

# Cheshire West & Chester Council

Produced by the Research, Intelligence and Consultation Team  
(Part of Strategic Intelligence)

## Social Worker Health-Check Survey

July 2015



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# Health Check

## Executive Summary

I would like to thank you for your contributions to the Social Work Health Check, which was completed in May 2015. Your contributions are instrumental in shaping the service and informing developments to ensure we continue to safeguard and improve the outcomes for our most vulnerable children and young people.

We have listened to what you said and have already started to progress some of the key issues identified in the survey results. These are related to IT, Liquid Logic, Recruitment and Retention and Learning and Development. For example, we are driving forward the review of our Social Work Offer to strengthen how we both recruit and retain our workforce; we also want to make sure you benefit from a work life balance, promoting flexi-time of up to 16 days per year.

We are committed to investing and developing you as the workforce. We have initiated a review of Social Work progression to support effective retention. This includes developing a framework of 'development opportunities' to promote further learning and increase knowledge, skills and career opportunities within the service. We are also investing in a series of 'Aspiring Programmes'. These will encompass the Aspiring Senior Practice Lead, Aspiring Team Manager and Aspiring Senior Manager programmes to support and develop you in your career opportunities; these will be launched over 2015/16.

You have raised specific issues around lone working, Liquid logic training and IT. These issues are being taken seriously- the Lone Working Policy is due to be re-launched later this year and we are exploring new ways to ensure you are as safe as possible when undertaking your duties. Liquid logic and IT issues are being addressed with our performance colleagues and further developments will progress through our User Groups and senior management team.

In this survey you have told us that at Cheshire West and Chester it is "*hectic, demanding, challenging and a rewarding*" place to work; it is a strong and forward thinking Council which has high standards; invests in and supports staff; it aspires to achieve good outcomes for children; and promotes a positive work ethic.

Thank you for the commitment, passion and pride that you take in your work; and for your commitment to making a difference and improving the outcomes for the children and young people in our Borough.

I look forward to updating you further on all the issues identified within the survey at the Social Work Forum sessions throughout 2015 and 2016.



Emma Taylor  
Head of Children's Social Care



# Summary

## The respondents

Cheshire West and Chester Children's Social work team were asked to complete an online survey for the 'Social Worker Health-Check'. This team consists of 155 members of staff which include social workers of varying level, including managers and business support.

Of the 155 members of the team 83 completed the 34 question survey and submitted it before the closing date in May 2015. As there were 83 respondents means that the percentage figures in this document are not statistically sufficient to quote.

## Your role and work life balance

Over half of the respondents have less than five years of experience working with Cheshire West and Chester, with almost half having less than five years' experience as a social worker in total. Around one third of respondents have worked with Cheshire West and Chester for over ten years. Almost all of the 83 respondents have a permanent contract with Cheshire West and Chester.

The majority agreed that they felt proud of the work that they do at Cheshire West and Chester and that they were able to use their skills, knowledge and initiative to good use within the organisation. There was also a belief that managers valued and recognised the work that they did.

## Having right tools to do the job

Most have access to mobile phone, laptop and a lockable drawer in order to carry out their role. No one commented about not having the equipment to carry out their role but some believed that newer equipment such as smart phones and newer laptops would help in completing their job more efficiently. Some laptops would not work without mains.

There were complaints of difficulties in accessing IT from home. The inability to phone IT when experiencing problems with Liquidlogic was causing problems for some.

Liquidlogic training that is provided could be refreshed as comments included; delays in getting on to training courses, training was rushed and that there was a lot of repetition. Ideas to help improve training included 1:1 training, 'on hand' trainers and refresher courses are needed.

When asked how to improve Liquidlogic, respondents suggested; quicker queries, less duplication of information, less prolonged online forms, speeding up of PEPS and better genograms.

## Learning and development

It was suggested that there is a good starting ethos with ASYEs at Cheshire West and Chester and that there are good opportunities for progression within the organisation along with good training opportunities.

However, there was a strong feeling amongst respondents that there was too little time for learning and development, including training, because of large caseloads that each member of staff had. It has been suggested that the quality in training has dipped recently and that the trainers themselves need better training.

University and other training courses are very time consuming and when combined with a high work caseload means that work/life balance suffers. The majority mentioned a poor work/life balance and that to have some time ring fenced by managers in order to complete training/courses was very much needed.

More secondment, mentoring and 'buddy' opportunities would be welcomed by a number of staff, including team managers.

Progression should be linked to the individual's ability not on predetermined 'minimum' timescales, and that the individual should not have to wait for the next cohort in order to start a progression route.

## What Social Workers like most about working at Cheshire West and Chester

Respondents reported that they enjoy their role, the young people that they work with and how their work can affect the lives of those young people. There were no negative comments about the teams in which people worked, all had high praise for the passion, ability and team spirit of their colleagues. There was also a great deal of pride in the work that respondents did and also pride in the work their team, and the authority itself, was able to accomplish.

There was also praise for line managers and the support that they provided to all levels of staff.

Cheshire West and Chester as an organisation to work for was described as; forward thinking, having high standards that support their staff, aspires to good outcomes and has a positive work ethic.

The ability to access training was very good and there was a pleasant office environment and location and that ultimately working at Cheshire West and Chester is "hectic, demanding, challenging and rewarding".

## What Social Workers would most like to improve about working at Cheshire West and Chester

The overwhelmingly popular suggestion was to reduce the caseload to allow for a better work/life balance. Many thought that work expectations placed upon the individual was often unrealistic. Smaller caseloads would also allow staff more time to complete training and university courses to help career progression.

It was suggested that communication from senior managers needed to be improved and that these managers could be more 'visible' and 'approachable' to other members of staff.

Secondments between teams could help individuals learn new skills and encourage better interaction. There also needs to be better consistency between teams, it was suggested that different teams have different views on organisational policy, such as the use of flexi time.

Improvements need to be made to flexible and mobile working for instance with travelling time between areas (eg Northwich and Winsford) and access to IT from home. There should also be the provision of better IT equipment, including smartphones to allow access to emails whilst working out of the office and newer laptops.

A better understanding of the safety of workers prior to lone meetings and home visits is also needed.

Staff retention issues need to be addressed as there is a high turnover of staff. If there were more business service staff then social workers would not need to spend as much time imputing data and could spend more time with children.

Increased pay scales was suggested to reflect the hard work and complexity of the job; this will also help with staff retention.

# 1. Background

## Introducing the Social Worker Health-Check Survey

The health-check is an important tool in supporting and delivering effective social work. It is a key element and covers the requirement to have a 'clear social work accountability framework'. The Local Government Association document (Delivering standard 1: The social work health-check; LGA, November 2014) states that:

"All employers should: complete, review and publish an annual 'health-check' or audit to assess whether the practice conditions and working environment of the organisation's social work workforce are safe, effective, caring, responsive and well-led."

The health-check is an important barometer of workflow and barriers to effective practice. The health-check can be an important part of an employer's retention and recruitment strategy because it means social workers feel that they are listened to and that the employer is pro-active in tackling the issues that affect them at the front-line.

It is also a way of enabling employers to provide well led professional environment as well as enabling social work professionals to maintain their professionalism and to practice more effectively.

As part of its final report in 2009 the Social Work Task Force recommended the development of standards for employers of social workers setting out the support and working conditions they should provide. In preparation for that, the SWTF included a 'health-check' process for assessing practice conditions: covering five areas:

1. Effective workload management
2. Pro-active workflow management
3. Having the right tools to do the job
4. A healthy workplace
5. Effective service delivery

## Social Worker Health-Check – a local consultation

The first social workers health-check was open to members of the Cheshire West and Chester Children's social work team over a four week period during April and May 2015. The survey contained 34 questions and was available to complete on the council's online consultation page via a link in an email sent to all those (155) working within the team.

Of the 155 who make up the Children's Social working team, 83 responded with a completed survey, this gives a response rate of 54%. This response rate is higher than most council staff survey response rates, with many rates being around 40%-45%.

## 2. About the respondents

To protect the anonymity of the respondents, no personal questions were asked in the survey, though we do know the current job role of each respondent. As a result of this any percentages used within this document should be used with caution as small numbers will skew the meaning of percentages.

### Current job roles of respondents

| Current Role             | Number of respondents | Percentage of all respondents |
|--------------------------|-----------------------|-------------------------------|
| ASYE                     | 4                     | 5%                            |
| Social Worker            | 44                    | 53%                           |
| Senior social worker     | 3                     | 4%                            |
| Senior practitioner lead | 9                     | 11%                           |
| Social work team manager | 8                     | 10%                           |
| Senior manager           | 2                     | 2%                            |
| IRO                      | 2                     | 2%                            |
| Other                    | 11                    | 13%                           |
| Total                    | 83                    | 100%                          |

- Of the 83 who responded over half were social workers, all other job role types had lower numbers responding.



### 3. Your role and work life balance

This section gave the respondents the opportunity to tell us a little bit about themselves and their work history and how their job role affects their work/life balance.

#### Experience as a social worker

| Duration         | Experience as a qualified social worker working at CWAC | Percentage with experience as a qualified social worker working at CWAC | Total experience as a qualified social worker | Percentage with experience as a qualified social worker |
|------------------|---|---|---|---|
| Less than 1 year | 13  | 16%   | 4   | 5%  |
| 1-5 years        | 34  | 41%   | 29  | 38%   |
| 6-10 years       | 8   | 10%   | 16  | 21%   |
| Over 10 years    | 28  | 34%   | 27  | 36%   |
| N/A              | 0   | 0%  | 7   | -   |

- The majority of respondents have worked at Cheshire West and Chester for 5 years or less.
- Around one third of those that responded have worked for CWAC for over 10 years.
- Of those who responded who are qualified social workers, just over half have been a qualified social worker for 6 years or more, and just less than half have been qualified for 5 years or less.

#### Employment contract type

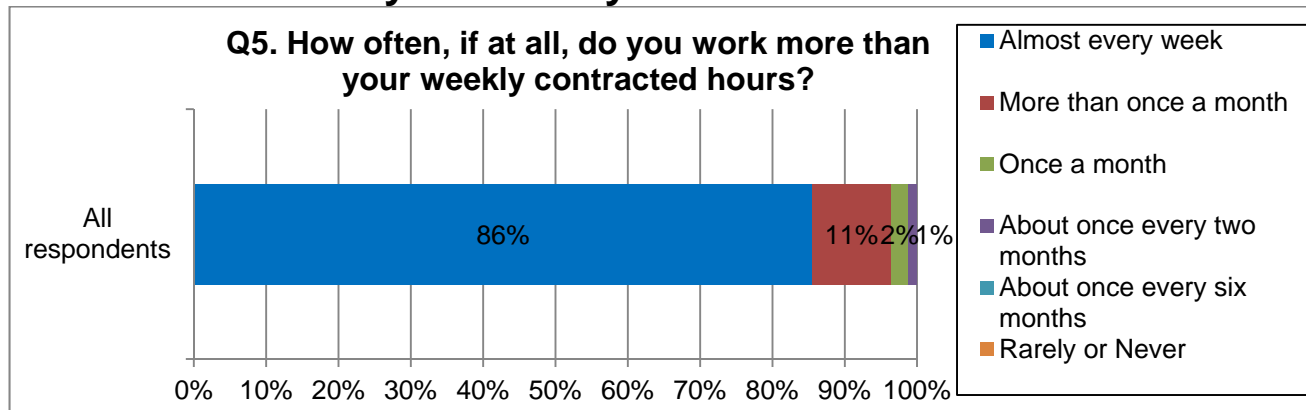
| Contract            | Number employed | Percentage employed |
|---------------------|-----------------|---------------------|
| Permanent contract  | 78              | 94%                 |
| Fixed term contract | 5 or less       | 1%                  |
| Via an agency       | 5 or less       | 5%                  |

- Almost all of the respondents are employed on a permanent contract.

## 4. Survey Responses

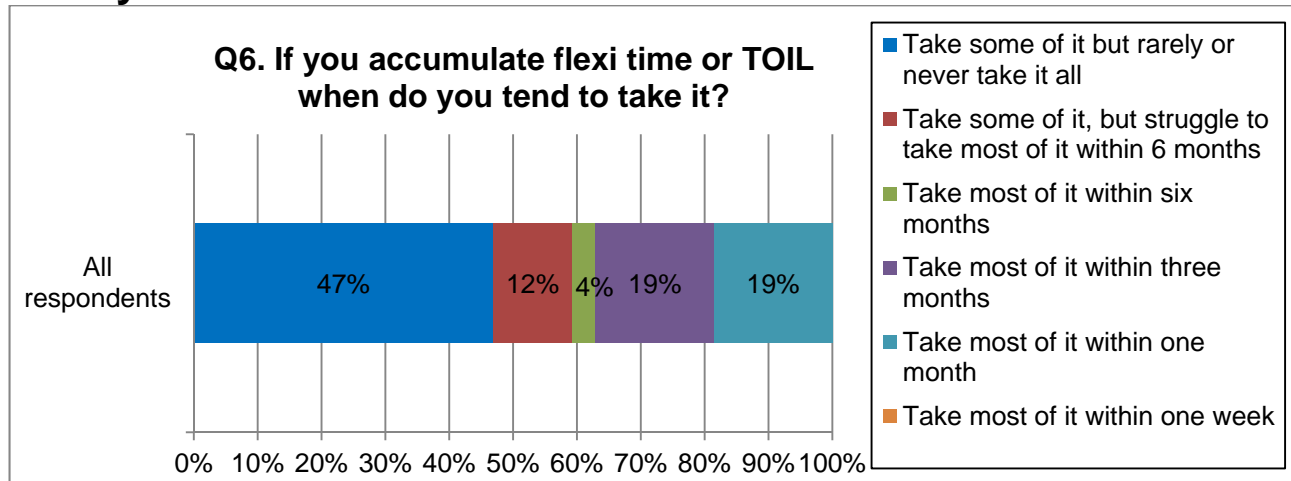
### Your role and work life balance

#### Work in excess of your weekly contracted hours



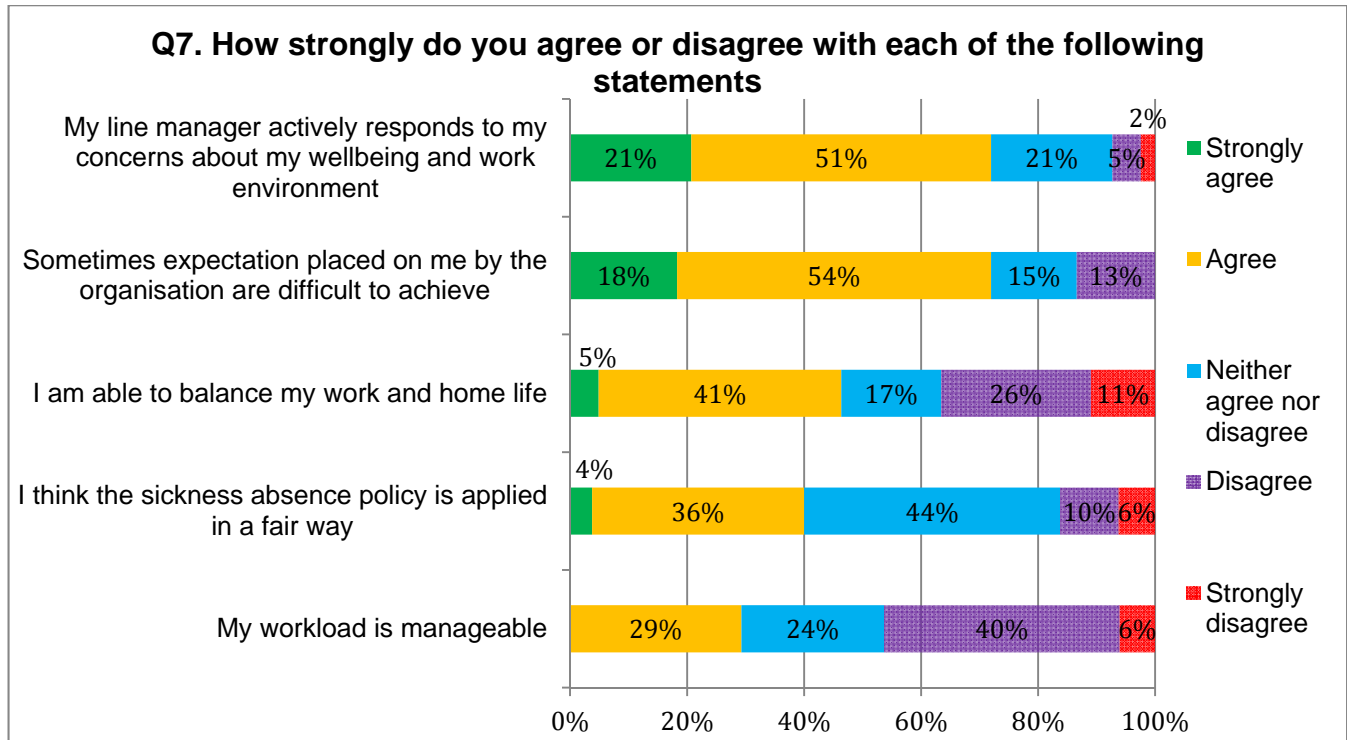
- The vast majority of respondents work more than their contracted hours ‘almost every week’.
- All ASYE respondents say that they work over their contracted hours almost every week.
- All respondents categorising their job role as ‘other’ work over their contracted hours almost every week.
- 80 out of the 83 respondents reported that they work more than their contracted hours ‘more than once a month’.

#### Ability to take flexi time or TOIL



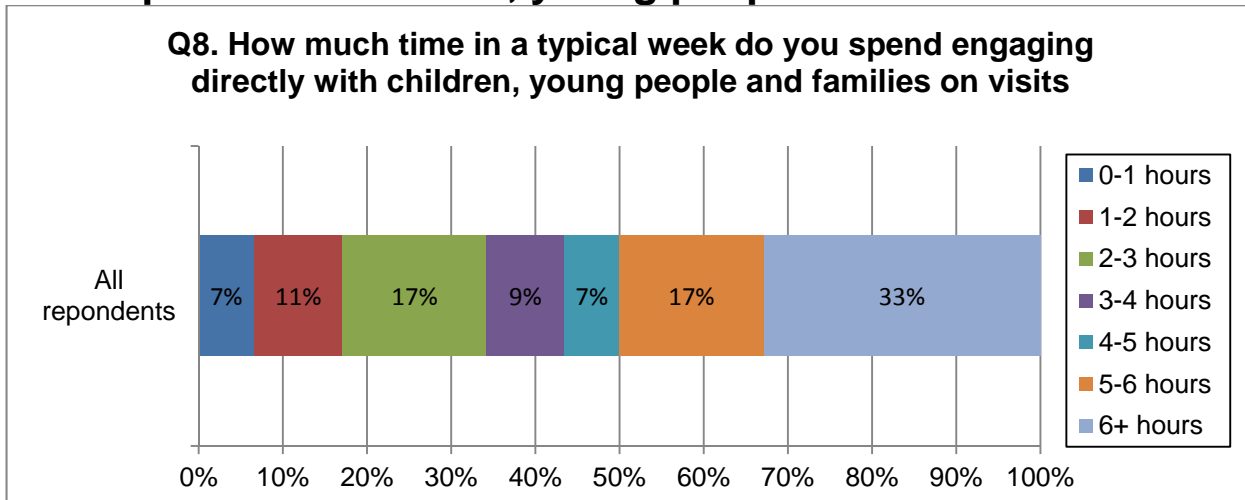
- Almost half of respondents manage to ‘take some of it but rarely or never take it all’.
- Over half ‘struggle to take most of their flexi within 6 months’ or ‘rarely/never take all their flexi’.
- Around a third able to ‘take most of it within three months’.

## Work and home life balance



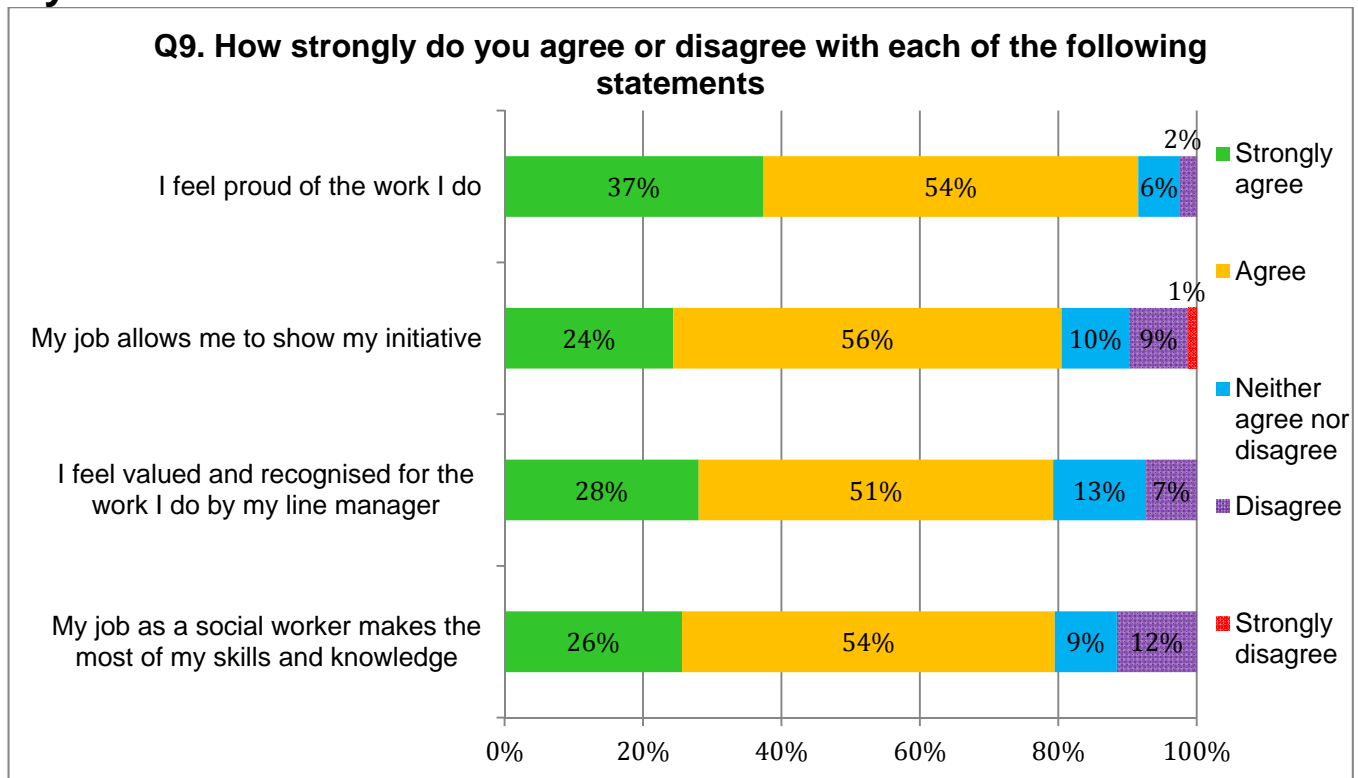
- The majority agreed that their line manager is active in responding to their concerns about their wellbeing and work environment.
- There were some who believed that their line manager was not active in responding.
- The majority of respondents agreed that the organisation placed expectations on them that are difficult to achieve.
- Almost half of respondents agreed that they were able to balance work and home life.
- Around one third of respondents disagreed and said that they were not able to balance work and home life.
- Over one third of respondents agree that the sickness absence policy is applied in a fair way.
- Almost half of all respondents disagree and believe that their workload is not manageable.
- Around one third of respondents say that their workload is manageable.

## Time spent with children, young people and families



- Approximately one third of respondents spend 6 or more hours engaging directly with children, young people and families on visits in a typical week.
- Over half spend more than 5 or more hours per week engaging with children, young people and families in a typical week.

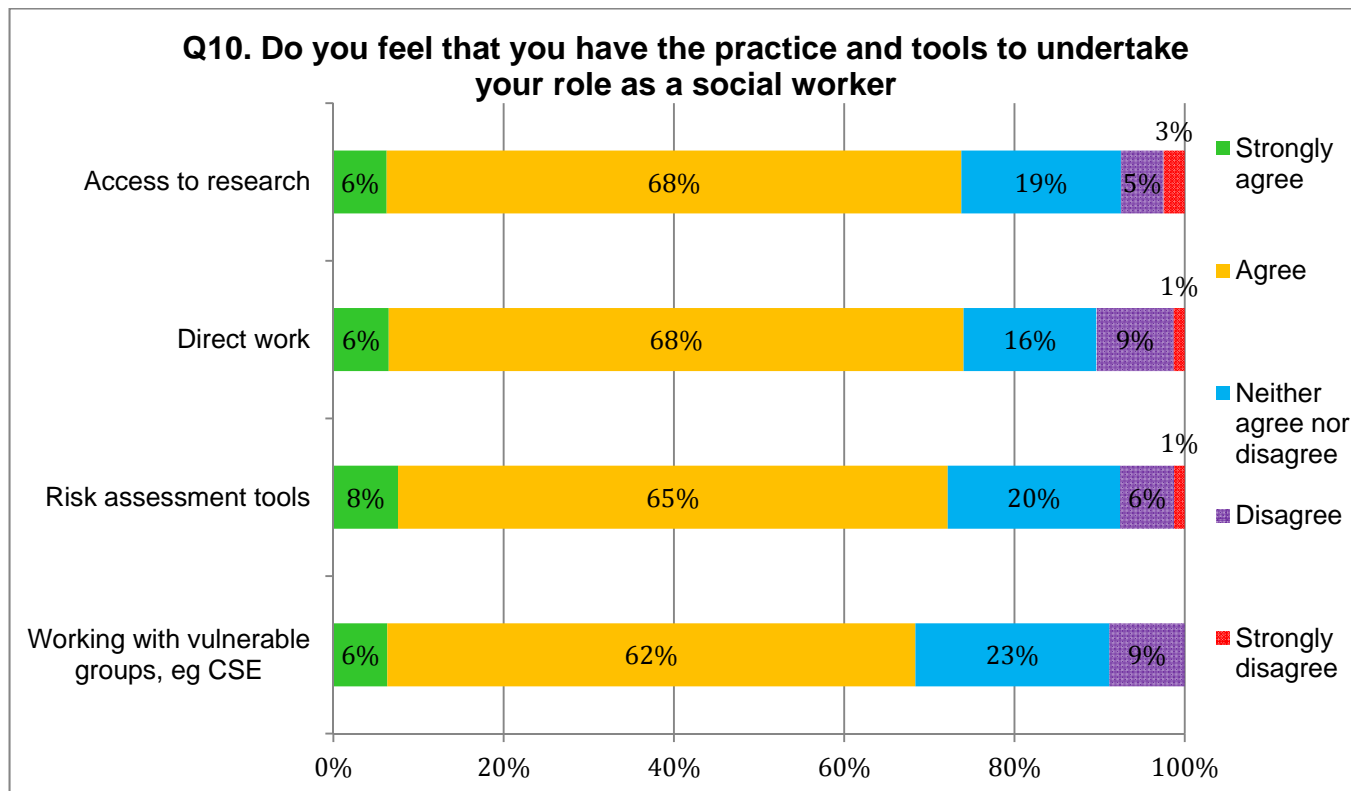
## My role and skills



- The overwhelming majority are proud of the work that they do with little disagreement.
- The vast majority said that their job allows them to show their initiative.
- The majority of respondents agreed that they felt valued for the work that they do by their line manager.
- The majority believed that their job as a social worker made the most of their skills and knowledge. No respondent 'strongly disagreed' with this statement.

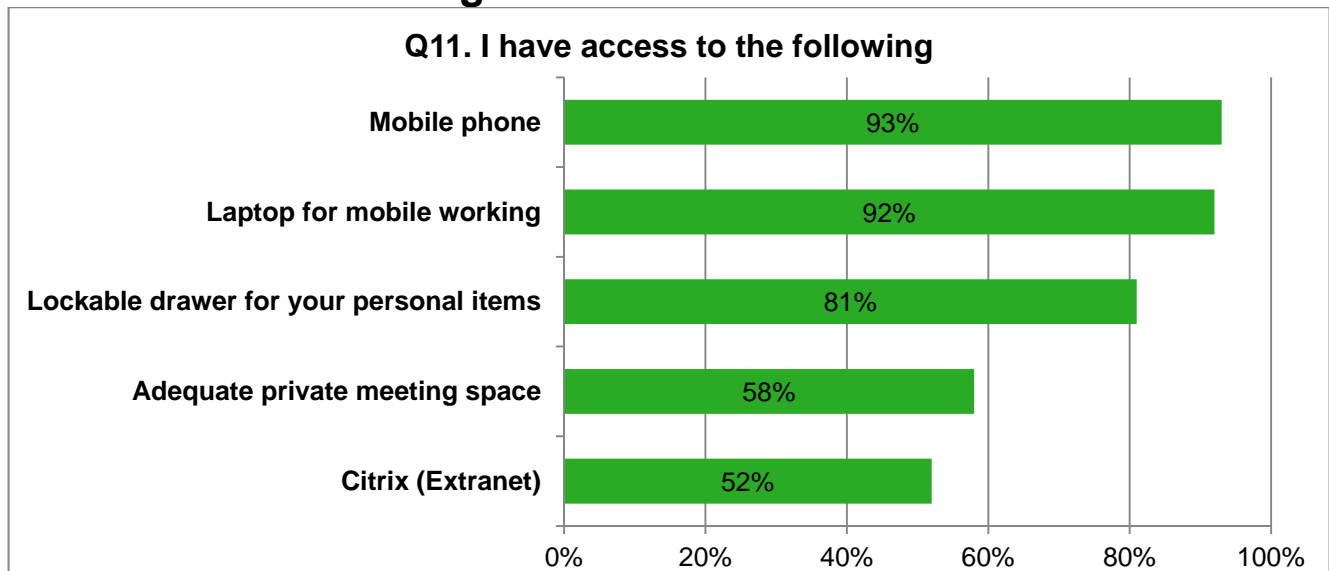
## 5. Having right tools to do the job

**Do you feel that you have the practice and tools to undertake your role as a social worker..?**



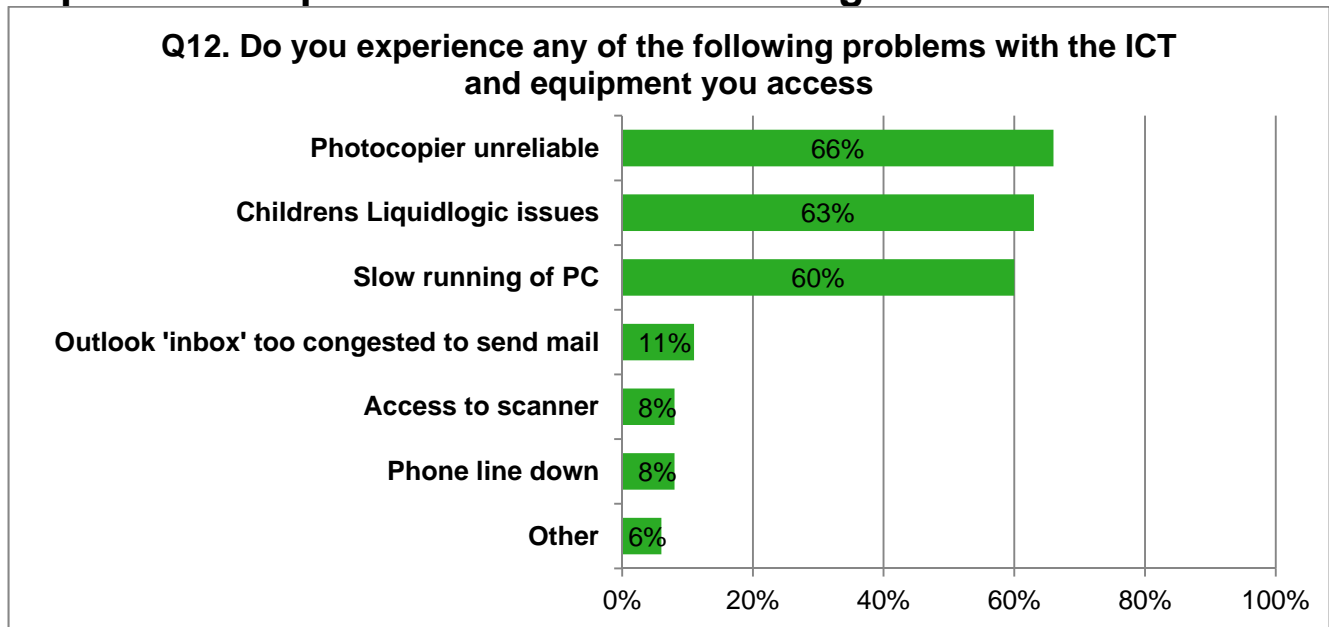
- Over two thirds of respondents agree that they have they have practice and tools to undertake their role as a social worker, in regards to access to research, direct work, risk assessment tools and working with vulnerable groups, eg. CSE.

## Access to the following



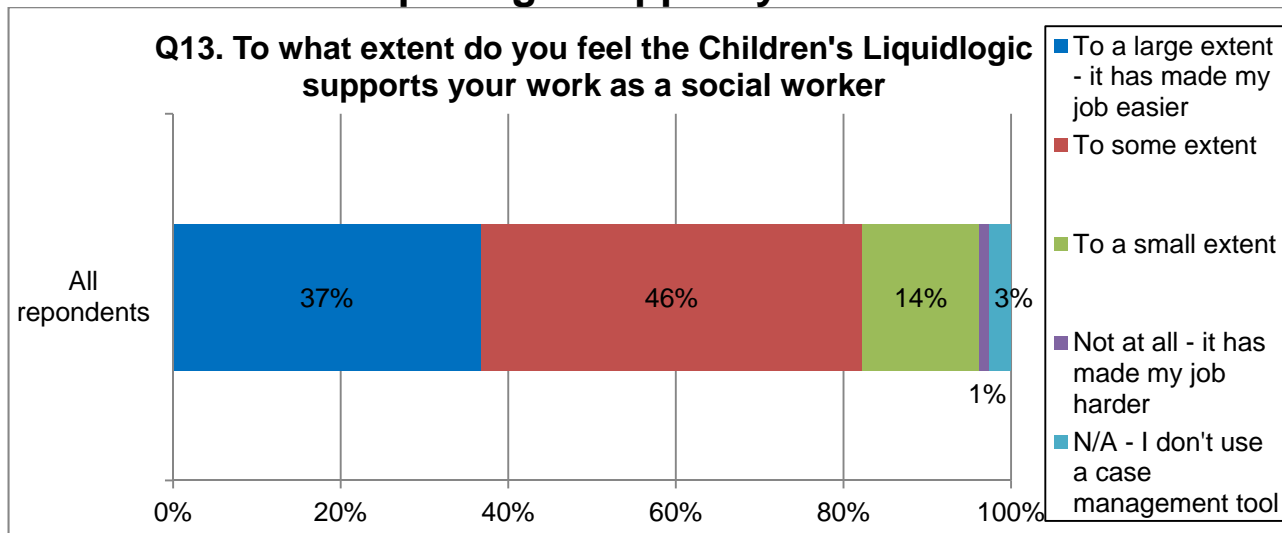
- Almost all respondents have a mobile phone and a laptop for mobile working.
- The majority can access a lockable drawer for their personal items.
- Over half have access to adequate private meeting space.
- Just under half of those responding have access to Citrix (Extranet).

## Experience of problems with the following



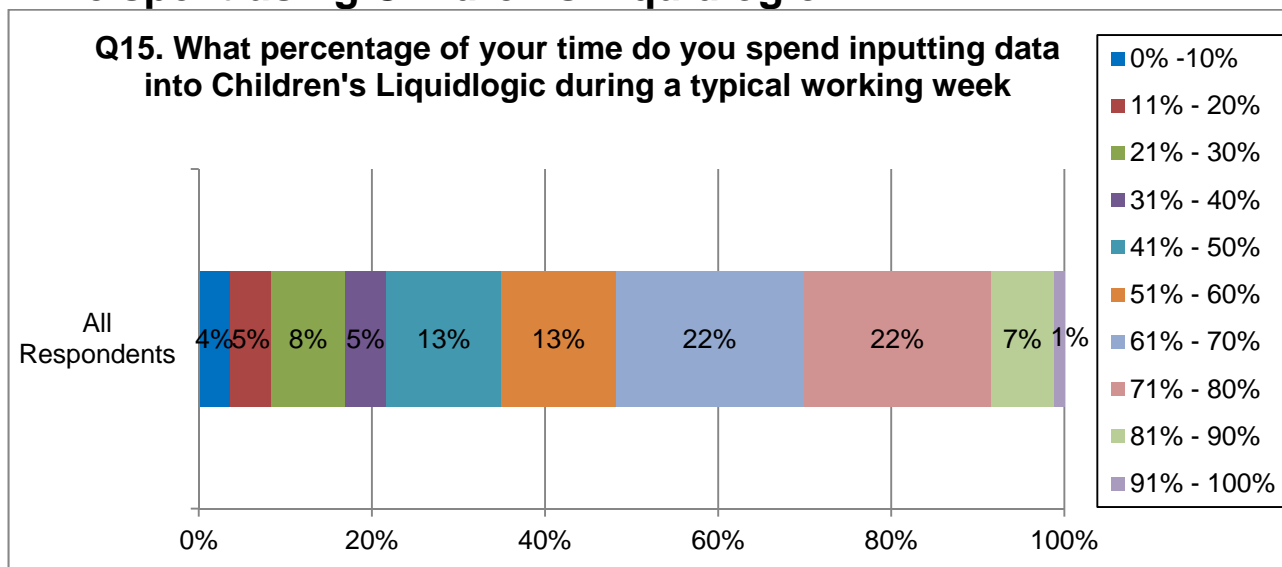
- Over half had problems with a photocopier being unreliable, slow running of their PC or issues with Children's Liquidlogic.
- A few respondents said they had problems with; Outlook 'inbox' too congested to send mail, Phone line being down, access to a scanner and other problems.

## Does Children's Liquidlogic support your work?



- The majority believed that Children's Liquidlogic, supports their work as a social worker.

## Time spent using Children's Liquidlogic



- Respondents spend a wide range of time on Children's Liquidlogic. However, around two thirds spend half of their time or more using the system.



## Further comments:

**Below is a summary of additional comments made regarding IT:**

### **Problems with IT equipment:**

- Slow PCs.
- Smart phones should be distributed to all social workers in order to work/access emails.
- Flexible working not properly implemented.
- Old and obsolete laptops, some do not work without mains, software problems too.
- Difficult to access IT from home.
- Waiting for IT equipment for a Pilot scheme that should have started in December 2014.
- Cannot phone IT to resolve Liquid logic problems.

### **What could be done to improve Liquidlogic:**

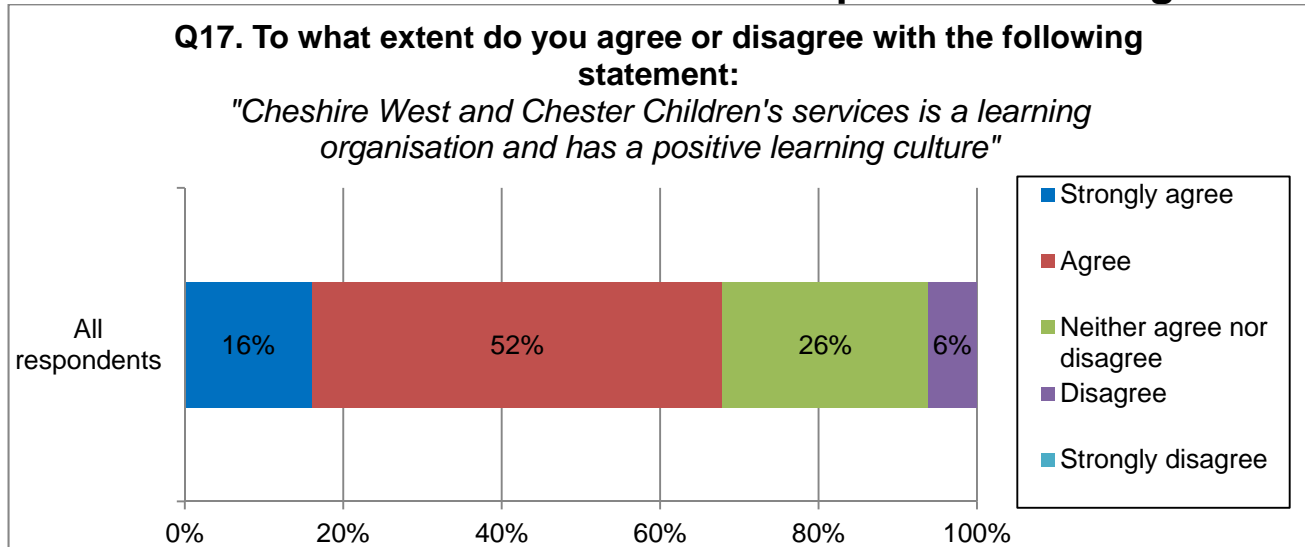
- Quicker queries needed.
- Prolonged online forms that are difficult to fill in and make more work.
- Tablets/notepads would be easier to carry around to work from and access emails.
- Cannot place reports on Liquid logic until the social worker has completed their reports.
- Faster and clearer access routes needed.
- Less duplication of information needed.
- More specific software needed, Liquid logic needs to be more reliable as it is slow and 'crashes'.
- Speed up PEPS.
- Better genograms for displaying family information.
- Liquid logic is outdated, software updates are needed.
- Private fostering not recognised by the system.

### **What could be done to improve training for Liquidlogic:**

- Training should use the live system.
- Training was rushed.
- Phone helpline needed, not email help.
- Long delays to get training. 1:1 training would be good.
- Updated training needed to go along with software updates.
- More role specific training needed. A lot of repetition.
- 'On hand' trainers needed.
- 'Refresher' courses needed.
- Sometimes training cancelled, causes delays in social workers getting trained as quickly as needed.

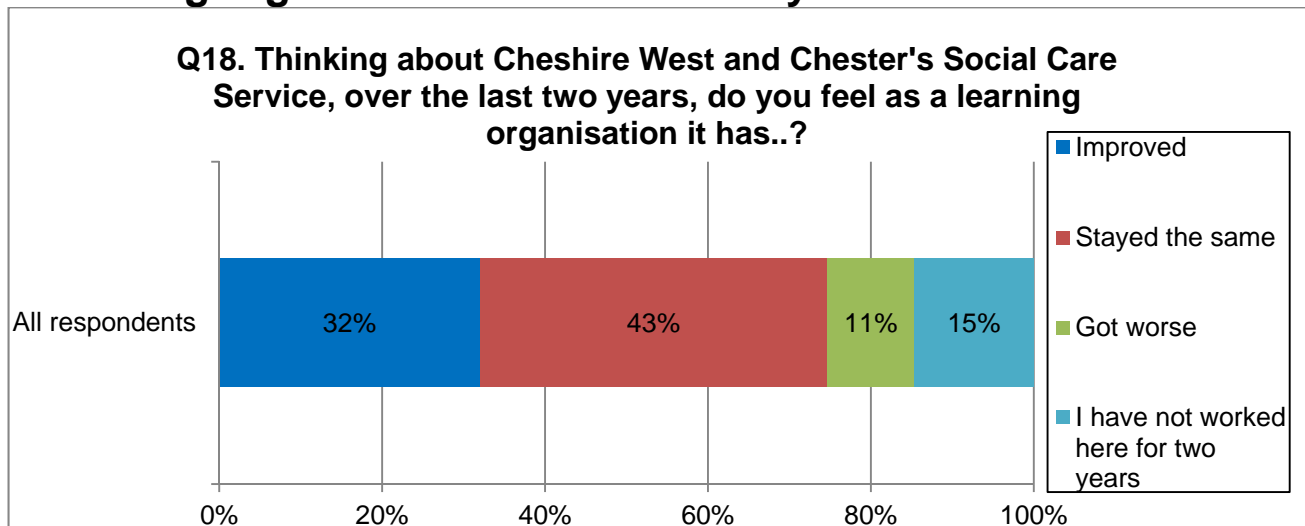
## 6. Learning and development

### Does Cheshire West and Chester have a positive learning culture?



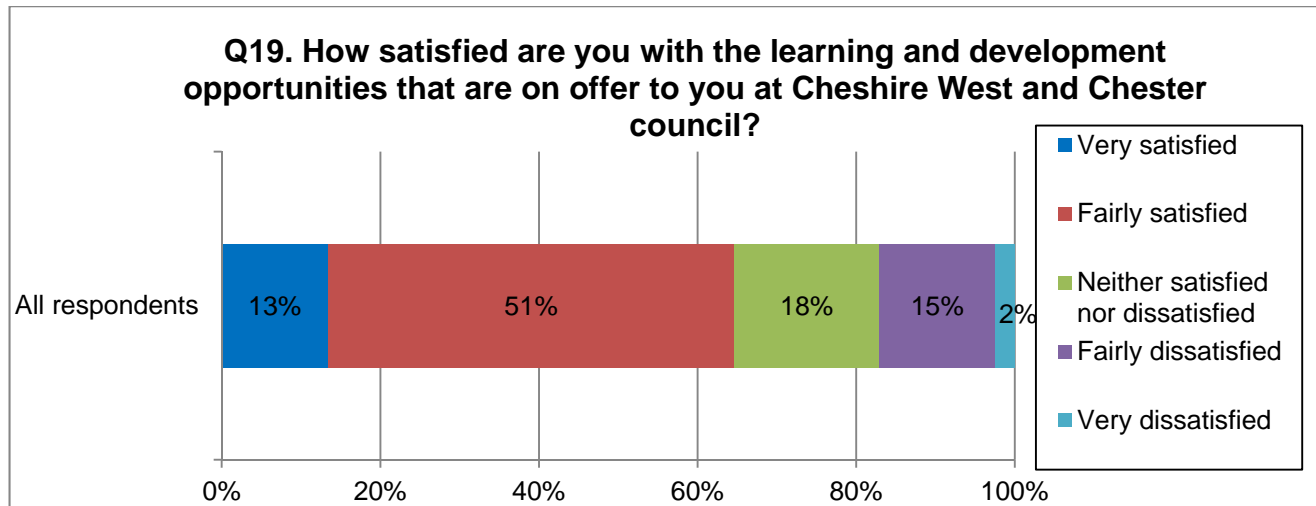
- Around two thirds of respondents agreed that Cheshire West and Chester Children's services is a learning organisation and has a positive learning culture with little disagreement.

### Has Cheshire West and Chester's social care service improved as a learning organisation in the last two years?



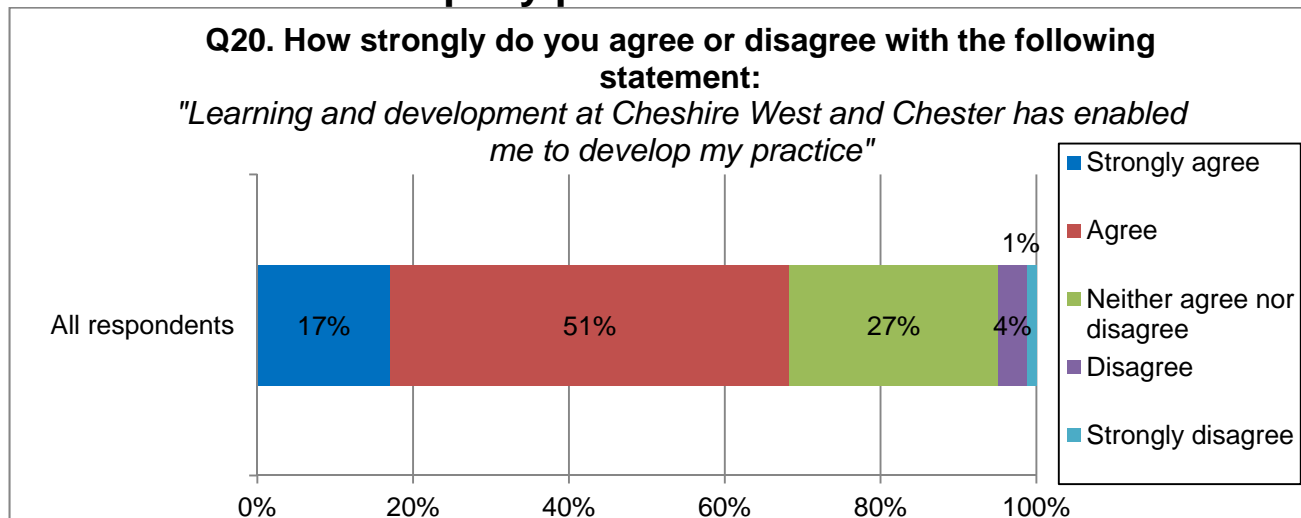
- The vast majority of respondents agreed that Cheshire West and Chester Social Care Service has either 'improved' or 'stayed the same' over the last two years.

## Learning and development opportunities and Cheshire West and Chester



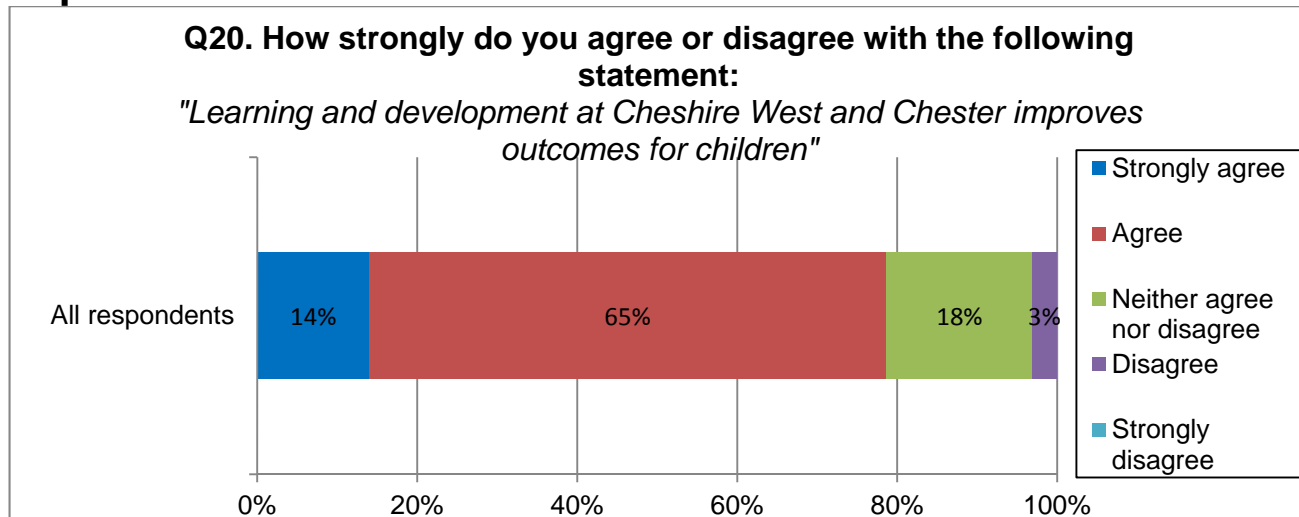
- The majority are satisfied with the learning and development opportunities that are on offer to them at Cheshire West and Chester council.

## Learning and development at Cheshire West and Chester has enabled me to develop my practice



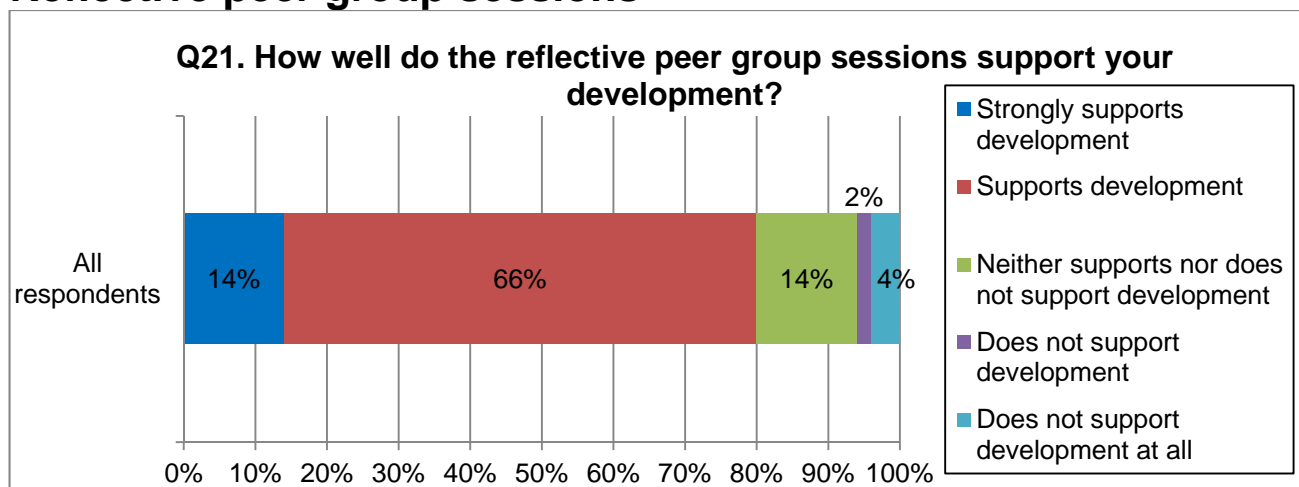
- The majority agreed that Cheshire West and Chester has enabled them to develop their practice, with little disagreement.

## Learning and development at Cheshire West and Chester improves outcomes for children



- The vast majority of those that responded agreed learning and development at Cheshire West and Chester improves outcomes for children with little disagreement.

## Reflective peer group sessions



- The majority believed that reflective peer group sessions supported their development.

## **Further comments:**

**Below are additional comments regarding the learning culture at Chester West and Chester Children's services:**

### **Positive experiences:**

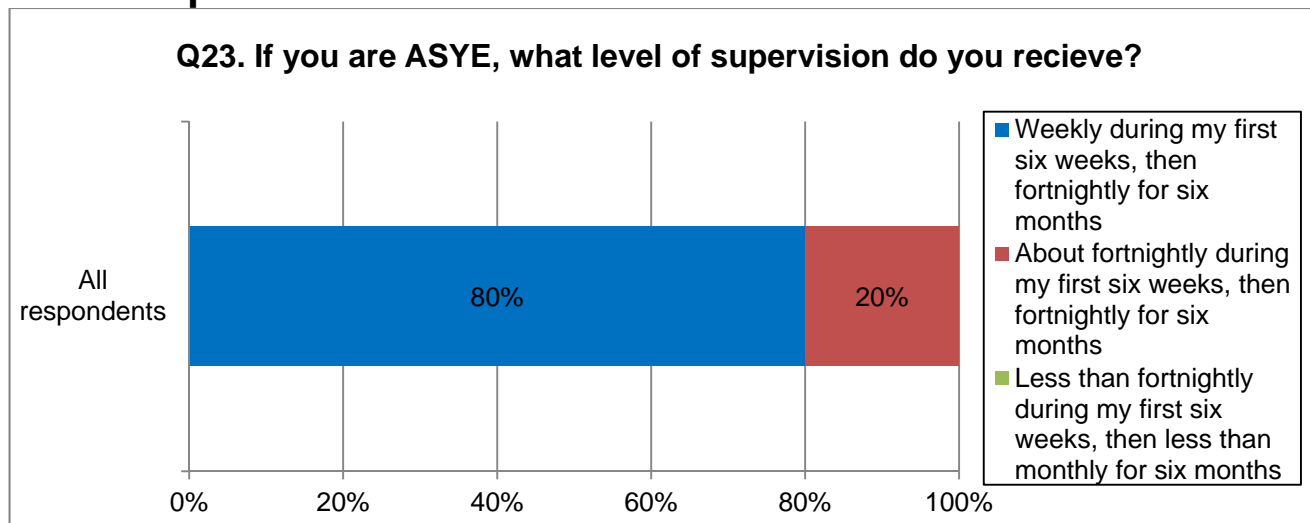
- Good starting ethos with ASYEs.
- Good training opportunities are available.
- Good opportunities for progression.
- Lots of opportunities and there is good team support.
- Cheshire West and Chester encourages and promotes learning.
- Good progression for good social workers.

### **Areas for improvement:**

- No time for learning and development.
- Progression is too slow, also limited progression at SPL/TM level.
- Learning culture varies between offices.
- More specific training required.
- The quality of training is a concern.
- Training quality has dipped recently. Buddy system did not work.
- Trainers need better training themselves. On site trainers would help.
- Course titles not always known in order to identify training needs.
- Development mornings need more appropriate learning needs and better use of time.
- Limited places on courses. Trainers should confirm your place on course sooner this will help with personal diary planning.
- University/academic work is very time consuming on top of a large work case load.
- Management should ring fence time for the completion of their team's training.
- More training opportunities needed for agency workers.
- Dissemination of audits and learning reviews are needed.
- Mentoring and links between teams are needed.
- Learn from staff whom are leaving the reasons why they are leaving.
- More trust to be shown from managers to increase levels of autonomy.
- Social workers should not have to wait for the next cohort in order to start a progression route.
- More secondment opportunities are needed.
- Develop an SPL and 'panel advisor' posts.
- More advanced training courses required.
- The ability of the individual should be focused upon not the 'minimum' timescales for progression.
- Mentoring, buddying up and peer reflection needed for team managers.
- ICT training courses should be made available.
- Limited opportunities to progress for those working in business support roles.

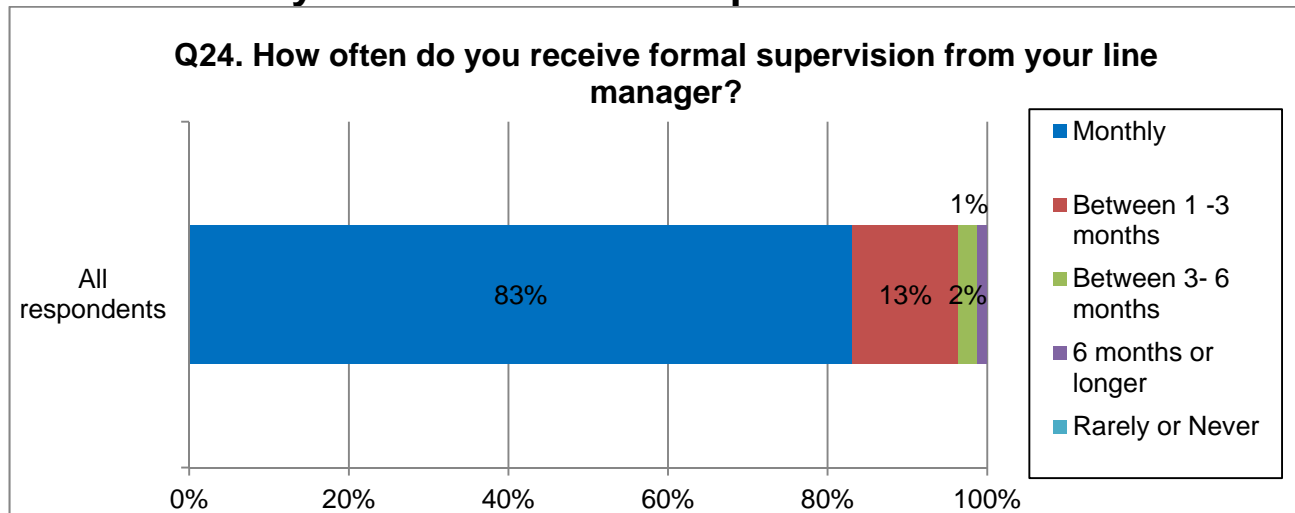
## 7. Supervision and performance management

### ASYE supervision



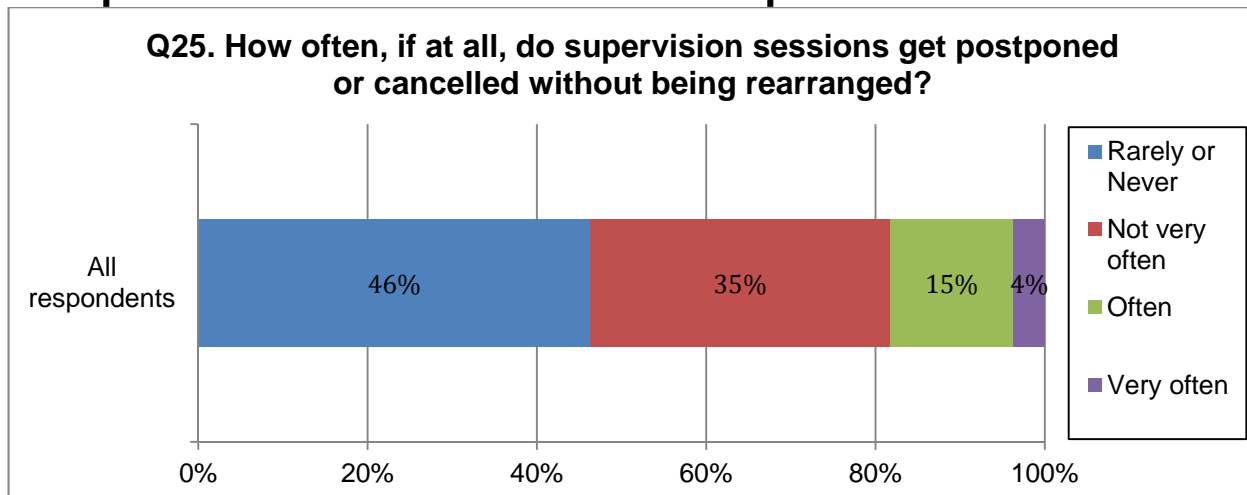
- All ASYE social workers had either weekly/fortnightly supervision in their first six weeks followed by fortnightly supervision for the next six months.

### How often do you receive formal supervision



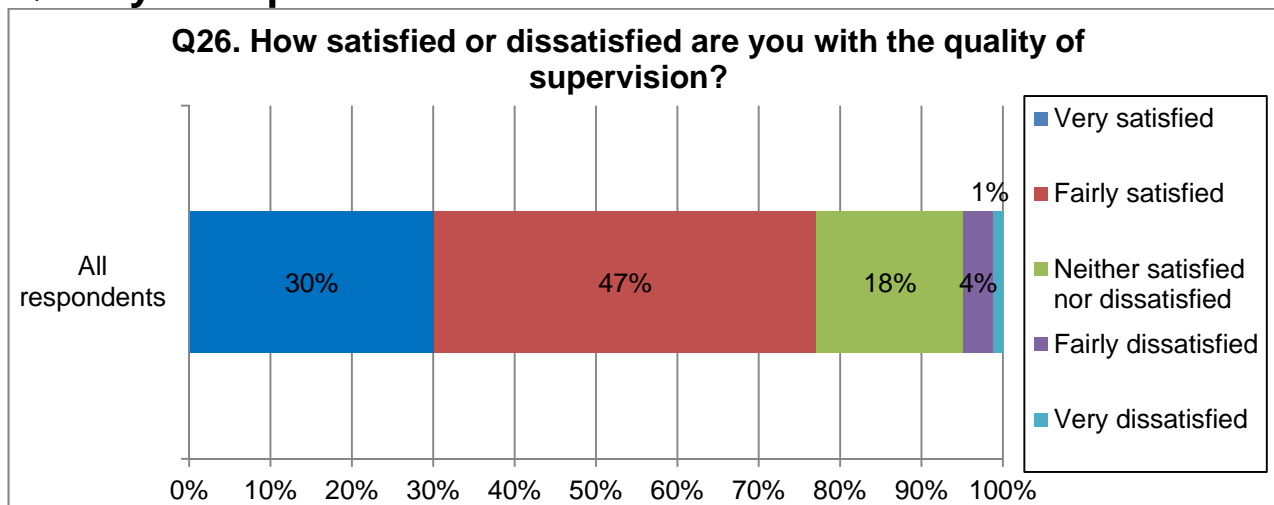
- Of all respondents the vast majority have formal supervision from their line manager on a monthly basis.

## Postponement and cancellation of supervision sessions



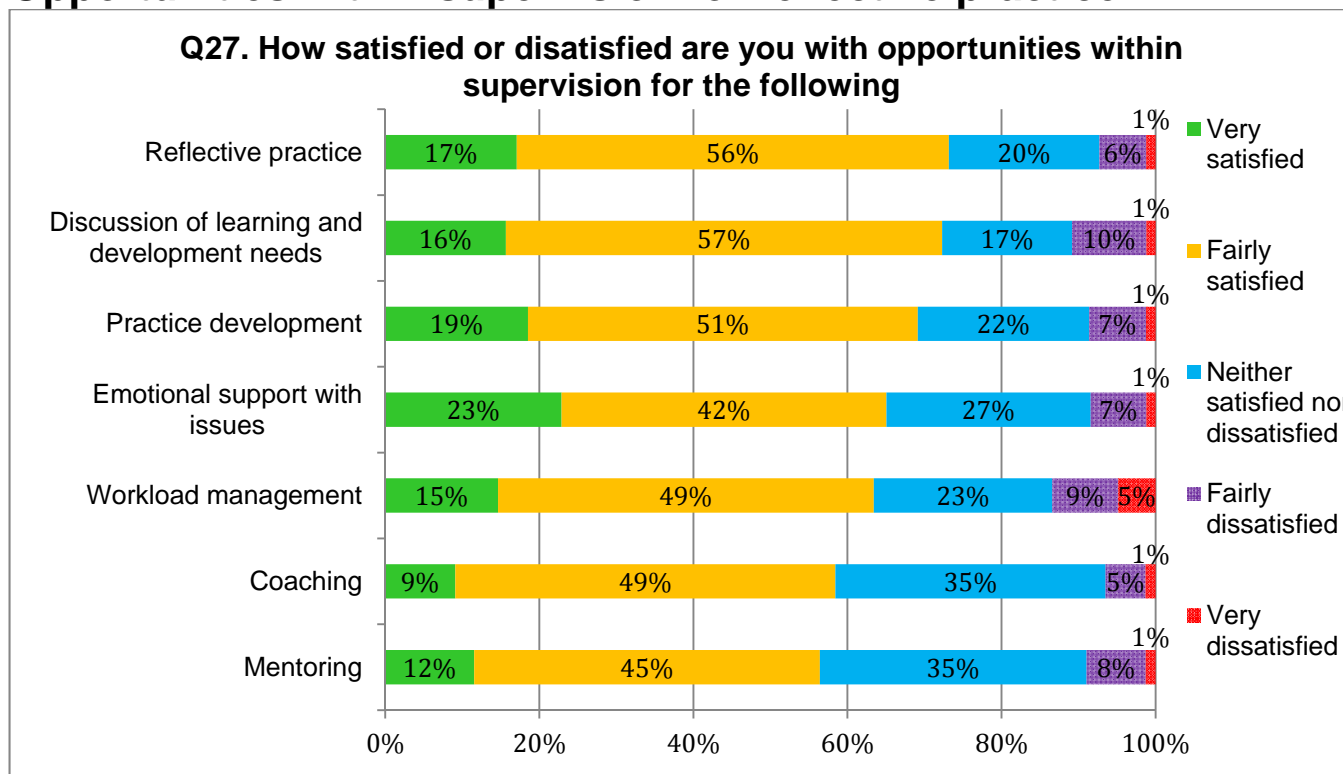
- The vast majority of respondents reported that 'rarely or never' or 'not very often' do they have their supervision sessions postponed or cancelled without being rearranged.

## Quality of supervision



- The vast majority of respondents are satisfied with the quality of supervision with little disagreement.

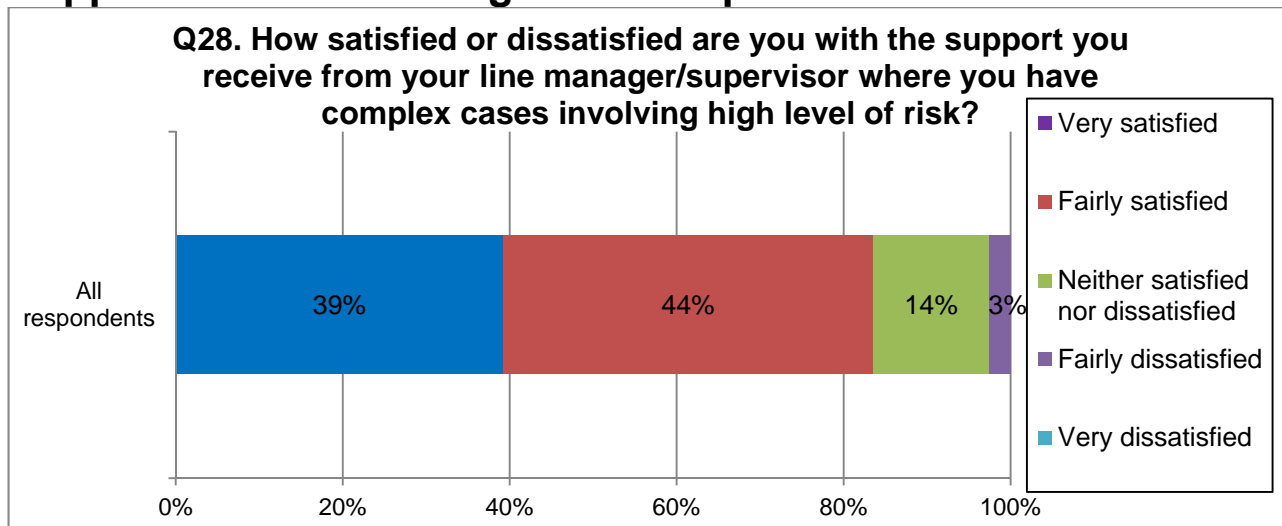
## Opportunities within supervision for reflective practice



- The majority are satisfied with opportunities within supervision for reflective practice, discussion of learning and development needs, practice development, emotional support with issues, workload management, for coaching and mentoring.

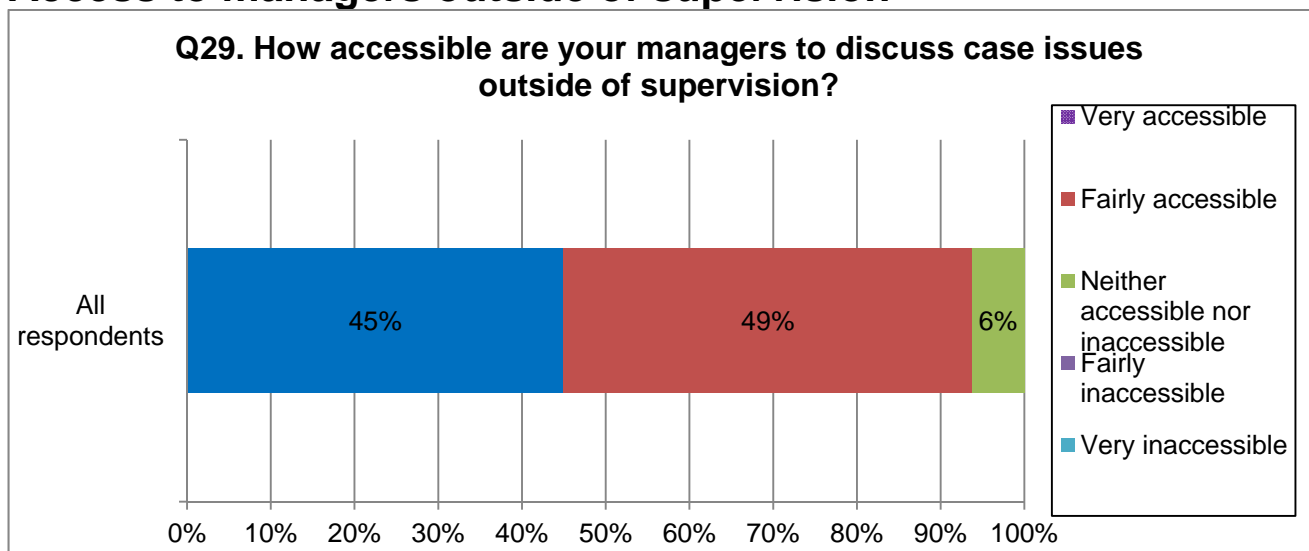


## Support from line manager for complex cases



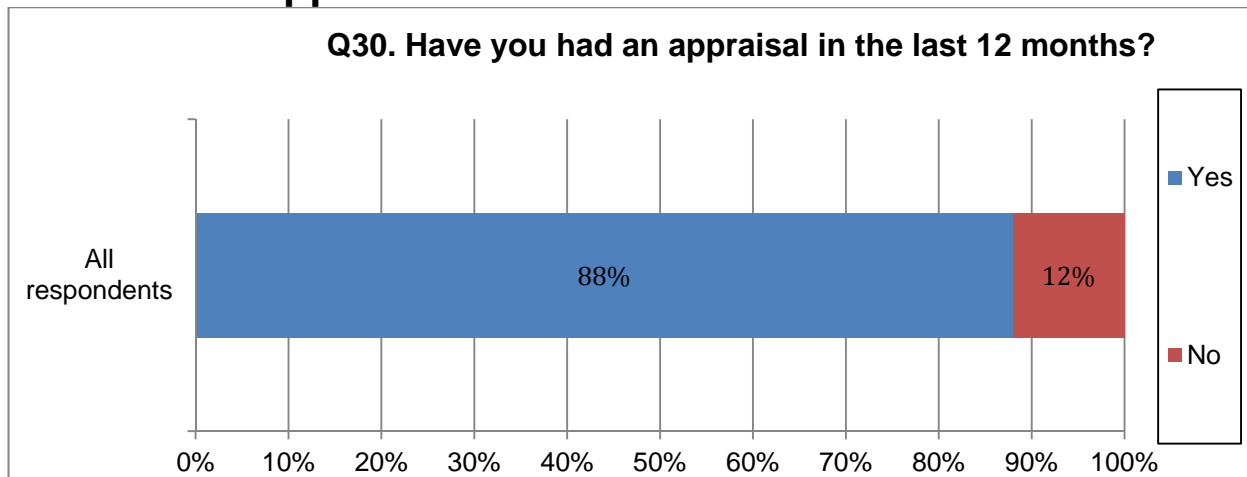
- The vast majority were satisfied with the support that they receive from their line manager/supervisor where they have complex cases involving a high level of risk, with little dissatisfaction reported.

## Access to managers outside of supervision



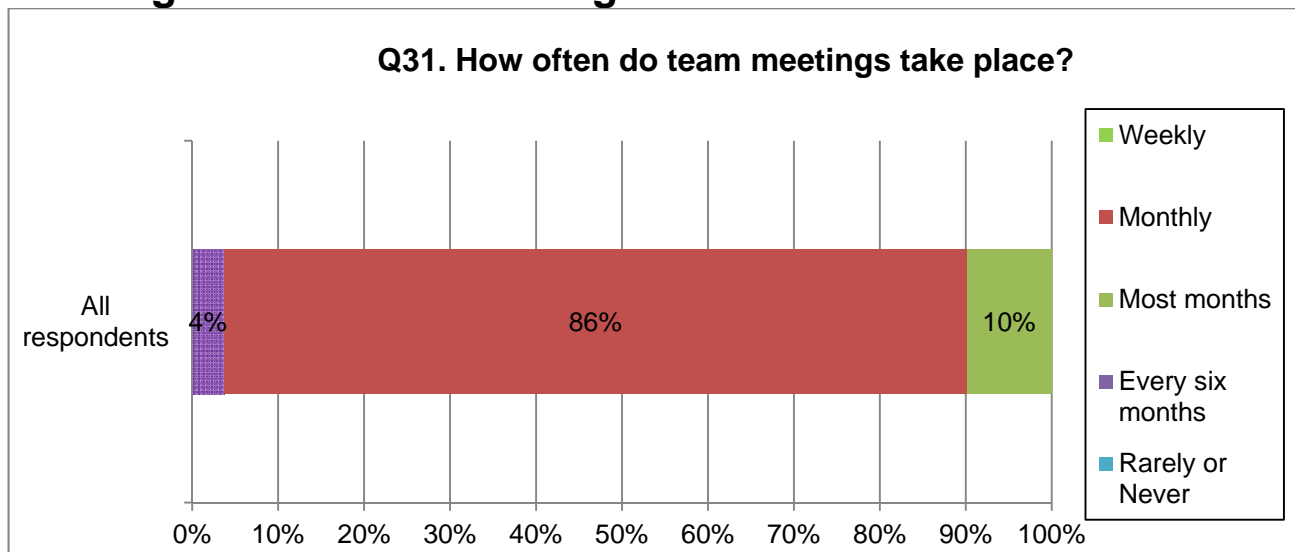
- The vast majority believe that their managers are accessible to discuss case issues outside of supervision, with no reports of managers being inaccessible.

## Most recent appraisal



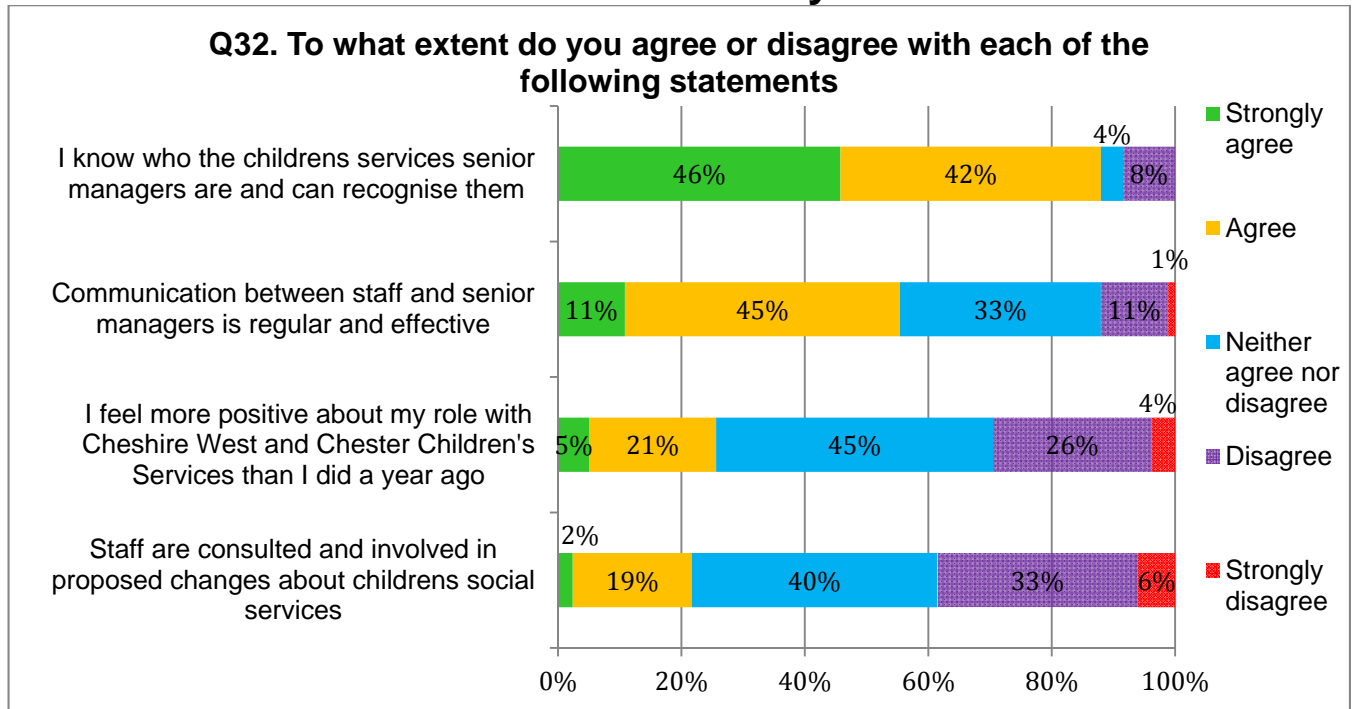
- The vast majority have had an appraisal in the last 12 months.

## How regular are team meetings



- The vast majority of respondents have team meetings on a monthly basis with some reporting team meetings on a 'weekly' or 'most months' basis.

## Communication with senior staff and my role



- The vast majority agreed that they know who the children’s services senior managers are and can recognise them, with little disagreement.
- Around half of respondents agreed that communication between staff and senior managers is regular and effective.
- About a quarter of respondents agree that they feel more positive about their role with Cheshire West and Chester children’s services that they were a year ago, slightly more disagree.
- Around one fifth of respondents agreed that staff were consulted and involved in proposed changes about children’s social services, around one third disagreed that staff were consulted and involved in proposed changes about children’s social services.

## **Further comments:**

**Below is a summary of additional comments made regarding respondent's role:**

### **Reasons for feeling more positive about my role than 12 months ago:**

- More settled with more experience and knowledge.
- "I have progressed and I am being listened too in regards to my cases and training needs".
- My efforts have been recognised through progression.
- Very well supported in my ASYE year.
- Managed and supported well.
- The team feels more stable.
- My role is evolving.
- A change in my role has given me a better work/life balance.
- Improvements in all areas of the team.
- Better progression and opportunities.

### **Reasons for feeling less positive about my role than 12 months ago:**

- Better communication is needed from senior managers.
- Progression, appraisals and pay increments are ambiguous and have left staff unsure and disappointed.
- The development that I have made in my role has not been recognised.
- Teams have been under more pressure than in recent years.
- Obsession with competitive stats needs to be removed.

## Further comments:

### Q33. Please say what you most like about working as a social worker for Cheshire West and Chester Council?

#### My role:

- “I enjoy my role and the amazing young people that I work with”.
- Liquid logic is a better system to work on than others.
- “I enjoy the autonomy that my role offers”.
- “I enjoy making the difference to the lives of children”.

#### My team:

- “I am very well supported by my manager and have good and regular supervision sessions”.
- A fabulous and passionate group of social workers with a strong team spirit and a mutually supportive environment.
- My manager listens to my views.
- Clear awareness of local and cultural needs. Building strong links with other agencies.
- Having the role of SPL is a positive thing.
- Pride of the authority and the passionate people that work here.
- Good team structures.
- A good balance between experienced and newly qualified social workers.

#### Cheshire West and Chester:

- A positive work ethic.
- The role of SPL is still being championed by Cheshire West and Chester.
- Cheshire West and Chester is forward thinking.
- A strong council with high standards who support their staff.
- Cheshire West and Chester aspires to good outcomes for children in care.
- Developmental and specialism opportunities.
- Working at Cheshire West and Chester is hectic, demanding, challenging and rewarding.
- Access to training is very good.
- A pleasant office environment and location.

## Further comments:

### Q34. What would you most like to improve about working as a social worker for Cheshire West and Chester Council?

#### My role:

- More time is needed with clients.
- Less time spent inputting data on to the computer and more time spent with clients.
- Smaller caseloads and more staff so that the quality of work is better. More realistic timescales given by management, sometimes expectations are unrealistic.

#### My team:

- OMT should be re-established.
- Better communication from senior managers is needed; emails are not the most effective way of doing this.
- Written records should be made at supervision with middle managers to drive forward practice.
- Senior managers need to be more visible and approachable.
- Secondments between teams to develop new skills and therefore encourage a better understanding of teams and cooperation between them.
- Teams should not be too large that their managers cannot manage them well.
- Consistency between teams, for example, there are differing ways to use flexi time in different teams.

#### Working conditions:

- Flexible and mobile working needs to be looked at as the Authority's geography creates problems in terms of travelling time to and from the Winsford/Northwich area and its effect on work/life balance.
- There should be a review in payments to those who are on sick leave and who are still paid for shift enhancements and 'sleep-ins'.
- More support for older workers as their ability to learn new information/training may decrease as they get older.
- More emotional support should be made available for workers experiencing difficulties in their personal lives due to the time and pressures of the job.
- Overtime should be paid rather than flexi time/TOIL.
- Less red tape and risk adverse practice.
- There are no 'child friendly' rooms in the community to work directly with children on a one-to-one basis.
- To have a car park pass for all Cheshire West and Chester car parks.
- 'Hot desking' and 'desk booking' system is not a good one and the 'clear desk' policy is too formal and impersonal.
- More understanding and recognition of the emotional, physical and mental impact that the work has on staff, this often seems to be taken for granted.
- Safety of workers is not often taken seriously enough and should be clearly incorporated into work ethics prior to home visits and lone meetings, etc.
- Improve the capacity of Social Workers and Team Managers in order to be innovative and have time to think, plan, research and use their resources to complete excellent work.

- The ability to input data onto computer systems after core hours to allow the flexibility to care for children/family and reduce costs.

### **Equipment:**

- Efficient IT equipment to be able to complete our jobs.
- Better equipment for all staff, such as Blackberry smart phones, for accessing emails.

### **Staffing:**

- Staff retention issues should be addressed as there is a high turnover of staff.
- More business support to help free up time social workers can spend with children.
- Strengthen relationship between EDT and social work teams to ensure that weekend and evening visits are appropriately covered.
- Better resources (ie family support workers).
- Permanent social workers are becoming frustrated with agency workers being paid higher salaries.
- Less agency staff to be employed as the lack of consistency can have a detrimental impact on children and teams.
- Issues with the amount of work completed by agency staff compared to permanent staff.
- Better staffing ratios in fostering and adoption (ie, more management level staff are needed).

### **Cheshire West and Chester:**

- Sickness policy needs to be reviewed.
- Some employee's efforts have not been recognised in appraisals.
- The appraisal system has not been used consistently and this has resulted in employees seeking alternative employment, often with agencies.
- More resources to give families who need intensive support to help them out of multi layered complex situations.
- Better training opportunities for managers and the time to attend it.
- Increased commissioning of services and more resources are needed to support families at level 4.
- The 'name a Social Worker' for good practice initiative should be rolled out to all grades, managers included.
- Restructuring of the service has led manager roles being cut and those managers that are left to be under more pressure.
- Create a culture of recognising success, positive outcomes and information sharing.
- Better pay to reflect the hours and complexity of the role.
- Increased pay scales of experienced staff to help retention. This will in turn impact upon the wellbeing and training of newly qualified staff.
- Acknowledgement of the hard work, commitment and positive contributions made by teams and individuals not just token gestures at team meetings.

