

THE SOCIAL WORK ORGANISATION AND RETENTION:

A review of the literature



References

NURTURE OR NEGLECT

WHAT?

“Just to make a difference to people’s lives. That’s the bottom line and the other is obviously a job, it pays the bills but that’s a bonus to me. The difference that I make to peoples’ lives, that’s the main motivation.”

SS10 in (McLaughlin et.al, 2023, p. 1981)

SO WHAT?

- Relationships with colleagues
- Manageable caseload
- Making a difference
- Social work values
- Reflective supervision
- Supportive managers
- Personal and professional development
- Positive organisational culture



WHAT?

“Vacancies have skyrocketed in social work in our local authority. We can’t keep good social workers. The complexity and amount of work is causing newly qualified social workers to leave.”

(Labour Research Department, 2022, p. 16)

SO WHAT?

- High caseloads
- Poor work/life balance
- Burdensome admin tasks
- Moral distress
- Negative organisational culture
- Lack of resource
- Burnout
- Sickness absence

NOW WHAT?

- Indicative caseload of 25
- Caseload weighting policy
- Embedded reflective supervision
- Exit interviews
- Supportive hybrid working
- Standards for Employers

