

WARWICKSHIRE
**Families
First**

Quality of Practice Framework



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Introduction

In Warwickshire, we put children and families at the heart of everything we do. Our overarching ambition is to be a [Child Friendly County](#) a place where every child feels safe, supported, and inspired to achieve their full potential.

This Quality of Practice Framework is a key part of that journey. It reflects our commitment to building strong, trusting relationships with families, which are the foundation of our practice and the driver of cultural change across all our services.

We believe that meaningful change happens when our workforce is empowered. That is why this framework is designed not only to measure outcomes, but to support our staff in working with children and families.

It ensures:

Practice is purposeful and impactful

with children and families actively involved in shaping the support they receive.

Staff are empowered to work confidently and creatively

supported by a culture of reflection, feedback, and continuous learning.

Performance is transparent and meaningful

helping us celebrate success and identify opportunities for improvement.

Through assurance, feedback, and learning, we will continue to evolve and improve, ensuring that every child and family in Warwickshire receives the support they need to thrive.



Why do we need a Framework?

The framework helps us to:

Evaluate the quality and impact

of practice ensuring that our work is purposeful, relational, and effective in improving outcomes.

Support staff in learning

from experience, by providing meaningful feedback and structured opportunities for reflection, analysis, and professional development.

Identify priorities for improvement

using evidence and insight to focus our efforts where they will make the greatest difference for children and families.

Define and embed clear practice standards

so that all colleagues understand what good looks like and feel confident in delivering it.

Promote accountability and ownership

with clearly defined roles and responsibilities at every level of the service.

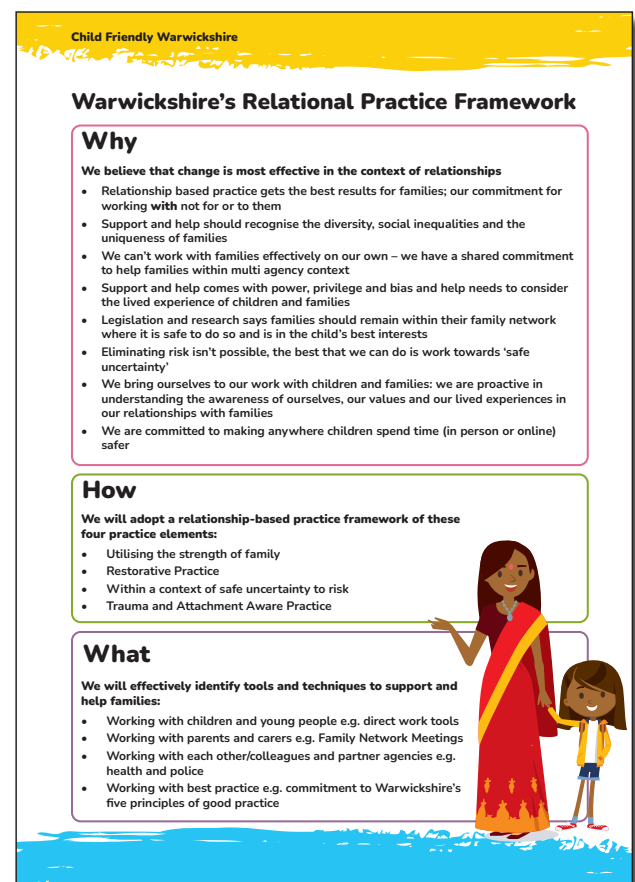
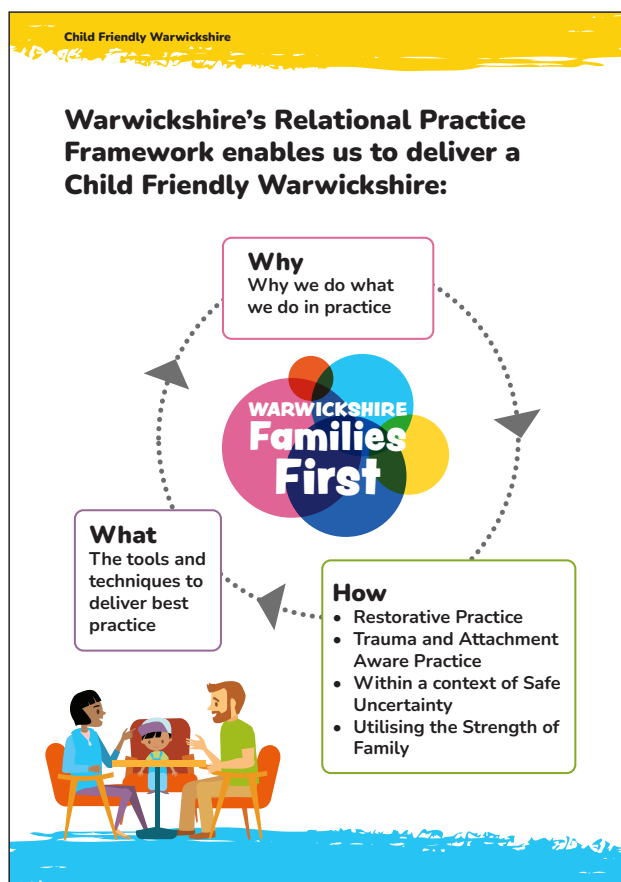
Promote continuous learning by using data, feedback and the lived experiences of children, young people, and families

to shape and improve our services. We ensure their voices inform our decisions, making our support more responsive, relevant, and impactful.

What is quality practice?

High-quality practice in children and families' services is rooted in a child-centred, relationship-based approach that places the safety, well-being, and voice of the child at its core, as outlined in the [Warwickshire's Relational Practice Framework](#).

This document should be used in conjunction with the Relational Practice Framework and the Practice Standards document to fully reflect our commitment to delivering high-quality services to children and families.



The Relational Practice Framework makes explicit the view that change is most effective in the context of relationships and that to work effectively together, with families and with each other we need a relational practice framework that can explain what we do, how we do it and why. It offers a common language to communicate across teams and enables practitioners to further explore the theories and approaches that shape their work.

It is expected that practitioners can articulate the Why, How and What that underpins the relationship and their work with families. Effective practice is informed by a strong understanding of child development, trauma, and risk, and it requires evidence-informed decision-making, timely intervention, and multi-agency collaboration.

Reflective practice and professional curiosity are also essential. Practitioners must be self-aware, open to reflective supervision, and committed to continuous learning. They should critically reflect on their values and decisions, understand the lived experiences of children and families, and advocate for social justice by recognising the impact of poverty, discrimination, and structural inequalities.

There are a range of national, regional, and local statutory requirements, policies, procedures, and guidance that set standards, define quality, and capture best practice for Children's services. The most recent include the [DfE National Framework for Children's Social Care](#) and the revised [Working Together to Safeguard Children](#) guidance. These frameworks provide a shared language and consistent expectations for what good practice looks like across the sector.

Evaluating quality of practice

Evaluating the quality of practice is essential to ensuring that children, young people, and families receive the highest standard of care and support. We use a variety of methods to assess and understand the effectiveness of our work. This includes identifying areas of strength and examples of good practice that can be celebrated and shared to support wider learning, as well as recognising gaps or concerns that highlight where development is needed. These insights inform the next steps we take to demonstrate improvement and ensure that our services are continuously evolving to meet the needs of those we support.

To keep the child at the heart of everything we do, we measure and evidence the quantity, timeliness, and quality of social work practice and service delivery. Listening to the voices of children, young people, and families is central to this process. This framework sets clear practice standards, monitors impact, and provides the information needed for ongoing development.

Key components include regular performance data analysis, clear quality assurance arrangements, and strong oversight by senior leaders. We promote a strengths-based model of accountability and learning, where all staff and managers take ownership of their work and contribute to a culture of high support, high challenge, and shared responsibility for improving outcomes.

The evaluation of practice is not an additional activity. It is an integral part of everyday practice and service review.

Applying the Framework

The framework places a strong emphasis on the quality of practice and the outcomes it achieves, recognising these as central to driving both strategic and operational improvements. It promotes a balanced approach to evaluation by integrating both quantitative and qualitative data, ensuring a comprehensive understanding of practice effectiveness.

The diagram below illustrates the core methods used by Children and Families Services to triangulate findings and assess the quality of practice. Performance management data provides a quick overview of key trends and headline issues. These insights must be triangulated with other evaluative methods such as audits, feedback from children and families, and reflective supervision to fully understand their implications. This combined approach enhances the reliability of evaluations and strengthens assurance about the quality and impact of practice across the service.



A range of quality assurance activities are aligned with these core methods, designed to give practitioners and leaders confidence that services are being delivered to a high standard. By engaging with and understanding these activities, we aim to demonstrate a clear and honest understanding of our practice, our services, and most importantly the positive difference we are making in the lives of children, young people, their families, and carers.

Methods and activities to evaluate the quality of practice

Method	Purpose	Key Activities
Practice Evaluation	Enables leaders and managers to foster critically reflective practice, encouraging shared responsibility for risk through supervision, consultation, and learning. <i>Keeping practice under continuous review.</i>	• Practice weeks • Learning from inspections • Peer challenge events • Back to the floor days • Practice observations • Group supervision • Dispute resolution (including IRO/LCPP)
Collaborative Audits	Involves families and practitioners in the audit process to highlight strengths and identify areas for development. <i>Promoting shared learning and accountability.</i>	• Standard audits • Supervision audits • Themed audits • Team or service-specific audits • Multi-agency audits
Performance Management	Provides regular analysis of performance data to monitor progress and identify emerging issues early. <i>Supporting real-time learning and informing other scrutiny methods.</i>	• Power BI dashboards • Dip sampling • Performance and Practice Development meetings • Senior manager reviews • Use of ChAT (Children's Services Analysis Tool) • Partnership feedback
Feedback	Gathers insights from children, families, staff, and partners to assess the quality of support and organisational culture. <i>Enables real-time learning from lived experiences.</i>	• Compliments and complaints analysis • Celebrating good practice • Feedback tools (inc. forums, advocacy)
Practice, Leadership and Workforce Development	Recognises the workforce as central to delivering high-quality services. Leaders and managers are committed to supporting staff through structured learning and development, supervision, and feedback. <i>Strengthening practice through leadership and learning.</i>	• Inductions and appraisals • Learning and development • Supervision process • Practice framework and expectations • Service plans and workshops • Learning from peer reviews • Workforce development dashboards • Staff and partner feedback (surveys, forums, consultations) • Children and young people's forums (e.g. Children in Care Council, IMPACT)

Working with partners

To improve outcomes for children, robust and effective multi-agency working is essential. This Framework is designed to support the efforts of the [Warwickshire Safeguarding Children Partnership](#), which encompasses various quality assurance activities aligned with the partnership's priorities, including strategic thematic audits.

Warwickshire's quality assurance activities that focus on partnership working include:

Restorative learning audit programme

Auditors are asked to consider and provide a judgement on the effectiveness of multi-agency working as part of the routine audit programme. Where relevant, the views of multi-agency partners are incorporated.

Thematic audit programme

Thematic audits are a focused evaluation that centre around a key theme, issue or aspect of service delivery. The thematic audit process offers a chance to enhance services and practices by pinpointing well-functioning areas while also identifying opportunities for improvement. A range of professionals and partners are included within the thematic audit dependant on the subject or theme.

Multi-agency group supervision

Multi-agency group supervision is designed to enhance the quality of care and support provided to children and their families. The objectives focus on fostering collaboration, professional development, and ensuring the safety and well-being of children.



Escalation process

Where there are disagreements between partner agencies, open and honest conversations are encouraged to achieve the best outcomes for children and families. Practitioners can utilise the [Warwickshire Safeguarding Children Partnership Escalation Process](#) when needed.

Warwickshire's five principles of good practice



Voice of the child - children are heard, listened to and taken account of - the age of the child is not a barrier.



Referral, Assessment, Chronologies and Recording -

Assessments are timely, holistic, and child focused. Chronologies and recording are clear, concise up-to-date and reflect the child's journey.



Outcome focused SMART plans - be specific, measurable, achievable, realistic, time limited.



Family and network based decision making -

empowering families in making decisions around care and protection of their children in collaborative Family Network Meetings.



Management oversight and supervision -

workers do not support alone, teams take joint responsibility and supervision is relational, regular, supportive and reflective.

Warwickshire's standards of practice

Warwickshire's Relational Practice Framework incorporates five key practice principles. Each principle has a set of practice standards that outline expectations of good practice.

We use these famous five principles within our quality assurance activity such as restorative learning audits to judge the quality of our practice and the impact we are making to children's lives through our support.

The standards are the minimum expectations for best practice and is essential that we all work with them in mind.

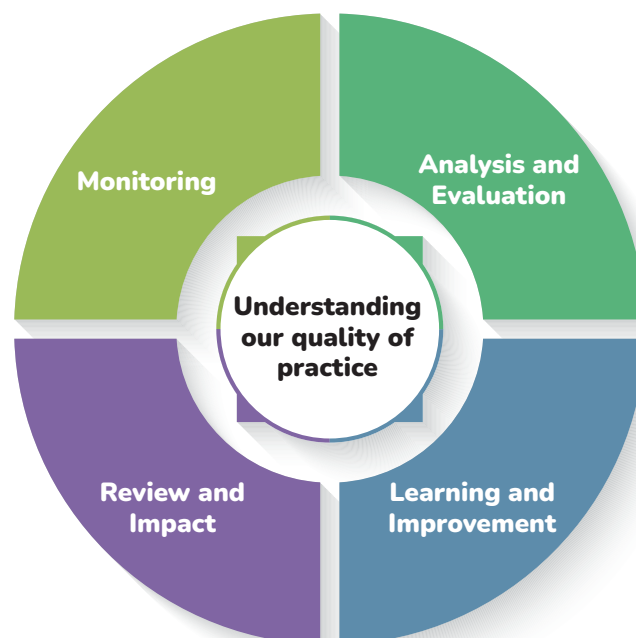
[Click here to view the complete Practice Standards - a clear guide to what good practice looks like](#)

How we will be assured and continue to improve the quality of practice

The Children and Families Service is committed to a culture of continuous learning and improvement to ensure the best possible outcomes for children, young people, and families. All quality of practice activities are designed to generate meaningful actions that support service development and enhance the impact of our work.

We follow a structured continuous improvement cycle, which helps us understand and strengthen the quality of our practice:

- **Monitoring** – we gather evidence through a range of quality practice activities, including audits, feedback, supervision, and performance data.
- **Analysis and Evaluation** – we analyse this evidence using a variety of methods to understand what is working well and where improvements are needed.
- **Learning and Improvement** – we identify opportunities for learning and implement changes to improve the quality of practice and outcomes for children and families.
- **Review and Impact** – we ‘close the loop’ by reviewing the effectiveness of the improvements made. We challenge ourselves to assess the real impact of these changes on children, young people, their families, and carers.



At the heart of this cycle is a shared commitment to understanding our quality of practice. This means being reflective, evidence-informed, and focused on making a measurable difference. It also reinforces a culture of accountability, transparency, and continuous development across all levels of the service.

Governance

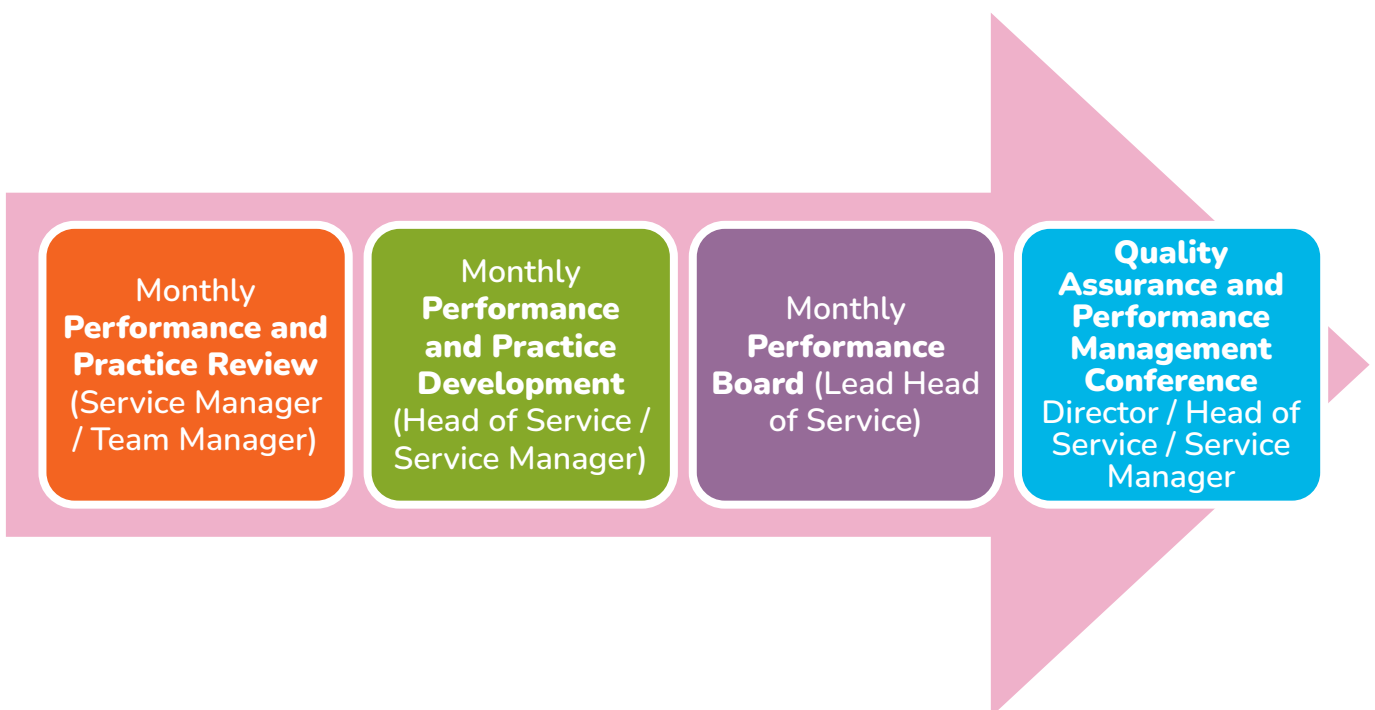
The key responsibilities for quality of practice across roles is outlined below. Oversight is provided through the Performance Board, which serves as the central governance structure for monitoring, reviewing, and driving improvements in practice across the Children and Families Service.

The Performance Board is chaired by the Lead Head of Service and includes Heads of Service, Service Managers for Sector Led Improvement/Families First, Assurance and Development, Practice and Learning Hub and Business Intelligence.

Performance Board is responsible for:

- Reviewing the Continuous Improvement Plan and monitoring the implementation and impact of the Quality of Practice Framework
- Overseeing headline findings and themes from all quality of practice activities
- Agreeing service-level actions and improvement plans to address learning and development needs
- Receiving assurance on the progress and impact of these actions, ensuring they lead to measurable improvements for children, young people, families, and carers

This governance structure ensures that quality assurance is embedded at every level and that learning leads to meaningful change across the service.



See appendix for more details.

Roles and Responsibilities

Elected Member responsibilities

- Provide strategic oversight of performance management across the Children and Families Service
- Scrutinise and challenge service performance and improvement initiatives to ensure accountability
- Hold senior leaders to account for the delivery and outcomes of services within their areas of responsibility

Senior Leadership responsibilities – Executive Director and Director

- Champion the voice of children, young people, and families to inform and improve practice and service delivery
- Advise elected members on strategic direction, performance priorities, and service development
- Set clear, outcome-focused targets and performance standards to drive continuous improvement
- Challenge and support Heads of Service in developing and implementing robust action plans to address under-performance
- Identify and manage strategic and cross-cutting performance themes, risks, and opportunities across Children and Young People's Directorate
- Ensure robust contributions to strategic reports, including quarterly performance updates, highlighting actions taken to address areas of concern
- Embed a culture of performance management throughout Children's Services, ensuring it is integral to everyday practice and decision-making

Head of Service responsibilities

- Ensure performance is effectively managed and continuously improved across all service areas, meeting the expectations of children, families, and the wider community
- Champion the voice of children, young people, and families to inform and shape service delivery
- Promote and embed a strong performance management culture within service areas
- Hold Service Managers to account for performance at service, team, and individual levels, providing both challenge and support to address underperformance
- Monitor and analyse service standards and performance, identifying opportunities for continuous improvement
- Integrate performance management into service planning, staff appraisals, and supervision processes

- Report regularly to Members, Senior Leadership Team (SLT), and Directorate Leadership Team (DLT) on service performance, including strategic plans and budget alignment as requested
- Ensure accurate and timely collection, validation, and submission of national and local data returns
- Communicate the importance of key performance indicators and ensure data quality across the service
- Provide required evidence and documentation for inspections and external reviews
- Offer annual assurance on the effectiveness of controls in place to mitigate performance risks
- Promote awareness and consistent application of the approved Quality of Practice Framework among all relevant staff

Service Manager responsibilities

- Manage and improve performance across service areas, ensuring alignment with council and service priorities
- Utilise available performance information to ensure that statutory duties and expectations for service delivery for children are being met for children in their teams
- Promote and embed a strong performance management culture within their teams
- Regularly review and analyse performance data and intelligence to identify trends, risks, and opportunities
- Lead restorative learning and supervision audits, ensuring learning is shared, understood, and acted upon
- Identify performance improvement needs and implement targeted improvement plans
- Ensure performance management is integrated into service planning and staff development
- Report key performance updates to Heads of Service through monthly Performance and Practice Development meetings, highlighting quality and impact of practice
- Maintain awareness of and promote the Quality of Practice Framework across their service

Team Manager responsibilities

- Manage and improve team-level performance in line with service expectations and priorities
- Utilise available performance information to ensure that statutory duties and expectations for service delivery for children are being met for children in their teams.
- Ensure the voices of children, young people, and families inform practice and service delivery

- Monitor and analyse team performance, identifying areas for improvement and innovation
- Hold staff to account through regular supervision, support, and challenge to address under-performance
- Embed performance management into team planning, meetings, and one-to-one supervision
- Complete audit activity
- Ensure accurate and timely data capture and reporting
- Promote awareness and consistent use of the Quality of Practice Framework

All staff responsibilities

- Contribute to and manage performance effectively within their individual roles
- Ensure the voices of children, young people, and families inform and improve practice and service delivery
- Take responsibility for understanding and managing their own performance, including identifying areas for development
- Record work accurately and promptly to support reliable data capture and reporting
- Maintain awareness of performance management processes and contribute to service improvement where appropriate
- Support the collection and use of performance indicators and help improve customer satisfaction
- Adhere to data quality principles and remain informed about relevant corporate and service priorities
- Contribute to internal and external audits by providing documentation, attending workshops, and supporting the development of the annual performance report
- Actively participate in performance improvement initiatives and continuous learning

Appendix 1

Overview of quality of practice evaluation activities

This table outlines the key activities used to evaluate the quality of practice across Children and Family Services, including their frequency, associated evaluation methods, responsible roles, and how findings are monitored and used to drive improvement.

Evaluation activity	Frequency	Linked evaluation methods	Responsible roles	Monitoring and improvement mechanisms
Supervision	Monthly	PE, PM, PL	Line Manager Practitioner	- Performance and practice development meetings - Performance board
Performance and Practice Development Meetings	Monthly	PE, PM, PL	Head of Service Service Manager Team Manager	- Performance board - Team meetings - Service plans - Supervision
Performance Board	Monthly	PE, PM, PL	Directors Heads of Service Performance Team	- QAPM - Self-assessment
Quality Assurance and Performance Management Conference (QAPM)	Quarterly	PE, PM, CA, F, PL	SLT Service Managers	- Self-assessment - Continuous improvement plan
Case Audit Cycle	Six-weekly	PE, PM, CA, F, PL	SLT Service Managers Team Managers	- Performance and practice development meetings - Performance board - QAPM
Thematic Audit Cycle	Bi-monthly – outlined in service plans		Auditors	
Practice Weeks	Bi-annually	PE, PM, CA, F, PL	Identified Practice Week Group Practice and Learning HUB	- QAPM - Team meetings - Manager meetings - Team plans
Self-Assessment	Continuous / Annual	PE, PM, CA, F, PL	SLT	QAPM
Continuous Improvement Plan	Quarterly	PE, PM, CA, F, PL	Lead Head of Service Assurance and Development Team	QAPM
Service-Wide Quality of Practice Report	Bi-annual	PE, PM, CA, F, PL	Head of Service (Quality and Impact)	QAPM

Key to evaluation methods:

PE	Practice Evaluation	F	Feedback
PM	Performance Management	PL	Practice Leadership
CA	Collaborative Audits		

Appendix 2

Monthly Performance and Practice Review Meetings (MPAPRM)

Service Managers will meet with their Team Manager at least monthly to:

- Review their POD / team key performance indicators (KPI)
- Analyse POD/team level performance in line with service expectations and priorities
- Explore data in context to understand strengths and areas for development
- Consider how we deliver services our children, families and communities, including use of feedback/audits
- Embed performance management into team planning, meetings, and one-to-one supervision

At each meeting, the following will be agreed:

- What's going well? Does the data align with quality assurance findings?
- What are we worried about? Do we understand the story behind the data? Is further dip sampling needed?
- What needs to happen? Agree and assign SMART actions (Specific, Measurable, Achievable, Realistic, Timed) with clear ownership and accountability

Action Tracking and Escalation:

- All actions must be updated or completed before the next meeting
- Record of meeting to be submitted to Quality and Impact Team
- Escalation points will be agreed and reported by exception at the next Monthly Performance and Practice Development Meetings (Head of Service Lead)

Appendix 3

Monthly Performance and Practice Development Meetings (MPAPDM)

Heads of Service will meet with their Service Managers at least monthly to:

- Review key performance indicators (KPIs) at both county and locality levels
- Analyse performance data in context, identifying trends and underlying causes
- Explore the narrative behind the data, including team dynamics, audit findings, and practice insights
- Agree on urgent actions where performance recovery is required
- Identify key issues for escalation and reporting by exception to next Monthly Performance Board

At each meeting, the following will be agreed:

- What's going well? Does the data align with quality assurance findings?
- What are we worried about? Do we understand the story behind the data? Is further dip sampling needed?
- What needs to happen? Agree and assign SMART actions (Specific, Measurable, Achievable, Realistic, Timed) with clear ownership and accountability

Action Tracking and Escalation:

- All actions must be updated or completed before the next meeting
- Record of meeting to be submitted to Quality and Impact Team
- Escalation points will be agreed and reported by exception at the next Monthly Performance Board

Appendix 4

Monthly Performance Board (MPB)

Provides strategic oversight of performance across Children and Family Services. Brings together key data, insights, and assurance updates to support informed decision-making and drive continuous improvement.

Attendance and structure

The Performance Board is chaired by the Lead Head of Service and includes Heads of Service, Service Managers for SLIP/Families First, Assurance and Development and Practice and Learning Hub and Business Intelligence. The Head of Service for Quality and Impact coordinates all quality of practice activity and identifies service-level themes for review.

1. Quality assurance and continuous improvement update

- Headline quality assurance data
- Key learning from audits
- Feedback from children, young people, parents, and carers
- Complaints data
- Summary of what's going well, what we're worried about, and what we're doing about it
- Review of the continuous improvement plan and monitoring of the implementation and impact of the Quality of Practice Framework
- Oversight of headline findings and themes from all quality of practice activities
- Agreement on service-level actions and improvement plans to address learning and development needs
- Assurance on the progress and impact of these actions, ensuring they lead to measurable improvements for children, young people, families, and carers
- Oversight of RAG escalation themes from IROs and LCPP
- Oversight of significant incident notifications

2. Finance update

- High-level cost centre overview, highlighting areas of underspend and overspend
- Actuals versus budget and forecasting
- Unit costs of internal and external care provision, benchmarked against other local authorities
- Staffing costs and financial projections

3. HR update

- Monthly staff turnover
- Vacancy rates (% permanent versus agency posts)
- Staff sickness levels
- Staff sentiment and engagement

4. Management updates

Heads of Service present performance in their areas based on last month's children's data, performance and practice development meetings and audits

5. Business Intelligence Update

- Summary of recent statutory returns and national performance updates
- Review of key metrics

Appendix 5

Quality Assurance and Performance Management Conference (QAPM)

A quarterly conference designed to bring together leaders from across Children and Family Services to reflect on performance, quality, and impact a key part of our governance and learning cycle, ensuring that we remain focused on improving outcomes for children, young people, and families.

Purpose and focus

The Performance Board is chaired by the Lead Head of Service and includes Heads of Service, Service Managers for SLIP/Families First, Assurance and Development and Practice and Learning Hub and Business Intelligence. The Head of Service for Quality and Impact coordinates all quality of practice activity and identifies service-level themes for review.

The QAPM Conference provides a structured opportunity to:

- Review all available performance and quality assurance information across the service
- Triangulate data, audit findings, and feedback from children, families and professionals
- Identify what is working well and where improvements are needed
- Share learning across service areas and agree collective actions
- Demonstrate the real-world impact of our work on the lives of children and families

At the heart of the conference is a commitment to evidence-informed practice and shared accountability. By looking at performance from multiple perspectives, we ensure a balanced and accurate understanding of our strengths and areas for development.

Attendance and structure

The conference is chaired by the Director/Lead HoS and attended by:

- Senior Leadership Team (SLT)
- Service Managers
- Representatives from Quality and Impact and Business Intelligence

This approach ensures that all tiers of leadership have a shared understanding of performance and are aligned in their response to challenges and opportunities.

Key features

- Whole-system learning – bringing together insights from the Quality Assurance Framework and Performance Management Framework
- Impact-focused discussions – centred on the difference we are making for children and families
- Collaborative problem-solving – identifying cross-cutting themes and agreeing SMART actions
- Performance storytelling – understanding the narrative behind the data and using it to drive improvement

The QAPM Conference complements the monthly performance board by providing a broader, reflective space to consolidate learning, celebrate success, and plan for sustained improvement.

Appendix 6

Quarter	Month	Quality of practice activity
1	April	Performance and Practice Development Meetings Performance Board Q4 Quality Assurance and Performance Management Conference
	May	Performance and Practice Development Meetings Performance Board Back to the Floor Day
	June	Performance and Practice Development Meetings Performance Board
2	July	Performance and Practice Development Meetings Performance Board Q1 Quality Assurance and Performance Management Conference
	August	Performance and Practice Development Meetings Performance Board
	September	Performance and Practice Development Meetings Performance Board Practice Week
3	October	Performance and Practice Development Meetings Performance Board Q2 Quality Assurance and Performance Management Conference
	November	Performance and Practice Development Meetings Performance Board Back to the Floor Day
	December	Performance and Practice Development Meetings Performance Board
4	January	Performance and Practice Development Meetings Performance Board Q3 Quality Assurance and Performance Management Conference
	February	Performance and Practice Development Meetings Performance Board
	March	Performance and Practice Development Meetings Performance Board Practice Week

Appendix 7

Example of form to be used for Performance and Practice Review/ Development Meetings

Head of Service	
Team / Pod	
Team Manager	
Service Manager	
Date of report	

Warwickshire's current priorities identified	
	Supervision to be completed in line with Practice Standards (service target 95%)
	Children to experience timely visits in line with Practice Standards (service target 95%)
	Family Help Assessments completed within • 10 working days % • 20 working days %
	Children's records contain an updated chronology (95%)
	Children's plans are reviewed and updated regularly in line with practice standards (95%)
Service specific targets (to be agreed between HOS and SM)	
	S47 to be completed within five days (100%)
	ICPC to be held within 15 working days
	Contact and referrals to be progressed within three days
	Assessments to be allocated within one day
	Restorative learning audit six weekly completion
	Supervision audit six weekly completion
	Thematic audit findings – (to be completed quarterly defined by the service plan)
	Children in care health assessments
	Children in care dental checks
	Family Network Meeting offered/ held
	Quarterly summary to be completed
	Unregulated placement
	Stability of worker

What has gone well over the last month and why?		
What has not gone so well and why?		
Number of RAG – findings Number of complaints/compliments – findings		
Feedback from CYP / Families / IRO & LCPP (RAG)?		
Are you aware of any barriers that impact on your pod/service performance and if any what support do you need to overcome them?		
Review of actions from last PAPDM		
Next Steps		
What	Who	When

Appendix 8

Methods of quality assurance

The Children and Families service use a combination of qualitative and quantitative approaches to evaluate the quality and impact of the Children and Families service to ensure outcomes are realised.

Engagement is crucial to our quality assurance strategy. We aim to involve children, families, staff, and partners in our processes to ensure their perspectives and feedback shape and influence our services.

The following methods of quality assurance are used to monitor KPIs and outcomes, these include:

- **Performance management data from:**
 - o Power Bi dashboards
 - o Weekly and monthly data management reports
 - o Regional and national quarterly data reports
 - o Children's service analysis Tool ChAT
- **Feedback from staff from:**
 - o Staff surveys
 - o Social work health check survey
 - o Regular team check-ins
- **Internal qualitative feedback on practice from:**
 - o Service specific partnership assurance activities
 - Children's homes will include
 - Regular monitoring of the activities within Children's homes
 - Six weekly thematic visits to the children's homes from the Head of Service and Service Manager
 - A formal review of Quality of Care (regulation 45) completed by the Registered Manager of a Children's home
 - Fostering service will include
 - Adherence to National Fostering Minimum Standards 2011
 - o Routine restorative learning audits
 - o Thematic audits
 - o Supervision audits
 - o Internal learning and case reviews
 - o Service and practice reviews
 - o Independent reviewing officers
 - o Practice weeks

- **Feedback from:**
 - o Children, young people and families
 - Children in Care council
 - Care leavers forum
 - Warwickshire Youth Council
 - Impact (Young Person's forum for SEND)
 - Parent Carer Voice
 - Parents Forum
 - Complaints, comments and compliments
 - Feedback survey
 - o Partners
 - Multi-agency audits
 - Statutory child safeguarding reviews
 - Warwickshire Safeguarding Children Partnership
 - o Other external sources
 - Peer reviews
 - Statutory inspections, including annual OFSTED inspection of local authority services, Children's homes and HMIP inspection of Youth Justice Services
 - Case studies and examples
 - Children's homes independent visitors

Appendix 9

Practice week

A dedicated, thematic week within the Children and Families Service designed to strengthen frontline practice, deepen reflective learning, and drive continuous improvement across the workforce. It brings together practitioners, managers, and leaders through a coordinated programme of events, workshops, and quality assurance activities, all focused on a key area of practice such as Neglect, Child Exploitation, or Voice of the child. The week begins with a high-profile launch event, includes targeted learning sessions, and culminates in shared reflections and commitments to action.

The purpose of Practice Week is to create a focused space for learning, challenge, and celebration of good practice. It supports the development of a confident, skilled, and reflective workforce by aligning learning with real casework and service priorities. Through themed Quality Assurance (QA) activity and practitioner engagement, Practice Week provides a valuable opportunity to identify strengths, surface areas for development, and embed learning into everyday practice. It is a key mechanism for ensuring that improvement is not only strategic but also lived and experienced by practitioners on the ground. This approach aligns with Ofsted expectations around learning culture, leadership visibility, and evidence of impact on outcomes for children and families.

Example of children's services practice week outline

Theme of the week:

"Tackling Child Exploitation – Strengthening Practice, Partnership, and Prevention"

Day 1: Monday – Launch and inspiration

- **Morning: Online launch event**
 - o Welcome by Director of Children and Families Service
 - o Keynote Speaker (national expert or lived experience speaker)
 - o Overview of the week's theme, goals, and activities
- **All Day: Director's themed blog published**
 - o Reflections on the theme
 - o Strategic priorities
 - o Call to action for staff

Day 2: Tuesday – Deep dive workshops

- **Targeted workshops (online/in-person)**
 - o Workshop 1: Recognising early signs of [Theme]
 - o Workshop 2: Multi-agency working and information sharing
 - o Workshop 3: Trauma Informed Practice in Context
- **Optional lunch and learn session**
 - o Case study discussion or practitioner-led session

Day 3: Wednesday - Practice in focus

- **Themed QA activity**
 - o Audit or dip sample of cases related to the theme
 - o Reflective discussions in teams
 - o Use of audit tools aligned with the theme
- **Team-based learning**
 - o Encourage teams to review findings and identify learning points
 - o Share good practice examples

Day 4: Thursday – Voice and Impact

- **Voice of the child and family**
 - o Panel or video session with young people or families with lived experience
 - o Discussion on how practice can better reflect their voices
- **Workshop: Embedding participation in practice**
- **QA feedback loop**
 - o Share emerging findings from QA activity
 - o Invite practitioner feedback

Day 4: Friday – Reflection and next steps

- **Celebrating practice**
 - o Highlight stories of good practice across the service
 - o Staff shout-outs or awards
- **Closing session**
 - o Summary of the week's learning
 - o Commitments to action
 - o Next steps and follow-up plans
- **Feedback survey**
 - o Gather staff input on the week's impact and suggestions for future themes

Appendix 10

Back to the Floor Week

Purpose and overview

A dedicated initiative where senior leaders including the Executive Director of Children and Young People Services, Director of Children and Families, and Heads of Service spend time embedded within children facing teams across the Children and Families Service. The aim is to strengthen leadership visibility, deepen understanding of frontline practice, and foster a culture of openness, learning, and continuous improvement.

This initiative provides a unique opportunity for senior leaders to:

- Hear directly from practitioners about the children and families they are supporting
- Observe day-to-day practice and decision-making
- Celebrate what is working well
- Understand the challenges and barriers staff face in delivering high-quality services

Back to the Floor Week complements formal quality assurance activity by providing qualitative, real-time insights into the lived experience of practitioners and the children they support.

The week supports improvement by:

- Identifying systemic issues or practice barriers that may not be visible through data alone
- Highlighting examples of excellent practice that can be shared and scaled
- Strengthening the feedback loop between frontline staff and senior leadership
- Informing strategic priorities and workforce development plans

Insights gathered during the week will be collated and analysed alongside audit findings and performance data to inform service planning and improvement activity. A summary report will be shared demonstrating how leadership is actively listening, learning, and acting on what matters most to children, families, and practitioners.

Example structure of the week

Each senior leader will:

- Spend time with a different team or service area (e.g. Family Help, multi agency child protection team, Children in Care, Family Connect)
- Participate in team meetings, shadow visits (where appropriate), and engage in reflective discussions with staff
- Capture insights through structured reflection templates aligned with QA themes



The Warwickshire Families First approach is endorsed by the Warwickshire Safeguarding Children's Partnership and involves agencies across the county working together to help children and young people be heard, safe, healthy, skilled and happy.



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