



Outstanding practice framework

Helping our social workers to provide the
best quality support to children and families
in Wandsworth



**Children's needs
are changing.
So are we.**





Welcome...

"I love working with children and families: I love joining with a family in their struggles and challenges and sharing the joy at family successes and triumphs."

We are so completely privileged to do the jobs that we do, and I wouldn't want to do anything else. I love my job, because it allows me to see every day the difference that we are making and gives me the motivation to try even harder to do more.

But to do our jobs well, we need strong and effective tools to help children and families achieve and thrive. We know that the needs of each family are different and at times complex. To navigate through this, we must take the time to build relationships with children and families and hear their voices to understand the help they need and let this be a driving force for how we practice.

I want our social workers and practitioners to feel confident in their practice and supported to manage the emotional demands of their role. Our shared vision and values to improve outcomes for children and families will drive practice. Our outstanding practice framework will support us collectively to do that. We want to apply solutions to complex problems in the simplest way. Having a robust practice framework will enable a shared language, understanding and value base from which we can all work creatively with children and families to achieve the best outcomes for them. All children and families deserve an outstanding level of practice, let's work together to provide them with the very best.

Nick Pendry

Deputy Director – Children's Services



**Our workforce is our
greatest asset -
together we will
achieve the best
outcomes for children
and families**



'Children are at the heart of everything we do' ♥

- We will support children to :
- Be safe & secure
 - Achieve & Aspire
 - Have a healthy mind, healthy body
 - Be respected & involved
 - Prepared for adulthood

CHILDRENS SERVICES VISION

- Wandsworth is the best place to grow up. Children are at the heart of everything the Council does
- Every child will have the chance to attend an outstanding school. Children with special needs will have their education, health and care needs met in a timely and efficient manner. Priority will be shown to our most vulnerable children, recognising we need to improve outcomes faster
- Every child should have a good start in life, experience a positive childhood and receive the necessary stepping stones to becoming accomplished adults.

OUR OBSESSIONS

7 things we are absolutely committed to....

Every child will be safe from harm. Our front door keeps them safe. Vulnerable adolescents are well safeguarded.	Every child will have the chance to attend an outstanding school.	Our children with special educational needs and disabilities are everyone's priority. Partners will work together to make sure their needs are met in a timely, smart way.
Our children in care are everyone's responsibility. We will be the best corporate parents to them. Every child will have a safe 'forever' home.	Our workforce will be valued as our biggest asset; they are agile, resilient and skilled.	Strengths-based and relationship-led practice will underpin our work with children, families and partners.
	Co-production and participation with children, parents and carers, colleagues and partners will be embedded everywhere.	

A CULTURE OF QUALITY

We want to be able to provide our social workers and staff with a shared understanding and a comprehensive set of tools for them to undertake their best work. This will enable us to provide a high-quality service that meets the varying needs of children and families and supports us to work better together.

By listening to feedback from children and families as well as feedback from partners and staff we can ensure that our work and approach is tailored and focused to the highest quality that meets their needs and helps us work better together.

Children, families, staff and partners have told us what matters is that:



Practitioners build good relationships, are not judgemental about their circumstances and work with them to make changes to improve their lives.



Practitioners communicate respectfully, honestly, reliably, and clearly with people who use our services and other professionals who are working with them.



Practitioners recognise strengths, agree plans with them to make life better and clearly document their progress and achievement in doing so.



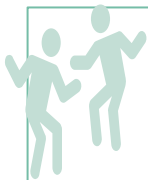
Practitioners value the role and expertise of other professionals working together in being accountable for improving children and young people's lives.



Staff are supported to do the best job they can and feel involved when their work is evaluated so they can learn and improve.



Practice should be demonstrably anti-racist, always asking the question: how do our ideas and beliefs about race influence the way in which we are working with each other and this family?



Wandsworth residents have confidence in Children's Services



'We listen and respond to children and families, ensuring we make a positive difference to their lives'

Our core practice value

“a family is the best place for a child or young person to thrive and meet their potential”



OUR SOCIAL WORK PRACTICE

Good quality practice is the key to safeguarding young people, enabling them and their families to create change and improve their lives. In Wandsworth, our social work practice is underpinned by our core value that:

“a family is the best place for a child or young person to thrive and meet their potential”

Families come in many different shapes and forms and are not just confined to those who live in the same home or those who are related to each other. A family is a nurturing, loving social unit that provides a supportive environment for those included to thrive and meet their potential, especially children.

Families are complex, so to help and support them in the best way we must always consider who families are, where they come from and where they are going or need to get to, so we can help them on their journey. The relationships we build with families is central to the help we can offer and how they will experience and receive this. This means that families need to be really heard. We will focus on the relationships families have with each other, their local community and professionals so we can tailor our support to their needs.

OUR PRACTICE INTERVENTIONS

SYSTEMIC PRACTICE:

Systemic practice is our model of intervention that supports our core value that **a family is the best place for a child or young person to thrive and meet their potential.**

Families are resourceful and we want to support their capacity to change without creating an overdependence on our services. We are aware that when statutory services become involved with families there is a risk that we replace family interactions, leading to a loss in confidence and identities, such as being a parent. Systemic practice promotes that families and individuals within it, have the capacity to make positive change and improve their circumstances. It focuses on relationships within a wider family context rather than a sole individual.

What systemic practice looks like in our work:



FAMILY SAFEGUARDING:

The launch of the Family Safeguarding for children in need and those requiring protection will strengthen our practice in line with our core value:

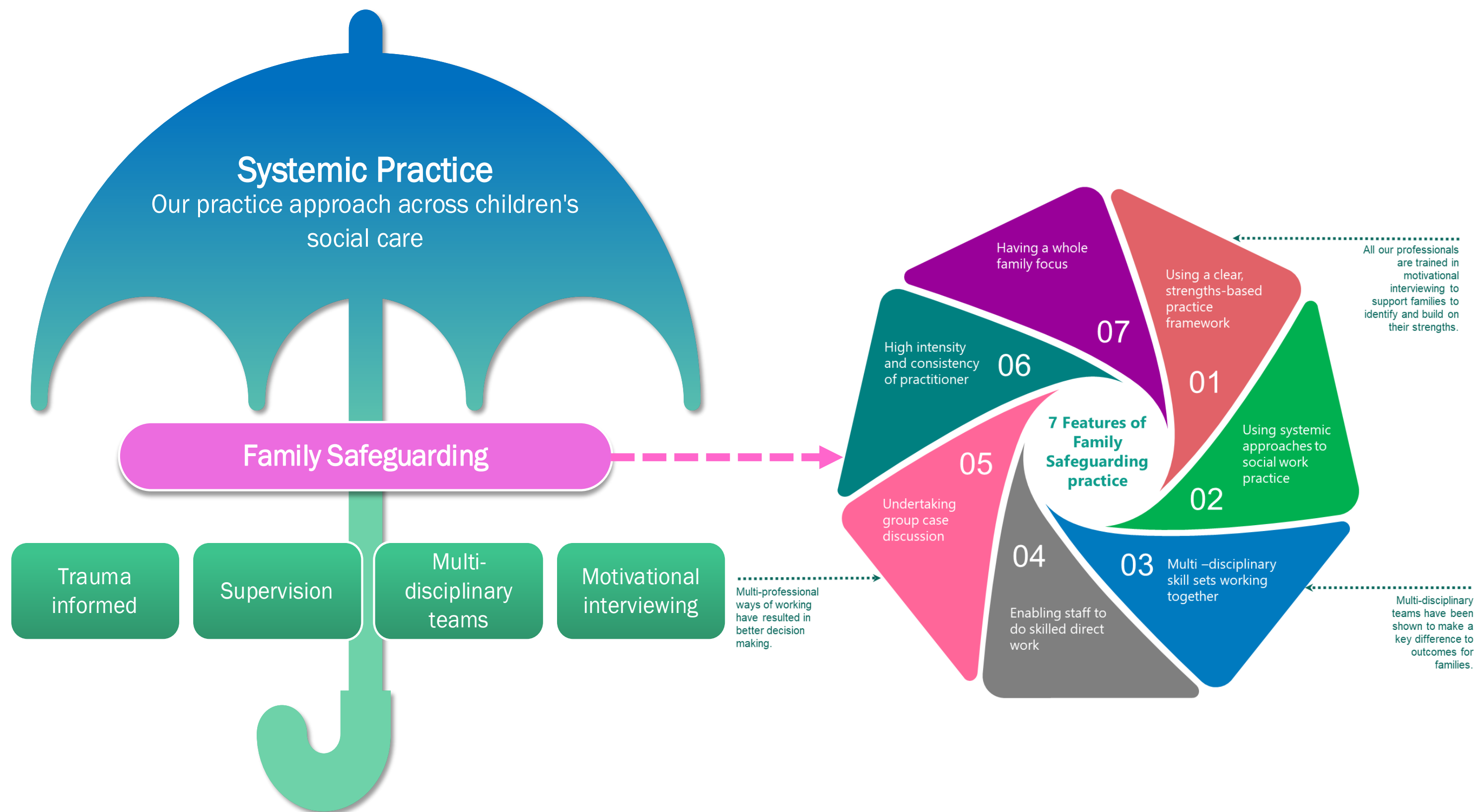
"a family is the best place for a child or young person to thrive and meet their potential"

Family Safeguarding is a whole system change that is focused on supporting children at risk of abuse and neglect to remain safely within their families by identifying and meeting need, rather than focusing on identifying risk. Family Safeguarding brings together the professionals working with a family into multi-disciplinary teams where specialist adult practitioners in domestic abuse, mental health and substance misuse are co-located with social workers to facilitate improved dialogue and shared decision-making. Multi-disciplinary teams will use a range of tools, including motivational interviewing, to work with families to address the 'trio of vulnerabilities' that are known to cause harm to children: domestic abuse, parental substance misuse and parental mental health.

Family Safeguarding ensures families' needs are met in a more holistic way, leading to reduced risk and better outcomes for children and families.



OUR PRACTICE ON A PAGE



OUR PRACTICE VALUES

Our core practice value that **a family is the best place for a child or young person to thrive and meet their potential** is set around professional values that guide our work and practice with children and families. We will:



OUR PRACTICE STANDARDS

To help our social workers support and work with families and in the best possible way, aligned to our core values, vision and obsession, we have developed a set of **practice standards**.

Our practice standards support practitioners with what is helpful guidance and information about what works. Each section contains useful resources, practice guides, links to statutory guidance and direct work tools. Our practice standards can be found alongside other policies and procedures on Wandsworth online hub <https://wandsworthchildcare.proceduresonline.com/>

Our 10 practice standards cover:

1. The beginning of our work with families	2. Building positive relationships with families	3. Assessing a child and family's needs	4. Working with children, young people, families, and partners to plan and achieve good outcomes
5. The Interventions we offer	6. Practice standard six: Being the best parent for our children in care and care experienced young people	7. Child focused recording	8. Culturally competent and self-aware practice
	9. Effective supervision and management oversight of high-quality practice	10. Effective quality assurance of practice	

BEST PRACTICE CONTRIBUTORS

Four key practice contributors in achieving good outcomes for children have been identified for continuous improvement and tracking through our practice review. We believe they are foundations of best practice that will have an impact on children being safe, happy, healthy, and making progress in education.

They are:

- Up to date chronology** that is used with the family in practice to identify patterns of behaviour that led to the need for social worker intervention.
- Analysis of the child, family or young person's identity** and the impact it has on their lived experience,
- SMART outcome focused plans.** Outcomes should primarily be understood as what matters to the person, what they want to achieve and where they want to get to. Our plans with children and families will focus on defining with the child, young person, or family, what is important to them, Our work and plans will reflect the voice of the child and family in defining the outcome focus for practice.
- Meaningful management oversight** of social work practice to ensure it is having the desired impact.



HIGH SUPPORT, HIGH CHALLENGE

Our social work practice with children and families is so important. It can be both incredibly challenging and hugely rewarding. The responsibility of working with families where the decisions you make and the power of your influence has the ability to shape and change lives, can be difficult. We will support you in your practice and decision making so you never feel alone.

Our culture of high support, high challenge provides our workforce with relevant training and learning to undertake great practice and creates spaces for them to learn from others and receive appropriate challenge to help ensure that the decisions they make are the right ones for children and families. This also drives a shared understanding of practice expectations and provides a forum to seek support, ask questions and escalate issues

We do this through:

- Regular, training, webinars and learning event offered from the Social Care Academy.

Learning and development

- Attended by Heads of service and social work teams, chaired by the Deputy Director. Space to review practice and performance data to determine the quality of practice and improved outcomes for children and young people.

Weekly Practice and Performance Clinics

- Our policies, procedures, practice guidance, national legislation and regulations support consistency in practice. To make things easier, our procedure manual will move onto a new technology platform that will support practice guidance being shared through video technology.

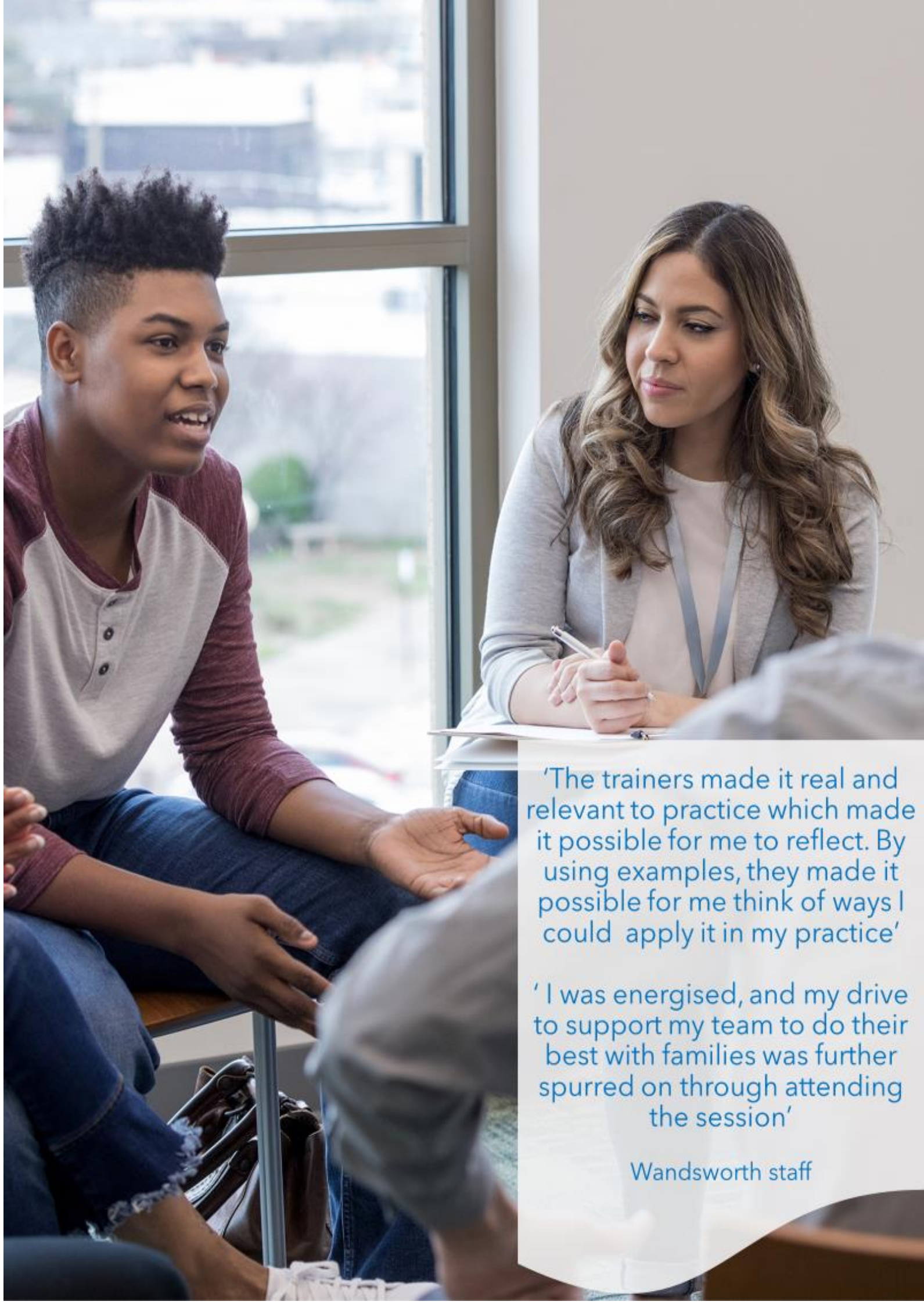
Visual policies and procedures

- Monthly meeting of Heads of Service and Service Managers chaired by the Deputy Director. This is a wider forum for evaluating the quality and impact of practice, discuss and share learning and assess the difference it is making for children and families.

Childrens Improvement group

- Chaired by the DCS and attended by wider Childrens senior management team to zoom into key areas of focus. Service areas invited to present based on theme. Supports cross departmental work, line of sight, challenge and escalation/mitigation.

Improvement and Transformation Board



‘The trainers made it real and relevant to practice which made it possible for me to reflect. By using examples, they made it possible for me think of ways I could apply it in my practice’

‘I was energised, and my drive to support my team to do their best with families was further spurred on through attending the session’

Wandsworth staff



**Children's needs
are changing.
So are we.**