority recruitment needs beyond children's social care.

The Package.



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What we'll offer in return....



Your base

Liverpool City Centre,
with hybrid home-working



Your hours

Full-time, permanent
(part-time applications will be
considered)



Your salary

£60k per annum with a bonus structure
for delivering key milestones in the initial
years (to be negotiated)



The timeline

Start date or as soon as you're available

Our Extras

- 27 days annual leave pro rata
(plus Bank Holidays) matched up
to 33.
- Lots of training and development
opportunities.
- Flexible working (including
working from home).
- Holiday buy-back scheme (up to
10 per annum +10 carryover).

The Background.

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Following the 2021 publication of the [Independent Review of Children's Social Care](#) national and local government took note of a series of specific recommendations around children's services' workforces. These suggestions focused on giving children's social workers the time and resources to build strong, respectful relationships with children and their families, whilst pushing for the growth and development of workers, giving them the skills to use these relationships to make real change.

The report also stressed the need to look at the bigger picture, and to take action to reduce Local Authority reliance on agency social workers. As part of this project, we will encourage more social workers back into Local Authority employment, but this work requires roles and organisational cultures that they want to work and stay in. We want to build a balance in the workforce between temporary and permanent colleagues where both feel valued and invested in, to change the face of agency working, and to make sure that temporary workers feel part of the core Local Authority teams they're working with.



During 2020/21 agency numbers have increased by 13%, the largest annual increase since the Department for Education began reporting these figures in 2017.

Locally the picture is even more stark, with increases in agency worker usage at double the national levels, a 62% vs 29% increase since 2013.

The Independent Review of Children's Social Care, 2021.

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This is just the first phase of the venture, and to start with we'll be working with Local Authorities in Merseyside and Cheshire. Here we'll pilot this new ground-breaking model for the North West, founding an agency model that is driven by great roles, positive relationships and purpose over profit.

This new venture is part of a shared ambition with national policymakers to look at the big picture and to take action to reduce Local Authority reliance on agency social workers. We want to build a balance in the workforce between temporary and permanent colleagues where both feel valued and invested in, changing the face of agency working and making sure that temporary workers feel part of the core Local Authority teams they're working with.

If we can do this our Children's Services teams will have the time, space and tools to form stronger relationships between professionals, and with this, better support for children, families and individuals in the future.

“The Government should provide seed funding for local authorities to establish not-for-profit regional staff banks to rival agencies and become the first point of call when a local authority needs a temporary social worker. In time, these banks should be the main source of agency staffing.”

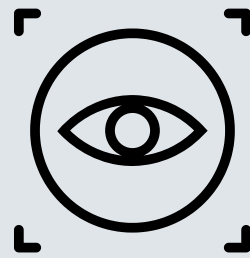
Supported by funding from



Department
for Education

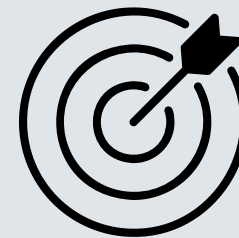
Our overarching direction.

This role is all about shaping and launching this new agency, but of course we need strategic direction to recruit to this role. Below we've included our current 'working' messages:



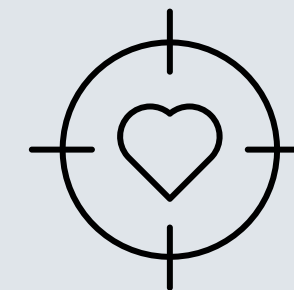
Vision

By 2028 the North West's public sector spend on temporary workforces will show clearer long-term benefits for those employed and those living locally. We'll track reinvestment of this money into temporary workforce development and projects that increase the number of filled permanent public sector roles.



Mission

We match experienced people with the public sector roles that are right for them. We give them great tools, learning opportunities and support to think about their own future -offering them a place where they can grow alongside the people they support.



Core Purpose

We want a workforce that meets everyone's needs; enough people to fill vital roles, professional and life experience that others can trust and workers who feel valued and driven to change lives.

The rising costs of agency staff usage within health and social care are undoubtedly concerning. Between 2020 and 2022, adult social care providers reported that their agency costs increased by 104%. This is on top of a 45% increase already declared in 2019/2020.

Care England, 2022.

The Day Job.



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What you'll be leading on

The Day Job

As the Director you'll have the opportunity to set up a brand new, groundbreaking business. You'll be responsible for overseeing the day-to-day operations, working with a range of stakeholders, driving strategic delivery and taking responsibility for overall performance.

- You'll **build a team**, leading them to push the boundaries in social care recruitment's quality and ability to meet capacity.
- You'll lead **marketing activity** to get the best portfolio of temporary workers.
- You'll build a profitable venture, managing internal and external costs as well as ensuring we're making surpluses for reinvestment.
- You'll lead the **development of systems and implementation of software** that supports the recruitment of temporary workers.
- You'll **develop your own team** to meet your high standards and hit the agency's objectives.
- You'll use your excellent people skills (ideally developed within the public or recruitment sector) to build trust in the agency's brand, **developing positive working relationships** with a range of personalities.
- You'll work to **identify opportunities to grow and enhance this venture**, providing leadership support around its strategic direction to our Local Authority partners.
- You'll relish the challenges of complexity, **finding the best path through overlapping and often competing priorities**.
- You'll **manage a diverse and ever-changing workload** - taking the initiative to find ways around them and not letting them shake your enthusiasm or confidence.
- You'll use your great leadership skills to lead by example and be **highly visible to all the different people and organisations** involved in this project.

The Right Person.

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We're looking to recruit an exceptional individual for this role, so if you can cover our 'essentials' list and you're motivated to create a long-term positive impact for families, children and Local Authorities in the North West, this could be the perfect role for you.

Our "essentials"

- You've experience of leading and building a temporary workforce recruitment team in an agency.
- You're proud of your desire to create change (but not be easily put off by obstacles along the way).
- You've developed and/or worked within strong partnership models with the public sector and/or the private sector.
- You hold a motivation to understand this problem and make sense of it, taking a closer look and listening to what organisations and the social care workforce truly need.
- You're experienced in solving difficult, organisational challenges (and enjoying it!)
- You're financially astute and able to prepare and interpret financial information.
- You understand and have worked on processes and policies that ensure recruitment, matching and review of placements stay tight and high quality.
- You're a great leader (one who's not afraid to get their hands dirty - a proactive team member, a "do-er")
- You're passionate about the venture's purpose and excited to design it and get it off the ground.
- You feel comfortable communicating regularly with a team of very senior clients keeping them in the loop on strategy, financials and overall progress.
- You're the kind of person who is open and honest about what's working and what isn't.

Our "desirables"

- You have experience and/or understanding of how to attract a temporary workforce to an agency.
- You'll have worked with (and ideally also worked on introducing or developing) systems and software that support recruitment. You'll know what systems are worth spending our money on, and what we could do without.

We don't expect (nor believe in) perfection. The projects we deliver are often complex and things won't always happen as we expect. It's really important that people considering this role aren't afraid of making mistakes or asking for help.

Your values and your personality



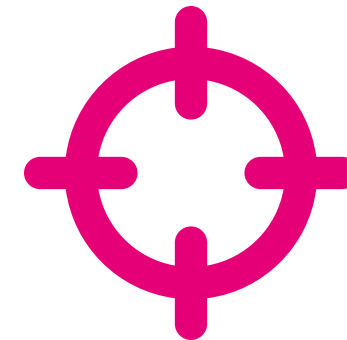
You're honest, genuine and open, and know where your weaknesses and sensitivities are (everyone has them).



You're hardworking, organised and happy to work under pressure.



You're flexible and responsive, sometimes we might need you to turn a task around quickly or jump into other work where it's needed, but this won't phase you.



You love being part of a team, but you're also happy working alone and keeping focus.

The Application Process.



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Don't worry, no long application forms here. All we need is a copy of your latest CV, your answers to some quick questions and an idea of when you could start.

Our 'quick questions'

We believe it's always good to get off on the right foot, and we want to make sure we invite the right people to interview. So, we're giving you creative freedom, answer the questions below in whatever format you wish, the only limits we're giving you are:

- No more than 200 words per question if it's written
- No more than 90 seconds per question if it's video or spoken content

**Please send all applications to:
joinus@thisiscapacity.co.uk**

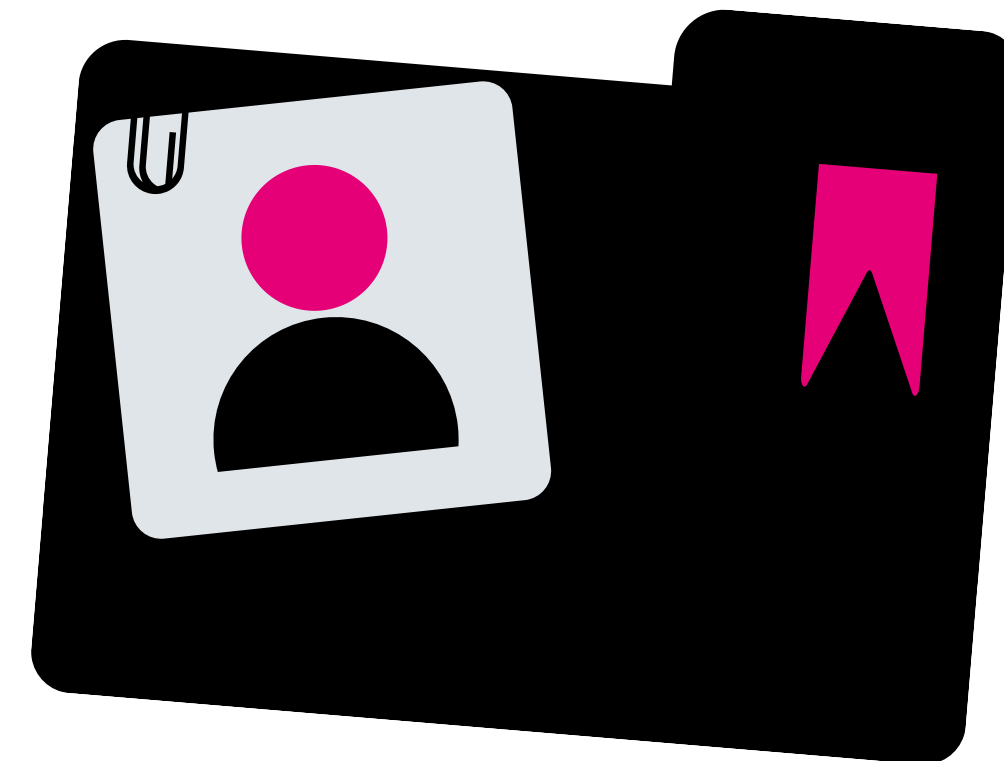
Please find the deadline within the main job advert.

- 1 Why do you want this role and why do you think you're the 'right person'?**
- 2 What do you find most challenging in work and how do you deal with that pressure?**
- 3 What are the three key success factors when setting up a recruitment agency?**
- 4 What would your priorities be in the first 100 days of this role?**

The recruitment process

- Once we receive your CV and your 'quick question' responses we'll ask three of our team to independently assess these to ensure fairness and consistency.
- At this stage, we might get in touch for some additional information, and once we feel we know what we need to they'll score each question against the criteria in the "The Right Person" section.
- If you're shortlisted you'll be invited to a first interview. This interview is a chance for us to get to know each other, and for us to develop a real understanding of who you are and what you can bring. This will be a fairly informal meeting lasting up to 45 minutes. Ideally, this will be face-to-face, but we can also use Zoom or other technology if required.

- After this, we'll go on to a second interview to gain a deeper understanding of your experience and skills. This interview will include at least 2 members of Capacity's Senior Leadership Team and will last around an hour.
- If we've found our ideal candidate we'll then move on to appoint you to the role and arrange your package and start date*.



*We always want to keep learning, and we hope any candidates do too. Therefore we always promise to share feedback with any unsuccessful candidates (if you want it) after the interview stages.

The Additional Info.



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Equality, diversity and inclusion.

It's our mission to lead by example in helping socially minded organisations thrive, building better public services and improving lives. We are committed to celebrating and including the valuable contribution that people from all backgrounds have to offer.

We are working to eliminate discrimination and promote equality of opportunity in all aspects of our relationships, regardless of age, cultural background, class, disability, ethnicity, gender, sexual orientation, gender reassignment, faith, working patterns, language, union activity, or individual health status.

Our recruitment process is governed by our Equality and Diversity policy which contains processes and responsibilities to ensure that your recruitment journey is fair and unbiased.

We're committed to continually improving our practices and welcome any feedback at:

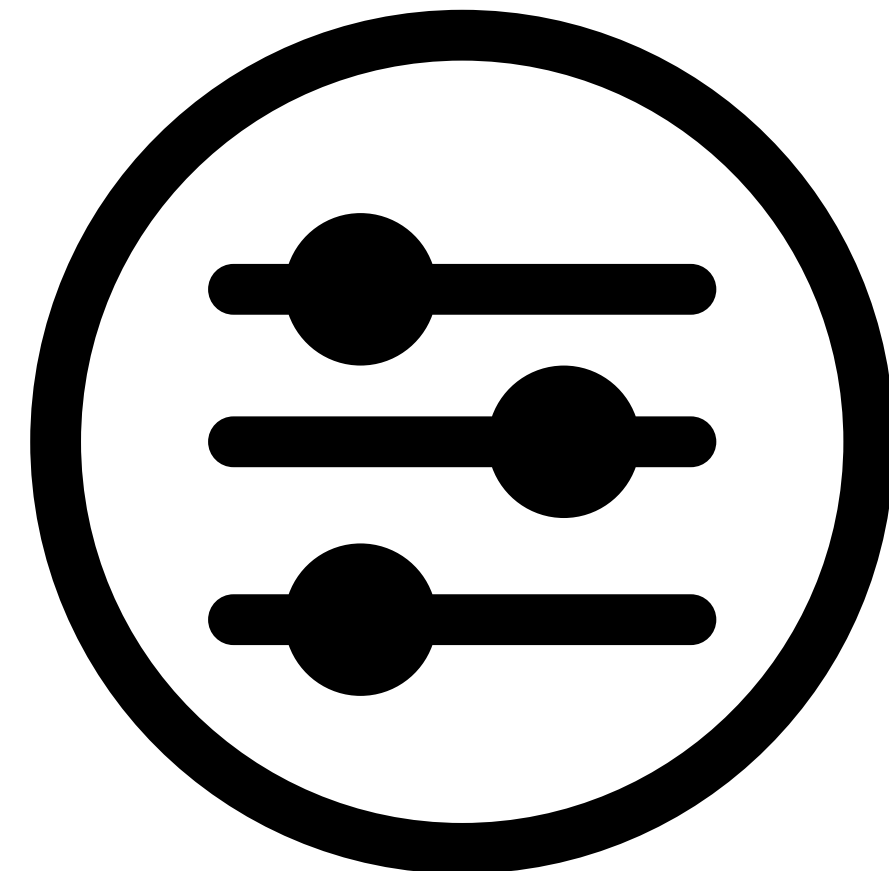
hello@thisiscapacity.co.uk

**or by phone on
0151 305 1045**

Assistance, adaptations & adjustments

If there are any adaptations or adjustments we can make to assist you in your application or with our recruitment process, please let us know at:

joinus@thisiscapacity.co.uk or by phone on 0151 305 1045.



You'll start the role employed by Capacity and therefore see the organisation's positive action approach to recruitment. We particularly encourage applications from people who are under-represented at this role's level and/or within this area of work.

Hang on a tick, who's Capacity?

We're Capacity and we're a public service design agency working on some of the toughest challenges the sector is facing. Last year we started a piece of work with Local Authorities across the North West to listen and understand the challenges created by the increased use of children's social worker recruitment agencies. The desired outcome for this piece of work was to create an alternative, social-driven model of staffing agency to recruit and embed temporary social care staff into the Local Authorities they serve. We're now ready to make this happen and we're looking for the right person to work with us to get things moving.

Capacity is the North West's leading public service redesign agency. The organisation prides itself on really moving forward on the projects that matter: the ones that make the biggest impact on the lives of everyday people. Setup in Liverpool in 2016 the organisation is fiercely proud of its ability to understand local people and places, keeping them involved in projects along the way.



**Making Public Services
People Services**

Got a question?

If you have any questions about the organisation, the projects or the role, we welcome you to get in touch for a chat just email sarah.taylor@thisiscapacity.co.uk or call 07861 994633.



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