

	Action/Date
Title/Status-	Policy
New document or revised	New
SMT sign off	October 2019
Responsible Head of Service	Head of Service Practice Excellence
Date due review	October 2020
Date SMT approved (review).	

**Child & Family Services Department
Social Work Career Progression Policy & Pathway**

1. Introduction

The Local Authority has a duty to ensure that social workers are appropriately skilled, trained and qualified, and to promote the uptake of training at all levels.

Team managers and social workers also share responsibility for continuing professional development.

- Managers do this through supervision, appraisal and performance management.
- Social Workers do this by making good use of supervision and by participating in both formal and informal learning and developmental opportunities.

In short this is part of day to day social work practice. Whilst there are synergies with the corporate personal development and performance frameworks, this pathway should be recognised as a dedicated and specific social work professional progression pathway which provides social workers the opportunity to showcase their skills and expertise as a developing professional.

In the department we have for some time lagged behind colleagues in other authorities who have long had an explicit pathway to promote formalised career progression. Nationally the anticipated assessment and professional accreditation of social workers, is likely to bring significant change to social work career development. In advance of that development we are introducing a formal pathway for social workers working in Leicestershire; both to support their progression from one stage of their career to the next, but also to lay a good foundation in readiness for the national changes ahead.

2. National Background and Context

i) The Professional Capabilities Framework (PCF)¹ is an overarching professional standards framework developed in 2011. The PCF sets out the profession's expectations of social workers as a professional group with a number of inter-dependent domains compiling the knowledge, skills and values that social workers need to practice effectively. The ASYE programme is already built on these key domains.

ii) The Knowledge and Skills Statements² for Child and Family Practitioners (KSS) describe key areas of competence social workers are expected to have:

- Relationships and effective direct work
- Communication
- Child Development
- Adult mental ill health, substance misuse, domestic abuse, physical ill health and disability
- Abuse and neglect of children
- Child and family assessment
- Analysis, decision making, planning and review
- The law and the family and youth justice systems
- The role of supervision
- Organisational context

iii) The Knowledge and Skills Statements for practice supervisors³ states that the primary function of these roles rare to supervise the practice and decision making of approved child and family practitioners and to develop the skills for individuals and teams within child and family services. The statement describes the key areas of competence supervisors are expected to have:

- Promote and govern excellent practice
- Developing excellent practitioners

¹ <https://www.basw.co.uk/pcf/>

The Professional Capabilities Framework (PCF) was developed by the Social Work Reform Board (SWRB). This is now overseen by BASW.

<https://www.basw.co.uk/pcf/capabilities/>

² <https://www.gov.uk/government/publications/knowledge-and-skills-statements-for-child-and-family-social-work>

³ <https://www.gov.uk/government/publications/knowledge-and-skills-statements-for-child-and-family-social-work>

- Shaping and influencing the practice system
- Effective use of power and authority
- Confident analysis and decision-making
- Purposeful and effective social work
- Emotionally intelligent practice supervision
- Performance management and improvement

iv) The **HCPC Standards of Proficiency for Social Workers in England⁴** and the **Standard of Conduct, Performance and Ethics⁵** are well embedded in the approval process for qualifying social work courses.

Unfortunately at this time, the relationship between all of these different standards is not clear. It is hoped that the new regulatory body **Social Work England** expected to launch in 2018, will help to both streamline and further develop professional standards. The new regulatory body will take over from the HCPC.

3. Local Context

Unlike many other authorities, Leicestershire has not operated a progression pathway or had an independent mechanism to assess the suitability of workers in their progression.

Given the national work to develop a systematic approach to the assessment and accreditation of social workers, it is clear that we need to prepare quickly for anticipated changes and actively support our social workers to feel ready for this likely challenge.

This work also links into our recent improvement work which is set out in the document 'Growing Quality in Social Care'. This document recognises that if we are to do our best for children, we must always question how things could be better. We believe that safe and effective services depend on a healthy culture of support and challenge – we believe we need both aspects if we are to make progress to make things as good as they can be for children young people and their families.

The **Growing Quality⁶** document:

- Sets out the vision and the values that must underpin practice

⁴ <http://www.hpc-uk.org/assets/documents/10003B08Standardsofproficiency-SocialworkersinEngland.pdf>

⁵ <https://www.hcpc-uk.org/aboutregistration/standards/standardsofconductperformanceandethics/>

⁶ http://llrchildcare.proceduresonline.com/leicestershire/local_resources.html#all_children

- Makes explicit the ethos and approach we expect our workforce to use in their work with children and families to improve children's outcomes
- Clearly articulates a set of quality statements for practice which we expect to see delivered across the workforce
- Describes the routine activity which is undertaken to ensure work is carried out to the highest quality.
- Describes the ways in which the learning from improvement work will be disseminated across teams and services.

4. Purpose of this document

The pathway described in this document should be used by both social workers and managers to support the career development of social workers. Working together in this way will help support and encourage social workers to be better prepared for the anticipated national changes regarding social work progression. Workers may well need to be ready to have external scrutiny of their fitness to practice and to be confident in showcasing examples of their good practice.

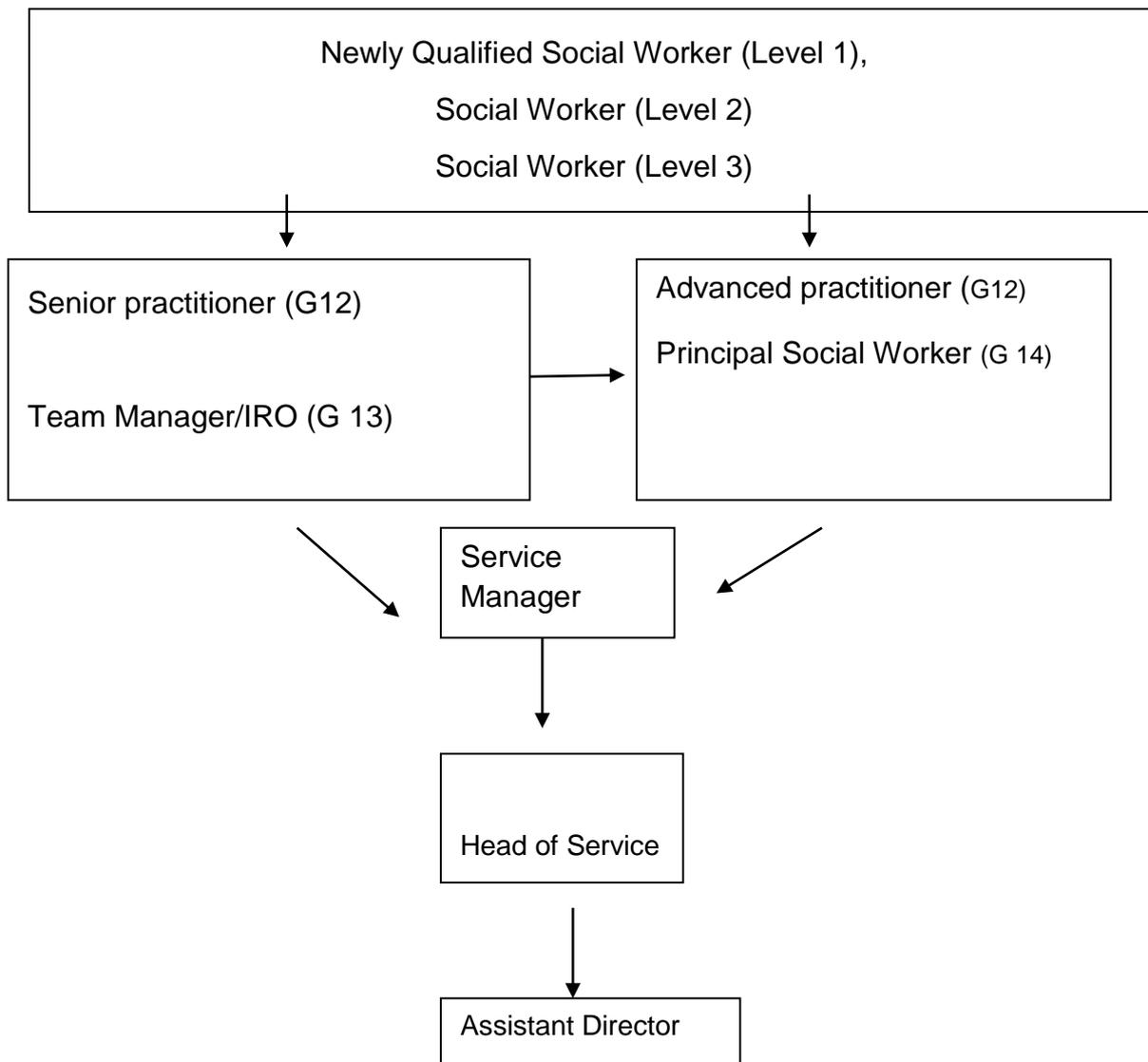
We believe the pathway described in this document will provide an opportunity for 'rehearsal' albeit limited. It will also help teams to actively grow the breadth and depth of practice experience required within social work practice.

The pathway described in this document does not interfere with any corporate policies or procedures relating to staff management including specifically in relation to disciplinary matters or in relation to sickness. Those workers who are on a support plan of some sort may well need a longer time frame to secure their manager's endorsement or to have sufficient evidence within their portfolio. Within their endorsement, managers may well be able to reference the strides made by a worker on a support plan to get back to full operational capacity.

5. Career Pathway

Over the next 12 months, in line with organisational policies and in consultation with staff we will be looking to revise our job roles and job descriptions to minimise the current duplication and variation in titles particularly. We also want to take account of both the PCF and the KSS and ensure consistency of expectations.

The revised pathway for social workers is as follows:



Following the launch of this pathway, we will be asking that no other terms or descriptors will be used unless agreed by the senior management team.

6. Role descriptors

Using the level descriptors⁷ within the Professional Capabilities Framework (PCF), the summary below aims to provide an overview of the roles and functions which could reasonably be expected of social workers with different levels of capability. It is important to note that a social worker's level of capability will depend on their ability to manage issues such as risk, complexity, ambiguity and autonomous decision-making with confidence and professional leadership.

i) The Newly Qualified Social Worker (Level 1)

By the end of the Assisted and Supported Year in practice (ASYE), social workers should have consistently demonstrated practice in a wide range of tasks and roles and have become more effective in their interventions, thereby building their own confidence and earning the confidence of others. They will have gained experience and skills in relation to a particular aspect of children's social work practice and have demonstrated the ability to work effectively on more complex situations. They will seek support in supervision appropriately, while starting to exercise initiative and evaluate their own practice.

A newly qualified social worker should demonstrate self-awareness in everyday practice including being aware of the responses to their actions and behaviours. They should be prepared to challenge themselves to try new things. They should demonstrate that they are clear about their responsibility to support people to achieve positive outcomes and are able to work on their own as well as being integral to the team. They should be able to exercise judgement in assessing risk and be able to influence, negotiate and build good working relationships with service users, colleagues and others.

As a new employee the ASYE will be subject to a probationary period. The ASYE line manager is responsible for ensuring this is properly fulfilled in consultation with the practice mentor. Where standards of practice are not met the Probation Policy will apply.

Degree of Responsibility

During this first year following qualification, newly qualified social workers should be expected to

- take overall responsibility for cases they work on, but should regularly seek feedback and support, especially in relation to decision-making
- they should not be expected to take responsibility alone for cases involving complex risk or high levels of ambiguity – for example, cases that involve

⁷ Roles and Functions of Social Workers in England: Advice Note

taking court/legal action, or deciding if a case meets the threshold for statutory intervention in safeguarding and child protection cases

- support others in the team to carry out tasks in relation to the needs of children/adults they are jointly responsible for and should be involved in and contribute to reflective supervision.

Decision-making

Generally, a newly qualified social worker should expect to make recommendations about action to social workers with an experienced or senior level of capability. However, professional decisions on straight forward issues should be within the capability of this group of social workers, especially as their confidence and experience grows towards the end of the 12 months of the ASYE programme.

Newly qualified social workers should start to demonstrate their analytical skills, reflective thinking and holistic approach in their work with individuals and families that should be the hallmark of their professional life.

ii) Social Worker (Level 2)

Social Workers will be expected to practice effectively, exercising high quality judgements in situations of increasing complexity, risk, uncertainty and challenge. They have greater confidence and independence, while accessing support when needed and use their initiative to broaden their repertoire of responses. They have expertise in one or more areas of practice are familiar with local resource networks and are recognised by peers as a reliable source of knowledge and advice.

A Social Worker at this level demonstrates insight into the responses of others to their actions and behaviours. They are prepared to challenge themselves to try new things. They should be able to build trust and confidence with service users, colleagues and others whilst influencing and motivating to achieve positive outcomes. They will need sensitivity, with an ability to negotiate in order to communicate with a diverse audience in emotive circumstances. They will be able to demonstrate increasing competence in making analytical assessments and reaching evidence based judgements.

Social Workers at this level should support others in the team to carry out tasks in relation to the needs of families they are jointly responsible for and should be involved and contribute to reflective supervision.

Degree of Responsibility

Examples at this level include:

- Undertaking assessments of risk involving safeguarding vulnerable adults and children

- Taking responsibility and working with individuals facing complex social and family crisis, such as in safeguarding work
- Promoting autonomy and resilience with individuals who are more vulnerable as a result of disability, exclusion or diminished capacity
- Working with communities, families and individuals to maximise or promote their personal strengths and resources including their own networks of support.

Decision-making

Workers at this level should be capable of informed decisions involving complex risk in cases where there are very good levels of information. Where situations are less clear or information is limited, the involvement of a more senior or experienced level is recommended.

Social workers at this level should be making recommendations about whether a case has reached the threshold for statutory intervention but the formal decision must be taken by someone at a more experienced level.

iii) Social Worker (Level 3)

A Social Worker at this level is more autonomous and can demonstrate expert and effective practice in complex situations, assessing and managing higher levels of risk, striking a balance between support and control, liaising with a wide range of professionals, including more senior levels. They manage complex caseloads, and offer expert opinion within the organisation and to others. They chair a range of meetings, offer expert support to case conferences, and produce high quality assessments and reports for a range of functions. They model good practice, setting expectations for others. They start to take responsibility and be accountable for the practice of others, contributing to the formal development of others in the service including induction, training and mentoring as well as informally supervising the work of junior staff. They undertake capacity building with individuals, families, communities, user groups and voluntary organisations, and contribute their views on service provision to commissioners. The social worker is likely to have been in post for a minimum of 2 years.

Degree of Responsibility

Examples include:

- undertaking assessments of risk for vulnerable children where there are complex or ambiguous issues
- taking responsibility for the learning and practice development of others, through the supervision of colleagues or students. For example making recommendations as to whether a student should pass their placement or making a decision about a s47 inquiry that has been recommended by a less experienced social worker.

Decision making

Social workers at the experienced level of capability are able to argue their case confidently and persuasively in multidisciplinary discussions, or other situations involving conflicting views, such as with family members in court proceedings.

Experienced social workers are able to make defensible, autonomous professional decisions in specific situations involving interventions in people's lives that significantly impact on their human rights. For example, these decisions could involve infringements on personal autonomy, family life or the deprivation of a person's liberty. Such decisions often involve balancing a number of different perspectives. In this way experienced level social workers are able to work in complex family and social situations with issues of ambiguity and risk where outcomes are not always clear.

Where situations are particularly complex or uncertain – or where the risks regarding outcomes for the service user are significant – experienced social workers should be considering the issues with more senior managers.

iv) Senior practitioner

At this level, it is expected that social workers will provide practice and/or professional leadership, through the development of research-informed practice, quality assurance, staff development, knowledge development or management, and will also help to influence and contribute to strategic development in the organisation. Social workers at this level in Leicestershire make a difference by working with a small number of people in highly complex situations, and by supporting and/or developing staff or knowledge, to provide better outcomes for people who use services, families, carers and communities. A Social Worker moving into the role of Senior Practitioner is likely to have acquired a broad range of skills and in depth experience. They should be people who are committed to coaching and training others in practice. As such they are likely to have a minimum of 3-5 years' experience as a qualified social worker.

v) Team Managers

Social Work team managers lead, motivate, nurture and manage a team ensuring the service provided is effective and delivering positive outcomes. They do so by managing performance and quality assurance, resources and budgets, often in collaboration with other stakeholders.

They are knowledgeable about managing social workers and others within teams (single or multi agency professional teams). They contribute to and support the development of practice, procedures and policy. They are accountable for the practice of social workers within the team they manage and provide or ensure effective professional and practice supervision as well as annual appraisal (PDR). They support, mentor and coach to enhance the quality of practice. They support the investigation of complaints as needed. Working with the Principal Social Worker, they seek to ensure team experiences influences and inform the work of the organisation. They understand their role in supporting and managing organisational change as needed within their area of responsibility.

6. Progression Summary

i) Progression to Social Worker: (moving from Level 1 ASYE to Level 2 Social Worker).

This transition is managed via the ASYE programme coordinated by the Learning & Development team. The programme has been recently refreshed and has a strong emphasis on reflective learning and includes the use of appreciative inquiry. Workers have to complete a learning portfolio and are observed in practice. At the end of this assisted and supported year the worker can evidence their ability to apply relevant knowledge and specific skills (for example in relation to legislation, policy, theory and research). Evidence of the elements set out below forms the portfolio. Workers present their portfolio of evidence to a new progression panel who will formally agree progression to level 2 social worker.

ASYE workers are expected to:

- Pass their probationary period. (please see pathway handbook)
- Evidence their professional registration
- Successfully complete Leicestershire's ASYE programme
- Complete all mandatory training
- Provide evidence of safeguarding competency (in line with the Competency Framework). This is usually done as part of supervision or the PDR process.
- Have practice supervisor endorsement
- Write a reflective statement (1000-1500 words max) setting out their readiness for career progression with analysis of their work in their first year of practice, the learning achieved and its impact on their practice. This is part of their

ii) Progression to Social Worker Level 3:

From September 2018, progression to become a Level 3 social worker will change. An assessment process will determine a social workers readiness for progression. The number of years of practice needed may well vary, with some social workers needing more time in practice before they are considered ready to apply for progression by their manager. Managers are expected to inform in writing the worker and the service manager their decision not to support progression of an individual. These notices should also be forwarded to the progression panel who will monitor the list of those coming/not coming to panel. This is a pro-active approach and therefore an absence of action by a manager is not acceptable.

Those intending to progress must as a minimum have:

- 2 years post qualifying experience
- evidence of professional registration

- written evidence of managers' observations
- evidence from 4 learning or peer audits undertaken from within the team (or other types of audit that are selected) which demonstrate some good practice and the worker's ability to undertake complex work. Learning audits are self-selected by workers in teams. Different cases may be used to showcase different aspects of competence.
- evidence of continuous professional development
- evidence of supporting the development of a student /s if they have operated as a work placed supervisor (attended Practice Educator Training -PE1).
- evidence of safeguarding competence (this is most usually captured in supervision or the PDR process).
- a reflective statement (between 1000 - 1500 words max) setting out their readiness for career progression with analysis of their work as a social worker, the learning achieved and its impact on their practice.

For those workers who arrive from outside Leicestershire who very quickly become eligible to progress, we would want to ensure a smooth transition into the Leicestershire pathway. We would seek to acknowledge pre-existing skills and knowledge gained elsewhere but would also want to promote equity with existing workers. This means all workers new to Leicestershire would be expected to fulfil the requirements set out above as far as practicable using evidence brought from their previous Local Authority. The detail of their portfolio may need to be negotiated individually with the Head of Service for practice excellence.

For those workers who arrive from outside Leicestershire who are already operating at level 3 we will, as now, use the job interview process to ascertain their suitability. In making a job application, the personal statement should provide clarity on the skills and abilities they can demonstrate already as an experienced social workers who is able to influence and shape the practice of others.

iii) Progression to management roles

The progression into a management role (including that of senior practitioner) is via application as and when vacancies arise.

However those intending to progress will likely have:

- operated at a social worker level for between 3 – 5 years
- evidence of professional registration
- evidence of continuous professional development (having completed all the core and development training for social workers)
- acted as a mentor for ASYE workers
- completed the Practice Educator courses

- feedback from students supervised
- written evidence of managers' observations
- evidence of 4 recent learning audits (or for service manager roles and above examples of management oversight or supervision) which demonstrate good practice (and fidelity to the Practice Framework) and experience of working with complexity and high levels of risk
- evidence of safeguarding competence (usually gained in supervision or PDR)
- sustained experience of delivering group supervision in a team

In making a job application, the personal statement should provide a good analysis of why they are ready for progression and the skills and abilities they can demonstrate already as a practice leader who is able to influence and shape the practice of others.

7. The Process for Progression

From September 2018, a new panel process will be introduced to oversee the progression of all social workers at all levels from ASYE onwards. Additional panels can be arranged to respond to the level of demand and to ensure that progression is not slowed by the process itself.

Progression from Level 1 AYSE

At the end of the ASYE process following successful completion of the year, the workers will be invited to attend a new panel to:

- discuss their reflections on their first year in employment before progression to Level 2
- reflect on the range and quality of the support provided by the programme . (This discussion will also help ensure the ASYE programme continues to evolve and respond to the needs of newly qualified workers).

Progression from Level 2 Social Worker

Progression to the level of social worker level 3 will follow the same format as for ASYE workers. This should therefore feel manageable and 'business as usual' for most of our staff going forward. Social workers will need to submit a portfolio of evidence to support their application as outlined above. This body of evidence will be presented to the 'Progression Panel'. Panels will be held throughout the year with additional panels as required.

- A team manager must agree that the social worker (operating at level 2) is ready to be considered for progression to social worker level 3. This would most usually occur through the annual appraisal (PDR) process but is not restricted to this.

Social workers will need to submit a portfolio of evidence to an independent panel to support their application.

- Social workers who are newly arrived into the authority are expected to provide the same or equivalent of evidence as existing staff wanting to progress. Evidence from their previous local authority, such as that relating to CPD, user or professional feedback, manager observations will all be accepted as part of the workers portfolio of evidence.
- Where the manager does not assess that the social worker is ready to progress, they must identify together the additional pieces of work or the additional experience that are required to support progression. In these circumstances a development plan (as part of the PDR process) will be agreed with specific timescales. This needs to be developed jointly by the Team Manager and worker and monitored in supervision. Team Managers are required to report their decision and their plan to support future progression in writing to both the worker and the service manager.
- It is the workers responsibility to gather evidence for a portfolio over time. This will militate against a change of manager, as much of the required evidence will already have been gathered. A new manager is expected to review the evidence prepared by the social worker. Where this is strong a recommendation can be made. Where the previous manager remains in the authority they can also endorse the application for progression. If the evidence is not available or is insufficiently robust, the new manager is expected to support the worker in strengthening their portfolio.
- Where a manager does not endorse an application for progression and the worker believes they have a case to argue they should make the challenge using their line management hierarchy in line with current policies.
- Where the manager gives support to the application for progression, the Team Manager will complete an endorsement (see progression handbook) to help support the application. The endorsement will make reference to direct observations of practice that have taken place over time by the team manager and or /others.
- The practitioner must be able to evidence their capabilities. The social work progression handbook (available on the learning hub in the developing yourself section) outlines what evidence is required in demonstrating the appropriate level of knowledge and skill required to progress through to Level 3 social worker.
- Evidence is required of continuous professional development. Whilst evidence of training attended is pivotal, workers can also evidence other sorts of professional development including secondments, working with students, observations of

practice, the delivery of training, use of resources etc. Workers coming from other Local Authorities can use evidence from their previous post.

- The team manager's endorsement must be included in the papers which are submitted to the panel to support the worker's request for progression. The panel cannot review the application unless all documentation is submitted within the agreed timescales. It is the social worker's responsibility to ensure their portfolio is fully completed. Any issues arising from this should be managed through their line management reporting arrangements.

8. The Progression Panel

i) The progression panel will meet at least four times per year to consider the portfolios of those workers seeking progression. Depending on the level of demand additional panels can be convened. A minimum of one panel per year this will review the ASYE cohort. As far as is practical these dates will coincide with the end date of the actual ASYE year. The remaining panel dates will be focused on social workers seeking progression to level 3 social worker.

ii) Membership is made up of:

- Head of Service /Service Manager- Chair
- Principal Social Worker/Practice Excellence team member
- Learning & Development team

iii) It is the responsibility of the Social Worker to submit their portfolios on time and book into a panel. All documentation should be submitted exactly two weeks prior to the panel date by 11am. Late submissions will not be considered and names will be removed from the panel agenda. Documentation should come to the secretariat support for the Head of Service for Practice Excellence who will circulate to the panel by 11am the following day.

iv). Panel members will consider all the information presented and make an independent judgement as to whether the Social Worker (based on the evidence presented) is ready to progress to the role of Social Worker level 3.

The social worker is expected to attend the progression panel to discuss their application. They may choose to bring their manager.

If the Social Worker successfully meets the progression requirements they will progress to the next level of pay and will be expected to begin to operate in practice at this level. Salary changes will be effective from the date of submission.

The Panel can make the recommendation to defer progression and will need to be explicit as to why they have come to this decision. Any further experience or development required by the worker will be described in the panel's outcome report. The decision of the

Panel is final. A summary report will be completed and sent to the social worker and team manager to enable them to develop a clear plan with timescales.

To ensure there is no disadvantage built in to the new system, if for good reason an application cannot be considered at a panel meeting (for example illness or bereavement) but is approved at the next one, pay will be backdated from the submission date.

9. Portfolio Content

The portfolio submitted to the progression panel will include:

- evidence of professional registration
- a reflective statement (min1000-1500 max words) setting out their readiness for career progression with analysis of their work as a social worker, the learning achieved and its impact on their practice In essence, the statement provides a critical self-assessment of practice with evidence for all assertions made
- evidence of 4 recent learning audits (or for service manager roles and above examples of management oversight or supervision) which demonstrate good practice (and fidelity to the Practice Framework) and experience of working with complexity and high levels of risk
- evidence of continuous professional development
- evidence of supporting the development of a student/s
- evidence of safeguarding competence
- written evidence of practice observations
- team manager's endorsement
- written summaries of observed practice
- any other 3rd party evidence (for example feedback from students, partners, children and families) the applicant may wish to include

10. Managing Progression: Roles, Responsibilities & Resources

Team Manager

The manager's role is central to enabling the practitioner to progress to social worker level 3. It is the responsibility of the manager to ensure that the practitioner fully

understands their role and duties and is confident they are consistently performing to the required standard. In preparation for progression a team manager will use time in supervision and appraisal to explore and review with the practitioner their individual learning and development needs to support progression. Managers may wish to consider how they can use staff who have experience of building a portfolio to support staff who may not have this experience.

The manager will ensure that each worker can gain a sufficiently broad range of practice experience and complexity within their caseload. Team managers are skilled in understanding the varying strengths of their workers, they know the types of cases workers should have at what level and the support they need to build their confidence. It is therefore right that it is a manager's decision to endorse an application to progression. Managers are required to report their decision not to endorse an application with their plan to facilitate with timescales to both the worker and the relevant service manager.

If a manager is new in post and does not yet know the workers, they are expected to review the evidence gathered and presented to them by the social worker (the portfolio) and make a judgement based on that as to whether they can endorse progression. Managers who are leaving a team with workers who may become eligible shortly should consider providing a statement for inclusion in these workers' portfolios.

Practitioner

Preparation for social work progression is part of the on-going professional development of a social worker after completing their social work qualification and beginning to practice. Social workers should make good use of supervision and appraisal to explore their professional development, identify gaps or deficits in skills and knowledge and develop their ideas on career development. Social workers must take personal responsibility for their learning and personal development. They should ensure they understand Leicestershire's Practice Framework and operate to the agreed practice standards. Where they struggle with any aspect of this they should proactively seek support and guidance.

It is the social worker's responsibility to gather the evidence they will need over time (the portfolio) and to submit that portfolio to the panel within the required timeframes and to attend prepared to discuss their application. Late submissions will not be considered.

Links to the Learning Offer

From April 2018, the formal training offer for social workers (managed by the Learning & Development team) provides both 'core' and 'developmental' courses to stretch and challenge thinking about practice. A manager should expect to see a worker integrating this learning into their practice and can refer to this in their endorsement.

Additional CPD time

Workers and managers should ensure the additional CPD allowance (3 days per year) is well used. These days are over and above attendance at formal learning and can be used for portfolio preparation, reading, shadowing for example, in order that workers feel sufficiently prepared to evidence their capabilities and readiness to progress.

On line resources

All practitioners have access to both **Community Care Inform** and **Research in Practice**. These provide invaluable learning tools in a range of formats. Workers are expected to make good use of these resources to support their practice. If they have examples of how they have applied this in their practice (for example in reports) they may include these in their portfolio.

Team Learning Sessions

Every team has protected learning time. Practitioners are expected to proactively contribute to these sessions and reflect on their practice. Evidence of how this has impacted on their practice may be used in the portfolio.

Group Supervision

The use of the Signs of Safety group supervision methodology is a good way to practice key skills and reflect on casework challenges. Evidence of how the practitioner has used this resource may be used in the portfolio.