

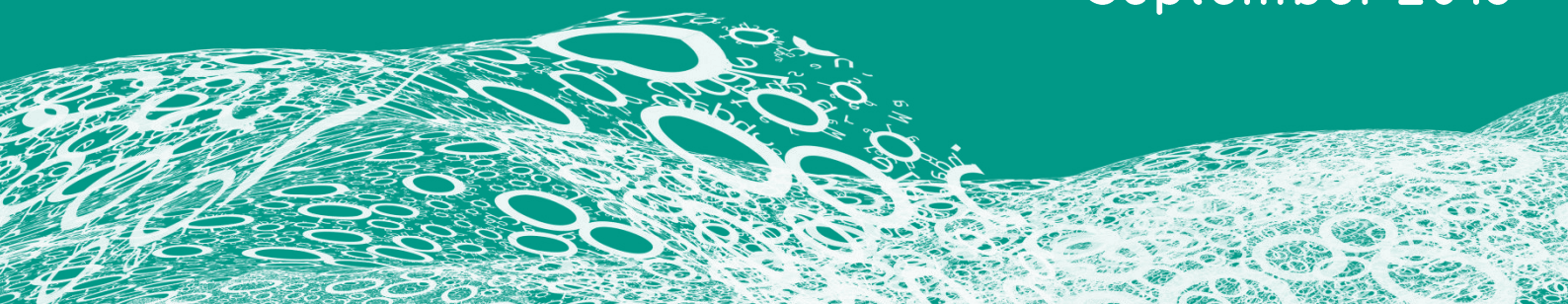


ROCHDALE
BOROUGH COUNCIL



Performance Management and Quality Assurance Framework

September 2018



Introduction

Children's Service's aim is to make a real difference in children's lives by: ***doing the right thing, at the right time, in the right way***. To do this, we work in partnership with other services in the council, organisations across Rochdale such as police, health services, schools, voluntary and community sector partners. We must place the needs of children and their families' at the heart of all we do.

This Performance Management and Quality Assurance Framework is one of the ways that we measure whether we are setting and meeting our goals, how well we do it, how consistently and whether it makes a difference to children. Knowing the quality of what we do is critical. There are no shortcuts to finding this out. It requires every manager at all levels to be actively involved.

The word 'children' is used throughout this Framework for ease of reading but will mean babies, children and young people. Similarly, 'parent' means all those with parental responsibility including those who are children's main carers.

What is Performance Management?

Performance management is taking action to make outcomes better than they would otherwise be. This is in response to actual performance, which might be at an individual, team, service or corporate level.

Good performance management requires a connected process to be in place. Everyone must understand their role within the process. This is often referred to as the *golden thread*. It usually starts with a strategic plan at the top of the organisation and works through to individual plans for front line staff. The plans should connect at each level in the organisation; everyone's work should reflect aspects of those plans.

2.2 The Dimensions of Good Performance Management

Performance management is about good management, ensuring that service wide and team goals are achieved. It helps to:

- Ensure children, young people, their families and carers to access high quality services that improve their quality of life;
- Prioritise what gets done and ensures sufficient resources to do it;
- Ensure value for money;
- Motivate and manage staff;
- Identify and rectify poor performance at an early stage;
- Learn from past performance and improve future performance;
- Increase user and public satisfaction.

For a performance framework to be effective, clarity is required as to who services are being developed for and what change (outcomes and impact) is intended.

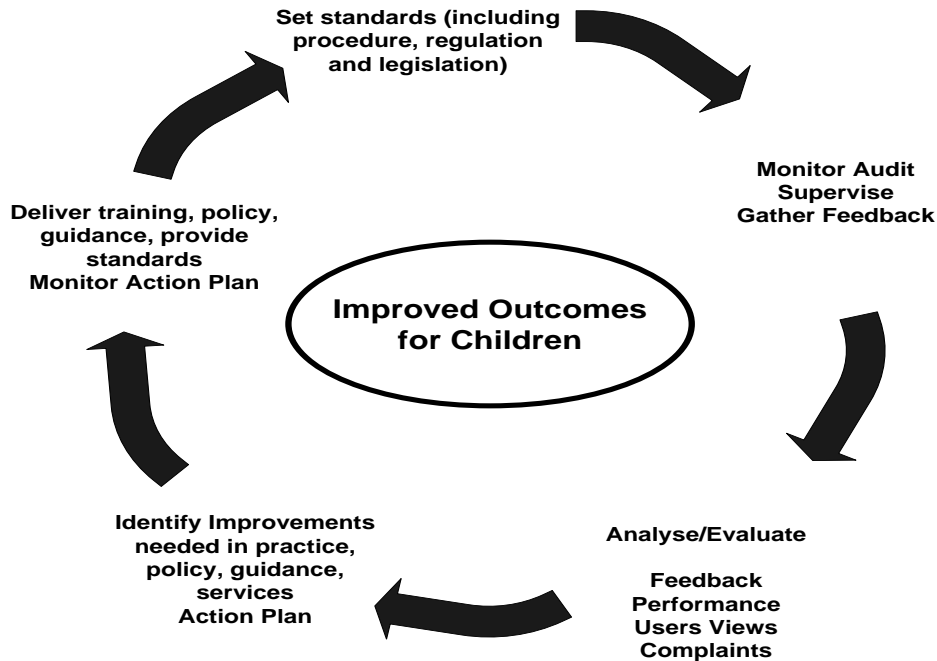
Clear starting points and measurable targets are important. Performance Management is more than monitoring key performance indicators it should embrace all activities to support effective delivery of services.

Children's Services adopt an approach to performance management, which incorporates the following characteristics:

- Clear direction and vision that is set out in plans and objectives;
- A can-do culture inspired by strong leadership at all levels;
- Clear accountability, responsibility and transparency about who delivers the plans /objectives and when;
- Regular and accurate data that is turned into useful intelligence, that tells us what difference it has made and supports decision making;
- Clear monitoring and review of progress. It may also include actions to change what we do;
- Connection to policy, training and standards;

- We measure results so we can distinguish success from failure;

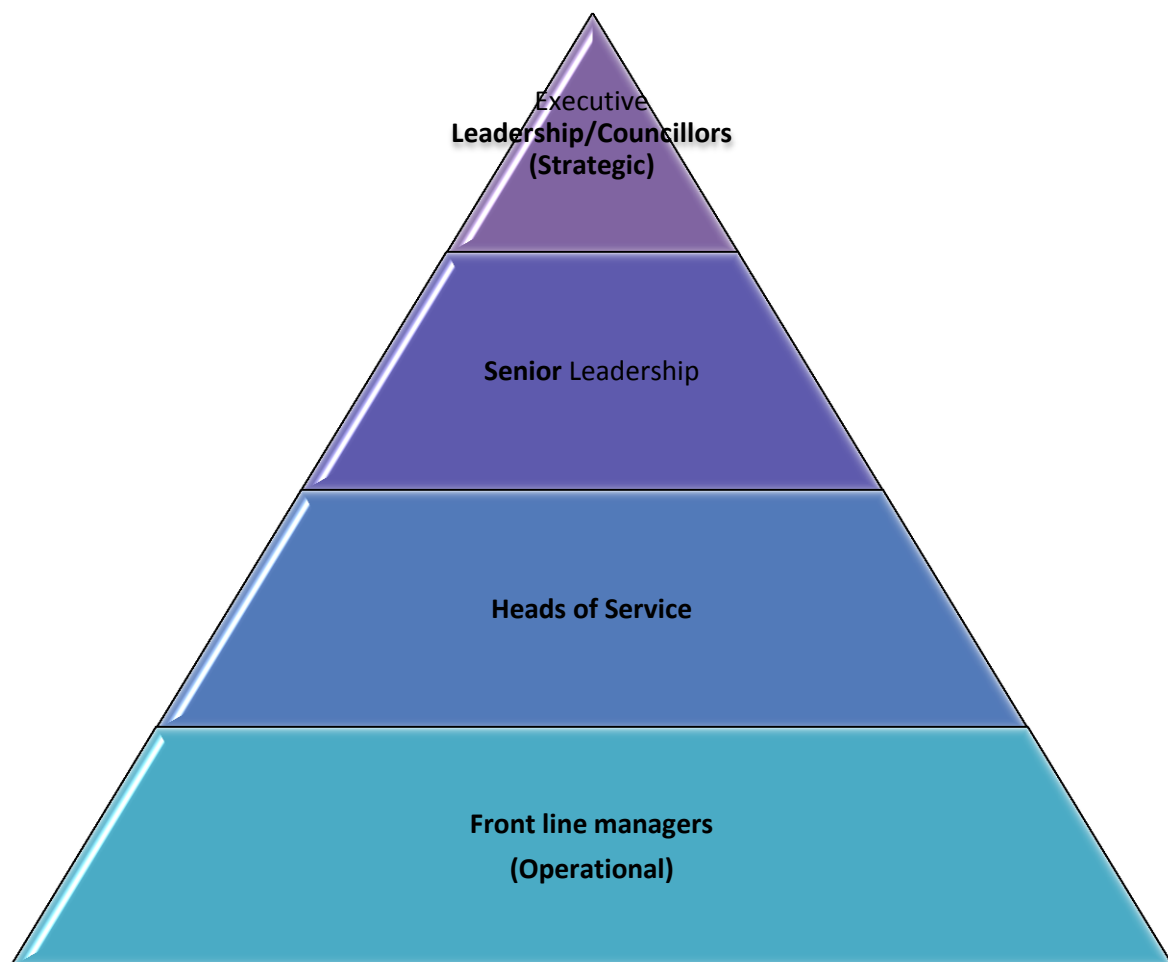
The Performance Management Cycle



In a performance oriented organisation:

- Leaders *set a clear vision*, focus on strategic issues, service quality, customer feedback and manage through values;
- Plans, strategies, and objectives are *measurable* and focus on *impact*;
- Managers *drive performance improvement* and engage the people they manage;
- Each member of staff *knows what is expected* of their performance. Expected performance is regularly discussed with their manager;
- Performance management and performance improvement are *understood as core business* rather than an add-on;
- Decisions are based on robust evidence, data and intelligence;

- New ideas and best practice elsewhere are sought and tried when necessary;
- Internal and external challenge is welcomed. There is a willingness to make and stick to tough decisions and tackle difficult problems;
- Responsibility for the performance of the service and the council is shared. Accountability for results is also clear.



Performance Reporting

A suite of **Performance Report Cards** enables effective scrutiny and challenge of performance at different levels and to a wide range of audiences. These Report cards allow challenge and are used by, but not restricted to:

- Cabinet and Overview and Scrutiny Committees
- Council Leadership Team

- Children's Services Senior Leadership Team
- The Corporate Parenting Board
- Children and Young People's Partnership
- Rochdale Borough Safeguarding Children's Board
- Family Services Model Partnership

Performance data does not provide assurance of quality. This is only part of the performance picture.

A key enabler of performance management is quality assurance.

What does Quality Assurance Mean?

***'The only sensible measure of how well the system is performing is the measure of how effectively it is helping children, young people and their families.'* (Munro,2011).**

Quality assurance is the **systematic** and **regular** monitoring and evaluation of what we do, with the aim of improving, to achieve better outcomes for children and families. If managers do not know what people are doing they cannot know if it is good enough.

We collect a range of data and performance information, but simply collecting information and data only gives part of the story and does not in itself reflect quality or improve what we do.

Quality assurance is not an additional activity **it is the most important element of a manager's role**, because all managers are responsible for the quality of what their staff deliver. It helps us:

- take responsibility for our actions as managers or workers;
- assist staff in carrying out their jobs safely and effectively, because it tells managers if they are performing well or need extra help;
- provide assurance that children are getting the right services and are safe from harm;
- improve outcomes for children and families by highlighting strengths, gaps and areas for improvement in practice and in the services offered;
- identify what works for children and families and highlights good practice;
- in service planning, identify training and commissioning needs.

If we can't see success we can't learn from it and if we can't recognise deficits we can't correct them

The Quality Assurance Loop

This quality assurance framework is based on five steps to delivering improvements across the service:

1. Ensuring that all staff are aware of the standards (see below) required in carrying out their duties;
2. Monitoring the quality of their work to ensure standards are consistently applied;
3. Feedback to staff which acknowledges good practice and gives clarity on areas where improvement is required;
4. Ensuring that action is taken to improve and monitor practice in those areas that do not meet required standards;
5. Exploring with the worker, in a reflective conversation, what they learned from the process (in order that it is applied to all areas of their work), and what difference this makes to service users.

Principles of practice

To achieve our goal of: **“right thing, at the right time, in the right way”** these principles set the standards of expected professional conduct and knowledge. Managers can assure themselves by answering the questions under each one.

Standard 1: We safeguard and promote the welfare of children and young people

- Do we ensure staff and contracted service providers, including schools are aware of their roles and responsibilities for safeguarding & protecting children in line with statutory guidance?
- Do we support children to help make their voice heard?

Standard 2: We treat children, young people, their families and our partners with courtesy and respect

- How do we respond to all those who request help, which may include signposting to other sources of support?
- Do we plan holistically by working with schools and our network of partner agencies?
- Do we take account of information and professional opinions of other professionals and agencies that know children and families?

Standard 3: We work in partnership with schools, children, young people and their families and carers

- Do we seek out and listen to views, wishes and feelings of children and families. Do we keep them at the heart of service planning?

- Do we involve children and families and listen to their views about our service so that we get better and ensure continuous improvement?
- How we build relationships with families and partners we work with is based on developing trust. This provides a basis on which to find solutions and assist families to achieve change.

Standard 4: We provide a professional service and continuously improve our practice

- Are all staff effectively managed and regularly supervised? This should provide a balance of support and constructive challenge. Decisions, the rationale for them and expected outcomes are recorded.

Standard 5: We use evidence and records as the basis of challenge and improvement

- We use quantitative **and** qualitative information to assess quality and performance (how much / is it done? and how good is it?)
- Management oversight of work is central to practice development.
- We expect practice to be evidence based and provide tools to assist

Standard 6: We welcome Compliments, Comments and Complaints

- We use feedback and information from children and families to learn and improve.
- Concerns and complaints are dealt with effectively and quickly to resolve concerns and improve services we provide
- All complaints are managed within the Data Protection Act 1998/GDPR
- Children and families are informed of the outcome of their complaint
- Compliments are celebrated and shared to highlight what works well and to support continuous improvement.

The three ways in which our work is measured are:

- Quantity – “How much or what did we do”?
- Quality – “How well did we do it”?
- Outcome/impact – “What difference has it made to children?”

From this we should be able to answer the “so what” question: Are children being helped and making expected progress by our intervention? If not, we must ask ourselves question 4: -

What do we plan to do about it?

Assuring and auditing performance

Quality Assurance is not just about completing audits. It is the continuous collection of intelligence and data that informs the organisation about the quality of our work, the impact this has on the child and effectiveness of processes and policies. Audits add an additional layer to the process and allow us to assure ourselves and provide confidence to senior managers of the effectiveness of managers "grip". They cannot have that grip without a full understanding of the quality of their team's work. There is no replacement for checking and monitoring this.

The key Quality Assurance aspects of this framework include:

- First Line Manager audit (these may include a range of tasks from case file audits, or analysis of specific tasks and areas of work);
- Service Manager/Head of Service audits, and moderation of first line manager audits;
- Multi-agency audits;
- Direct observations of Practice and Performance in a range of settings relevant to the worker's role;
- Observation of how practitioners communicate and work with young people and other service users and partners;
- Practice forums and other group based analysis and challenge;
- Induction and Supervision Audits

Some of these activities may be informed by priorities derived from data and issues emerging from performance. In addition, managers must have clear up to date knowledge and ability to judge the quality of performance of every member of their team, regardless of whether issues are identified more widely. This is gained by regularly monitoring and measuring each worker's performance.

Any planned direct observation should be discussed in advance with the worker so they and the auditor are both clear what is being observed.

All audit activity must be recorded and shared with the allocated worker of the audit. Any gaps and deficits must be addressed and expectations for improvement made clear.

Service Managers and Heads of Service should ensure that new managers are inducted effectively in relation to Performance Management and Quality Assurance so they are able to carry out this function effectively and immediately on taking up that role.

Completed audits and performance activity is collated and analysed on a monthly basis. Themes and issues identified are shared in service performance clinics and implications for learning and development should be considered via the Workforce Forum.

Scrutiny and broader challenge of children's Services performance is the responsibility of Elected Members and the Local Safeguarding Children Board (RBSCB).

3.1 Quality Assurance: Oversight

Management Oversight (Internal)

All managers must recognise the importance of ensuring that the work of their staff is regularly reviewed and findings shared with the staff member as part of their ongoing development. This is a significant feature of this Performance Managements and Quality Assurance Framework.

Management oversight is the regular, consistent oversight of decision making and quality of practice which managers routinely undertake. Heads of Service/Service Managers also need to assure themselves that work in their Service area is undertaken to the required standards and to appropriate timescales. As such, an audit programme in their own Service and assisting fellow colleagues with the same, provides a level of Independent Oversight /Scrutiny.

Heads of Service will moderate all audits undertaken by front line managers to allow audit quality and accuracy to be consistently developed. Heads of Service will evidence feedback to front line managers so that gaps and deficits are challenged and risks to children are effectively decreased.

Audits and other Quality Assurance activities are only effective if the loop shown above is completed. This means that if an audit or other quality assurance process takes place without any follow up of feedback to the worker, clarity re required actions or monitoring to ensure the actions were completed and made a difference, the process is ineffective.

It is essential that any urgent concerns found for the child's safety and welfare are raised immediately with Head of Service and Assistant Director. Health concerns will be raised immediately by the Head of Service with the Health Service.

Managers are required to summarise and evidence the quality assurance activity they are undertaking to allow the Practice Improvement Team to produce a monthly written report.

All completed audit activity should be forwarded to csaudits@rochdale.gov.uk in order that themes and findings can be analysed and reported to Performance Clinics, CWD Partnership Board and Workforce Forum on a regular basis.

Who is responsible for what?

SLT/Director and leadership team (individually/collectively):

Are responsible for ensuring that we manage performance effectively and achieve the standards set by elected Members, Government, Legislation, Professional Bodies and Ofsted, and they:

- Advise Members, of the setting of strategic direction and improvement priorities;
- Set appropriate targets and standards for performance;
- Identify and manage strategic and cross cutting performance issues facing Children's Services;
- Establish and address issues identified in the Risk Register. Ensure action to mitigate risks. There is clear accountability for taking this forward and reporting back on progress;
- Ensure the robustness of Children's Services contribution to corporate Performance Assurance. This includes regular reporting on key strategic performance issues and includes action to address weak performance;
- Promote the Performance Management and Quality Assurance Framework to all staff and ensure it is understood across the whole service;
- Ensure performance management is embedded in the culture of Children's Services.

All Heads of Service/ Service Managers:

Are responsible for ensuring performance is effectively managed and improved in all areas of their service. They have a key role to:

- Promote the Performance Management and Quality Assurance Framework to all staff and ensure it is understood across the service;
- Ensure that the actions contained in the Performance Management and Quality Assurance Framework to improve and support child centred practice are carried out and the impact of any actions are monitored /evaluated routinely;
- Ensure performance management is integrated into service planning and PDR's;
- Promote and embed a performance management culture in their areas of service;
- Identify through regular moderation (e.g. audit, observation and feedback) strengths and gaps in performance. Address and ensure that actions taken have made a difference;
- Develop and implement service plans. Monitor service standards and performance against those plans;
- Hold managers to account for the performance in their areas of responsibility;
- Identify, analyse, understand and continuously improve service performance;
- Report as required to SMT and SLT on their service area performance through the scrutiny of strategic service plans and budgets;
- Ensure the collection and input of data requirements, for their areas of responsibility;
- Communicate the importance of the related Children's Services national and local measures and ensure data quality;
- Provide assurance on the effectiveness of controls in place to mitigate/reduce poor performance within their service;

- Incorporate results of customer feedback and complaints into service performance;
- Work with colleagues across the service to inform, challenge and improve performance in key areas.

Front Line Managers:

Are responsible to manage and improve performance effectively in their particular service area:

Identify, analyse, profile and improve team performance;

- Promote the Performance Management and Quality Assurance Framework to all staff and ensure it is understood across the service;
- Analyse skills and training/development needs of all staff – ensure those needs are met in order that they are able to deliver services to the required standard.
- Set clear expectations and hold team members to account for their performance;
- Identify through regular monitoring (e.g. audit, observation and feedback) strengths and gaps in performance. Address and ensure that actions taken have made a difference.
- Ensure performance data is captured regularly, in a timely manner, and used as an evidence base to make improvements;
- Promote a culture of performance management within the team
Share information about team plans and targets, progress in meeting them and address barriers to progress
- Develop a clear understanding of what it means and communicate it to team members

- Identify, analyse, understand and take actions that provides evidence and assurance of quality, to continuously improve team and individual performance;
- Monitor impact of individual and team delivery against service standards and performance expectations;
- Report as required to Head of Service or performance clinics on findings and actions to address any deficits.

Performance Improvement and Business Support Unit:

Are responsible to support and act as critical friend to Children's Services Leadership and its service areas in the effective implementation and review of the Performance Management and Quality Assurance Framework, Operational Performance Management Framework, Data Quality Framework and the Reporting Standard:

- Promote a culture of performance management within the organisation;
- Develop the Performance Management and Quality Assurance Framework with arrangements for regular review;
- Support the implementation of the Performance Management and Quality Assurance Framework across all aspects of Children's Services; undertake coaching of managers to develop and increase skills where required.
- Co-ordinate the provision of performance management profiles and information to all relevant stakeholders;
- Feedback learning from customer and service surveys and ensure that this is utilised to scrutinise, inform and challenge performance provision of Children's Services and service based advice, support and training as required;
- Assist the operational unit to co-ordinate, develop and review the service planning process and corporate improvement plans,

representing the requirements and issues for Children's Services in order to strengthen performance management across RBC;

- Produce and maintain the Children's Services thematic and service balanced scorecard;
- Promote and review the Children's Services Data Quality Strategy and Reporting Standards;
- Oversee audits of data integrity;
- Oversee the updating of the Risk Register, ensuring SLT oversight of risks and agreement on action required;
- Support project and service evaluations as required.

Safeguarding Children Unit:

In addition to the above, this service should:

- Support the operational service in embedding the Performance Management and Quality Assurance Framework and provide an off line check and balance regarding the effectiveness of the quality assurance function and supporting tools;
- Undertake agreed Audits including Deep Dive audits and provide learning from Serious Case Reviews;
- Provide a review, challenge and support function for service and business plans.

Auditing schedule for Children's Social Care, Safeguarding Children's Unit and Children with a Disability Social Work Team

Case file audits

Each month, every Practice Manager / Team Manager will carry out 2 full case file audits within their team. Residential Children's Home Managers will complete one full audit and one thematic audit each month. These audits will be completed no later than the last working day of each month.

One case to be audited will be randomly selected by the Business Support Principal Manager and one audit will be chosen by the Head of Service/Practice Manager/Team Manager.

All audits are expected to be completed in a timely way and followed up in supervision sessions.

Heads of Service will moderate the audits completed by their Managers typing their comments in a different colour on to the audit form, concluding with their moderated judgement. The Head of Service will also complete the Head of Service overview report for discussion at Performance Clinics and Team Meetings. This report will highlight the prevalence of strengths in the cases audited (for example, in three out of the ten cases audited there was x), the prevalence of areas for development and prioritised actions to be taken. Case specific moderation feedback will be discussed as reflective learning with the Practice Manager in their supervision meeting.

The Head of Service overview report will be submitted along with the moderated audits to cscaudits@rochdale.gov.uk by the 14th of the month or the nearest working day. The audits will then be uploaded onto the child's file by Business Support. The overall judgement for the audited case will be the judgement reached by the moderator.

Each quarter, each Head of Service will complete one full case file audit which they will bring to their supervision meeting with the Assistant Director, or in the case of the Head of the Safeguarding Children's Unit, the Director.

The Assistant Director will complete one full case file audit each quarter, selecting the case file in conjunction with the Business Support Principal Manager, who will provide background supporting documentation in advance of the audit being completed. This audit will be completed with the front line manager and social worker.

The Director of Children's Services will complete two full case file audits each year, supported by the Business Support Principal Manager, these audits will also be undertaken with the front line manager and social worker.

Closing the loop

By the end of each quarter Heads of Service will confirm through completion of a Management Oversight tab on the child's electronic case record, that all actions arising from audits have been completed. There will also be evidence in supervision records that the actions arising from case file audits have been discussed to inform specific and more general practice improvement.

Children's Services Observations of Practice

Each month, each Practice / Team Manager will observe a live interaction between a practitioner and a child and /or family. Practice will be audited against the practice standards and will evidence that a reflective discussion has taken place at the end of the audit, with any follow up actions referenced in the practitioners' supervision record. The Observations of Practice audit tools will be submitted to csaudits@rochdale.gov.uk by the Heads of Service who will have authorised that they have read each Observation of Practice tool by the 14th of the month or the nearest working day.

Practice Managers will observe the practice of every case holding practitioner working with children and families at least once each year.

Dip sample/Thematic audits

Each quarter, each Head of Service will convene a half day dip sampling audit session with Managers and Advanced Practitioners from their service. The Head of Service will complete the thematic audit tool, highlighting strengths and areas for development. The completed thematic audit tools will be submitted to csaudits@rochdale.gov.uk by the 14th of the month or the nearest working day, after the end of the quarter.

Supervision Audits

Audits of supervision between managers and practitioners will be completed on a quarterly basis by Heads of Service. The priority is to ensure that each practitioner's supervision file is audited two times each year.

All tools for auditing purposes are set with this report as appendices and can be found at <J:\Crossfield\Quality Assurance\2018>

Auditing schedule for Early Help and Schools.

Case file audits

Each month, every Children's Centre and Family Support Manager will carry out 1 full case file audit within their team. The audit will be completed no later than the last working day of each month. Additional quality assurance activity will also be undertaken across these services in relation to wider elements of the team's delivery e.g. parenting groups, training sessions etc.

The cases to be audited will be randomly selected and agreed by Heads of Service and the Business Support Principal Manager. All audits are expected to be completed in a timely way and followed up in supervision sessions.

Heads of Service and the Children's Centre Lead will moderate the audits completed by their managers typing their comments in a different colour on the audit form, concluding with their moderated judgement. The Head of Service and Children's Centre Lead will also complete the Head of Service moderation report for discussion at Performance Clinics and Team Meetings. This report will highlight the prevalence of strengths in the cases audited, the prevalence of areas for development and actions to be taken. Case specific moderation feedback will be discussed as reflective learning with the practitioner at supervision sessions.

The Head of Service overview report will be submitted along with the moderated audits to cscaudits@rochdale.gov.uk by the 14th of the month or the nearest working day. The audits will then be uploaded onto the child's file by Business Support. The overall judgement for the audited case will be the judgement reached by the moderator. All copies of audit and moderations will also be forwarded to the Assistant Director for Early Help & Schools at the same time that they are forwarded to the audit email address.

The Assistant Director will complete one full case file audit each year. The case will be selected in conjunction with the Business Support Principal Manager who will provide background supporting documentation in advance of the audit being completed. This audit will be completed with the front line manager and practitioner.

The Director of Children's Services will complete one full case file audit each year, supported by the Business Support Principal Manager, these

audits will also be undertaken with the front line manager and practitioner.

Closing the loop

By the end of each quarter Heads of Service will confirm through completion of a Management Oversight tab on the child's electronic case record, that all actions arising from audits have been completed. There will also be evidence in supervision records that the actions arising from case file audits have been discussed to inform specific and more general practice improvement.

Children's Services Observations of Practice

Each month every Children's Centre and Family Support Manager will observe a live interaction within a group setting between practitioners and children and families. Practice will be audited against agreed practice standards and will evidence that a reflective discussion has taken place at the end of the audit, with any follow up actions referenced in the practitioners' supervision record. The Observations of Practice audit tools will be submitted to cscaudits@rochdale.gov.uk by the Heads of Service who will have authorised that they have read each Observation of Practice tool by the 14th of the month or the nearest working day. Copies of the completed observation of practice audit tool will be sent to the Assistant Director for Early Help and Schools at the same time.

Children's Centre and Early Help Managers will observe every case holding practitioner working with children and families once per year.

Dip sample/Thematic audits

One full thematic / dip sampling audit will be completed each quarter by Heads of Service with managers. This activity will be recorded on the thematic audit tool by the Heads of Service, highlighting areas of strength and for development. The completed thematic tools will be submitted to cscaudits@rochdale.gov.uk by the 14th of the month or the nearest working day, after the end of the quarter, with a copy brought into supervision with the Assistant Director by the Head of Service.

Supervision Audits

Audits of supervision between managers and practitioners will be completed on a quarterly basis by Heads of Service. The priority is to ensure that each practitioner's supervision file is audited two times each year.

All tools for auditing purposes are set with this report as appendices and can be found at <J:\Crossfield\Quality Assurance\2018>

Children's Services - Learning & Reporting on Quality Assurance

Following submission of moderated audits and observation records by the 14th day, or nearest working day, to cscaudits@rochdale.gov.uk a Quality Assurance Audit Report will be produced by the Practice Improvement Team. This report will be for the whole of Children's Services.

This will include a resume of the audits completed for that month drawing from the Heads of Service overview reports which set out: the prevalence of strengths, the prevalence of areas for development and actions to be taken. The spreadsheet containing individual case actions required (anonymised – using case numbers) will be attached to the report to ensure tracking to completion. Themes from practice observations will be routinely included within the report as well as strengths, areas for development and actions from dip sample / thematic audits.

Monthly reports will be presented to Service and Senior Management Team Meetings and Performance Clinics.

In addition to the monthly report, a Quarterly and Annual Quality Assurance Audit Report will be produced containing numbers of case file audits completed on a Team by Team basis, and qualitative themes drawn from the Head of Service overview reports on case file audits. In addition, there will be themes and learning from practice observation and learning from thematic audits. This will be accompanied by a separate quarterly report on the quality of supervision practice. The quarterly reports, which will comment on quality and compliance, will be presented to Management Teams and Performance Clinics, including the Senior Leadership Team Performance Clinic.

Identified areas of practice strength and required areas of learning and improvement from audits will be cascaded through the service in the following ways:

- Quality of Practice Strategic Group;
- Monthly management and team meetings will cascade the themes and issues;
- Individual managers are to follow up actions identified on quality assurance audits in 1-2-1 supervision;
- Feeding into the Strengthening Practice Programme the themes ensuing from full case file audits;
- Informing the Workforce Development Strategy.

Remember! Performance Management and Quality Assurance runs throughout all that we do.....it is the day job!!

Other activity which supports us in continuously securing practice improvement includes:

- continuous feedback from children and families;
- learning from complaints and compliments;
- learning from dispute resolution between the Safeguarding Unit and Service areas;
- staff feedback for example through surveys, team meetings, exit interviews;
- multiagency thematic audits commissioned by the Safeguarding Board and Serious Case Reviews;
- external scrutiny – Ofsted / Peer Reviews and regional case file auditing exercises.

Reporting timetable

This timetable is a rolling programme of the activity that is expected at every level. In this way quality assurance will be a shared responsibility across Children's Services.

Who	Activity	Frequency
Practice/Team Manager	Children's Social Care Managers (including Children with Disabilities) will each audit two cases. Children's Safeguarding Unit Practice Manager will audit two cases each month – 1 child protection case and 1 cared for child case. Early Help and Schools case holding	During each month (for submission by the final day) with the exception of August and December.

	Managers will each audit one case.	
Practice/Team Manager	<p>Children's Social Care Managers (including children with disabilities) will observe the practice of a practitioner and a child / family.</p> <p>Children's Safeguarding Practice Manager will observe one of the Reviews / Conferences of the two cases audited</p> <p>Early Help case holding Managers will each observe a live interaction in a group setting between a practitioner and children / families.</p>	<p>During each month (for submission by the final day) with the exception of August and December.</p> <p>Across Children's Services every case holding practitioner's work will be observed at least once each year.</p>
Heads of Service	Children's Services Heads of Service will moderate each audit completed by their Practice / Team Manager (during the previous month); authorise the Observation records and complete the moderation pro-forma.	Moderated audits; authorised Observation records and moderation Overview Reports will be submitted to cscaudits@rochdale.gov.uk by the 14 th day of the month, or the nearest working day.
Heads of Service	Children's Services Heads of Service will undertake a dip sample / thematic audit, involving	At least one thematic / dip sample audit will be completed each quarter* and submitted by the 14 th , or the nearest working day

	Managers and where applicable Advanced Practitioners on a theme emerging from performance data, audits or determined by SMT.	at the end of the quarter to cscaudits@rochdale.gov.uk *A quarter is 1 April – 30 th June; 1 st July – 30 th September; 1 st October – 31 st December; 1 st January – 31 st March.
Heads of Service	Children's Social Care Head of Service (and HoS Children with Disabilities) will undertake a full case file audit	One full audit each quarter for discussion in supervision with the Assistant Director, before submission to cscaudits@rochdale.gov.uk
Heads of Service	Children's Services Heads of Service will undertake an audit of supervision records, using an agreed audit tool.	Sufficient numbers of supervision audits will be undertaken each quarter to ensure each practitioners' supervision file is audited two times each municipal year. Supervision audits will be submitted to cscaudits@rochdale.gov.uk at the end of each quarter.
Assistant Director	Assistant Directors Children's Services will undertake full case file audits. Audits will be undertaken with managers and practitioners. Assistant Directors will be supported with a pack of preparatory papers, collated by the Business Support Principal Manager.	CSC Assistant Director will undertake one audit quarterly, EH&S Assistant Director will undertake one audit every six months. Papers will be prepared two days in advance.

Director of Children's Services	The Director will undertake full case file audits in Children's Social Care and Early Help, with managers and practitioners, supported with background papers.	The Director will undertake two children's social care case file audits each year and one early help case file audit; both with managers and practitioners. Papers will be prepared at least two days in advance.
Practice Improvement Team	Quantitative and qualitative performance management reports will be produced evidencing an accurate picture of the quality of practice and actions to secure improvements.	A Children's Services Quality Assurance Audit Report will be produced monthly, quarterly and annually, one month in arrears. A supervision practice report will be produced quarterly.

Appendix 1

Auditing schedule for the Family Service Model (during its transformational roll out phase – 2018 - 2019)

Audits will be completed in the first week of each month and moderated at the Performance Clinic at the end of each month.

Audits will be sent to the data inputter once completed, who will provide an Overview report to the Strategic Lead by the 25th of every month in preparation for the Performance Clinic.

At least one direct observation should be completed each month by the Family Service Manager; this will be included for consideration on the Performance Clinic agenda

The auditing schedule for 2018 – 2019 is included below. Every Manager and two partner agency Managers will complete an audit as outlined, unless they are involved in a specific audit related to the locality or the Hub as identified below:

Date	Focus	Tool	Hub
April 2018	Team Around the Family	TAF Tool	
May 2018	EHAs – by locality	EHA Tool	
June 2018	Observations	Observation Tool	
July 2018	Multi agency EHA/TAF audit through steering group - Locality	EHA and TAF tool	
August 2018	Conversation Audits with families	Qualitative Audit	Audit of closed contacts
September 2018	As above	Qualitative Audit	Live audit of hub
October 2018	EHA by locality	EHA Tool	Audit of MASH

			gatherings closed over 7 days
November 2018	TAF by locality	EHA and TAF tool	Live audit of hub
December 2018	Multi agency EHA/TAF audit through steering group	Step up/Down Tool	Audit of closed contacts
January 2019	EHAs – Across locality	EHA Tool	Audit of Mash gatherings over 7 days
February 2019	TAF – Across locality	TAF tool	Live Audit of hub
March 2019	EHA's by locality	EHA tool	Audit of closed contacts
April 2019	Conversational Audit	Qualitative Approach	

Monthly audit information will be submitted to csaudits@rochdale.gov.uk for inclusion in the Performance Management Report.

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