



**April
2023**

Principal Social Worker
**ANNUAL
REPORT**



TABLE OF CONTENTS

Introduction	4
Safeguarding Adults Service	5
MCA Service	8
Raising Expectations & Quality Assurance	10
Workforce Development	15
Promote the Vote	24
Homes for Ukraine Scheme	26
LGA Employer Standards Outcomes	27

Social work is about life, treasuring humanity, building connections, sharing and promoting fairness. Its is about creativity, care and love - being there to help people overcome obstacles and oppression that hold them back.

For people using our services, a social worker should be someone to trust and believe in - someone who helps you believe in yourself. Sometimes we must hold boundaries, protect rights, advocate and challenge. We are always in the midst of the messy stuff, finding ways forward.

Ruth Allen

CEO, British Association
of Social Workers



INTRODUCTION

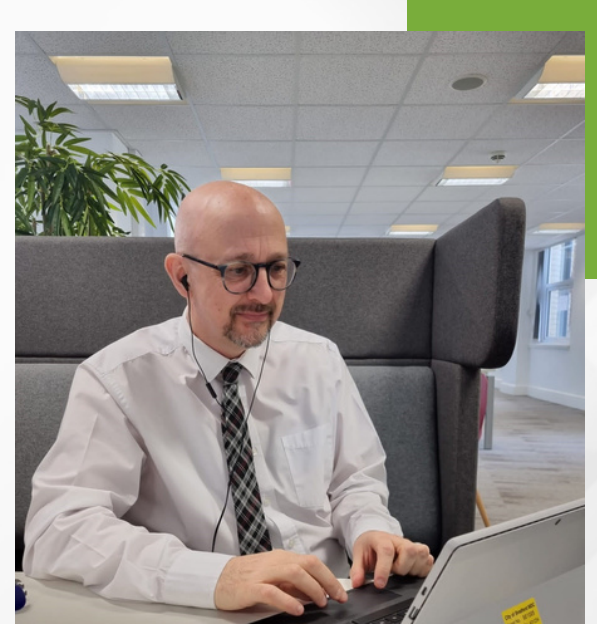
ROB MITCHELL

Welcome to the inaugural Adult Principal Social Worker Report for the Department for Health & Wellbeing in Bradford Council.

This report will concentrate on work across the Department over the previous year and look to highlight progress in specific areas, address challenges and look forward to the next years as well as providing colleagues with an up to date narrative on where social work within the Department is presently at.

The statutory requirements of Adult Safeguarding will feature heavily in this report. In Bradford we have a multi-layered approach to safeguarding which includes at the core our centralised Adult Safeguarding Service, with its own management team and cluster of dedicated social workers. In addition to this the safeguarding responsibilities are also undertaken by social work colleagues in every other service that we provide. It is clear that this service and the rising demand in regards to Section 42 concerns raised with the Council is now working at an unprecedented level of volume. What is clear to see is that as things become more difficult for people due to the cost of living crisis so there are more issues of adult abuse as the system continues to feel the strain.

Our Mental Capacity Act Service in Bradford continues to receive national recognition in terms of how it assists the Department to help deliver social work that is ethical, legally correct, challenge unlawful deprivations of liberty and help empower



PRINCIPAL SOCIAL WORKER

people across Bradford to use legislation in a positive way, that ensures necessary and proportionate intervention though the adherence in particular of Article 8 of the Human Rights Act. The demands on this service are now significantly beyond pre-Covid levels and the service continues to recruit new Advanced Practitioners and Best Interest Assessors to join them. In addition to this and in readiness for the Liberty Protection Safeguards, the service is in active dialogue with the local University with a view to delivering its own BIA training and LPS conversion for the Approved Mental Capacity Professional qualification.

Throughout the previous 12 months we have seen the Department really focus on ensuring that there is quality in terms of all our social work intervention. Under the banner of Raising Expectations, social workers and managers from every service area have worked well together in enabling the Department to consistently demonstrate what we do well, where our intervention leads to better outcomes for people and where we need to improve further. Through this work and through the dedication of the social work teams, we are now at a point where we are able to articulate and demonstrate our social work practice model across our adult social work service in Bradford.



SAFEGUARDING ADULTS SERVICE

The Safeguarding Adults Service has experienced continued service demand over the last three years. In recent months a number of additional temporary social workers have been recruited to help ensure the service can provide a safe and timely response. In December 2022 an additional Team



**BRADFORD
SAFEGUARDING
ADULTS BOARD**

Manager was appointed to a 12-month secondment post. This followed the successful recruitment in November of an additional Advanced Practitioner whose role is to lead on work with provider organisations and explore more preventative ways of operating. In addition to this, using Demographic Growth funding agreed by the Departmental Management Team, the Safeguarding Service will look at ensuring that the additional roles are made permanent.

As part of the Councils commitment to tackling Child and Adult Exploitation, in November 2022 an adult Social Worker was seconded into the Exploitation Hub to work alongside children's social care to help develop relationships with young people turning 18 years old and identified as being at risk of exploitation. The Exploitation Hub launched in June 2022 and aims to identify early on those people at risk so that a multi-agency response can be provided. This is a fantastic new role and a new and innovative direction for the Department of Health and Wellbeing. The early signs are that this new role is working well and that by working with young people who are at risk of exploitation Adult Services are able to mitigate the risk and also crucially inform young people of their rights, including their right not to be exploited, and help bring about meaningful changes in the lives of young people to help tackle issues of discrimination and address poverty indicators.

The service has carried out seven Organisational Safeguarding Enquiries (OSEs) involving a variety of health and social care provider organisations over the previous year. An OSE is a multi-agency response to concerns that multiple adults with care and support needs are experiencing, or at risk of, abuse and neglect from a regime of poor practice. A number of themes common across each of the OSEs were: inadequate documentation, poor governance, weak leadership, and poor understanding of service user needs. These are now recognised as potential indicators of organisational abuse. All referrals for an Organisational Safeguarding Enquiry can be submitted at www.saferbradford.co.uk The Organisational Safeguarding Enquiry Policy and Procedure has recently been reviewed and is now nearing completion of a finalised revised version which will be hosted in the Safer Bradford website when ready.



SAFEGUARDING ADULTS SERVICE

In collaboration with the Safeguarding Adults Board, stakeholders and partners, the service has been involved with developing a couple of brand new policy and process documents to enable professionals who are seeking to help safeguard the rights of people at risk of abuse to work better together. After receiving multi-agency sign-off we now have in place a Professional Disagreement and Escalation Policy. This document sets out the steps to be taken should there be disagreement between individuals or organisations across the district. The document is available on the Safer Bradford website.

The second policy is for managing allegations against people in a position of trust. The document has been circulated amongst partners for comment but is still only in draft format. Once final approval is received this will provide an additional referral pathway into the service for when a person has behaved in a way that may call into question their suitability for working with people who might be at risk. Again, once finalised this will be available on the Safer Bradford website.

Throughout the previous 12 months the Safeguarding Adult Service has continued to lead the Departmental response on Safeguarding Adult Reviews.

Four Safeguarding Adult Reviews have been completed in the previous 12 months and all have provided insightful learning opportunities for our social work service areas. One common theme in terms of Safeguarding Adult Reviews are how we work better with partner agencies in helping them to understand the legal framework in which we all work. In addition to this we have also gleaned helpful learning in regards to how organisations raise issues with each other, provide a respectful challenge and work together in the best interests of the person, whilst always ensuring we work within the parameters of the legislation and that we are rights based in our approach. As a result of this the Safeguarding Adult Service have led on a piece of work around professional dispute resolution. This is guidance that enables agencies to safely raise concerns, deal with concerns in a timely manner and as close to the person as possible but also be able to escalate concerns if the dispute cannot be readily reconciled.

There are currently three Safeguarding Adult Reviews taking place, all of which will also provide additional learning for us. In the late spring we intend to offer some awareness raising sessions for social work staff in all service areas to attend.

We have commissioned 3 SARs since April 2021. 4 SARs have been completed (this is because 2 of the SARs were commissioned prior to April 2021)

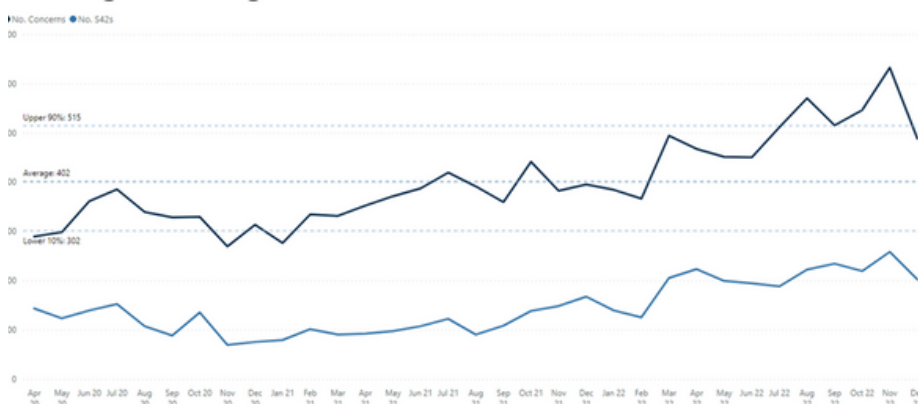


SAFEGUARDING ADULTS SERVICE

Headline statistics:

Between 17th March 2022 and 16th March 2023 the Safeguarding Adults Service received **6180** safeguarding concerns, **2557** of which became section 42 enquiries, giving an average conversion rate of **41%**. This conversion rate is in line with other Local Authorities who are managing Safeguarding Adults well and is within the range we would generally be looking to sign off in Bradford.

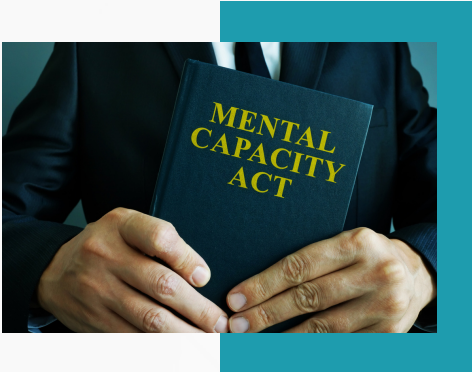
The number of concerns received to the Safeguarding Service this year is a **42%** increase in the number of section 42 enquiries. The most common types of abuse reported were Physical Abuse with **1426**, followed by Neglect and Acts of Omission with **877**, Other with **820**, Financial Abuse with 608, and Psychological Abuse with **486**. **1902** concerns received did not have any abuse type selected.



14 concerns Oct to Dec 2020 v 1669 concerns Oct to Dec 2022. [An Increase of 83%](#)
82 S42's Oct to Dec 2020 v 682 S42's Oct to Dec 2022. [An Increase of 142%](#). [Current conversion rate is 41%](#)

[Source: SystmOne via Safeguarding Power BI Report](#)

SERVICE

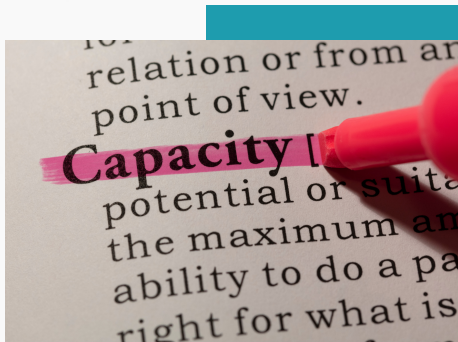


The Mental Capacity Act (MCA) Service in Bradford continues to have a big impact despite difficulties over the previous year with recruitment. Within the MCA Service team members work to support all Social Workers, from those working with young people on their pathway to adulthood, to those working with people detained under the Mental Health Act; from supporting colleagues with Court of Protection applications for judicial authorisation of deprivation of liberty, to general day-to-day enquires about the application of the Mental Capacity Act.

While doing all this, the Service's core business remains the management of the Deprivation of Liberty Safeguards (DoLS). The MCA Service works collaboratively, positively and in partnership with the Commissioning Service to arrange and deliver training on MCA & DoLS to care home staff across Bradford and District. The aim of the training is to equip front line leaders whose staffing teams deliver health and social care, so that they can filter this experience and knowledge to their staff teams and to their service areas. The most recent session was a beneficial experience and it allowed networking and breaking down of barriers between the DoLS service and care home managers. Looking towards 2023, the service will look to continue to roll out training where it is felt to be beneficial.

2023/23 saw fewer applications for Standard DoLS Authorisations compared with 2021/22 but conversely the previous year has resulted in an increase in authorisations granted. The approach of the MCA Service continues to ensure that matters of quality of the assessments and the impact on wellbeing and freedoms of individuals is crucial and the Service continues in its ethical aversion to merely 'rubber-stamping' DoLS Authorisations despite the fact that this does impact at times in terms of authorisations awaiting allocation.

	Jan 2021 – Jan 2022	Jan 2022 – Jan 2023
Applications in the last 12 months	2147	1843
Granted in the last 12 months	289	372
Not granted as person has capacity in last 12 months	48	52



OUTCOMES

- **303 less applications in 2022-2023 compared to 2021-2022. This is due to training and awareness of care homes and hospitals to prevent them for completing blanket applications for those who aren't applicable to DoLS**
- **83 more cases granted in 2022-2023 compared to 2021-2022 and 4 more cases not granted as person has capacity in 2022-2023 compared to 2021-2022 – Increase of cases completed due to increased efficiency in DoLS and MCA team**

Throughout the year the Service has continued to promote mediation and avoid unnecessary and often largely unhelpful court applications, whilst at the same time ensuring that the person's right to have their objections heard by a judge remains a fundamental principle. The team maintains a very close working relationship with our colleagues in Legal Services and is continually grateful for their diligent advice, their support and their direction with litigious matters. Through this work the Council has a good reputation in Court and providing a link between the disciplines of social work with adults and that of the legal profession. Positives this year have included one team member being singled out for praise by a judge over the quality of his capacity assessment. In addition to this the approach of Bradford Council, ensuring human rights are at the heart of its Adult Social Work Service is gaining a reputation at a national level with the MCA Service very often asked to contribute to national discussions, debates and presentations on demonstrating good practice.

The MCA and DoLS team is naturally focusing our energy on the legislative changes to the Mental Capacity Act Bill to introduce the Liberty Protections Safeguards (LPS). However, due to push backs and delays from DHSC an implementation date is still unknown. LPS is still on our agenda and we are working positively with Oliver Hyde who is undertaking a degree in project management in preparation for the implementation of the Liberty Protection Safeguards. In that, we have started work on what can be done now, in partnership with colleagues in the ICB and hospital trusts. We aim to support locality social work teams to be able to hit the ground running when the LPS comes into force, and there will be a lot of training provided ahead of that, so Social Workers and their managers can be assured they will know how to apply the new safeguards when the time comes, and supported to do so.

RAISING EXPECTATIONS & QUALITY ASSURANCE



Strengths and Asset Based – we draw on the skills, assets and support networks already in place. Sometimes it is enough that as social workers, we are the intervention.

Rights Based – we recognise that participatory capabilities are central and support people as the expert of their own life, whilst we are experts of systems, guidance, legislation, approaches, and support.

Legally Literate – within a holistic approach which values the contributions of other specialisms, we are proud that social workers have a unique understanding of human rights frameworks and law, we have access to legal specialists and we ensure we impart that knowledge.

Risk Enabling – we work with people to support them to be able to understand risk, retain, use and weigh this understanding and communicate what the positive benefits are of taking risks in their lives.

Value Diversity and Inclusion – we take all practicable steps to make reasonable adjustments which enable supported decision making and inclusion, including culturally competent and anti-racist practice, recognising the strength of diversity and diverse approaches.

RAISING EXPECTATIONS & QUALITY ASSURANCE

Raising Expectations is the name given to the quality assurance framework and its associated continuous improvement work programme across Health and Wellbeing Department. The programme has been divided up into 5 workstreams, each chaired by senior managers across Bradford Adult Social Care; each workstream has a set of identified priorities and a series of task and finish groups for dedicated pieces of time limited work. Raising Expectations provides a quality assurance framework for policy renewal and development and for redesigning key processes across the department. It aims to ensure that improvement work moving forward supports Bradford Adult Social Care's practice framework:

THE 5 RAISING EXPECTATIONS WORKSTREAMS ARE:

Workstream 1: Resources and Tools

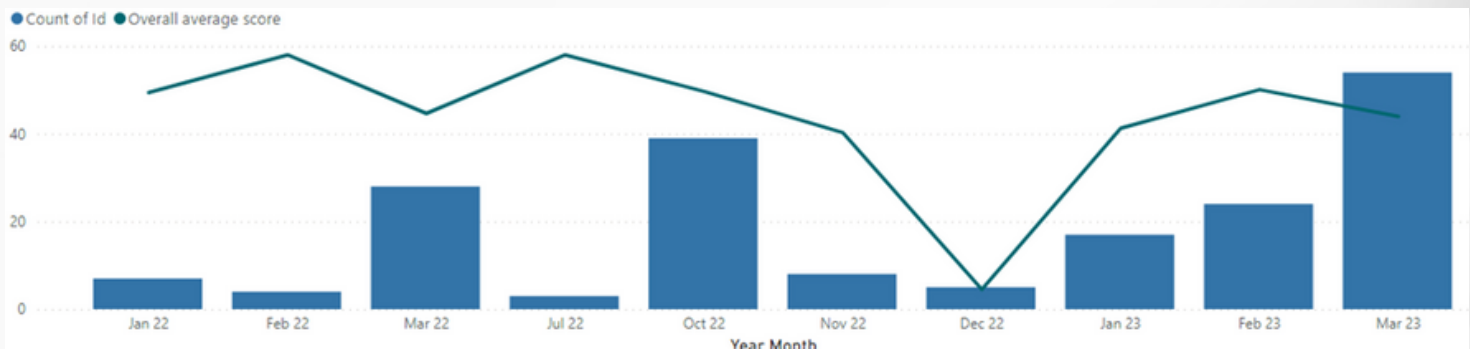
Audits: This workstream has been set up to design and develop quality assurance and improvement tools for use across BASC. The priority has been to implement a system of quality audits for use by social workers, team managers and service managers to explore strengths based practice and social workers' confidence in their skills and practice.

Based on a template developed by the regional PSW network, the 3 audit tools were trialled in early 2022; following on from evaluation of this trial the audits were redesigned and embedded into a Sharepoint site for service wide use from October 2022. Social workers are expected to complete one audit every 3 months; team managers and service managers at least one per month.

Currently the data stands at:
Social Worker audits - **207**;
Team Manager audits - **70**;
Service Manager audits - **28**;
in total 305 audits have been completed.



RAISING EXPECTATIONS & QUALITY ASSURANCE



Social worker self-assessments 2022-23

All social work staff have shown excellent commitment to this new system of audits throughout its launch and we want this to continue into the next phase. Quarter 2 audits are now being completed and outcomes from all social worker self-assessments are being discussed in supervision.

The questions contained within the audits include a rating system of 1-4 which reflect CQC scoring mechanisms: 1 = unsatisfactory; 2 = some demonstration; 3 = good; and 4 = outstanding. Currently the overall average score is 2.96.

Early themes emerging from the audits are as follows:

- Social workers are more confident in upholding people's rights and in their practice and assessments being strengths based.
- Social workers on the whole felt confident in the legislative framework and their abilities to work within that and understand it.
- Social workers are not as confident in being able to provide personalised support; they report that sometimes they are not aware of community resources, or that in some cases the personalised support needed is not available or does not exist locally.
- There are some identified issues with case notes and progress note recording – for example: missing information; too much information; lack of professionalism in capturing and recording information; and issues with sharing of non-relevant personal detail and information governance. This information has led to some mandatory case note recording training which will be rolled out across the department from April.



Next steps are to ensure that everyone from across BASC has access to the audits and that

RAISING EXPECTATIONS & QUALITY ASSURANCE

they form the backbone of supervision and workforce development planning across the department. The Resources and Tools workstream themes and analysis will be shared with workforce development to look at the CPD offer moving forwards; the audits will also be evaluated and quality assured and findings shared across HWB, identifying areas of strength and good practice and any areas for development.

Other work: The Resources and Tools workstream have also developed a case closure questionnaire, embedded into SystemOne, along with guidance on how to use this.

The next piece of work is to look at insights and feedback from people we support, through the development of a digital platform for timely and real time feedback.

- CTLD Duty are piloting the system – once a case is de-allocated the person who received support is asked for their consent to be contacted in order to share their experience. If they consent this is recorded as a case note on SystemOne and their details shared with the Intelligence Team.
- People will then be contacted using Gov.notify via text message with a link to a questionnaire which has been developed using Think Local Act Personal / *Statements*.
- Pilot will be evaluated and rolled out wider across HWB later in the year.
- At the same time, an Expert by Experience based with the PFA/ Front Door Team is phoning people who receive support and have consented to being contacted and completing the same questionnaire over the phone.
- The results uploaded to Sharepoint and will form part of the evaluation.

Workstream 2: Workforce

- **Supervision:** Following on from the staff survey on supervision, which was sent out earlier in the year, new models of supervision will be identified. There will be around 6-8 preferred models rolled out with training and awareness raising for staff. The supervision policy will also be updated.
- **Job profiles** have been updated for social work staff at all levels.
- **CPD** is being linked to the outcomes of the audits to plan the workforce development offer for staff.
- **Annual registration** guidance has been updated and circulated.
- **Career Progression:** an infographic is being produced with a clear outline of requirements for progression between levels available to all staff

RAISING EXPECTATIONS & QUALITY ASSURANCE

Workstream 3: Embedding Quality

- **Risk enablement:** The Risk Enablement policy and panel terms of reference have been revised and refreshed to better reflect our practice framework. It is hoped that in future social workers, team managers and service managers will have more involvement in terms of giving their views and contributing to decision making. This will be rolled out after Easter along with information and awareness raising sessions.
- **Complaints and compliments:** work has been undertaken with the corporate Complaints Team to look at better aligning our systems for dealing with concerns and complaints in BASC. This includes clear guidance as to what is a concern and when this escalates to a complaint, who should deal with these and timescales for doing so based on Social Work England guidelines. There will also be better systems for reporting of themes and analysis of complaints and compliments on a quarterly basis so that teams and services can use these as a learning tool.
- As part of this work a new system for **appeals** against assessment and support planning decisions is being developed, as it has been identified that these make up a large portion of BASC's current complaints. Once the processes have been agreed a complaints and appeals policy will be co-produced with staff and people who experience social work and information included about this on our web pages.

Workstream 4: People who Experience Social Work

- Co-production strategy and framework: work is being undertaken with Equality Together and a number of user led organisations to produce a meaningful co-production strategy which will include a framework of minimum standards to achieve when working with the people we support.
- Experts by experience: Work is being done on a structure to employ a bank of Experts by Experience for paid roles in specific circumstances and to use these roles as co-researchers to develop practice knowledge for BASC about interventions to improve outcomes for adults with learning disabilities.

Workstream 5: Policy Portal

A policy portal has been developed as a resource for gathering all legislation and local policies in one place, with links to relevant CPD. Icons for this should be on all BASC desktops and further awareness raising sessions will be held after Easter to ensure that all staff have access to the portal and that all relevant policies are stored in the right place.

WORKFORCE DEVELOPEMENT



Workforce Development is a central part to the support offered to Social Workers at all levels within the Council and undergraduates within the Bradford Teaching Partnership.

At the heart of the offer of support from Workforce Development there is a commitment to assist service areas to have the best possible opportunity to fill current social work vacancies. The service believes that in line with models of best practice on a national level, the very best way of ensuring that services are able to recruit social workers is to work within Teaching Partnership arrangements, investing in the creation of more social work student placements so that students are able to learn excellent practice alongside the brilliant experienced social workers, so that students may positively choose to apply for posts within services where they have either had direct experience of or that the placements are positively discussed within student settings and that students are enthused to apply for posts within those service areas when placements become available.

For the Academic Year September 2021 – August 2022, Adult services supported 36 social work students with their practice placement opportunities. Four of these were Apprentices and from the remaining students, 13 have remained in employment with Bradford. Conversely, for the Academic Year September 2022 – August 2023, there are 31 students currently on placement. There will be a cohort of MA 1st placements starting in May 2023. That is likely to mean approximately 20 additional placements across the service. It is the intention of the Workforce Development Team to work proactively with all service areas groups to continue to increase placement opportunities as a fundamental part of addressing qualified social work post vacancies.

Practice Education

The continued growth of Practice Educators throughout the service is a vital cog in regards to delivering more practice placements. From April 2022, 21 Practice Educators have been trained to at least Practice Educator 1 status. Adult Social Work services should be exceptionally proud that there are now 90 Practice Educators; 44 of which are either PE1 or who have just commenced their training. 45 Practice Educators have achieved PE2 status, or are currently working towards this.



WORKFORCE DEVELOPMENT



For a variety of reasons, not all Practice Educators take a student every time there is a placement cohort. One of the reasons for this is that there is a continual need for Practice Educators who have just started their training to be supported by an experienced Practice Educator who may act as a Mentor. This role is a support function to all Practice Educators until they are assessed as achieving the standard required to be awarded Practice Educator 2 status.

The Social Work Workforce Development Service continues to encourage Social Workers to become Practice Educators. The service is proud that both Practice Educators and Workplace Supervisors are remunerated in recognition of the extra work and commitment in supporting students.

Best Interest Assessor Training

Twenty one staff have successfully completed the Best Interest Assessor training course since Autumn 2021. This training has been on hold across many Universities who deliver the training due to the implementation of the Liberty Protection Safeguards. However work is at an advanced stage to roll out of a Best Interest Assessors course for delivery jointly by Bradford University & Bradford Council practitioners, which will also be appropriate to train staff for the Approved Mental Capacity Professional role in readiness for the Liberty Protection Safeguards.

Existing Best Interest Assessors within the service areas are encouraged and supported to undertake six Best Interests Assessments over the year.

Approved Mental Health Professional Training

The Council has a statutory responsibility to provide the system with Approved Mental Health Professionals.

Training for AMHPs is currently provided by the University of Bradford. The training is of continued excellent standard and social workers who undertake the training are expected to meet exemplary standards of professional expertise on completion of the course. Work is ongoing for the 23/24 recruitment to AMHP training and details will be shared with all eligible staff in the spring of 2023.

Continuing Professional Development Opportunities

Professional qualified social work staff have continued to experience continued professional development opportunities throughout the year.

WORKFORCE DEVELOPMENT

Training Course	Number of sessions	Number of staff attended
The Care Act 2014	12 (further 6 planned for April - Oct 2023)	141
Section 117 Aftercare	6	96
Ordinary Residence	6	71
Research in Practice - Tailored Delivery	12	113
Safeguarding	25 (5 each for 5 separate themes)	579
Hári Sewell - Anti-Racist Practice	1 (pilot session with plan in place to deliver more)	20
Practice Educator Conference	Annual event	61

Recruitment and retention

Recruitment and retention continues to be a significant issue across the workforce. Attracting the very best staff to Bradford and retaining experienced staff can be difficult due to a number of known reasons. Whilst there has been significant work undertaken in terms of ensuring that Adult Social Work pay is at least comparable with that neighbouring Local Authorities, there continues to be external pressures, such as the agency rate of

pay, NHS Agenda For Change pay scales etc that have had an impact on the workforce. In addition to this, data from HR indicates that up to very recent years, the workforce demographic within adult social work was higher than the national average meaning that it was likely that a higher number of staff would be retiring from their posts.

Twenty eight new starters in the Department of Health & Wellbeing, with 'Social Worker' in their post title from 1 April 2022 to 31 December 2022, and there were 22 leavers in the same period. Work is ongoing on developing a systemic approach to understanding more in terms of why people who to work for Bradford Adult Social Work Service and why some social workers choose to leave.

A positive note to recruitment and retention is the annual Student Recruitment Event which is taking place at Bradford College in the coming weeks. This event is run by the Practice Educator Consultants, and involves teams from across both Adult & Children's Services offering mock interviews to final year students from the College and University. There is also a chance to find more out about the Social Work Teams in our services, in order to give students a clearer picture of the kind of work that takes place.

Each student who signs up to have an interview is given comprehensive feedback, and after the event & interviews last year, students said they felt a lot more prepared to apply for a job and were more confident in interviews.

WORKFORCE DEVELOPMENT

Social Work England

Once again, all Social Workers successfully completed the renewal of registration process with Social Work England. It is slightly disappointing to note that there are still some workers who failed to upload any CPD evidence until very near the end of the renewal period, when the opportunities and communication around CPD is done consistently throughout the year. All social workers are encouraged to use their dedicated allotted CPD times to upload their evidence onto the Social Work England portal. All Social Workers receive a reimbursement for the £90 registration fee, which is usually processed in early February each year.

Bradford Social Work Teaching Partnership

The Bradford Social Work Teaching Partnership has continued to work successfully with further funding from the Department for Education granted in 2022/23. The Teaching Partnership in Bradford offers support to all social workers, from undergraduate level, all levels of social work practitioner and through to senior social work managers in helping ensure that social workers are supported to receive the best possible support around continuous professional development throughout their careers.

A suite of documents for placements and Practice Educators, which is consistent across both Higher Education Institute partners has been developed and introduced. The excellent working relationships with all partners is sustained, and while the new Practice Educator Consultant roles in the Social Work Development Team are not funded by the Bradford Social Work Teaching Partnership, they are instrumental in bridging any gaps between the LA and the College and University.

The Service continues to be involved in student admission interviews onto BA and MA Social Work courses provided by the partnership. In addition, there is now a significant number of social work practitioners delivering lectures and information sessions to existing social work students. Social Workers across the service are instrumental in shaping the curriculum to ensure students are qualifying with the right skills & knowledge to begin their Social Work career.

Over the next year the Bradford Social Work Teaching Partnership will look to expand its influence with all social work courses offered to undergraduates. Social Workers at all levels have been asked to consider whether they may help deliver lectures as part of the social work education programmes. The lectures can be delivered individually or part of a team approach and can cover whichever specialisms social workers can offer. In addition to this the Department will continue to offer practice placements and other frontline learning

WORKFORCE DEVELOPMENT

opportunities to social work teaching staff at the University and College, so that they may remain aligned with current practice issues and also be able to demonstrate a wide range of Continuous Professional Development as part of their own registration requirements with Social Work England.

One of the highlights of the past year is at the National Social Work Awards in 2022, Momoh Suleman, a Newly Qualified Social Worker from the Adult Social Work Service won the Silver Award in the Student of the Year category. Momoh did his final placement with Adult's and it was exceptionally pleasing that he was successful in securing an NQSW post once he had qualified. Going forward we are delighted that Bradford Social Work Teaching Partnership has agreed to be the category sponsor for Student Social Worker of the Year for 2023. The partnership are committed to celebrating best practice and attracting new social work students to Bradford.

Social Work Degree Apprenticeship

Late Summer 2022 saw the successful completion of the SW Degree Apprenticeship by the first cohort of colleagues who had undertaken the course. There had been a rigorous recruitment process and 4 members of staff were successful in being offered a place on the course, delivered by Bradford College. These were;

- Emma Shepherd-Fleming
- Heidi Annakin
- Lukas Orawski
- Matthew Urwin

No sooner had the course started, than Covid-19 was upon us so they had a very different experience, alongside their student peers, of studying for their degrees. Despite this, our Apprentices completed, registered with Social Work England and are now in Newly Qualified Social Work positions within the service. The four colleagues have commenced their Assessed and Supported Year in employment, and have brilliant social work careers ahead of them.

WORKFORCE DEVELOPMENT

Our second Apprenticeship cohort began their studies with our new Apprenticeship provider, the University of Bradford, in September 2022 and they are coming to the end of their first year. There are five members of staff in this cohort. They are progressing well and are an intrinsic part of the student body at the University. They are;

- Donna Deegan
- Juber Ali
- Megan Taylor
- Sadie Schofield
- Sumiyya Ali

All our social work Apprentices are doing exceptionally well in their studies. In addition to this they are supported by our outstanding Team Managers and Service Managers in their service areas.

The Department will shortly be commencing the recruitment process for our 3rd Apprenticeship cohort. There will be a demanding assessment centre as part of the recruitment which will have involvement from Service Managers and Team Managers, and again, we will be partnering with the University of Bradford to provide this opportunity.

The Social Work Development Team

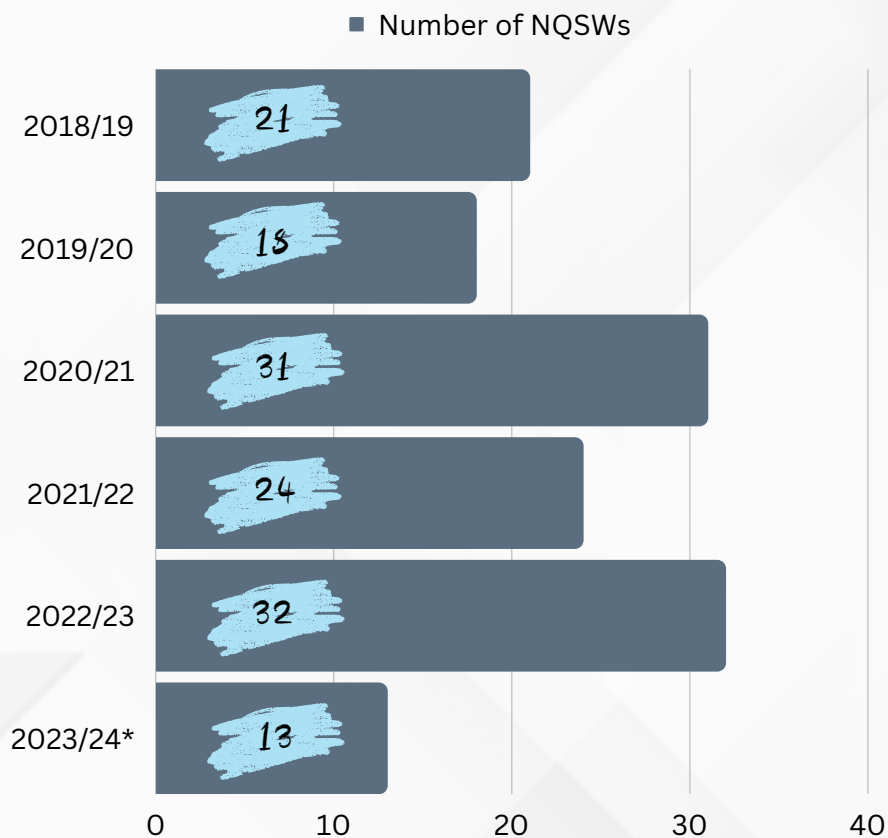
The Social Work Development Team has expanded in size to meet the growing demand and supporting social workers at all levels. There are now four new Practice Educator Consultants in the team; Angela Duggan, Catherine Lodge, Karen Higgins and Marcia Burke. These colleagues report through to Kirsty Shires (ASYE Lead) and Catherine Mawn (Team Manager). The Practice Educator Consultants roles are a really important addition to the team, and to Adult Services as a whole. They will increase the capacity for offering student placements within the service, and are working hard at encouraging staff to act as Workplace Supervisors alongside them as the Practice Educators. The service has also been able to increase the placements supported in our Mental Health service, which is often the most requested setting by students and has until recently only been able to support a small number of students. All Practice Educator Consultants are also visiting all social work teams across the service to outline who they are and how they can support staff and to listen to social work colleagues to understand what further support the social work workforce needs. In addition to this the Practice Educator Consultants will also increase and enhance the support offered to students

WORKFORCE DEVELOPMENT

and Practice Educators during each placement cycle, in the form of development workshop sessions, Practice Educator Forums and developing the Student Induction programme. They will also have significant involvement in the design and delivery of the Practice Educator Training Course, alongside co-ordinating relevant events and conferences.

ASYE 2022-23

The service is delighted to have continued to successfully support Newly Qualified Social Workers via our bespoke Assessed Year in Supported Employment, in association with Skills for Care. Thirty two Newly Qualified Social Workers commenced the Assessed and Supported Year in Employment programme between January 22 and Feb 2023. Whilst cohort numbers can fluctuate from time to time the Department is seeing a steady increase in the numbers of Newly Qualified Social Workers undertaking the Assessed and Supported year in Employment.



* 13 expected so far (6 hospital, 1 CTLD, 6 Think Ahead). The majority will come in Oct/ Nov. At the same time last year this number was 10 (6 Think Ahead 4 Apprentices). The service expects to have over 40 Newly Qualified Social Workers undertaking their Assessed & Supported Year in Employment within the first six months of 2023.

WORKFORCE DEVELOPMENT

Of those 32 Newly Qualified Social Workers;

- 4 are Social Work Apprentices previously employed by the Local Authority as Community Care Officers.
- 5 colleagues are situated in our integrated Mental Health Service via the Think Ahead programme.

The remaining 23 Newly Qualified Social Workers:

- 21 were students from within the Teaching Partnership (Bradford College or University of Bradford)
- 1 was an Open University student
- 1 was a student from University of Sheffield



Placements and recruitment to Newly Qualified Social Worker posts.

The Service is committed to increasing the number of student social work placements. This is because there is a clear correlation between increased student placements and recruitment to social work vacancies. Bradford Adult Social Care offered twenty three final social work placements in the academic year 2021/22

HEI course	2021/22 Final placements provided within adult social care	2022/23 NQSWs recruited following those placements	2022/23 Final Placements provided so far with in adult social care
Bradford College BA	3 (excluding apprentices)	0	7
University of Bradford BA	9	6	8
University of Bradford MA	11	9	11
Total	23	15	26

WORKFORCE DEVELOPMENT

Of the 21 Newly Qualified Social Workers in our current cohort who are presently undertaking their Assessed and Support Year in Employment and who graduated from either the University of Bradford and Bradford College:

- 16 did their final placement in Bradford Adult Social Care in the previous year
- 2 did their final placement in Bradford Adult Social Care 2 years prior to the ASYE
- 3 did their final placement in the voluntary sector

Of the 18 Newly Qualified Social Workers who completed their final placement in adult services (both in the previous year and 2 years prior):

13 were successful in beginning their ASYE in the service area they did their final placement in.

In discussions at the University of Bradford, Bradford College and across the Social Work Teaching Partnership there continues to be a desire from students to undertake their final placements in all Adult Social Work service areas and students repeatedly express interest in applying for posts within the service and especially where they have had a successful practice placement.

ASYE Assessors

To standardise the assessing of Newly Qualified Social Workers the Department introduced ASYE Assessor training in September 2021. 49 social workers have complete the ASYE assessor training since it started. These are spread across all service areas.

One of our main challenges is the availability of ASYE Assessors. Whilst it is clear that the better quality of social work placements we provide, the more Newly Qualified Social Workers apply for posts in the service, the more pressure for the need of increased numbers of Assessed and Supported Year in Employment Assessors. The Department is committed to increasing its numbers of Newly Qualified Social Workers but recognised that in order to do this there must be a continued investment and increase in the numbers of student placements to ensure the numbers of Newly Qualified Social Workers will increase. The Department is delighted to have seen an increase in the number of requests from different service areas for support accessing external Assessed and Supported Year in Employment Assessors and continues to appeal to all eligible Social Workers to undertake this role.

PROMOTE THE VOTE

Make a
difference
USE YOUR
vote

Bradford People First In partnership with **City of BRADFORD**
METROPOLITAN COUNCIL

This is my Voting Passport

For people with a learning disability and /or other disabilities who may need support at the polling station.

My name is:
I have a learning disability and/or other disability.
I need reasonable adjustments to support me to vote in this election.

The support I need is:

-  To stay with my support worker.
-  Someone to show me a large print ballot paper.
-  Someone to go into the polling booth with me.
-  Someone to read out the candidates on the ballot paper.

As social workers based in Adult Social Care across Bradford, human rights are central to everything we do. Upholding people's citizenship, their right to feel like they belong and that they have a voice that others hear and respect is rights based social work and is a vital part of our emerging practice model. That's why we have decided that supporting people to register from 16+ and participate in elections is important to how we practice across all our service areas. We believe that having a voice in elections, knowing that people have a right to register and to vote is the biggest decision adults can participate in. Taking action to ensure people who receive social care support in Bradford understand their right to register and participate, and that they are supported to be able to do so, has become central to our practice.

Social Work support across our service is evidence based and reflects the growing evidence that people who draw on social care are often unaware about their right to vote and there is still a misperception that adults who lack 'capacity' cannot vote. Section 73 of the Electoral Administration Act (2006) abolished mental incapacity as grounds to prevent someone from being able to participate in elections. Social Workers in Bradford believe that the ability to cast your vote is central to rights based practice, and the support offered by social workers through this campaign is key to making explicit the connections for people between voting and the right to make other decisions about their lives, being able to choose how to spend the day and being able to decide where you want to live and who to live with.

PROMOTE THE VOTE

The role of social workers in supporting older people, is to ensure that histories and traditions of political engagement through elections across a lifetime are not disregarded and forgotten when people enter the care system. Conversely, social workers working with adults of working age hold a responsibility to ensure voices are not marginalised, trivialised and excluded through lack of opportunity and unlawful misinterpretation of legislation.

Every election since 2017, Bradford Adult Social Workers have campaigned in solidarity with User Led Organisations to Promote The Vote. This has involved supporting Election Officials to be trained in reasonable adjustments and the use of the Bradford Voting Passport. It has involved work with care providers, including nursing, residential and supported living providers to check where they have the following:

- a good, easy read policy on voting
- staff receive training on voting rights
- they include support for people to vote in their support plans

In addition to this, Social Workers across our Adult Services, undertake direct work with people, to talk to them about their rights to participate and register to vote and either use postal votes or attend a polling station on the day of elections if they wish to vote.



During March and April 2023, Social Workers have actively visit social care settings to discuss with staff and residents their right to vote, registering to vote, ways to vote. Where it would enable someone to participate and vote in person on polling day, one-off adjustments have been made to support plans so that people can be supported to do so.

Care settings have been given a pack of resources to help staff in supporting residents. These include a series of easy read guides to local elections, the role of local councillors, registering to vote and postal voting. These guides were developed by a local community group (Bradford Talking Media) and a local group of adults with disabilities. Alongside the guides, each person is helped by a social worker to fill in a Voting Passport. This document sets out the type of support needed if voting in person which they can take to the polling station so that polling clerks are aware of these support needs. All polling staff in Bradford receive training on the Voting Passport alongside information on reasonable adjustments.

HOMES FOR UKRAINE

The Homes for Ukraine scheme launched on 14th March 2022 and Local Authorities were given the statutory duty to promote the welfare of adults and children arriving in the UK by making necessary checks on the accommodation and by completing a safeguarding visit as soon as possible after the guests have arrived.

In the Bradford District, up to the beginning of March 2023, there have been 207 Bradford residents who have become sponsors and offered to open up their home to individuals and their families who have fled Ukraine for their safety, following the Russian invasion on 24th February 2022. 162 of these sponsors are still hosting 391 Ukrainian guests.

In Bradford, Social Workers and other fantastic volunteers who work in the Department of Health and Wellbeing for the Council, have taken on the task of completing these statutory visits. However, true to the values of the social workers and other staff involved, our role did not end after we had ensured the immediate safety of those coming to the UK under the scheme. Social Workers and all those involved in supporting people have offered a welcoming smile and shown kindness and compassion. They have worked tirelessly to support people to ensure they are able to maintain contact with their loved ones back in the Ukraine and have supported people to bring their beloved pets, provided a listening ear and a warm hug if that is wanted and needed. Social Workers and all those involved have reported sitting alongside people, holding hands as people grieve for what they have lost and have heard the most painful stories told of leaving loved ones behind and dealing with the constant fear and stress for their safety. The Department has undertaken this role not because staff were given this as a task to undertake to ensure safety but because they believe that it is the right thing to do. Staff have worked closely with our partners to ensure people are supported and can access the things they are entitled to. Most of all Departmental staff have ensured that individuals Human Rights are upheld. The social work support offered to people from Ukraine, whether demonstrated from the Christmas appeal where social workers collected gifts and handmade Christmas cards through to practical and emotional help, reflects our collective services at their best.

In addition to our work supporting the Home for Ukraine scheme social workers have also taken this a step further and extended their support to people arriving in the UK who are currently housed in local hotels, awaiting their asylum applications to be processed, many of whom have arrived in the UK via small boat crossings. Social Workers have advocated for people, provided support to individuals with care and support needs and fundraised, collected and delivered, and continue to deliver, basic necessities such as clothes, shoes and toys. Social workers have again promoted individuals Human Rights and are working to ensure however people arrive seeking sanctuary in the UK and especially in Bradford, they will be met with kindness, unconditional positive regards, practical help and warm and friendly support.

LGA EMPLOYER STANDARDS OUTCOMES

The following report was commissioned by the Department through the Local Government Association. The survey, which was disseminated to all Social Workers and social work managers across all our services, is intended to be a temperature check in terms of where the Adult Social Work Service is in regards to supporting social workers to undertake their role. During April and May 2023 the Principal Social Worker for Adults will visit service areas to discuss this report in more detail.

The Standards for Employers of Social Workers

Bradford MC

Registered Social Workers
Health Check Report 2022
Adults Registered Social Workers

Written by the team at Kinetiq
Lead Researcher: Dr. Martin Reddington

LGA EMPLOYER STANDARDS OUTCOMES

The text in this document may be reproduced free of charge in any format or medium providing it is reproduced accurately and not used in a misleading context. For any other use of this material please email Dr Martin Reddington at: martin@kinetiq-uk.co.uk.

The authors are not responsible for any third-party material and where we have identified any such material you will need to obtain permission from the parties concerned.

The authors' views expressed in their report are their own, based on the data supplied by social workers from the participating organisations across England.

The rights of the authors of this work has been asserted in accordance with Copyright, Designs and Patents Act 1988. Other trademarks are copyright of their respective owners.

LGA EMPLOYER STANDARDS OUTCOMES

Contents

Acknowledgements	4
Introduction	5
Standards	6
Purpose of the Research	7
Key Insights	8
Demographics	9
Delivery of Standards	11
Delivery of Standards - Benchmarking against 2021	12
Individual Questions	13

LGA EMPLOYER STANDARDS OUTCOMES

Acknowledgements

The authors especially acknowledge a number of organisations, without whom this study would not have taken place:

- **Local Government Association** for commissioning the work and their ongoing active participation and support.
- Members of **The Standards for Employers of Social Workers Group** (shown below).

Members of The Standards for Employers of Social Workers Group:

The Association of Directors of Adult Social Services (ADASS)

The Association of Directors of Children's Services (ADCS)

British Association of Social Workers (BASW)

The Department of Education (DfE)

The Department of Health and Social Care (DHSC)

Health Education England

Joint University Council Social Worker Education Committee (JucSWEC)

Local Government Association (LGA)

NSPCC

SCIE

Skills for Care (SfC)

Social Work England

UNISON the Public Service Union

The Adult Principal Social Worker Network

The Children's Principal Social Worker Network

LGA EMPLOYER STANDARDS OUTCOMES

Introduction

The Employer Standards Health Check is a national project, using survey methodology, to examine a number of critical questions about the experiences of social workers:

- How well do employers deliver the Employer Standards?
- How do employees perceive their working environment?
- What factors influence them to remain engaged with their work and minded-to-stay with their organisation?

These questions feature prominently in regional and national news, as it is recognised that good social work can transform people's lives and protect them from harm. To achieve consistently high quality outcomes for services users and their carers, social workers must have and maintain the skills and knowledge to establish effective relationships with children, adults, families, and professionals in a range of agencies and settings and be the key connectors in communities.

The lessons that flow from the survey evidence can and should shape the way leaders and managers in both the private and public sectors think about the people who work for them. They will also help to take forward the debate about what government and other policy makers can do to help promote a better environment to attract, develop and retain professional, compassionate and engaged staff who deliver high quality social work.

This report deals specifically with the first critical question relating to the delivery of the Employer Standards. A second report dealing with the remaining questions will be issued sometime after the data collection for all councils has been completed in January 2023. This is necessary to produce benchmarking data for councils and other features, such as key driver analysis and thematic analysis of free text that require large volumes of data.

At the time of writing this report, the country has recently emerged from the COVID 19 pandemic and is now in the grip of recession and high inflation. This is placing unprecedented challenges on social work and related professions, and the reliance on their services has never been greater.

Lastly, enormous appreciation is extended to all organisations that encouraged their staff to take part in this piece of research.

LGA EMPLOYER STANDARDS OUTCOMES

Standards

The employer standards for social workers in England were last refreshed in 2020. They set out the key components of whole systems approaches, and employers can use them, along with an appropriate supervision framework, to help develop a working environment where social work practice and social workers can flourish, in turn supporting recruitment and retention. They are explained in headline detail below:

Standard 1 - Strong and clear social work framework

This standard is about promoting a clear statement about the principles that constitute good social work practice, and how those principles function across the full range of social work settings.

Standard 2 - Effective workforce planning systems

This standard is about using effective workforce planning systems to make sure that the right number of social workers, with the right level of skills and experience, are available to meet current and future service demands.

Standard 3 - Safe workloads and case allocation

This standard is about ensuring employees do not experience excessive workloads, resulting in unallocated cases and long waiting times for individuals.

Standard 4 - Wellbeing

This standard is about promoting a positive culture for employee wellbeing and supporting social workers to have the practical tools, resources and the organisational environment they need to practice effectively and safely.

Standard 5 - Supervision

This standard is about making sure students and qualified practitioners can reflect critically on their practice through high quality, regular supervision being an integral part of social work practice.

Standard 6 - Continuing professional development (CPD)

This standard is about social workers being provided with the time and opportunity to learn, keep their knowledge and skills up to date, and critically reflect on the impact this has on their practice.

Standard 7 - Professional registration

This standard is about supporting social workers to maintain their professional registration with the regulator.

Standard 8 - Strategic partnerships

This standard is about creating strong partnerships and good collaboration between employers, higher education institutions and other training providers.

More information about these standards can be found at:

<https://www.local.gov.uk/standards-employers-social-workers-england-2020>

The survey items used to measure these standards can be found at the end of each section of the report.

LGA EMPLOYER STANDARDS OUTCOMES

Purpose of the Research

Research Question 1

How well do Employers of Social Workers deliver the Employer Standards?

Research Question 2

How do Social Workers perceive their working environment?

Research Question 3

What factors influence them to remain in their organisations, or choose to leave?

LGA EMPLOYER STANDARDS OUTCOMES

Executive Summary

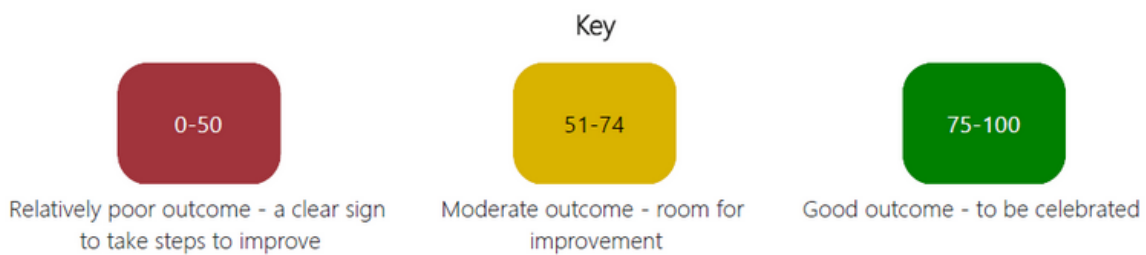


Highest Performing Standards

Standard	Score
Professional Registration	87
Effective Workforce Planning Systems	85
Safe Workloads & Case Allocation	85

Lowest Performing Standards

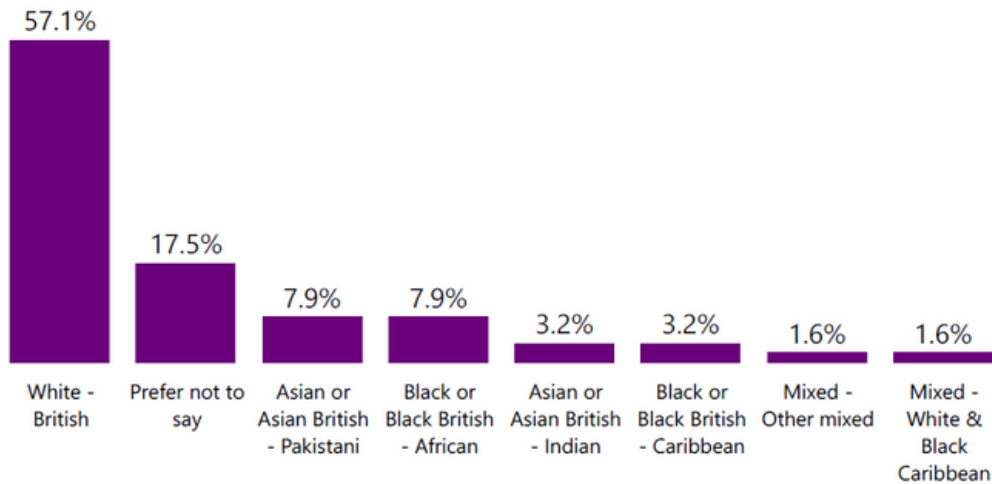
Standard	Score
Supervision	83
Continuing Professional Development (CPD)	83
Wellbeing	82



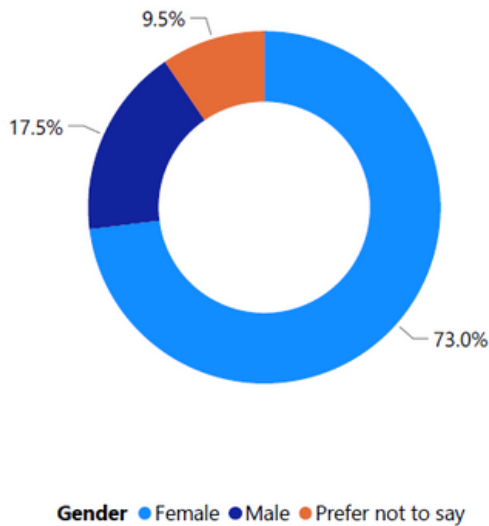
LGA EMPLOYER STANDARDS OUTCOMES

Demographics

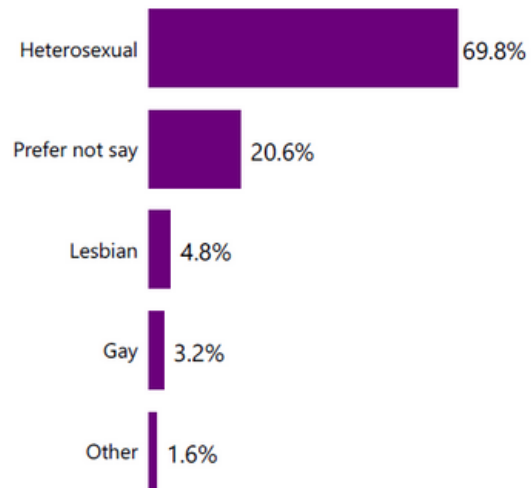
Percentage of Respondents by Ethnicity



Percentage of Respondents by Gender



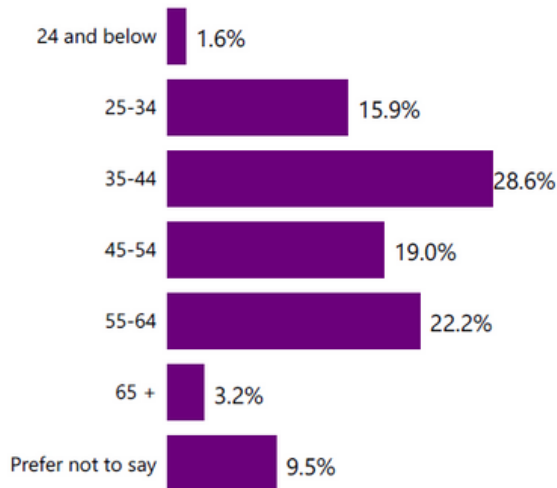
Percentage of Respondents by Sexuality



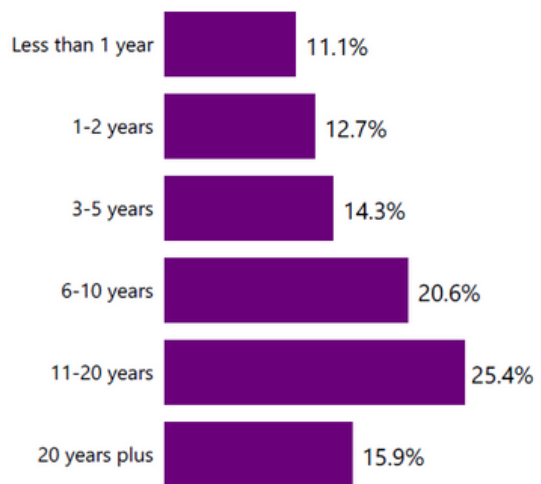
LGA EMPLOYER STANDARDS OUTCOMES

Demographics

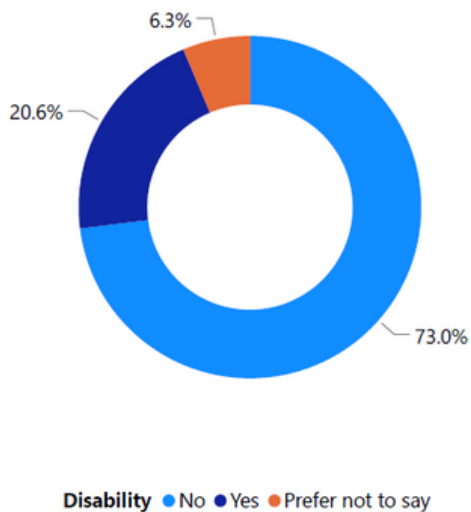
% of Respondents by Age Group



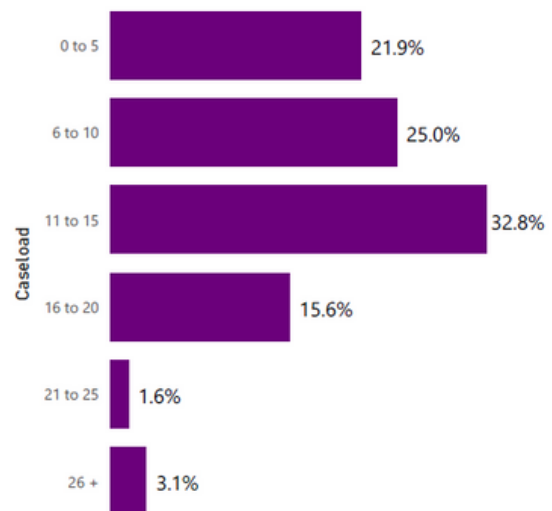
% of Respondents by Length of Service



% of Respondents by Disability



% of Respondents by Caseload Hours

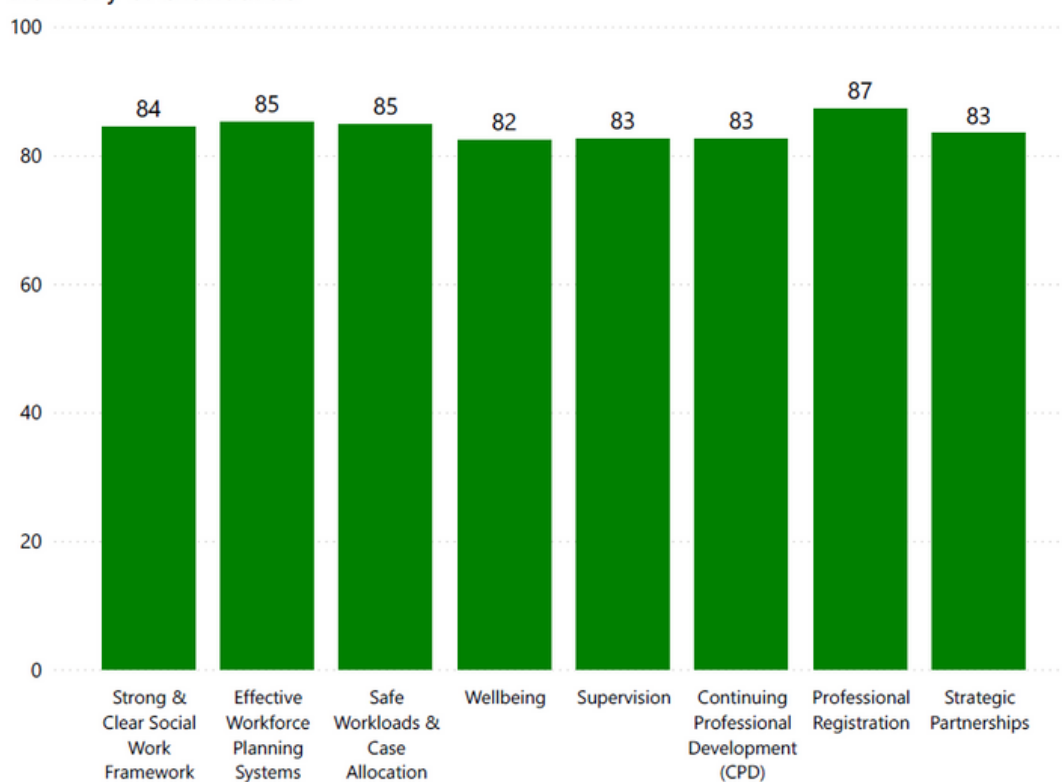


LGA EMPLOYER STANDARDS OUTCOMES

Delivery of Standards

The figure below provides a visualisation for the mean score for the delivery of each of the Standards. A more granular analysis of each individual survey item may be found toward the end of this section of the report.

Delivery of Standards

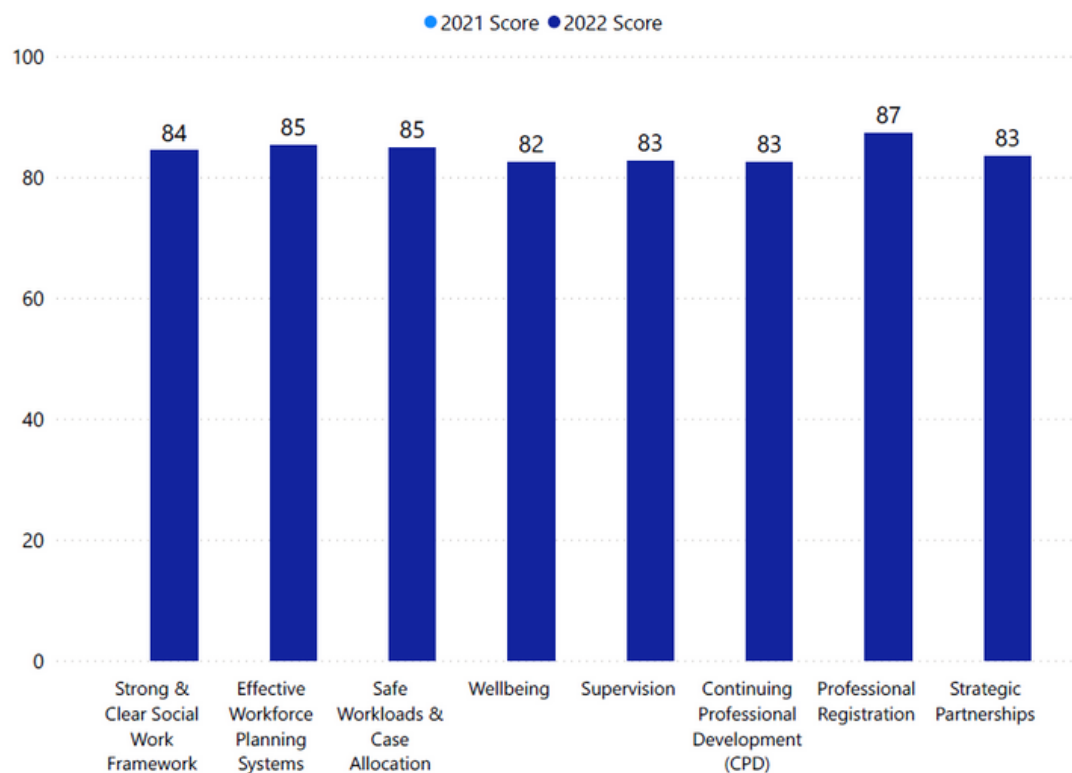


LGA EMPLOYER STANDARDS OUTCOMES

Delivery of Standards - Benchmarking against 2021 overall organisation score

The figure below provides a visualisation comparing the delivery of each standard between 2021 (overall organisation) and 2022 (adults). In this case, there was insufficient data from 2021 to allow a comparison.

Delivery of Standards



LGA EMPLOYER STANDARDS OUTCOMES

Individual Questions

Standard 1 - Strong and clear social work framework

Question	Score
I am able to use my professional judgement, creativity and autonomous decision making where appropriate.	88
I can have useful conversations with senior work leader(s) within my organisation about resolving my concerns at work.	85
I receive an appropriate balance of professional support and reflective challenge (e.g., through supervision) to keep learning and developing my practice.	82
My organisation has a well-defined framework/approach to social work practice, so I am clear about mine and other's roles and accountabilities.	82

Standard 2 - Effective workforce planning systems

Question	Score
I can access the training and development I need to carry out my role well.	86
I feel I am treated fairly and respectfully by all staff.	85
I understand how my role fits into the organisational structure alongside routes of entry and progression for practitioners.	91
My employer understands the barriers and challenges that are getting in the way of doing my best work.	79
My supervisor and/or manager encourage and motivate me in my career development.	85

LGA EMPLOYER STANDARDS OUTCOMES

Individual Questions

Standard 3 - Safe workloads and case allocation

Question	Score
I am usually able to balance the demands of case work and the resources needed to fulfil my responsibilities.	80
I am usually allocated work through a fair process that takes account of my workload, my capabilities/ skills and my health and wellbeing.	84
I can discuss workload and stress issues helpfully with my supervisor or manager and 100 satisfactory ways forward.	87
I can freely share work issues with my team members, in the interests of managing my workload.	89
I would feel able to contact my Professional Association and/or Trade Union if I am concerned about safe working.	86
The wellbeing support I need at work is readily available to me.	83

Standard 4 - Wellbeing

Question	Score
At work, I am encouraged to make time for my own self-care and wellbeing activities.	77
I feel cared for by my managers and/or supervisor.	81
I have access to private, quality space in order to meet my supervisor and people I work with.	80
If I have concerns, I feel safe in raising them.	87
In the last 12 months, I have felt physically safe at work most of the time.	87
My organisation facilitates my access to my Professional Association, Trade Union and other supportive organisations.	79
My organisation has procedures and guidance that support my emotional and physical well-being.	81
My organisation is actively committed to anti-racism and a positive, inclusive culture of opportunity for members of staff of all backgrounds and protected characteristics.	89
My organisation recognises the emotional demands of social work and provides me with supervision, support and tools I need to deal with this.	80
My organisation takes appropriate action to prevent and deal with risks of violence, bullying and harassment in any aspect of my work, and will act to ensure I am able to work safely.	82

LGA EMPLOYER STANDARDS OUTCOMES

Individual Questions

Standard 5 - Supervision

Question	Score
I can raise concerns about the quality and suitability of my supervision with an appropriate person in the organisation if I need to.	81
I have uninterrupted, scheduled supervision at a suitable frequency with an appropriately skilled social work supervisor.	82
I identify my learning needs and access professional development opportunities and training through supervision.	86
My supervisor coaches me in the development of my professional judgement, creativity and autonomous decision making.	83
Supervision helps me critically reflect on my work including working relationships, emotions and use of evidence, theoretical frameworks and approaches.	81
Supervision helps me reflect on how I meet professional regulatory standards.	82

Standard 6 - Continuous Professional Development (CPD)

Question	Score
(If you have completed the ASYE in the last three years in your current organisation) My ASYE programme was effective in helping me learn and develop as a social worker and be more confident.	82
I have dedicated time, resources, opportunities and support to carry out my CPD and record my learning in line with regulatory requirements.	81
I take action to ensure I am up to date with my CPD.	91
My organisation has non-discriminatory and transparent systems to enable all social workers to develop their professional skills, knowledge, specialisms and AMHP, Practice Educator, Practice Supervisor careers including access to accredited courses.	85
My organisation provides effective induction for all social workers when they join the organisation.	80
My organisation provides regular/ annual appraisals (or performance reviews) that are relevant for social workers.	88
Through my organisation, I can access funded non-mandatory CPD.	77
Within my organisation, I have an up to date plan of my professional development needs and how I and my employer will contribute to them.	76

LGA EMPLOYER STANDARDS OUTCOMES

Individual Questions

Standard 7 - Professional Registration

Question	Score
I am aware of the circumstances under which I could be referred to the regulator.	91
I am confident my organisation would support me if I challenged unsafe practice or reported other concerns about services.	80
I have found the registration/ re-registration process with Social Work England straightforward.	80
My organisation promotes a working environment that upholds ethical practice and quality standards.	89
My organisation supports me in keeping my CPD record up to date on the Social Work England website.	90
My organisation understands, supports and provides conditions for social work practice that help me meet my professional standards.	92

Standard 8 - Strategic Partnerships

Question	Score
I have good and effective relationships with key internal partners such as Finance, Legal etc.	82
I have good and effective relationships with key partners such as in the NHS, wider social care, education, housing, the third sector etc.	84



CONTACT US



Rob.Mitchell@Bradford.gov.uk