

Children's Care and Support

Supporting our community to live safe,
independent and fulfilling lives.

**LONDON'S GROWTH
OPPORTUNITY**



One borough; one community; London's growth opportunity

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We're building a new kind of council...



During 2017 we are building a new kind of council.

We face unprecedented challenges including government budget cuts not seen since the second world war and rapidly growing demand for services from our changing population. Unchecked, these threaten to overwhelm our attempts to support our residents, whose lives are blighted by a range of entrenched problems, such as low life expectancy, poor education attainment, high unemployment and poor health.

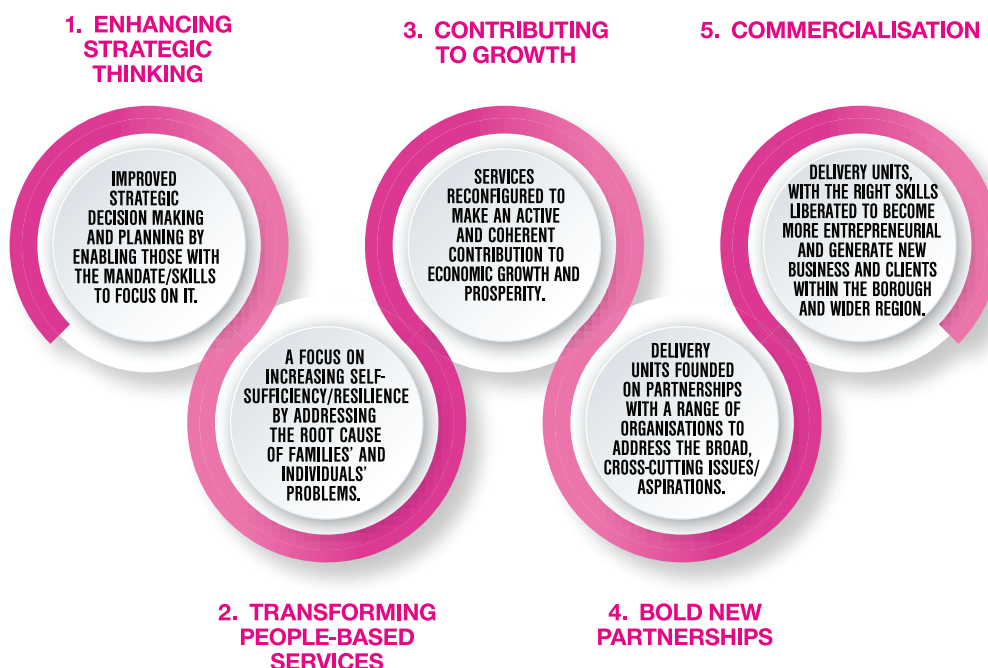
So, instead of cutting services bit by bit until they're no longer viable, we're going to invest in the future of our borough. We are going to modernise our services so that they are more efficient and maximise impact and value for money. We will re-focus on tackling the root cause of need and on building resilience so that people are better able to help themselves.

We'll also be more commercially minded and will invest to generate community benefits and revenue to bridge the budget gap. We will take advantage of the prize of economic growth in this borough and – rather than spectate as inequalities increase and the weakest are driven out – we will shape the future so that the whole community benefits and prospers.

It is as innovative a change to local government as can be seen anywhere in the country.

We're looking for people who want to be part of this change and who share our determination to improve the lives of our residents. I can promise you that you won't be bored here. It will be a challenge. But it will be rewarding. I hope you will consider joining us.

Chris Naylor
Chief Executive



We are establishing a new operating model for the council, moving away from an organisation which is designed around professional service silos, to one that is designed around what we need to achieve for our residents.

Did you know LBBD has...

206,460

Residents

7th smallest population in London



56,545

under 16s



Highest proportion in London and the UK

130,122

16s to 64s



4th lowest proportion in London

19,793

over 65s



10th lowest proportion in London

33

average age



Lower than London average (36)

59.8

male healthy life expectancy



Below London average (64.1)

58.5

female healthy life expectancy



Below London average (64.1)

46.2

Average attainment 8 score per pupil (GCSE)



Below London average (48.6)

14.7%

have no qualifications



Above London average (6.6%)

86.5

births per 1000 women of childbearing age
Highest in London



81.7

crimes per 1000 people



Below London average (87.3)

£295,380

average house price (all types)



Below London average (£484,362)

18.7%

English not first language



Below London average (22.1%) for aged 3+

7.2%

unemployment



Above London average (5.5%)

67.3%

employment



Below London average (73.7%)

13%

DWP benefits claimants



Highest in London

50.5%

BME population



Below London average (55.1%)

30.9%

born abroad



Below London average (36.7%)

4.7%

Nigeria most common birthplace outside the UK, followed by India and Pakistan



Barking and Dagenham is London's growth opportunity

As the capital expands ever eastwards, Barking and Dagenham is increasingly the focus of attention for developers and investors, attracted by the most affordable and accessible opportunities in the whole of the Southeast region.

The scale of the transformation is huge. We have plans to provide more than 50,000 high quality new homes and 20,000 new jobs within the next 20 years, concentrated in seven growth hubs.

The borough has an ambitious strategy, built on a recent Growth Commission report, to harness this growth to develop the talent of its young, entrepreneurial and increasingly skilled population and to ensure that residents can take advantage of the opportunities that it offers. We have established an independent company called Be First to accelerate growth and to ensure that development in the borough takes place so that no one is left behind.

For employers and employees alike, Barking and Dagenham's excellent road and rail links make the area one of London's best connected boroughs. Frequent rail services provide a 15 minute journey time to the City, and the West End and central London destinations are easily reached through underground and overground services.

Over the next few years our connections are set to get better still, with new transport links under construction and in the pipeline to support the capital's eastward growth.

- Crossrail will operate from Chadwell Heath from 2019
- The London Overground will be extended to Barking Riverside by 2020
- A new C2C station will open at Beam Park in 2020
- Proposals to improve the A13 are under active consideration
- Plans for new River Thames crossings serving east London are underway

Though house prices are rising much faster than the London average, the borough remains the cheapest in the capital, and provides a wide and growing variety of housing options.

It's a special moment in time for the borough. For a taste of the excitement see www.befirst.london

Introduction to Children's Care & Support operations

"I am looking for people who want to join teams where the culture is one of supporting each other and being creative to find new ways to do things. I want people who are really enthusiastic about working with children and families to a high standard, to make a real difference to their lives."



Dear applicant,

Thank you for your interest in a Children's Care & Support post with Barking and Dagenham Council. We hope that the information you find here will encourage you to apply for the position.

In a time when many local authorities have cut their Children's Social Care operations budgets, here in Barking and Dagenham we have maintained them, allowing us to sustain the quality of our service delivery.

We are providing additional management capacity to further improve the consistency and quality of management oversight and supervision. Early in 2016 we achieved our target caseload of 20 cases as a maximum, and we're now working towards our new target of a maximum of 15 cases.

With high levels of child poverty, complex cases are the norm. But with challenges come opportunities. Our staff tell us that working in a socially deprived area makes the good work they do even more rewarding. They see the difference they are making to people who need it. It's also great to see first-hand the happiness you can achieve for children.

We value our social work staff and recognise them for the great work they do. Social workers who join us will have chances to work on ground breaking new initiatives, take on special projects and benefit from inspirational training. We have a lot of complex cases that keep people active and looking for innovative ways to respond. The work is interesting, demanding and diverse.

We're committed to improving the quality and consistency of practice to meet the needs of the children and families we serve. Our training, development and support for staff is second to none.

Our comprehensive induction leads into ongoing training that supports your development, both as an individual practitioner and as a member of the team. We have also recently implemented our new Career Progression Framework (see page 12).

We offer a fantastic range of benefits to reward our social workers, including a range of staff benefits and our affordable homes offer and relocation package (see page 9).

If you are looking for the opportunity to really make a difference, in an organisation that supports change, while protecting our most vulnerable residents then Barking and Dagenham is the place for you.

Ann Graham, Operational Director, Children's Care & Support

Community Solutions

The core aim for Community Solutions is to help people to help themselves. We will achieve this by working closely with both statutory and community & voluntary sector partners, to identify and resolve the root cause of an individual's or family's problems.

We have four key objectives:

1. resolve early – focus on prevention and early intervention to prevent escalation and crisis
2. increase resilience – support well-resourced communities, households and individuals to tackle entrenched social issues and to be independent by finding ways to help themselves;
3. to reduce demand - we must not only understand and react to need, but understand the source and manage demand positively
4. to realise savings - we will move as many services to online and digital as possible, streamline customer access and work with people to give them advice and support that helps them stay out of intervention services

The new service, launched in April 2017, brings together 15 previously separate services into one integrated whole, offering individuals and families a clearer, simpler way in to a wide range brings together a wide range of services. Based on a 'lifecycles' approach, Community Solutions provides:

- Information, advice and guidance – online and digital information
- Universal services – mediated access to services like adult social care, housing advice and job through libraries, children's centres and community checkpoints
- Triage – an integrated approach with data and information shared appropriately
- Support – specific interventions to help address particular issues
- Intervention – a package of services to resolve complex issues wrapped around the individual or family

So, whether someone is looking for money advice, help with noisy neighbours, options around housing, support leaving hospital, a good book to read, a fulfilling place for their young children to learn or trying to avoid becoming homeless, Community Solutions will be the service that helps.



Care and Support

Our overarching aims of the service are to:

- keep children and vulnerable adults safe
- provide early support to families to reduce the numbers of children in care and to improve the of quality for those we do care for
- help adults to live the life they want, and to maximise their physical, mental and social wellbeing
- provide a seamless service for disabled children, young people and adults to help them live as independently as possible with support where it's needed



Our aim is to safeguard and promote the welfare of children and young people living in Barking and Dagenham. We will build on our success in reducing the numbers of children entering the system by offering more support to keep the family together and we will provide better alternatives such as fostering or adoption.

The initial safeguarding role, currently performed by the multi-agency safeguarding team (MASH) will sit within Community Solutions, which allows us to move fast and bring a broad range of expertise together to focus on the best solution for each child that comes to our attention. Once in the care system or with a child protection plan, we take over, and the focus is to limit the time children spend in care and, most importantly, to radically improve the quality of care.

Adults Care and Support

Our aim is to help people to live the life they want and to maximise their physical, mental and social wellbeing. We do this through a proactive approach in preventing, reducing and delaying further social care needs from developing. Providing information and advice to local people to support their decision-making and their control over the services they seek.

Working closely with Community Solutions and our partners, we help people help themselves, which we see as important to improve independence and wellbeing. Our services will be 'closer to home' in joint area locality teams, including health professionals. We currently have three locality teams but this may expand with the area's housing growth. Locality teams include our health partners so that we can provide a more seamless and integrated response to the people that are referred to us.

The skills and values of social work will continue to underpin our entire system, but we make best use of skilled social worker time, which is in short supply, whilst ensuring that the service is able to provide preventive interventions.

Disability Service

In May 2017 we established a new integrated disability service focused on ensuring disabled people live as independently as possible no matter their age. We aim to improve services for disabled residents of the borough, whether they are children, young people or adults. Our service will be seamless and focused on ensuring that disabled residents are safe.

The service has brought together existing services for disabled people into one new accessible service. This service will reduce barriers in the individual's journey from childhood to adulthood. The focus will be on people's primary need for disability-related services in health and social care. New life planning teams will bring social workers for disabled children and adults together to overcome the difficulties disabled people can experience as they move from childhood to adulthood.

The service will continue to meet our statutory duties and will still be constrained by the different duties we have for disabled adults and children.

Staff benefits

We hope you will want to start your career with us and see this as a great opportunity to join our team. We'll give you a London salary, a great training programme, and lots of ways to grow and develop your skills and talent.

We're also proud of our commitment to ensuring a healthy work-life balance and to a great benefits package. On top of generous annual leave and access to the Local Government Pension scheme, as soon as you join us you will have:

- flexible working and flexi-time
- special leave when you need a helping hand
- an employee assistance programme supporting you with legal, career, wellbeing and financial advice, face-to-face counselling, and a 24/7 listening ear
- Workplace Mental Health Support Service
- an online health and wellbeing service which includes “ask the expert”, popular tools as well as a free weight management programme
- an annual health and wellbeing check and a free gym pass
- refer a social worker scheme (receive £500 after tax when a social worker you have referred, who is external to the council, joins our staff)
- staff support network
- Cycle to Work Scheme
- Wider Wallet – discounts from local companies and national chains – from every-day spend to luxury items.
- discounted parking
- discounted gym membership at our award winning new gyms and spa
- season ticket/travel loans

Additional benefits for social workers

We offer a range of benefits that thank our social workers for the challenging work they do. The following are available to eligible social workers:

- a £2,500 recruitment payment when you join
- £2,500 retention payment at the end of each year of employment
- an affordable home offer, providing high quality homes at reduced rents
- enhanced relocation package, up to the value of £7,500

Priority recruitment

For posts that are hard to fill, we offer an enhanced benefits scheme, which gives eligible social workers:

- a £5,000 welcome payment when you join
- £15,000 commitment payment after 3 years' service in a hard to recruit team
- two month paid sabbatical, to be taken at an agreed time, after four years' service in hard to recruit post

Look for the 'priority recruitment' logo on job adverts to see if the role is subject to the enhanced benefits scheme.



Our DRIVE values are:

Deliver our best every day – and do what we've promised

Respond in a prompt, positive way to our community's needs

Inspire others with our attitudes and actions

Value people for who they are and what they can do

Engage with others to improve our resilience and flexibility

Continual professional development and career progression

We will encourage you to make maximum use of a range of learning and development opportunities, including:

- membership of **Research in Practice**, the learning platform for evidence-informed practice in children's services. This resource provides a wide range of learning resources from live webinars to recent research finding journals and reports
- access to our on-line **My Career Portal** which provides a host of high quality resources to help and assist your personal and professional career aspirations
- access to our **Master Class Programme** of events by eminent researchers and practitioners focusing on current national and local issues
- access to our **Core Learning Programme** mapped to the Knowledge and Skills Framework to support social work CPD, multi-agency **Local Safeguarding Children Board** training programme
- **post qualification funding** in practice education and full specialist, advanced and higher awards
- **Assessed and Supported Year in Employment** North East London Partnership programmes for newly qualified social workers
- **external funding** to attend external learning conference events
- interactive learning resources via our web portal and Kent University Rosie 1 and Rosie goes to Court

Career progression framework

We recognise that social work is a complex and challenging job and we aim to support and encourage staff to progress and develop within the profession. In the following pages we have set out the career progression framework that we use. It illustrates the experience and qualifications that our social workers need to evidence for each grade, and is a guidance tool to support continuing professional development and career planning. It is underpinned by the Professional Capability Framework.

Going up: our career progression framework

First year in employment - newly qualified Social Worker PO1	Social Worker level PO2-PO3	Experienced level Senior Social Worker PO4	Advanced level Consultant Social Worker PO5
Social Work degree or Post Graduate Diploma in Social Work	Successful completion of ASYE	Min 3-4 years post qualification/post ASYE experience.	Experience in a statutory setting in relation to expert practice area
Planning or completion of Employer Endorsement to support application for NAAS	Planning or completion of Employer Endorsement to support application for NAAS	Planning or completion of Employer Endorsement to support application for NAAS	Planning or completion of Employer Endorsement to support application for NAAS
Undertake mandatory Assessed and Supported Year in employment scheme	NQSW's undertake a Post Qualifying module for social work consolidation	Already holds the Practice Educators Stage 1 and working towards PEP Stage 2	Already holds the PQ Practice Educators Stage 2
Support social work students shadowing experience	Or post 2 years in social work is undertaking the Practice Educator Award Stage 1	CPD Evidence in one or more of the following relevant specialist areas e.g. a Post Qualification learning module, Advanced Court Skills, Adoption and Special Guardianship, Child Protection, Mental Health	Enhanced research skill and expert knowledge of case law legislation
Completed all core mandatory training requirements in force at the time of applying.	CPD Evidence of written assessment using analysis and linking theory to practice	Evidence use of relevant research in practice and sharing findings	CPD Specialist knowledge in one or more of the following: mental health, court work, disability, domestic violence, substance misuse
A min of two Direct Observation of Practice Report in an appropriate setting	Evidence use of relevant research in practice	Complex caseload & risk assessment undertaken	Experience of the following: advising or leading on developing practice improvements
		Complex court work undertaken	Supervising Students and ASYE
			Leading on CPD workshops
	A min of two Direct Observation of Practice Report in an appropriate setting	Practice educate a final year student	
	Completed all core mandatory training requirements in force at the time of applying.	Completed all core mandatory training requirements in force at the time of applying.	

All levels to demonstrate:

Satisfactory performance in line with council standards

Satisfactory performance against LBBD social work set of expectations

Advanced level Team Manager PO7	Advanced level Independent Reviewing Officer PO7	Advanced level Senior Team Manager PO8
Min 5 year plus post qualification experience.	Min of 5 yrs plus post qualifying experience	Approved Practice Supervisor (subject to Govt approval)
Planning or completion of Employer Endorsement to support application for NAAS	Planning or completion of Employer Endorsement to support application for NAAS	Planning or completion of Employer Endorsement to support application for NAAS
<p>Already holds the Practice Educators Stage 2</p> <p>Competent in supervising staff and implementing best practice initiatives</p> <p>Core Management training in: recruitment, health and safety, supervision, managing performance</p> <p>Managing budgets and sickness</p> <p>Ability to instruct legal</p> <p>Satisfactory performance in line with council standards</p>	<p>Awareness or knowledge/ experience of chairing child protection conferences and/or Looked After Children reviews</p> <p>Competent in working in a multi-disciplinary way.</p> <p>Competent in the knowledge of the application of significant harm.</p> <p>Knowledge of Working Together to Safeguard Children 2015.</p> <p>Awareness of the role of CAFCASS in relation to the LAC review referral</p>	<p>Min 6 year's post qualification experience</p> <p>Level 4 or above Management Qualification</p> <p>Ability to represent LA at local and national events</p> <p>Practice Educators Professional Standard's Stage 2/Advanced or Higher Specialist Award</p> <p>Experience of managing and leading staff in a statutory safeguarding setting</p> <p>Manage Change</p> <p>Experience of strategic workload</p>
<p>Fostering and maintaining good relationships with partner agencies</p> <p>Audit of Case Files</p>	<p>An awareness of what a team manager's responsibility and the challenges they face</p> <p>Chairing meetings and familiar with recent Serious Case Reviews and research findings to improve practice.</p> <p>Thinking on your feet.</p> <p>Familiar with strengthening families model used in chairing conferences</p>	<p>Comprehensive knowledge of the Children Acts 1989/ 2004 and other relevant legislation/guidance</p> <p>Manage performance, managing budgets and sickness</p> <p>Support the delivery of social work employer programmes within local University partnerships e.g. recruitment panels, lectures etc</p> <p>Core Management training in: recruitment, health and safety, supervision, corporate report writing, service planning and resourcing</p>

Staff Charter

If you work at Barking and Dagenham, you can expect the following:

- ✓ To be valued and respected by all, regardless of your background.
- ✓ A competitive pay package that is fair, a decent pension for the future and employee benefits that make life just that little bit easier.
- ✓ A positive approach to flexible working, supporting the need for everyone to have decent work/life balance.
- ✓ Commitment to your well-being: we'll keep you safe and healthy while at work and help you stay that way.
- ✓ If you become unwell, we'll give you the support you need to get back on your feet again.
- ✓ To receive an effective and well put together induction that lets you get to know about working with us.
- ✓ Regular supervision with your line manager, six month reviews and an annual appraisal that celebrates your success and gives you pointers to improve, grow and develop.
- ✓ Investment in your learning and development – to build your skills in the short-term and to help you reach your career goals.
- ✓ To be kept informed: through team briefings, the staff magazine and on the intranet; all designed to keep you up-to-date.
- ✓ A clear vision: we'll set out what we do, why we do it and what our goals for the future are and get you involved to help shape and deliver on each.
- ✓ To be consulted when change happens, because it always does and because your views really do count.
- ✓ A workplace where those who fail to perform are challenged and poor performance is tackled.
- ✓ There won't be blame when honest mistakes are made – especially if you learn from them.
- ✓ To be appreciated – we'll say 'thank you' when you achieve, no matter how big or small your contribution. We will jointly celebrate our successes.
- ✓ We will provide you with the right tools to do the job.
- ✓ Staff friendly policies and procedures, used by managers to support your welfare.

And what we expect of you:

- ✓ To value our customers and those we serve each and every day, in everything we do: we're here for them.
- ✓ To be a positive ambassador for the London Borough of Barking and Dagenham – inside and outside of work.
- ✓ To treat your colleagues with respect: Challenge bullying and harassment. To tell us when things go wrong – constructively and with care for the opinions of colleagues.
- ✓ To learn from mistakes, to build on lessons learned and never blame others.
- ✓ Take responsibility for health and safety of yourself, customers and colleagues.
- ✓ To get involved and stay informed – so you know what's going on around your team and across the council.
- ✓ To work with your supervisor or manager, agreeing objectives together.
- ✓ To identify where you can develop and learn and work positively with your manager or supervisor to achieve even better.
- ✓ To strive for continuous improvement in everything you do and to access the training and information you need to grow.
- ✓ To challenge poor performance – in a way that's transparent, firm and fair.
- ✓ Own service issues; do not see it as someone else's responsibility.
- ✓ To acknowledge resources are stretched and recognise that we need to make the most out of every penny that's spent.
- ✓ To thank others for the contribution they make.
- ✓ To embrace change when and where it happens – because it isn't always bad and it often turns out for the better.
- ✓ **To recognise that not every day is great – no job is perfect, work with us**

Other reading

Transforming our borough and transforming how our council works:

We all have a part to play

Our blueprint for accelerating growth:

No-one left behind: in pursuit of growth for the benefit of everyone

Our councillors

About our population



INVESTORS
IN PEOPLE

Bronze

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