

# Appendix: Questions for leaders:

## Making a difference



What more can you do to celebrate and build on the positivity of the children's social care workforce and the impact they are having?

Do you know how many of your children's social care workforce feel undervalued and why?

## Agency Staffing



What role do we want agency social workers to play in the workforce (and what would represent appropriate % of FTEs)?

What can we do to build trust and confidence to make local authority employment more appealing and attractive to BGM social workers?

How could we re-direct some of the money spent on agency staffing to make local authority employment more attractive for social workers?

Are there opportunities to offer greater flexibility in contracts for social workers and managers to compete more effectively with social work agencies?

What can we do to re-engage and re-energise local authority social workers who are feeling undervalued by their authorities?

## Workload and Working Conditions



Do you know how your staff feel about their workload?

Do you know which staff are least happy and why?

Do you know the ethnic make-up of each tier of your children's workforce?

Do you understand what drives staff turnover in your authority?

Do you know which groups of staff work from home, how this meets the business need and their work life balance?

Do you have policies in place to ensure AYSE and NQSWs are able to spend enough time in your offices to get the help and support they need to develop their skills and knowledge?

Could you do more to support staff who are at risk of burn out (e.g. working sabbaticals)?

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## Pay, Progression and the Cost of Living

Is your authority addressing the cost of living crisis with the workforce?

Does your authority have mechanisms in place to identify workers who are dissatisfied with the remuneration package?

Does your authority have a strategy and practical measures in place to help prevent staff seeking better pay through agency work?

What are you doing to encourage progression of your BGM social workers (and other children's workforce)?

Does your authority have a career structure in place that provides a clear pathway for staff who want to develop their career without moving to a different organisation?

Does your authority have a career path that provides a progression that allows for specialist development, for those not interested in management and leadership routes?

## Supervision and CPD

Do you know how satisfied your staff are with their supervision?

How do you know that your managers are equipped to provide good quality supervision?

## Career Decisions and Influencing Factors

Does your authority promote positive messages about the work children's social workers do in your area?

Does your recruitment strategy focus on your local community and offer a good range of roles to attract social workers and managers?

Is your supply of Students, Apprentices and Newly Qualified Social Workers strong enough to maintain the workforce you need?

Do you understand the age profile of your authority's children's social care workforce as part of your workforce planning?