

INDUCTION HANDBOOK

New Employee Guidance



FAMILIES AT THE **HEART** OF OUR PLACE

WELCOME

Dear colleague,

Congratulations on your appointment and a warm welcome to Waltham Forest.

It is an exciting time to be joining us, we have introduced a number of improvements in how we support and develop our staff; including this induction handbook, a refresh of our Continuing Professional Development opportunities to include sponsorship of post-qualification study at higher educational level, dedicated leadership and management learning pathways for both aspiring and existing managers, a new career progression framework and participation in the National Assessment & Accreditation System [NAAS], to name a few. We actively invest in ASYE's with new cohorts each year and will continue to participate and invest in our workforce through Think Ahead, Step Up to Social Work, social work degree apprenticeships and our continuing partnership with Frontline.



We are proud of our incredibly diverse workforce which is reflective of the community it serves. Our unwavering commitment to challenging disparities and inequalities in the workforce can be demonstrated through our recent Ethnicity Pay Gap strategy and action plan in addition to our very active employee-led networks and forums such as our highly valued Families Hour, Race Equality Network (REN), Differently Abled forum and LGBTIQ+ forum.

Our collaborative and strength-based approach to practice enables our staff to not only to provide effective care and support to those who require it, but equip adults, children and families with the skills to live fulfilling, independent lives and sustain positive change into the future.

As part of your induction you will meet with a senior member of staff for an opportunity to ask questions about the organisation, Continuing Professional Development opportunities, training and support and any other areas you would like further information on. As a new member of the team you may well see things that you think would benefit from changing and we look forward to you helping us to learn about practice innovations.

You could also speak to your line manager, contact Vanna Changlee; our Principal Social Worker (Vanna.Changlee@walthamforest.gov.uk) or share your ideas at one of the various staff forums which are detailed later in this handbook.

I hope you enjoy your role in Waltham Forest. This induction handbook has been set out to support and help you become orientated to your new workplace, colleagues and to our borough. Please remember to complete our induction feedback survey which is included at the end of this document.

I very much look forward to meeting and working with you in the future.

Heather Flinders – Strategic Director of Families

Heather Flinders

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Welcome to the Team

This handbook is intended to be a reference tool to assist you in your new post.

We endeavour to keep all information up to date.

However, if you have any queries about this document please contact the Workforce

Development Team:

workforcedevelopment@walthamforest.gov.uk

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INDUCTION PROCESS

CHECKLIST

An excellent induction is hugely important as it helps new staff receive a warm welcome and feel part of Waltham Forest Council from the outset. Our induction is designed to provide you with a sense of our community context, what is important and matters most to the people we serve.

SUMMARY



Consequently, it is important that all stages of the induction process are completed. The following list indicates the key tasks that should be completed at each stage of the induction process and should be used by you and your manager as a guide.

DAY ONE

- ✓ Meet & greet manager
- ✓ Take a tour of the building
- ✓ Meet the team & key people
- ✓ Health & safety
- ✓ Brief induction plan outline provided
- ✓ If reasonable adjustments have been identified, the [form](#) is completed and sent to HR

WEEKS ONE TO TWO

- ✓ Handbook & checklist
- ✓ Meet your 'buddy'
- ✓ More detailed induction plan
- ✓ Share key information
- ✓ Provide copy of probation policy

MONTH ONE

- ✓ [Supervision](#)
- ✓ Corporate induction
- ✓ Feedback provided
- ✓ Complete PDP
- ✓ Invited to the Families Directorate staff meetings

MONTHS THREE TO SIX

- ✓ Mandatory training is completed
- ✓ Further training planned
- ✓ Further supervision sessions

By the end of your induction, you should have a good understanding of 'the way we work' and of the tools, resources and facilities that are available to help you do your job effectively.

In particular, at the end of your induction you should be familiar with:

- Your service area
- Expectations relating to your role
- Where your work base is and where other offices and resources are located
- Foresthub
- Learning & Development opportunities and your identified training needs
- Organisational structure
- Health & Safety
- ICT systems
- Organisational objectives and Core Values
- Departmental service objectives and expectations

INDUCTION COMMUNICATION



Your Role: as a new employee, we ask you to help shape your induction – try and make it your own, so it meets your goals. Although your line manager will have spent time preparing your induction, it is your responsibility to understand what is expected and complete the checklist of induction tasks. If anything has been missed, speak to your line manager.

Line Manager: It is your line manager's responsibility to ensure the induction process prepares you for your role. Although overall responsibility lies with the line manager, they may ask others to support the process and therefore act as a co-ordinator. Your line manager should greet you on your first day at work.

The Team: your colleagues within your team will be able to support you with opportunities to shadow. This may not be exclusive to your new team - you might want to explore opportunities to meet with colleagues across the organisation.

'Buddy': all staff will have access to a 'buddy' during their first few months with Waltham Forest, but particularly within the first week. It is likely that you will be introduced to them on your first day. Your 'buddy' will be a friendly face who can help with any day-to-day questions and will help you access shadowing opportunities, although it is not expected that all shadowing opportunities will just be undertaken by the 'buddy'.

Agency and temporary staff: this induction process applies to all staff within social care, including agency staff. They should complete all aspects of the induction checklist.

DAY ONE



By the end of your first day you should have this handbook.

You should also know...

- Where you will be working
- Your log-in details
- Who your line manager is
- Who your buddy is
- Who is in your team
- Your way around your building [kitchens, toilets & showers, staff room, meeting rooms, fire escapes etc]
- Where other key colleagues are located or how they can be contacted
- How and where to access key documents that you need to read [i.e. corporate policies, procedures and communications including Health and Safety and HR, Children and Adult's Services policies, procedures, practice standards and communications etc.]

Your manager will have a checklist of items to run through with you on your first day and within your first week. It is important that you are familiar with the items contained in the checklist as you at the end of your induction you'll be asked countersign that all aspects of your induction have been completed. You could use your Outlook calendar to set out when activities are being undertaken.

Please ensure that your line manager and colleagues can access your Outlook [email] calendar. You can find guidance on how to grant calendar access to your colleagues [here](#).

On your first day it is expected that you will be greeted by your manager and meet with your immediate team. You should be offered a tour of the building, so you know where to take a break, the location of toilet facilities, kitchen and break out areas.



By the end of week two you should have...

- Completed the induction checklist for week two
- Had an opportunity to talk with your 'buddy'
- Your manager or 'buddy' have been through the full induction checklist with you
- Updated your Outlook calendar with induction tasks, meetings and shadowing
- Completed or booked the relevant mandatory training (GDPR, PREVENT training etc)
- Shared your key contact information
- You should have completed or booked the relevant level of MOSAIC training [or any other electronic recording platform used]
- Your first supervision appointment scheduled [including your probation review for week 12]

During your first two weeks, you should be aware of other key induction processes that are expected to be completed, including any training courses and dates. You should be given opportunities to meet with your '**buddy**' or '**line manager**', although this may be informal at first.

Although it is hoped that the items connected with your first two weeks, as outlined within the checklist, will have been completed we recognise that in some circumstances this may not always be possible. Please make sure anything left over from the checklist of activities is discussed with your line manager and arrangements are made for these to happen at the earliest opportunity.

If you are part of the ASYE Programme, you will need to know what additional training and development requirements are relevant. These should be dovetailed within the induction programme. For further information, please contact **Dale Allard**, Practice Improvement Lead: Dale.Allard@walthamforest.gov.uk

In your first month, you should have:

- Completed all elements on the induction checklist for month one
- Build your experience and knowledge of working at Waltham Forest
- Established objectives on Clear Review. Make sure you discuss them regularly with your manager and keep them up to date as they form part of your annual performance review.
- Had an opportunity to give and receive feedback with your manager
- Had a supervision session with your line manager to talk about how you feel about your role, how you are settling in and any training requirements you may have
- Attended the corporate induction
- Register for the e-learning zone and complete mandatory training (details [here](#))

Your first month

In your first month, you should be balancing opportunities to build experience of the organisation, the role and your team with your knowledge and skills.

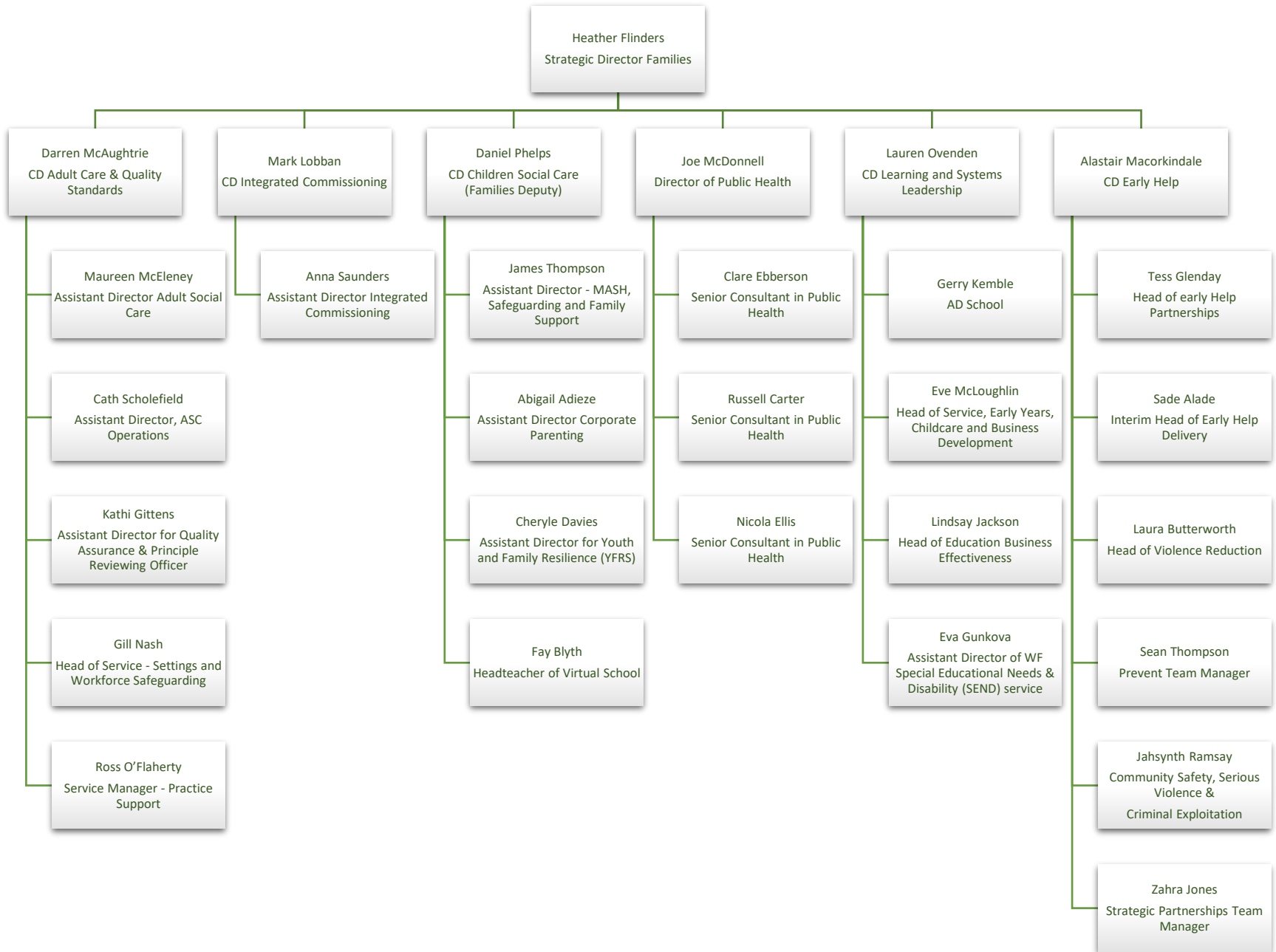
Your manager will check in with you during this period and offer feedback; they may also collect feedback from colleagues, service users and other professionals. It is expected that you will have a supervision session with your line manager during this period which will give you an opportunity to discuss how you feel about your role and how you are settling in.

Months three to six

Most, if not all, your induction process will now be complete. There will be aspects of training that will form part of your training and development plan but some mandatory training should be completed within your first three months. Copies of any training certificates should be added to your supervision file.

FAMILIES DIRECTORATE

FAMILIES ORG CHART





Families at the Heart of Our Place is about building on our existing expertise and delivering an improved, sustainable offer to Waltham Forest's residents. This strategy is of critical importance to the Council and a key delivery arm of the Public Service Strategy.

Our Ambition

Resilient: We want our residents and communities to be able to adapt and recover from whatever challenges may come their way

Well: We want our community to feel as mentally, emotionally and physically well as they can. We will promote healthy behaviours and when people experience ill health, we will help them access the support they need.

Safe: We want Waltham Forest to be a safe place where people can flourish and be free from harm.

Connected: We want our community to feel a sense of belonging to, and pride for, the diverse place in which they live. We want everyone to feel valued, to have strong relationships with their neighbours and be able to contribute to their local community in a way that works for them.

Independent: We want local people to be equipped with the networks, skills, knowledge and resources they need to realise their ambitions.

We want all our residents be resilient and feel well, safe, connected and independent, no matter what your age or circumstances.

You can read the strategy [here](#).

SELF EVALUATION

Our **annual self-evaluation** draws on a range of existing documentation and activity across our services and has been **developed with staff from across our full range of services**; it is an integral part of our cycle of continuous improvement.

Our evaluation addresses the questions set out in the **framework for inspecting local authority children's services** and in 2021; we aim to be **'upfront' about some of the challenges we face and how, as leaders of place, we plan to address them.**

Our 'next step' priorities are based on insight and family feedback; we have developed our 'obsession tracker' to monitor progress against these priorities, inviting challenge and support from our leadership.

[Link to our Ofsted Annual Self-evaluation 2021](#)

PRACTICE SUPPORT

Relationship-Based Practice with Families

What is a practice model and why is it important?

As part of developing our practice model, Waltham Forest practitioners described their understanding of what a practice model is and why it is important.

A practice model is....

- how we do things in Waltham Forest
- a framework or guidance for our practice
- steps taken to follow a wider plan
- how we work with families
- the structure or backbone of our work
- a shared working culture
- a consistent way to work with families to improve outcomes and overcome difficulties

It matters because...

- it brings about positive change in the way the team works
- demonstrates fellowship and cohesiveness
- it gives us a shared vision towards organisational goals and achievement
- can hold great emphasis in decision making

The word cloud depicts the values our practitioners tell us they hold when working with families and young people. These show the relational aspect of our work across our children and family services. What we say we will do needs to be visible to us and our families so we can transform relationships with our families and each other.



You can view our full guide to relationship-based practice on Tri-x

- The **Children's** services procedures can be accessed [here](#)



Principles of our Relational Practice Model

We will ensure that the following principles underpin our interactions and engagement with families:

1. Engage with families to understand their needs and use strengths-based conversations to co-produce outcome focused plans that draw on the strengths and capacity within the family.
2. Work with families with dignity, respect, compassion and hope, and act as role models for behaviour change, engaging and motivating families to want to change behaviour that has a negative impact on themselves, other family members and their community.
3. Work holistically with families, ensuring that all members of the family are given the chance to be involved, including absent and wider family members where appropriate.
4. Respond to family's needs at the earliest possible opportunity but always working in partnership with the families to build independence and resilience.
5. Be in tune with families that are struggling and ensure their welfare and safety is paramount by having honest conversations and gaining their consent to share information with relevant agencies that can support.
6. Enable the voice of each family member, paying particular attention to the voice of the child/young person, to ensure there is a focus on their needs whilst supporting their family to achieve their full potential.
7. Approach work with families that have suffered trauma, using a trauma informed approach, and working in partnership with allied agencies that can offer specialist support.
8. Be self-aware, considering how our personal cultural values and beliefs impact our behaviours and emotional responses. Remember that families are the experts of their experience, so adopt a position of 'not knowing' and be ready to learn.
9. Get to know and understand our families' cultural beliefs, making sure they are considered and respected throughout our work.
10. Recognise that some families are 'not yet convinced' about whether we can support them and may find it hard to implement change.



POLICIES AND PROCEDURES

Supervisions

We consider that the core purpose of supervision is to enhance the skills and knowledge of our staff whilst providing them with a strong basis of support to enable them to carry out their roles to the best of their ability.

As an organisation we place a great deal of importance upon supervision. Effective supervision enables our staff to provide high quality care and support to the adults, children, young people and families within the community.

Please familiarise yourself with our supervision policy. Supervision with your line manager is designed to support you and help to plan your Continuous Professional Development [CPD] and we hope that through this you will feel valued and supported in your role with LBWF. Your line manager will agree with you how often supervision will take place.

The supervision policy explains what supervision is, how it works, frequency, and how you and your manager can get the most from it. Both you and your line manager will need to read through, agree and sign the Individual Supervision Agreement.

Tri-X Policies & Procedures

All policies and procedures for both Adult and Children's Services can be accessed via tri-X; a web-based manual.

- The **Children's** services procedures can be accessed [here](#).
- The **Adult's** services procedures manual can be accessed [here](#).

If you are new to this manual, or new to working in Waltham Forest please ensure that you are kept up to date with tri-X policy briefings by completing the 'Register for Updates' form which is located on the home page of the manual.

Please speak to your manager to ensure you are accessing the most relevant policies for your role.

Practice Improvement

As part of your induction you will be introduced to the **frameworks for Quality Assurance and Practice Observations** and be invited to a meeting with a member of the Practice Improvement and Audit team to go through the frameworks in greater detail.

Details of the Children's and Adults framework can be found on the Tri-x site or by contacting the Practice Improvement and Audit team

SUBSCRIPTIONS



Community Care Inform Adults is an online resource for all professionals working with disabled and older people. Staff members within Adult Services have access to this resource which provides guidance and information on a variety of areas including mental capacity, disability, self-neglect, dementia, The Care Act and safeguarding

Create an account with **CCI- Adults** [here](#)



research in practice

As members of **Research in Practice**, child and family social workers access to webinars, videos, conferences, e-learning modules, specialist support, in-house workshops, downloadable publications and fostering and adoption learning resources to name a few.

It is easy to create an account and being an active member carries with it many benefits to your practice and to positive outcomes for children and families.

Create an account with Research in Practice at the following link: <https://www.rip.org.uk/login/create-account/>

Research in Practice and the Department for Education have also jointly commissioned an **open access website which maps learning resources to the Public Law Outline** [PLO].

This is to support professionals working with families, legal teams and in the family court. The map is primarily aimed at those preparing and presenting evidence for court and focuses on robust pre-proceedings work and the quality of written evidence including assessment and care planning.

The website can be accessed [here](#)

PARTNERSHIP WORK



Partnership work

The effectiveness of our services relies on strong relationships with other services, for example; schools and colleges, housing, health; including mental health and sexual health services, the police and the local voluntary sector. You are encouraged as part of your induction to get to know the key service providers and networks, within your service area.

You should consider visiting some of these services and your 'buddy' will be able to give you advice with this.



Click the logo
for more
information



Safeguarding Partnership Unit

The Strategic Partnership Unit helps multi-agency partners with working together to improve outcomes for residents through four strategic partnership boards:

- [Health and Wellbeing Board](#)
- [Safeguarding Adults Board](#)
- [SafetyNet – our Community Safety Partnership](#)
- [Waltham Forest Safeguarding Children Board](#)

The unit provides policy support and strategic planning to all the boards. This includes work to develop, monitor and deliver annual business plans for the boards through a range of subgroups.

Priorities for the four Strategic Partnership Boards can be found [here](#)

Safeguarding training can be found in the monthly Spotlight newsletter to sign up please go to [Waltham Forest Council \(govdelivery.com\)](#)

The National Assessment and Accreditation System

Waltham Forest is participating in Phase 2 of the National Assessment and Accreditation System [NAAS]

The National Assessment and Accreditation System forms part of the social work reform programme set out in the Government's policy paper 'Putting children first: Delivering our vision for excellent children's social care.' This paper (published in July 2016) sets out the Department for Education's vision to radically reform the children's social care system, putting practice excellence and achieving more for the children we serve at its heart.

The objective of NAAS is to provide a consistent way of assuring that child and family social workers, supervisors and leaders have the knowledge and skills for effective practice and will help individuals and their managers gain a better understanding of their practice and provide a clear benchmark of expertise and quality of practice.

It is currently for children and families' social workers and practice supervisors who are required to demonstrate their knowledge and skills against the [knowledge and skills statements](#), which are now the post-qualifying standards for child and family social work.

As a Phase 2 participating Local Authority, Waltham Forest are undertaking a range of activities to strengthen practice standards to prepare our social workers, practice supervisors and our systems for the NAAS.

If you would like further information about the NAAS or are considering volunteering to go forward for assessment and accreditation please contact the NAAS inbox: NAAS@Walthamforest.gov.uk

Due to the pandemic assessment centres have been suspended and alternative assessment options may be available for more details please visit the [NAAS Guidance](#) online.

PERSONAL DEVELOPMENT

LEARNING & DEVELOPMENT

Training

To ensure that your learning, development and training opportunities are utilised from the moment you join Waltham Forest, it is essential that you access the e-learning zone where you will be able to complete courses relevant to your service, role and level of experience. The e-learning zone can be found [here](#). *Please note that some e-learning courses are mandatory, such as GDPR and Cyber Security training and should be completed within the new employees first few weeks.*

Learning



Aside from e-learning courses there will be other training that is also mandatory, for example; WRAP training (Workshop to Raise Awareness about Prevent).



Training & Development

The Care Certificate



The Care Certificate is an identified set of standards that health and social care workers adhere to in their daily working life.

Designed with the non-regulated workforce in mind, the Care Certificate gives everyone the confidence that workers have the same introductory skills, knowledge and behaviours to provide compassionate, safe and high-quality care and support.

If you are new to the role of carer, please note that you will be required to complete the Care Certificate.

Further information about the Care Certificate can be found [here](#).

Safe and Together

The Safe & Together model has been developed over many years of research and experience to help child and family practitioners become more domestic-abuse informed.

It is designed to support children and family services and their surrounding systems to improve outcomes for families impacted by domestic abuse and improve competency across the workforce. Safe & Together is a child-centered model that provides a framework for partnering with survivors and intervening with perpetrators to improve the safety and wellbeing of children.

[For details of what resources are available click here](#) or for training and further information please email the Waltham Forest Safe & Together inbox safeandtogether@walthamforest.gov.uk

CPD AND CAREER PROGRESSION

Continuing Professional Development

For a comprehensive list for the training offer across Children's and Adult Services or for an electronic copy of the **CPD programme** for both Children's and Adult services 2021-22., please contact either **Claire Jackson, Practice Support Manager:** Claire.Jackson@walthamforest.gov.uk or **Holly Bishop, Practice Support Coordinator:** Holly.Bishop@walthamforest.gov.uk

There are a range of L&D and CPD opportunities to ensure our staff are equipped to deliver outstanding care and support to our residents. Many of these courses are advertised in the workforce development calendar (listed under '**workforcedevelopment**' in the email address book) and require you to book your place via Eventbrite. You can sign into Eventbrite [here](#).

We have worked hard to ensure our training programme is clearly mapped against the Knowledge and Skills Statements for [Social Workers in Adult Services](#), [Child & Family Practitioners](#) and [Practice Supervisors](#). It also considers the [Professional Capabilities Framework](#).

NB. There are also training opportunities through the North East London Teaching Partnership (NELTP).



Career Progression Framework

There are clear career progression frameworks in place, and these have been designed to provide you with guidance on how you can make a successful transition into different roles within the Families Directorate.

Your readiness to be considered for progression will be decided by your team manager/supervisor in conjunction with yourself and through the Performance Development Review (PDR) process.



NB: Remember that **Training** is the giving of information and knowledge, through speech, the written word or other methods of demonstration in a manner that instructs the trainee.

Learning is the process of absorbing that information in order to increase skills and abilities and make use of it under a variety of contexts.

Your Continuing Professional Development is not confined to attending formal training sessions but includes reading, coaching, mentoring, shadowing, supporting others, cascading information via team meetings and supervision etc

PLEDGE TO CHILDREN IN CARE

OUR PLEDGE FOR CHILDREN IN CARE



The Waltham Forest Pledge is a list of promises to children and young people in our care.

The Pledge identifies all the things we will do to ensure they receive the best support and help possible.

You can read The Pledge [here](#)

OUR FEEDBACK



What do our staff say about working at Waltham Forest?

93%

Agreed or Strongly Agreed with the statement; *'The training organised helps me to understand and effectively meet the needs of service users.'*

92%

Agreed or Strongly Agreed with the statement; *'I have used feedback from a service user, professional colleague, case file audit, practice observation or care proceedings feedback to develop my practice in the last 6 to 12 months.'*

**Source: Children's Services Organisational Health Check (2019)*

97%

Agreed or Strongly Agreed with the statement; *'My workload and its complexity are appropriate to my level of knowledge and experience.'*

88%

Agreed or Strongly Agreed with the statement; *'I am able to raise any concerns that I have about my workload with my manager.'*

**Source: Adult Services Organisational Health Check (2019)*

"Diversity and inclusion being promoted is more visible since introduction of REN - Race Equality Network and the Families hour led by Heather Flinders - amazing space for staff to share their stories and voices heard."

** Source: Exit interview survey response May 2021*



What do our adults, children and families say about working with Waltham Forest?

"We are so impressed with this services that WF offers and would like to stress how invaluable it is to families such as ours. We truly feel supported."

"The Judge and all parties acknowledged the efforts and good practice of the Social Worker in resolving this matter."

"I would like to take this opportunity to Thank the Council for the excellent services specially at this time, you all are working very hard, I pray God blesses you and keep you safe."

"I am so grateful for everything you have been helping me with and being so understanding about my situation, taking a massive weight out of my shoulder and leaving me to spend more time to improve myself for my little girl, helping with college and housing"

"Without her help it would have been much more difficult for us and she made the whole overwhelming process as easy as it could have been. I highly recommend her work and any families who are in a situation to need social workers would be lucky to have her."

"I just wanted to say thank you very much for all the help and assistance you gave me and my family during a very difficult time."

"I wanted to sincerely thank you for supporting myself and the children and helping us to move away and gain the opportunity to start living a more peaceful life. I have no doubt that this will be (and already has been) a great fresh new start for us. Thank you very much for this."

USEFUL RESOURCES



Mosaic provides a modern fully integrated solution for Adults, Children's and financial case management on a single platform.

Information about Mosaic and training for this platform can be accessed [here](#).

RiO EPR operates across mental health, community health and child health care settings to support health and care professionals in the delivery of patient-centred care.

General Data Protection Regulation [GDPR]

New rules on how we collect and process personal data - the EU General Data Protection Regulation (GDPR) came into effect in the UK from **25 May 2018**.

Please note that all staff must complete Data Protection and Cyber Security training which is located in the [e-learning zone](#).

You can find out more information about Data Protection [here](#).



Waltham Forest employees use **SAP** for a number of different functions that fall under employee

and manager self-service.

Functions which can be performed on SAP under employee self-service include:

- recording overtime
- creating leave requests
- updating contact details
- viewing payslips
- requesting changes to your working pattern

All the information you require about SAP can be found [here](#).

foresthub

Foresthub:

Foresthub is Waltham Forest's **intranet** and contains a staff directory, a link to Human Resources, service-specific information, staff blogs and council news, structure charts for Management Board and the self-service portal where you will be able to log any ICT-related issues for their resolution. Foresthub can be accessed [here](#).

HORNBILL

Hornbill: **This is the portal used by staff to view/update and log support requests.** These requests include booking a minute taker, interpreter, ordering stationery, work-related transport and accommodation bookings and many more. The Hornbill self-service portal can be accessed [here](#). Please note that in order to use these services you must obtain authorisation from your line manager.

Clear Review is the council's appraisal system. **It allows you to add performance and personal development objectives,** provide feedback and arrange 'check-ins.' Managers can even set team-wide objectives and run objectives, feedback and check-in reports for their team.

You can find out how to use Clear Review [here](#).

Fellowship Square:



The newly renovated Fellowship square is a community space that our residents visit each day to watch and [play](#) in our colourful musical fountain.

Inside Fellowship Square boasts **state of the art technology, team neighbourhoods as well as many quiet working areas.**

Find more more information on fellowship square and how to use the equipment [here](#).

MENTAL HEALTH & WELLBEING

How are you?

Many of us will answer 'fine', even when we're not. Too often, mental health problems are treated as a taboo subject, especially at work. However, mental health affects us all and we should feel able to talk about it and here at Waltham Forest we encourage open conversations about mental health.

We want all staff to feel they can be open about their mental health and ask for support if they need it from colleagues, managers or our staff support line on **0800 243 458**.

Employee assistance scheme

Waltham Forest operates an Employee Assistance Scheme whereby staff have access to team of counsellors and advisors who can help with a wide range of problems including work-related issues and personal and family issues. Please note that this is a confidential service.

Further information about the Employee Assistance Scheme can be found [here](#).



Further, all Waltham Forest employees have free access to Thrive, a mental wellbeing app approved by the NHS that staff can download to their personal or work smartphones.

You can find all the information about Thrive [here](#).



KWNEl was launched in December 2020 to support the wellbeing and resilience of the 76,000 health and social care staff in North East London, in response to the unprecedented pressures of the Covid19 pandemic.

[Click here](#) for more information



More information and support about maintaining health and wellbeing is available on Forest Hub

The induction is underpinned by the HR process which contains information for new starters, pay and staff benefits, annual leave entitlement, sickness and absence policies. It is important that the new starter familiarises themselves with these processes during their induction period.

The Human Resources section can be accessed [here](#). Specific information relating to staff benefits can be found [here](#).

Employees who use their own vehicle, bicycle or public transport in the course of their professional duties are eligible to claim their travel expenses through the 'Travel and Expenses' option via SAP [Systems, Applications and Products]. SAP is used for a number of different functions that fall under employee and manager self-service. More information about SAP can be found [here](#).

It is important to note that there is a corporate induction which all staff new to the organisation are required to attend. You will receive an invite to attend this shortly after you join the organisation and will be expected to complete the induction checklist by the end of your probation period

The corporate induction starts with a welcome from the Chief Executive or another member of the Management Board, who will tell you about council priorities, achievements and challenges.

If you have any questions relating to the corporate induction please contact HR HR@walthamforest.gov.uk

REASONABLE ADJUSTMENTS

Reasonable adjustments

The law says that making life in the workplace more equal for disabled people may mean making changes in the workplace.

These changes could include:

- removing physical barriers
- providing extra support for disabled people
- considering flexible working requests

Changes like this are known as 'reasonable adjustments.'

The duty to make reasonable adjustments aims to make sure that a person with a disability is not disadvantaged when carrying out their role.

If you need us to make reasonable adjustments for you to do your job, fill in the [reasonable adjustments form](#).

This will give your manager the information they need to consider making reasonable adjustments to your:

- work activities
- equipment
- environment



Equality, Diversity & Inclusion and Family Friendly Policies

It is important to note that there are a range of EDI and family friendly policies available on ForestHub.

Please click [here](#) to view the following:

- [Equal Opportunity Policy](#)
- [Public Sector Duty and Equality Act 2010](#)
- [Gender identity and intersex inclusion: Guidance and policy](#)
- [Guidance on Neurodiversity](#)

There are also a range of family friendly policies, ranging from 'How do I take maternity leave' to 'What is flexible working?' These can be found [here](#).

Employee and HR-led staff networks

Waltham Forest prides itself as being a diverse borough and our organisation is no different. There are a range of employee-led networks, including;

- ✓ Race Equality Network
- ✓ LGBTIQ+ Network
- ✓ Differently Abled Forum
- ✓ Women's Network

You can access all the relevant information about these networks, including meeting dates, [here](#).

CALDICOTT GUARDIAN

Caldicott Guardian

Caldicott Guardians are appointed to develop and maintain responsible, appropriate and secure practices for sharing and handling of personal information. The idea of a guardian was to have a senior person in the NHS and councils with social service responsibilities to have oversight of the arrangements in that organisation for the use and sharing of information.



There are eight key principles to enable the safe and secure handling of clients' personal data:

1. Justify the purpose(s) for using confidential information
2. Not to use or transfer personally identifiable information unless it is absolutely necessary
3. Only use the minimum personally identifiable information that is required
4. Access to personally identifiable information should be on a strict need-to-know basis
5. Everybody must understand his or her responsibilities and obligations to respect client confidentiality
6. Understand and comply with the law
7. The duty to share information can be as important as the duty to protect patient confidentiality
8. Inform patients, families and resident about how their confidential information is used

The Caldicott Guardian acts as the 'conscience' of an organisation, the Guardian actively supports work to enable information sharing where it is appropriate to share and advises on options for lawful and ethical processing of information.

Our current holder is Kathi Gittens (AD for QA) and deputy is Abigail Adieze (AD for Corporate Parenting). Only a few queries will go to the Caldicott Guardian as staff discuss queries with their manager, who will speak with their Head of Service and consult with their Assistant Director before contact is made with the Caldicott Guardian.

Further information can be found on [Foresthub](#).

STAFF FORUMS & ALWAYS DAYS



Forums and All-staff away days

In addition to Practice Forums, there are also regular Manager's Forums which take place on a bi-monthly basis. These forums are an opportunity for managers to get together and discuss various topics. Members of the Senior Leadership Team attend these, and it is important to note that attendance is mandatory so please look out for the invitations in your calendar.

There are also all-staff away days, service area away days and Families staff workshops which take place. These can be themed events and are opportunities to celebrate good practice, deliver key organisational messages and keep staff informed regarding wider developments. Please note that attendance at these events is mandatory.

Families Hour: In addition to the above, the Families Directorate has introduced Families Hour. This is a regular forum and safe space where social care staff can come together to discuss pertinent issues within D&I and agree a set of actions to take away and implement. It is hosted by the strategic director of Families, Heather Flinders and is well attended and valued by staff. All sessions are updated on a dedicated Teams channel for those staff unable to attend. [Families Hour Teams Channel](#)

All-Staff Briefings/Check-ins: All staff receive Outlook invitations on a regular basis for all-staff briefings/check-ins. These are hosted by Martin Esom, Chief Executive and provide updates on various council initiatives taking place. This event is recorded and available to watch on demand after the event has finished by those unable to attend.

ABOUT WALTHAM FOREST

Welcome to Waltham Forest



Waltham Forest is diverse and vibrant and our people make it what it is. Our corporate realignment puts families at the heart of our place, recognising the crucial role our communities play in public service and the importance of collaboration across the Council and our wider partnerships.

15-minute neighbourhoods
A more local, healthy and sustainable way of life

Safe and healthy lives
Taking a public health approach to supporting good physical and mental health

Fellowship Square
365 days a year cultural venue

National Borough of Storytelling
Storytelling across the ages

Public Health Research
Tackling health inequalities with the Institute of Health Equity led by Professor Sir Michael Marmot

Life Chances
Building healthy, safe and cohesive communities



Fellowship Square



Coronation Square



Walthamstow Wetlands



EMD Theatre

The London Borough of Waltham Forest

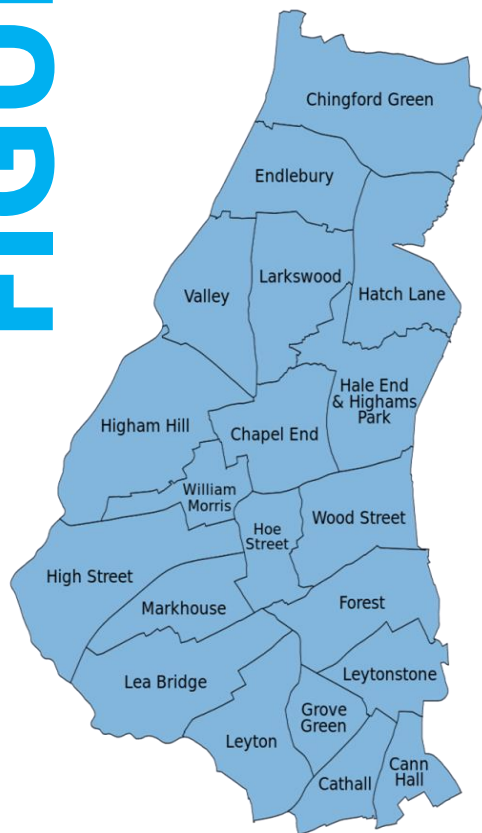


Located north of the River Thames in north-east London, **Waltham Forest is made up of 20 wards**. Of these, there are five key centres; Leyton, Leytonstone, Chingford, Higham's Park and Walthamstow.

The borough has a strong cultural-led, diverse community with a history of makers and creators whose creativity, radical thinking and shared sense of purpose has helped drive innovation and progress across the borough.

The area has played home to many notable cultural figures, both historical and contemporary, including **William Morris, Alfred Hitchcock, Grayson Perry, Zarah Hussain, Fleur East and Damon Albarn**.

LOCAL FACTS & FIGURES



The borough is made up of 20 wards

- Waltham Forest is home to an estimated 277,000 residents ([ONS 2020 MYE Estimates](#)) and 102,800 households ([ONS Household Projections](#))
- The median age of residents is 35.6 years compared to the England average of 40 years.
- The borough is one of the most diverse areas in the country. An estimated 53% of residents are from a minority ethnic background.
- The top six countries of origin for residents born overseas are Romania (11,000), Hungary (6,000), Poland (6,000), Bulgaria (5,000), and Lithuania (5,000) and Pakistan (5,000). ([ONS 2020](#))
- The top five languages spoken locally other than English are Urdu, Polish, Romanian, Turkish and Lithuanian.
- 94.2% of enterprises in Waltham Forest are micro businesses employing fewer than 10 people.
- As of March 2020, more than 156,000 working age residents (73.6%) are in employment.
- The median annual earnings for full-time working residents is £35,000.
- Waltham Forest is currently ranked 82nd most deprived borough nationally according to the 2019 Index of Multiple Deprivation (an improvement from 35th in the 2015 edition, and 15th most deprived in the 2010 edition).
- Life expectancy in Waltham Forest is like the England average – 79.4 years for men and 83.8 years for women
- The average house price in the borough as of December 2019 was £450,000, an increase of 83% since 2013.
- Child poverty in Waltham Forest is above the London and UK average, with 45% of children in the borough living in poverty. In 2019/2020, Waltham Forest had the fifth highest rate of child poverty of all UK local authorities; these families have been hit hardest by the pandemic.

POPULATION

According to the 2020 mid-year population estimates by the Office of National Statistics, Waltham Forest is home to a total of **277,000 people**.

Waltham Forest has a younger than average population with 28 per cent of residents being aged 0 to 21 compared to 27 per cent in London and 26 per cent nationally.

Like London, Waltham Forest also has a high proportion of working-age adults aged 16 to 64 (66.9 per cent compared to 67.2 per cent in London and 62.3 per cent nationally).

There are proportionately fewer people aged over 65 living in Waltham Forest (11 per cent) compared to London (12.2 percent) and the UK average (18.5 per cent).

Population Projections

The Greater London Authority (GLA) 2021 round of population projections estimate that the Waltham Forest population will increase from 276,350 residents in 2021 to a total of 287,800 by 2026, an increase of 11,450 (4.1%).

The fastest growing group is projected to be those aged 18-21 (13.5%) and 65+ (15.5%).

By 2050, there is expected to be 321,930 person living in Waltham Forest, and increase of 45,580 persons (16.5%).



Ethnic breakdown of our residents

The only official counts relating to ethnicity come from the Census 2011. From the 2001 to the 2011 Census, the proportion of White British/Irish residents fell from 58 per cent to 38 per cent in Waltham Forest, while the share of all other ethnic groups increased.

In comparison, the average proportion of White British/Irish residents in London is 47 per cent and in England and Wales as whole it is 81 per cent.

Most notably, the White Other group that includes arrivals from EU accession countries has more than doubled in recent history from 6 per cent to 15 per cent.

The percentage of residents from an Asian background has also increased from 15 per cent to 21 per cent as has the number of Black/Black British residents from 15 per cent to 17 per cent.

The ONS releases annual estimates of persons broken down by ethnicity, taken from the Annual Population Survey. Estimates as of 2018:

- 142,000 White - includes White British, Irish, Gypsy or Irish Traveller, and Other
- 43,000 Black - includes Black African, Caribbean, and Other
- 44,000 Asian - includes Indian, Pakistani, Bangladeshi, Chinese and Other
- 48,000 Mixed/Other - includes White and Black Caribbean, White and Asian, White and Black African, Other Mixed, Arab and any Other ethnicity not covered above.

Please note that White and White other are merged, unlike in the Census data mentioned previously.





Ethnic Group Projections

The GLA ethnic group projections are produced for London boroughs and provide detailed projection by 17 ethnic groups of London's future population.

The [methodology](#) gives further information on the breakdowns listed below.

Waltham Forest is one of the most ethnically diverse areas in London.

146,880 (53%) persons are from a BAME background (other than White British/Irish), compared to 58% in London as a whole.

Overall, White British/Irish is the largest ethnic group, accounting for 86,980 persons in the borough (32%), compared to 42% in London.

This is followed by Other White (56,450, 20%), Pakistani (33,260, 11.5%), and Black African (22,550, 7.8%).



*Waltham Forest was one of four host boroughs in east London for the [2012 Olympics](#). In 2019; **Waltham Forest was named the Mayor's first London Borough of Culture!***

Now is a truly exciting time to work for the organisation which has culture in every corner!

GETTING AROUND



Waltham Forest has good public transport links and parking facilities may be available dependent on your conditions of employment (subject to essential or casual car user requirements).

As a Greater London borough, Waltham Forest has excellent rail links at several locations including Walthamstow Central, Walthamstow Queens Road, Leyton Midland, Leytonstone High Road and St. James Street to name a few.

In addition to links to underground rail services [Victoria line] there is also an overhead rail service which links to London Liverpool Street. You can access the London Underground tube map [here](#). The London Overground map can be accessed [here](#).

Various bus services also operate throughout the borough and you can access a comprehensive bus map [here](#).

Employees who use their own vehicle, bicycle or public transport in the course of their duties are eligible to claim their travel expenses through the 'Travel and Expenses' option via SAP- Systems, Applications and Products. SAP is used for a number of different functions that fall under employee and manager self-service. More information about SAP can be found [here](#).