Quality Assurance Framework – Service Activity

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| **Senior Leadership Team** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Ambition Board | Multi-agency Partnership Board -Face to Face or Virtual meeting. | To drive forward the delivery of the Ambition plan  To ensure that standards in practice are improved with the aim of achieving excellence in practice leading to good outcomes for children and young people. | Director and Service Directors | Monthly |
| Staff engagement sessions | Face to Face or Virtual meeting/workshops | To bring together and engage restoratively staff from across the whole of Children’s Services on a range of topics | Director and Service Directors | 3 x year |
| Planned programme of front-line office visits | In person visits to front line teams | To provide visible and accessible leadership to staff, talking to staff to gain deeper insight into their work as well as enhancing management oversight. | Senior Leadership Teams | 6 x yearly |
| Quality Assurance and Performance panel | Face to face or virtual meetings | To receive and review quality assurance activity to inform strategic understanding, planning and development. | Director and Service Directors | Monthly |
| Peer Reviews | Remote/off site virtual meetings and workshops | To receive and take part in independent professional assessment, against standards processes and quality of work, with the objective of facilitating continuous improvement | Senior Leadership Team | As per agreed Regional Timetable. |
| Supervision | Face to face or virtual meetings | To look at individual and service performance.  To identify areas for learning and where improvements are needed  To identify examples of good practice | Senior Leadership Team/Heads of Service | Monthly |
| Scrutiny Panel | Face to face or Virtual meetings. |  | Senior Leadership Team/Heads of Service |  |
| Corporate Parenting Board. | Face to face or Virtual meetings. |  | Senior Leadership Team/Heads of Service |  |
| Executive Partnership Board | Virtual meetings | To ensure that safeguarding arrangements across the partnership are being delivered. | Executive partnership, senior management and Independent scrutineer. |  |

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| **Resources, Improvement and Partnership** | | | | |
| **Quality Assurance Service** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Quality Assurance and Improvement panel | Provision of Service-specific quality assurance highlight reports and performance data reports, which inform on quality assurance activity, what this told us, and what actions have been undertaken as a result. | To support the drive for continuous learning and improvement in practice and service delivery to improve outcomes for children, young people, their families and communities. | Service Manager | Monthly |
| Observations of Practice | An interactive approach which utilises a range of tools e.g. direct observation of practice, dip sampling, supervisions and scrutiny of data and performance | To provide an understanding the quality of practice against key performance indicators and qualitative information relating to practice, i.e. recording, assessment and planning, direct work undertaken with children and families, the voice of the child, supervision and management oversight. | Service Manager | Weekly or Monthly dependent on tool used. |
| Yearly planned audit programme | Undertake across the year thematic audit plan/Deep dives agreed by SLT and the Quality Assurance and Performance Panel | To highlight and capture good practice as well as highlighting required actions and areas for improvement | Service Manager | Monthly as per plan |
| Quarterly reports to SLT | The Safeguarding and Quality Assurance team will collate assurance activity into a report for SLT | To highlight patterns and themes, to strengthen the current reporting loop and the impact on service development and improvement | Head of Service | Quarterly |
| Supervision | Face to face or virtual meetings | To look at individual and service performance.  To identify areas for learning and where improvements are needed  To identify examples of good practice | Heads of Service/Service Managers/Team Managers | Monthly |
| Practice Learning Days Across all areas of the service. | A combination of audit activity, focus groups and multi-agency collaborative live audit work. | To develop Key lines of enquiry and drill down on areas of practice to identify learning opportunities and assurance of standard of practice. | Service Managers. | Quarterly as a minimum |

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| **Resources, Improvement and Partnership** | | | | |
| **Fostering Service** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Annual report – Foster Carer Reviews | Collation of data and information relating to each review | To ensure reviews are undertaken in a timely manner and meet expected practice quality standards | Fostering Reviewing officer | Annual |
| Annual Report-  Foster Panel | Collation of data and information relating to Foster Panel | To provide oversight regarding numbers, outcomes and themes and patterns at Foster Panel | Foster Panel Advisor | Annual |
| Performance management meetings | Face to face or virtual meetings | The weekly performance and case review meeting will consider the individual team performance of each team, highlighting areas of strength and areas requiring improvement.  To improve overall team performance.  Ensuring Management oversight of all cases open to team.  To provide a learning environment to enhance evidence-based decision making and accountability  Peer to Peer Support – managing TM roles and responsibilities | Service Managers/Team Managers | Weekly |
| Observations of Practice | An interactive approach which utilises a range of tools e.g. direct observation of practice, dip sampling, supervisions and scrutiny of data and performance. Side by side or virtual/remote | To provide an understanding the quality of practice against key performance indicators and qualitative information relating to practice, i.e. recording, assessment and planning, direct work undertaken with children and families, the voice of the child, supervision and management oversight. | Service Manager/Team Manager | Weekly or Monthly dependent on tool used. |
| Recruitment Tracker | Review of the tracker spreadsheet. | To manage performance and ensure there is compliance with statutory timeframes and standards | Team Managers | Minimum weekly |
| Supervision | Face to face or virtual meetings | To provide staff the opportunity for reflective supervision and ensure cases evidence appropriate management oversight and footprint.  To ensure plans are progressed in a timely manner | Service Manager/Team Managers | Monthly |

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| **Resources, Improvement and Partnerships** | | | | |
| **Residential Children’s Homes** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Supervision | Face to face or virtual meetings | To provide staff the opportunity for reflective supervision and ensure cases evidence appropriate management oversight and footprint. | Service Manager/Residential Managers | Monthly |
| Independent visitor assessments | Visit to Residential Home, | Compliance with Ofsted requirements to ensure children are safe, their wellbeing is promoted and the home has good leadership and management. | Service Manager | Monthly |
| Annual Inspections | External QA -Visit to Residential Home, | Compliance with Ofsted requirements to ensure children are safe, their wellbeing is promoted and the home has good leadership and management. | Responsible Individual/Registered Manager/Ofsted | Yearly |
| Monthly audit | Review of children’s files, incident reports key worker reports, interventions, building H & S inspection | To ensure good management oversight of Residential Home | Registered Manager/Service manager | Monthly |
| Annexe A | Completion of Ofsted template. | Ofsted requirement - To ensure good management oversight of Residential Home | Registered Manager/Service manager | Monthly |

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| **Resources, Improvement and Partnerships** | | | | |
| **Child Protection and Review Unit** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Reports on individual children’s care planning and overview of service performance in key areas. | Reports to Legal Gateway and Permanence Panel | To ensure plans are progressed in a timely manner and drift and delay is managed | Service Manages | Weekly |
| Dip sample of IRO footprint, Challenge and overview of cases | Completion of Dip sample template, including scrutiny of minutes and plans. | To support Supervision discussions to ensure.  IRO are effectively overseeing cases and raising challenge where appropriate and tackling drift and delay | Service managers | Min 2 per month |
| Completion of conference monitoring form. | Update on system (liquid logic) | Support supervision and performance discussions by ensuring relevant information re conference attendees, reports submitted is on the system and can be reported on. | IRO | After every conference |
| Supervision preparation and discussions | Continue to utilise the implemented and embedded form. Requests for information on children on a plan for over 12 months, cases of concern, escalations, examples of good assessments and any mid-way reviews outstanding. | To provide staff the opportunity for reflective supervision and ensure cases evidence appropriate management oversight and footprint.  To ensure plans are progressed in a timely manner | IRO/Service Managers | Monthly |
| Scrutiny of weekly Performance Intelligence Unit data. | Review and analysis of data reports provided | To support monthly supervisions ensuring there is grip and oversight of performance | IRO/Service Managers | Weekly |
| Direct observation of practice | Virtual or side by side, dialling in to calls, observing meetings, | To support monthly supervisions, ensuring feedback is given and reflection and learning from the IRO. | Service manager | One observation per month (equivalent to 1 or 2 per staff member per year) |
| Monitoring of escalations and disputes | Analysis of information from LL and performance data – used in supervision  Provision of Quarterly report pulling together themes from monthly monitoring | To target drift and delay To identify themes and issues that need to have service wide consideration and minimise disruption to service reaching a consensus which improves outcomes for children. | Service Manager | Monthly |
| Mid Way reviews | Face to face or virtual meetings | To ensure that the plans are on track, timescales met, compliance to standards and raise any challenge re drift and delay earlier then if waiting the full duration between reviews, i.e. 6 months or 3 months. IRO footprint on file. | IRO | Midway between meetings or increased frequency if additional scrutiny is required |
| Practice Learning Days | A combination of audit activity, focus groups and multi-agency collaborative live audit work. | To develop Key lines of enquiry and drill down on areas of practice to identify learning opportunities and assurance of standard of practice. | Service Managers. | Quarterly |
| **Resources, Improvement and Partnerships** | | | | |
| **Local Area Designated Officer** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| QA reports for HoS and SLT | Collation of data and intelligence which analyses referrals, trends, actions undertaken, allegation settings, professional involvement, outcomes, lessons learned and recommendations | To ensure the LADO response is well managed, and robust with a clear line of sight to SLT,  Ensure professional response to allegations are consistent, with defensible and proportionate outcomes, thereby minimising potential risk of harm. | LADO | Monthly |
| Update/develop and promote, operational guidance, policy & practice. | In accordance with statutory and best practice guidance; and learning /actions from case audits & good practice | To ensure practice is evidence based and promotes a culture of continuous improvement and learning | LADO | Ongoing |
| Learning & Development offer including increased engagement, briefings and advice and guidance | Create and deliver LADO Briefings, identify priority staff groups through QA activity.  Work with Trade Union & professional associations  Deliver interagency briefings for School Leaders / Governors (June 2020)  Deliver multi- agency briefings August / September 2020  Develop LADO ‘thresholds’ and Low-level concerns, practice guidance | To develop practitioner confidence (including volunteers) of Allegations Management | LADO | Ongoing  Completed  Briefings continue to be offered. Now looking at CSC, Elected members, ongoing with schools and any agency that requests a briefing. |
| Continued fostering of multi-agency and Partnership relationships | Continue to work closely with:  Police  Health  Faith – (unregistered) settings  Education Safeguarding Officers  Early Years / Childminder/ Nursery  Foster Carers  KSCP | To increase the profile of LADO role /Allegations Management Meetings | LADO | Ongoing |
| Contextual safeguarding | Develop practice guidance and delivery of training | Support the evolving organisational understanding of risk and how the role of the LADO works within the process. | LADO | Ongoing |
| Management of DBS process and positive disclosure of risk assessments / Ofsted compliance | Work with Children with Disabilities Services and partner agencies | To ensure compliance with regulatory standards and management of risk | LADO | Ongoing |
| Supervision | Face to face or virtual meetings | To provide staff the opportunity for reflective supervision and ensure cases evidence appropriate management oversight and footprint. | Service Manager | Monthly |

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| **Resources, Improvement and Partnerships** | | | | |
| **Placement Team** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Supervision | Face to face or virtual meetings | To provide staff the opportunity for reflective supervision and ensure cases evidence appropriate management oversight and footprint. | Service Manager/Team Manager | Monthly |
| Placement Assurance | Review of provider information | To ensure the child will be able to achieve outcomes set out in their care plan and that children are safe. | Service Director/HoS | On every placement |
| Referral assurance | Checking of each referral | To ensure referrals are balanced, risks and vulnerabilities are factual and evidenced and assessments have been completed | Team manager | On every referral |
| Dip sampling | Quality checking samples of referrals and placement requests | To ensure the quality of referrals and placements | Team manager | Monthly |
| External placement assurance | Collation and review of Regulation 44 visits | Compliance with Ofsted requirements to ensure children are safe, their wellbeing is promoted and the home has good leadership and management. | Service Manager | Monthly |
| Long term family finding | Recommendations for long term matches signed off, at Permanence panel for in house foster carers or ratified at External Placement Panel for IFA’s | To ensure a quality, sustainable placements for the child, to reduce placement breakdown | HoS | Monthly |

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| **Resources, Improvement and Partnerships** | | | | |
| **Compliments** **and Complaints** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Supervision | Face to face or virtual meetings | To provide staff the opportunity for reflective supervision. | Service Manager/Team Manager | Monthly |
| Complaints and Compliments monitoring | Reporting on complaints and compliments trends received locally by service area and resolution stage.  Feedback to service wide management teams and SLT | To help improve practice across the service by identifying and sharing issues, good practice highlighting patterns and themes, to strengthen the current reporting loop and the impact of the voice of the child on service development and improvement | Complaints Manager | Quarterly |
| Annual Complaints/Compliments report | Collation of information across the year into a report which identifies trends, issues and examples of good practice | To support continuous learning and improvement in practice and service delivery to improve outcomes for children, young people, their families and communities. | Complaints Manager | Yearly |

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| **Resources, Improvement and Partnerships** | | | | |
| **Commissioning** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Participating in learning 13-25 | Contract Management | To ensure we remain in the top quintile for 16/17 year old participation | Contract Manager | Quarterly or more frequent based on risk |
| SEND EHCP reviews Y9 | Contract Management | Y 9 SEND transition reviews | Contract Manager | Quarterly or more frequent based on risk |
| Substance misuse treatment and prevention | Contract Management | Reduce numbers of young people affected by drugs/alcohol | Contract Manager | Quarterly or more frequent based on risk |
| Young Carer support | Contract Management | Support to young carers | Contract Manager | Quarterly or more frequent based on risk |
| Various – Strategy Meetings | Commissioner membership of Strategy Groups e.g.  -14/19 Progression  - Early Support  - YOT boards  - Sufficiency groups  - SEND planning  - Carers Strategy  - School/college meetings | To ensure all commissioned services impact on shared outcomes | Commissioner | As required – usually quarterly |
| Data monitoring | Various supporting:  - JSNA  - Participation  - SEND  - Sufficiency | To ensure outcomes are delivered | Commissioning Manager | Monthly or risk based |
| Regional Strategy Meetings | Various – as above | To ensure learning from best practice | Commissioning Manager | Quarterly or risk based |
| Thriving Kirklees | Contract Management | To ensure effectiveness of service, VFM and services positively impact on shared outcomes | Commissioning Manager | Monthly |

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| **Resources, Improvement and Partnerships** | | | | |
| **Children’s Rights Team** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Supervisions | Face to face | To provide staff the opportunity for reflective supervision and to ensure effective management oversight of cases. To share learning from quality assurance activities to inform improvements in practice. | Service Manager | Monthly |
| Dip Sampling | Accessing and reviewing a sample of records from LL | Checking the recording of advocates is accurate and effective and to ensure management oversight of cases. Ensure management oversight and activity considers quality assurance. | Service Manager | Monthly |
| Feedback from Children and Young People who have received Advocacy | Feedback forms are sent to Children and Young People | To identify and highlight, themes, trends to support continuous learning and improvement in practice and service delivery to improve outcomes for children, young people, | Service Manager | Quarterly |
| Feedback from Children and Young People who have had Advocacy at Child Protection Meetings | Feedback forms are sent to Children and Young People | To identify and highlight, themes, trends to support continuous learning and improvement in practice and service delivery to improve outcomes for children, young people and strengthen the voice of the child in service planning, | Service Manager | When a CP plan steps down/de-escalates |
| Annual report | Collation of information across the year into a written report | To identify and highlight, themes, trends to support continuous learning and improvement in practice and service delivery to improve outcomes for children, young people and strengthen the voice of the child in service planning | Service Manager | Annually |
| Feedback from Children and Young People who have been matched to an Independent Volunteer | Feedback forms are sent to Children and Young People | To identify and highlight, themes, trends to support continuous learning and improvement in practice and service delivery to improve outcomes for children, young people and strengthen the voice of the child in service planning | Service Manager | 6 monthly |
| Feedback to the Complaints Team and CPRU | Face to face/virtual meetings with CPRU and with complaints manager | To highlight patterns and themes, to strengthen the current reporting loop and the impact of the voice of the child on service development and improvement | Service Manager | Monthly |
| Practice learning days | Face to face | To bring together the team to develop Key lines of enquiry and drill down on areas of practice to identify learning opportunities and assurance of standard of practice. | Service Manager | Quarterly |

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| **Resources, Improvement and Partnerships** | | | | |
| **KSCP** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Quarterly Safeguarding Summaries | Overview reports with verbal update provided at the Safeguarding Effectiveness Subgroup (multi-agency subgroup) | Provides a wholistic overview of performance from individuals agencies across the partnership | Service Director (Chair of Subgroup) | Quarterly |
| Interrogation of Performance Information | Multi- agency interrogation of trends and themes from system indicator performance booklet. | To identify issues or improvements in the safeguarding system. | Service Director (Chair of Subgroup) | Quarterly |
| Multi-Agency Audits | A multi-agency deep dive into cases to check quality of multi-agency response. | To identify and understand any problems or potential issues within the safeguarding system. | Safeguarding Effectiveness Subgroup. | Quarterly. |
| Single Agency Audits | A deep dive into cases to check quality of response. | To identify and understand any problems or potential issues or good practice following intervention. | Safeguarding Effectiveness Subgroup. | Quarterly. |
| Section 11 Audit | An online self assessment audit of individual agencies. | A self assessment audit of individual agencies who work with children to assess whether safeguarding is at the core of what they do. | Safeguarding Effectiveness Subgroup. | Every two years. |
| Themed Audit Days | Themed Audit Days (TAD's) review the work undertaken relating to a particular theme or themes as identified through either our Local or National child safeguarding practice reviews. | This will involve the cases of five children/young people and be undertaken through the evaluation of multiagency self-audits, professional questionnaires and professionals focus groups. Feedback from parent/carers and young people can also be included, where appropriate. Themed Audit Days will be regular, occurring up to 3 times a year. The theme of each day is identified via the CSPR subgroup through local or national reviews or national research. | CSPR Subgroup and Safeguarding Effectiveness Subgroup | TBC. |
| Reports through Subgroup Chairs to Executive. | Reports written from Subgroup chairs to the Executive to share issues/concerns or areas of improvement. | To ensure other subgroups are aware of issues that may affect their area of work | Subgroup chairs. | Quarterly. |

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| **Family Support and Child Protection** | | | | | | | | | |
| **Youth Justice Service** | | | | | | | | | |
| **Activity**  **(What)** | | **How** | | **Purpose**  **(Why)** | | **Lead**  **(Who)** | | **Frequency (When)** | |
| Supervision | | Face to face/Virtual meeting | | To provide staff the opportunity for reflective supervision and to ensure effective management oversight  Supervision between Head of service and Service Manager looks at their individual performance and areas for learning. Examples of good practice and areas where improvements are needed discussed. | | HoS/Service Manager/Team Manager | | Monthly | |
| Practice learning days | | Meeting – Virtual or face to face.  Looking at a KLOE, case specific scrutinising, management decision making on cases, personal supervision at team, manager and social work level and Service Manager & Team Manager level. PSW makes contact with children & families with cases to seek their views and experiences – have there been positive outcomes as a result of interventions | | Learning and improving outcomes and practice. Learning feeds into Team plans and Service level plan. | | HoS | | Monthly – 2 areas per month | |
| National annual audit (YJB) | | National (or Local) Standards Thematic audits – sample of case files | | To provide assurance of Youth Justice work to the Youth Justice Board and supports Youth Justice Board strategic planning through the YJS Management Board. | | Team Managers | | Annual | |
| **Family Support and Child Protection** | | | | | | | | | |
| **Assessment and Intervention** | | | | | | | | | |
| **Activity**  **(What)** | | **How** | | **Purpose**  **(Why)** | | **Lead**  **(Who)** | | **Frequency (When)** | |
| Children’s Access to Services Panel | | Face to face or virtual meetings | | To support and offer advice to both families and professionals where there is a risk of family breakdown and those experiencing crisis.  To enable identification of resource demand and to consider and track resource cost and provision | | Head of Service | | Fortnightly | |
| Legal gateway panel | | Face to face or virtual meetings | | To consider all aspects of a child’s circumstances to enable a decision to be made regarding Children Social Care’s plan of intervention in relation to initiating legal proceedings.  To enable senior managers to ensure consistent and robust decision making and care planning based on evidence informed practice. | | Head of Service | | Weekly | |
| Case review and performance meeting | | Face to face/Virtual meeting | | The weekly performance and case review meeting will consider the individual team performance of each cluster area, highlighting areas of strength and areas requiring improvement | | Service Manager/Team Manager | | Fortnightly | |
| Supervision | | Face to face/Virtual meeting | | To provide staff the opportunity for reflective supervision and to ensure effective management oversight of cases.  Supervision between Head of service and Service Manager looks at their individual performance and areas for learning. Examples of good practice and areas where improvements are needed discussed. | | HoS/Service Manager/Team Manager | | Monthly | |
| Group supervision | | Group meetings – face to face or virtual | | Group supervision to promote shared understanding of practice expectations whilst promoting evidence informed practice. This will include utilising the strengthening practice program tools and research in practice | | Advanced Practitioners | | Monthly | |
| Direct observation of practice | | Virtual or side by side, dialling in to calls, observing meetings, an interactive approach which utilises a range of tools e.g. direct observation of practice, dip sampling, supervisions and scrutiny of data and performance | | To support Team managers/Service managers to develop PDP, Team and Service Plans | | Advanced Practitioners | | Monthly | |
| Practice learning days | | Meeting- Virtual or face to face.  Looking at a KLOE, case specific scrutinising, management decision making on cases, personal supervision at team, manager and social work level and Service Manager & Team Manager level. PSW makes contact with children & families with cases to seek their views and experiences – have there been positive outcomes as a result of interventions | | Learning and improving outcomes and practice, Learning feeds into cluster plans and Service level plan. | | SMs | | Monthly – 2 areas per month | |
| Performance report to SLT | | Written report presented to SLT – In person or virtual meeting | | To provide constructive challenge and feedback to Service managers to develop their Leadership, skills | | SM | | Monthly | |

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| **Family Support and Child Protection** | | | | |
| **Legal Project Officers** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Case progression report | LL and from reports from PIU, legal gateway minutes | To maintain an overview of all cases in PLO, proceedings, Section 20 PWP, Section 38.6, pre-birth and private law, providing a weekly update to service managers and head of service as to where each case is at in the process | Legal project Officer | Weekly |

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| **Family Support and Child Protection** | | | | |
| **Youth Engagement Service** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Supervision | Face to face  Individual Supervision  Group Supervision | To provide staff the opportunity for reflective supervision and to ensure effective management oversight.  Supervision looks at personal development , learning and individual performance. Constructive feedback builds on examples of good practice and highlights areas for improvement and development.  Group supervision (provided by SM and TM’s) provides a forum for collective thinking and enables staff to develop their analytical thinking within a group setting. | HoS/Service Manager/Team Manager |  |
| Practice learning days | Face to face days.  Looking at a KLOE, case specific scrutinising, management decision making on cases, personal supervision at team, manager and social work level and Service Manager & Team Manager level. Feedback is sought from  children & families with cases to seek their views and experiences. | Learning and improving outcomes and practice. Learning feeds into team plans and Service level plan. | SM | Quarterly |
| Direct observation of practice | Side by side, observing meetings and supervision. An interactive approach which utilises a range of tools e.g. direct observation of practice, dip sampling, supervisions and scrutiny of data and performance | To support the development of PDP, Team and Service Plans | HofS, SM and Team Managers | Monthly |
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| QA and Performance meetings | Performance meeting to consider team performance and understand what is being done well and what requires improvement. Meeting identifies individual issues to discuss with staff in supervision or wider issues to inform team meeting discussions.  QA meetings exploring a theme (supervision, plans, IRI’s) via random dip sampling of cases. Feeback and examples of best practice shared with Team | To support an understanding of practice and develop PDP, Team and Service Plans | SM and Team Managers | Weekly (alternate QA and Performance meetings). |

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| **Family Support and Child Protection** | | | | | | | | | |
| **Children with Disabilities** | | | | | | | | | |
| **Activity**  **(What)** | | **How** | | **Purpose**  **(Why)** | | | **Lead**  **(Who)** | **Frequency (When)** | |
| Weekly case review and performance meeting | | Face to face/Virtual meeting | | The weekly performance and case review meeting will consider the individual team performance of each cluster area, highlighting areas of strength and areas requiring improvement | | | Service Manager/Team Manager | Weekly | |
| Supervision | | Face to face/Virtual meeting | | To provide staff the opportunity for reflective supervision and to ensure effective management oversight of cases.  Supervision between Head of service and Service Manager looks at their individual performance and areas for learning. Examples of good practice and areas where improvements are needed discussed. | | | HoS/Service Manager/Team Manager | Monthly | |
| Group supervision | | Group meetings – face to face or virtual | | Group supervision to promote shared understanding of practice expectations whilst promoting evidence informed practice. This will include utilising the strengthening practice program tools and research in practice | | | Advanced Practitioners | Monthly | |
| Direct observation of practice | | Virtual or side by side, dialling in to calls, observing meetings. An interactive approach which utilises a range of tools e.g. direct observation of practice, dip sampling, supervisions and scrutiny of data and performance | | To support Team managers/Service managers to develop PDP, Team and Service Plans | | | Advanced Practitioners | Monthly | |
| Practice learning days | | Meeting- Virtual or face to face.  Looking at a KLOE, case specific scrutinising, management decision making on cases, personal supervision at team, manager and social work level and Service Manager & Team Manager level. PSW makes contact with children & families with cases to seek their views and experiences – have there been positive outcomes as a result of interventions | | Learning and improving outcomes and practice. Learning feeds into cluster plans and Service level plan. | | | HoS | Every 6 months | |
| Performance report to SLT | | Written report presented to SLT – In person or virtual meeting | | To provide constructive challenge and feedback to Service managers to develop their Leadership, skills | | | SM | Monthly | |
| **Family Support and Child Protection** | | | | | | | | | | |
| **Multisystemic Therapy** | | | | | | | | | |
| **Activity**  **(What)** | | **How** | | **Purpose**  **(Why)** | **Lead**  **(Who)** | | | **Frequency (When)** | |
| Supervision | | Face to face/Virtual meeting | | To provide staff the opportunity for targeted group supervision and to ensure effective management oversight  To provide staff the opportunity for targeted individual clinician development planning and to ensure effective management oversight  Supervision between Head of service and Service Manager (MST Supervisor) looks at their individual and team performance and areas for learning. Examples of good practice and areas where improvements are needed discussed. | HoS/Service Managers (MST Supervisor)  Service Managers (MST Supervisor)  Service Managers (MST Supervisor) | | | Weekly  Monthly  Monthly | |
| Case review and performance meeting | | Face to face/Virtual meeting | | The monthly performance and case review meeting will consider the individual team performance of each team, highlighting areas of strength and areas requiring improvement  Each team will complete 6-month Programme Implementation Reviews, published to key stakeholders to review previous and set new goals based on individual and team performance | Service Managers (MST Supervisor)  Service Managers (MST Supervisor) | | | Monthly  Every 6 months | |
| Direct observation of practice | | Virtual or face to face, dialling in to calls, observing meetings. An interactive approach which utilises a range of tools e.g. direct observation of practice, dip sampling, supervisions and scrutiny of data and performance | | To support clinician and supervisor development | Service Managers (MST Supervisor)/HoS | | | Monthly | |
| Case file audit | | Peer and supervisor case file audit (virtual or face to face) of dip sampled cases as determined by Service Manager | | To provide an overview on front line practice, insight into the quality of recording, work with the child, management oversight and support for the worker and importantly, the views experiences and outcomes for the child. | All staff | | | Quarterly | |

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| **Family Support and Child Protection** | | | | | | | | |
| **Corporate Parenting** | | | | | | | | |
| **Activity**  **(What)** | **How** | | **Purpose**  **(Why)** | | **Lead**  **(Who)** | | | **Frequency (When)** |
| Permanence Panels | Face to face or virtual meetings | | To improve the timely permanence for children with plans for long-term fostering and children placed with parents | | Head of Service | | | Weekly |
| Corporate Parenting Board | Meeting – Virtual or face to face | | To ensure that the Council with its partners effectively discharges its role as Corporate Parents for all their Children in Care. | | Cabinet Lead member for Children’s Services | | | Monthly  Jodie Harris |
| Children’s Service’s Scrutiny Panel | Meeting – Virtual or face to face | | To hold the Portfolio Holder to account for the decisions they are making  To monitor and where appropriate challenge, the performance and quality of services delivered by Children’s Services  To carry out constructive reviews of issues, policies or services in areas where there are concerns or potential for improvement  To contribute to the development or review of policy for recommendation to the Cabinet | | Panel Chair | | | Bi-Monthly |
| Children’s Services Portfolio Holder Briefings | Meeting – Virtual or face to face | | To monitor and where appropriate challenge, the performance and quality of services delivered by Children’s Services  To contribute to the development or review of policy for recommendation to the Cabinet | | Cabinet Lead member for Children’s Services | | | Weekly |
| **Family Support and Child Protection** | | | | | | | | |
| **Front door** | | | | | | | | |
| **Activity**  **(What)** | | **How** | | **Purpose**  **(Why)** | | **Lead**  **(Who)** | **Frequency (When)** | |
| Weekly case review and performance meeting | | Face to face/Virtual meeting | | The weekly performance and case review meeting will consider the individual team performance of each cluster area, highlighting areas of strength and areas requiring improvement | | Service Manager/Team Manager | Weekly | |
| Supervision | | Face to face | | To provide staff the opportunity for reflective supervision and to ensure effective management oversight of cases.  Supervision between Head of service and Service Manager looks at their individual performance and areas for learning. Examples of good practice and areas where improvements are needed discussed. | | HoS/Service Manager/Team Manager | Monthly | |
| Group supervision | | Group meetings – face to face or virtual | | Group supervision to promote shared understanding of practice expectations whilst promoting evidence informed practice. This will include utilising the strengthening practice program tools and research in practice | | Senior Practitioners in the Front Door | Monthly | |
| Practice learning days | | Meeting- face to face.  Looking at a KLOE, case specific scrutinising, management decision making on cases, personal supervision at team, manager and social work level and Service Manager & Team Manager level. | | Learning and improving outcomes and practice, Learning feeds into cluster plans and Service level plan. | | Service Manager | Monthly – 2 areas per month | |
| Performance report to SLT | | Written report is completed by SM by the 7th of each month. | | To provide an overview of the service delivery and action plan | | SM | Monthly | |

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| **Family Support and Child Protection** | | | | |
| **Emergency Duty Team** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Supervision | Face to face | To provide staff the opportunity for reflective supervision and to ensure effective management  Supervision between Head of service and Service Manager looks at their individual performance and areas for learning. Examples of good practice and areas where improvements are needed discussed. | HoS/Service Manager/Team Manager | Monthly |
| Group supervision | Group meetings – face to face | Group supervision to promote shared understanding of practice expectations whilst promoting evidence informed practice. This will include utilising the strengthening practice program tools and research in practice | Senior Practitioners from Front Door | Monthly |

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| **Learning & Early Support** | | | | |
| **Early Support** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Supervision | Face to face/Virtual meeting | To provide staff the opportunity for reflective supervision and to ensure effective management oversight of cases. | Service Manager/Team Manager/Team Leader | Monthly |
| Data Meetings | Face to face/Virtual  TM and TL | To provide an overview on front line practice at an individual Team level, insight into the quantity and compliance of practitioner and Team Leader | Service Manager/Team Manager/Team Leader | 6/8 weekly |
| Direct observation of practice | Face to face direct observations of practitioners in TaF Meetings and home visits and of managers (TL &TM) supervision | To support practitioner and supervisor development. Links to performance development plans, supervision and appraisal | Service Managers/Team Managers/Team Leaders | 2x per year (minimum) |
| Case file audit | case file audit (virtual) of dip sampled cases. Can also be chosen e.g. Apprentices case | To provide an overview on front line practice, insight into the quality of recording, work with the child, management oversight and support for the worker and importantly, the views experiences and outcomes for the child.  Done in Learning Circles to support consistency around what good looks like and skill up Team Leaders. Links to individual practitioner and manager development needs or wider service development needs | Service Manager/Team Manager/Team Leader | 10x per year  Plus additional ones as required |
| Practice Learning Days | Face to face.  Using KLOE template, case specific scrutinising, practice, management decision making on cases, personal supervision at team, manager and practitioner level & Team. Feedback from children &young people is also sought. | Learning with the benefit of hindsight discussions within a learning, non-blaming environment where all aspects of practice can be scrutinised. Ares of good practice and areas for development are both identified leading to improving practice, and in turn improved outcomes for the children and young people with whom we work  Learning and improving outcomes and practice. Learning feeds into team plans and Service level plan. | Service Manager/Team Manager/Team Leader | Quarterly(1x each geographical area pre year) |
| Dip Sampling | Virtual | Scrutinising ESMAP triage decision making – supporting consistency across TM’s | Service Manager/Team Manager/ Data and Outcomes Manager | 2x yearly |
| Full Service Away Day | Face to Face |  | Service Manager/Team Managers | Yearly |
| Practice Development Sessions | Face to Face | For example, Launch of Induction and Learning and Development Pathways with managers across Service – shifting the culture of how we support and embed learning and development across Early Support | Service Manager/Team Managers | As Required |
| Practice Briefing Sessions | Virtual – Service Wide (recorded) | Sharing information, led by practitioners where possible e.g. Understanding LGBGT | Service Manager/Team Managers/Team Leaders/Practitioners | One Hour monthly |
| Team Away Day | Face to face | Building relationships, shared learning | TM/TL’s | As required |
| Planned programme of practitioner office visits | Face to face | To provide visible and accessible leadership to staff, talking to staff to gain deeper insight into their work as well as enhancing management oversight. | HoS | 2x per year |

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| **Learning and Early Support** | | | | |
| **Education Safeguarding & Inclusion**  **Education Safeguarding Service** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Supervision | Face to Face/ Virtual meeting | To provide staff the opportunity for reflective supervision and to ensure effective management oversight of cases. | Service Manager/Team Manager/Teams | Monthly |
| Data Meetings | Virtual | To provide an overview on front line practice at an individual Team level, insight into the quantity of service held data. | Service Manager/Team Manager/Teams | Monthly |
| Case file audit | Case file audit (virtual) of dip sampled | To provide an overview on front line practice, to understand workload and experiences of families. Also used to QA content and approaches. | Service Manager/Team Manager | Quarterly |
| Dip Sampling | Virtual | Scrutinising case files and meeting minutes. | Service Manager/Team Manager | 2x yearly |
| Full Service Away Day | Face to Face | Sharing best practice | HoS / Strategic Lead / Service Managers / Teams | Yearly |
| Team Away Day | Face to face | Building relationships, shared learning. | Teams | As required |
| Planned programme of practitioner office visits | Face to face | To provide visible and accessible leadership to staff, talking to staff to gain deeper insight into their work as well as enhancing management oversight. | Strategic Lead, Service managers | Quarterly |

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| **Learning and Early Support** | | | | |
| **Education Safeguarding & Inclusion**  **Alternative Provision** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Half Day setting visits | Face to Face visits to Alternative Provision Settings | Monitoring of provision and outcomes against QA framework (based on OFSTED Framework) | Strategic Lead for AP / HoS ESI | Annually |
| Attendance monitoring | Email return | Monitoring of attendance of CYP | APs / Strategic Lead for AP | Monthly |
| Outcomes monitoring / KPI reports | Email return | Monitoring of academic and wider outcomes of CYP / strategic oversight of provision | APs / Strategic Lead for AP | Termly |

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| **Learning and Early Support** | | | | |
| **Education Safeguarding & Inclusion**  **SENDACT** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Individual Supervision | Face to Face and Virtual | Oversight of cases, Reflection in what’s working and not working.  Plan QA and practice reflection.  Training and development needs. | Managers | Monthly - six weekly (Determined on individual basis) |
| EHCP QA  (Draft and Final) | Paper based plus individual discussion and feedback (or fed into group/ individual supervision) | EHCP meets statutory requirements and local good practice expectations (how we do it around here). | Assessment & Commissioning Officers and Phase Leads  - HoS Social Care (CWD) / HoS Commissioning where required. On occasions cross LA peer moderation. | All new and amended drafts and final.  (2946 draft and finals issued in 2022) |
| CAP and SLT Reports | Report / Presentation to SLT / CAP | Update on performance, impact, risk and mitigation. | Managers | As requested, (typically bi-monthly) |
| Assessment & Commissioning Officer casework supervision | Face to Face and Virtual | • Complex case guidance and support.  • Initial funding allocations for mainstream educational settings.  • Requests for increases in funding of no more than one level, for mainstream educational settings.  • Part-time timetable requests - analysis and sign-off.  • Direction Letters - writing and sign-off.  • Sign off for specialist placement consultations. | Assessment & Commissioning Officers | Twice weekly |
| Manager case work supervision | Face to Face and Virtual | • Complex case guidance and support, where matter could not be supported through discussion at Casework Supervision.  • Requests for increases in funding of more than one level, for mainstream educational settings.  • Personal budget requests - analysis and sign-off.  • Tribunal case management or decision making.  • Specialist placement decision making for maintained and academy placements required outside of the annual Multi-agency Decision Making Group process.  • Placement for independent placements will be agreed and refused based upon consideration of the available evidence up to a financial limit of £20k per term. Where the financial limit is reached a recommendation will be made for escalation to Head of Service. | Managers and Phase Leads | Weekly |
| Head of Service Escalation | Face to Face and Virtual | • Exceptional case guidance and support, include pupils who are vulnerable to poor outcomes due to provision or placement needs that remain unresolved despite significant casework and multi-agency activity.  • Decision making on Placement for independent placements escalated from Managers Casework Supervision as a consequence of funding beyond the agreed financial limit of £15k or where there are other perceived ‘risks’ to making the placement requested.  • An overview of all agreed independent and non-maintained placements agreed at Managers Casework Supervision will be provided for head of service oversight. | Head of Service and Managers | Weekly (as required) |
| Phase and BSO Meetings  (Acting as group supervision) | Face to Face | Phase workload planning, reflection and updates. | Whole Phase - led by phase Leads and ACOs | Weekly |
| Managers meeting | Virtual | Phase updates to managers of team matters, compliance, planning, risk and celebration  Supported by Tableau and Data reporting. | Managers | Weekly |
| Final EHCP and Year on EHCP - Family feedback | Microsoft Forms | Questionnaire following new EHCP and 1 year on to understand experience and difference.  Further work to be done to review how effective this and is how this information is used). | BSO Led (this needs further reflection - should be led at strategic level). |  |
| Setting QA visits | Face to Face | To be further defined following AK initial project. How does this embed into LA practice. | Managers and ACOs | As determined |
| Regional networks and Training | Face to Face and Virtual | Regional exploration of SEND - sharing information, practice themes, national updates, practice development. | HoS, Manager, Phase Leads, ACO and AROs. | As available |
| Legal advice and legal case review | Virtual | Case guidance from Legal services and external legal counsel. | Managers, Phase Leads and ACOs |  |
| Planned - case file audit and dip sampling - INTERNAL TO SENDACT AND WIDER INVOLVEMENT. | To be developed. | | |  |

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| **Learning and Early Support** | | | | |
| **Education Safeguarding & Inclusion**  **Local Offer & ISO** | | | | |
| **ISO** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Weekly ISO Huddles | Weekly virtual meetings. | To discuss calls, themes, information given, support offered etc. Also, to ensure ISO is operating within correct remit of EI and working to look at broadest offer of support rather than escalating to assessed services.  Provides a level of “casework” supervision. | Managers | Weekly |
| Monthly ISO Performance report | Monthly meeting to examine the monthly call log and look at data. | To analyse volume, capacity, which settings have called, what have we learned from the data. | Managers | Monthly |
| Monthly ISO Data reporting meeting | Managers score calls using ISO scoring matrix. | To share qualitative data with SEND trans board via highlight reports. | Managers | Monthly |
| Reporting to SEND Transformation board via Highlight reporting | Meeting with  Project Manager to report on Embedding the ISO. | To share data, impact measures, learning and developments of the service. | Managers | Monthly |
| 1-1’s | Face to face / virtual | Check in around wellbeing, workload, training needs and AOB. | Managers | 6 weekly |
| **Local Offer** | | | | |
| PCAN co-production meetings | Virtual meetings with PCAN once a month. | To discuss content, gaps, language used, feedback, developments and AOB. | Managers | Monthly |
| Peer reviews from LO Regional Workers group | Peer reviews completed by other LA’s on KLO, KLO also peer reviews other LA’s LO’s. | To check LO compliance against SEND COP. | Managers | Yearly |
| LO Survey for users | Survey created with PCAN and shared across LO, social media, Kirklees Together, Schools and Kirklees socials (and via PCAN). | To capture impact of the LO in terms of how it has helped. | Managers | Launch in Feb, but ongoing process |
| LO Annual Report | Report produced and published (as per COP requirements) detailed LO developments, engagement, statistics, “you said-we did” etc. | To comply with SEND COP and report to users what the KLO has done over the last year. | Managers | Yearly |
| Reporting to SEND Trans board via Highlight reporting | Meeting with  Project Manager to report on Increasing the use of the Local Offer. | To share data, impact measures, learning and developments of the service. | Managers | Monthly |
| LO Steering group | Termly meeting with LO steering group chaired by PCAN. | To encourage co-production of the LO in terms of content, delivery, engagement etc.  To ensure service developments, changes etc are captured and raise the profile of the LO across the LA. | Managers | Termly |
| Page review | Yearly page review by content owners. | To ensure information on pages is correct and encourage co-production and co-ownership of the LO. | Managers | Yearly |
| Page audit | Yearly audit of pages and sections of LO by the LO team. | To ensure that LO pages follow the mantra of “What is it, who is it for, how do we access it”.  Check if information flows, is it too overwhelming, could it be condensed or communicated in a different way.  Also, to check if the way users find information works well. | Managers | Yearly (in summer) |
| Silktide content checks | Online system used to check for spelling, accessibility, broken links etc.  Part of BSO role. | To ensure site meets accessibility requirements, links work and spellings are correct.  Also useful for checking compatibility with various devices. | Managers | Ongoing BAU |
| Discussion with PCAN around content. | Virtual meeting with PCAN | To discuss issues around content that may offend. PCAN do not have capacity to check everything, and they feel that it would not be needed.  Suggestion is that we be careful how we promote information, activities or services and stick to the wording of our disclaimer. | Managers | One time meeting |
| 1-1’s | Face to face / virtual | Check in around wellbeing, workload, training needs and AOB. | Managers | 6 weekly |

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| **Learning and Early Support** | | | | |
| **Education Safeguarding & Inclusion**  **Specialist Outreach / Additionally Resourced Provision** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Individual / Group Supervision | Face to Face and Virtual | Oversight of cases, Reflection in what’s working and not working.  Plan QA and practice reflection.  Training and development needs. | Specialist Outreach Lead / Strand Leads | Weekly / fortnightly |
| QA of reports | Paper / electronic exercise – feedback verbally | To ensure quality of reports submitted to SENDACT / schools | Specialist Outreach Lead / Strand Leads  / Specialist Teachers | Termly |
| Analysis of Service User Evaluations | Strand Lead Meetings | To review service user feedback and plan improvements to the service going forward | Strand Leads | Bi-annually |

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| **Learning and Early Support** | | | | |
| **Education Places and Access** | | | | |
| **Activity**  **(What)** | **How** | **Purpose**  **(Why)** | **Lead**  **(Who)** | **Frequency (When)** |
| Supervision | Face to face or virtual meetings | To provide staff the opportunity for reflective supervision. Monitor priorities and action plans. | Head of Service/Team Managers | Monthly |
| Complaints and Compliments, Councillor and MP enquires monitoring | Monitoring and escalation where required | To help improve practice across the service by identifying and sharing issues of good practice or areas for improvement. | Head of Service/Team Managers | Ongoing |
| Public consultation | An annual consultation on admission arrangements and other consultations link to making significant changes to schools | Statutory requirement but also allows a wide scrutiny of any proposals and how these fit. | Head of Service/Team Managers | Annual and then as required |
| Regular reporting to Portfolio Holders and Cabinet | Reporting the outcome of public consultations and key sufficiency of places data and analysis | Part of the process for statutory decision making. | Head of Service/Team Managers | Annual and then as required |