

# Adult Services Workforce Strategy 2023-2026



# Our Vision

**We want Cardiff to be the best place in Wales to work in Adult Social Care, to be a place where everyone is empowered to reach their full potential, trained to deliver excellent services and supported to have fulfilling and worthwhile roles.**

**To achieve our vision, we have set out 10 commitments. We will:**

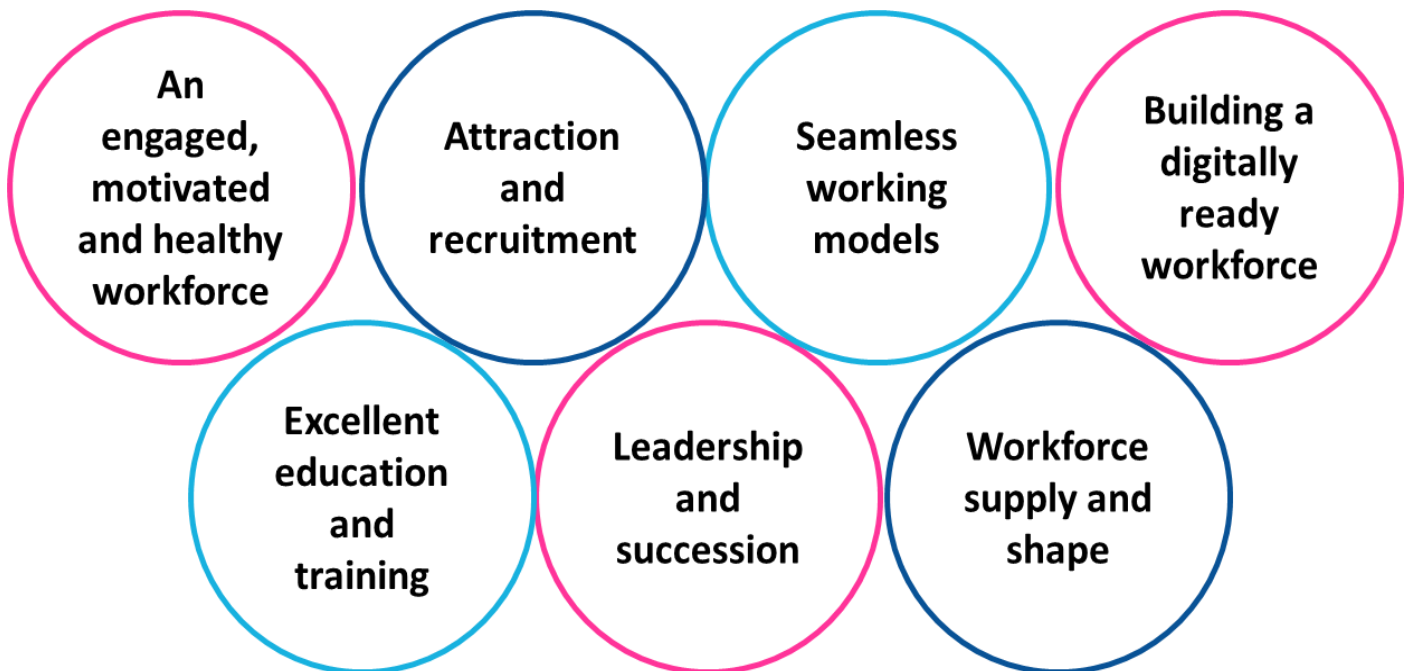
1. Understand our workforce and the challenges we face in recruitment and retention.
2. Promote diversity and inclusivity and ensure our workforce is representative of our community.
3. Value our staff, reviewing staff salaries nationally and ensuring wherever possible that our rates of pay are fair and competitive.
4. Provide a comprehensive induction and training programme which meets the needs of all our staff.
5. Provide the support our staff need to carry out their roles, exchanging knowledge and sharing best practice, reducing bureaucracy wherever possible and promoting well-being.
6. Empower our staff through a Trusted Assessor Approach, with full training, support and ongoing oversight.
7. Put in place clear career pathways, growing our own Social Workers, Occupational Therapists, care and support workers – supporting them to become qualified and to progress in their careers.
8. Ensure that clear management structures are in place to support the well-being of staff and to allow for career progression and development.
9. Recognise the importance of our support staff and ensure effective recruitment and retention in these roles.
10. Improve our recruitment processes and promote the awareness of the benefits of working in Cardiff.

**We will work to achieve these commitments in partnership with organisations such as Social Care Wales, Trade Unions, our commissioned care providers, Universities and a wide range of other stakeholders.**

# National Context: A Healthier Wales: A Workforce Strategy for Health and Social Care

Our 10 commitments fully align with national workforce priorities, ensuring that our local strategy appropriately contributes to the delivery of the National Workforce Strategy for Health and Social Care – A Healthier Wales.

## The Ambition



# Outcomes

It is expected that the work undertaken to address the 10 commitments will contribute to the following outcomes:

## Outcome One:

Adult Services recruit sufficient high quality staff with experience and expertise, ensuring that our offer is competitive within the social care market and our workforce is representative of the communities we serve.



## Outcome Two:

Adult Services achieve good staff retention levels by; providing good career development opportunities for all staff employed in the service area and by supporting them to carry out their roles efficiently without unnecessary bureaucracy.



## Outcome Three:

Adult Services workforce feel valued and safe.



# Workforce Planning

## What the Demographics tell us about our Workforce

In order to understand our workforce we have begun to collate data that informs our planning for the future. This will enable us to focus our recruitment and retention, and ensure we have a workforce that is representative and able to deliver on our key priorities.

### Gender

- 73.70% of the Adult Services workforce identify as female.
- Only 25.46% of the total Social Work workforce identify as male and only 15.15% of employees in managerial roles identify as male.
- The largest cohort of those who identify as male are employed in the Learning Disability service area.
- In our direct services, our service users often prefer to receive care and support from female carers, sometimes making it a challenge to allocate work to males within the workforce.
- In our Social Work teams, the gender imbalance may present a challenge when allocating cases where a male social worker is required.
- 0.17% of staff in Adult Services identify as non - binary.

	% Female	% Male	% Non Binary	% Prefer not to say
Manager	84.85%	15.15%	0%	0%
Social Worker	77.95%	20.47%	0.79%	0.79%
Adult Safeguarding	63.64%	36.36%	0.00%	0.00%
Independent Living Services	80.44%	18.08%	0.37%	1.11%
Learning Disabilities	52.50%	47.50%	0%	0%
Mental Health	64.29%	35.71%	0%	0%
Older People & Physical Impairment	97.30%	0%	0%	2.70%
Strategy Performance & Resources	76.72%	23.28%	0%	0%
<b>Total</b>	<b>73.70%</b>	<b>25.46%</b>	<b>0.17%</b>	<b>0.67%</b>

**Key Finding—** Only 25.46% of our workforce are male.

We acknowledge that the Council is moving away from a simple gender split between male and female and moving towards the reporting of how individuals identify themselves, acknowledging that we have staff who do not identify themselves as either male or female and instead identify as non-binary.

We also recognise that some service users have specific needs in respect of the gender of their care givers, and we must treat our service users with dignity and respect, taking account of their preferences where appropriate. We are also missing the opportunity to recruit males candidates into social work.

It therefore continues to be important that we understand the gender split in our workforce and that our workforce planning for the future enables us to achieve the required balance to meet individual needs, whilst understanding that there will be members of our workforce who do not identify as being male or female.



# What the Demographics tell us about our Workforce

## Sexual Orientation

To ensure we are responding to the needs of the LGBTQ+ community, we have collected data on the sexual orientation of our workforce.

Sexual Orientation	%
Bisexual	1.06%
Gay	2.12%
Heterosexual	64.67%
Lesbian	0.93%
Not disclosed	24.57%
Other	0.53%
Prefer not to say	6.11%

Whilst we have not been able to capture the sexual orientation of over 30% of our workforce, the data that we do have does shows diversity amongst our staff. Just over 3% of staff identify as gay or lesbian. This compares to 2.42% of over 16 year olds living in the city according to the 2021 census.

We are committed to supporting our LGBTQ+ staff and recognising their expertise. We are also mindful that older LGBTQ+ people may prefer to receive care and support from someone from their own community.

We will continue to promote the benefits of working in the social care sector to the LGBTQ+ community, working closely with the Council's LGBTQ+ Employee Network to achieve this.



# What the Demographics tell us about our Workforce

## An Ageing Workforce

- Of the Social Workers in post working across Learning Difficulties, Mental Health, and Older People & Physical Impairment, 31% of the workforce is aged over 55. 4% of the workforce are 65+.
- Whilst we recognise that there is a wealth of experience within the workforce, we need to start planning to ensure that as people retire, we can fill gaps and that we have an appropriate balance of newly qualified and experienced Social Workers in our teams.

	Age Range						
Section	16-24	25-34	35-44	45-54	55-59	60-64	65+
LEARNING DISABILITIES	0%	19%	30%	15%	15%	19%	2%
MENTAL HEALTH	0%	13%	33%	27%	20%	7%	0%
OLDER PEOPLE & PHYSICAL IMPAIRMENT	0%	22%	27%	19%	14%	8%	10%
<b>TOTAL</b>	<b>0%</b>	<b>17%</b>	<b>30%</b>	<b>22%</b>	<b>17%</b>	<b>10%</b>	<b>4%</b>

**Key Finding**—At least 14% of our workforce could retire over the 5 years given their age profile.

While it is appreciated that staff within this age profile may choose to continue to work for Adult Services for substantially longer, it important that we monitor this data to inform future planning of the service.



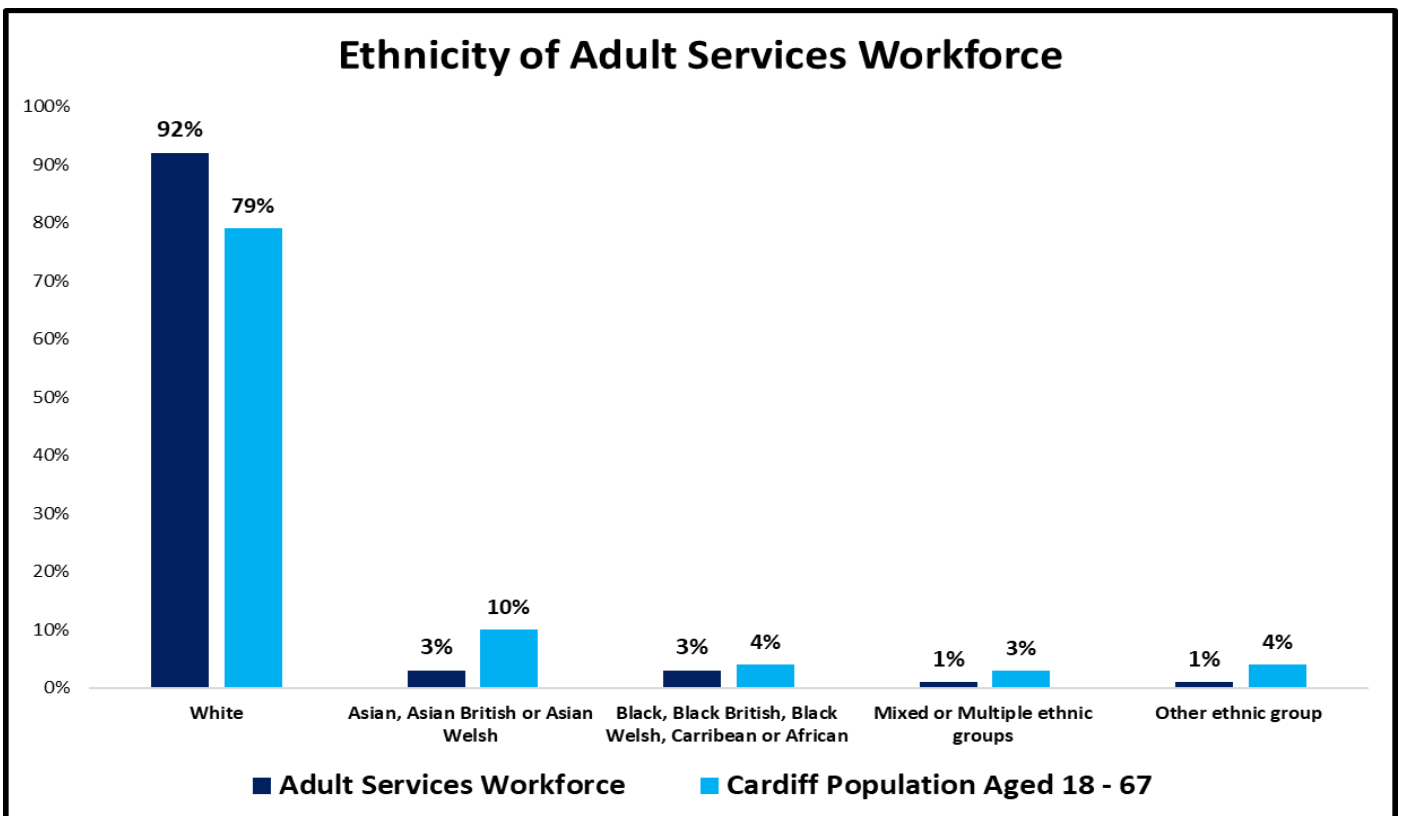


# What the Demographics tell us about our Workforce

## Ethnicity

Only **8%** of the workforce in Adult Services has identified themselves as Asian/Black/Caribbean/African/mixed ethnicity with **92%** of the workforce identifying as white.

Within the cohort of individuals currently in **managerial roles in Adult Services**, 95% identify as white. Within the **Social Worker workforce** 87% identify as white.



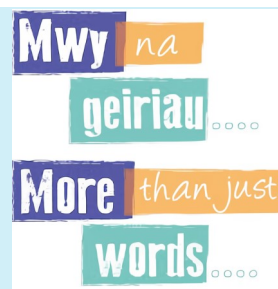
**Key Finding**— Adults Services does not reflect the population it serves - particularly for those of an Asian ethnic background.

Further work must be undertaken to ensure that going forward the ethnicity of the workforce is more representative of the general population of Cardiff. It should also be noted that the ethnicity of our staff does not provide an indication of the diversity of languages spoken within the service. We will strengthen the data we collect regarding Community languages spoken within our workforce.

# What the Demographics tell us about our Workforce

## Welsh Language

In January 2011, Welsh Government undertook work to develop a strategic framework for promoting the Welsh language in health, social services and social care. More than just words was published in November 2012. It outlined a series of key objectives, supported by complimentary action plans – one for the NHS and one for Social Services.



The two follow-on strategic frameworks published in 2016 and 2019 aimed for a more integrated approach with one single action plan for both sectors. The plan, published in 2016 included seven priority areas, putting the needs of the individual at the centre of care. It aimed for a greater level of recognition among service providers that the use of the Welsh language is not just a matter of choice but also a matter of need. This led to a greater focus on outcomes to help ensure that individuals and families understand what the framework could mean for them, with the Active Offer a core element of each framework.

The Strategy and current five year plan covering 2022-27 identifies three strategic aims:

1. Increasing the number of Welsh speakers.
2. Increasing the use of Welsh.
3. Creating favourable conditions – infrastructure and context.

### Welsh Language Skills

Section/Team	Total Staff	Welsh Total	% Welsh	Entry	Foundation	Intermediate	Advanced	Proficient
<b>ADULT SERVICES</b>								
<b>ADULT SERVICES totals</b>	<b>802</b>	<b>113</b>	<b>14%</b>	<b>67</b>	<b>17</b>	<b>12</b>	<b>9</b>	<b>8</b>
Adult Safeguarding	13	2	15%	1	1			
Independent Living Service	293	35	12%	24	5	2	1	3
Learning Disabilities	150	27	18%	17	2	4	3	1
Mental Health	113	14	12%	6	2	2	2	2
Older People & Physical Impairment	78	12	15%	1	4	3	2	2
Strategy Performance & Resources	155	23	15%	18	3	1	1	0

### Key Findings

- 14%** of staff in Adult Services have Welsh language skills
- 9** Social Worker posts are designated specifically to Welsh speakers
- 56%** of staff have completed the Welsh Language Awareness (2020) e-module
- 30%** have completed the Introduction to Welsh Level 1 e-module

# Welsh Language

This strategy seeks to recognise the importance of the Welsh Language in service delivery, with a commitment to developing a workforce who is able to provide an active offer of providing a service in Welsh without someone having to ask for it.

This means creating a culture that places the responsibility on Adult Services to provide a proactive language offer so that people can access care and support, as equal partners, through the medium of Welsh.

An action plan is being developed that aims to increase the number of Welsh speakers within the service. Actions include encouraging more staff to participate in Welsh language courses and ensuring all advertised roles within the service have Welsh language skills as a desirable option.



# Issues with Recruitment in Cardiff

## Recruitment to Qualified Posts - April to October 2022

- 19 Social Workers left the service in the year to October 2022 – which is a 14% turnover.
- 33 recruitment exercises took place during the year.
- Numbers of “short-listable” applicants were very low – 1.6 candidates on average for Grade 7 Social Worker posts and 1.11 for Grade 8 Senior Social Worker posts.
- Most Grade 8 posts are filled from existing Grade 7 staff, they are rarely recruited from other councils – leaving more vacancies to be filled.
- As at October 2022, there were 17.01 Full Time Equivalent vacancies (13% of posts) with the highest vacancies being in older persons services (18%).
- Similar issues apply to Occupational Therapists, where there is competition from Health as well as other councils. Numerous recruitment campaigns have been undertaken, some resulting in no qualified applicants. Senior posts in particular attract few external candidates. As at October 2022, there were 7 vacancies for senior posts and little to no prospect of recruitment.

## Use of Agency Workers

As at September 2023, there were 28 Social Workers employed within Adult Services via an agency, however not all of these Social Workers were in full time posts.

The delivery of this strategy and accompanying action plan with will help reduce the reliance on the use of agency workers.



**What we do**

Cardiff Council's Adult Social Services provides care and support to more than 4,500 citizens in Cardiff to ensure that they receive the help they need to live safe, independent, and fulfilled lives.

We work with people to ensure that they remain at the centre of their care and support planning, supporting them to make decisions about their own future needs.

This includes access to day centres and social activities, care services in their own home and aspects of future planning including contingency planning and future accommodation requirements.

Wales' capital city provides Social Workers with access to a range of exciting opportunities and resources that stem from a plethora of services delivered by the Council and 3rd Sector organisations.

We have 3 social work service areas with specialist teams working in each area, offering opportunities to experience working across different teams and supporting our staff to develop specialisms based on your own interests.

**Our Team**

- Transition Team - supporting young people to transition from Childrens Services
- Adult Community Teams (Physical Disabilities and Older People)
- Case Management Team
- Adult Assessment/ FPOC Social Work Team
- Review Team
- Learning Disabilities Team
- Supported Living Team
- LD East and West Teams
- Complex Day Services Team
- Mental Health Teams
- Community Mental Health Team (CMHT)
- Ty Cwmis Day Services
- Forensic Team
- Depression of Liberty Safeguards Team
- Cardiff Alcohol and Drug Team (CART)
- Emergency Duty Team (EDT)

**Why work for Cardiff?**

As a new member of the Adult Services Social Work Team, you will:

- Work for the largest Local Authority in Wales, providing you the opportunity to work with individuals from multi-cultural backgrounds within our diverse local communities.
- Be supported by a responsive and approachable management team, who are there to support your development and ensure you gain the best experience.
- Have access to excellent development opportunities to support your professional and personal development including post-qualifying training and good quality formal supervision.
- Have regular meetings with your team manager and peers to discuss case work and review best practice and decision making.
- Work with a team that cares about your health & well-being offering a range of well-being support opportunities, including our family friendly policies for staff.

- Work for an innovative and progressive Local Authority
- Embrace the 'Community First' ethos and work within a Local Authority that is committed to taking a strength-based approach
- Have access to a wide range of services to ensure that individuals get the right support in the right place at the right time

**What's happening in Social Work in Cardiff?**

Adult Services has developed a number of strategies and projects to support the work that we do. Here are just a few examples:

- Investment in strength-based approaches and outcome focused working
- Aging Well Strategy 2022-2027
- Introduction of AskCares to promote independence
- Technology Enabled Care developments
- Learning Disabilities 'Closer to Home' Strategy



# Shortage of qualified candidates

## A National Issue—University Admissions

Alongside the ageing workforce, there has been a national reduction in students going to university to study social work.

- Currently only 86% of the allocated places on qualifying courses are filled each year.
- Many of these also leave Wales when they complete the course reducing this to only 62% of the planned 326 places.

## Seconded Students

Year	Number of Adult Services seconded students that qualified and took up Social Worker posts
2020	2
2021	4
2022	3
Year	Number of Adult Services seconded students expected to qualify and take up Social Worker posts
2024	1
2025	2

## Local Secondment Scheme

- A secondment scheme for unqualified staff is in operation in Cardiff but numbers of suitable applicants is reducing.
- Adult Services also funded 4 staff to train as Approved Mental Health Practitioners in 2020/21, 2 in 2021/22 and 4 in 2022/23.

**Key Finding**— A lack of qualified social workers is a national issue and is likely to be a problem for years to come.

We need to put plans in place to address the predicted shortage of qualified staff, considering how best to maximise the benefits of trainee and apprenticeship schemes.

# Management Capacity

**Practice Solutions consultants were commissioned to complete a deep-dive comparison of Cardiff's social worker establishment with a small number of other councils.**

The report concluded that Cardiff has a significantly higher percentage of staff employed as newly qualified or basic grade Social Workers than the other councils reviewed. Also that Cardiff has a much lower percentage of staff employed as specialist Social Workers or managers.

**The Practice Solutions Report concludes:**

- *The current flat structure may be inadequate to meet need.*
- *A lack of management capacity and support means that current needs are not being met. Operational Managers and Team Managers are finding that their work is overtaken by supporting others, data collection and managing administration.*
- *There are issues around the ability of newly qualified and inexperienced Social Workers to meet the challenges of dealing with increasing complexity and high workloads.*
- *Little succession opportunities may mean that Cardiff is losing talented people to other counties.*
- *The lack of management capacity is causing significant stress to some staff and frustration to those waiting for management decisions.*

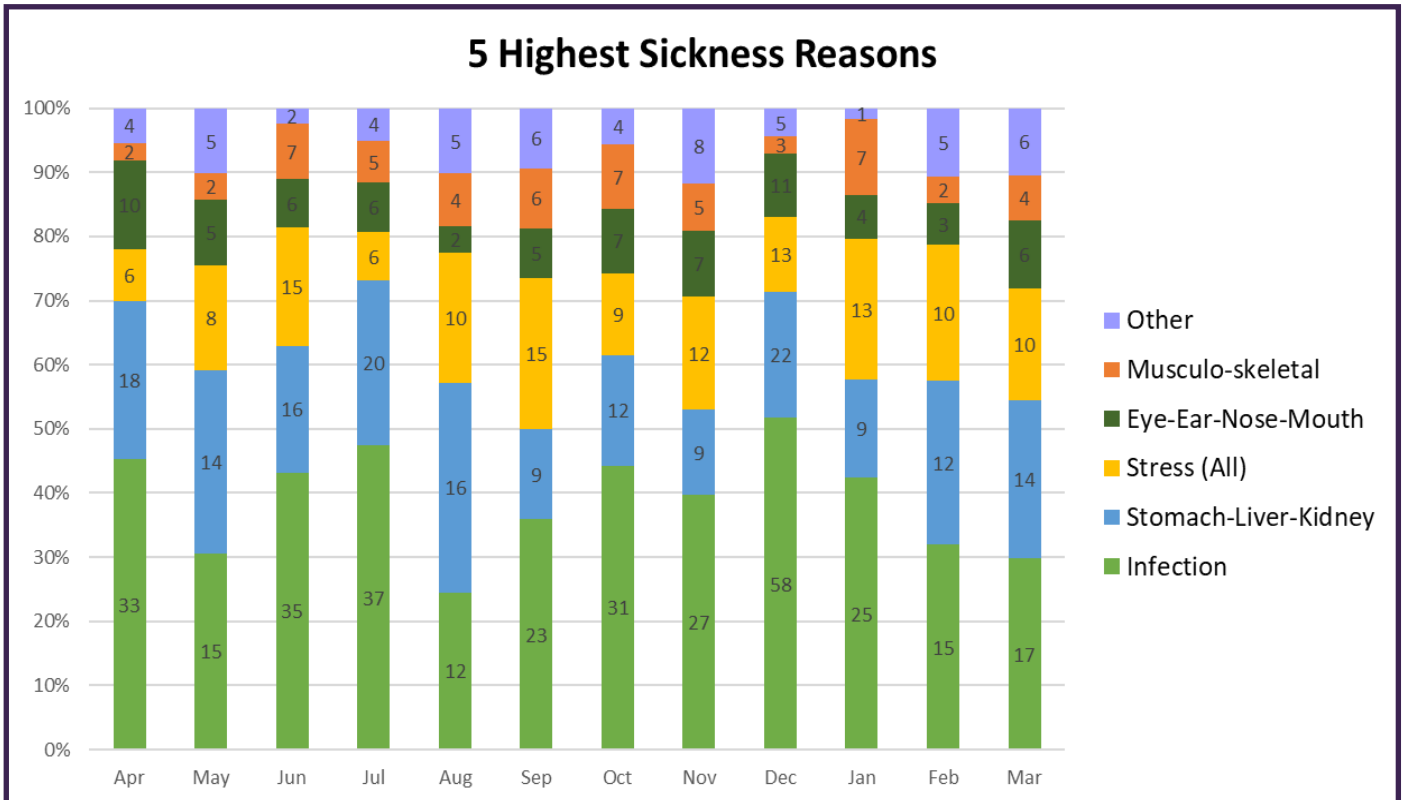
**Key Finding—** Our management and senior staffing structure is no longer fit for purpose.

We need to review our management / senior staffing structure.



# Days lost through sickness

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
<b>Adult Services</b>	23.2	20.1	19.2	23.0	21.4	20.2	20.6	19.3	23.9	20.8	17.5	17.5	20.8
<b>Target</b>	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0



## Key Findings

In 2022/23, 20.8 days were lost to sickness on average for each full-time employee in Adult Services - above the target of 17 days.

**Stress** was the **3<sup>rd</sup> highest** sickness reason in 2022/23. It is understood that not all of the stress related absences are linked to work and that non-work related stress will also be a feature of some absences.

Whilst information about work-related sickness is captured as part of the management of individual staff absences and as part of the assistance that is provided to support a return to work, further work needs to be undertaken to better understand the proportion of stress related absences that are work related and non-work related.

We must also ensure that we are actively promoting the Council's Wellbeing Support Service to staff.

# What our Staff Said

131 responses were received to our Staff Survey

## Good Place to Work?

Respondents were asked if they thought that Adult Services / Independent Living Services are a good place to work – **Average score was 6.9 out of 10.**

- 91.6% agreed with the key aims set out for the design of future services.
- 80.3% felt supported by managers.
- 83.5% felt they had the training they needed.
- 79.7% felt there was a need for change.

## Key Issues Raised

- Lack of staff / high workload
- Levels of pay
- Lack of management / poor structure
- Too much administration — over complicated
- Lack of join up

“Team structure and poor pay grades have never been addressed.”

“Currently spending a large amount of time on administration.”

“Principal Social Workers to take on more complex cases.”

“Too many handovers.”

“Social work staff are overwhelmed with amount and complexity of workload.”

We need to continue to listen to our staff through staff surveys and forums.



# Our Commitments and how we will deliver these

**Commitment One: We will understand our workforce and the challenges we face in recruitment and retention.**

## What Progress Have We Made?

- We have a better understanding of our workforce demographics and the gaps we need to address for the future.
- We have gathered workforce data from other Local Authorities to inform the development work we are undertaking in order to understand what good looks like, and how this can best be achieved.

## What Do We Need to Do?

- We need to strengthen the workforce data we collect in order to continue to inform workforce planning arrangements, using the corporate workforce planning tools.
- We will carefully monitor recruitment to identify trends and to ensure posts are advertised quickly.



# Our Commitments and how we will deliver these

**Commitment Two: We will promote diversity and ensure our workforce is representative of our community.**

## What Progress Have We Made?

- We have ensured that our new recruitment materials reflect an ethnically diverse workforce and promote opportunities for our staff to work with diverse communities.
- We have started to analyse data to better understand the ethnicity of our workforce and how this can best be achieved.
- Work has been undertaken to develop a supportive and inclusive working environment for all staff by promoting equality and eliminating discrimination.

## What Do We Need to Do?

- Target recruitment from diverse local communities in Cardiff, working closely with community leaders and local organisations.
- Review our job adverts and specifications to ensure they attract candidates from ethnically diverse backgrounds.
- Consider a range of measures to make social work posts more attractive to men.
- Learn from the experiences of our staff in order to ensure that Adult Services provides a positive working environment for minority ethnic staff.
- Create an inclusive and supportive environment for all staff, working with Cardiff Council's Equality Networks including the Black Asian & Minority Ethnic Network, the Disability Network, and the LGBT+ Network to promote equality and eliminate discrimination.



# Our Commitments and how we will deliver these

**Commitment Three: We will value our staff, reviewing staff salaries nationally and ensuring wherever possible that our rates of pay are fair and competitive.**

## What Progress Have We Made?

- We have undertaken an analysis of Social Work salaries across Wales to inform work on fair rates of pay.
- We have introduced a market supplement for Social Worker posts and Occupational Therapists to ensure they are more competitive with our neighbouring Local Authorities.
- We have commissioned work to understand models of good practice in other Local Authorities to inform our service designs.
- We have developed and recruited to new unqualified roles that support Social Workers to undertake the duties that do not require a qualification.
- We celebrate good practice through our compliments process and the delivery of celebratory events.

## What Do We Need to Do?

- Review the market supplement annually to ensure it is working.
- Review how we listen to and involve staff, developing staff surveys and engagement forums.
- Take more time to celebrate the good work that is done by our teams with planned annual celebratory events.



# Our Commitments and how we will deliver these

**Commitment Four: We will provide a comprehensive induction and training programme which meets the needs of all our staff.**

## What Progress Have We Made?

- We have completed a comprehensive training needs analysis that informs the delivery of professional development and training opportunities.
- The analysis showed that a blended approach to learning is important, allowing the workforce more options when choosing how they want to learn. It also identified areas of practice where training was in high demand. Full details of the Training Needs Analysis can be found at Appendix 1.
- We have restructured our Social Care Training Team to strengthen the Adult Services Training offer including the introduction of a dedicated post to deliver strength-based training.

## What Do We Need to Do?

- We will complete work on a new induction framework for staff and implement this.
- We will ensure that training and support are available to staff to support the implementation of new legislation and policy initiatives (e.g. Liberty Protection Safeguards).
- We will ensure our training programme supports our Directorate Delivery Plan aims, including embedding strength-based and preventative working and the Trusted Assessor approach.
- We will ensure our workforce has access to a range of tools to help them with their work including expert advice on technology, equipment and adaptations.
- We will ensure staff have the appropriate training and on-going mentoring to embed



# Our Commitments and how we will deliver these

**Commitment Five: We will provide the support our staff need to carry out their roles, exchanging knowledge and sharing best practice, reducing bureaucracy wherever possible and promoting well-being.**

## **Better focusing the time of social workers**

The level of administration that social workers are being required to deal with was noted in the Practice Solutions report and in the staff survey.

A pilot has been carried out which involves employing Resource Assistants to complete the actions set out by the social workers in the wellbeing assessment and putting in place the care required, thereby leaving social workers more time to carry out their strengths-based work. This small pilot found that **58% more assessments** were carried out with this support in place.

## **What Progress Have We Made?**

- We commissioned a review of our assessment tools to improve and ensure they are fit for practice.
- We are piloting a new wellbeing assessment form.
- We have set up project groups to review our processes.
- We have established a Quality Assurance Manager role to support in promoting good practice and learning.
- We have undertaken work to map out our “As Is” processes in order to understand how these can be improved so that they are more efficient and less bureaucratic. We have piloted Resource Assistants to support Social Workers.
- We have implemented a new system in CRT that better supports staff to undertake their duties.
- We have a range of well-being initiatives that support employee wellbeing such as flexible working, hybrid working, wellbeing support groups.



# Our Commitments and how we will deliver these

**Commitment Five: We will provide the support our staff need to carry out their roles, exchanging knowledge and sharing best practice, reducing bureaucracy wherever possible and promoting well-being.**

## What Do We Need to Do?

- We will implement new processes to support new models of practice as part of the Adult Services restructure.
- We will continue to develop the Social Work Resource Assistant Pilot.
- We will improve our assessment and other work processes in preparation for the implementation of Eclipse.
- We will develop a shared workforce-wide vision to ensure strength-based approaches become fully embedded in practice by offering training, mentoring and ensuring practice tools support strength-based outcome –focused practice.
- We will promote the wide range of policies and services available in the Council to support wellbeing.
- We will ensure staff wellbeing is a standing agenda item on team meetings and at the start of all supervision sessions.



# Our Commitments and how we will deliver these

## **Commitment Six: We will empower our staff through a Trusted Assessor Approach, with full training, support and ongoing oversight.**

### **Trusted Assessor Approach**

We want to empower our staff to make decisions and to develop in their roles. It is clear from the legislation that many assessments can be carried out by alternatively qualified or unqualified staff where they have been properly trained - freeing up our Social Workers for the more complex work where their skills are most needed.

### **What Progress Have We Made?**

- We have developed a phased plan for implementing the approach.
- We have identified training needs and have begun to develop a competency and training matrix that sets out core training requirements.
- Our Community Occupational Therapists are now able to carry out full wellbeing assessments and prescribe care.
- We have explored opportunities to put in place a “Train the Trainer” approach for prescribing aids and adaptations.

### **What Do We Need to Do?**

- We will fully develop the Trusted Assessor Approach completing work on the training and competency matrix to include clarification on the type of training that is required for different roles that will undertake the Trusted Assessor Approach.
- We will upskill staff to confidently carry out a Trusted Assessor role.
- We will offer “Train the Trainer” opportunities so that we can sustain the approach to prescribing aids and adaptations over time as part of the Trusted Assessor Approach.



## Our Commitments and how we will deliver these

**Commitment Seven: We will put in place clear career pathways, growing our own social workers, occupational therapists, care and support workers – supporting them to become qualified and to progress in their careers.**

### What Progress Have We Made?

- We have successfully attracted and trained new care workers to internal care worker vacancies via Cardiff Cares Academy.
- We have a comprehensive first 3 years in practice programme for newly qualified Social Workers and a student secondment scheme to grow our own Social Workers.
- We have a staff secondment scheme in place to “Grow our Own” Social Workers.
- We offer support to our care workers and their managers to become registered and qualified.
- We support our Social Workers to become Approved Mental Health Practitioners.

### What Do We Need to Do?

- We will undertake work to review Social Work and Occupational Therapy career pathways to provide appropriate career progression activities.
- We will ensure sufficient Approved Mental Health Professional capacity to meet anticipated need through training and retention initiatives.
- We will continue to identify a range of initiatives that provide social workers with development opportunities that contribute to succession planning (e.g. shadowing managers, management training, participation in project work)
- We will review arrangements for secondments to the Social Work degree course and consider other options for growing our own social workers.





## Our Commitments and how we will deliver these

**Commitment Eight: We will ensure that clear management structures are in place to support the well-being of staff and to allow for career progression and development.**

### What Progress Have We Made?

- We have undertaken a management review to ensure that going forward, our structures are fit for purpose and offer opportunities for progression.
- We implemented a new supervision policy that has a strengths-based focus.
- We have robust mechanisms place to monitor compliance with corporate mandatory training and personal development plans.
- The Council offers a range of wellbeing support opportunities.
- We monitor the use of stress risk assessments in the workplace and their impact on supporting staff to return to work / preventing staff absences.
- We have begun to role out the PeopleSafe devices to staff in high risk roles to mitigate risks related to lone working.

### What Do We Need to Do?

- Complete work to implement a new structure for Adult Services that provides opportunities for career progression in order to improve management capacity and to support professional development and retention.
- Continue to roll out PeopleSafe devices on a phased basis for staff who have been assessed as being in high-risk roles.
- Explore better workload management to promote good work-life balance.
- Continue to develop positive working relationships with organisations such a Trade Unions through briefings on service developments and effective participation in the Service Area Joint Committee.
- Monitor the use of stress risk assessments in the workplace and their impact on supporting staff to return to work / preventing staff absence.

# Our Commitments and how we will deliver these

**Commitment Nine: We will recognise the importance of our support staff and ensure effective recruitment and retention in these roles.**

## What Progress Have We Made?

- We have begun to implement Social Work Resource Assistants in teams and have undertaken a review of the pilot to inform further roll out.
- We are reviewing our structures to ensure we have the right grade posts for the support roles that need to be undertaken.

## What Do We Need to Do?

- Review career pathways that enable support staff to have promotional opportunities so that they can remain in the service area rather than looking for promotion elsewhere.
- Join up services to make best use of resources and to provide more progression opportunities for our staff.
- Review our support roles to ensure they allow staff to develop their skills.
- Ensure that new structures implemented within Adult Services are appropriately resourced with support staff.



# Our Commitments and how we will deliver these

**Commitment Ten: We will improve our recruitment processes and promote the awareness of the benefits of working in Cardiff.**

## What Progress Have We Made?

- We have developed a new brand to promote Adult Services including a range of marketing materials and a promotional film.
- We have a schedule for attending key recruitment events and a small group of volunteers who are willing to attend to promote working for Cardiff.
- We have put in place support for recruitment and regularly monitor the recruitment process.

## What Do We Need to Do?

- Re-launch the Social Work Cardiff Website to ensure a stronger Adult Services presence.
- Redesign our job adverts and review and update our Job Descriptions and Persons Specifications to ensure they provide the best opportunities to recruit to vacant posts.
- Embed the Exit Interview process into practice and learn lessons from what this tells us about retention.
- Enhance our presence on social media, highlighting the opportunities that working for Adult Services in Cardiff can offer.



“ The Social Worker truly went above and beyond in her duties and kept frequently in touch with us via email and phone to update us on the progress. We are extremely grateful for her care. ”



“ I am writing to express my deep appreciation for the outstanding care and support provided by the social worker. My father, who has been disabled due to a stroke, was recently seen by the Social Worker for an evaluation of his care needs. I was extremely impressed by her compassion, empathy and the thoroughness of her evaluation. ”



## Our Commitments to the Wider Social Care Workforce in Cardiff

We will work collaboratively with our commissioned providers, our regional partners and other key stakeholders to support recruitment and retention of a suitably competent, confident and valued external workforce in sufficient numbers, to deliver responsive social care that meets the needs of the people of Cardiff.

### What Progress Have We Made?

- Cardiff Cares Academy provides support to the social care sector to recruit and train new care workers for the sector.
- We have contributed to the development and implementation of a Regional Workforce Charter that sets out our commitments to addressing key recruitment and retention issues in the social care workforce in the region.
- We are supporting the Real Living Wage for care workers.
- We have undertaken a comprehensive training needs analysis for our external regulated care sector to ensure our provision of training and development opportunities meets identified needs.
- We have strengthened arrangements to support qualifications and registration of care workers with a new Registration and Qualification Support Officer post in our Training Unit.
- launched successful scheme to support provider retention (e-bike and driving lessons).

### What Do We Need to Do?

- Strengthen the collection of qualification and registration data for care workers so that we can target support at those providers who need it the most and so we have more reliable data to inform future workforce planning.
- Continue to support providers with recruitment via Cardiff Cares Academy.
- Consider opportunities to offer initiatives that support providers with staff retention.
- Strengthen our use of social media to promote care as a career choice and we will continue to deliver successful marketing campaigns to support attraction and recruitment into the sector via Cardiff Cares Academy.
- Review the way in which we deliver training to the social care sector using a blended learning approach that ensures accessibility and inclusivity.
- We will actively promote well-being services and tools that are accessible to care providers in order that they can offer their workforce appropriate support.

# Monitoring Progress and Measuring Success

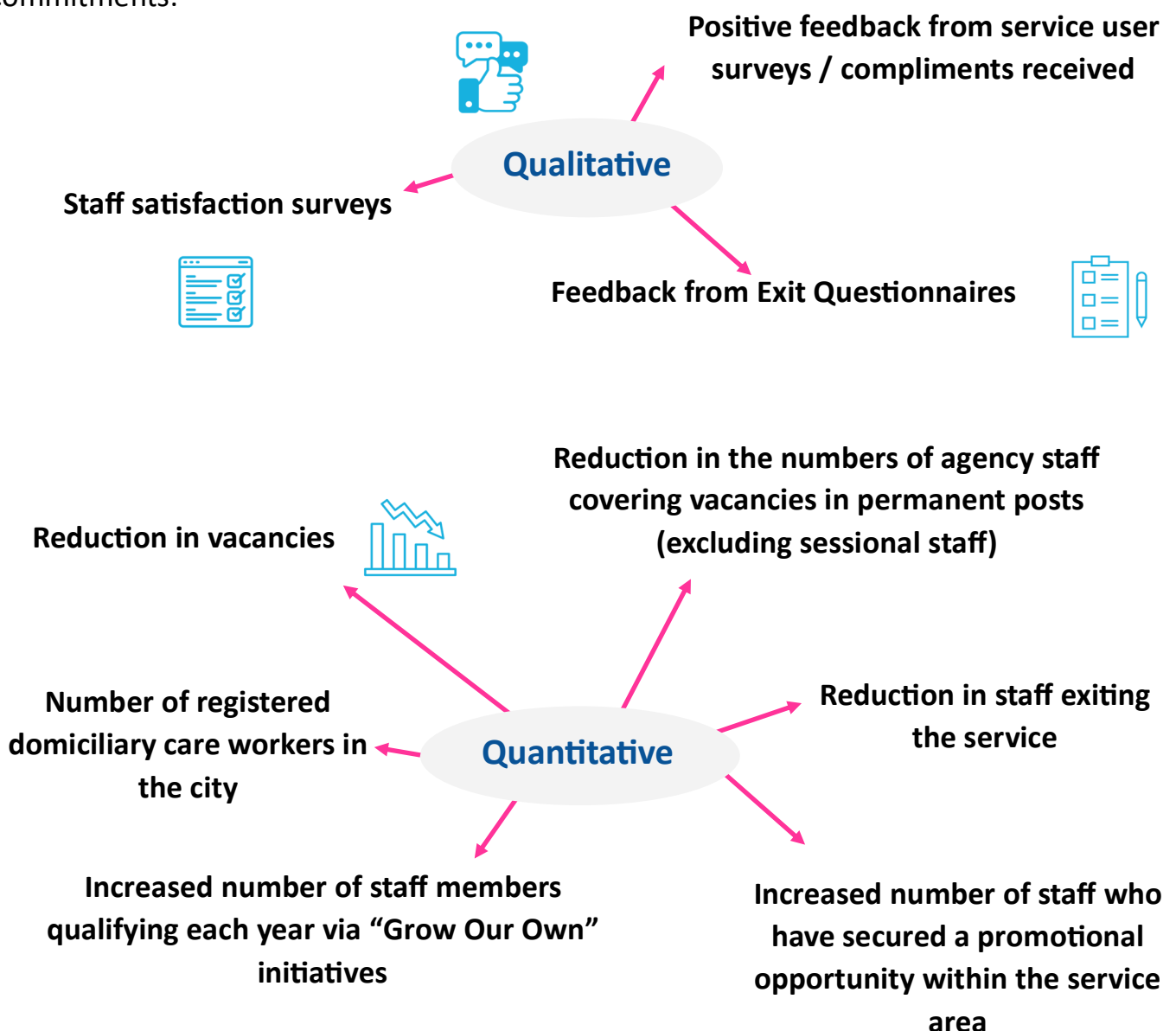
## Workforce Planning Action Plan:

A detailed Action Plan will ensure that the 10 commitments set out in this Strategy are delivered in a timely way. A steering group of Adult Services managers will be set up to oversee the implementation of the Strategy and monitor progress against the action plan. Progress against the action plan will be reported on as part of the Directorate Delivery Plan monitoring arrangements with oversight from the Adult Services Management Team (ASMT). A quarterly report will also be presented to ASMT.

Actions set out in the plan will be delivered using current resources.

## Measures

The following mechanisms will help us to measure our success in delivering on our commitments:



# Appendix 1—Training Needs Analysis

To ensure the training and development needs of our workforce are appropriately met, an annual Training Needs Analysis (TNA) has been undertaken.

Staff who responded to the TNA survey indicated that a blended approach to learning was important with preferences for the following types of learning:

- High demand for face-to-face training – **82%**
- Hands on learning - **46%**
- ‘On the go’ learning - **42%**
- Virtual Classroom - **39%**
- eLearning - **33%**
- Blended learning / Workbooks - **36%**
- Preference of length of training – half day / 1 day
- Overall there has been around **30%** drop out rate for training in 22/23 (high



The TNA identified high demand for training in the following areas of practice:

- Collaborative Communications / Strength-based Approaches
- Unpaid carers
- Social Services and Well-being (Wales) Act 2014
- Mental Capacity & Liberty Protection Safeguards
- Mental Health
- Difficult conversations
- Safeguarding in respect of specialist areas such as Trafficking, Female Genital Mutilation, Financial Abuse
- Digital inclusion
- Trusted Assessor Approach
- Trauma informed care
- Person - centred care.

