

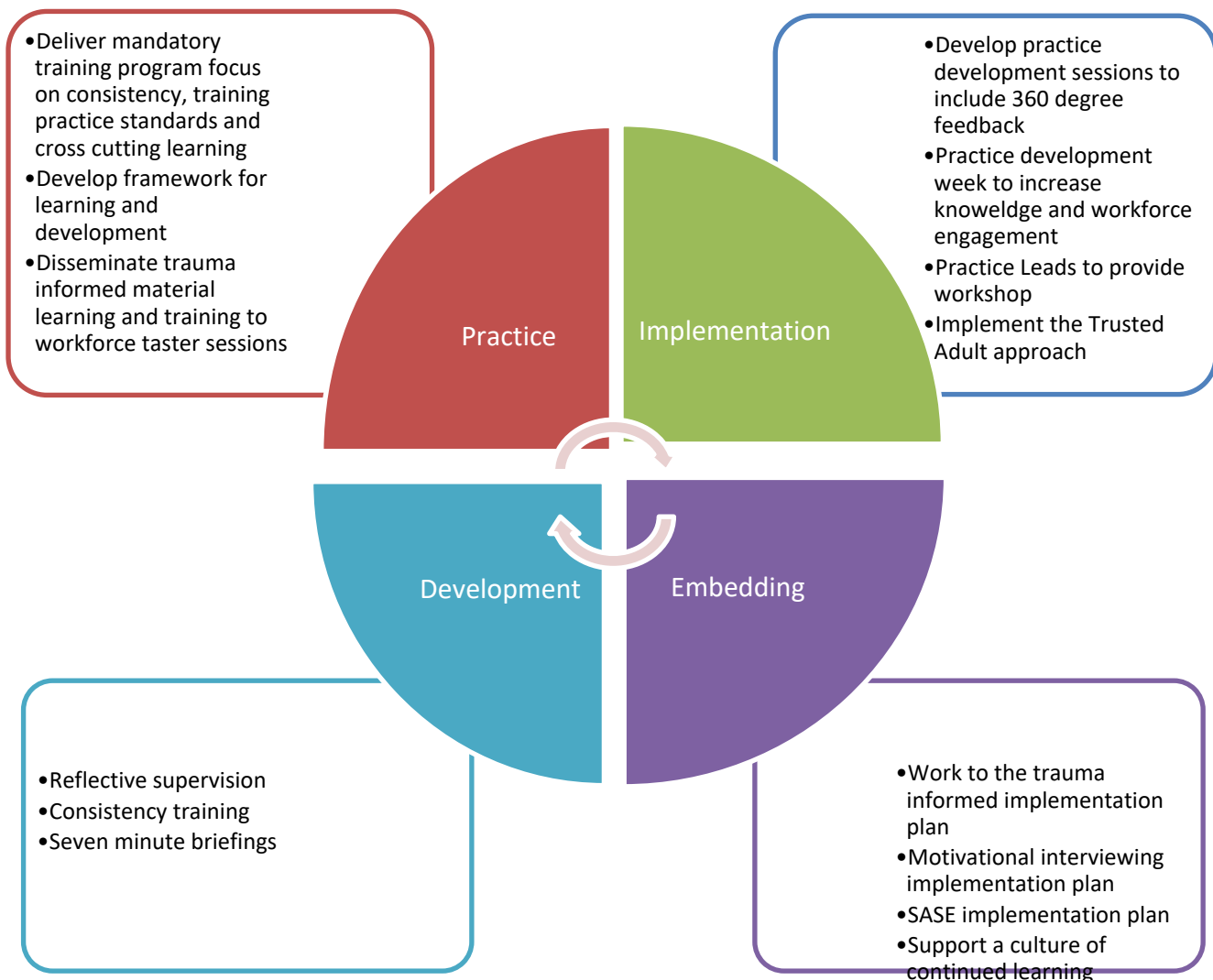
Cardiff Council Children's Services Workforce Strategy 2023-26

Introduction

Appendix B

Working with children, young people and their families is one of the most important and rewarding jobs, the right person can make the biggest difference to children, young people and family's lives. That is why Cardiff Council has set itself a standard to attract and retain high calibre social care professionals to our front-line social work teams, supporting our city's most vulnerable children and young people. The purpose of this document is to set out Children's Services approach to recruitment and retention by putting children and families first. It is about really listening to our children and young people, understanding what they need and responding appropriately to provide the best possible service.

At a time when there is a national shortfall in qualified and experienced social workers, this strategy sets out how we intend to make Cardiff Children's Services the employer of choice in this region and beyond. The strategy serves to create the conditions required to achieve a fully resourced, permanent, qualified and competent Children's Social Care workforce.



Our vision for our workforce:

We will develop a sufficient and stable workforce of appropriately skilled and experienced staff that will:

- Ensure caseload levels are within agreed margins and levels that promote good practice and keep staff safe.
- Enable workers to have sufficient time to spend with children and young people and therefore improve the quality of practice.
- Promote greater job satisfaction.

A strategic direction that encourages and supports pre and post qualifying learning and encourages personal development and support will promote employee retention.

Embedding a child-first culture into practice through the implementation of a new model and approach to delivering social work services (e.g. strength based and evidence-based approaches such as Motivational Interviewing and Restorative Approaches). This will be supported by a range of frameworks, pathways, techniques and behaviours that will make provision for social workers to spend more time with children and families and the development of embedded business processes that effectively support the service to deliver good outcomes for children.

Providing a robust quality assurance framework that supports quality social work practice, which captures the views and feedback of children and families and of staff will inform continuous improvement, and will be supported by effective learning and development, supervision, and management.

Our principles:

Children's Rights - We will ensure that staff are aware of their obligation to respect, protect and fulfil children's rights and understand that they are accountable to children for meeting this obligation.

Home First - We will identify preventative measures and/or develop solutions that enable people in need of care and support and their families to be as independent as possible and safe. This will include steps to support people to live within their local community, as close as possible to home, family, and friends wherever appropriate.

What Matters - We will listen to and work with young people and their families in need of care and support, to find solutions that meet their needs, keep them safe and enable them to reach their full potential.

Sustainable Resources - We will make the best use of our resources to ensure quality outcomes and value for money. We will work with people and partners to develop a sustainable approach to support within the community so that people can access good quality and cost-effective solutions to meet their needs.

Employee Profile

Staff Profile Summary

- There are 275 qualified social worker and social work manager posts in Cardiff Children's Services social work teams. (Including Fostering, Family Intervention & Support Services (FISS) and Reviewing Hub).
- Of these posts 196 are filled with permanent / temporary Council employed staff.
- Of these 196 posts:
 - 33 male
 - 163 female
- 20 posts are currently vacant and not covered by agency staff.
- 59 posts are occupied by agency staff.
- Approximately 14.3% of permanent / temporary Council employed staff across the whole of Children's Services are from a Black and Minority Ethnic (BME) background, compared with 16.6% of the Cardiff population.

The detail of how this strategy will be implemented is set out in our Workforce Action Plan that forms part of our Directorate Delivery Plan.