

1.0 Our ambition : Leaders and managers at every level understand and influence practice to be consistently good

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Our approach: To coach and support managers to audit for impact so that they support practitioners' learning that makes a difference to children and families.

Action Plan		Review of Progress & Priorities	RAG
1.1	Complete coaching sessions with every manager to embed consistent standard of what "good" looks like.	Recruited & established new Leadership Team, following the redesign. Implemented bespoke management development programme as managers and practitioners moved into new service arrangements e.g. Leadership Forum. Practice Managers and Heads of Service starting to come together as an established and cohesive leadership group who are starting to drive forward practice improvement as routine. Need to continue to build on what has been achieved so far in strengthening our leadership team and middle managers, and ensure managers new to post have same as part of their induction.	Green
1.2	Refresh the QA Framework to demonstrate a mixed methodology of audit and quality assurance activity to include side by side learning audit, practice observation and development, themed and exploratory audit processes and attention to feedback from children, young people and their families.	Implemented & embedded a new Quality Assurance framework. Sustained an increased volume of routine audits; 470 children's case files audited last year, a further 207 further audited via a moderation. Introduced mixed methodology - Including Live Multi Agency Audit, TSSP Thematic Multi Agency Audit, conversational audits. Need to strengthen closing the loop & our learning loop.	Green
1.3	Develop and embed a moderation and benchmarking process by which all strategic leads understand the quality of practice across their service area	Moderations are embedded as a key quality assurance process. Continued to ensure managers are confident with the audit process & there has been focus on supporting our new managers and providing coaching in order that we could effectively embed a consistent standard of what 'good' looks like. We are confident that what we are reporting about the quality of practice this is accurate. 44% of all audits for across the calendar year were moderated & we are increasingly seeing a shared understanding of what 'good ' looks like (82% Q2 have the same judgement).	Green
1.4	Embed supervision audits as standard including revision of our supervision audit tool.	Refreshed Supervision Framework as a result of a piece of practice led task & finish improvement work from a group of practice supervisors with a programme agreed for supervision audits. We need to use the newly implemented recording and monitoring system for supervision to give us an accurate self-view of frequency of supervisions, audit activity around supervision, and most importantly in the quality of supervision.	Orange
1.5	Embed practice learning sessions as routine for all audit activity building on existing practice Every Auditor to become a practice leader	Developed a varied programme of learning and development activity, including coaching, lunch & learn sessions and a dedicated session within Practice Fortnight. We need to progress now to ensure that we are closing the loop, and implementing the learning from audits to improve practice.	Orange

1.6	Embed and enhance our closing the loop and practice learning across the whole service	<p>Further developed our audit tracker, and implemented a process for reauditing case files where the original audit had an outcome of inadequate. Our bespoke programme with Strengthening Practice is supporting us achieve this element of the ambition . Learning session have been held within the Practice Fortnight and other learning spaces.</p> <p>We now need to ensure that we have a forensic focus on looping learning back to practice.</p>	
1.7	Work with TSSP to develop a multi-agency audit process as routine	<p>Extended our audit activity and approach across the partnership with TSSP leading on the completion of three multi-agency audits in respect of Domestic Abuse, Neglect and Exploitation. This is a significant shift in terms of being open about learning and safeguarding as a shared responsibility. The learning has been disseminated across the partnership.</p> <p>There is a rolling programme in place, with a further three planned for the year ahead. .</p>	
1.8	Implement and embed the revised Performance monitoring arrangements, inclusive of supported performance clinics for every team and every service reporting to DCS and DMT.	<p>Continued to concentrate on embedding performance monitoring arrangements and develop our understanding of the quality of practice and any emerging issues and trends from analysis of data. We now have a comprehensive data set utilised by all managers for reporting and analysis of practice through service specific performance clinics. Performance clinics are in place within each new service areas, and take place routinely, with each Head of Service producing their own service report.</p>	
1.9	Understand the skills base of the CSC leadership workforce to inform the learning and development programme for managers and add focus to workforce development.	<p>Implemented a bespoke management development programme as managers and practitioners moved into new service arrangements.</p> <p>We need to carry out a skills audit and use the analysis from that to support with the production of some targeted actions.</p>	