

# **RAISING EXPECTATIONS**

# **Social Work Workforce**

# **Development**



## **Strategy**

**AUTUMN 2024**

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# The Social Work Workforce Development Team

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The Council is committed to ensuring that its professionally qualified Adult Social Work workforce is trained and equipped to undertake the statutory responsibilities placed upon it. As such, over the previous three years, our Social Work Workforce Development Team has exponentially grown to enable the Council to meet increasing demands. Based on corporate Human Resources data, the team supports approximately 220 full time equivalent qualified social workers, at all levels of the Professional Capabilities Framework, and 60 student social workers on placement each year to maintain professional standards for practice. In any given year, 25% of the qualified workforce will be at the level of a Newly Qualified Social Worker undertaking the Assessed and Supported Year in Employment.

The Social Work Workforce Development Team reports directly via its management to the Principal Social Worker for Adults. The team is comprised of an overall Workforce Development Manager, with responsibility for wider Continuous Professional Development for all qualified staff and a lead role in managing the Social Work Teaching Partnership; and a dedicated manager who oversees the Assessed and Supported Year in Employment scheme, which governs the preceptorship of all Newly Qualified Social Workers. In addition to this the service now also includes four Practice Educator Consultants, who support multiple statutory social work student placements within the department. The service relies on the support of a Business Administration Apprentice and Learning & Development Officer, who holds the remit of providing learning and development support for the wider Department, including the in-house care service provision.

Ensuring that the Council meets its statutory responsibility to provide sufficiency of supply of qualified social work, 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 and to subsequently invest in and retain social workers. 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 and retain social workers is to work within Teaching Partnership arrangements with our local College and University, investing in the creation of more social work student placements and working collaborative on the development of a local curriculum which reinforces our Practice Model so that students are able to learn excellent practice alongside the brilliant experienced social workers who themselves are also invested in as Practice Educators. This creates a sustainable talent pipeline which encourages students to 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. It also ensures that our experienced social workers are invested in to follow more specialised and technical career development pathways up to advanced and strategic levels of social work that recognises and rewards their increasing practice wisdom and deepening local understanding of Bradford and District.

# Our Social Work Workforce Development Principles

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The social work workforce plan has six principles. We want to have a social work workforce that:

- feels valued and is valued.
- has the right values and behaviours to support people as experts in their own lives.
- has the skills and confidence to assess eligible care and support needs and proportionately provide support when it is necessary to do so in keeping with our Practice Model.
- is sustainable and has enough people to provide responsive support to the citizens of Bradford and District.
- works in an environment where supporting employee well-being is essential so that people can thrive and are intrinsically motivated.
- reflects the population's diversity, community languages and cultural identity across Bradford and District.

## Our Social Work Workforce Offer

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### a. Social Work Student Placements

Ensuring that the Council meets its statutory responsibility to provide sufficiency regarding qualified and registered social work provision is a priority within the Principal Social Worker remit. Providing excellent learning opportunities within statutory settings enables the Department to continue to provide sufficiency of practice-ready social workers who graduate via local Universities and help ensure the service continues to succeed regarding recruitment. This year, Bradford Adult Social Care has supported over sixty social work students through practice placement opportunities within our service areas.

Placement provision is a vital part of delivering excellent social work support. Experienced social workers and managers are supportive of placement provision, not least for the challenges and innovative approaches that newly educated social workers bring to the service area. There are some difficulties in providing ideal student placements across Bradford, primarily due to the reduced numbers of building spaces available across localities. In addition to this, whilst hybrid working often works well for experienced social workers, it is evidentially clear that students on placement learn best when they are supported in an office environment, with social workers on hand to support their learning outcomes.

### b. Assessed Supported Year in Employment

The ASYE (Assessed and Supported Year in Employment) is the national programme for assessing and supporting newly qualified social workers (NQSW) in their first social work role following successful completion of their social work qualification. The ASYE was introduced following the murder of Victoria Climbié and the death of baby Peter. Lord Laming's inquiry revealed the new social workers were asked to take on high and complex caseloads with limited support and supervision.

Bradford has been delivering the programme to NQSWs in adult services for several years. The numbers of NQSWs on the programme have been increasing with 17 NQSWs in the programme in 2019 growing to 46 on the most recent programme.

All portfolios that are completed by NQSWs are moderated at 6 months and at final submission. The moderation is a quality assurance process designed to ensure that the NQSWs are receiving the support at the level set in the council's agreement with Skills for Care, and also to ensure that the assessment process is accurate, valid, robust and sufficient. The 6-month moderation allows us to pick up any issues early and ensure they are addressed. These often includes NQSWs not taking their protected study time.

At final submission the moderation needs to be completed by a minimum of two social workers. This is a skilled task with social workers needing a good grasp of the PQS and PCF.

### c. Practice Education

Across 2023/24 the Social Work Workforce Development Service have continued to ensure that the Council has sufficient qualified Social Work staff who undertake a specialist award to become Practice Educators and deliver quality oversight of social work student learning. This year saw seventeen more Adult Social Workers undertook Practice Educator training, which is jointly delivered by the Social Work Workforce Development Service as part of the Bradford Social Work Teaching Partnership and means that there are now over 100 Practice Educators within the service.

### d. Best Interest Assessors

A Deprivation of Liberty is a legal term and occurs where someone is under continuous supervision and control and is not free to leave a care setting, such as a hospital or Care Home, and the person lacks capacity to these arrangements. In these circumstances, the Local Authority has a legal duty to ensure the human rights of those people in these circumstances are upheld and that the law is applied. To undertake this role, Local Authorities are required to ensure that they have professional registered staff (usually social workers but also Occupational Therapists, nurses and psychotherapists) who undertake the legal role of Best Interest Assessors.

The Social Work Workforce Development Service continue to support Social Workers and Occupational Therapists who are employed by the Council to undertake this training, to ensure that the most vulnerable adults across Bradford and District continue to have their human rights upheld and have support plans in place that are as least restrictive as possible. In addition to the forty staff across the Adult Social Work Service who are already Best Interest Assessor trained, in 2024 a further twenty staff have been trained to be Best Interest Assessors. This number benchmarks exceptionally well against over comparative Local Authorities and provides further evidence that the practice model, which ensures staff are rights-based and legally literate in their approach, is delivered.

### e. Approved Mental Health Professionals

Approved Mental Health Professionals (AMHPs) are primarily social workers (although mental health nurses and OTs can also be AMHPs) approved by the Local Authority to carry out lawful function of the Mental Health Act (1983). AMHPs are warranted via the Principal Social Worker on behalf of the Director of Adult Social Service, and whilst AMHPs work for, or on behalf of, the Local Authority, their assessment outcomes are independent.

Training for AMHPs is currently provided by Leeds Beckett University, and for 2024, four members of staff are coming to the end of this course and on qualification they will join the AMHP workforce. The training is of an extremely high standard and social workers who undertake the



training are expected to meet exemplary standards of professional expertise on completion of the course.

Recruitment is underway now for 2025, with up to eight social workers receiving the training, which takes six to nine months to complete. This rolling approach to AMHP training continues to ensure that Bradford Council meets its legal obligations under the Mental Health Act (1983) to ensure sufficiency of AMHPs and further cements sustainability in the workforce and aids retention in an extremely difficult to recruit field where there are shortages of AMHPs on a national level.

#### **f. Continuous Professional Development**

The Council has a responsibility to ensure that Social Workers receive sufficient Continuous Professional Development (CPD) in order that they meet the professional standards as prescribed by the regulator, Social Work England, and to help ensure their skills are refreshed and that they understand new approaches to support the delivery of excellent social work practice.

In addition to providing statutory training (e.g. AMHP & BIA training) the Social Work Workforce Development Service has provided training opportunities across 2024 across nine separate courses, to the equivalent of 1,384 places. This means that on average a social worker within the Adult Social Work Service will receive on average 4 additional, separate pieces of Continuous Professional Development.

To support the embedding of the practice model, some areas of CPD have been made mandatory and attendance from social workers has been exceptionally high. 536 staff, which included the full social work service and allied professionals, received training regarding Case Note Recording. This training is vital in terms of our continued improvement around legal literacy and rights-based social work practice. In addition to this, 225 social work staff received training in Adult Safeguarding, enabling them to further deliver timely intervention to keep people across Bradford as safe as possible and aware of their universal right to live free from abuse.

227 staff received additional support around The Care Act (2014) to ensure our statutory duties are met to the highest standard. This year, we have also delivered extra CPD support to frontline social workers and social work managers, to ensure that the social work workforce is antiracist in its outlook and service delivery. 200 places have been made available to enable staff to attend training in relation to Anti Racist Practice, Unconscious Bias training and Anti Racist Supervision training for managers and Practice Educators.

All qualified and registered social workers are mandatory supported to attend training in relation to Risk, Positive Risk Management and Risk Enablement.

# Social Work England Professional Registration

All Social Workers are required by law via the Health and Social Care Act (2012) to be registered with the national regulator, who are Social Work England. To register, qualified social workers are required to demonstrate year-on-year learning and reflections uploading a comprehensive write up of at least three CPD opportunities they have undertaken. In the last year, all Adult Social Workers completed the renewal of registration process with Social Work England in a timely manner. Opportunities and communication around CPD are shared consistently throughout the year and it is vital that social workers recognise the importance of uploading their CPD on a regular basis to aid with renewal. There is evidence that this is happening across the service.

## Social Work Degree Apprenticeship

The Department for Education, in partnership with the Department for Health and Social Care, has continued to provide opportunities for staff who are interested in a career in social work to be supported by their employer to receive professional social work training.

Adult Social Care currently provides the Social Work Degree Apprenticeship for 10 staff members across the Department, providing a career development pathway from Care Coordinator, Reviewing Officer or Trusted Assessor into Social Work. Colleagues undertaking the course will graduate into qualified social work roles on completion of the apprenticeship course.

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. This is the last cohort being supported on this opportunity for the time being, however, it is being continually reviewed as a key pathway for investment in our valued and experienced workforce.

## Bradford Social Work Teaching Partnership

The Bradford Social Work Teaching Partnership is a social work teaching partnership between Bradford Council, Bradford Children & Families Trust, University of Bradford and Bradford College. and two universities in West and North Yorkshire. The partnership works collaboratively to deliver inspirational education and training that leads to high quality social work.

The partnership is led by Social Work Senior Managers across the Council, Children and Families Trust and both Higher Education Institutions. It brings together the two Principal Social Workers, Workforce Development leads, Social Work academics and researchers, frontline practitioners and adults who have experienced social care. Together, Bradford Social Work Teaching Partnership believes that inspiring, person centred, relational and rights based social work delivers transformational improvements in outcomes for people and their communities.



Accordingly, we aim to:

- Deliver a high quality education experience to social work students, with comprehensive practice experience in statutory social work that prepares and supports their transition to frontline practitioner;
- Develop an ambitious and dynamic programme of post-qualifying learning and development accessible to all Social Workers within the partnership;
- Embed a culture of continuous learning and research informed practice that responds to local needs;
- Improve social work recruitment and retention to meet the future workforce requirements of Bradford Council and Bradford Children & Families Trust

For Adult Social Work based at Bradford Council. The Teaching Partnership offers support in four key areas of our social work support. They are;

- **Admissions.** Our social work staff work in partnership with University of Bradford and Bradford College to ensure that every interview for a potential place on a social work course in Bradford includes a member of our social work staff team, who has a responsibility to ensure that prospective students understand the role of the Adult Social Workers, the work undertaken in Bradford, and have a wider understanding of how as a student they may contribute to the development and delivery of good adult social work in Bradford.
- **Placements.** Our Social Work Workforce Development Managers work in the heart of the Teaching Partnership to ensure that we collectively provide the best learning experience for social work students, particularly through the provision of safe, high quality statutory social work placements. We work in partnership with colleagues across the Children and Families Trust, and with both University of Bradford and the College, to help ensure students receive contrasting placements that are uniquely tailored to students and that our adult social work staff, including Practice Educators, Workplace Supervisors, managers and wider social work teams, provide an holistic experience for learners.
- **Curriculum Development.** The Teaching Partnership works to ensure social work practice undertaken across Adult Social Work in Bradford, is central to social work education across the University and College and that social work practitioners contribute through providing teaching sessions and lectures, across the range of modules and on all social work courses.
- **Continuous Professional Development & Research**

The Bradford Social Work Teaching Partnership has a commitment to ensuring life-long learning across social work. From partnerships with level 3 providers who support students to undertake pre-requisite courses such as A' Levels or Access Courses, through to the delivery of statutory post-qualification awards in social work, such as Best Interest Assessor training, Approved Mental Health Professional courses and the Practice Education award, the ambition of the partnership is to provide a full suite of continuous professional development in order that those who wish to become social workers are supported throughout their career with educators that they know and trust with within the safe environment of social work employers.

# Recruitment Strategy for Social Work

We want to attract the highest calibre of people, into the right social work roles in adult social care in Bradford, by ensuring that our recruitment and selection processes are fair, efficient, and consistent.

We are committed to equality of opportunity in recruitment, selection, promotion and all other areas of employment. All appointments will be made on merit and will be free from bias and discrimination, (both internally and externally when skills or competition are not readily available within the organisation). This can only be achieved through putting in place a well-defined, transparent recruitment process so that all recruiting managers use the same recruitment methods and tools across the organisation.

As part of our recruitment strategy, we will continually review our total reward package. The basic salary offer is comparable or greater compared to other Local Authorities, so we will promote those aspects of working rewards that set us apart from other employers, to including our ASYE and CPD programme, our retention payments for AMHPs and targeted incentives to assist in recruitment to Bradford negotiated through our corporate Human Resources services. Our approach towards recruitment of social workers includes:

- Increasing our exposure in the market place through social media and the internet, targeted advertising on LinkedIn and other outlets, and via our Bradford Social Work Teaching Partnership;
- Continue to use and develop our microsite to promote recruitment opportunities;
- Ensure there is a targeted programme of recruitment which provides a seamless pathway for student social workers from our Teaching Partnership; and
- Develop the recruitment and selection process to focus on critical factors such as values and resilience.

Increasingly our recruitment strategy for social workers has become interwoven with our commitments to the Bradford Teaching Partnership. We are involved in all aspects of social work student recruitment from Point of Entry onto the local degree and masters programmes through to planning for first and second placement and onto the first Newly Qualified Social Work role. The heuristics which underpin our Assessed Supported Year in Employment reinforce social work knowledge and theories taught on the student programme. In support of managers we have agreed that:

- For recruitment of NQSWs the panel must receive a copy of both placement reports;
- Our Practice Education Consultants or a Workforce Development Manager work in partnership with the panel to provide information, intelligence and guidance on the suitability of candidates to successfully transition from graduating social work student level to NQSW status;
- Where a social worker has maintained their professional registration but has had a significant gap post qualifying from statutory practice they are provided with a 12 month programme of support which mirrors the ASYE including a named 'buddy' as a mentor; and
- Where an experienced social worker applies to join Bradford as part of the recruitment process there is a specific conversation with the worker about what the specifics of the role in Bradford will involve and to explore their reasons for wanting to work in Bradford and District, both references are checked prior to any offer of a position.

# Retention of Experienced Social Workers

Social workers play a key role in the support and protection of adults and the provision of effective, relationship-based social work relies on a workforce of skilled, confident, and committed professionals. However, the retention of social workers in England is a long-standing issue and low retention rates have been reported across all social care sectors for many years. High turnover has serious implications for the delivery of social work services and can lead to a lack of consistency for individuals and families who often experience a revolving door of professionals (Baginsky, 2022). Additionally, an overreliance on agency social workers to fill gaps left by leavers can be counterproductive, resulting in 'workforce instability, churn, and high costs' (Department for Education, 2023, p. 4). High staff turnover also leads to the loss of experienced practitioners from the workforce.

In Bradford, however, we have a tradition and culture of longevity in our social work workforce which has resulted in retention of experienced social workers in most areas of practice. The strategy which has supported this has been a planned approach through the Directorate Management Team to address and Trade Union colleagues to:

- modernise all social work role profiles aligned to the Professional Capabilities Framework;
- standardise generic knowledge and skills requirements to support mobility across and within the Department as a whole enabling social worker to seamlessly move between areas of practice;
- pivot investment in continuous professional development towards the Practice Model to ensure that all investment in workforce reinforces best practice based on best evidence;
- remodel social work roles to embed career progression pathways including introduction of technical professional practice leads which mirror the pay and reward structure for management; and
- streamline progression pathways.

Our approach recognises that organisations can increase retention by maximising 'pull factors' – those which incentivise social workers to stay. Many of these can be achieved through addressing organisational culture, strengthening peer and team support, and providing CPD opportunities tailored to the specific career stages of social workers (Cook et al., 2022; Biggart et al., 2017). We recognise that people work best when they are intrinsically motivated to do so. Therefore, we have also invested in our social workers by providing:

- A dedicated half day CPD for all social workers on a monthly basis jointly negotiated by Trade Unions;
- A dedicated ASYE Workforce Lead at the level of Team Manager to support NQSWs during their Assessed Supported Year in Employment;
- Introduction of dedicated Practice Education Consultants to support social work student placements; and
- Additional responsibility payments for Social Workers undertaking additional responsibilities relating to: Bilingual skills; Work Place Supervision of Student Social Workers; Practice Education of Student Social Workers; ASYE Assessor; and Emergency Duty.

We recognise the value of social worker remaining connected to their professional values base through being supported and enabled in work time to undertake active citizenship projects which support social value and good in Bradford. These include our work on:

- Promote the Vote – which aims to support people with social care needs to exercise their

right to participate in democratic and political life through registering and voting in elections.

- Cultural Celebration Lunches – lunch time learning events where social workers from teams share food and stories about the customs and cultures of their families and heritage.
- Asylum Seeker and Refugee Support – Bradford is a City of Refuge and is host to those seeking asylum who have been dispersed into hotels having arrived in the UK on small boat crossing. Social Workers arrange for collections of clothing, food and other items such as prams for babies and toys for children.
- Eid, Easter and Christmas Gift Project – Social Workers undertake community challenges to raise money and donations of gifts from local businesses which are packed up to deliver in celebration of religious holidays. Links with a local after school club and the 4 Special Schools have led to local children making non-denominational happy holiday hand made cards which are included in each gift pack. These are delivered by Social Workers who spend time with the person.
- Missing Piece Project – Social Workers link up with a local charity in the Keighley area to ensure that no older person is left alone without someone to speak to during the Christmas period.

While social work can be a richly rewarding profession, it is also particularly emotionally demanding. Supporting individuals in crisis, at the end of life or who have experienced abuse and neglect involves intense emotional labour. Social work, therefore, has elevated levels of burnout compared with other professions (Health and Safety Executive, 2023). In some teams there remains a risk from the psychological impact of exposure on the part of social workers to people during their most extreme experiences of harm and abuse. This phenomenon involves feeling drained after considerable and consistent stress. Social work burnout symptoms include emotional exhaustion, depersonalisation and reduced sense of personal accomplishment. Left unchecked, social work burnout can lead to a hindered ability to accomplish work. Areas of practice where this can be seen in terms of impact on retention are the Safeguarding Adults Team, Approved Mental Health Professionals and Hospital Social Work teams. A consistent feature of these teams is that they are under immense pressure from external agencies due to continuously rising levels of demand for assessment which is outside of the control of Adult Social Care. Support for these teams has included:

- Introduction of Advanced Practitioner roles and investment in management structures;
- Retention payment for AMHPs up to £5,000 per annum subject to management expectations; and
- Commissioning of placements for 8 new AMPHs who have been released from their main duties to undertake this programme starting in January 2025.

# Learning From: Quality Assurance Framework Audits and People's Experience of Care and Support

Over 1067 social worker self-assessment audits have now been carried out across BASC. We know from these that social workers self report that they feel the least confident in their assessment and support planning when it comes to connecting people to community assets and locality based services. They are also less confident in being able to work positive to enable risk than they are in knowing the legal frameworks which would support this.

Analysis of the Team Manager audits and subsequent focus groups with team managers during the autumn have highlighted system issues associated with the suitability of SystemOne as a social work management tool and reliability of the Council's infrastructure for IT as a key area that impacts on the quality of social work decision making.

134 questionnaires have been carried out with people accessing long term support on the telephone and face to face in the Adults with Disabilities Service which backs up this data; over half of the respondents stated that they did not know everything that was happening in their area, and 40% of respondents said that they could not go to local groups and activities all of the times that they would want to.

As a result of learning from both the audits and people's experience of care and support we have prioritised our CPD programme to respond to these areas by providing:

- Mandatory training on case note recording for all staff during spring and summer 2024 as a result of identifying the quality of recording as an issue. A new Practice Guidance was produced in autumn 2024, the training on which is planned for winter/spring 2024/25.
- Work ongoing to understand whether lower confidence in identifying community provision is because social workers don't know what is available, or whether there are gaps in provision or whether the people we support happy with their current services and don't want to explore further opportunities? The Social Work Workforce Development Team has arranged a series of webinar briefings led by Commissioning Managers during autumn 2024 which have included sessions provided by the Advocacy provider Voiceability, Carer's Resource on the local offer for carers and Equality Together on the community early help. Commissioning Managers have been invited to attend team briefings to provide information on Connect to Support and the new innovations available.
- A risk enablement framework went live in the autumn of 2024, including a new Risk Assessment tool and mandatory training for all assessment staff has been taking place during autumn 2024.
- The IT issues have been owned by the Directorate Management Team who have secured corporate investment to deliver a two-year transformation programme to modernise the IT client record. The lead role to operationalise this is out for recruitment during autumn 2024. Social Work Workforce Development has identified the need for significant support to deliver a programme of retraining for staff on the new processes and systems aligned to this work.

# Professional Registration of Social Workers

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Social Worker is a protected title in law. Bradford Council Social Work England Registration Guidance was approved by the Directorate Management Team in 2022. It states that all employees at any level who are employed by the adult social care department in posts where professional registration with Social Work England is a pre-requisite qualification and/or included in the essential criteria of the post must be registered with Social Work England. Registration is the professional responsibility of each employee and not the employer. All qualified, registered workers must:

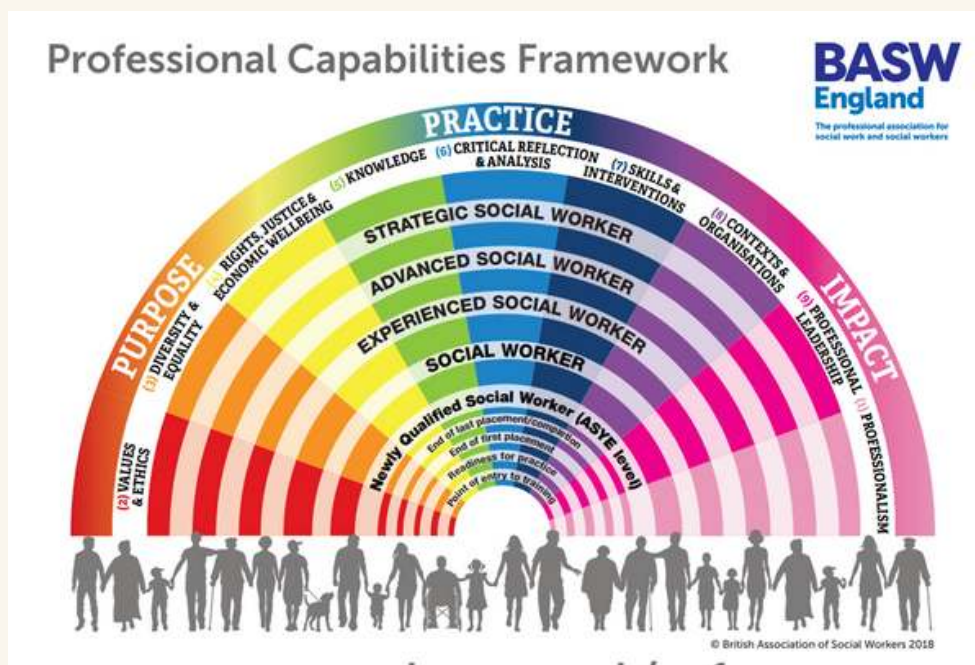
- Maintain their registration by paying their annual fee, and provide evidence to their manager when re-registration is confirmed. The manager must then pass the information on to the Social Work Development Manager for recording purposes;
- Undertake the required Continuing Professional Development (CPD) in line with Social Work England required standards;
- Inform Social Work England of any changes in personal circumstances;
- Inform their line manager of their application number, when they applied for registration and any other information relevant to their registration (i.e. if their application was withdrawn);
- Any change at any point MUST be communicated to their Line Manager who MUST ensure that they inform HR.

All Social Workers are required to maintain a continuous, up-to-date and accurate record of their CPD activities which demonstrates that these are a mixture of learning activities relevant to current or future practice. Line Managers of Social Work qualified staff (including Team Managers, Service Managers, Heads of Service, Assistant Director and Director) are responsible for checking with staff who report through to them that they are maintaining their CPD log. This should be done with reference to the **Adult Social Care Social Work Supervision Guidance**.



# Professional Career Pathways

The Professional Capabilities Framework for social work is a framework for the nine levels of social work in England published on behalf of the professional by the British Association of Social Workers. Our career structure and roles for social worker is mapped to the Framework, defining the level of professional capabilities required for each social work role.



Social Work Role	PCF Level
Student Social Worker	Readiness for Practice End of First Placement End of Last Placement
Newly Qualified Social Worker	Assessed Supported Year in Employment (12 month programme requiring pass)
Social Worker Level 2	Social Worker
Social Worker Level 3	Social Worker / Experienced Social Worker
Advanced Practitioner, Practice Education Consultant	Experienced / Advanced Social Worker
Team Manager, MCA Lead, CHC Lead, ASYE Lead	Advanced Social Worker
Service Manager, Head of Service, Principal Social Worker	Strategic Social Worker

# Our Practice Model

Professional practice and accountability are core to our social work role in Bradford, so we are:  
·open and personalised in our approach.

- timely and defensible through being legally literate.
- clear and transparent, building on the person's strengths and amplifying their voice.
- enabling of risk recognising it can be a positive force to support development and growth.
- critically reflective ensuring that the person's human rights are at the centre of our approach.

The process is underpinned by strengths, legal literacy, human rights, risk enablement and community assets. What does the person, their family, their friends and neighbours and local community have that can help? We understand and respect that people are all experts about their own lives and our Practice Model supports them through ensuring that their wishes, feelings and beliefs remain central to all decisions.

## Practice Framework

We have co-produced our practice framework which places values at the heart of our social work. The framework is based on the following principles:

- **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 as well as risk mitigation.
- **Valuing 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.



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RISK ENABLING



VALUES BASED



STRENGTHS BASED



LEGAL LITERACY



RIGHTS BASED

