

# Learning and Impact from the Quality Assurance Framework



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**Our Journey:**

**COMPLIANCE**



**GOOD PRACTICE**

**Key Message** - No Magic Formula - QAF built on core belief of a skilled and confident workforce.

# Manchester Children's & Education Services

Working safely, effectively and efficiently to build a future for our children where they are safe, happy, healthy and successful.



Our Principles

Our Approach

Our Behaviours

Our Impact

“Our Story”

Our Principles

**Relationship Focused Practice**

The basis for change lies within the child's family relationships and network. Relationship focused practice engages with existing networks to build resilience and capacity to resolve difficulties and end harmful behaviours. It is non-judgemental, respectful engagement that honours children's, families and our own experiences, building on strengths and working together, with our partners, to develop empowered supportive and problem-solving networks.

We work together with children, residents and local services, and across public services like schools, health services, housing and the police, to do everything we can to build a safe, happy, healthy and successful future for Manchester's children and young people and their families.

Our Approach

**Signs of Safety**



**Evidence Based & Knowledgeable**

Signs of Safety has been adopted by Manchester City Council Children's Services as the overarching practice framework for all of its work with children and families. This purposeful and collaborative way of working recognises families strengths and expertise to develop their own solutions to promote the safety and wellbeing for children and young people. Applying a stance of critical inquiry, asking our best questions to gain detailed, behavioural information, with examples, not making assumptions, remembering every family functions in it's own, individual environment.

Our work is informed and purposeful through the use of tools, complementary models, and research to evidence decision making and the most appropriate support and interventions.



Our Behaviours

**Intentional & Passionate**

**We Work With:**

↳ Children, families, our partners, communities and each other with a shared understanding.

**We Work skillfully:**

↳ Asking our best questions and taking time to listen to children, families, and partners to understand their stories,

**We Work to enable:**

↳ Using our knowledge, professional curiosity, making the best of opportunities to promote impactful. change.

**We Work to Strengthen:**

↳ Identifying, and building on what is working well. Being open, informed and responsive, validating strength and using healthy challenge,

Our Impact

**Goals & Objectives**

↳ For all children to have the opportunity grow up having fun, opportunities to take part in leisure and culture activities, and having good social, emotional, and mental wellbeing.

↳ Provide stability for children to allow them to have healthy, meaningful and supportive relationships, with less children living away from their families.

↳ To build increased resilience within children and families, ensuring children have a voice and opportunities to contribute in their community.

↳ Ensure children and families are safe, can aspire, succeed, live well and grow up healthy and happy.

**Manchester Children and Education Services Golden Threads**

**WORKING WITH, NOT DOING TO**

**Signs of Safety**



# Quality Assurance Framework Background:

- Framework was revised through consultation with the workforce
- Implemented September 2019.
- Inclusive framework - incorporates Social Work, Early Help, Youth Justice, Complex Safeguarding.
- Ownership and engagement at every level of the service.
- The focus is on quality not just compliance.
- The framework is designed to drive the quality of practice.
- Reflective learning is an integral feature of the framework.

Month	Outstanding	Good	Requires Improvement	Inadequate
September	0	7	0	1
October	2	19	35	5
November	1	3	10	1
December	0	3	9	1
January	1	19	37	4
February	0	5	8	2
March	1	5	3	2
April	6	29	30	3
May	1	5	7	1
<b>Total:</b>	<b>12 (5%)</b>	<b>95 (36%)</b>	<b>139 (52%)</b>	<b>20 (8%)</b>

The table opposite relates to the outcomes recorded in the audits completed between: **Sep 2018 to May 2019** -

**\*\*NB This version of the framework had a greater emphasis on 'compliance'.**

Month	Outstanding	Good	Requires Improvement	Inadequate
September	1	28	31	11
October	0	16	44	10
November	0	28	33	12
December	3	30	32	8
January	0	30	32	12
February	1	22	45	6
March	1	26	40	8
April	1	25	40	9
May	1	29	36	11
June	1	28	45	3
July	1	28	46	4
August	4	33	33	7
<b>Total:</b>	<b>14 (2%)</b>	<b>323 (36%)</b>	<b>457 (51%)</b>	<b>101 (11%)</b>

The table opposite relates to the outcomes recorded in the audits completed between: **September 2019 - August 2020**

**\*\*NB The revised framework has a greater emphasis on 'quality, impact and outcomes'.**

## Key findings from the last twelve months:

- Framework fully embraced and embedded within workforce.
- Enhanced assurance and oversight of practice.
- Framework enables learning at every level, from worker through to local assurance.
- Audit themes and findings have driven the training plan and targeted activity (dip samples).
- Consistent approach to the framework taken throughout the last twelve months-engagement from all has been as strong throughout Covid19 as the previous twelve months.

**INCREASED OWNERSHIP, & CONSISTENCY IN APPLICATION OF STANDARDS HAS BEEN UNDERPINNED BY A FRAMEWORK SUPPORTING COMPLIANCE & CONFIDENCE IN JUDGEMENTS.**

## Key data from the last twelve months:

- 2019/20- 895 Audits completed versus 2018/19, 266 (236% increase).
- 2019/20- 100% of Audits have been quality assured (moderated) by senior management.
- One audit system now focuses entirely on golden threads.
- 83% of all audits completed with key worker involvement- key shift in culture!
- 38% of children's records were judged as either Good or Outstanding.

# The Impact.....

Enhanced level of auditing - both in number and quality of audit

Over 2000 pieces of case oversight  
94 Learning Circles held

Teams audit their own areas of practice

More consistency - we audit service to the child.

Enhanced level of training in auditing

Whole service approach - includes YJ/EH/CS

Focus of QA activity is to learn from findings - improve practice

Shifted focus from compliance to quality of practice

## QA ACTIVITY WALL:

FEEDBACK FROM  
CHILDREN,  
YOUNG PEOPLE  
AND FAMILIES

PRACTITIONER  
EXPERIENCE

DIP SAMPLING /  
THEMATIC /  
PARTNERS

DIRECT PRACTICE  
OBSERVATIONS

PERFORMANCE  
DATA

FILE AUDIT &  
MODERATION

Reflective  
conversation

Insight and  
Oversight

746  
practitioners  
have completed  
an audit with a  
manager

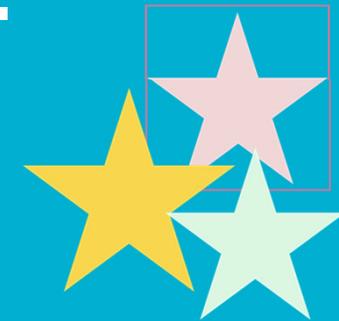
Reflective  
practice

Supervision

Learning  
together  
/Culture

# What are our strengths identified through the Quality Assurance Framework.

- Strong evidence of direct work with children
- Engaging families well
- Working in partnership with families
- Workers know their cases
- Supervisions are taking place regularly
- Impact chronologies are seen on child's file which tells their story
- Workers are showing a good understanding of practice models and tools (eg SOS)
- Informs plan, assessments and intervention.



# What are the themes for continued focus from the Quality Assurance Framework?

The following are highlighted as areas of focus across the directorate:

- Timeliness and quality of assessments
- Quality of plans and planning “with” families
- Permanence planning - From day one.
- Life story work
- Reflective Management oversight

**\*\*We should not be surprised as these are central to the ‘golden threads’ and framework.**

**A CONTINUED AND RELENTLESS DRIVE ON QUALITY OF PRACTICE IN THESE KEY AREAS.**

# How the QAF is influencing learning across Children's Services.

- Developing a learning culture in Children's Services
- Informs and targets training
- Informs Social Work Consultant input directly with practitioners
- Locality meetings focused on the outcomes and Golden Threads
- Practice Improvement Forum
- Allows for targeted auditing which informs policy and planning
- Creation of a bank of Good or Outstanding Practice Audits
- Close the Loop Activity
- Appreciative Inquiry/Strengths based approach to learning,

# The Continued Journey. What next?

- As a service we continue to understand our practice and know ourselves well (hold the mirror up - reflect, review, respond)
- Gaining feedback from children, families and partners to enhance practice
- Learning from good practice (shift from deficit model to a learning model)
- Wider learning network and evidence of **impact** from findings from QA - (Localities, City wide, Partners)
- Inclusive learning



# Practitioners Experience of the Quality Assurance Framework.

- Embracing QA and being assured -  
The difference it makes.
- Impact on teams/services
- Impact on child/family

Tricia Ramarozafy  
Youth Justice

Elizabeth Hadfield  
Social Work Consultant

# Questions