

## Effective Workload Management – Vacancy Rates

1. Please describe the current situation regarding unfilled Social Work posts in your organisation. Include the current number of unfilled posts.

Children's – 8 Team Managers – 55 Social Workers (Vacancies – 2)

Adults – 7 Team Managers – 54 Social Workers (Vacancies -0)

1(a) How would you rate the current situation regarding unfilled posts in your organisation.

Unsatisfactory

Satisfactory

Good

Very Good

x

2. Please describe the current situation regarding Social Work posts covered by agency/temporary staff in your organisation. Include the number of posts covered by agency/temporary staff.

Children's – 5 no temps

Adults 9 ( 2 temps)

2(a) How would you rate the current situation regarding posts covered by agency/temporary staff in your organisation.

Unsatisfactory

Satisfactory

Good

Very Good

x

3. Please describe the current situation regarding social work posts which are filled but where staff are absent (e.g. long term sick, maternity leave), in your organisation. Include the number of posts which are filled but where staff are absent.

Children's – No long term sick

Adults – 2 Long term sick

3(a) How would you rate the current situation regarding posts which are filled but where staff are absent (e.g. long term sick, maternity leave) in your organisation.

Unsatisfactory

Satisfactory

Good

	Very Good	x
<p>4. Please describe the current situation regarding Social Work turnover rates in your organisation.</p> <p>Children's -13 leavers in last 12 months  Adults – 2 leavers in last 12 months</p>		
<p>4(a) How would you rate the current situation regarding turnover rates in your organisation.</p>	Unsatisfactory	X children
	Satisfactory	
	Good	
	Very Good	X adults

<b>Workload</b>		
<p>1. Please describe the numbers of cases held by each full time equivalent. (Include a number.)</p> <p>The caseload ranges from 13-38 the variance is directly related to which team the response was from for example the 13 came from a team that take on very complex intensive cases and the 38 MASH and Ongoing Care. There was a mix of being happy and unhappy with caseloads often within the same team.</p>		
<p>1(a) How would you rate the current situation regarding the number of cases held by each full time equivalent in your organisation.</p>	Unsatisfactory	
	Satisfactory	x
	Good	
	Very Good	
<p>2. Please describe the average hours worked by staff on a weekly basis.</p> <p>Hours 37.5 worked by 6/15 teams.</p> <p>9 teams work over 43hours most weeks. Exact hours per individual has not been worked out .</p>		
<p>2(a) How would you rate the current situation regarding average hours worked by staff on a weekly basis in your organisation.</p>	Unsatisfactory	x
	Satisfactory	
	Good	
	Very Good	
<p>3. Please describe the current levels of TOIL and leave to be taken by team members.</p> <p>The majority of people were unable to complete their hours within the corporate flexi system. Ongoing Care, MH, FIT, EIP, LACTC &amp; FP (6/15) were able to take their flexi hours but the remainder had difficulty. Lack of lunchtime observed in most teams</p>		
<p>3(a) How would you rate the current situation regarding current levels of TOIL and leave to be taken by team members in your organisation.</p>	Unsatisfactory	x
	Satisfactory	
	Good	
	Very Good	

4. Please describe the number of supervision sessions which have taken place – is this in line with organisational policy?

The majority of practitioners receive supervision on a monthly basis occasionally extending to 6 weekly. None of the teams felt supervision was unsatisfactory. Manager's absence was felt keenly by some social workers especially those less experienced.

4(a) How would you rate the current situation regarding the number of supervision sessions which have taken place in your organisation.	Unsatisfactory	
	Satisfactory	
	Good	x
	Very Good	

5. Please describe staff attendance at CPD opportunities as planned in performance appraisal – how often is training cancelled/re arranged?

Generally attendance at CPD is good, and it is sometimes individuals cancel due to work commitments. DOLS and Court Skills have been cancelled this year because we are relying on in-house legal and Practice input.

5(a) How would you rate the current situation regarding staff attendance at CPD opportunities as planned in performance appraisal in your organisation.	Unsatisfactory	
	Satisfactory	
	Good	x
	Very Good	

**Pro-active Workflow Management**

1. Please describe the situation with regard to how many unallocated cases you have currently? Include a number.

One team has a waiting list of unallocated children.

1(a) How would you rate the current situation regarding unallocated cases in your organisation.	Unsatisfactory	
	Satisfactory	
	Good	
	Very Good	x

2. Please describe your re-referral rates?

Most teams felt it either was not applicable to their team or on the whole the re referral rate was low. One Area team had concerns that their re referral rate for front line services was over 20% and this was high.

2(a) How would you rate the current situation regarding re-referral rates in your organisation.	Unsatisfactory	
	Satisfactory	x
	Good	
	Very Good	

3. Please describe the changes in workflow over time (peaks and troughs).  
There are different peaks and troughs for Children’s and Adults services.

For children’s services school holidays can have a significant impact but they are also affected by the decisions of the courts. Workload in most teams is reported to have increased since 2011.

In Adults Service winter time can add significant pressure.

3(a) How would you rate the current situation regarding changes in work-flow over time (peaks and troughs) in your organisation.	Unsatisfactory	
	Satisfactory	x
	Good	
	Very Good	

**4. Please describe the delays in transfer of cases between teams in your organisation?**

There are some areas where transferring of cases has been problematic particularly in Adults services across RIACT and Ongoing Care . In Children’s the main delay relates to LACTC and 0-25 team and that has a particular circumstances relating to eligible needs which are being investigated.  
The boundary issues between MASH and Area Teams are being resolved.

4(a) How would you rate the current situation regarding delays in transfer of cases between teams in your organisation.	Unsatisfactory	
	Satisfactory	x
	Good	
	Very Good	

**5. Please describe the situation with regard to 'additional responsibilities' e.g. student on placement, acting as mentor to other team member, undertaking action research in your organisation.**

Workload and caseload was looked at during Team Visits for the Health Check Report. The pressure of having Newly Qualified Social Workers to supervise and assess is high especially in teams with few experienced social workers who can be trusted guides and mentors. This applies to Area 1 and 2 and MASH Children’s Services.

5(a) How would you rate the current situation regarding 'additional responsibilities' e.g. student on placement, acting as mentor to other team member, undertaking action research in your organisation.	Unsatisfactory	X Children’s
	Satisfactory	X Adults
	Good	
	Very Good	

**6. Please describe the situation with regard to the escalation process for unallocated cases and alerts to senior managers in your organisation.**

On the whole there were no issues and people were happy that if the situation arose they could refer to their manager. Senior Managers are responsive and supportive in difficult circumstances reported by Adult and Children’s teams.

6(a) How would you rate the current situation regarding the escalation process for unallocated cases and alerts to senior managers in your organisation.	Unsatisfactory	
	Satisfactory	
	Good	x
	Very Good	

**7. Please describe the situation with regard to how often workers are required**

to cancel meetings with people who use services/other professionals in an average week due to re-prioritisation of work in your organisation.

There is a range of responses from some practitioners never cancelling meetings to it happening some- times because of practitioners trying to prioritise. Children’s teams try to send a team rep if the social worker is unable to make the meeting. There is a difference across Children and Adults.

Not returning calls came out as an issue on Children’s Services Survey 2014.

7(a) How would you rate the current situation regarding how often workers are required to cancel meetings with people e.g. who use services, other professionals in your organisation.	Unsatisfactory	
	Satisfactory	x
	Good	
	Very Good	

8. Please describe the situation with regard to how unallocated cases are risk assessed in your organisation?

When the situation arises the manager looks at issues for allocation and makes a risk assessment.

8(a) How would you rate the current situation regarding how unallocated cases are risk assessed in your organisation.	Unsatisfactory	
	Satisfactory	x
	Good	
	Very Good	

9. Please describe the situation in your organisation with regard to specific blocks to work flow which need to be considered e.g. efficiency of commissioned services, relationships with other agencies, transfer between teams/services.

In children’s services there are specific issues about the boundary of allocations between teams. CAF is embedded and the process for stepping down is working well in areas. People felt there was a misunderstanding of the professional roles and functions. Children and Families social workers feel let down by other professionals who let them chair and minute meetings and do not offer practical help. This is balanced by the very positive working relationship with staff based in the areas children’s centres and with the police in MASH

In Adults services communication issues between health and social care, system and process are changing. Providers and commissioning are an issue with some evidence that the quality of providers had decreased within the last 2 years and this makes more work for the teams. Some teams had good and excellent relationships with other teams/agencies.

9(a) How would you rate the current situation in your organisation regarding specific blocks to work-flow e.g. efficiency of commissioned services, relationships with other agencies, transfer between teams/other services?	Unsatisfactory	
	Satisfactory	x
	Good	
	Very Good	
<p>10. Please describe the situation with regard to how many cases are allocated to the team/manager/duty?</p> <p>There are variations between teams. Children Services have prioritised full staffing and have no vacancies to cover this immediately.  RIACT and Ongoing Care have an ongoing movement of allocation issues.</p>		
10(a) How would you rate the current situation in your organisation regarding how many cases are allocated to the team/manager/duty?	Unsatisfactory	
	Satisfactory	x
	Good	
	Very Good	
<p>11. Please describe the situation with regard to the most efficient use of skills being made within the team and wider service? Are social workers undertaking tasks for which their skills are primarily required or could they be done more effectively by someone with different skills e.g. an administrator, para professional or other professional group either within the service or via a commissioned arrangement?</p> <p>Most teams felt that because of the corporate move to Business Support they are doing more admin and have less time for families and their recording work. They feel unsupported and need that team clerk concept revised.  The IT system is disliked by both adults and children's services. It seems to suit adults better and they have business support staff who operate Care-first well for managers. In general too much time is being taken doing administration duties and not enough time is being spent doing face to face work.</p>		
11(a) How would you rate the current situation regarding the most efficient use of skills being made in your organisation? Are social workers undertaking tasks for which their skills are primarily required or could they be done more effectively by someone with different skills e.g. an administrator, para-professional or other group	Unsatisfactory	x
	Satisfactory	
	Good	



either within the service or via a commissioned arrangement?	Very Good	
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<b>Having the right tools to do the job</b>		
<p>1. Please describe the situation with regard to access to equipment – mobile working, IT access including the internet.</p> <p>The majority of adult teams being content with the IT services although they would like more mobile working and this to be a higher priority.</p> <p>Children’s social workers would like more opportunities to work from home. The speed of the technology is frustratingly slow.</p>		
1(a) How would you rate the current situation regarding access to equipment – mobile working, IT access including the internet in your organisation?	Unsatisfactory	
	Satisfactory	X
	Good	
	Very Good	
<p>2. Please describe the situation with regard to access to professional services to support case work e.g. translators, legal advice etc. in your organisation?</p> <p>On the whole people felt this was very good. All work with the LA legal team had been positive. One area for concern was the use of a translation service where the staff still have concerns that the interpreter was not translating verbatim.</p>		
2(a) How would you rate the current situation regarding access to professional services to support case-work e.g. translators legal advice etc. in your organisation.	Unsatisfactory	
	Satisfactory	
	Good	x
	Very Good	
<p>3. Please describe the situation with regard to access to resources e.g. research, library facilities in your organisation?</p> <p>In house library available resources are due to be updated. All Children’s staff have access to be able to carry out research on line through CC Inform.</p> <p>We are due to purchase CCinform for Adult workers.</p>		
3(a) How would you rate the current situation	Unsatisfactory	

regarding access to resources e.g. research, library facilities in your organisation?	Satisfactory	x
	Good	
	Very Good	
<p>4. Please describe the situation with regard to appropriate office space e.g. desk, office chair, access to quiet space in your organisation.</p> <p>This varies between teams. Shared space with other agencies causes issues but also brings advantages in terms of closer working. The general standard of repair of the facilities causes some concern for staff in older buildings.</p>		
4(a) How would you rate the current situation regarding appropriate office space e.g. desk, office chair, access to quiet space in your organisation.	Unsatisfactory	
	Satisfactory	x
	Good	
	Very Good	

<b>A Healthy Workplace</b>		
<p>1. Please describe the current situation regarding the system(s) in place to monitor the frequency and quality of supervision in order to ensure effective practice is supported? In your organisation.</p> <p>We have developed a supervision policy and have a comprehensive process backed by training days for supervisors and supervisees. As part of file audit we have quality assurance of supervision frequency and reflective quality.</p>		
<p>1(a) How would you rate the current situation regarding the system(s) in place to monitor frequency and quality of supervision in order to ensure effective practice is supported in your organisation?</p>	Unsatisfactory	
	Satisfactory	
	Good	x
	Very Good	
<p>2. Please describe the situation with regard to 360 appraisal in your organisation?</p> <p>The whole 360 appraisal system is only used in leadership training. The Professional Development Review (PDR) system is corporately used across the authority, there were some concerns raised that the PDR was not a good system since it is based on capability not development.</p>		
<p>2(a) How would you rate the current situation regarding 360 appraisal in your organisation?</p>	Unsatisfactory	
	Satisfactory	x
	Good	
	Very Good	
<p>3. Please describe the situation regarding the existence of employee welfare systems, and staff awareness of how they access them in your organisation?</p> <p>Easy access to welfare systems and staff are made aware of services that are available</p>		
<p>3(a) How would you rate the current situation regarding the existence of employee welfare systems, and staff awareness of how they access</p>	Unsatisfactory	
	Satisfactory	

them, in your organisation?	Good	x
	Very Good	
<p>4. Please describe the situation regarding how often team meetings take place in your organisation?</p> <p>When teams are busy, the team meeting can be side-lined. In general, team meetings were held regularly and seen as a vital component of the team functioning. Team development days are also supported by management and occur across adults and children.</p>		
4(a) How would you rate the current situation regarding how often team meetings take place in your team/service/organisation?	Unsatisfactory	
	Satisfactory	
	Good	x
	Very Good	
<p>5. Please describe the situation regarding staff contributing to the team meeting agenda in your organisation?</p> <p>All staff get the opportunity to contribute.</p>		
5(a) How would you rate the current situation regarding staff contributing to the team meeting agenda in your organisation?	Unsatisfactory	
	Satisfactory	
	Good	
	Very Good	x
<p>6. Please describe the situation with regard to the accessibility and visibility of senior managers in your organisation?</p> <p>Everyone had positive comments about the accessibility / visibility of senior managers. The majority of people rated this as very good because Darlington is a small authority and senior managers are very accessible and will see workers individually.</p>		
6(a) How would you rate the current situation regarding the accessibility/visibility of senior managers in your organisation?	Unsatisfactory	
	Satisfactory	
	Good	
	Very Good	x
<p>7. Please describe the situation with regard to the monitoring of stress levels on an individual and service basis in your organisation?</p>		

There was a distinct difference between the responses from Adults Services and Children's Services.

In Children's services stress is spoken about in terms of home/ personal life balance.

Stress is monitored through supervision and addressed at an early opportunity.

In Adults services there is robust monitoring with risk assessment processes in place. One team is undertaking a stress evaluation.

Sickness data does not record stress as a significant absence reason.

7(a) How would you rate the current situation regarding the monitoring of stress levels on an individual and service basis in your organisation?	Unsatisfactory	
	Satisfactory	X CS
	Good	X AS
	Very Good	

8. Please describe the situation regarding a) the existence of and b) staff awareness of whistle-blowing processes in your organisation?

Most staff are aware there is a policy but feel it could be more openly communicated/ publicised.

8(a) How would you rate the current situation regarding a) the existence of and b) staff awareness of whistle-blowing processes in your organisation?	Unsatisfactory	
	Satisfactory	x
	Good	
	Very Good	

9. Please describe the processes in place to ensure staff welfare/safety in your organisation (e.g. risk assessments of roles/activities, call back/monitoring processes to ensure safety whilst working away from the office base including out of hours) ?

Teams have developed ways to address areas of concern. Some of the teams feel they would benefit from more staff to enable more co-working/ joint visits for complex cases. The FIT team raised this issue for Saturday working. Several training sessions include safety issues Team Teach/ working with difficult and Dangerous situations.

9(a) How would you rate the current situation regarding the processes in place to ensure staff welfare in your organisation (e.g. risk assessments of roles/activities, call	Unsatisfactory	
	Satisfactory	x

back/monitoring processes to ensure safety whilst working away from the office base including out of hours in your organisation)?	Good	
	Very Good	
<p>10. Please describe the situation with regard to sickness levels in your organisation and what is the pattern over time?</p> <p>The responses vary across children and adults services.</p> <p>In Children’s services the sickness rates are low due to the “dedication of staff and team managers”</p> <p>In Adults Services there has been a higher rate of sickness absence. But this may reflect the age profiles of staff across the two services.</p>		
10(a) How would you rate the current situation regarding sickness levels in your organisation?	Unsatisfactory	
	Satisfactory	x
	Good	
	Very Good	

<b>Effective Service Delivery</b>		
<p>1. Please describe the situation with regard to any findings from compliments, comments and complaints within your organisation?</p> <p>There is a corporate system for dealing with compliments and complaints although some concerns were raised that compliments from other professionals are not logged as such and more feedback could be given</p>		
<p>1(a) How would you rate the current situation regarding any findings from compliments, comments and complaints in your organisation?</p>	Unsatisfactory	
	Satisfactory	x
	Good	
	Very Good	
<p>2. Please describe the situation with regard to feedback from service users in your organisation?</p> <p>We receive some feedback from service users through an annual survey. Response rates are low. This could be improved. Darlo Care Crew give regular and challenging feedback directly to senior managers and elected members.</p>		
<p>2(a) How would you rate the current situation regarding feedback from service users in your organisation?</p>	Unsatisfactory	
	Satisfactory	x
	Good	
	Very Good	
<p>3. Please describe the situation regarding feedback from stakeholders/other professionals in your organisation?</p> <p>Closer working relationships could be developed. Greater understanding of roles and responsibilities would help. There is room for improvement in gathering information from other stakeholder on a formal basis.</p>		
<p>3(a) How would you rate the current situation regarding feedback from stakeholders/other professionals in your organisation?</p>	Unsatisfactory	x
	Satisfactory	
	Good	



	Very Good	
<p>4. Please describe the situation with regard to staff survey results in your organisation?</p> <p>A lot of staff are not aware of a staff survey so therefore could not comment.</p>		
<p>4(a) How would you rate the current situation regarding staff survey results in your organisation?</p>	Unsatisfactory	
	Satisfactory	
	Good	
	Very Good	
<p>5. Please describe the situation regarding Exit Interview processes in your organisation?</p> <p>There is a policy for all staff to have an exit interview although there is no evidence the information is used to modify practice/ service/ behaviour etc.</p> <p>Some teams have incredible stability within the teams therefore have little experience of exit interviews.</p>		
<p>5(a) How would you rate the current situation regarding Exit Interview processes in your organisation?</p>	Unsatisfactory	
	Satisfactory	x
	Good	
	Very Good	

## General Questions

Please describe how the Organisational Health-check has been undertaken in your area - who was involved, and time taken.

This second Health check was undertaken through team visits on average for 2 days to each team across adults and Children. These are written up in the Darlington Health Check 2014 November.

Are there any particular areas the organisation is focusing on?

In children's services we are currently focusing on retention and Darlington Offer and Signs of Safety to improve and strengthen work with families.

In Adults the Care Act, MDT and Better Care Fund organisation is taking precedence alongside DOLS and MCA training and development and review.

What are the outcomes from the Organisational Health-check?

A meeting with senior management in both children's and adult social care on 17<sup>th</sup> December 2014 to discuss the findings and develop an action plan where necessary. We plan to share information and feedback to staff involved at team meetings and through a Newsletter.

Is the organisation developing an action plan to address issues identified?

Yes

Does the organisation have a process for reviewing progress against the action plan?

This will be monitored by senior management team across Adults and Children.

How often does the organisation intend to undertake the Organisational Health check?

Annually

What is the organisation doing differently as a result of the Organisational Health check?

Already changes are taking place based on information exchanged with senior managers on retention/ASYE e.g The Darlington Offer. Business support improvement is being investigated and caseloads are being looked at to ascertain the reasons for non-closure. The health check supports the case file audits and explains why some of the discrepancies between what social workers record and verbally report happen. Social workers know their adults and families very well but the recording system fragments information and does not enable others to hear the story of the service user and the inputs and outcomes for service users over time.

How could this survey be improved?

Single word judgements are difficult when teams are so varied.