



Annual Report 2023

For the work of the Adults Principal Social Worker (PSW) Wioletta Lewandowska.

1. [Introduction](#)
2. [City of London, ASC context](#)
3. [Achievements 2023](#)
4. [Practice Improvement](#)
5. [Safeguarding. MCA and DoLS/LPS](#)
6. [Leadership and PSW development](#)
7. [Priorities for 2024](#)
8. [Conclusion](#)
9. [Annex 1](#)
10. [Annex 2](#)
11. [Annex 3](#)

1. Introduction

City of London Adult Social Care Vision

Our vision is for residents to get the right information, advice, support, and care to live their best lives, maintain their health and wellbeing, and live safely in the place of their choice.

Our skilled workforce will guide people through the options, and actively champion equality, diversity, and inclusion so all people can get the support they need, when they need it.

The role of Adults Principal Social Worker (APSW)

The role of the Principal Social Worker (PSW) has developed since 2011 when it was first introduced by the Social Work Reform Board and recommended in the Munroe report.

APSWs are now a statutory requirement and referenced in the new regulations of the Care Act 2014, which states that the local authority should:

“Have in place a designated principal social worker in adult care and support. Local authorities should make arrangements to have a qualified and registered social work professional practice lead in place” Care Act Sec1.27”

As a member of the Adult Senior Management Team (ASMT) PSW contributes to the strategic leadership of the service and develops and implements standards to ensure a cohesive and high performing social work workforce which embraces cultural change and continued service delivery and practice improvements.

In CoL ASC the Principal Social Worker's role is to:

- influence organisation at strategic level; ensure that senior managers are aware of the experience of front-line staff
- to provide operational and motivational leadership of all staff

- promote Social Work Values
- support social work performance of social workers, occupational therapists, strengths- based practitioners and assistant social workers
- lead on improving practice standards and on ensuring that performance improvements and agreed objectives and targets are met
- to establish and maintain systems for practice governance and service quality monitoring
- develop and sustain partnership arrangements
- ensure there are key connections between practice and strategy
- promote and take part in research
- to support a strength-based practice culture
- Support Equality Diversity and Inclusion strategy within the workforce and within practice

Purpose of report

- To update on Key achievements for 2023 of the Principal Social Worker (Adults)
- to promote and improve the quality of social work practice, highlighting the achievements for this year
- Identify priorities for the coming year. This report reflects priorities set in Chief Social Worker report 2023

2. City of London, ASC context

The number of residents in the City of London has increased by 16% since 2011. The majority are working age but there are 1200 people - 14% - who are aged 65 and over. Although the percentage of population aged over 65 has stayed the same between the censuses, the actual number of people has increased. There is high life expectancy in the City of London with females having a life expectancy at birth of 90.7 years and males 88.8 years.

Asian people are the largest minority ethnic group in the City of London accounting for 16.8% of the population; and 3% of the City of London population are Black according to the 2021 census. Portsoken, in the east of the City of London is the most ethnically diverse ward.

Census data shows that the City of London has 496 self-identified unpaid carers. The majority provide 19 hours or less of unpaid care per week. However, there are a small percentage who provide upwards of 20 hours per week.

There are a significant number of people sleeping rough in the City of London. In 2022 (the most recent full year data) 372 people were rough sleeping within the boundaries of the City of London which is the 7th highest level amongst London's local authorities. Many of these rough sleepers have significant mental health or substance misuse issues.

The [Corporate Plan](#) outlines 12 strategic outcomes of which the Department and Adult Social Care Services directly contribute to four : People are Safe and Feel Safe, People enjoy good health and wellbeing, People have equal opportunities to enrich their lives and communities are cohesive.

ASC operates within the People's Directorate, which includes Children's Social Care, Education and Early Years and Rough Sleeping/ Homelessness.

The Adult PSW supports ASC workforce, which includes Social Workers, Occupational Therapists and Strengths Based Practitioners, in delivering good service to our citizens.

Program Management Approach

We have taken Programme Management Approach to support timely delivery of various projects within ASC. We have developed Transformation Programme Board to provide governance and oversight across the programme delivery, as set out in the ASC Transformation Programme Business Case (*DLT sign off 25.05.22*).

The Board will delegate responsibility for delivery through three Sub-Boards and its workstreams, outlined as follows:

- ASC Finance Sub Board: *Finance & Budgets, Systems*
- People Sub Board: *Learning & Development, Practice and Policy & Process*
- Partnerships & Commissioning Sub-Board: *Care Market, Equalities & Communications*

Principal Social Worker is a member of People Sub-Board, as all identified projects within this sub-group align with statutory responsibilities of PSW role.

Recruitment & Retention

We experience challenges with the recruitment of experienced Social Workers including the recruitment of Locum staff. We have supported our recruitment process by updating our job adverts to attract more candidates with diverse characteristics, introducing Values- Based interviewing and enriching our staff development offer. To maintain good staff retention, we are enhancing career pathways, providing mentoring, building staff specialism and promoting healthy work environment to assure wellbeing of our workforce.

Equality, Diversity and Inclusion

One of the PSW responsibilities is influence the development and maintenance of an organisational culture where principles of social justice, social inclusion and equality are applied to strategic decision making. Since appointment to this role in January 2023 PSW has been supporting the department in implementation of Anti-Racist Practice Standards, leading on learning and reflection on good practice standards in this area and auditing quality of recording of people's diverse needs in social care assessments.

To promote EDI across the service PSW included relevant discussions at World Social Worker Day in March 2023 by inviting well known speaker and member of Social Care Workforce Race Equalities Standards Advisory Group.

Other PSW activities include:

- New supervision protocol and supervision forms recognise and encourage the valuable contribution from people of all backgrounds and experiences they bring to the service.
- Update of social work vacancies advert by emphasising the need for our workforce to represent our local community and encouraging applications from diverse backgrounds and people with various protected characteristics (as defined in the Equality Act 2010)
- Update of ASC Practice Standards document to ensure that our practitioners are aware and sensitive of basic cultural characteristics of people they work with and have the confidence to discuss individual differences to find out how best to offer them help and support. This will enable equity, inclusion, and fairness without bias.

3. Achievements 2023

Implementation of Strengths Based Practice (SBP)

Strengths-based practice is a collaborative process between the person supported by services and those supporting them, working together to determine an outcome that draws on the person's strengths and assets.

Focus is on the quality of the relationship that develops between those providing support and those being supported.

In the last year PSW led on various activities supporting the workforce to develop relevant knowledge and skills.

This is the list of some of these activities:

- Training: All ASC practitioners completed Strengths-Based Approach (SBA) training delivered by PSW. Front-line staff also completed Motivational Interviewing and Every Contact Counts courses.
- Standards: Clear SBP standards have been agreed and shared with the team. Existing ASC Practice Standards document have been updated accordingly.
- Practice Guide: SBA Framework and Handbook was introduced and shared with the team.
- Supportive systems: Strengths Based Practitioner role; monthly reflective practice sessions; 1:1 coaching by PSW, as required; IT recording systems update to ensure good recording; Early Intervention Fund.
- Closing the Learning loop: Case File audits review the application of SBA; audit reports and improvement action plans trigger change in practice and set new objectives for improvement.



Strengths-Based Practice Implementation Loop

SBA next steps:

- Extend the learning offer to teams supporting ASC and new staff
- Review initial interventions (Duty work systems) to ensure good practice
- Explore Strengths-Based Leadership within the department
- Monitoring ongoing learning loop

Outcomes (from national research):

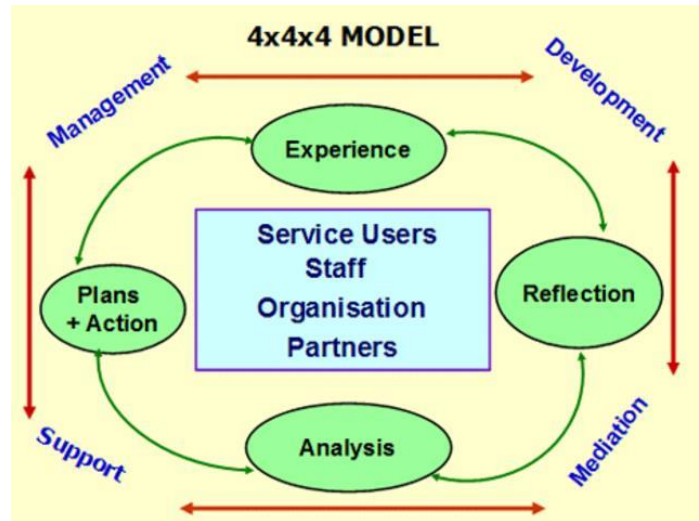
- Meeting nationally agreed standards of good social work practice, which is one of the CQC Assurance Framework.
- Improving outcomes for adults with care and support needs by building their resilience, self-esteem, and sense of empowerment. People feel more in control and engaged with their local community
- Professionals have more autonomy and increased job satisfaction when applying relationship-based practice

Specific outcomes for CoL will be measured during 2024 by auditing quality of work and staff satisfaction survey. However, 2023 Customer and staff feedback confirms the above outcomes.

Supervision & Reflective Practice

New Supervision Protocol and recording forms have been developed in May 2023 to provide framework of core principles and minimum standards for supervision available to staff within ASC. We ensure that our supervisions actively promote equality of opportunities and freedom from discrimination on grounds of position within the organisation or the protected characteristics under the Equality's Act: age, disability, gender reassignment, race, religion or belief, pregnancy and maternity, sex, sexual orientation, marriage, and civil partnership.

Our recommended model of supervision is the 4x4x4 model (Morrison, 2005). This model aligns well with a strengths-based approach and provides a useful framework for approaching supervision for both the supervisor and supervisee.



New supervision forms also include elements of professional reflection. Reflective supervision, either one to one or in group setting, provides a space for practitioners to reflect and consider the emotional impact of their work, the unquestioned assumptions, and biases they bring, varying perspectives (including theoretical perspectives) and ethical dilemmas inherent in practice. This approach enables practitioners to develop self-awareness, critical thinking and sound decision making.

PSW facilitates reflective practice sessions using a variety of models including Action Learning and Systemic Reflective model, where professionals can reflect on complexity of their work, impact on all involved in social care intervention and their emotional intelligence and resilience.

Outcomes:

- National requirements of good social care supervision are being met, which includes anti-racist supervision standards and emphasis on staff wellbeing and professional development.
- Clarity and consistency of recording
- Promotion of reflective practice

These outcomes and ASC quality of supervisions will be audited early next year.

Learning & Development

Developed comprehensive Training Needs Analysis allowed more in depth understanding of individual and team's development needs, identified gaps in learning and highlighted the importance of monitoring compliance with mandatory training.

ASC staff have access to all legal training through contract with "Edge" and specific safeguarding training through City & Hackney Safeguarding Adults Board. Formal learning is overseen by PSW and management with close working with People's Directorate Workforce Development Lead.

Various learning options have been emphasised, including the importance of professional reflection and self-directed learning, for example by introducing monthly reflective practice sessions and establishing a self-directed learning space- ASC Library.

PSW also initiated creation of career pathways by promoting new courses, such as "Supporting those with long term conditions" and "Supervisor development programme" and by reviewing team structure with the Head of Service to allow progression.

The City of London Community and Children's Service renewed their membership with South—East London Teaching Partnership. SELTP's ambitions and objectives are aligned with the Department of Education's vision for teaching partnership, which in practice means delivering on the aims set out in SELTP's agreed budget forecast with the DfE for financial year 2023-25.

The expected outcomes are:

- Strong working relationships between the stakeholders have been established and will provide a collaborative basis on which workforce and other issues can be addressed.
- Quality pre- and post-qualifying programmes at Goldsmiths, South Bank University and other SELTP training providers to produce high-calibre, capable and ambitious social workers.
- Execution of SELTP objectives (as set out in budget forecasts) for 2023-25, including identifying sustainability options beyond March 2025.

The programme aims to raise standards in children and adults' social work and local authorities, in line with reforms recommended in the Narey and Croisdale-Appleby reviews of 2014 and the Government's direction since. It supports high quality training for social work students and qualified practitioners, to develop their practice in statutory setting.

Partnership working

To be able to fulfil responsibilities of the PSW role, partnership working is one of the most important elements. During the first year of appointment APSW established lines of communication and cooperation with internal and external partners. ASC workforce is co-designing, or co-producing internal protocols and tools and their voice is heard by the DASS through PSW during quarterly meetings.

PSW works within People's Directorate and have influence on the delivery of services and other social care roles connected with social work. [See Annex 3 for details of partnership working.]

Quality assurance and Performance

Quality assurance is a continuous improvement cycle using a range of interdependent methods to measure prevalence, monitor practice, listen to people's experiences, identify areas of improvement, and enact change as a result. An effective model will identify both "what is working well and why" and "what we need to do better". Our

quality assurance model must be based on our social work values system, professional standards and capabilities, service improvement plan and transformation agenda.

The introduction of the Adult Social Care Quality Assurance Framework provides structure and governance on how City of London will ensure that the work we do is of the highest quality, leading to better outcomes. It is designed to be flexible in approach, reactive to emerging needs and provides the methodology for continual review of practices.

4. Practice Improvement

Measuring practice, outcomes and performance

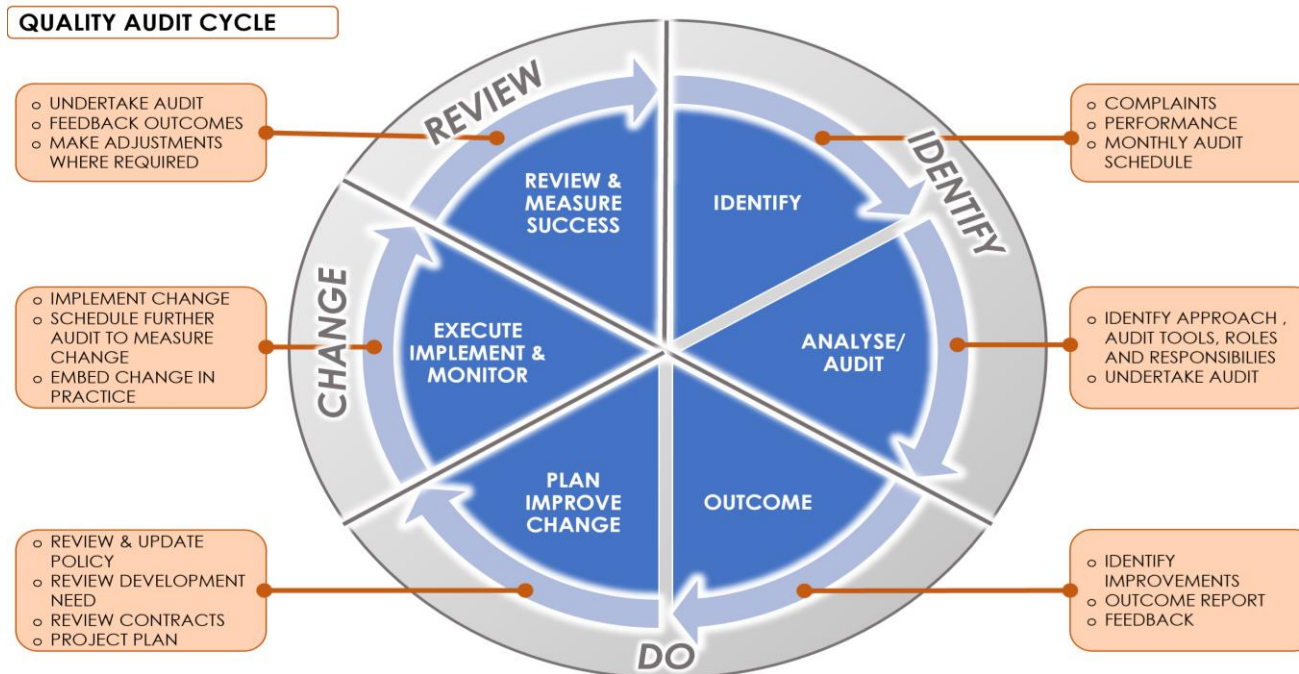
City of London Adult Social Care is committed to providing and commissioning high quality adult social care services. Quality assurance and continuous improvement is not an additional activity, but an integral part of everyday practice within the adult social care service.

Our quality audits focus on the following areas of practice, which align with ASC functions and our statutory obligations.

- Wellbeing (Annual Workforce Health Check/ local survey)
- Working with Risk and Making Safeguarding Personal
- Complaints
- Safeguarding Adults Reviews
- Mental Capacity
- Assessment, Care and Support planning
- Transition to Adulthood
- Carer
- Decision Making, Recording & Accountability
- Supervision & Management oversight
- Direct Practice Observation
- Feedback from People with Lived Experience

It is expected that the outcomes of audits, alongside other available performance information, is used in supervision and appraisal to support practitioners to improve the quality of their practice, and the delivery of good outcomes for the person with lived experience (PLE), unpaid carers and their families, tackling any issues in respect of poor

performance. In addition, audits should inform team and service development and can reflect wider systemic issues which impact on the service delivery.



Tools and activities

Practice Audit Protocol has been designed in April'23 to help our workforce on a journey of continuous self-assessment and improvement.

The purpose of the adult social care practice audit is to support with:

- Promoting evidence-based practice
- Implementing Strengths Based practice
- Ensuring outcome-based assessment and care planning process
- Continuous practice improvement
- Measure success and performance
- Creating a culture committed to learning and continuous improvement of the workforce
- Ensuring that our workforce takes responsibility for the quality of their work

Annual Audits Schedule

Quarter 1: Jan- March	<ul style="list-style-type: none"> • Case File audit • Supervision audit
Quarter 2: April- June	<ul style="list-style-type: none"> • Safeguarding Principles audit/ other safeguarding • MCA audit
Quarter 3: July-Sept	<ul style="list-style-type: none"> • Management Oversight audit • Case File Audit/ Transition to Adulthood
Quarter 4: Oct-Dec	<ul style="list-style-type: none"> • Staff Wellbeing Survey • Working with Risk audit
<ul style="list-style-type: none"> ➤ Direct Practice Observations- at least 10 annually (Note: students' practice observations by Practice Educator are additional and not included in this schedule) ➤ Feedback from People with Lived Experience is continuous and will be reviewed and analysed quarterly by PSW/HoS. 	

Note that the above schedule is flexible and can be amended if “ad-hoc” requests for audits are made, such as by Safeguarding Adults Board or DASS, or if appropriate to meet national/ local prioritised agenda.

We use a range of audit tools, surveys, and feedback forms, which were co-produced with management team and the front-line workers. All Improvement Action Plans have been reviewed to monitor change in practice and service development, which is governed by Quality Assurance Group meeting bi-monthly.

Monitoring implementation of audits action plans:

Audit type	Date of Improvement Plan approved by ASMT	Review of actions by PSW/ Others	Outstanding actions
Case File audit	20/03/23	08/09/23	None
MCA	17/04/23	08/09/23	None
Transitions- Case Files	16/05/23	08/09/23	None
Peer Review Case File audit	19/06/23	08/09/23	None
Rough Sleepers Safeguarding Concerns/ Risk Management audit	11/09/23	March 2024	Ongoing work
Decision Making & Accountability (Management Oversight) audit	October	April 2024	Ongoing work
Independent Safeguarding audit	Planned December’23	June’24	Report received 17/11/23

Outcomes of Direct Practice Observations

City of London Community and Children's Department's senior leaders and ASC managers monitor the impact our work has on safety and wellbeing of people in our community. They are interested in wellbeing and performance of our staff. For example, both of our directors, Head of Service, PSW and ASC managers take part in quality assurance activities by undertaking Direct Practice Observations of our front-line practitioners, which is very well received by the workforce and champions core ethics and values of our profession.

The purpose of the observations is to assist in understanding of the nature of the work carried out by Social Workers in improving outcomes for Adults and older, to assist in reviewing the quality of the interventions and to provide an opportunity for Social Workers to reflect on their practice and any wider system issues.

Between November 2022 and November 2023, we had 8 formal and recorded observations of our workers' practice. Evaluation of feedback reports is qualitative and can be demonstrated by examples of comments made by observers.

"Culture was explored in the wider sense by asking about his interests and around possible further connections with community groups." - Social Worker observation

"K is definitely a very knowledgeable and experienced social worker. Particularly the conversation with SO was exceptional and could be used as a "teaching session" of how to communicate with an adult with dementia". - Social Worker observation

"Clearly a good relationship has been built – evident from our introduction when KC said of KJ 'she's brilliant". - Social Worker observation

"An excellent visit that helped inform further work to be undertaken to support MH, e.g., sign posting to City Advice to help improve benefit maximisation opportunities." - Social Worker observation.

"KC feels like other workers don't have the time for her that she needs, as they visit infrequently, whereas with KJ they have more time with weekly visits, she is able to talk about things, sort things out and put her mind at ease which increases her wellbeing" – Strengths Based Practitioner observation.

5. MCA & Safeguarding

Mental Capacity Assessment

MCA audit completed in April 2023 provided an opportunity to review our staff practice in this area and identify any skills and knowledge gaps. As a result of improvement action plan, we have updated relevant forms on recording IT system, developed good practice tools to support social workers, ensured all staff complete relevant training and updated Practice Standards to include the voice of the Adult ("I Statements"). Our social workers become more confident, share their learning, and reflect on this practice area.

Safeguarding

As a member of City and Hackney Safeguarding Adults Board we share safeguarding training and good safeguarding practice with Hackney, which allows us wider access to learning options and collaborate in the area of safeguarding quality assurance (we have relevant SAB sub-groups).

PSW is an active member of these groups and promotes good safeguarding practice. For example, in 2023 we had one internal safeguarding audit reviewing safeguarding concerns related to Rough Sleepers/ Homeless people, and one independent safeguarding audit across our practice and processes.

The Independent Safeguarding Report by Annie Ho (Inspiring social work) dated 17/11/2023 noted areas of good practice, such as risk identification, assessment and management, evidence of Adult's at-risk consent to safeguarding procedure and information sharing and evidence of Safeguarding Adults Managers' good oversight and support, including recording of case discussion and consultation in supervision. Recommended areas for improvement are, for example more in depth application of Mental Capacity Act principles aligned with 6 principles of safeguarding, clearer evidence of Adults' at-risk voice by including "I statements" and greater focus on wider wellbeing outcomes for the person by curious practice around social isolation. These will be included in PSW practice improvement plan 2024.

5. Leadership and PSW development

The Capability Statement for Principal Social Workers in Adult Services states: “As the professional lead with a unique remit within the organisation, there is a danger of isolation. Support from the Director of Adult Social Services (DASS) and access to professional supervision is, therefore, vital to the successful execution of the PSW role.”

Regular professional supervision

PSW receives supervision every 4 weeks and annual appraisal by Head of Service, who by profession is a Social Worker.

Regular meetings with DASS

PSW has quarterly meetings with the DASS where we discuss current issues, set new priorities and direction for ASC in the City of London.

Influencing senior leadership by promoting SW values

As PSW I have influenced Workforce Development plans for the organisation and developed new practice Quality Assurance Framework, introduced new programmes and guidance supporting front line staff and management team. PSW is placed at a strategic level in the organisation and is a member of Adult Senior Management Team (ASMT).

Professional membership

PSW is a member of ADASS, ADASS Carers working group, national and local PSW Networks and British Association of Social Workers (BASW), and maintains close working relationship with Skills for Care, Research in Practice, Social Care Institute for Excellence and our professional regulator Social Work England.

PSW participates in North-East London Integrated Care Partnership networks on quality assurance and preparation for CQC Assurance Assessment.

Being a board member of South-East London Teaching Partnership (SELTP) with Goldsmith and South Bank universities allows PSW direct access to academic colleagues, national and local research and workforce learning and development priorities, as set by Department for Education.

PSW is a member of City & Hackney Safeguarding Adults Board (CHSAB)- City subgroup and quality assurance subgroup.

6. PSW Priorities for 2024 (aligned with national priorities in Chief Social Worker's Annual Report 2023)

Provide leadership and support to Principal Social Workers

- Maintain high level of PSW professional development

Improve social work workforce capacity and effective deployment of social work resources, including improvements in practice educator and supervisory quality and capacity

- Support performance management
- Pilot a role of Assistant Social Worker within the team
- Further develop the role of a Senior Social Worker
- Develop clear career pathways

Support effective hospital discharge arrangements and promote the impact of social workers in health setting in improving individual and carer outcomes

- Regular engagement with Carers Forum

Support and promotion of social work digital capability and use of digital and tech support for people, including digital inclusion and improving access to timely care and support

- Implement Digital Capabilities Professional Standards

Refresh and embed trauma informed, strengths-based approaches to delivering social work and social care, including safeguarding practice in working with people experiencing homelessness, addictions and mental ill health and those living in institutional settings

- SBA next implementation stage
- Introduce Trauma Informed Practice training

Promote equality, diversity and inclusion for people receiving social care support and those working in social care, including specific work on anti-racist and poverty aware practice

- Monitor anti-racist practice evidence
- Promote development of a diverse workforce

Further improve social work evidence and research activity to deliver improved interventions and outcomes for people and communities, including in integrating responses to people's health and care needs

- Update Quality Assurance Framework
- Further develop QAF by introducing triangulation of evidence including voice of people with care and support needs and staff interviews.
- Active involvement in SELTP activities and projects

Specific City of London priorities

- Continuous support with ASC reform and service transformation
- Evidence gathering and implementation of service improvement plan as part of preparation for CQC Assurance process
- Focus on safeguarding practice addressing recommendations from audits.

7. Conclusion

The PSW role is well established and embedded to influence strategy and service delivery priorities in the City of London.

The PSW supports service transformation to achieve personalisation and improved outcomes for residents in the context of the Care Act 2014, The Mental Health Act 1983, and the Mental Capacity Act 2005. PSW takes a lead within the department for promoting and identifying social work learning and development, working closely with Corporate Learning & Development and People's Directorate Workforce Development Lead to ensure workforce development priorities are delivered.

There is good oversight in place to monitor and influence organisational culture – its impacts, drivers, and influences. Moving forward, the PSW will be engaging with the NEL and Place Based Approach to integration, to do so we will form critical links between our vision, values and culture and ensure these are embedded in governance and service delivery arrangements.

Annex 1:

Adult Principal Social Worker Plan on a Page- 2023/2024

Workforce (1 & 4)

Aim
To support, advice and advocate for the needs of ASC staff.

Priorities
ASC wellbeing plan linked with corporate wellbeing strategy.
Clear workforce strategy.
Learning and career development.

Activities
Develop and imbed team’s wellbeing plan.
Staff annual survey.
Update workforce strategy and training plan.
Create clear career pathways.
Celebration of practice.
Supervision audit.
Support managers.

Outcome
Healthy and happy workforce, which has the right skills and knowledge to meet the needs of our vulnerable citizens.

Excellent Practice (1)

Aim
To build a learning culture where excellent practice is an ultimate goal.

Priorities
Evidence of strengths-based practice.
QA framework and learning culture.
Link our organisation with local and national bodies on best practice, case law and the developing social work improvement agenda.
Support development of coproduction.
Promote use of performance data on strategic and individual level.

Activities
Update quality assurance framework.
Imbed strong culture of monitoring practice.
Imbed self-directed assurance and professional self-awareness.
Promote professional curiosity and creativity.
Develop strong reflective practice activities.
Gather and act on feedback from people who need care and support.
Analyse performance data to inform improvement plans.

Outcome
High standard of practice of all workers, who enable our local citizens’ independence and coproduction with our corporation.

Leadership (2& 3)

Aim
Take a relationship-based approach to leadership and advocacy, using feedback from people who use social work services and co-producing good practice with adults, carers and social workers.

Priorities
Be a highly visible and valued figure, accessible to front line social work staff.
Advocate and champion social work values and ethics within the organisation.
Provide a conduit between frontline practice and strategic decision-making, creating a bridge between policy and practice.
Active participation in Transformation projects.

Activities
Quarterly meetings with DASS and contributing to ASMT.
Develop and maintain strong collaboration with academia, community, and partners.
Updating workers on research, law, policy and professional practice.
Provide practice leadership in complex cases.

Outcome
High quality practice standards and a clear sense of accountability for the impact of social work on the lives of people and communities.

Links to Leadership Competencies: Drives Service Performance (1), Embraces change (2), Builds relationships (3), Develops self and others (4) [Annex 2](#)

PSW written work and facilitated learning events

Written guidance/protocols in 2023:

Carers Assessment guide and Checklist
Supervision Protocol and supervision form
Practice audit protocol
Various audit tools/ forms and reports
Trainings needs analysis
Case Complexity allocation tool
Feedback form
Self-directed learning tool
Mental Capacity Assessment tools
New staff ASC Induction Checklist
Monthly PSW Bulletin
Weekly reflective practice message
Workforce Development Plan update
Practice Standards update
PSW One-Page Plan

Workshops/trainings and events delivered:

Strengths-Based Approach training
Co-production awareness workshop
Mental Capacity Assessment and Executive Functioning reflective workshop
Values-Based recruitment workshop
World Social Work Day celebration event
Creation of Self-directed learning space (ASC Library)
Chief Social Worker visit event

Annex 3

Partnership working

Partner	Internal	Areas of work	Outcomes
Workforce	Y	Practice/ Wellbeing/ L&D	Co-production and co-design/ Good staff retention / CPD
Management Team ASMT	Y	Leadership/ QAF/ Governance/ Performance	Strengths Based Leadership Shared understanding of QA
Transformation Board	Y	Service transformation & development/ CQC Assurance	Preparation for CQC Assurance
DASS	Y	High risk situations/ Policy vs practice/ Leadership	Linking strategy with practice
CSS PSW	Y	Joint Leadership/ L&D	Develop and sustain partnership arrangements
Workforce Development Lead	Y	L&D/ Career pathways	CPD
Corporate L&D	Y	L&D	CPD
ADASS PSW Networks	N	All areas	Support, learning, tools sharing....
ADASS Carers Group	N	Informal carers	Inform internal Carers Strategy and linking with the national agenda
LGA	N	Peer Review Challenge team member	Skills development
Research in Practice	N	Practice and research	Knowledge and skills update
SELTP	N	Workforce development/ Research and academia	L&D CPD
CHSAB	N	Quality Assurance Group/ City sub-group	Develop and sustain partnership arrangements
City Connections	N	Carers group	Develop and sustain partnership arrangements
North-East London ICP	N	CQC Assurance Leads / Quality Assurance	Develop and sustain partnership arrangements
C&H Neighbourhoods OD Oversight Group	N	Co-production	Develop and sustain partnership arrangements