

FOI Status: Public	CHILDREN AND YOUNGER ADULTS DEPARTMENT	Version: 7.0 Review Due: Nov 2018
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QUALITY MANUAL FOR SAFEGUARDING AND SPECIALIST SOCIAL CARE SERVICES 2014 - 2018

1. Approval and Authorisation

Completion of the following section signifies the review and approval of this process:-

Name	Job Title	Date
Authored by: Vicki Dudley	Quality Assurance Manager	December 04
Approved by:- Dave Brown	Performance Review Manager	December 04
Authorised by:- Ian Johnson	Head of Service, Children	January 05

2. Change History

Version	Date	Reason	Name
Version 2.0	June 05	Competencies, links to other quality processes and minor update amendments	Vicki Dudley
Version 3.0	August 06	Working Together 2006 ,minor update amendments	Vicki Dudley
Version 4.0	June 07	Minor amendments , titles, new safeguarding procedures	Vicki Dudley
Version 5.0	October 07	Additional LAC processes	Vicki Dudley
Version 5.1	June 08	Refresh	Vicki Dudley
Version 6.0	April 09	Update to 2008 requirements	Vicki Dudley
Version 6.1	Nov 2010	Refresh	Veronica Weaver
Version 7.0	Aug 2014	Review	Veronica Weaver

3. Summary and contents

This document demonstrates the quality management system supporting the safeguarding services in Derbyshire Children and Younger Adults (CAYA) Social Care. The purpose of the Quality Manual is to ensure that operational activities are being carried out in accordance with the management system and are compliant with external standards, including legal and statutory obligations. This document will continue to evolve over time with the participation of staff and others in shaping its processes, and where changes are required through the Local Safeguarding Children Board (LSCB).

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1. **Quality Improvement Policy**
2. **Core Processes**
3. **Internal Audit Procedure**

1. **Quality Improvement Policy**

There are various standards and specific requirements of those working in CAYA with children in need where there are child protection concerns, or where children are in care. The aim is to meet these standards and learn from children and their families and carers to strive to improve our services continually in order to meet the best outcomes for the child.

The Council is facing unprecedented reductions in its funding over the next four years. However, despite this challenge the Council's vision is for our Children's Services to be rated 'Excellent'. This will be characterised by:

- A Derbyshire that works
- A Healthy Derbyshire
- A Safer Derbyshire
- A Derbyshire that cares
- A local Derbyshire

The Ofsted Inspection of Derbyshire County Council services for children in need of help and protection, children looked after and care leavers in November 2013 attained an overall judgement of `Good`.

The **CAYA Service Plan 2013 - 2018** sets out the aims of:

- Keeping children and young people safe from abuse or neglect.
- Ensuring all children start school healthy and ready to learn.
- Ensuring all young people are ready for the world of work.

The purpose of this plan is to give a clear sense of direction for everyone who is working to improve outcomes for children and young people in Derbyshire and sets out the priority outcomes:

- Safer Children - better protected including fewer children suffering bullying and neglect
- Healthier children - arriving at school fit to learn
- Improved attainment by all ages - including better progress made by vulnerable groups and improving schools

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- Involved young people - contributing to their local communities
- Achieving success for all – well qualified young people becoming successful adults

The [Derby and Derbyshire Safeguarding Children Board Procedures Manual](#) set out the standards required of staff. A range of training is available to all staff appropriate to their responsibilities and learning needs.

In addition the [Derbyshire CAYA Procedures Manual](#) sets out standards and processes to ensure a secure and appropriate service is provided for all children in Derbyshire where the threshold has been reached.

The [Derby and Derbyshire Safeguarding Children Boards' Threshold Guidance](#) document sets out an understanding of thresholds and what the public and other agencies can expect from social care. These follow the government recommendations in Working Together 2013. In addition there is a range of corporate and departmental policies and procedures covering how staff should behave which are issued on appointment.

2. Core Processes

The Children's Trust, the Performance Improvement Board and locality planning and commissioning partnerships provide effective and joined up leadership for children's services.

The activities of the service are defined by a range of procedures. All of these are available in the Derbyshire CAYA Procedures. Staff are made aware of these processes by their line manager in meetings and individual regular supervision, induction, training and mentoring activities. In addition specific procedures are available to cover some of the children in care processes, namely fostering and adoption, after care, and residential procedures. There are regular email updates to all staff to alert them of any changes to procedures.

Performance management and quality assurance arrangements are well established, with reporting to the Children's Trust, LSCB and to individual teams through the line management structure. There is a culture of continuous challenge and improvement.

Continual Improvement occurs by the following processes:

- Customer requirements: legislation, expectations learnt directly from children (so that the child is the centre of all that we do) and messages from research.
- Operational management decide the most appropriate methodology to implement the necessary changes to meet these requirements. The

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Senior Management Team take key decisions concerning the implementation of change with due regard for resource management issues and competing customer demands. Some of this work is delegated to the Deputy Strategic Director's Safeguarding management group.

- Operational line management implement change strategically taking into account human resource needs. This includes an emphasis on availability of competent staff developed through supervision, mentoring, training, and qualifications.
- There is a training strategy, and many HR procedures and guides to support a competent workforce. Work environment is also evaluated in order that staff have the tools to do the job effectively. There are set standards for reception quality, health and safety for workforce, IT, information governance, call guides for the call centre and quality control processes,
- Services outsourced are carefully commissioned and monitored. Agency staff and agency placements for children are selected with care according to set procedures and quality and cost is monitored.
- Implementation of change is monitored. This includes performance management statistics and target progress, monitoring of implementation of the business plan by managers, data collected by specific managers within the system reviewing care provided e.g. safeguarding children's managers, independent reviewing managers, quality assurance managers. The internal audit is also a systematic process of evaluating change by meeting with groups of front line staff and managers. The service is extensively regulated and monitored by the government, in particular by Ofsted. The council and its partners also make good use of external and internal scrutiny.

Customer satisfaction and consultation are addressed by the department's user involvement strategy.

- Service users are kept informed of changes implemented as a result of new requirements. This may be by their individual key staff member through their own documentation (e.g. care plan), the review manager system, and use of specific leaflets. General information is reported through the County Council website (also via the Call centre).
- Other agency 'customers' are involved through individual review process; local strategic partnerships, and county wide inter agency forums including Derbyshire Safeguarding Children Board (DSCB).

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- Service users and carers are consulted about the service they receive as part of their participation in review processes. Users of early help services are asked about the service by the department and also locally when they leave the service. Children in care are regularly consulted as part of the review of their care and of the providers care (foster carer annual review, monthly Regulation 33 visit to children’s homes).
- Children, families, and carers are heard also through the monitoring of complaint resolution. The Department learns from both informal complaints and those made within the Council’s complaints procedure.
- Additional quality monitoring is undertaken through processes that include: DSCB Case Review Sub-Committee; DSCB and Derbyshire County Council Child Protection complaint resolution, monitoring and review; Serious Case Reviews by the DSCB; Service specific reviews; Foster Panel and Adoption Panel monitoring and review of decision making. In addition there are internal assessment visits and reports on our own residential homes by quality assurance managers, and regular reports to elected members on findings.

3. Internal Audit Process

Derbyshire CAYA is committed to a process of continual improvement to the child protection service and to the safeguarding of children in care. The standards in ISO 9001:2008 have been adopted and have improved consistency across the authority in child protection processes & working with children in care.

Since 2003 we have used an internal audit system to drive improvements. The internal audit is a tool to ensure that we do what we say we do. It assists senior management to take corrective action to resolve any identified quality problems. It assists our knowledge of the quality of the service that is also informed by consultation results with service users, performance assessment statistics and other management information, and external validation through inspections by government.

In 2012 the internal audit procedure was updated and renamed `Challenge Days`. An OFSTED inspection in 2011 highlighted that the audit process was ineffective in having sufficient impact on individual case direction. The 2013 inspection identified Derbyshire as an innovative Local Authority and a council with a good understanding of its strengths and weaknesses. Partnership and collaborative working has been promoted through the Senior Managers` introduction of district Challenge Days. Emphasis is placed on the witnessing of objective evidence to verify that the management systems meet the requirements of the appropriate standards and that the legal and statutory requirements are being effectively implemented.

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Each Challenge Day features:

- Attendance by senior managers, peer auditors and district staff/managers
- Includes a multi-agency approach with police and health representatives
- Each day is focussed according to intelligence from management information, complaints, inspection, monthly audits and the `ten service priorities`.
- Senior manager focus groups with staff and managers have been retained as they are seen as valuable and mean that leaders have a strong presence within frontline services
- Senior managers accompany workers on an observed visit
- Audits of randomly selected cases take place
- At the end of the audit reports of all observations and recommendations for action with timescales for completion are collated by the Quality Assurance Service Manager.
- Senior Managers verify the audit report and it is circulated to all staff responsible for taking the action. It is then their responsibility to carry out the appropriate action by the agreed completion date.
- Performance management of the action plan follows each Challenge Day where there is the opportunity to improve and / or where a problem is identified suitable action and timescales for its completion are agreed with the most appropriate individual(s).

In 2012 we introduced a parallel Challenge Day to be undertaken in multi-agency integrated teams at the same time as the social care days. This has allowed shared learning on the interface between social care and the multi-agency teams. From December 2012 a Challenge Day has been held monthly comprising of two audit teams on sites in a social care district and MAT locality in the same area. To replicate the OFSTED inspection process audits were undertaken unannounced in 2012 to 2013 and more emphasis was placed on auditors discussing cases with staff as well as a formal case audit. In 2014 the procedure was introduced to announce the date of the audit with 48 hours' notice given.

Conclusion

Challenge Days have the advantage of senior managers 'walking the floor' every six weeks and becoming more responsive to changing circumstances and

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recurring themes than was the case with the annual system. The spread of activity through the year enables more focus on each individual district's response to actions identified within the audit.

A new world has emerged focusing on auditing effectiveness and performance:

“LEARN – CHALLENGE – CHANGE – RENEW”