



Children's
Safeguarding
and Social
Work

Induction handbook

For managers and supervisors



Children's Safeguarding
and Social Work



Camden



Introduction

Team managers and senior practitioners who supervise staff are responsible for leading the induction process, and this handbook sets out what they need to do in order to support new workers into their role and help them take up their responsibilities within a safe working environment.

Induction in CSSW

Why induction is important

Induction is a planned programme of events that introduces new social workers and personal advisors to Camden, helping them find out about their role and signposting them to support and information so that they are able to settle into their role.

Induction is important because it sets the tone for workers and helps to welcome them to CSSW and ensures they have a positive experience of working for Camden from the start.

Objectives of induction

The main objective of the induction programme is to make sure new workers have all the information they need to carry out their role as a social worker or personal advisor safely and successfully, so that they can provide a high standard of practice that leads to good outcomes for children and families.

The induction process should be tailored to the individual worker's level of skills, knowledge and experience and able to meet their support needs, so that by the end of the process workers will:

- have been introduced to the team and their supervisor
- have attended induction sessions with key services, teams and workers who will have a role in supporting and advising them
- be aware of their role, expectations of them as a Camden employee and expected standards of practice as a social worker or personal advisor
- know how to access the training, resources and information they need to deliver good practice and high quality services
- know where to seek any support they need to ensure a safe working environment.

Agency and temporary staff should receive a similar level of induction support as permanent members of staff so that they are also prepared to carry out their role although this can be tailored to take account of their level of skills, knowledge and experience and the needs of the service. Please see the section on temporary and agency staff later on in this booklet.



Before starting

Often there can be a delay between a worker being appointed and joining Camden, but this period can be useful for new workers to find out more about CSSW and their team, helping them get a better picture of what they can expect when they arrive and taking away the fear of the unknown.

- During this period, it's important for and supervisors to keep in touch with staff members so they feel that Camden is making preparations for them to join.
- Supervisors should make sure they have contact details for new workers so they can contact them and introduce themselves.
- New workers should be provided with the Social Worker Induction Handbook and any information about the team or service in advance. [induction-handbook-for-childrens-social-workers_v7.pdf \(camden.gov.uk\)](#)
- In the MASH team, the service manager should decide which senior practitioner will supervise the new worker and discuss this in advance with the supervisor so they are aware of the new worker's levels of experience and knowledge and what support they are likely to need.

• On joining Camden

- All new permanent staff joining Camden start on the same day each month and Human Resources will email managers with the new worker's joining date in advance.
- Supervisors should contact new workers to confirm arrangements for them to join the team and be introduced to team members, including any buddy that may have been chosen to support the worker.
- Supervisors should ensure they input the new worker's details onto Oracle Cloud and complete the new starter e-form so that IT can set up the new worker on council IT systems.

Corporate induction

All new workers must attend corporate induction where they will sign on with Human Resources and receive a Welcome pack and meet with IT to collect their lap-top and agile working kit and receive their login for council IT systems. Please note that without this, workers will not be able to access MOSAIC and have cases allocated.

Corporate induction sessions are run monthly by Human Resources and take place over the first 2 days. New workers and their managers will be sent details of the sessions by Human Resources and supervisors should incorporate this into the worker's induction plan.

Divisional induction

All new workers must complete the mandatory online e-learning module that in sets out the main duties and divisional expectations of service delivery and covers:

- all the mandatory processes for working with children and families, including children in need, child protection procedures, and looked after children and care leavers;
- the policy framework that informs our practice
- standards of case recording on our electronic case record system MOSAIC
- performance indicators and management information
- the case audit programme
- participation and service user engagement.

It is an expectation that social workers and personal advisors complete this learning within 2-3 weeks of joining and supervisors should ensure that this takes place. The module is available at:

🖱️ [Course: Children's Safeguarding and Social Work Divisional Induction \(Quality Assurance\) \(learningpool.com\)](#)

CSSW runs a 3 monthly divisional induction day where new staff have a chance to meet with key managers and services and find out more about the work we do and the resources available for children and families in the borough.

All new social workers will automatically be invited to the next available induction session. Supervisors will be informed of the dates and it is important that workers have the opportunity to attend the session.

Team induction

Team induction is the most important part of a new worker's induction programme and should cover all the information they need to integrate into the team. Team induction should be a flexible programme of events tailored to the needs of the individual worker, designed and delivered by supervisors around the needs of the worker based on their levels of knowledge and experience, and reflecting the team's area of social work practice and expertise.

Induction planning

Requirements

Supervisors are jointly responsible for ensuring that new workers receive a full induction into their role and should plan a programme of activities covering the first 6 weeks of employment. The plan should be recorded on the induction plan template available at: [link to be added](#)

Supervisor should discuss the new worker's needs and what activities need to be included in their induction programme, but the supervisor is responsible for drawing up a suitable induction plan covering corporate, divisional and team induction and should agree this plan with the manager.

The supervisor should go through the induction plan with the new worker as soon as they join to agree its implementation and set a date for supervision within 1 week when the plan will be reviewed.

Reviewing plans

The progress of the induction programme should be reviewed by supervisors and workers during supervision to ensure that the induction plan is being implemented and is helping the worker to settle into their role. The plan should be adjusted if necessary and team managers should be kept informed of progress.

Workers should be asked to feed back to their supervisor on whether the activity or event was useful and whether their induction plan needs to be adjusted. This will help CSSW to develop induction practice further and allow supervisors to plan effectively for future induction.

Induction timetable

CSSW expects that a new worker's induction programme will ensure the following essential induction activities to have taken place within the relevant timescale:

Within
1 week

Within 1 week of joining social workers should have:

- met with their allocated supervisor for the first supervision session
- attended corporate induction (normally on days 1&2)
- attended MOSAIC training (normally within 4 days)
- met with team members and any appointed "buddy"
- gone through the induction checklist with the supervisor

Within
2-3 weeks

Within 2-3 weeks of joining social workers should have:

- completed the mandatory corporate and divisional e-learning modules
- met with team's allocated IRO to go through child in need, child protection and looked after children processes
- met with the Case Progression manager to find out about procedures for care proceedings and court work
- met with the Social Work Academy team manager to sign up for ASYE programme (newly qualified social workers and those returning to social work)
- began to have cases allocated.

Within
4-6 weeks

Within 4-6 weeks of joining social workers should have:

- attended the MASH team induction session
- attended the Early Help service induction session
- met with team's Model of Social Work champion
- For CLA social workers, met with fostering and permanence team managers, CAMHS and CLA health workers and the Virtual School Head
- For CLA social workers and personal advisors, met with Pathways co-ordinator

Supervisors should therefore ensure the following are addressed as part of induction planning:

Induction checklist

The induction checklist has been designed to help supervisors ensure all essential elements are covered during the induction period. Supervisors should refer to the checklist regularly whilst induction is on-going as a record of progress. 📄 [csw-induction-checklist.pdf \(camden.gov.uk\)](https://camden.gov.uk/csw-induction-checklist.pdf)

The checklist should be completed within 3 months to demonstrate that all matters have been addressed and a copy placed on the worker's supervision file.

Supervision

- The first supervision session should take place within the first week of joining and subsequent sessions should be held weekly for the first 4-6 weeks depending on the worker's need.
- Supervision dates should be set at this first meeting and supervisors should go through the supervision contract with the new worker to agree key elements; it is important that this meeting is used to set the tone for the supervisory relationship and allow the parties to begin building a trusting working relationship.
- Supervisors should explain the probation procedure to new workers and set out how what will happen during the probation period. For more details please see below.
- Early supervision meetings held during the induction period should be used to review and adjust the worker's induction plan if necessary.

For further details please see the divisional supervision policy:

📄 [Social work supervision | Children's Policy & Practice Hub \(camden.gov.uk\)](https://camden.gov.uk/social-work-supervision-childrens-policy-practice-hub)



Probation

All permanent staff joining Camden (not temporary agency staff) are subject to a 6 month probationary period. This applies to all staff including those joining Camden from another local authority. The purpose is to assess their suitability for the role and supervisors are responsible for this assessment.

Please note newly qualified social workers will have a 12 month probation period in line with the Assessed and Supported Year in Employment.

Supervisors should use the probationary period to determine the suitability of the worker to their post based on their performance and conduct. Managers and supervisors should use the induction period to ensure social workers are given every opportunity to fit into their role and begin the process of assessing their suitability.

For more information on the role of the manager/supervisor during the probation period please visit: 📄 <https://lbcamden.sharepoint.com/sites/Essentials-HR/SitePages/Probation.aspx>

Temporary and agency staff

Induction for temporary and agency workers should follow a similar pattern for permanent workers although there are some key differences to take account of the fact that they are likely to be experienced workers.

- Supervisors should ensure that a suitable induction plan is in place covering the first 2 weeks that meets their needs but reflects their level of knowledge and experience.
- It is likely that agency staff, being more experienced, will have cases allocated quickly and will be expected to begin work on these cases immediately, and this should be reflected in their induction plan.
- Agency staff will not attend corporate induction sessions but will still need to receive team and divisional induction and should carry out MOSAIC training and mandatory corporate and divisional e-learning modules.
- Managers should complete the new starter e-form so that IT can set up the new worker on the computer system and ensure they attend MOSAIC training or competency testing.
- New staff are expected to hold an Enhanced DBS that is still valid for a full 12 months. Where this is not the case, a MOSAIC risk should be completed by the supervisor pending receipt of a new DBS.
- New staff should also attend ICT induction for temporary agency staff where they receive their agile working kit; this takes place every Monday at 1pm at room 6.1 in 5PS.
- Temporary agency staff should also have the same training opportunities as permanent staff and should be able to attend core social work training as required.

Meeting with key staff

- Supervisors should contact the team's allocated IRO, the team's Model of Social Work Champion and the Case Progression manager to notify them of new workers who are starting and ask them to make arrangements to meet with the worker to go through key policies and procedures.
- For workers joining Corporate Parenting Service teams, supervisors should also contact the following so that arrangements can be made for the worker to have an induction with the following teams/workers to find out more about their roles:
 - Fostering team
 - Permanence team
 - Resource team
 - Virtual School Head
 - CLA health team
 - Pathways co-ordinator
 - CLA Business Support
- All newly qualified social workers and those returning to social work must meet with the Academy team manager in order to assess their continued learning needs and sign on to the Assessed and Supported Year in Employment (ASYE) programme. Further details on this can be found in the section on Learning and Development.
- All new staff should meet with Business Support managers to find out about support available around key administrative tasks such as booking minute takers and rooms and the key financial processes such as claiming expenses and authorising payments for service users.



Induction with key services

All new workers should have an induction with the MASH and the Early Help Service. Induction sessions for these services are run on a monthly basis and new workers will be automatically invited to the next available session via the Learning and Development portal.

Policies and key documents

- Supervisors should ensure that new workers are able to access the children and families policy hub at: [Children's Policy & Practice Hub | Children's Policy & Practice Hub \(camden.gov.uk\)](#)
- Workers should be given the opportunity during the induction period to have space to familiarise themselves with key policies and documents, and supervisors should give some consideration to which policies and documents are essential for workers to read given their role within CSSW.

Allocating cases

- Decisions on allocating cases are taken by team managers in line with the CSSW Case allocation and transfer policy, particularly when allocating cases to newly qualified social workers. <https://ascpractice.camden.gov.uk/media/3740/allocation-and-transfer-of-cases-policy.pdf>
- In general, a worker's first 2 weeks should be taken up with induction activity and allocation of cases should take place gradually over this period. During this period, social workers would not be expected to take sole case responsibility but could begin to review cases that will be allocated to them.
- Decisions on when to begin allocating cases to new workers should take into account the worker's levels of skills, knowledge and experience. In general new workers should not begin to have cases allocated to them in the first two weeks but supervisors may choose to allow new workers to co-work a case with an experienced social worker and work towards a gradual hand-over of the case.
- For agency workers or other workers with a high level of knowledge and experience, managers may decide to allocate cases in a shorter timeframe if this is necessary to meet the needs of the service.
- Supervisors should ensure time is set aside as part of the induction plan for workers to read case files so they can familiarise themselves prior to the case being allocated.

Health and safety

Supervisors must ensure a health and safety induction is carried out so that workers are aware of safety procedures, fire drills and how to report incidents. The induction should cover personal safety when working with service users in the office, for example using panic buttons in meeting rooms and notifying security if there may be safety issues with a particular service user.

The induction should include steps social workers should take to ensure their personal safety when working alone, for example letting team members know of their movements. For more information, please see the staff health and safety policies.

🔗 [Health and safety and lone working | Children's Policy & Practice Hub \(camden.gov.uk\)](#)

Other activities

Supervisors may identify a variety of other induction activities for new workers, including:

- appointing a “buddy” from the team and use of the reflective supervision pod as extended buddies
- providing opportunities to shadow workers and visits to other teams, services, agencies and professionals
- opportunities to observe home visits, meetings, cases conferences and reviews
- case reading in readiness for allocation of cases and handover meetings
- other reading relevant to practice and research
- accessing the CSSW policy hub and research resources such as Research in Practice and Making Research Count.

Learning and development for new staff

Enabling staff to access opportunities for personal and professional development is a key managerial responsibility and is an essential task during the induction period and going forward so that social workers are able to meet Social Work England registration requirements.

The Camden Social Work Academy

The Camden Social Work Academy is the umbrella organisation that provides the framework for learning and development of the workforce. The website contains information about how CSSW will support the development of all social workers at every stage of their career, including details of the learning offer available to workers. 🔗 <https://ascpractice.camden.gov.uk/children-practice-hub/camden-social-work-academy-and-model-of-social-work/>

Assessing worker's needs

- Supervision is the key forum for assessing the learning and development needs of new workers and identifying opportunities for learning within Camden's core training programme.
- Supervisors should have ongoing conversations with the new worker as part of their personal supervision and record any agreed actions on their personal learning and development plan.
- It is essential that where managers and supervisors identify training needs affecting the service as a whole that these are shared with the Academy team manager so that learning needs across the division can be addressed and relevant training commissioned.



Mandatory training

Supervisors must ensure that new workers are able to access and complete the following mandatory training during the induction period:

- All new workers joining CSSW should receive an automatic invitation to join MOSAIC training (or a competence test for workers with prior experience of using MOSAIC) within 4 working days of joining so they are able to access the system and allow managers to allocate cases.
- All new workers joining Camden must complete the mandatory corporate e-learning module covering topics such as health and safety, safeguarding, diversity and equalities. The module can be accessed via:

➤ [Camden LMS: Log in to the site \(learningpool.com\)](https://camden.learningpool.com)

- All new workers joining CSSW should complete the mandatory divisional e-learning module that provides information on key social work processes for child in need, child protection and looked after children. The module can be accessed at:

➤ [Camden LMS: Log in to the site \(learningpool.com\)](https://camden.learningpool.com)

- All new workers should receive training in multi-systemic practice on which Camden's model of social work is based. The 2 day training is provided by the Tavistock Clinic and can be accessed via the Learning and Development hub.

➤ <https://camden.learningpool.com/totara/dashboard/>



Core social work training

Camden's core social work training programme is the required training that must be completed by all newly qualified social workers during their first year at Camden. Experienced staff should also attend any training course that they have not undertaken within 2 years and child protection training must be refreshed every 2 years.

The core training programme is available at: [📄 children-social-work-training-calendar-2022-2023.pdf \(camden.gov.uk\)](#)

Assessed and Supported Year in Employment (ASYE)

- All newly qualified social workers must be referred to the Academy team manager so that they can enrol on the ASYE programme to gain vital support during the first year of their employment whilst they develop their skills and knowledge in line with the Professional Capabilities Framework.
- Supervisors must ensure newly qualified staff are registered onto the ASYE programme by contacting the Academy team manager who co-ordinates the programme. NQSW should be registered on the programme within two weeks of joining Camden.
- The following are the eligibility criteria for registration:
 - the worker has less than 2 years post qualifying experience
 - if an NQSW has completed 6 months or less of the ASYE programme with another organisation, they will be supported to complete the programme with Camden
 - however if they have completed more than 6 months they **may not** be eligible to complete the ASYE unless this is agreed by Service Manager and the Academy team manager.
- A tailored version of the programme is also open to social workers returning to the profession who may need to refresh some aspects of their learning and these workers should also be referred to the professional social work educator.
- Experienced social workers may also be referred to the Academy team manager to discuss their training needs where supervisors think this is necessary.

During the ASYE programme, which runs for 12 months:

Social workers should receive:

- weekly supervision for the first 6 weeks of employment focussing on reflective practice
- then at least fortnightly supervision for the remainder of the first 6 months
- then at least monthly supervision in line with Camden's supervision policy.

Supervision should take place for a minimum of 90 minutes.

Social workers:

- should only carry 90% of the benchmarked workload up to the end of the ASYE and their workload should be gradually increased over the 12 months as they progress;
- 10% of their workload should be for training and development purposes such as shadowing, visiting teams and other agencies and attending core training etc; this equates to 2 days a month protected time for developmental activities;
- child protection cases must be co-worked with an experienced social worker.

Progress reviews should be held with the worker at 3 months and 6 months to look at whether the frequency of supervision can be reduced to a minimum of monthly meetings and what complexity of cases can be allocated to them. At 12 months managers may need to provide additional case supervision depending on the complexity of the work allocated to the worker ie: child protection case work or care proceedings.

Further information is available on the policy hub:

🔗 <https://ascpractice.camden.gov.uk/children-practice-hub/>

Induction of managers and supervisors

Staff who are moving into management or supervisory roles will need a tailored induction to help them take up their additional tasks and responsibilities.

Once you have been confirmed into your post, your line manager will be responsible for your induction and will work with you to ensure you have access to knowledge and learning required to carry out this role.

All new supervisors and managers must attend the new managers induction; this is a corporate rolling programme run Camden's Learning and Development Service. New supervisors and managers will be contacted on taking up their post and offered a place on the next available course.

🔗 [Course: Camden New Manager's Induction \(learningpool.com\)](#)

New managers will also find useful information in Camden's handbook for new managers available on Essentials at:

🔗 [Being a manager in Camden \(sharepoint.com\)](#)



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