

To: Improving Life Chances Group

On: 27 June 2018

**Report by
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DRAFT QUALITY IMPROVEMENT FRAMEWORK

1. Summary

- 1.1 As part of the Child Protection Improvement Programme, the Care Inspectorate has introduced a revised Quality Indicator Framework for Children's Services. The proposed framework has been subject to consultation and it is anticipated that it will replace the existing framework *How well are we improving the lives of children and young people?* published in 2014 and will be used as a basis for future inspections as well as self-evaluation activity.

2. Recommendations

- 2.1 Members are asked to note the report and be advised that further updates will be provided on the finalised framework and the inspection programme.

3. Background

- 3.1 In 2017, the Scottish Government Child Protection Improvement Programme announced that a revised model of inspection would be developed that would take a more focused look at the most vulnerable children and young people, specifically those in need of protection and/or subject to corporate parenting responsibilities.

Each inspection will result in a published report which will seek to answer the following questions.

- How good is the partnership at recognising and responding when children and young people need protection?
- How good is the partnership at helping children and young people who have experienced abuse and neglect stay safe, healthy and well and recover from their experiences?

- How good is the partnership at maximising the wellbeing of children and young people who are looked after?
- How good is the partnership at enabling care experienced young people to succeed in their transition to adulthood?
- How good is collaborative leadership?

3.2 The revised quality improvement framework was launched for consultation, in late April 2018, with a closing date of 25 May. It followed a separate consultation on shared datasets which was open for consultation until 11 May 2018.

3.3 The first 5 partnership areas who will be subject to inspection have been identified. This will be a rolling programme.

The Quality Improvement Framework

3.4 The quality improvement framework(QIF) has been updated to orient it towards the most vulnerable children, while retaining a similar format to the previous framework *How well are we improving the lives of children and young people?* published in 2014.

3.5 The QIF specifies that the term “vulnerable children” refers to:

- Children and young people in need of protection; and
- Children, young people and young adults for whom community planning partnerships have corporate parenting responsibilities.

3.6 The draft QIF focuses on the tangible results that are being made in keeping children safe, and how well partners can demonstrate this. As was the case with the 2014 framework, “Very good” and “Weak” illustrations of each of the Qis are outlined. In addition, the key factors of each QI, the extent to which they can be demonstrated and the potential evidence to consider are outlined.

The table of quality indicators

3.7 The proposed revised framework is outlined in Table 1 in Appendix 1. Changes from the 2014 framework are highlighted. Specific points to note include:

- 1.1. Improvements in the safety, wellbeing and life chances of vulnerable children and young people. Previously *Improvements in the wellbeing of children and young people*.
- 5.1 Initial response. Previously *Provide help and support at an early stage*.
- 5.2 Assessing risk and need. Previously *Assessing and responding to risk and need*
- 5.3 Care planning, managing risk and effective intervention. Previously *Planning for individual children*
- 6.5 Self-evaluation. Self-evaluation now included as a QI under Section 6- Policy, service development planning. In the 2014 framework self-evaluation

was included under Section 8 Partnership and resources as 8.3 *Securing improvement through self-evaluation*

- 9.3 Leadership of people and partnerships. Previously *Leadership of People*.

Supporting Evidence

- 3.8 The revised QIF helpfully provides a list of the evidence that services could consider to support each of the QIs. This is provided in Table 2, Appendix 1.

Table 1: Proposed Quality Indicators				
What key outcomes have we achieved?	How well do we meet the needs of our stakeholders?	How good is our delivery of services for children, young people and families?	How good is our operational management?	How good is our leadership
1.Key performance outcomes	2. Impact on children young people and families	5. Delivery of key processes	6. Policy service development and planning	9. Leadership and direction
1.1 Improvements in the safety, wellbeing and life chances of vulnerable children and young people	2.1 Impact on children and young people	5.1 Initial response 5.2 Assessing risk and need 5.3 Care planning, managing risk and effective intervention 5.4 Involving children, young people and families	6.1 Policy, procedures and legal measures	9.1 Vision, values and aims
	2.2 Impact on families		6.2 Planning and improving services	9.2 Leadership of strategy and direction
			6.3 Participation of children, young people, families and other stakeholders	9.3 Leadership of people and partnerships
			6.4 Performance management and quality assurance	9.4 Leadership of improvement and change
			6.5 Self evaluation	
	3.Impact on Staff		7. Management and support to staff	
	3.1 Impact on staff		7.1 Recruitment, deployment and joint working	
			7.2 Workforce development and support	
	4. Impact on the community		8. Partnership and resources	
	4.1 Impact on the community		8.1 Management of resources	
			8.2 Commissioning arrangements	
10. What is our capacity for improvement?				
Global judgement based on an evaluation of the framework of quality indicators				

Table 2: Supporting Evidence		
QI		Evidence to consider
1.1	Improvements in the safety, wellbeing and life chances of vulnerable children and young people	Performance information, including proposed shared dataset, trend data and benchmarking against comparators
2.1	Impact on children and young people	Feedback from children and young people in all forms including digital communication; focus groups, recording views in case records; use of independent advocacy services; Scottish Care Leavers Covenant.
2.2	Impact on families	Recording parents' views on case records; focus groups; evaluation of parenting programmes; reflective supervision.
3.1	Impact on staff	Feedback from staff, leaders & managers; focus groups; staff surveys; policies and procedures; absence management & staff turnover records; service inspection reports; communication strategy; staff suggestion schemes; agendas and minutes of meetings; initiatives to disseminate learning and good practice; speaking to trade union representatives.
4.1	Impact on the community	Children's Services Plan; Local Outcome Improvement Plan (LOIP); citizens surveys; data on the recruitment and retention of foster carers; volunteering strategy and progress reports; support of local voluntary organisations that promote community capacity; details of actions taken by services to promote inclusion & reduce discrimination; inspection reports where relationship with local community is highlighted – eg children's houses.
5.1	Initial response	Feedback from children, young people and families; review of individual records; relevant procedures; LAC Procedures; performance management information; audit of IRDs; Public information; audit and

		review of medical examinations; observed practice.
5.2	Assessing risk and need	Review and audit of case records, including scrutiny of risk; Results of previous scrutiny; performance management information; feedback from children and families; staff surveys; observed practice; SCRs; evidence of learning from adverse outcomes and “near misses”; policies and procedures; supervision.
5.3	Care planning, managing risk and effective intervention	Review and audit of case records, including scrutiny of risk; Results of previous scrutiny; performance management information; feedback from children and families; staff surveys; observed practice; SCRs; evidence of learning from adverse outcomes and “near misses”; policies and procedures; supervision.
5.4	Involving children, young people and families	Children/young persons’ records; processes and procedures; Participation Strategy; records of complaints & responses; layout of buildings, available technology, help to provide an inclusive environment; service level agreements with advocacy services; feedback from children/young people to advocacy services; annual reports from advocacy services; inspection reports.
6.1	Policy, procedures and legal measures	Strategic & operational plans; committee /board reports; procedure manuals; employee guidance; guidance for carers; employee bulletins, newsletters etc; individual records of children and young people subject to legal measures; minutes of case conferences, reviews and other meetings for children and young people; Equality impact assessments; Disability equality policies.
6.2	Planning and improving services	LOIP; Strategic needs assessment; local/community profiles; children’s services plan; RCPC annual report and plan; governance arrangements/terms of reference from strategic planning groups and committees; individual service action plans; minutes of planning events; risk registers;

		performance reports; website information; communication strategy; participation strategy; equality impact assessments; COG papers/ MOG
6.4	Performance management and quality assurance	Performance management framework; quality assurance framework; multi agency datasets; case records; supervision records; team plans; performance appraisals; reports to and from quality assurance groups; quality assurance processes; annual reports
6.5	Self-evaluation	Key strategies, including LOIP, children's services plan, RCPC plan, corporate parenting plan; reports/findings from significant case reviews; reports on self-evaluation activity; reports on any commissioned studies; Learning from "Plan do Study Act Test of change"; Inspection and scrutiny reports.
7.1	Recruitment, deployment and joint working	Recruitment and retention strategies; workforce strategy; reviews of HR policies, job descriptions; senior management meetings with staff; evidence of bonus or other initiatives for excellent staff; grievance procedures and analysis of their use.
7.2	Workforce development and support	Workforce planning and development strategies across services in partnership and commissioned services; records of meetings at strategic and team level which reflect workforce planning and development; training evaluations and using their learning to review training; staff surveys; communication strategies; evidence of sourcing the best training available; minutes of workforce planning and development sub group of CPC ¹ ; staff supervision policy and procedure; staff training records; audits of supervision.
8.1	Management of resources	Overarching plans and governance strategies; reports to key partnership strategic groups; joint needs assessment; public and internal consultations on reduction management; service delivery plans;

¹ Policy Planning and Procedures Group of RCPC possibly closest description.

		public communication; staff communication.
8.2	Commissioning arrangements	Strategic commissioning plan; joint needs assessment; purchasing plans; Contracts and contract management
9.1	Vision, values and aims	LOIP; Corporate Parenting Plan, Children's Services Plan; senior management consultation to workforce about professional standards; examples of how senior managers have communicated their vision for vulnerable children and young people; employee surveys that demonstrate that employees understand the vision; feedback from engagement with children/young people/families/staff & members of the community;
9.2	Leadership of strategy and direction	LOIP; Corporate Parenting Plan, Children's Services Plan; RCPC Plan; staff surveys; Board reports & papers; partnership planning meeting minutes; focus groups; consultations; feedback from third sector/independent sector;
9.3	Leadership of people and partnerships	Communication with staff and stakeholders; staff & stakeholder surveys; inspection reports; learning and development plans; quality and standards reports; national outcomes.
9.4	Leadership of improvement and change	Meetings with leaders, senior managers, elected members; inspection reports; service progress reviews, action plans following SCRSs, inspections and learning reviews; staff surveys; questionnaires; staff focus groups; quality assurance policy
10	What is our capacity for improvement?	Acknowledged that evidence will vary , however should take contextual information into account such as budgetary pressures,; service boundaries.