

1.8 Local Authority staff and Foster Carers

(i) Local Authority - Past

a. How many people were employed by the local authority who had some responsibility for foster care services for children?

Previous comment: *It has only been possible to identify individuals as far back as April 2004 as prior to this, employees were not systematically linked to work locations on the Council's payroll system. Paper files for non-teaching employees who have left the Council are held for the period 1999 to date, some of which are stored offsite. However, we are unable to readily identify the individuals who worked in the foster care service area due to the way the files are organised.*

2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Fostering service: 27 plus Head of Service and the Social Work Manager	Fostering service: 27 plus Head of Service and the Social Work Manager	Fostering service: 27 plus Head of Service and the Social Work Manager	Fostering service: 27 plus Head of Service and the Social Work Manager	Fostering service: 25 plus Head of Service and the Social Work Manager	Fostering service: 20 plus Head of Service and the Social Work Manager	Fostering service: 20 plus Head of Service and the Social Work Manager	Fostering service: 21 plus Head of Service and the Social Work Manager	Fostering service: 20 plus Head of Service and the Social Work Manager	Fostering service: 23 plus Head of Service and the Social Work Manager	Fostering service: 20 plus Head of Service and the Social Work Manager	Fostering service: 20 plus Head of Service and the Social Work Manager

Structure of the Service (Foster Care Services)
Head of Service (Children's Services)



Family Support Workers

- b. How many people were employed by the local authority at any one time who had some responsibility for foster care services for children?

Previous comment: *Details of the number of people employed by the organisation at any one time who had some responsibility for children's services is provided in Appendix 1 - Table 1. The table includes the number of employees who left employment during the 12-month period prior to date of the data extraction.*

New response: See table above

- c. What roles and responsibilities did such staff have? Please specify in which roles staff met with children and foster carers.

Previous comment: *Details of the experience and qualifications required for each of the identified job roles within the organisation which carried a responsibility for foster care services for children are provided at Appendix 1 - Table 2. The information provided is broken down to show both the past and current requirements of the relevant posts, where available. Historical information on all changes to post qualification and experience requirements is not always available, however, the year the information provided was in use is indicated.*

New response: see below

- d. In relation to each role, what experience/qualifications did such staff have?

Previous response: *Please refer to the response above in 1.8 (i) c.*

New response: see below

	Core Responsibilities/Duties	Qualifications And Training
Head of Service (information taken from Job Profile, dated November 2011)	<p>Providing Direction</p> <ul style="list-style-type: none"> - Play a key role in the leadership, vision and strategic direction of the Service and Council. - Provide relevant professional advice and support to the Director, Chief Executive, other senior managers and Elected Members. - As a member of senior management, participate in the corporate and strategic management of the Council. - Assist in defining and developing corporate objectives, translating these into appropriate and effective action programmes. 	<p>Essential:</p> <ul style="list-style-type: none"> - Qualified Social Worker. - Management qualification or completion of a recognised management development/leadership programme. - Continuous professional/managerial development. <p>Desirable:</p> <ul style="list-style-type: none"> - Recognised degree. <p>EXPERIENCE</p> <p>Essential:</p>

	<ul style="list-style-type: none"> - Contribute to the development and maintenance of service plans which support the achievement of Directorate and Council objectives. - Lead the effective management and development of employees across the Service in accordance with Human Resource policies, ensuring they are consulted, empowered, valued and motivated. - Maximise the contribution of employees by ensuring that the Council's performance appraisal and developmental processes are undertaken systematically and consistently. - Ensure that appropriate Council policies, strategies and decisions are communicated effectively to all affected parties. Collaborative Working - Work in partnership with the Chief Executive, Director, other senior managers and Elected Members in order to promote and achieve the Councils objectives, through developing appropriate strategies, policies and plans. - Play a key role in the interface between Elected Members and employees, supporting the democratic processes, and providing advice on appropriate policy options and professional matters. - Represent the Council externally as a respected ambassador, promoting economic, environmental and social issues at all times. - Participate in effective partnership working with local communities and with other public, private and voluntary sectors organisations in order to achieve the Council's objectives. - Embed the "customer first" ethos, ensuring that the approach to customers and employees is underpinned by a strong equality and diversity ethos. Change Management 	<ul style="list-style-type: none"> - Experience of successfully managing and leading a relevant professional area in a multi-functional large organisation. - Demonstrable participation and achievements at corporate and strategic management level. - Successful experience of motivating and developing staff, individually and in teams, to achieve targets and improve services. - Experience of working and providing advice in a political context. - Proven and successful experience of representing the Council and participating in relevant partnerships and external stakeholder relationships, locally and nationally, to achieve organisation and stakeholder priorities. - Proven effective involvement in service plan development and the establishment and achievement of clear quality standards, service targets and outcomes. - Proven experience of inspection regimes including Best Value, implementing improvement plans and delivering sustained service improvements against agreed national and local targets. - Experience in interpreting and managing complex financial and budgetary information, ensuring targets are met. - Accomplishments in managing service and organisational change.
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	<ul style="list-style-type: none"> - Take the lead/key responsibility for assigned cross-cutting themes, transformation and change programmes, other projects and initiatives. Achieving Success - Lead and manage key programmes and projects, ensuring successful delivery against agreed national and local targets and outcomes, and compliance with financial regulations and codes of practice. - Embed the Performance Management Culture, driving the continuous improvement of services and playing a key role in Best Value processes, ensuring that this is under-pinned by appropriate performance management systems and information. - Ensure that resources are optimised and controlled effectively by the development, implementation and monitoring of robust service and financial planning processes. - Ensure that, within the policies agreed by the Council, a cost conscious approach to the utilisation of resources, including finance and budgetary control, staffing levels, supplies, equipment and premises. - Implement strategies, plans and targets for equal opportunities and diversity to support the Council's objectives. - Support effective scrutiny arrangements and ensure the engagement and involvement of Members as appropriate. 	<p>Experience of successfully managing and leading a relevant professional area in a multi-functional large organisation.</p>
<p>Social Worker Manager (information taken from Job Profile, dated 2014)</p>	<ul style="list-style-type: none"> - Lead and manage social work services for vulnerable children and their families through the line management of a number of first line managers including family placement services, Residential Children's Homes and Through Care and After Care 	<p>Essential Qualification:</p> <ul style="list-style-type: none"> - DipSW or equivalent Social Work Qualification - Registered as a Social Worker with SSSC <p>Essential Experience:</p> <ul style="list-style-type: none"> - Considerable experience at First Line Manager level in a Social Work setting - Experience of working in Children's Services, with extensive knowledge of

	<ul style="list-style-type: none"> - Undertake strategic leadership of a range of social work and partnership initiatives including the Corporate Parenting Leads Group - Assume control and management of relevant services budgets, ensuring effective utilisation of financial resources - Ensure that systems, processes and practices are compatible with the principles and intent of GIRFEC, Personalisation and other national and local initiatives - Ensure compliance with legislative, policy and procedural requirements and guidance - Represent Childrens' services and the Council at a range of local and national fora - Embed continuous improvement, self-evaluation and performance management approaches within the post holders' areas of responsibility and more generally within the service and in line with requirements for regulated services - Communicating with Elected Members and other representatives and / or advocates of children and their families as required 	<p>relevant legislation, guidance and practice for Children.</p> <ul style="list-style-type: none"> - Experience of inter and intra Agency Working - Experience in a lead role for health and Safety for the Section
<p>Team Manager (information taken from Job Profile, dated September 2019)</p>	<ul style="list-style-type: none"> - Leadership and day-to-day management of the team - Professional supervision - Quality assurance - Lead role for co-ordination of fostering services - Decision-making on priorities for service - Ensure statutory responsibilities are appropriately discharged - Ongoing contribution to the development of strategy and policy to meet existing standards and define higher ones - Prepare relevant reports - Ensure that all team members adhere to health and safety policies and comply with reporting procedures 	<p>QUALIFICATIONS AND TRAINING</p> <p>Essential:</p> <ul style="list-style-type: none"> - BA (Hons) Social Work or equivalent - Training in Children (Scotland) Act 1995 and relevant legislation - Registration with SSSC as a Social Worker <p>Desirable:</p> <ul style="list-style-type: none"> - PQ qualification (Eg. Child protection, Practice Teacher Qualification, MHO Training, PQ Award) - PQ training issues related to Fostering - Management training <p>EXPERIENCE</p>

	<ul style="list-style-type: none"> - Financial management and monitoring of devolved budgets - Multi-agency working: corporate and representational duties 	<p>Essential:</p> <ul style="list-style-type: none"> - Substantial post qualification experience in a child care setting - Theoretical and practical issues related to Fostering - Presentations to Adoption/Fostering Panel - Professional Assessment - Multi Agency Working <p>Desirable:</p> <ul style="list-style-type: none"> - Supervising/ supporting staff - Management and leadership Experience - Budgetary experience
<p>Senior Practitioners (information taken from Job Profile, dated April 2016)</p>	<ul style="list-style-type: none"> - Lead in projects specific to Foster Care and Family Placement Services, including making presentations and drafting committee and management reports as necessary - Contribute to the planning, monitoring and evaluating of Service delivery to meet the requirements of Foster carers and the National Care standards for Fostering and Family Placement - Contribute to service development and the implementation of change in services and systems relating to Fostering and Family Placement - Provide professional advice, support, guidance and leadership to team colleagues and other professionals in relation to knowledge and experience of the Fostering task - Responsible for complex cases, requiring a higher level of competence in assessment, planning and intervention, which will include aspects of risk management, either in entirety or in an advisory capacity to other employees - Maintain written recording as required by the policies and procedures of the Council and by appropriate legislation and 	<p>QUALIFICATIONS AND TRAINING</p> <p>Essential:</p> <ul style="list-style-type: none"> - Dip SWor equivalent professional qualification in Social Work - Post qualifying training in Child Care or Practice Teaching - Fully registered as a social worker with the SSSC <p>Desirable:</p> <ul style="list-style-type: none"> - Teaching/ training qualification <p>EXPERIENCE</p> <p>Essential:</p> <ul style="list-style-type: none"> - Experience in working with children & families in a statutory setting - Considerable experience of working in Family Placement Services - Experience of mentoring / supervising staff members and students - Experience in developing and leading training for groups of adults - Preparation of formal report writing and assessments <p>Desirable:</p>

	<p>Agency information systems, including CareFirst and any other statutory and agency requirements. Liaise with professionals and external bodies to carry out research and analyse data to inform the planning of Foster Care and Family Placement Services</p> <ul style="list-style-type: none"> - Recruitment, assessment, training, support and supervision of Foster Carers in caring for Looked After Children and overall responsibility for work undertaken by student social workers within the team, which includes formal and informal performance appraisals - Provide formal supervision and mentoring for new qualified and unqualified members of the staff team, such as Family Placement social workers and Family Support Workers - Participate in team, supervision and other appropriate Agency meetings such as Aberdeenshire's Adoption and Permanence; Fostering, Kinship Care and Supported Lodgings Panels - Facilitate the ongoing learning and development of Aberdeenshire's Foster Carers and their families 	<ul style="list-style-type: none"> - Post qualified social work experience in a rural area - Experience in providing guidance and training to staff members - Experience of organisational change
<p>Social Workers (information taken from Job Profile dated October 2013)</p>	<ul style="list-style-type: none"> - Recruitment, assessment and training of carers to provide a full range of services that meet carer's need and concerns - Supervision, support, guidance and management of carers to meet the approved high standard - Carry out statutory and agency requirements including report writing and care plans - Maintain record keeping systems in line with corporate and statutory records management standards - Purchase goods and services in accordance with financial procedures 	<p>QUALIFICATIONS AND TRAINING</p> <p>Essential:</p> <ul style="list-style-type: none"> • Educated to BA Honours or postgraduate degree in Social Work • Applicants must be fully registered with the SSSC • Current valid driving licence <p>EXPERIENCE</p> <p>Essential:</p> <ul style="list-style-type: none"> • Significant experience of working with children and families • Ability to draft clear and concise reports for management and speak in support of these <p>Desirable:</p>

		<ul style="list-style-type: none"> • Post qualified social work experience in a rural area • Recent experience in a child care setting • Experience of previous work in Home finding / Children's Resources • Experience of leading training groups for adults • Post qualified experience in Child Protection
<p>Family Support Workers (Information taken from Job Profile, dated</p>	<ul style="list-style-type: none"> - To offer practical help and support to Foster Carers and their families, as identified by the Family Placement Worker - To participate in planned work alone and with colleagues from social work and/or other agencies - To escort children to required appointments and activities - To liaise on children/young people's behalf with other agencies and professionals when necessary - To accompany children on outings and activities to promote their social inclusion and the opportunity for them to achieve their potential - To facilitate Aberdeenshire's Fostering Support groups and to assist in the development of fostering support provision - To support Foster carers in accessing training and development opportunities and also to facilitate appropriate training when required - To undertake tasks as required in rehabilitation plans, placement, moves and plans for leaving care - To undertake other duties as required relating to supporting foster carers, and children in their care 	<p>Essential Criteria</p> <ul style="list-style-type: none"> - Proven track record of working with children and families - Ability to observe children and their interaction - Good written and verbal communication skills - Ability to travel within Aberdeenshire - Ability to work purposefully under pressure - Ability to prioritise - Ability to work as a member of a team <p>>>Desirable Criteria</p> <ul style="list-style-type: none"> - Experience of work in a fieldwork setting - Experience of work in a rural area - Experience of inter-agency working - Ability to participate in innovative team-work - Flexibility

