

2022 Social Work and Workforce Health Checks – Adult Services

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Background and progress from 2021

- Key recommendation of the National Social Work Task Force, set up by government after the death of Baby P
- Identify areas of strength and areas requiring greater focus; assists with workforce development planning and supports continuous improvement
- Survey live between 12th September to 21 October 2022
- Response rates similar to 2021 in Adults Social Work (54%); lower in Adults Workforce (26%) despite actions to address this
- Generally positive and some significant improvement since last year as a result of actions taken from last surveys, including:
 - **Improvement in quality and frequency of supervision this year** – supervision training for managers, regular supervision audits, first year management portfolio, revised supervision policy
 - **Significantly improved satisfaction with learning and development opportunities** – Regular training brochures, improved promotion of and access to specialist roles, more face-to-face training, PHD/ SW apprenticeship opportunities, training on specific areas identified in last year's survey
 - **More feel that they are / would be consulted and involved in proposed changes and are happy with communication between senior managers and frontline workers** – Consultation/engagement e.g. redesign, practice weeks and hybrid working, monthly updates, HoS presence at briefings and huddles

Areas of strength

- Strong sense of pride – almost all saying they would recommend CWC as an employer
- For the second year, vast majority felt that CWC has a clear model of practice that promotes relationship working
- Vast majority of wider workforce never, rarely or only occasionally experience unmanageable levels of stress
- Frequency of supervision increased, with 92% of the wider workforce reporting this
- Quality of supervision has increased or been maintained for all – >90% for both social workers and wider workforce
- Satisfaction with learning and development opportunities increased significantly – actions from last year's Health Check to improve this has had positive impact
- As last year, almost everyone said CWC was actively committed to tackling inequality and discrimination in some way
- Effective and appropriate communication between senior management and staff with notable year on year improvement
- Social workers spending more time working directly with people
- Most know where to go in the council to support their wellbeing and said CWC makes them feel encouraged and empowered to make time for self-care - they can discuss stressful situations / wellbeing with managers
- More social workers intend to stay with CWC in next year - majority across both surveys

Areas for improvement and key actions

- Just over 70% (similar to 2021) of social workers said workloads are manageable, those reporting not manageable identified staffing challenges and demand / complexity as common themes
- Slightly more social workers said that they rarely, never or occasionally experienced stress due to work this year, but reducing stress levels further remains an area for improvement
- Fewer social workers regularly accessed research/articles in 2022 in order to develop and support their practice - main theme was having the time to do it
- Full-time workforce reported slight reduction in time spent working directly with people with care and support needs but expectations around direct work vary across the service
- Although the majority across all surveys plan to stay with CWC over the next 12 months, there is a proportion who are unsure - more manageable workloads and pay/benefits would persuade them to stay

Key actions:

- Improving response rates – e.g. consultation, exploring incentives, Teams channel, protected time, “you said...we did” and regular updates
- Adults redesign and identifying “quick wins” and immediate actions to support workloads, reduce stress levels and better manage demand
- Recruitment and retention activity – rebranding, benchmarking pay/incentives, progression opportunities, supporting routes into social work
- Develop research circles with University of Wolverhampton to support research mindedness
- Explore the impact and use regionally of clinical supervision and/or consider the use of trauma informed supervision training to support wellbeing

What our employees said.....

- “I am proud to be part of CWC, I think it is a progressive authority and I work in a diverse team within a diverse LA, this is important to me. I feel there are opportunities to develop and move forwards if you want to and I think we are treated very well as employees”
- “I'm so grateful to the support we had through the pandemic - right across the board. The support came from the top and filtered down via our managers and supervisors”
- “The work is varied and there are plenty of opportunities to take on other tasks outside of my usual role. The hybrid working practice is really good for work/life balance”
- “A great organisational culture...Fantastic colleagues with vast skills and experience”
- “Good inclusive council ethos...Enjoy my job and level of support I have”
- “Having been given the opportunity to progress in my career I have been more than happy over the last 12 months. I have gained a new pride and positivity in my role”
- “I am very proud to work for CWC and of my role as social worker”
- “The team were fantastic, supportive and friendly...The Three Conversations model was very well embedded and fantastic to see first-hand”
- “My manager is always totally supportive and enthusiastic”

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