

FOI Status: Public	CHILDREN AND YOUNGER ADULTS DEPARTMENT	Version: 6.1 Review Due: Nov 2011
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QUALITY MANUAL FOR CHILD PROTECTION AND CHILDREN IN CARE SOCIAL CARE SERVICES

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

3. Summary and Contents

This document demonstrates the quality management system supporting safeguarding services in Derbyshire CAYA Social Care. It includes the experiences of Children in Care as well as the Child Protection processes we use. It shows where other departmental and corporate policies, customer satisfaction activity, and the department's business plan underpin this system.

This document will continue to evolve over time with the participation of staff and others in shaping its processes, and changes required through the Safeguarding Board.

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1. Quality Improvement Policy

This document sets out the specific requirements of those working in children's social care with children in need where there are child protection concerns, or with children in care. Our 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 County Council's vision is to *improve life for local people by delivering high quality services.*

The Department's vision is to secure the best outcomes for children and young people by:

- Ensuring and maintaining excellent services
- Delivering services which recognise the needs of particular communities, focusing on those with poorer outcomes. Integrating governance, strategy, processes and front-line services where evidence suggests significantly improved outcomes for children and young people
- Working closely with the voluntary and community sector and the private sector
- Listening and responding to the voice of all children, young people and their families
- Emphasising the importance of prevention by redirecting services, wherever possible, to ensure intervention at the earliest possible stage
- Valuing and responding to diversity

There are policies on using the council's voicemail, reception, fax, email and on greeting visitors.

In our **Service Delivery Plan 2009/2014** we set out the current evaluation of the quality of our service and additional targets for service improvement.

“Derbyshire County Council plays a vital role in delivering high quality, value for money services that impact on all aspects of local peoples' lives. In 2008, the council once again secured the highest rating under the Audit Commission's Comprehensive Performance Assessment (CPA) regime. The council has received a **4 star rating** each year since the Assessment framework was introduced in 2002 and the authority is described as “**improving well**” in terms of its direction of travel. Both resident and employee satisfaction with the council is high with almost 85% of Derbyshire residents recently surveyed as part of the Citizens Panel saying that they were very or fairly satisfied with their neighbourhood as a place to live.

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The Children and Younger Adults Department plays a key role in delivering a wide range of services to local people and communities in the county. This includes:

- Leadership of the Children and Young People’s Trust Partners to improve outcomes for all children
- Improving the health of children and young people, including the reduction of teenage pregnancy, increasing breastfeeding and halting the rise in childhood obesity
- Safeguarding children
- Looking after children in care well through good quality fostering, adoption and residential care services
- A range of support to schools and settings to provide good quality care and education.
- Enjoyable positive activities which encourage the development of cultural, artistic and sporting development
- Support for disabled children and their carers
- Encouraging people to become fully involved in the delivery and planning of services
- Services which help young people to grow into successful adults.”¹

Within this document there are specific targets to safeguard children including:

- Secure better understanding of threshold with our partner agencies through “Meeting the Needs of Derbyshire Children” distributed widely.
- Monitoring best practice in multi-agency work by focusing on re-registration rates , implementing the common assessment framework for other agencies and developing information sharing index
- Working to promote safeguarding of children who are looked after- placement stability, attainment, and well being, monitoring and assuring through using ISO 9001:2008 across the child in care’s experience of commissioning of care and provision of services.

In addition the **Children and Young People’s Plan** looks at all the services that need to be prioritised to meet the five outcomes.

The **Derby & Derbyshire Safeguarding Children Board** launched its new **Safeguarding Procedures** jointly with Derby City Council in March 2007, and reviewed and updated them in 08. The standards required of social care staff in their practice are embedded in these procedures. Briefings have been provided on the procedures to all staff and managers, and all new staff are directed to the procedures as part of their induction. A range of training is available to all staff appropriate to their responsibilities and learning needs. There are specific new

¹ Children & Younger Adults Department Service Plan 2009-2014

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requirements concerning communication with parents and children and the conference process. These standards are based on our knowledge of the wishes and feelings of those taking part in consultation activities around the child protection process.

In addition the [Children in Need Practice Guidance](#) (2007) 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. These follow government recommendations in Working Together and these messages are attached to this document as appendices. The document [Meeting the Needs of Children in Derbyshire](#) sets out an understanding of thresholds and what the public and other agencies can expect from social care. This was widely distributed on launch, and is referenced. Additional practice guidance is in the [Children's Recording Manual](#) (2005 currently under review) covering how services should be delivered as well as how they should be recorded and in the [Policy & Practice Guidance for Staff in Children's Homes](#) (2009) setting out standards of corporate parenting. In addition there is a range of corporate and departmental policies and procedures covering how staff should behave which are issued on appointment and available to view on the council intranet.

Family Support Centres have adopted a set of customer standards relating to their support for good parenting, assessment of safeguarding concerns, supervised Contact for children in care, and working in partnership and with diversity.

Internal Audit Process

DCC Social Care Children's Services are committed to a process of continual improvement to the child protection service and safeguarding children in care. The standards in ISO 9001:2000 have been adopted since 2004. It has improved consistency across a large local authority in child protection processes and the extension into working with children in care is aimed to work correspondingly in the coming years.

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.

Audits have during 2003 to 2006 focused on the standards in the procedures which focus on the recommendations from Lord Laming. These recommendations are attached to this document to enable a wider readership. In

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addition the link to the full document is provided. From 2006 the audit was based on Working Together (2006) requirements.

In 2010 the audits have embraced the Working Together (2010) requirements and incorporated recommendations made in two unannounced Ofsted Inspections in October 2009 & October 2010. Findings from the audits form the basis of action planning to look at a range of processes that are focussed towards the enhancement of practice and now also include an increased audit focus on the Business Service support role to children's social care teams.

The reports are all taken to the steering group for monitoring and reviewing the results from internal audit and external assessment. Internal audit reports are distributed amongst relevant staff and are available from the Quality Division. The procedure is within this document along with standards expected of auditors.

Districts are encouraged to self-audit at regular intervals throughout the year and a [shortened audit tool is available for this purpose.](#)

Customer Charter

Derbyshire County Council has a customer charter that covers all its Departments and activities and sets out the minimum level of service that local people can expect. This is "[Putting People First](#)". This is referenced at the end of this document. Training is provided to staff.

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2. Core Processes

The activities of the service are defined in the Derby & Derbyshire Safeguarding Children Board's (DSCB) [Derby and Derbyshire Safeguarding Children Procedures](#) and the associated departmental work instructions including the [Children in Need Practice Guidance](#). All of these documents are available on the Dnet and hard copies kept and maintained at key sites. 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 is currently a review of procedures covering commissioning these services (governed by the Children Act 1989, 2004, and subsequent legislation and guidance). The integrated Children's system and the Framework-i computer software monitors and guides the allocation and activities of this activity in assessment, planning, commissioning and review.

Customer satisfaction and consultation are addressed by the department's user involvement strategy which is currently under review.

The child's record is the key document to capture the wishes and feelings of the child. It also captures the views of parents, carers and relevant others. Regular reviews are a particular focus to generate documentation of this individual consultation. Provider services are required to undertake regular consultation with users.

There are specific tools used to enhance our understanding of children's views such as 'Listen Up' for disabled children, 'Take Part' (Child Protection conferences) and 'How was your review'. Learning from these processes is reinvested in staff through specific training events. An example is 'Total Respect' which also is delivered by young people to our staff and managers. The Children's Rights Officer also has a range of participative and involvement activities with children and young people - predominantly Children in Care. Recent initiatives include developing a user forum, extending and enhancing access to advocacy for children in care to improve transition planning and events to improve children's ability to enjoy and achieve. Advocates are available for any child wishing to make a complaint. In addition independent visitors are available for those children in care who have little contact with family where this is appropriate.

Continual Improvement occurs basically by the following processes:

- Customer requirements: legislation, expectations learnt directly from children (so that is the child is the centre of all that we do) and messages

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from research.

- Operational management decide the most appropriate methodology to implement the necessary changes to meet these requirements. The 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 Assistant 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. Reports by the Assistant Director are presented for scrutiny to SMT and Cabinet. Management of Risk is a high priority for this reporting strategy. The service is extensively regulated and monitored by the government, in particular by Ofsted.
- Service user customers 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 (which can also be accessed via the Call centre Call Derbyshire posting relevant items to enquirers). A DCC free newspaper Derbyshire First is delivered to every household.

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- Other agency ‘customers’ are involved through individual review process; local District Safeguarding Boards, local strategic partnerships, and county wide inter agency forums including Derbyshire Safeguarding Children Board (DSCB).
- Service users and carers are consulted about the service they receive as part of their participation in review processes. Users of Family support centres 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](#). The process and some results are available to read in the Department’s [Children's Act Complaints - Annual Report](#) which is presented to Ofsted annually. In addition quarterly reports are made available to children’s front line managers and above on compliments and complaints and the learning points for the organisation from them.
- 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.
- In addition the 8 strategically located Family Support Centres have been awarded the Customer Service Excellence Standard in 2010. They demonstrated they have a deep understanding and commitment to Customer Service Excellence. They are a child-centred service working with families to ensure support for good parenting, assessment of safeguarding concerns and supervised contact for children in care. Within this the centres self-assess how they match up to the centre standards, and this self-assessment is reviewed by annual visits by the quality assurance managers. Commitment to the standard was found from Senior Management levels through to operation and front line staff.
- External assessment also monitors the continual improvement cycle through Joint Area Review, Performance Assessment Framework (PAF) results, Star rating from the Department for Children, Schools and Families and the Comprehensive Performance Assessment (CPA) rating. All

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inspections include elements of consultation with service users and carers as well as local people as a whole. The information gained by this activity also informs departmental planning. It is available on government websites. Action plans are in place for shortfalls identified and regulators ensure these plans are delivered. Outcomes for children in Derbyshire are overall felt to be good by statutory regulators.

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3. Internal Audit Procedure - Version 12 (April 09, Vicki Dudley)

Summary

- The audit tool will cover evidence found on records and observed and heard evidence from front line staff and managers.
- The case audit will be of a random sample of Child Protection (CP) Looked after Children (LAC) and threshold cases and will be organised to cause the least disruption to services.
- The internal audit will be consistently applied to the following processes.

1. Definitions:

- 1.1. Child protection record: as defined by a CP episode on Framework-i. The audit may look at open episodes, those recently closed, or at thresholds on initial contacts.
- 1.2. LAC record: as defined by an open looked after episode on Framework-i, as above.
- 1.3. Threshold case: where the referrer has suggested meets our CP threshold, and we do not immediately raise a s47 but deal with under s17.
- 1.4. A random selection will be generated by the Information, Research & Analysis Service (IRAS).
- 1.5. Previously audited files: these records may be audited again by the team on any future date without prior notification to monitor and review actions taken following an audit.

2. Information, Research & Analysis Service will provide:

- 2.1. the personal numbers, names and date of birth of a specified number of randomly generated records per district (including children's disability) no later than 10 days prior to the audit;
- 2.2. additional data on related services as required to assist the audit.

3. The Senior Business Services (BS) Manager will:

- 3.1. forward audit information to their staff;
- 3.2. provide guidance to the BS auditor on the day of the audit;
- 3.3. assist the audit by requiring their staff to both prepare for the visit (booking rooms etc) and be available to the audit team subject to the exigencies of the service;
- 3.4. assist the audit by providing an auditor of suitable experience and competence amongst their management team to take part in audits elsewhere of their peers as requested by the lead auditor.

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4. The Casework Auditor will:

- 4.1. Meet with the lead auditor prior to first audit as an induction to process;
- 4.2. Discuss neutrally their findings and explore issues with the key worker and/or SM if available on the audit day: particularly gathering information on any missing information;
- 4.3. Complete the audit tool companion electronically;
- 4.4. Seek advice and discuss with other audit team members as appropriate;
- 4.5. Give praise on quality of recording and practice where warranted;
- 4.6. Channel evidenced criticism of practice via the senior manager on the audit team;
- 4.7. Understand that auditing is a process of critically judging evidence against set standards;
- 4.8. Not seek to identify an alternative case management decision or act to directly influence the management of the case;
- 4.9. Identify any quality problems and/or specific examples of good practice to the senior children's manager in the audit team;
- 4.10. Complete the audit tool fully including the summary of actions for review with the assistance of the lead auditor as necessary, following discussion with the senior manager in the audit team;
- 4.11. Understand that this audit tool will be discussed with the District Manager by a senior manager as soon as possible. It will be passed via line management supervision to the key worker so that lessons can be learnt and good practise recognised and praised. The audit tool will then be uploaded on to the child's record by the district BS staff;
- 4.12. Confine one's concerns about the findings of the audit to the audit team on the day, or via the lead auditor (QASM) following the audit;
- 4.13. Observe confidentiality and respect for fellow professionals (see 'Standards' below).

5. The Senior Manager in the Audit Team will:

- 5.1 Have an overview of every case record audited in addition to those audited personally.
- 5.2 Gather information concerning the general management of the child protection and looked after service at that site through discussion with staff, front line managers and observation.
- 5.3 Discuss with relevant BS managers any issues arising through the audit on the functioning of BS in supporting the CP and LAC service.
- 5.4 Raise any particular concern with the District Manager (Safeguarding) on the day or as soon as practicable.
- 5.5 In particular agree with the audit team any serious concerns which have potential outcomes for the child and request a Corrective Action record be started by the lead auditor.
- 5.6 Ensure that the lead auditor (QASM) has passed over and discussed

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with the District Manager the audit tools, and any corrective action records.

- 5.7 Raise any specific concerns concerning the underpinning safety of the service with Assistant Director (Safeguarding) as soon as practicable.

6 The Lead Auditor QASM (ISO 9001) will:

- 6.1 Compile a report on audit in each Area. Provide this report to the, Assistant Director (Safeguarding) District Manager, and Divisional Head of Business Services within 3 weeks of the audit.
- 6.2 Send the electronic audit tools concerning each child to the DM within 3 working days.
- 6.3 Record that the case has been audited on that child's Framework-i record in case notes and by whom prior to completion of the above report.
- 6.4 Act as mediator should there be any dissent, enquiries, or concerns following the audit.
- 6.5 Report to Assistant Director (Safeguarding) any major non-compliance with standards as soon as practicable.
- 6.6 Report the main findings to the Assistant Director (Safeguarding), after each round of audits across the county, including minor non-compliance with standards.
- 6.7 Facilitate the audits in the districts by recruiting team members, rotating venues as appropriate and amending audit tools as required by Operations Manager (Safeguarding).
- 6.8 Provide auditor training and support as required, ensuring that auditors' competencies are met (see 'Standards' below).
- 6.9 Record accepted non-compliance to departmental standards and procedures, actions agreed to remedy major or substantive non-compliance, and the completions of such action to enable compliance. Provide these corrective action reports to Assistant Director (Safeguarding) by the end of each audit round.
- 6.10 Ensure that accepted non-compliance to standards is re-audited when actions put in place to remedy quality problem and signed off appropriately.
- 6.11 Administer records of corrective action.
- 6.12 Report to senior managers the headline issues concerning the conduct and results of the audits and progress in the quality of child protection services in Derbyshire on a regular basis and on request.
- 6.13 Complete an action plan with steering group for ISO 9001 activity.

7 District Managers will:

- 7.1 Assist the audit by requiring their staff to both prepare for the visit and be available to the audit team subject to the exegesis of the service.

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- 7.2 Assist the audit by providing an auditor of suitable experience and competence amongst their management team and staff group as appropriate to take part in audits elsewhere of their peers (see 'Standards' below).
- 7.3 Receive the feedback of the audit from the senior manager in the audit team on the day or as soon as practicable after the audit.
- 7.4 Receive their full audit report from the lead auditor, QASM (ISO 9000).
- 7.5 Communicate with their staff the results of the audit:
 - 7.5.1 discuss through line management the individual case audit tool;
 - 7.5.2 pass the audit tool to the front line manager;
 - 7.5.3 ensure the line manager passes the audit tool to the key worker (prior to BS for inputting) so that lessons can be learnt and good practise recognised and praised;
 - 7.5.4 ensure the line manager understands it is their responsibility to confirm any reason why BS should not upload the completed tool onto the child's file as a record.
 - 7.5.5 discuss with their management group the themes identified in the audit.
 - 7.5.6 pursue any corrective action records through line management and monitor the outcomes of this work through supervision. Return the completed record of any actions taken to the lead auditor, QASM within 4 weeks of the audit.
- 7.6 Report back to Assistant Director (Safeguarding) on any actions required remedying shortfalls which are within their authority, and any departmental issues beyond their control for senior management action.

8 Line Managers will:

- 8.1 Receive the case record audit tool from District Manager and discuss with staff member, viewing record as appropriate.
- 8.2 Put into place any corrective action as appropriate, including monitoring that this has taken place and any outcome in supervision
- 8.3 Respond to the lead auditor, QASM (ISO) with any deficiencies in the audit process, in particular any dispute of fact, either via returning copy of audit tool with completed comments section or comment via email.

9 Assistant Director (Safeguarding) will:

- 9.1 Receive the audit reports and consider what action is required to meet any substantial non-compliance to departmental standards and procedures.
- 9.2 Ensure such corrective action is carried out within the agreed timescale.
- 9.3 Report to the Director and Senior Management Team on performance as appropriate.
- 9.4 Implement, monitor and review the Quality Improvement Policy for Child Protection Services.

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4. Standards for Auditors

The following should assist the development of consistent standards through our audits/reviews of our services.

Behavioural Competencies

- Confidential – both within and without organisation concerning findings;
- Courtesy – give value to those you are auditing, give confidence to senior managers and front line staff, and keep to the audit plan;
- Ethical – build trust to reflect our service first values and to the validity of the process – the benefit to the child in this activity;
- Perceptive – adding value to the process;
- Keeping open mind – understanding other priorities outside audit for local managers;
- Persistent – revisit / check evidence – test your findings;
- Non critical of individuals- your comments should be system focused;
- Self-reliant- reliability, consistency.

Knowledge / Skills Competencies

- The management / business system in place in the organisation;
- Knowledge of HR, business practices and systems – impacts;
- Awareness of our business - enable added value, build trust in auditor role;
- Focus on areas of significance to the organisation.

Lead Auditor: Additional Knowledge/ Skills Competencies

- The auditing process – ISO standards;
- Professional knowledge about quality;
- Modify audit plans to suit organisation;
- Check audit plan meets criteria for all standards / organisation operational delivery/ keeps costs, especially opportunity costs to a minimum;
- Ensure reports are timely, succinct and clear- ideally in language the organisation understands;
- Ensure that any recommendations identify what is feasible and will assist the quality management of the service.

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5. How to find the full reports of the documentation referred to in the Quality Manual

[DCC Customer Charter-](#)

[Derbyshire Safeguarding Children Board Training Development Strategy](#)

Complaints

- [Complaints and Representations section in Policy & Practice Guidance for Staff in Children's Homes](#)
- [Derbyshire Safeguarding Children's Board complaints leaflet](#)
- [Children and Younger Adults Complaints Leaflet and Complaints Procedure](#)
- [Derbyshire County Council Generic Complaints Procedure](#)
- [Complaints and compliments](#)
- [Children Act Complaints - Annual Report \(09/10\)](#)
- [Children and Younger Adults Complaints and Representation Procedure](#)

[Children and Younger Adults Department Service Plan 2009-2014](#)

[Children and Young People's Plan](#)

[Derby & Derbyshire Safeguarding Children Board Procedures \(2008\)](#)

[Children In Need Practice Guidance \(2007\).](#)

[Residential Care Procedures \(2009\)](#)

[Meeting the Needs of Children in Derbyshire \(2007\)](#)

[Adoption Procedures](#)

[Leaving and After Care Procedures](#)

[Fostering Procedures](#)

[Children's Recording Manual \(2005\)](#)

[Children with Complex Needs Protocols & Practice Guidance](#)

[Derbyshire Children's Trust Information Sharing Agreement & Guidance](#)

[Children in Care](#)

[Range of forms available on Dnet](#)

In addition the following documents may be helpful:

[Maps to all our offices and Family Support Centres](#)

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[Derbyshire Common Assessment & Lead Professional Procedures for Children & Young People](#)

[Performance Assessment Framework](#) - links to a range of performance information that is available on request to managers through V drive.

[Working Together \(2010\)](#) - The 2010 guidelines are on the internet.

[Laming Report](#) – link to external website

[Care Matters White paper summary](#) – link to Department for Education (formerly Department for Children, Schools and Families) website

[Anti-bullying in children's homes \(09\)](#) - link to Department for Education (formerly Department for Children, Schools and Families) website

Ofsted Publications:

[Life in children's homes \(09\)](#)

[Annual Performance Assessment 2007 Report on Outcomes](#) Amongst other inspection reports review of relative outcomes for children in Derbyshire.