



Principal Social Worker's Welcome

Dear Colleague,

A very warm welcome to Newham Children Social Care's 2020-2021 training programme.

Despite the challenges encountered in 2020, workers, in all roles, have risen to that challenge and continued to strive to deliver best practice to support the families they work with. We have a new practice framework providing our workforce with focus and purpose – the “Six Cs” of Co-Production, Curiosity, Clarity, Compassion, Confidence and Community.

We have made good progress implementing our practice model which is one of relational social work drawing on systemic ideas and approaches, and have been delighted to welcome Dave Tapsell, Director of Clinical Practice and a team of Family Therapists to support us in embedding the model. We launched and completed Phase one of the 2020 Practice Fundamentals programme which, began in June despite having to make some last minute changes when it had to be moved entirely online due to the Lockdown. The silver-lining is that we have learnt a lot about virtual training and the benefits this can bring as a result almost all of our training going forwards will be made available for staff to attend online, even when we are able to attend in person again.

Possibly the biggest news of 2020 was the establishment of Newham's Social Care Academy, through which we hope to become a centre for excellence in social work learning over the next few years. The Academy launched its monthly newsletter *Learning Curve* in early September – this will provide monthly updates to the training schedule as well as news from within the department and developments in social work more widely.



This improvement has been encouraging to see and I have full faith that we will move to greater strength going into 2021.

Training for 2020-21 will include:

- Phase two of our Practice Fundamentals programme to ensure we provide the highest quality service to our community.
- A bespoke ASYE course to support our Newly Qualified Social Workers getting the best start to their career.
- Our Newham Bedrock internal training, provided by our in-house specialists and experts, will promote working together and communication between services.
- Collaboration with partners in the Newham Safeguarding Children Partnership, North London Teaching Partnership, Research in Practice, Making Research Count and many others

So please take the time to familiarise yourself with our training offer and don't forget to stay updated with *Learning Curve* each month!

A handwritten signature in black ink that reads "B. Halligan".

Beverley Halligan
Principal Social Worker

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Introduction

Newham Together

Newham Children's Social Care aims to become a centre for excellence in social worker learning and practice over the next three years. This requires dedication to improving the service with a focus on the outcomes we want to achieve for children, young people and families in the borough.

Our Outcomes

All children and young people in Newham will:

- Grow up happy, healthy & safe
- Flourish in our schools
- Benefit from employment, skills & training opportunities
- Play an active role in the community



This document details the principles underlying our training offer and how the offer will be delivered. Given that the actual training programme will grow and develop in response to the needs of the department, this document does not provide a comprehensive directory of the training or a timetable, however it will link to where you can find the most up to date information about this.

You can send any questions to the Social Care Academy:

PWDTeam@Newham.gov.uk



To achieve these, we will strive to continuously improve our practice. We will work together with a shared sense of purpose and agreed set of values, and a commitment to collaborate with our partners.

The Way We Work

- We invest in relationships
- We are open & transparent
- We create a culture of learning & curiosity
- We are ambitious
- We support each other & celebrate success



The Newham Social Care Academy

Aim and Purpose

The aim of the Social Care Academy is to:

- Ensure Newham attracts, recruits, retains and develops outstanding social workers
- Help foster best practice and ensure the best possible outcomes for families
- Support the new ways of working in Newham and the improvement journey
- Bring us in line with Social Work England's (SWE) requirements for social workers to evidence a wide range of learning and development experiences to evidence their Continuing Professional Development (CPD) and maintain registration.

The academy has 5 faculties

The faculties are:

- Partnerships & Collaborations
- Workforce planning
- Social Care Training & Early Careers
- Social Care Practice
- Management & Leadership

Each faculty offers a range of opportunities for all social care staff and there is scope for the academy to include the wider children's services and adult social care in time.

Faculty of Partnerships & Collaborations

This is our largest faculty, working on a wide range of projects and initiatives. It is involved in much of the work of the other faculties.

There are 10 workforce groups for staff at all levels and interests to be involved in, lead and develop, including:

- Voice of the workforce
- Corporate Parenting
- Innovations & sector led improvements
- Voice of Children and Families
- BAME group
- Partnerships

Faculty of Workforce Planning

The opportunities in this faculty links closely to the innovations project in the Partnership and Collaborations faculty. Social work initiatives such as the Social Work Apprenticeships sits in the workforce faculty.

Our aspiring managers and experienced permanent staff can become involved in the recruitment and selection of new social workers, ensuring we give them the right experience and support retention. This faculty also has oversight of rewards and incentives.

Faculty of Social Care Training & Early Careers

This faculty focusses on inspiring and supporting practitioners during their social work training and their post qualification year. This faculty supports the partnership with Frontline and delivers an ASYE support programme. Both initiatives will see growth and further development in the next six-12 months.

Faculty of Social Care Practice

This faculty offers a range of interesting and diverse CPD opportunities for our experienced social workers.

It holds the complex and specialist pathways for professionals' career development:

- Aspiring Managers
- Specialist in: Domestic Abuse, Substance Misuse, Mental Health, and more
- Professional Practice Educator
- Systemic Practitioner/Family Therapist

Faculty of Management & Leadership

This faculty is paramount in setting the learning culture of the academy.

This faculty will develop and manage the shadowing and mentoring programmes for our aspiring managers who will be trained as coaches; mentors and trainers as part of the managers training programme.

The Newham Together Practice Framework

Newham Together

The Newham Together Practice Framework is based on **restorative** values – supporting local families to make positive changes to their lives, drawing strength from their relationships and networks. The Framework provides a context for workers to guide these changes, however it also is a continually developing and changing thing in itself – it is a learning system, using feedback, both positive and negative, from service users and staff to constantly improve our services. Transparency and accountability are an important aspect of the Framework, with the focus being on learning.

We always approach our work with positive intent – we aim to add value and support families. We recognise the significance of difference and the role difference and language plays in structuring the meaning and experience of the world. We use the Social GRACES to support recognition of difference into our work. These differences contribute to power dynamics that can cause inequality and disadvantage.

Our approach is **relational**, using the ‘self’ and relationships to build trust and support change. Clear, empathic communication is key to achieving this.

We draw on **systemic** theory to inform our practice and help make sense of complex situations. We do not view people as ‘the problem’: their circumstances are the product of many interacting factors and focusing on relationships helps us better understand their needs, strengths and resources. Systemic ideas help us develop tools for managing risk, providing options other than ‘escalation’.

The “6 Cs”

There are six core principles underlying our Practice Framework.

-  Co-Production
-  Curiosity
-  Compassion
-  Confidence
-  Clarity
-  Community



Co-production

Children and young people are at the centre of all we do

The lived experience of children and young people is paramount. We listen to them and seek to build a relationship of trust. Feedback and involvement is central to what we do.

Curiosity

We use a systemic approach to understand complex issues;

Our aim is to understand relationships in the context of family life. We recognise that language and difference shape meaning and experiences.

Compassion

We provide support by building on strengths;
We engage people with positive intent. We have an appreciation of the strengths of those we work with and their ability to find solutions to complex issues. The goals and plans are coproduced.

Confidence

We respond to risk with confidence;
We accept it is not possible to eliminate all risk; our approach is to work within a context of safe uncertainty. We use our relationships to mitigate risk.

Clarity

We are purposeful, planned and focussed;
We use analysis and reflection to formulate our support for families. We practice with a clear view of the outcomes we seek.

Community

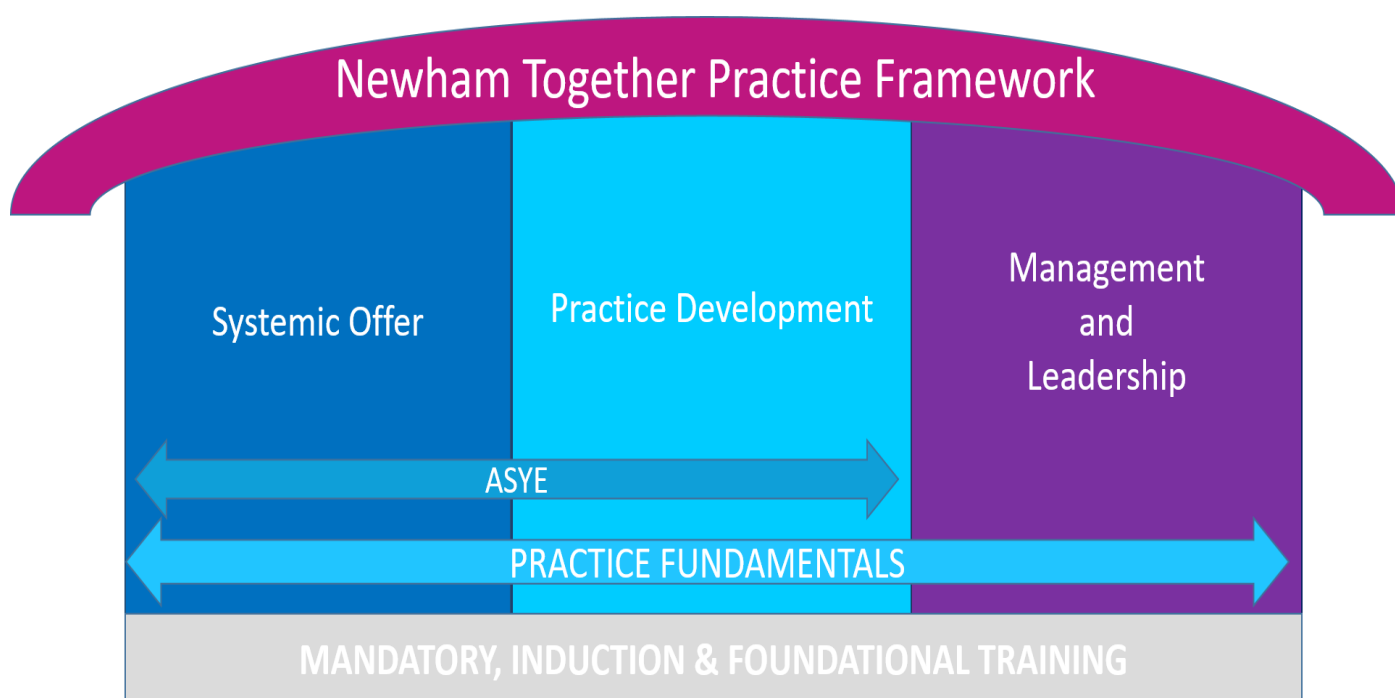
We are part of the community of Newham;
We celebrate the diversity in our community, recognising and responding to difference. We build lasting relationships and value feedback.

Embedding the Practice Framework

The Newham Together Practice Framework is a thread that runs through our entire training offer. By embedding these values into our training, our practice will be more consistent and form the basis of a partnership with families to help them achieve the aims they themselves have identified. We will be working *with*, not *to* or *for* them, in an open and transparent manner

Openness and transparency requires courage and trust proportionate to the nature of the relationship. A relationship takes time to develop, lasts for varying lengths of time, and is dependent on multiple factors some involving people, others are social factors which we describe through the an acronym of the social GRACES.

In building on our values and embedding the Framework, we will co-produce plans with children, families and partners making clear the expectations of all partners to improving the outcomes for children and mitigating risks that children face.



Our Systemic Practice Offer

Systemic Social Work

Our Practice Framework draws on systemic theory. It supports the relational approach we adopt and provides tools for workers to gain a better understanding of their families through their means of interacting with individuals, how they analyse the issues the families are facing and how they effect change

The Director of Clinical Practice leads on the implementation and embedding of this model and is supported by a team of Systemic Family Therapists. The clinical team will support practitioners and whole teams to think about their cases in a systemic way, through one-on-one consultations, group supervision and providing training. They also advise on and quality assure other training to ensure that it supports the practice framework. The family therapists are involved in the delivery of the ASYE programme, supporting the group peer discussion each month and providing the systemic element of the year.

We have partnered with the Institute for Family Therapy (IFT) to provide specialist training for our social workers who wish to further develop their skills and understanding of systemic family therapy.

Every month, systemic peer support is available for all staff – practitioners, front-line managers and service managers.

Most of our other training has systemic elements built into it (apart from purely procedural or corporate training) which is incorporated based on guidance from the Director of Clinical Practice and the family therapists. For example, our Practice Fundamentals programme involves coaching for teams following a systemic model.

Our Offer

Ours is a stepped offer to ensure that all staff are familiar with the basics of systemic practice, and we provide further training for those whose roles require a greater degree of knowledge or who wish to move towards specialisation as part of their professional development.



We regularly run short bite-sized workshops, lunchtime seminars and occasional ones that are a day or longer.

Our systemic offer will develop practitioners' ability to work with families around their needs, identifying the entirety of the family systems' strengths, needs and resources.

Learning Curve

The Academy's Monthly Training Newsletter

News and Updates

Learning Curve is the Newham Social Care Academy's monthly newsletter. Published in the first week of each month, it brings together information from within the department, the council and the wider social work profession.

Our Practice Framework is a key component of *Learning Curve* – there is a specific focus on the systemic training offered each month, and every issue contains a definition of a systemic term or concept. Additionally, a member of our senior leadership team writes a reflection on one of the “6 Cs” to help workers embed these ideas into their practice.

Learning Curve keeps our staff informed about recent learning within the department – both our Quality Assurance team and the Newham Safeguarding Children Partnership have space to distribute information to staff. For example, learning from recent audits or Rapid Reviews.

Learning Curve contains links to further reading and learning resources – e.g., an academic article or a 7-minute Briefing produced by the NSCP. [Back issues and additional resources are archived on Teams where staff can easily access this information.](#)

Booking Training

Each issue of *Learning Curve* details the training available for the following three months. This is divided into ‘single sessions’ and ‘full courses’. The following three months have a page with the available training listed by date.

Currently, training is booked via Outlook, Eventbrite, Zoom registrations and contacting the colleague running the training. However, at the time of writing Newham is in the process of implementing a new IT system – Fusion. Fusion will be the portal through which staff manage their training. *Learning Curve* will be integrated with Fusion so staff will be able to identify available training, get more information and enrol themselves with just a few clicks.

Learning Curve advertises training available from the Newham Safeguarding Children Partnership, the North London Teaching Partnership (including our partner HEIs), training provided by third sector organisations, and commissioned training.

Finally, there are several e-learning opportunities available through *Learning Curve*. These are accessed in the same manner – following the links provided.

Learning Curve Newham London
September 2020 Issue 5

Welcome!

Dear all,

Welcome to Learning Curve. This is how you will get regular news and information about the Newham Social Care Academy. The Academy is more than the training and development programme alone, although this is a critical element of it. The Academy forms part of a 'whole system' approach to creating the conditions in Newham that will attract good quality social care practitioners to join and stay, its measures for success will be to:

- improve our workforce data and intelligence,
- develop a strategic approach to recruitment,
- inspire and shape future generations of social care practitioners by supporting students and newly qualified social workers,
- create a workforce development offer that equips practitioners with the skills and knowledge to do the job and
- supports you to achieve your own professional ambitions and aspirations through maintaining a sharp focus on career progression pathways and opportunities.

Systemic Practice: "Systemic practice is a way of working which emphasises people's relationships as key to understanding their experiences and affect change. Families are worked with rather than 'done to'. They are better supported to play together and practitioners are more satisfied with their jobs and more likely to stay in them." (Concise for Systemic Social Work, 2017)

So, a big welcome to each of you as members of the Newham Social Care Academy and I hope you enjoy and look out for subsequent editions of *Learning Curve*.

Best Wishes
Beverley Halligan
Principal Social Worker

"Today's problems cannot be solved if we still think the way we thought when we created them." – Einstein

Practice Framework

Systemic Social Work

This column will provide some knowledge about systemic social work for you to consider. This could be defining a systemic concept, linking to theory or giving you tips for your practice. To start, we will look at the definition for "Systemic" and "Systemic Practice" in the context of social work.

Systemic: "This approach recognises that we are always and inevitably part of a wider 'ecology' within political, economic and cultural contexts and that everything in our social lives is connected through our relationships and co-created through and within our communication processes." (Hedges, 2005)

Systemic Practice: "Systemic practice is a way of working which emphasises people's relationships as key to understanding their experiences and affect change. Families are worked with rather than 'done to'. They are better supported to play together and practitioners are more satisfied with their jobs and more likely to stay in them." (Concise for Systemic Social Work, 2017)

The "6 Cs"

Each month this page will contain a reflection on one of the "6 Cs" which comprise Newham Children's Social Care's Practice Framework. To remind you...

Newham's practice framework provides practitioners with confidence and clarity in their work with children and young people. Our practice framework is rooted in restorative, relational approaches utilising systemic tools. The model is strength based and seeks to co-produce solutions to difficult problems. This approach draws on systemic principles and uses a range of tools and techniques to enhance social work practice.

CONPRODUCTION: children and young people are at the centre of all we do: The lived experience of children and young people is paramount. We listen to them and use to build a relationship of trust. Feedback and involvement is central to what we do.

CURIOSITY: we use a systemic approach to understand complex issues; Our aim is to understand relationships in the context of family life. We recognise that language and difference shape meaning and experiences.

COMPASSION: we provide support by building on strengths; We engage people with positive intent. We have an appreciation of the strengths of those we work with and their ability to find solutions to complex issues. The goals and plans are co-produced.

CONFIDENCE: we respond to risk with confidence; We accept it is not possible to eliminate all risk; our approach is to work within a context of safe uncertainty. We use our relationships to mitigate risk.

CLARITY: our practice is purposeful, planned and focused; We use analysis and reflection to formulate our support for families. We practice with a clear view of the outcomes we seek.

COMMUNITY: we are part of the community of Newham; We celebrate the diversity in our community, recognising and responding to difference. We build lasting relationships and value feedback.

September

September is a new learning year with a new training programme for Newham CSC!

Systemic Practice Training

Introduction to systemic practice:
25th September, 10:00-14:00
Practitioners Peer Support:
2nd September, 14:00-17:00
Practice Leaders Peer Support:
9th September, 14:00-15:30
23rd September, 14:00-15:30
Service Managers Peer Support:
2nd September, 14:00-15:30
10th September, 14:00-15:30
16th September, 15:30-17:00
17th September, 14:00-15:30
18th September, 15:30-17:00
19th September, 14:00-15:30
20th September, 14:00-15:30
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27th October, 14:00-15:30
28th October, 14:00-15:30
29th October, 14:00-15:30
30th October, 14:00-15:30
31st October, 14:00-15:30

Inductions

September brings our new frontline participants on the 2nd and our new ASWEs on the 28th

Welcome to Newham!

New starters in Newham should book onto our new induction training:
24th September: 09:00-17:00
(non-para: 26:00)

Team Induction Handbook
[Corporate Induction Checklist](#)
[e-learning for new starters](#)

Workshops & individual training sessions in September

1st 1400-1500: [Education Health and Care Plan](#)
6th 1000-1100: [Domestic Abuse Level 2](#)
8th 1400-1500: [Practice Frameworks 2 - Risk recognition and planning for risk](#)
10th 1400-1500: [Practice Frameworks 3 - Risk recognition and planning for risk](#)
12th 1400-1500: [Practice Frameworks 4 - Risk recognition and planning for risk](#)
14th 1400-1500: [Practice Frameworks 5 - Risk recognition and planning for risk](#)
16th 1400-1500: [Practice Frameworks 6 - Risk recognition and planning for risk](#)
18th 1400-1500: [Practice Frameworks 7 - Practice plans, performance & monitoring](#)
20th 1400-1500: [Practice Frameworks 8 - Practice plans, performance & monitoring](#)
22nd 1400-1500: [Practice Frameworks 9 - Practice plans, performance & monitoring](#)
24th 1400-1500: [Practice Frameworks 10 - Practice plans, performance & monitoring](#)
26th 1400-1500: [Practice Frameworks 11 - Practice plans, performance & monitoring](#)
28th 1400-1500: [Practice Frameworks 12 - Practice plans, performance & monitoring](#)
30th 1400-1500: [Practice Frameworks 13 - Practice plans, performance & monitoring](#)
1st 1400-1500: [Practice Frameworks 14 - Practice plans, performance & monitoring](#)
3rd 1400-1500: [Practice Frameworks 15 - Practice plans, performance & monitoring](#)
5th 1400-1500: [Practice Frameworks 16 - Practice plans, performance & monitoring](#)
7th 1400-1500: [Practice Frameworks 17 - Practice plans, performance & monitoring](#)
9th 1400-1500: [Practice Frameworks 18 - Practice plans, performance & monitoring](#)
11th 1400-1500: [Practice Frameworks 19 - Practice plans, performance & monitoring](#)
13th 1400-1500: [Practice Frameworks 20 - Practice plans, performance & monitoring](#)
15th 1400-1500: [Practice Frameworks 21 - Practice plans, performance & monitoring](#)
17th 1400-1500: [Practice Frameworks 22 - Practice plans, performance & monitoring](#)
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21st 1400-1500: [Practice Frameworks 24 - Practice plans, performance & monitoring](#)
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25th 1400-1500: [Practice Frameworks 26 - Practice plans, performance & monitoring](#)
27th 1400-1500: [Practice Frameworks 27 - Practice plans, performance & monitoring](#)
29th 1400-1500: [Practice Frameworks 28 - Practice plans, performance & monitoring](#)
31st 1400-1500: [Practice Frameworks 29 - Practice plans, performance & monitoring](#)

Courses and training programmes starting in September

Domestic Abuse Training
Ensuring that practitioners are aware of the causes, symptoms and impact of trauma in their work with children and families. [You must book on all four modules.](#)

Complex and Challenging Safeguarding
Continual safeguarding expertise issues and outside the home that can increase risk for young people. [You must book on all eight modules.](#)

Health and Wellbeing Training
Ensuring that practitioners are aware of the causes, symptoms and impact of trauma in their work with children and families. [You must book on all four modules.](#)

Working with Families and Communities
This is for staff who have completed the 5 day course and can now apply for the 10 day to get the Certificate in Systemic Practice with Families and Communities.

Booking yourself on to training

Click on the link attached to the training you are interested in. This will take you to a website where you can book, open a Zoom link for you to register or open an email addressed to the person you need to contact.

Click here for the full Newham Children's Safeguarding Partnership training calendar for September 2020

Induction for New Starters and Bedrock Training

Induction Programme

Newham is a great place to be a Social Care Professional. We look forward to introducing the council to new staff and informing them about Newham, the department, our values, our mission statement, how we work, and the exciting challenges and opportunities that can help take their career to the next level.

Starting a new job involves a steep learning curve and a thorough induction programme is a big help when settling in. This programme assists in getting to grips with a new job and understand the role in providing services to children, young people and families across Newham.



Our Induction programme starts with a full day's introduction to Newham – the council, the community and the CYPS. This covers the basic processes within the department and the journey of the child through the system.

The following week there is an introduction to Systemic Practice for all new starters, including all Agency workers, to ensure consistency in the approach to families in line with our Practice Framework. Following this, permanent workers are able to undertake the five-day systemic programme.

Doing Things the Right Way

Our Bedrock programme ensures that staff are familiar with Newham policies, procedures and ways of working. It provides consistency of understanding and, as it is run by Service Managers and senior staff, it introduces all new workers to people they need to know in the different services. Some are run in conjunction with our partners in Education and Health.

The specialist services within CYPS provide training about how practitioners can make best use of their specialisms and are fully informed about statutory and regulatory requirements, guidelines and local procedures to effectively and efficiently ensure they are providing the best service to children and families in Newham.

While targeted at new starters, all social care staff are able to attend if they feel they need a refresher. A number of sessions are already on offer with more becoming available soon.

These include:

- Child Protection Procedures and preparing for CP Conferences
- Preparing for Children in Care Reviews
- Reg24, Private Fostering, Connected Carers
- Health Needs of Children in Care
- Engaging with Education
- Creating and working under EHCPs
- Using the Working with Men Toolkit
- Managing complaints
- Completing Audits

We are in the process of creating a series on legal processes to ensure staff are prepared for when they need to take their cases to court. We are also increasing our portfolio of training for managers of all levels, both those new to the role and the more experienced. These should be available from late 2020.

Assessed and Supported Year of Employment

Culture of Learning

Our Newly Qualified Social Workers will start their careers with an understanding of the importance of continual learning and development. Newham has designed a boutique training programme for the 2020/21 Assessed and Supported Year of Employment. This programme will ensure that over the course of their first year in practice, NQSWs will gain an understanding of the way in which a Social Care department operates. They will also receive an introduction to the Practice Framework and Systemic Social Work model.

A Year of Progress

The first three months of the ASYE helps the NQSW settle in and learn some basic social work skills – recording, assessments and planning. By their three month review they will be ready to joint work Child Protection cases and by their six month review, they will be familiar with the Journey of the Child, and have gained insight into our families' lived experience of Social Work.

Senior Leadership Investment

The 2019 Skills for Care ASYE Review showed a strong correlation between clear involvement by senior leadership and a positive ASYE experience. A positive ASYE experience leads to better retention and recruitment. A senior leader (Director or Head of Service) will attend 20-30 minutes of each training day to introduce themselves to the NQSWs, explain their role within the service, and answer any questions. We want to remove barriers between senior leadership and staff, demystifying and familiarising the senior roles for the NQSWs.

Whole Service Involvement

Practitioners and managers from our specialist services deliver training, overseen by the Workforce Development Service Manager. By involving these specialists, we ensure that the NQSWs receive current, relevant information.



The second half of the year introduces NQSWs to Systemic Social Work through the five-day training, delivered by our family therapists. Their caseloads will rise and become more complex. They will be challenged to become reflective practitioners by identifying how their own backgrounds and preconceptions impact their interactions with families.

Specialists include our Child Protection Chairs and IROs, the LADO, our Legal Manager, the Working with Men Lead, Health professionals and, of course, the Family Therapists. In delivering training, these specialists are introducing themselves to the NQSWs as the people they will work with when dealing with these issues. This also enables the practitioners to develop their skills in teaching and sharing their knowledge.

Learning Cycles

The first week of each month has a half-day's training on a particular aspect of Child and Family Social Work. Managers and NQSWs are able to plan work allocation according to the curriculum. To embed this training in their practice, during the month NQSWs will receive some experience working with that month's subject either on their own cases or on a case joint-worked with a colleague. At the end of each month a peer discussion group facilitates the NQSWs sharing their varied experiences to learn from peers' experience. A systemically trained Family Therapist leads these sessions.



Developing Reflective Skills

Reflective and critical thinking can be difficult to master, even for experienced social workers. The expectation is that all material produced for the ASYE portfolio demonstrates these two qualities, especially as the year progresses. NQSWs can expect constructive feedback about their portfolios from their Assessor and the ASYE Coordinator, with the latter being available for surgeries before each review to give NQSWs a chance to discuss their portfolio and have any questions answered.

Child Protection

Newham considers the ASYE to be scaffolding supporting NQSWs while they are developing, gradually removed over the course of the year. NQSWs are exposed to Child Protection from the start, joining experienced workers on visits and observing child protection processes, such as Strategy Meetings and CP Conferences. By the three-month review, they should be joint-working an appropriate case with a colleague. By the six-month review they should be leading on the case, with their colleague providing backup and support. On completion of their ASYE, they should be able to manage a medium-risk case with minimal support.

Caseloads and Supervision

NQSWs start on a caseload of 40% of a social worker – three or four Children In Need. This gives them the space and time to adequately reflect on their practice as part of their learning, and shadow their colleagues, attend training and work on their portfolio. Over the course of the ASYE, this raises to 90% of a social worker's caseload, including Child Protection.

NQSWs receive weekly formal case supervision for the first eight weeks, then fortnightly until six months, and monthly after that – of course, there is ad hoc and informal supervision too. Each pod or team has weekly group supervision in which all members are able to share cases and benefit from their colleagues' input.

Protected Time

10% of the NQSWs time is protected during the ASYE for training, development and writing their portfolio. About half of this is used with the ASYE Programme, with the other half available for the NQSWs to use as one day per month. This needs to be negotiated with their manager but is otherwise up to the NQSW to do whatever activity they have identified as contributing to their learning and development (however they are encouraged to focus on their portfolio first).

Practice Fundamentals

Our Flagship Training Programme

Practice Fundamentals is Newham's core training offer. It started in mid-2019 as a stand-alone programme that covered practice highly relevant to our improvement journey. We intended to repeat it in 2020, however Covid intervened so we quickly moved it online. This change proved unexpectedly successful as attendance increased from 2019. We recorded the sessions and made available for staff who could not attend them live.

We have now developed the programme into an ongoing series, tying together practice and theory under Newham's Practice Framework. As you can see in the illustration on p7, Practice Fundamentals touches all aspects of our offer – our Systemic Offer, Practice Development, and Management and Leadership.




Practice Fundamentals forms a learning loop – content is planned within the Social Care Academy by consultation between the PSW, Director of Clinical Practice, Assistant Director for Quality Assurance, Workforce Development Service, NSCP and the trainers. The content reflects recent learning, staff feedback and other areas identified for improvement.

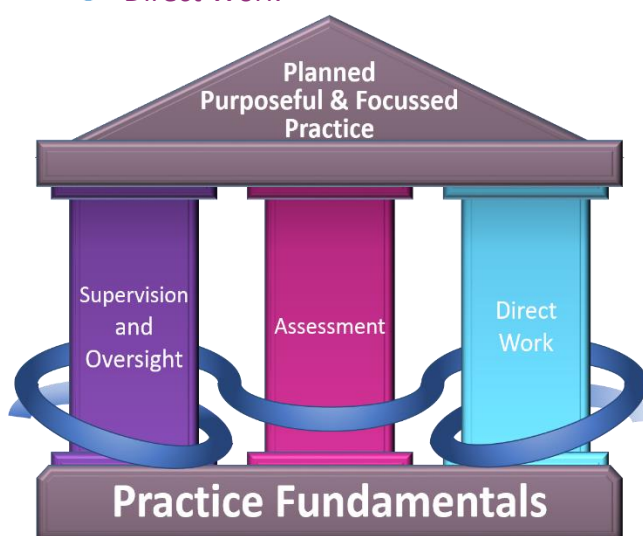


Subsequent audits provide follow up analysis to identify any change in that area of practice. Planning meetings consider findings and incorporate them into future training.

Structure

Practice Fundamentals has three pillars – the areas of practice identified for continuous improvement through audits, Rapid Reviews, external inspections and staff feedback.

-  Supervision and Oversight
-  Assessment
-  Direct Work



These pillars are broadly defined – for example, *Assessment* contains any aspect of social work that comes under the general heading, not just a formal or written assessment: for example, it will include genograms, the impact of mental health, domestic abuse, parental substance misuse, contextual safeguarding, and, of course, risk assessment.

Although the pillars are named separately, this is an artificial distinction as there is clearly considerable interaction, represented by the ribbon in the picture above. Reflective Analysis is relevant to both *Assessment* and *Supervision and Oversight*. Chronologies, used properly, are a tool of both *Assessment* and *Direct Work*. This will be made apparent in the training and the overlap will be highlighted. Planning, reviews and intervention interweave between the three pillars, particularly *Direct Work* and *Supervision and Oversight*.

Supervision and Oversight

Reflective supervision is a key feature of the Practice Framework and therefore features heavily in the Fundamentals programme. The emphasis is on the crucial values of our work being *Planned, Purposeful* and *Focussed*.

Given its importance, the Director of Clinical Practice and Principal Social Worker are leading on developing the programme and will present the initial sessions, although the Heads of Service will eventually take responsibility for delivering this training, taking turns to discuss different aspects of the Newham Supervision Framework.

Assessment

Newham have commissioned Craig Barlow to work with us on improving our assessments and our ability to recognise risk.

We are in the process of re-vamping our Assessment paperwork to make it more compatible with the Practice Framework and encourage systemic practice by prompting relational questions and other systemic tools.

Direct Work

This will cover children of all ages, as well as adults. Newham have developed two toolkits – *Direct Work with Children* and *Working with Men*. It will include guidance on using social work tools, such as chronologies and genograms in Direct Work with families.

Structure

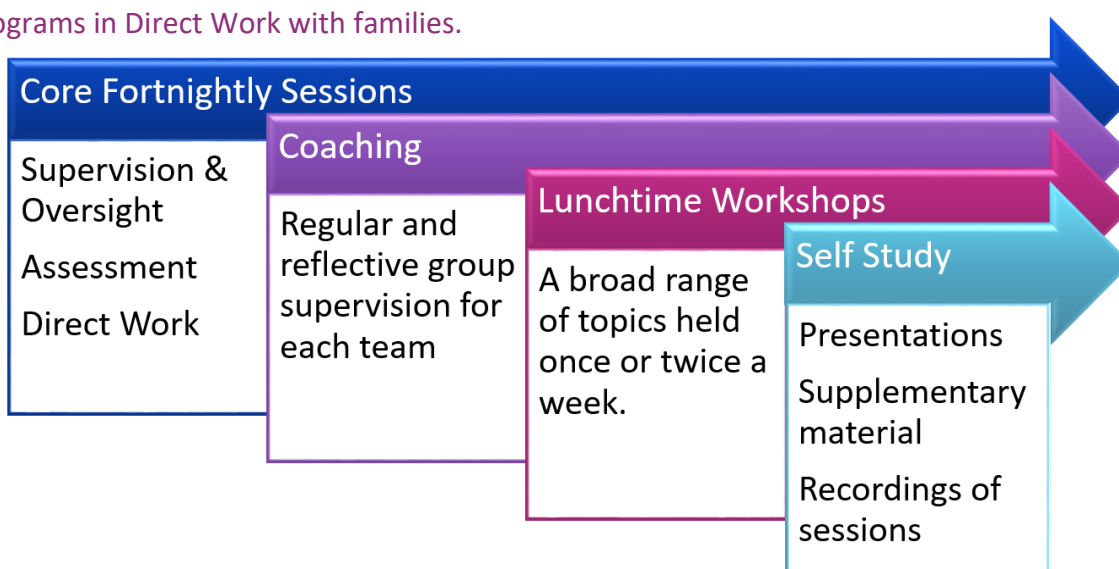
We have reserved a dedicated fortnightly slot exclusively for Practice Fundamentals training. The focus of each session rotates between the pillars, although the specific content adapts to the requirements of the department, following the *Learning Loop* process above.

Specialists from within the department, local partners and commissioned trainers will run weekly lunchtime seminars. These will cover a broad range of subjects relevant to our work with families.

Practice Fundamentals will continue to be virtual, delivered over Zoom. The sessions are recorded and available on MTeams. Over time, a large catalogue of training videos will develop, available for staff to download and review when convenient for them. The presentations and any supplementary material will also be available for staff.

Coaching

Teams have fortnightly coaching provided by the trainers and experienced practitioners. Through this coaching, workers are able to clarify their understanding of the concepts raised in the training, using their own case examples in a small and familiar group setting. This helps embed the learning in the team as it is directly relevant to their work.



Leadership and Management

Growing our own

Newham is dedicated to supporting our staff with their professional development, including progression from front line to management.

The transition from practitioner to manager can be one of the hardest steps in a career – it requires new ways of working, new ways of thinking and an adjustment to relationships with colleagues.

The Journey to Management

To help our workers grow into a management role we encourage experienced staff to take on increased responsibility with a degree of oversight. This journey starts even during the ASYE when NQSWs are given the opportunity to assist students and gain an initial experience of assisting with the professional development of a colleague. Post ASYE, they might be buddied with one of the next cohort of NQSWs. A few years into their career they will have the option to undertake Practice Educator training and have students of their own.

This takes place alongside their training in Systemic Practice, and with critically reflective, systemic supervision from their own manager, good management is modelled for them to follow. As they learn to interact with and view their families systemically, this transfers to their relationships with their colleagues, students and, when the time comes, supervisees. Experienced Practitioners can also become *Practitioner Teachers*, giving guest talks to students at our HEI partners.

Transitioning to Management

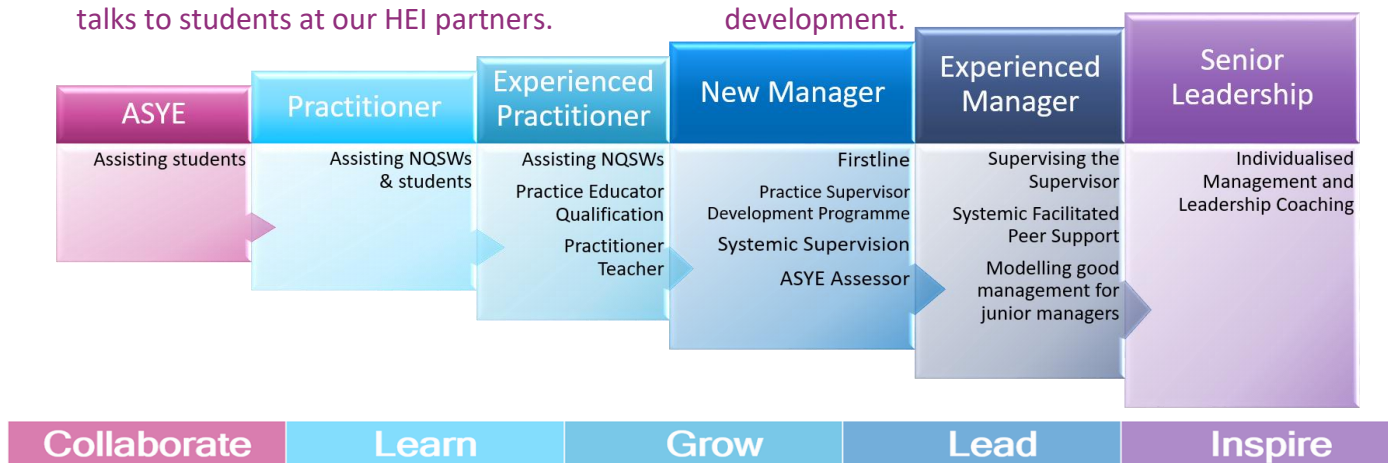
After the switch to management, staff are able to benefit from various opportunities. Newham council has several e-learning tools for managers that are regularly reviewed and updated, most recently with modules on managing staff remotely during Covid, and training on checking in on employees' mental health and wellbeing. First-level managers will also take on the role of ASYE Assessor.

Newham CSC has partnered with organisations who improve management practice within the industry. Primarily, this includes *Firstline* (run by Frontline) and the *Practice Supervisor Development Programme* (PSDP – run by Research in Practice) which also has a *Supervising the Supervisor* element for senior managers.

Internally Newham regularly runs workshops for managers to improve their knowledge and skills on everything from budgeting, to managing complaints, to the regular training regarding *Supervision and Oversight* in the *Practice Fundamentals* programme.

Senior Management & Leadership

For Senior Managers it is appropriate to take a more individualised approach. Over the past few years Newham has engaged leadership coaches for permanent managers at Head of Service level and above. This helps clearly identify their own personal strengths to build on and the areas needing attention for further development.



Newham Safeguarding Children Partnership

Aims and Objectives



The NSCP is committed to ensuring that vulnerable children and families in Newham are provided with high quality support and protection and achieve the best possible outcomes. The Partnership agreed on priorities for 2020-2022, informed by Rapid Reviews, Serious Case Reviews, current data, and the views of children, young people and their families. The NSCP has three priorities:

11 All Ages Exploitation

To coordinate and drive forward multi-agency programmes and interventions in Newham which combat exploitation in all its forms

12 Transitions to Adulthood

Moving from childhood to adulthood in a safe and positive way. The focus is on care leavers; children with learning disabilities and special educational needs; young parents; and those experiencing difficulties with mental health.

13 Improve Quality of Assessments

This will include the voice of the child and young person, professional curiosity and use of the Graded Care Profile 2 to assess neglect.

A fourth priority was agreed in June 2020 in response to the Covid-19 pandemic:

14 Prepare for an increase in safeguarding referrals after lockdown eases

To ready the system for an increase in referrals once lockdown starts to ease. Focusing on the impact of domestic violence; risk of harm through all types of exploitation; impact on special educational needs; mental health; and where families have become vulnerable due to lack or loss of income.

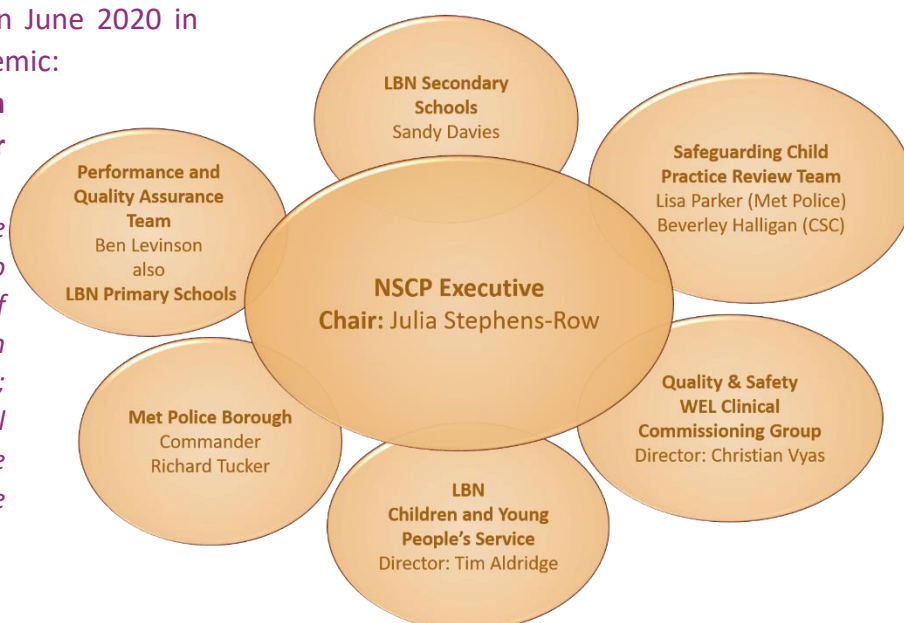
Training and Support

A core function of the NSCP is to provide information to Social Care and partner agencies to help them fulfil their safeguarding duties. The Partnership runs training for social care and partner agency practitioners regarding many aspects of safeguarding, risk recognition and organisational responses to these.

The NSCP disseminates findings and learning gained from Rapid Reviews and Serious Case Reviews. This happens through training and providing publications on the Partnership's website. Recently, the NSCP has produced a series of *7-minute briefings*, based on research showing that 7 minutes is the optimum time for people to pay attention – the intention is that practitioners will be able to take small useful pieces of information frequently to build their knowledge and understanding consistently.

Structure

The NSCP is comprised of the NSCP Chair, the Corporate Director and Principal Social Worker from Children's Social Care, the Director of the Newham Clinical Commissioning Group, A representative of both Primary and Secondary school heads in Newham and the Borough Commander of the Met Police.



Our Other Learning Partnerships

North East London Teaching Partnership

Newham is a member of the North East London Teaching Partnership. It is made up of seven Local Authorities, two local universities and various NGOs. The Partnership has a focus on Practice Education and the experience of social work students and Newly Qualified Social Workers. It aims to develop, embed and maintain a sustainable model of practice learning and excellence at all levels from entry on social work courses, to student placements, NQSWs and the wider workforce. There is a regular Practice Educators forum, an ASYE programme of training, webinars, and input from practitioners into the curriculum and teaching of students at the local universities.



Frontline / Firstline

Newham have had a long partnership with Frontline, and many successful social workers qualify through the Frontline programme. We have one unit in our current cohort, but hope to expand that in 2021.

Our recently promoted managers have access to the Firstline programme which assists them in learning and developing their knowledge and leadership skills in their new role.



Step-Up to Social Work

We have been a member of Step Up To Social Work since 2018 and are on our second cohort who are in their final placements and will be ready for their ASYE in April 2021. We are already looking ahead to our third cohort who will be due to start in 2022.

Research in Practice

We regularly use RiP's online resources in our training and all members of staff have the ability to access their briefings, webinars and presentations. They also provide a boutique tailored support day to meet Newham's training needs. As mentioned, they run the managers' PSDP programme.



CareKnowledge

Practitioners can access up-to-date research, articles and other information relevant to their field of work through CareKnowledge. Its knowledge maps are extremely helpful for giving professionals understanding of current knowledge by collating recent research on a topic in one convenient place.



Making Research Count

MRC is a national research dissemination initiative involving 10 universities with proven records of accomplishment in social care education and research. Practitioners have access to seminars and conferences addressing topical issues in social care.



Social Work Apprenticeship

(Pan-London and the University of Kingston)

From 2021, this will be a pathway for our non-social work qualified professionals who wish to become social workers. They will remain employed by Newham while they study social work, and have placements within the council and a job as a social worker on graduation.

How to Book on Training

Internal Training – Fusion

Most internal training is now booked via the council's IT system – [Fusion](#).

All staff, permanent and agency, are set up on Fusion and have access to their own Dashboard from which they are able to navigate to book leave, training, claim expenses etc.

Newham Children's Social Care's internally sourced training is all labelled "CYPS" to aid searching so workers know that the training is from the Children and Young People's Service, rather than other areas of the council that use similar language (e.g., "Assessment").

Fusion keeps a record of Social Workers' training so they can easily update their CPD on the Social Work England portal to maintain their professional registration.

Finally, Fusion enables participants to give feedback after their training which is used to monitor the engagement of staff and make any required adaptations to the presentation.

NSCP Training

The NSCP training calendar is available [on their website](#) and training can be booked by clicking on the relevant link. It is open to all workers in the partnership.

Other internal training

Not all training requires practitioners to enrol formally. There are several 'drop in' sessions held throughout the year to enable staff to seek advice and support about particular aspects of their work. For example, the Quality Assurance team make themselves available every week to answer questions from social workers and managers about the monthly Practice Learning Conversations. NQSWs and ASYE Assessors are able to have drop-in sessions with the Workforce Development Service Manager about the ASYE Portfolios and Assessor Reports a few weeks before each ASYE Review.

Other external training

The Practice and Workforce Development Service manages most other external training. The PWD publishes *Learning Curve* each month and advertises upcoming opportunities. Workers who wish to book onto external training can do so by emailing the service on PWDTeam@Newham.gov.uk

All training can identified and booked via *Learning Curve* each month.

Training Currently Available for 2020-2021

The following pages contain an overview of the training available over the academic year 2020-2021. This is set to increase over the coming months as training is developed, especially regarding the Practice Fundamentals Programme. The Social Care Academy will update this list regularly and we will make new versions available via [the Social Care Academy folder on MSTeams](#). Times for training sessions will be in [Learning Curve](#) in the months prior to the event, with links to book on the sessions.

Course	Description	Dates
Assessed and Supported Year of Employment	Open to Newly Qualified Social Workers only, the ASYE provides social workers with a great start to their careers. It follows the Journey of the Child to help workers better understand the lived experience of a child in the system, and provides training on Newham's Practice Model – Systemic Social Work	Monthly from 7 th October 2020
Child Neglect: Assessing the Quality of Parental Care - Using GCP2 Tool	The NSPCC Graded Care Profile GCP2 is a standardised tool for assessing the quality of parental care where neglect is a concern. It provides an assessment of the quality of care across the 4 domains of physical; safety, emotional; developmental needs. Newham NSCP have adopted the tool and are training key professionals to use this as part of assessment and intervention.	17 th September 2020 17 th November 2020 6 th January 2021 11 th March 2021 12 th March 2021 6 th July 2021
Child Sexual Abuse, and Harmful Sexual Behaviour	To enhance knowledge and build confidence in responding to Child sexual abuse and harmful sexual behaviour	8 th October 2020 10 th February 2021 15 th June 2021
Complaints Training for Managers	Newham uses a specific piece of IT to manage complaints. This training shows managers how to use this software.	19 th October 2020 16 th November 2020 More dates in 2021
Complex and Contextual Safeguarding (AM+PM)	Building professional confidence in effectively addressing the exposure to CSE and CSE within Young People's various Contexts. Eight modules each 90 minutes over four days. All must be attended in order to complete training	15/16 th Sept 2020 22/23 rd Sept 2020 20/21 st Jan 2021 27/28 th Jan 2021 19/20 th May 2021 26/27 th May 2021
Complex Safeguarding – Risk and strengths linked to faith and belief	This aims to enhance practitioners' knowledge of the complexities of safeguarding children and families when faith and belief are possible factors. Explore the risks but also highlight strengths within this arena for some children and families.	7 th January 2021 4 th March 2021 30 th June 2021
Creating Safer Organisations	The course will inform and ensure that practitioners, volunteers and managers understand safer recruitment procedures and are able to consider organisational safeguarding from a wider perspective.	27 th October 2020 28 th January 2021 20 th May 2021 27 th May 2021

Course	Description	Dates
Criminal Exploitation	In 2017, the Government introduced national guidance to help identify and protect those exploited through criminal exploitation. This guidance is part of the cross-government approach to ending gang violence and exploitation.	14 th October 2020 18 th November 2020 3 rd February 2021 10 th March 2021 5 th May 2021 9 th June 2021
Cultural Competence and Safeguarding	This course aims to enhance practitioners' knowledge, skills and understanding of how race, culture and/or faith and belief systems can impact our safeguarding children practice. The course will also focus on the roles and responsibilities of practitioners, the legal framework, and how to identify risk factors.	3 rd September 2020 1 st December 2020 2 nd March 2021 2 nd June 2021
Divert! learning event	Divert! is Newham Children's Social Care's multi-disciplinary team of professionals that work with young people whose behaviour places them at increased risk. Through the lens of a fictional case, this event will demonstrate the wide range of services provided by Divert! and inform practitioners how they can refer appropriate cases to the team.	26 th October 2020
Domestic Abuse	The course will look at the impact of domestic abuse on adult victims and their children, why domestic abuse is a safeguarding issue for children and the routes for help and protection.	8 th September 2020 12 th January 2021 6 th May 2021
Domestic Abuse - Advanced	This workshop will give an overview of why we risk assess victims of domestic violence and abuse (DVA), the history, purpose and use of the Domestic Abuse Stalking Harassment and Honour Based Violence (DASH) risk identification checklist (RIC). Attendees will consider how to respond to disclosure of domestic abuse with empathy and understanding and the role of professionals in intervening safely. The session will also consider how to assess someone's immediate safety, build a coherent safety plan and referral to, and continued liaison with, specialist services.	25 th November 2020 18 th February 2021 24 th June 2021
Early Help Framework & Team Around the Family	This training will support participants to embed the Early Help Framework and the Early Help Record as the tool to identify when children and families would benefit from early help support and used to Understand, Plan, Do and Review to plan a pathway of holistic help and support for the whole family through the Team Around approach.	12 th November 2020 9 th February 2021 22 nd June 2021

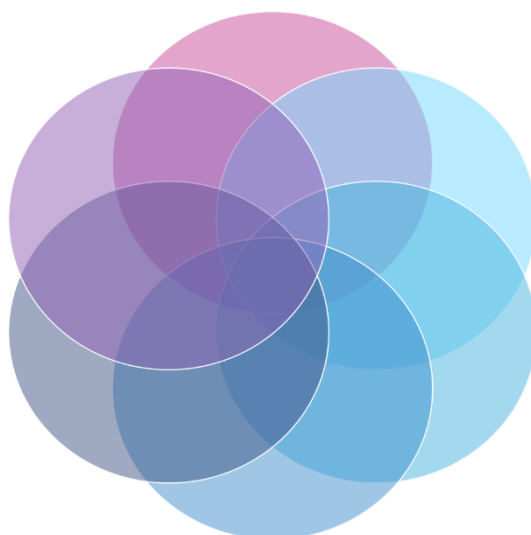
Course	Description	Dates
Education Health and Care Plans (EHCP)	<p>Education Health Care Plan (EHCP) Legislation and Local Authority responsibilities.</p> <ul style="list-style-type: none"> • Children & Families Act 2014 & Legal requirements for the Local Authority • Provide a firm understanding of Education Health and Care needs assessment and EHC Plan • Your support/role within the legislation • The who, when, why and how Dilemmas: <ul style="list-style-type: none"> o WHO THE CLIENT IS o WHEN TO SUPPORT THE EHC NEEDS PROCESS o WHY o HOW TO REFER 	<p>7th September 2020 15th September 2020 21st September 2020 29th September 2020 7th October 2020</p>
Effective Complaints Handling	An online skills course in investigating complaints delivered live by experienced Ombudsman staff. Participants can draw on knowledge gained from our experience of over four decades of complaints investigation, decision-making and remedy recommendations.	Pending
Effective Engagement with Adolescents	Learning Outcome: Skills in risk assessing CSE, gangs etc., by creating and using meaningful engagement with adolescents.	<p>7th October 2020 29th October 2020</p>
Engagement and Rational Questioning	Learning Outcome: Fine-tuning the craft of seeking to understand the experiences and perspectives of family members. Developing reflecting and reformulating questions within as interactive relational process. This will also help to better analyse and plan.	<p>1st October 2020 29th October 2020</p>
Extremism: Understanding the Impact on Young People	Building professional confidence in effectively addressing the exposure to extremism within context of safeguarding	<p>22nd October 2020 9th December 2020 16th March 2021 1st July 2021</p>
GCP2 Surgery - Beyond the Training (AM+PM)	This half day surgery is offered to participants who have attended the Child Neglect: Assessing the Quality of Parental Care training and either have not used the tool and need to refresh or have used the tool and want to develop their expertise in using the findings to move a case forward, by presenting a live open case where GCP2 has been used.	<p>13th October 2020 3rd December 2020 2nd February 2021 23rd March 2021 18th May 2021 17th June 2021</p>
Induction to Newham Children Social Care	Mandatory to all new starters to Newham CYPS	<p>26th November 2020 28th January 2021 25th March 2021 27th May 2021 29th July 2021 30th September 2021</p>

Course	Description	Dates
Introduction to Complex and Contextual Safeguarding and Tools	Newham Children's Social Care designed a model approach for assessment and planning for children who have complex safeguarding needs due to Exploitation. This half-day workshop will provide participants with an understanding of contextual safeguarding and the tools used in Newham to assess the risk of criminal and sexual exploitation for children and young people who go missing, and the approaches used to intervene to increase their safety and reduce the risk of future harm.	5 th October 2020 9 th November 2020 18 th January 2021 8 th March 2021 10 th May 2021 28 th June 2021
Introduction to Systemic Practice	Mandatory to all new starters to Newham Children's Social Care	27 th November 2020 29 th January 2021 26 th March 2021 28 th May 2021 30 th July 2021 30 th September 2021
Managing Allegations and LADO Roles	When allegations are made against staff or volunteers who work with children, organisations need to be aware of their statutory duties. This course aims to inform participants of what these duties are, how the LADO Process works and how to complete internal investigations both inside and outside of this process.	14 th October 2020 20 th January 2021 12 th May 2021
Parental Substance Misuse & children and Young People	We hope to broaden participants' understanding of issues relating to substance use and parenting, allowing them to feel able to make more informed assessments in this area	21 st October 2020 16 th February 2021 3 rd March 2021
Perinatal Mental Health	Participants will develop an understanding of what the term perinatal mental illness means and its recognition.	27 th October 2020 17 th February 2021 23 rd June 2021
Practice Learning Conversations	Practice Learning Conversations replace case audits. These conversations are between a manager and a practitioner and examine what the practitioner was looking to achieve. The manager gives the perspective of an experienced outsider who can give feedback to the practitioner. This training is available to both managers and practitioners to assist them in getting the most out of these conversations.	The first Friday of every month. Consultations available every Tuesday afternoon.
Preparation for Child Protection Conferences	This takes participants through the child protection procedures – from a concern being raised, through the Section 47 inquiry, Strategy Meetings up to the Initial and Review Child Protection Case Conferences. It goes over what makes a good conference and how workers are able to prepare beforehand to raise the chances of a better outcome.	23 rd October 2020 26 th November 2020 More dates coming in 2021

Course	Description	Dates
Preparation for Reviews for Children Looked After	Reviews for Children in Care are an essential part of ensuring that the child's views and feelings are considered within the process, and that their youth is recorded so they are able to have an understanding of their life. All too often, however, these reviews are left to the last minute due to other pressures and so these meetings do not always serve their full purpose. This training aims to change that.	22 nd October 2020 19 th November 2020 17 th December 2020 More dates coming in 2021
Protecting Young Children Online	A basic introductory course that provides an overview into how children and young people access new information technologies, what the safety issues are and how we as professionals can help parents and young people to keep safe. Participants will gain an awareness of social media and new technological advances that children and young people are able to access.	16 th October 2020 4 th February 2021 10 th June 2021
Radicalisation Awareness Workshop(AM +PM)	Course Aim: To gain an understanding of Prevent and to increase knowledge on this area for staff who work with members of the public	15 th October 2020 11 th February 2021 8 th June 2021
Reducing Parental Conflict module 2	Explore how to recognise the signs of parental conflict at the early stages.	9 th September 2020 15 th September 2020 8 th October 2020 12 th October 2020 12 th November 2020 23 rd November 2020 9 th December 2020
Reducing Parental Conflict module 3	Focus on practising the skills of handling conversations with parents in conflict	3 rd September 2020 11 th September 2020 8 th October 2020 12 th October 2020 12 th November 2020 23 rd November 2020 9 th December 2020
Reg 24, Private Fostering and Connected Carers	This area of work makes many demands of social workers – the regulations and legislation can be complex and failure to complete the required tasks and adhere to the timescales can have significant implications for the child and the family they live with.	5 th November 2020 10 th December 2020
Revisiting Abuse and Neglect	Learning outcome: Exploring and effectively applying the learning from SCR/PR/LR to actual practice	10 th September 2020 15 th October 2020

Course	Description	Dates
Safeguarding and disable children	To increase confidence and good practice in working with disabled children and their families in order to assess children's needs, identify risks and take effective and timely action to protect children at risk of harm. This course will explore the challenges of protecting disabled children effectively and will highlight the need to recognise the diverse ways in which children may communicate their needs.	21 st September 2020 23 rd November 2020 25 th January 2021 22 nd March 2021 17 th May 2021 5 th July 2021
Social Care and Education	This training is run by the Education, Inclusion and Achievement Service. Education is the partner we work with the most often, but there is a lot the average CSC worker might not understand about the education system and how their procedures impact our work and families' lives. This training will look at numerous aspects of how we can better work with education professionals. This also covers Virtual Schools and admissions procedures.	30 th October 2020 27 th November 2020 17 th December 2020 More dates in 2021.
Working Together to Safeguarding Children Living away from Home	The aim of this course is to raise awareness of the range of circumstances in which children may become cared for away from home. This includes children who are in the care of the Local Authority and children who are cared for under Private Fostering Regulations	13 th October 2020 9 th February 2021 8 th June 2021
Self-Harm Suicide and Young People	This is a half-day training aiming to increase practitioners' understanding and awareness about self-harming and suicidal thoughts and behaviours in children and young people. The course aims to increase compassionate and effective responding to such presentations, through the development of relationships and interactions which can help to facilitate communication, validation and alternative coping skills. It also aims to advance professional knowledge and skills in risk assessment, safeguarding and safety planning when working with self-harm and suicidality along with the promotion of multi-agency working.	7 th October 2020 24 th February 2021 23 rd June 2021
Think Child, Think Family - Think Everyone has a Life story	Appreciating the role of stories in families to make sense of their histories and present day lived experiences. This is aimed at all levels of support from early help, Child Protection and Looked After Children	4 th November 2020 23 rd February 2021 16 th June 2021
Trauma Informed Practice (AM+PM)	Building professional confidence in effectively addressing the exposure to trauma within context of safeguarding Four modules each 90 minutes delivered over two days	28 th & 29 th October 2020 13 th & 14 th January 2021 28 th & 29 th April 2021

Course	Description	Dates
Understanding Family History	Learning Outcome: Confidence in using tools such as genograms and chronologies to increase understanding of family history, its impact on current family life, family dynamics and relationships.	24 th September 2020 21 st October 2020
Working with Men	3 Sessions- to build early help capability in early help to work with domestic abuse as well as embed learning from the Salma DHR	Session 1 - 20th Oct 2020 2 - Mon 23rd Nov 2020 3 - Tue 15th Dec 2020
Working together: Child Protection Conferences and Group Meetings	A Child Protection Conference is a multi-agency meeting to decide if children are at risk of significant harm and if so to recommend a Child Protection Plan. Core group meetings are an essential part of multi-agency planning process. It is imperative that all agencies ensure a total commitment to these parts of the child protection process, recognising that working in partnership with families and multi-agency planning is paramount to the effectiveness of protecting children and assessing and providing for their needs.	Pending



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