



Date	September 2020
Version No.	V7.4
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North East Lincolnshire Council

CHILDREN’S SOCIAL CARE

QUALITY AND IMPROVEMENT FRAMEWORK

Version 7.4

September 2020

CONTENTS

1. Introduction.....	3
2. Our approach to quality assurance:	4
3. The Voice of the Child.....	4
4. Continuous Learning and Improvement.....	5
5. Reporting and communicating findings from quality assurance.....	6
6. Governance	Error! Bookmark not defined.
9. Quality Assurance Schedule	7
10. Quality Activity Schedule – 2020 Calendar.....	18

1. Introduction

Quality assurance involves the systematic monitoring and evaluation of practice, policies, and procedures, with the aim of improving our services to achieve better outcomes for children and their families and developing an understanding of their needs.

Quality assurance is not an additional activity, but an integral part of everyday practice within Children and Family Services. Primarily, it can help us ensure and evidence that children are being kept safe from harm and are protected. It helps improve outcomes for children and families we work with by identifying gaps and problems within practice and services offered, which can be addressed through service planning, training, and commissioning. Crucially, it also helps us identify what interventions work for children and families and highlight good practice. It also assists the service in ensuring staff are supported in carrying out their jobs both safely and effectively.

This framework is aligned to, and should be read alongside the NEL children's social care supervision framework and the NEL practice development programme framework.

The framework supports the effective delivery of improvements to safeguarding and child protection practice in North East Lincolnshire. A variety of measures will contribute to the overall quality assurance process:

- ✓ a monthly qualitative case audit process
- ✓ thematic practice reviews and deep dives
- ✓ briefings to senior managers, leaders, elected members and partner agencies
- ✓ quantitative performance management analysis and reporting process
- ✓ analysis of voice of the child
- ✓ service user feedback initiatives
- ✓ complaints analysis
- ✓ staff consultation and engagement
- ✓ external scrutiny
- ✓ management oversight panels



2. Our approach to quality assurance:

- **child centred** – we will follow the journey of the child through our services.
- **outcome based** – we will continually seek to improve performance and demonstrate the impact of help for children and their families in improving their outcomes. It is not enough to carry out quality assurance activity; the findings from all activity will drive service improvement and create better outcomes for our clients and workforce.
- **fair** – we will take equality and diversity issues into account when developing and undertaking quality assurance activity. We will use the results to promote equality of access.
- **participative (co-produced)** – our quality assurance activity will be carried out in partnership with families and professionals; from newly qualified social workers to senior managers. Measuring quality is something done with, and by, service users and professionals, rather than an exercise done to them. Everybody has a responsibility in respect of quality assurance and everyone's views and feedback will be incorporated into service improvement.
- **consultative** – we will use a consultative approach which will encourage an awareness of quality issues and ownership of the findings.
- **transparent** – we will deliver clear messages about the purpose of the quality assurance and how it benefits the organisation and individuals to encourage openness and willingness to participate.
- **ethical** – we will always endeavour to:
 - respect participants' privacy and confidentiality
 - extend and develop our knowledge
 - use public resources in the most effective way possible
 - use the findings to create change, which leads to improved outcomes.

3. The Voice of the Child

The primary question of all QA activity is to ask:

- Is the child's day to day life and experiences fully understood?
- Is the impact and implications of having their needs unmet and/or having been harmed, understood for the child, both now and in the future?
- Are their wishes, feelings and perceptions of what matters to them understood?
- Are their views sought in a meaningful way, understood and fully considered in all planning processes and decisions that affect them?
- Are interventions and services making a difference and achieving the desired outcome, in the child's timeframe
- Is there a pace of progress being achieved and evidenced for the child

4. Continuous Learning and Improvement

All quality activities will result in findings and recommendations which will feed into action plans that are driven through a range of practice and performance forums and senior manager meetings.

It is imperative that learning from each quality assurance activity is shared with the right people and used meaningfully to change practice and improve outcomes for children, families, and employees. Learning should make evidenced links to the following areas:

- supervision
- training
- complaints and compliments
- workforce planning
- commissioning
- service plans and team plans
- NEL safeguarding children board priorities and business plan
- NEL outcomes framework
- Practice development programme

There is a national expectation that the NEL safeguarding children partnership (NELSCP) will lead and co-ordinate local learning and evidence the impact/difference learning from quality assurance has made to services provided to children and families across the partnership. Key learning points and themes from this framework will be reported to the NELSCP when appropriate.

The success of service delivery in children's social care is measured by improving the outcomes for children and their families, achieving agreed targets and raising standards. It will need the commitment and support of all managers and their teams to ensure that quality assurance activity is embedded, with a clear feedback and remedial action process, and reported to the relevant bodies within specified timescales.

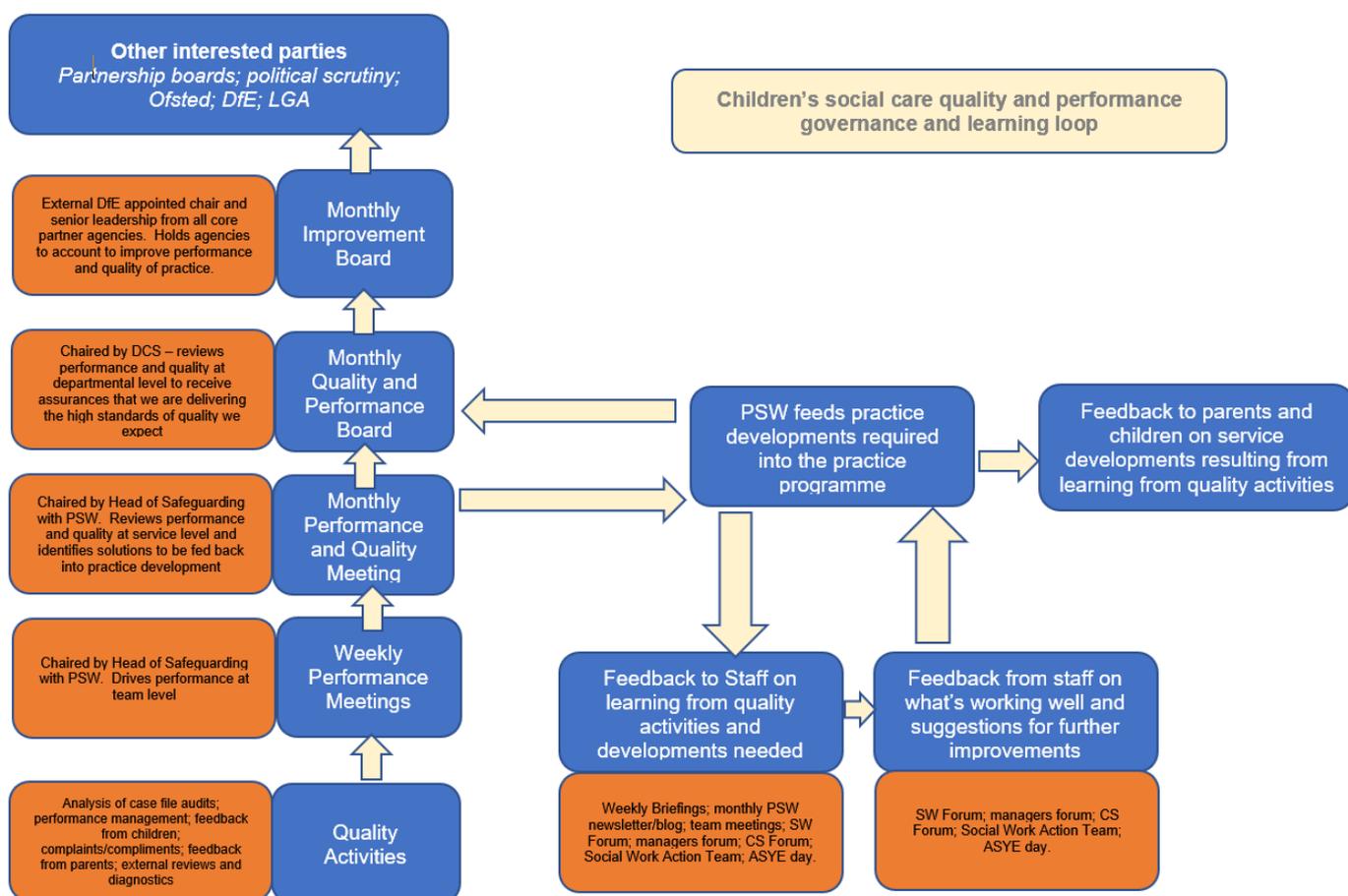


5. Reporting and communicating findings from quality assurance

Monthly and quarterly highlight reports will pull together the themes from audit, performance and quality assurance.

Findings and themes from quality assurance activity will be routinely communicated to all staff, from senior managers to frontline staff via the PSW newsletter, weekly briefings and team meetings. Themes from quality assurance will be incorporated within the NELSCP annual report, available to the public.

Findings from consultations with service users will be communicated to service users, evidencing how the results from consultations have made an impact to services' improvement.



Each aspect of the framework has a reporting line, ensuring that key reports are considered in a range of different contexts, such as Children and Lifelong Learning Scrutiny Panel, Corporate Parenting Board, NELSCP, Improvement Board, Children and Families Leadership Team, NELC Leadership Team.

Learning and action planning from the Quality and Improvement Framework will link to the following activities:

1. Consultation and feedback from children, young people and their families
2. Consultation and feedback from staff and professionals
3. Learning from compliments and complaints
4. Learning from multi-agency audits and serious case reviews
5. Performance management information
6. Independently commissioned audits/external service reviews
7. Transformation Plan

7. Quality Assurance Schedule

	Quality Assurance Process	Description of Process	Responsible Officer/Elected Member(s)/Panel	Frequency of QA Activity	Intended Outcomes	Reporting Arrangements
1.	Portfolio Holder Briefing	Portfolio Holder attends the Improvement Board, NELSCP, Children's Scrutiny Panel and the Corporate Parenting Board where they are presented with children's services quality and performance information. The DCS meets separately with the Portfolio Holder to discuss any emerging developments and to drill down further into information received at meetings.	Director of Children's Services (DCS) and Portfolio Holder for Children Young People and Education, plus Assistant Directors of: Children and Family Services (CFS); Safer; Education; Skills; Performance	Monthly	Ensuring that political leaders have a comprehensive and robust knowledge about what is happening at the 'front line' and receive assurances or challenge appropriately.	Reports to Scrutiny and Cabinet where appropriate
2.	Scrutiny Panel for Children and Lifelong Learning	Cross-party scrutiny panel identify children's social care priorities from a range of performance and quality information and hold working groups to drill down on particular issues and make recommendations for improvements. Scrutiny also receives the NELSCP performance report allowing Elected Members to understand and challenge safeguarding performance.	Elected Members (cross-party)	Bi-Monthly	Ensuring that Political Leaders have a comprehensive and robust knowledge about what is happening at the 'front line' and receive assurances or challenge appropriately.	Reports to Cabinet - Minutes published on website
3.	Corporate Parenting Board	Cross-party panel of Elected Members and officers, including the chief executive. Examines CLA performance and drills down on particular issues and make recommendations for improvements. The CPB also has responsibility for overseeing delivery of the Pledge. Work being undertaken to ensure that activity is taking place to deliver on the pledge and that this is being measured.	Elected Members (cross-party), NELC/NELCCG Chief Executive, DCS, Designated Nurse, CLA Service Managers, Business and Improvement Manager	Quarterly	Ensuring that Political Leaders have a comprehensive and robust knowledge about what is happening at the 'front line' and receive assurances or challenge appropriately.	Reports to Union Board, with sharing of information to Scrutiny Panel for Children and Lifelong Learning.
4.	Improvement Board	DfE appointed independent chair, Portfolio Holder, Chief Executive, DCS and senior	Director of Children's Services; Portfolio	Monthly	Ensuring that Senior Leaders and Political	Reports to NEL Leadership Team

	Quality Assurance Process	Description of Process	Responsible Officer/Elected Member(s)/Panel	Frequency of QA Activity	Intended Outcomes	Reporting Arrangements
		children's partnership leaders meet to review all aspects of quality and performance activities to deliver the improvement plan. Performance reporting against nine escalation measures, plus a deep dive into a specific area each meeting. Audit highlight report and social worker recruitment and retention report.	Holder; Chief Exec; Assistant Directors of: Children and Family Services (CFS); Safer; Education; Skills; plus Heads of Service reporting to each AD; Chief Superintendent Police; Business and Improvement Manager		Leaders have a comprehensive and robust knowledge about what is happening at the 'front line' and receive assurances or challenge appropriately.	
5.	ILACS Meeting	Meetings include an overview of children's social work governed by the Ofsted frameworks. Regular self-assessment against the Ofsted evaluation criteria results in an ILACS action plan monitored by the Board. Assistant Directors report to the DCS via exception on their progress against the actions identified for their services.	Assistant Director Performance; AD's for: Children and Family Services (CFS); Safer; Education; Skills; Business and Improvement Manager; All HoS	Fortnightly Every other meeting includes HOS	Ensuring that Senior Managers are well informed and have a robust and comprehensive knowledge of what is happening on the 'front line' and can receive assurances or challenge accordingly.	Reports to: Portfolio Holder NEL Leadership Team
6.	Children and Families Leadership Meeting/Extended Leadership	Strategic children and family services business: finance, staffing, risk management, key updates from service areas and cabinet and scrutiny feedback, vision and strategy, transformation of whole system.	DCS, Assistant Directors, Heads of Service, Head of Finance, People and Culture Business Partner, Business and Improvement Manager.	Monthly	Ensuring that senior managers are well informed and have strategic oversight of service delivery.	Reports to NEL Union Leadership
7.	Performance and Quality Board	Meetings review progress against the improvement plan and focus on all aspects of social care quality and improvement activities at a strategic level: performance progress of all nine escalation measures are reviewed, case file audit highlight report is – focusing an quality of social care practice. Review of all	DCS, ADs, Heads of Service (social care), PCFSW, Business and Improvement Manager	Monthly	Ensuring that Senior Managers are well informed and have a robust and comprehensive knowledge of what is happening on the	Improvement Board

	Quality Assurance Process	Description of Process	Responsible Officer/Elected Member(s)/Panel	Frequency of QA Activity	Intended Outcomes	Reporting Arrangements
		social care key performance indicators in the vital signs report, review of social care recruitment and retention activities.			'front line' and can receive assurances or challenge accordingly.	
8.	Children's Social Care Audit and Performance Meeting	<p>Focus on all aspects of social care quality and improvement activities at an operational level: Review of service level performance – understand the factors that are influencing performance and identifying service solutions to improve performance.</p> <p>Review of thematic audit findings from case file audit analysis and identifying service level solutions to improve the quality of practice. Where practice areas for development are identified, these are directly fed into the practice development programme led by the PCFSW.</p> <p>Review of complaints analysis for month – identification of themes and agree service level improvements.</p> <p>Review any aggregated feedback from children received in period, ie, consultation findings, viewpoint quarterly reports etc. and agree service level improvements.</p>	Head of Safeguarding; PCFSW, Service Managers, Team Managers, AP's	Monthly	<p>Monitor outputs and discuss/analyse the story behind the data.</p> <p>Monitor and disseminate learning from QA activity.</p> <p>Inform further practice developments through the practice development programme</p> <p>Identify further actions for continuous improvement.</p>	Reports to: Strategic Improvement Meeting and Performance Review Board via Highlight Reports
9.	Safeguarding Children Partnership Board	<p>Safeguarding Children Partnership Board receives performance management information via the vital signs report and the SCP dataset report. The board drills down into performance exceptions and receives quality reports from the Improving Practice Group (IPG) in respect of thematic Multi-Agency Audit findings.</p> <p>IPG hold regular Audit/Challenge days around themed multi-agency audits.</p>	Director of Children's Services; Chief Nurse (CCG); Chief Superintendent (Police)	Monthly	Ensuring that partnership leaders have a comprehensive and robust knowledge about what is happening at the 'front line' and receive assurances and challenge appropriately.	<p>Shares Reports with:</p> <p>Scrutiny Panel for Children and Lifelong Learning</p> <p>NEL Union Board</p>

	Quality Assurance Process	Description of Process	Responsible Officer/Elected Member(s)/Panel	Frequency of QA Activity	Intended Outcomes	Reporting Arrangements
10.	Chief Exec, COO/DCS, Portfolio Holder, Elected Members Visits to Frontline Services	CEx, Chief Operating Officer/DCS, Portfolio Holder all undertake various visits and hold drop-in sessions with front-line services.	CEx, Dep CEx/DCS, Portfolio Holder, Elected Members	Director visits at least monthly, and the CEx, COO and Portfolio Holder visit 6 monthly to annually	Ensuring that Senior Leaders and Political Leaders have a comprehensive and robust knowledge about what is happening at the 'front line' and receive assurances or challenge appropriately. For Senior Leaders to capture everyday issues, barriers and best practice in frontline social work practice.	
11.	Weekly Performance Challenge Meeting	Review of performance at social work team level in respect of case level activities: assessments, visits, reviews etc. Each team and individual worker has a dashboard demonstrating the Challenge and support for Case Supervisors to understand the reasons for non-compliance and identify some service level improvements.	Head of Safeguarding; PCFSW, Service Managers, Team Managers, AP's, Case Supervisors	Monthly	Ensuring that operational managers have up to date information on SW performance and can challenge accordingly. For SWs to proactively manage their own performance.	Reports to: Children and Family Services Senior Management Meeting DCS and AD Support and Challenge Sessions
12.	CLA Strategic Group	Strategic partnership board comprising senior leaders with responsibility for delivering best outcomes for CLA and Care Leavers. Board responsibility is to have oversight across the spectrum of services and projects for CLA/CL with a primary focus on identifying partnership solutions to systemic barriers.	Assistant Director of Children and Family Services, AD Women and Children (CCG), AD Skills, AD Education, Designated Nurse,	Monthly	Ensuring that Senior Managers are well informed and have a robust and comprehensive knowledge of what is happening on the	Reports to Corporate Parenting Board

	Quality Assurance Process	Description of Process	Responsible Officer/Elected Member(s)/Panel	Frequency of QA Activity	Intended Outcomes	Reporting Arrangements
			Business and Improvement Manager		'front line' and can receive assurances; challenge accordingly and identify solutions to overcome systemic barriers.	
13.	Corporate Parenting Programme	The corporate parenting programme has performance and project management oversight of the entire work programme to improve outcomes for children looked after and care leavers. Six strategic areas of focus lead operational delivery groups to drive improvements in performance in respect of: placements, permanency, education, health, voice of the child (pledge) and ETE/care leavers.	Business and Improvement Manager , AD Skills, AD CFS, AD Education, HoS Education, Designated Nurse CLA, Voice and Influence Coordinator	Monthly	Ensuring that Senior Managers are well informed and have a robust and comprehensive knowledge of what is happening on the 'front line' and can receive assurances; challenge accordingly and identify solutions to overcome systemic barriers.	CLA Strategic Group Corporate Parenting Board
14.	Dep CEx, DCS, Director and Elected Member Visits to Children's Homes	The CEx, DCS and Elected Members all undertake separate visits to NEL Children's Homes throughout the year.	Head of Children's Resources and Regulated Services	Programme of visits planned through the year	Ensuring that Senior Leaders and Political Leaders have a comprehensive and robust knowledge about what is happening at the 'front line' and receive assurances or challenge appropriately. For Senior Leaders to hear the voice of the child in respect of everyday issues,	Reports to: CLA Strategic Board Corporate Parenting Board

	Quality Assurance Process	Description of Process	Responsible Officer/Elected Member(s)/Panel	Frequency of QA Activity	Intended Outcomes	Reporting Arrangements
					barriers and best practice in our children's homes, and to work with young people to overcome barriers through innovations.	
15.	Our Voice; Listen Up! (Council for Children in Care)	'Our Voice; Listen Up!' has a key role in representing the voices of children that are looked after. They consider issues identified by children looked after and make representations to corporate parents on their proposals for changes that will positively affect young people that are looked after. The group also has a role in monitoring the progress made against the promises outlined in the pledge, and holds senior officers and elected members to account for delivery against the pledge.	Voice and Influence Practitioner; Through Care Service Manager; Through Care Team Manager; Through Care Case Supervisors	Monthly	Co-production of CLA service development in partnership with our children and young people. Giving children in care a voice that is heard. Ensuring the child's voice and lived experience is reflected in learning and improved practice.	Reports to: Corporate Parenting Programme Corporate Parenting Board
16.	Sunday Service and Wednesday Drop In	Care Leavers are invited to drop in to the weekly services held on both a Wednesday and a Sunday. Young people are encouraged and supported to have their voices heard on a range of issues which affect young people who have left the care system.	Staying Close Project Manager; Voice and Influence Practitioner; Staying Close Project Officer	Twice Weekly	Co-production of Care Leaver service development in partnership with our care experienced young people. Giving care leavers a voice that is heard. Ensuring young people's voices and lived experiences are reflected in learning and improved practice.	Reports to: Corporate Parenting Programme

	Quality Assurance Process	Description of Process	Responsible Officer/Elected Member(s)/Panel	Frequency of QA Activity	Intended Outcomes	Reporting Arrangements
17.	CLA Health Fun Day	An annual event held in North East Lincolnshire for all Children Looked After to attend a fun day, with lots of opportunities for engagement, consultation and feedback.	Through Care Service Manager, CLA Designated Nurse	Annual	Children Looked After feel valued and supported, and they have the opportunity to share their views on the services that they receive. Views are fed back into service improvement activities to continuously develop the services.	Reports to: Corporate Parenting Programme
18.	Case File Audits	<p>All CSC Managers (cohort of 35) complete 1 qualitative audits per month in discussion with case holders, and where possible with children and young people and their families. Cases are randomly selected based on their fulfilment of the criteria for stratified case selection.</p> <p>Audits are recorded on a specially developed template which mirrors the categories within the Ofsted audit tool whilst incorporating Signs of Safety, to consistently facilitate fully analytical audits. Completed audits are shared directly with the social worker/manager involved.</p> <p>Case level actions are captured on the Audit Tracking Sheet and completion is monitored by Business Support and escalated to Head of Safeguarding on non-compliance. Service level analysis is undertaken across all categories within the audits and enables deep dive analysis into every element of the audit along with thematic analysis based on any number of parameters. Actions are captured in the</p>	All CSC Managers	Monthly	Assess the impact of our work with children and families. Identify possible themes, gaps and issues that require further analysis and action.	<p>Themes emerging from across the case file audits are analysed and reported to:</p> <p>Improvement Board Performance and Quality Board Audit and Performance Group Children and Family Services Audit and Performance Meeting Improving Practice Group (NELSCP)</p>

	Quality Assurance Process	Description of Process	Responsible Officer/Elected Member(s)/Panel	Frequency of QA Activity	Intended Outcomes	Reporting Arrangements
		practice development plan and improvement plan and monitored by the improvement board and the audit and performance meeting.				
19.	Thematic Audits	<p>Themes are drawn from case file audits however, on occasion it will be necessary to undertake a specific thematic audit as determined by: new and emerging issues arising from exceptions in case file audits, performance reports, scorecards, inspection/peer review outcomes, complaints, consultation/feedback. Thematic audits are completed both within CSC and across the safeguarding partnership (multi-agency thematic audits led by the NELSCP IPG)</p> <p>The audit team hold an analysis meeting to agree the learning and recommendations from the audit exercise. Actions are included in the Improvement Action Plan and monitored through the Service Improvement Meetings</p>	Principal Child and Family Social Worker, Business and Improvement Manager	Bi monthly	Assess the impact of our work with children and families. Identify possible themes, gaps and issues that require further analysis and action.	Themes emerging are analysed and reported to: Improvement Board Performance and Quality Board Audit and Performance Group Children and Family Services Audit and Performance Meeting Improving Practice Group (NELSCP)
20.	Peer Reviews/External Scrutiny	The DCS may commission external scrutiny of services as and when required.	DCS, ADs, HoS, Business and Improvement Manager	As required	<p>External evaluation makes recommendations for developments that internal QA processes had not identified.</p> <p>Demonstrates the ambition for continuous improvement and encourages an</p>	Reports to: NEL Leadership Team Safeguarding Children Partnership; CFS Leadership Team/Improvement Board Relevant Scrutiny Panel(s)

	Quality Assurance Process	Description of Process	Responsible Officer/Elected Member(s)/Panel	Frequency of QA Activity	Intended Outcomes	Reporting Arrangements
					improved pace of change.	
21.	Regulation 44 Inspections	The Local Authority is required to ensure that children's homes are subject to regular visits by officers independent of the residential service in order to undertake inspections regarding the quality of care provided to children living in children's homes. This includes speaking to staff, young people and scrutinising records held in the home. 2 x Independent Inspectors are commissioned to undertake these inspections.	Head of Children's Resources and Regulated Services; Registered Children's Homes Managers	Monthly	Monitor the quality of children's residential homes	Reports to: CLA Strategic Group Corporate Parenting Board
22.	Supervision of Front Line Staff and Managers at all levels	Supervision is regulated via the Supervision and Caseload Framework and the Practice Programme. An annual supervision thematic audit is undertaken.	All CSC Managers; DCS, ADCFS, PCFSW, Business and Improvement Manager	Annually	Monitor the quality of supervision and the effectiveness of the supervision policy	Reports to: Improvement Board Monthly performance and audit forum DCS/AD Support and Challenge Sessions
23.	Quality Assurance Notifications	The IRO and CP Chairs provide scrutiny and challenge of case management via the QAN process. Each IRO completes 1 randomly selected case per month to audit and the case is RAG rated, with a series of recommendations for improvement if necessary. QANs are monitored by the CSRS team and where actions are not followed up, cases are escalated to the Service Managers for priority action.	Children's Safeguarding and Reviewing Service Manager	Monthly	Independent quality assurance from outside of the service to assess the quality of work with children and families. Identify possible themes, gaps and issues that require further analysis and action.	Reports to: Improvement Board DCS/AD Support and Challenge Sessions
24.	Complaints and Compliments Monitoring	The Corporate Information Governance and Complaints Team seeks feedback on a monthly basis from managers on the outcome of complaints responded at Stage 1. This	Corporate Information Governance and Complaints Team	Quarterly	Review themes and lessons learned from complaints and develop action plans to	Reports to: Children's Scrutiny; Cabinet; Corporate Parenting Board; CFS

	Quality Assurance Process	Description of Process	Responsible Officer/Elected Member(s)/Panel	Frequency of QA Activity	Intended Outcomes	Reporting Arrangements
		information is analysed and data is readily available to allow managers to aggregate findings and review themes. The Quality Management Forum considers complaints to review lessons learned and develop actions for improvement in response to feedback.			improve service provision.	Performance and Audit Meeting
25.	Vital Signs Performance Reporting	A suite of key performance indicators are refreshed on a monthly basis, showing the trend in performance over the current and previous years. Where comparators are available these are considered in conjunction with local performance. Assigned leads for each indicator report on the current month's performance, the factors that have influenced the performance, actions completed to improve performance, and further actions required to improve performance. Where performance is lower than the target (Statistical neighbour average performance) or is declining, a task and finish group is convened with key officers that have an impact on the performance to consider the factors are influencing the performance and agree the actions that need to be taken to improve performance.	All Children's Services staff	Monthly (Quarterly for Safeguarding Partnership Board)	<p>Improve strategic and service level outcomes via increased scrutiny and understanding of the factors at work. Enables problem solving at a root cause level.</p> <p>Ensuring that Senior Leaders and Political Leaders have a comprehensive and robust knowledge about what is happening at the 'front line' and receive assurances or challenge appropriately.</p>	Reports to: Improvement Board CFS Senior Management Meeting Safeguarding Exec Board
26.	Voice of the Child Strategic Report	Voice of the child activity across the safeguarding partnership is analysed across the thresholds to recommend operational and strategic improvements required as identified by the experiences of children accessing the safeguarding system.	Safeguarding Partnership; Safeguarding Exec Board; Business and Improvement Manager;	Bi-annually	Ensuring that Senior Leaders and Political Leaders have a comprehensive and robust knowledge about children's experiences.	NELSCP Children's Scrutiny Panel
27.	MASH Challenge and Support Meetings	Weekly internal MASH Challenge and Support meetings are chaired by the MASH Team	MASH Team Manager; MASH team members	Weekly	Strengthening of application of	Reports to:

	Quality Assurance Process	Description of Process	Responsible Officer/Elected Member(s)/Panel	Frequency of QA Activity	Intended Outcomes	Reporting Arrangements
		Manager. MASH Team Members (SSW/Families First Practitioners) Practitioners dip sample cases to test the application of thresholds.			thresholds. Continuous improvement in terms of decision making at statutory and non-statutory levels.	CFS Audit and Performance Meeting
28.	Whole Children and Family Services Meeting	Opportunity for DCS to share key messages with all staff across CSC, education and health services. To enabled a joined up understanding of how the service is performing, and to shape the transformation plan for the services.	DCS	Bi-monthly	Engagement of all staff in improving outcomes for children	N/A

10. Quality Activity Schedule – 2020 Calendar

January	February	March	April	May	June
Portfolio Holder Briefing					
CFS Leadership Team					
CLA Strategic Group					
Performance and Quality Board					
CFS Audit and Performance Mtg					
Monthly Case File Audits/ /Thematic Audits					
Our Voice; Listen Up! (CfCiC); Staying Close Drop Ins	Our Voice; Listen Up! (CfCiC); Staying Close Drop Ins	Our Voice; Listen Up! (CfCiC); Staying Close Drop Ins	Our Voice; Listen Up! (CfCiC); Staying Close Drop Ins	Our Voice; Listen Up! (CfCiC); Staying Close Drop Ins	Our Voice; Listen Up! (CfCiC); Staying Close Drop Ins
Reg 44 Inspections					
QA Notifications (QANs)					
Vital Signs Reporting					
Safeguarding Partnership Board	Scrutiny Panel	Safeguarding Partnership Board	Scrutiny Panel	Safeguarding Partnership Board	Scrutiny Panel
Corporate Parenting Board		Improvement Board	Corporate Parenting Board		Whole CFS meeting
Improvement Board		Whole CFS meeting	VoC Strategic Report		
			Improvement Board		

July	August	September	October	November	December
Portfolio Holder Briefing					
CFS Leadership Team					
CLA Strategic Group					
Performance and Quality Board					
CFS Audit and Performance Mtg					
Monthly Case File Audits/ /Thematic Audits	Monthly Case File Audits/ Thematic Audits	Monthly Case File Audits/ /Thematic Audits	Monthly Case File Audits/ /Thematic Audits	Monthly Case File Audits/ /Thematic Audits	Monthly Case File Audits/ /Thematic Audits
Our Voice; Listen Up! (CfCiC); Staying Close Drop Ins	Our Voice; Listen Up! (CfCiC); Staying Close Drop Ins	Our Voice; Listen Up! (CfCiC); Staying Close Drop Ins	Our Voice; Listen Up! (CfCiC); Staying Close Drop Ins	Our Voice; Listen Up! (CfCiC); Staying Close Drop Ins	Our Voice; Listen Up! (CfCiC); Staying Close Drop Ins
Reg 44 Inspections					
QA Notifications (QANs)					
Vital Signs Reporting					
Safeguarding Partnership Board	Scrutiny Panel	Safeguarding Partnership Board	Scrutiny Panel	Safeguarding Partnership Board	Scrutiny Panel
Corporate Parenting Board	CLA Annual Health Day	Whole CFS meeting	Corporate Parenting Board		Whole CFS meeting
Improvement Board			Improvement Board		
			VoC Strategic Report		

