



# Department for Child Protection

## Child Protection Practice Leadership Framework

*Supporting excellence in practice*



## Document control

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# 1. Introduction

The Department for Child Protection ('DCP' / 'the Department') is committed to driving excellence in child protection practice to support optimal outcomes for children and young people and their families.

Our workforce is made up of highly trained, multi-disciplinary, professional staff who work in a number of different capacities across South Australia, from metropolitan Adelaide to country areas, including remote communities.

An important element of ensuring our work with vulnerable children and young people and their families is of the highest standard possible is providing staff with readily accessible practice leadership to strengthen their practice capability over time.

The work that we do is complex. Every child, young person and family has unique needs but it is important as an organisation that we consistently apply core principles in our ways of working, keep abreast of ongoing developments across national and international child protection practice, and work together to foster a culture of ongoing practice improvement and excellence.

In light of the need to provide staff with the necessary support, guidance and learning opportunities, we have reimagined our approach to practice leadership with the goal of more consistently supporting our staff to achieve practice excellence in their work with children, young people, families and carers, and to build and sustain organisation-wide capacity around strong and effective practice leadership.

## 1.1 Purpose

The DCP Child Protection Practice Leadership Framework (this document, 'the Framework') outlines the approach DCP is taking to provide enhanced, sustainable practice leadership through dedicated 'practice leader' roles.

It also outlines the associated and integrated approach taken by operational leaders across DCP (including the Executive Director, directors, managers and supervisors) to work collaboratively with practice leaders to foster and drive the development of sustainable, consistent and high quality practice across our organisation.

The Framework describes:

- The importance of practice leadership within DCP and its role in supporting our DCP Practice Approach
- The intent, role and function of the practice leader role in helping to foster and drive practice excellence
- The role and function of DCP's other leadership positions in working with and supporting practice leaders to champion consistent, effective and high quality child protection practice.

## 2. Strategic context

DCP's vision is '*for all children and young people to grow up safe, happy, healthy and nurtured to reach their full potential*'. To achieve this, the Department is committed to practice excellence and ensuring staff are well supported to deliver high quality and culturally safe services to children and young people, and their families.

Practice leaders and members of our wider DCP operational leadership team provide an important mechanism to support high quality practice. They do this by providing leadership, expertise, mentorship and guidance to develop a culture of practice improvement. They also promote and pursue practice excellence to improve outcomes for children, young people, their families and carers.

Figure 1 depicts how ‘practice leadership’ acts as an enabler as part of DCP’s wider strategic context to assist us to implement agreed strategies and approaches, deliver on our commitments, and contribute to the achievement of key outcomes.

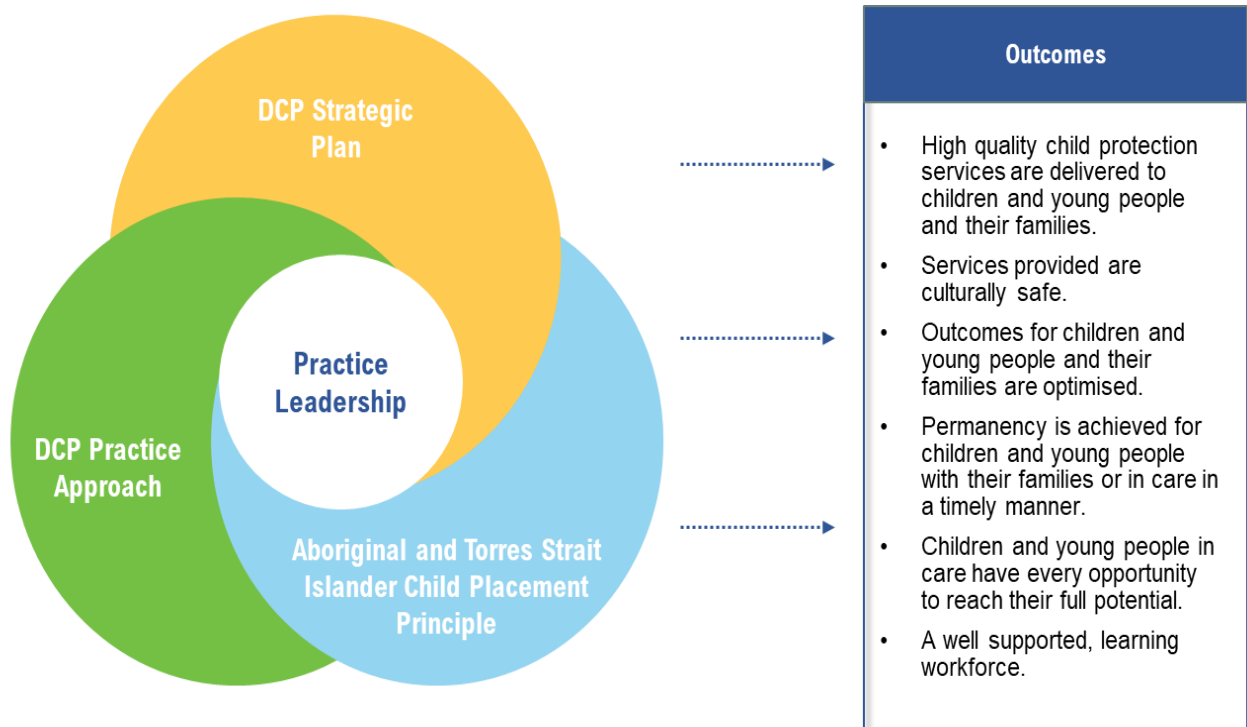


Figure 1: Strategic Context for the Child Protection Practice Leadership Framework

## 2.1 DCP Strategic Plan

DCP have identified ‘achieving practice excellence’ as one of the strategic priorities within the DCP Strategic Plan to help us achieve our vision ‘for all children and young people to grow up safe, happy, healthy and nurtured to reach their full potential’. The role of practice leaders and our wider operational leadership team is critical in assisting DCP to address this strategic priority. This is achieved through supporting staff to strive for best practice in their work and strengthen practice capability, as well as driving a culture of learning, practice improvement and excellence.



## 2.2 DCP Practice Approach

DCP's [Practice Approach](#) outlines how practice should be delivered to support the Department's vision for all children and young people to grow up well cared for, connected and empowered to reach their full potential. The DCP Practice Approach supports our staff and other stakeholders to work together to ensure safety and best outcomes for children and young people. In the context of their role, a key function of practice leaders and of our operational leadership team is to promote the DCP Practice Approach and support staff to apply the DCP Practice Approach in the pursuit of practice excellence.



## 2.3 Aboriginal and Torres Strait Islander Child Placement Principle

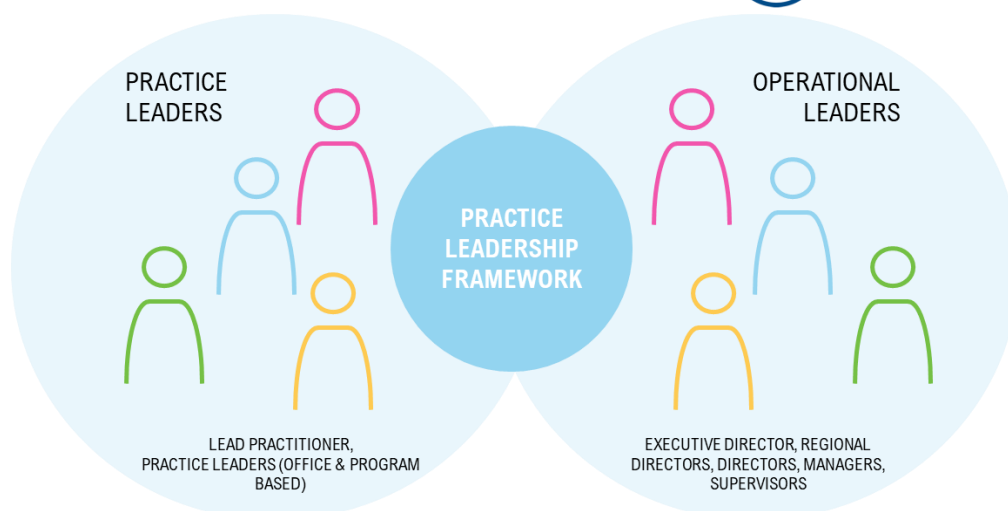
The [Aboriginal and Torres Strait Islander Child Placement Principle](#) recognises the importance of connection to family, culture and Country, and ensures those connections are supported and maintained whenever a child or young person enters the out-of-home care system. The Principle is enshrined in legislation and policy in all Australian jurisdictions. Under the Principle, we must ensure we approach all processes in a culturally appropriate and responsive manner to improve outcomes for Aboriginal children, young people and their families. Consistent application of the Principle is fundamental to our approach to strengthening practice across our organisation.



## 3. Driving practice leadership

DCP's approach to driving strong practice leadership across DCP, consistent with our strategic context, is made up of two key elements which work hand in hand to build and sustain practice excellent across our organisation, as depicted in Figure 2 below:

- **Practice leader roles** | Embedding practice leaders across DCP offices and program areas with a dedicated focus on and expertise in supporting staff and teams to strengthen practice capability.
- **Wider operational leadership** | Application of an integrated practice leadership approach, which involves all DCP operational leaders championing and fostering the fundamental importance of practice excellence across our organisation. This is achieved by working with and supporting practice leaders and by demonstrating strong leadership around the importance and value of consistent, high quality child protection practice as part of their role day-to-day.



**Figure 2: Key elements of Practice Leadership**

Each of these elements is described in more detail in sections 4 and 5 below. The importance of the two elements working together to deliver our reimagined approach to practice leadership cannot be overstated. One element cannot operate effectively without the other. Strong, sustainable practice leadership requires an organisation-wide response. It cannot be driven by a single role or function alone.

## 4. Practice leader role

To maximise consistency and quality in practice across DCP, practice leader roles are positioned across the Department in both local office-based roles and program roles (refer to Section 6.1 for more information about the two role types). All practice leaders share the same broad purpose.

### 4.1 Role overview

Practice leaders have a critical role to play in providing practice leadership across DCP. In undertaking their role, practice leaders:

- provide leadership, professional development and mentoring to staff about the DCP Practice Approach and their daily work with children and young people, and their families and carers
- work closely with the Lead Practitioner and contribute to DCP's program of work to strengthen state-wide practice quality
- work closely with the Executive members, managers and supervisors to champion and drive practice excellence
- participate as part of a network of practice leaders located across individual DCP offices and program areas who work together to drive practice excellence across the organisation
- lead the delivery of best practice professional advice and support to staff, supervisors, managers and directors on complex practice matters
- are classified within the South Australian public sector Allied Health Professionals stream as an AHP4 position. They have a degree level qualification in Social Work which gives eligibility for full membership of the Australian Association of Social Workers.

## 4.2 Practice leader functions

The core functions of practice leaders are summarised under the five key topic areas, as per Figure 3 below:



**Figure 3: Core practice leader functions**

More detail about each of the practice leader functions is provided in *Appendix 1 - Practice leadership functions by role*.

## 4.3 Key attributes

Practice leaders make a significant contribution to practice leadership across DCP. To equip them for success, practice leaders must demonstrate certain core characteristics and qualities. These key attributes are illustrated in Figure 4 below.



**Figure 4: Practice Leader key attributes**

These attributes are used to guide the recruitment and selection of practice leaders, as well as informing approaches to ongoing professional development and performance management for practice leaders.

## 5. Integrated practice leadership approach

Driving practice excellence across DCP is the collective responsibility of all our practice and operational leaders. Our Executive Director, directors, managers and supervisors work in partnership with our practice leaders and the Lead Practitioner to promote and deliver practice leadership across the organisation through an integrated whole of organisation approach.

The key roles our operational leaders play as they collaborate to drive practice leadership across DCP in conjunction with our practice leaders is critical to achieving strong, consistent practice leadership:

- **Executive Director/director (centrally located)** | provides leadership and resources for the integration of practice leadership within and across directorates, including ensuring practice leadership is embedded within strategic planning, policy development and program delivery.
- **Regional director** | provides leadership across DCP offices/regions in the pursuit of practice excellence. This includes investing in resources to strengthen practice and ensuring effective integration of practice leaders as part of local teams.
- **Office manager** | partners with the practice leader and supervisors to monitor practice quality within a DCP office, identify any areas of practice requiring support and strengthening, and establish plans to address these. Works with practice leader to ensure they are locally enabled as far as possible to maximise the impact of their role on driving and enhancing child protection best practice. Engages program practice leaders on specific areas of work as needed.

- **Supervisor** | partners with the practice leader to access expertise to build practice capability for themselves and their team. Collaborates with the practice leader about strategies to maximise the reach of effective, sustainable practice support and guidance to front line staff.
- **Lead Practitioner** | provides leadership and strategic oversight for the promotion and provision of practice leadership across DCP. Ensures practice leaders and staff are well supported to build practice capability and that practice aligns with agreed standards.

*Appendix 1 - Practice leadership functions by role* helps to describe how practice leaders deliver their functions in collaboration with office managers and supervisors to drive and foster contemporary, consistent child protection practice across DCP.

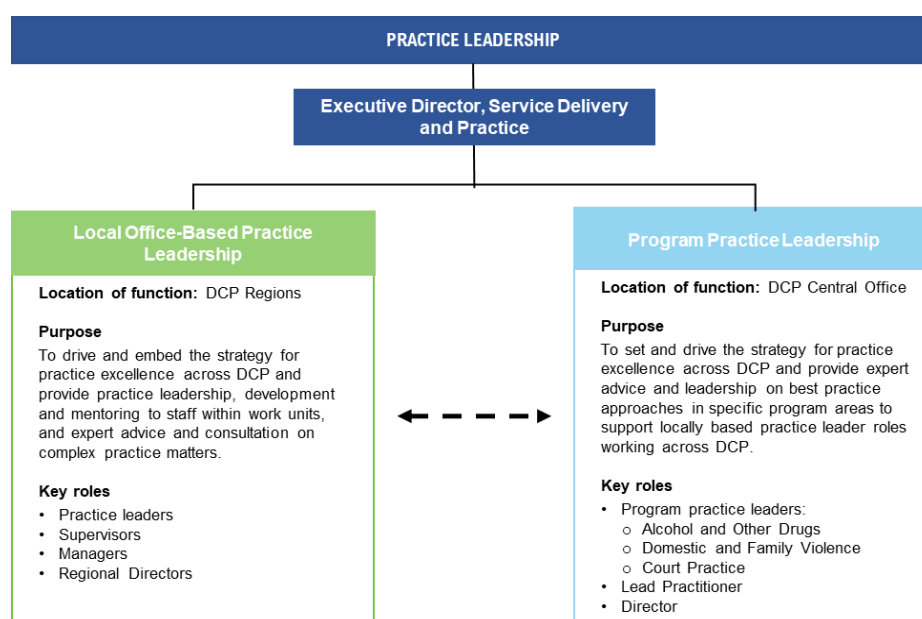
## 6. Practice leader operating model

### 6.1 Organisational structure

Supporting excellence in practice across DCP is fundamental to our ways of working. Achieving this requires an approach that ensures our strategy for practice excellence is contemporary and aligned with national and international best practice. Practice leaders based in DCP offices need to have reliable access to advice and peer support to support them in their roles. For this reason, the Framework is made up of two key components:

- **Local office-based practice leaders**, who drive and embed the strategy for practice excellence across DCP offices and provide practice leadership, advice and mentoring to staff within work units.
- **Program practice leaders**, who set and drive the strategy for practice excellence across DCP and provide expert advice and leadership on best practice approaches in a number of specific program areas to support local office-based practice leaders. These positions are supported by the Lead Practitioner who has strategic oversight of the practice leader network. Program practice leaders are also available for consultation when required.

The organisational structure for practice leadership is illustrated in Figure 5.



**Figure 5: DCP Practice Leadership Organisational Structure**

The distribution of practice leader positions across DCP is summarised in Figure 6 below<sup>1</sup>:

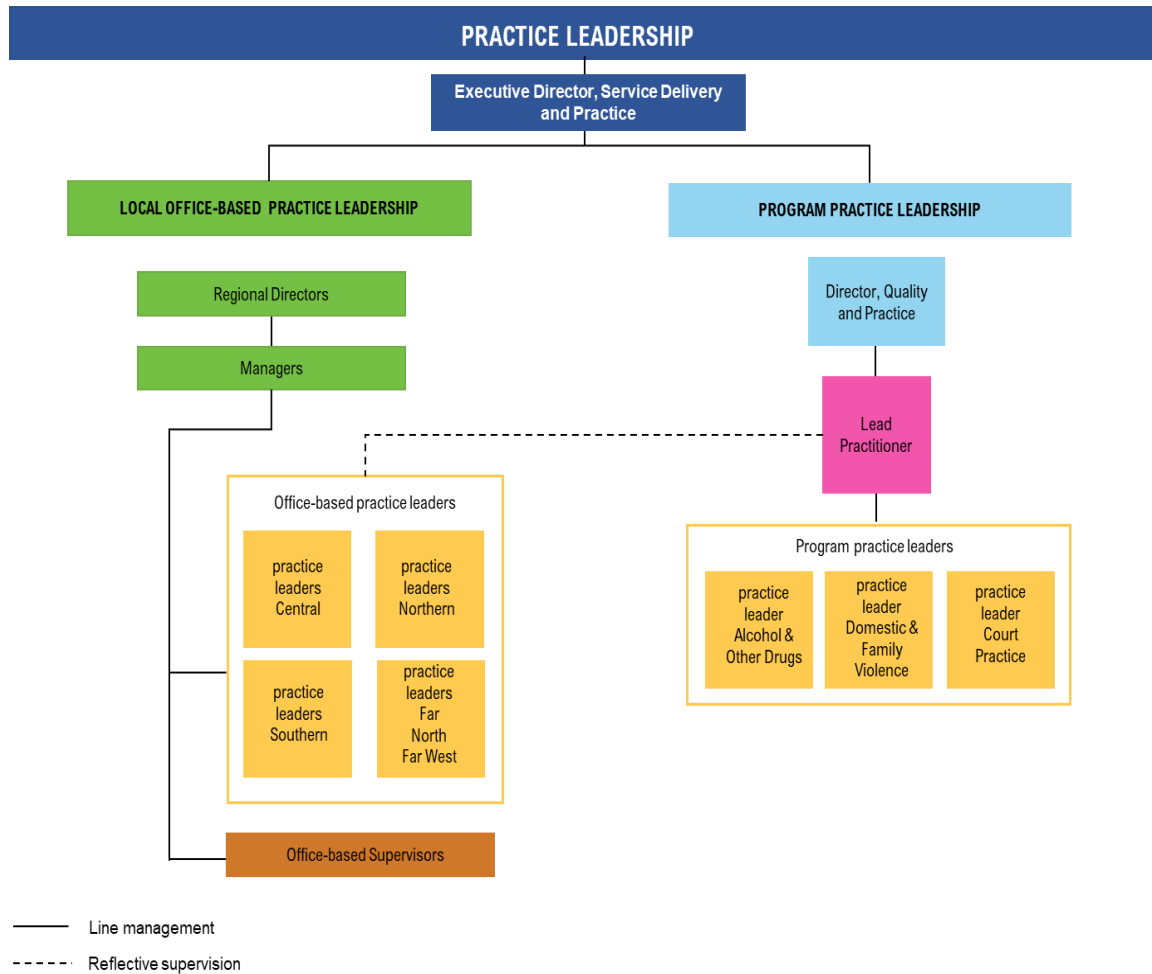


Figure 6: Distribution of DCP Practice Leaders

**Key elements of the practice leadership structure**

**Reporting lines**

- For local office-based practice leaders, the practice leader role reports to the manager of the DCP office in which the practice leader position is located.
- All program practice leader roles (practice leaders for Domestic and Family Violence, Alcohol and other Drugs and Court Practice) report to the Lead Practitioner.

**Supervision and oversight**

- The Lead Practitioner facilitates reflective supervision with all practice leaders, drives system-wide initiatives involving practice leaders, and participates in the management of any local performance issues relating to a practice leader, in partnership with the practice leader’s manager.
- Practice leaders provide reflective supervision for supervisors to build their capacity and in turn better support their team members.
- Periodic rotation of practice leaders across and between office-based and program roles to build and

<sup>1</sup> Reflects alignment as at 4 January 2022

strengthen capacity provides exposure to different issues and environments.

- Executive oversight for the overall practice leader role and function is provided by the Executive Director, Service Delivery and Practice, with support from the Lead Practitioner.

## 6.2 Supervision

DCP values professional supervision as a mechanism to support high quality and culturally safe practice, facilitate continuous learning and improvement, and ensure worker wellbeing. It is also key for the successful embedding of the DCP Practice Approach.

The Child Protection Practice Leadership Framework incorporates two distinct types of supervision for both supervisors and practice leaders:

- Line management supervision
- Reflective supervision.

As outlined above:

- Local office-based practice leaders participate in line management supervision with the manager of the office where they are aligned and in reflective supervision with the Lead Practitioner. In addition, locally office-based practice leaders facilitate reflective supervision with the supervisors in their office as another means of supporting strong, consistent practice.
- program practice leaders participate in both line management and reflective supervision with the Lead Practitioner.

The focus of each type of supervision is distinctly different, as summarised in Figure 7 below.

LINE MANAGEMENT SUPERVISION	REFLECTIVE SUPERVISION
<ul style="list-style-type: none"> <li>• Performance development and management (including Performance Development Plans, career development and leadership skills)</li> <li>• Issues related to Office and Leadership group (including performance and quality, projects and working relationships)</li> <li>• Key, critical or sensitive cases</li> <li>• Work, health and safety (including wellbeing)</li> <li>• Administrative issues               <ul style="list-style-type: none"> <li>○ Leave/FLEXI</li> <li>○ HR issues</li> </ul> </li> <li>• Mandatory training requirements</li> <li>• Feedback regarding supervision</li> </ul>	<ul style="list-style-type: none"> <li>• Application of the Practice Approach</li> <li>• Quality practice</li> <li>• Policy</li> <li>• Outcomes for children and young people, and their families</li> <li>• Case related learnings</li> <li>• Staff performance and needs</li> <li>• Opportunities for continuous improvement</li> <li>• Working relationships</li> <li>• Feedback regarding practice leadership</li> <li>• Recent literature</li> <li>• Professional development needs</li> <li>• Wellbeing and personal impacts of the work, specific cases or issues</li> <li>• Feedback regarding supervision</li> </ul>

**Figure 7: Focus of line management and Reflective Supervision**

It is important to note that detailed and case specific consultations between practice leaders and supervisors should occur separately from reflective supervision. The supervision approach utilised under the Child Protection Practice Leadership Framework is summarised below in Figure 8, including the format and frequency of each supervision type.

SUPERVISION FOR SUPERVISORS		SUPERVISION FOR PRACTICE LEADERS	
LINE MANAGEMENT SUPERVISION	REFLECTIVE SUPERVISION	LINE MANAGEMENT SUPERVISION	REFLECTIVE SUPERVISION
<ul style="list-style-type: none"> <li>Facilitated by managed for Supervisors</li> <li>Facilitated by program practice leaders for program team staff*</li> <li>1:1 sessions held on a monthly basis (at minimum)</li> </ul>	<ul style="list-style-type: none"> <li>Facilitated by local practice leader for Supervisors</li> <li>Facilitated by program practice leader for program team staff*</li> <li>1:1 or group sessions on a monthly basis</li> <li>May include 'live' supervision (practice is observed and then reflected upon in sessions)</li> </ul>	<ul style="list-style-type: none"> <li>Facilitated by managers for Office-based practice leaders</li> <li>Facilitated by Lead Practitioner for program practice leaders</li> <li>1:1 sessions held on a monthly basis (at minimum)</li> </ul>	<ul style="list-style-type: none"> <li>Facilitated by Lead Practitioner for all Office-based and program practice leaders</li> <li>Held in a group on a monthly basis</li> <li>1:1 sessions between Lead Practitioner and practice leaders as required</li> <li>May include 'live' supervision (practice is observed and then reflected upon in sessions)</li> </ul>

\*The program practice leader for Alcohol and Other Drugs does not have supervisory responsibilities.

**Figure 8: Supervision arrangements for DCP practice leaders and supervisors**

Effective communication between the manager and the Lead Practitioner in relation to a practice leader's supervision, and the manager and the practice leader in relation to supervisors' supervision is key to ensuring a positive experience of supervision. Agreements must be reached about the nature of any shared information.

## 7. Critical factors for success

There are a number of factors which are critical to ensuring the success of the Child Protection Practice Leadership Framework. These include:

- ✓ Strong ownership of and commitment to the practice leader role and Child Protection Practice Framework by practice leaders, managers, supervisors, directors, Lead Practitioner and Executive Director
- ✓ A shared understanding across DCP about the role and functions of practice leaders.



- ✓ Implementation and maintenance of an integrated team approach to support practice leaders across DCP.
  
- ✓ Establishment of trust, professional relationships, and effective interfaces between:
  - Practice leader and line manager
  - Practice leader and supervisors
  - Practice leader and Lead Practitioner
  - Line manager and Lead Practitioner
  
- ✓ Clear understanding of reporting lines for line management supervision and reflective supervision.
  
- ✓ Clear delineation of the foci of line management supervision and reflective supervision

## Appendix 1: Practice leadership functions by role

Driving effective and strong practice leadership across DCP requires a partnership approach between practice leaders (both those based in local offices and within programs), together with managers, supervisors, directors, the Lead Practitioner and the Executive Director. Each of these roles have a key role to play.

The table below provides an overview of the respective roles of managers, office-based practice leaders and supervisors across key functional areas of practice leadership.

Function	Manager	Practice leader	Supervisor
<b>Local leadership of the Practice Approach</b>	<ul style="list-style-type: none"> <li>• <b>Promote the benefits of working with office-based practice leaders</b> to support strengthened practice leadership within the office.</li> <li>• <b>Develop strategies to strengthen the embedding of the DCP Practice Approach</b> in partnership with practice leaders and supervisors.</li> <li>• <b>Regularly discuss with practice leaders and supervisors the DCP Practice Approach</b> and its application by teams.</li> <li>• <b>Identify any areas of non-compliance</b> with the DCP Practice Approach within office.</li> <li>• Meet at least monthly and <b>work with practice leaders to identify areas of practice requiring input</b></li> <li>• <b>Work in partnership with practice leaders to plan office-wide strategies to promote and support practice excellence</b> (as opposed to strategies that may be implemented within individual teams or with an individual staff member).</li> <li>• <b>Regularly discuss with supervisors the practice leadership</b></li> </ul>	<ul style="list-style-type: none"> <li>• Provide <b>local leadership of DCP-wide activities</b> to embed and operationalise the DCP Practice Approach.</li> <li>• Provide <b>information, resources, mentoring, coaching and other support strategies</b> to strengthen the practice capability of staff and drive practice excellence through the application of the DCP Practice Approach (inclusive of the Practice Principles, Foundational theories and knowledge, and Tools, processes and practice guidance).</li> <li>• <b>Identify knowledge gaps</b> amongst staff and <b>facilitate training or other development activities</b> regarding the DCP Practice Approach.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Promote the benefits of working with practice leaders</b> to support strengthened practice leadership within their team.</li> <li>• <b>Provide information and support</b> to team members <b>about the DCP Practice Approach</b>.</li> <li>• <b>Monitor implementation of the DCP Practice Approach</b> by team members.</li> <li>• <b>Seek support and advice from the practice leader on practical aspects</b> of the DCP Practice Approach, <b>and strategies to support teams in effectively embedding the approach</b>.</li> <li>• Monitor team performance and <b>assess practice capability across the team</b> on an ongoing basis.</li> <li>• Identify opportunities to <b>strengthen practice in partnership with the manager and practice leader</b>.</li> <li>• <b>Build practice capability within team by imparting own skill and knowledge</b> and/or seeking support and guidance from the practice leader</li> </ul>



Function	Manager	Practice leader	Supervisor
	<p><b>activities/initiatives in place and/or planned</b> for their teams and the office.</p> <ul style="list-style-type: none"> <li>• <b>Acknowledge individual or team achievements</b> when high-quality work is identified.</li> </ul>		<p>with a focus on identified gaps and opportunities.</p> <ul style="list-style-type: none"> <li>• <b>Promote, support and take part in practice improvement strategies</b> delivered by the practice leader (lead by example).</li> </ul>
<b>Strategic practice oversight</b>	<ul style="list-style-type: none"> <li>• <b>Regularly discuss general case management matters</b> (case loads, activity levels, resourcing etc) with practice leader and supervisors.</li> <li>• <b>Provide leadership for the management of</b> complex, high risk or sensitive cases in partnership with practice leaders.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Provide consultation and evidence-based advice to staff</b> on complex cases and policy issues as they arise.</li> <li>• <b>Monitor and strive to improve practice in relation to specific groups of cases</b></li> <li>• <b>Mentor and coach staff</b> to assist in ensuring case management processes and decision making are consistent with statutory requirements and the DCP Practice Approach.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Seek advice from the practice leader on approaches to managing specific case issues</b>, including in instances where team members have different views about a decision or how to manage a case management issue.</li> <li>• <b>Provide case consultation to team members</b>, imparting their own knowledge and experience and seeking support from the practice leader as required.</li> <li>• <b>Work with manager and the practice leader</b> to effectively respond to complex, high risk or sensitive cases.</li> </ul>
<b>Ensuring partnership and collaboration</b>	<ul style="list-style-type: none"> <li>• <b>Foster and maintain strategic and operational relationships</b> with other government and non-government agencies in the pursuit of improved outcomes for children and young people, and their families.</li> <li>• <b>Lead a culture of working cooperatively and in partnership</b> with families, carers, other agencies and professionals and other areas of DCP.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Motivate staff to work collaboratively with internal and external partners.</b></li> <li>• <b>Support external partnerships</b> in collaboration with the manager.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Support staff to work collaboratively with internal and external partners</b> with support and advice from the practice leader as required.</li> </ul>
<b>Leading a learning culture</b>	<ul style="list-style-type: none"> <li>• Lead the <b>development and maintenance of a culture</b> that supports reflection and the <b>pursuit of practice improvement and excellence.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Promote the <b>importance of reflecting on practice, research and literature.</b></li> <li>• Provide staff with <b>support and opportunities to deeply reflect on their practice</b> including considering Internal Review, Contact Arrangement</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Model a commitment</b> to reflection, learning and improvement.</li> <li>• Ensure <b>staff are actively supported to engage in learning opportunities.</b></li> </ul>



Function	Manager	Practice leader	Supervisor
		Review Panel, Adverse Event Reviews and other review outcomes.	
<b>Policy and program development</b>	<ul style="list-style-type: none"> <li>Contribute insights from a <b>managerial and regional perspective</b> to inform the development of DCP policy and programs.</li> </ul>	<ul style="list-style-type: none"> <li><b>Inform and contribute to DCP policy and program development</b> as it relates to practice quality and best practice standards.</li> <li><b>Provide advice on policy matters</b> relating to practice and quality.</li> </ul>	<ul style="list-style-type: none"> <li><b>Contribute practical and operational insights</b> to inform the development of DCP policy and programs.</li> </ul>

The following table details the Practice Approach’s elements that support best practice:

Mechanism	Manager	Practice leader	Supervisor
<b>Supervision</b>	<ul style="list-style-type: none"> <li><b>Deliver line management supervision to practice leaders and supervisors</b> within the office, with a focus on:                             <ul style="list-style-type: none"> <li>Performance management</li> <li>Performance development</li> <li>Discussion of office and leadership group issues</li> <li>Team performance and staffing</li> <li>Key/critical case discussion</li> <li>Work health and safety</li> <li>Administrative matters (leave, HR issues)</li> <li>Giving and receiving feedback.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>Deliver reflective supervision to supervisors</b></li> <li><b>Participate in reflective supervision</b> with the Lead Practitioner.</li> <li><b>Participate in line management supervision.</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Participate in line management supervision</b> with the manager.</li> <li><b>Participate in reflective supervision</b> with the practice leader.</li> <li><b>Deliver professional supervision</b> (incorporating line management and reflective supervision) to team members.</li> </ul>
<b>Application of a trauma lens</b>	<ul style="list-style-type: none"> <li><b>Lead and model the application of the trauma lens in all aspects of DCP’s work</b> with consideration of how trauma affects children and young people, their families, their carers, staff and relationships both internal and external to DCP.</li> <li><b>Model, encourage and acknowledge kindness and understanding</b> across the office.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that <b>all children and young people, and their families and carers are conceptualised using a trauma lens</b> to understand their strengths and needs, and to guide our way of working with them.</li> <li><b>Consider supervisees and staff through a trauma lens</b> with a view to better supporting their wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li><b>Encourage staff to consider trauma in all aspects of their work</b> with children and young people, their families and carers.</li> <li><b>Model, encourage and acknowledge kindness and understanding</b> amongst team members and when working with partners.</li> </ul>

Mechanism	Manager	Practice leader	Supervisor
		<ul style="list-style-type: none"> <li>• <b>Support supervisors to consider their staff through a trauma lens</b> with a view to better supporting their wellbeing.</li> <li>• <b>Model, encourage and acknowledge kindness and understanding</b> across the office and when working with partners.</li> </ul>	
<b>Professional development</b>	<ul style="list-style-type: none"> <li>• Lead the development and maintenance of the office's learning culture.</li> <li>• Provide <b>input into planning for whole of office practice development</b>, including identifying professional development gaps and opportunities, and sourcing/approving funding for activities.</li> <li>• Provide <b>overarching DCP/office orientation and induction for new starters</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with supervisors and the manager <b>to plan and coordinate practice development initiatives for office staff</b>. Initiatives may include formal training sessions, workshops, co-working, coaching or mentoring, and opportunities to act up in a more senior role.</li> <li>• <b>Develop and facilitate and/or source practice development options</b> for office staff in identified practice areas.</li> <li>• <b>Provide advice to staff about practice development</b> options available to address specific team or individual needs.</li> <li>• <b>Maintain awareness of practice development trends, resources and activities</b> applicable to the DCP workforce and operating environment.</li> <li>• Provide <b>professional practice orientation for new starters</b> within the office.</li> <li>• Work with senior practitioners to monitor and continuously improve practice quality.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Identify practice development gaps and opportunities</b> amongst team members for discussion with the practice leader.</li> <li>• <b>Participate in practice development initiatives</b> facilitated by the practice leader.</li> <li>• <b>Promote and support team members participating</b> in practice development initiatives.</li> <li>• <b>Deliver practice development to team</b> by imparting own skill and knowledge in specific areas.</li> <li>• Provide <b>support for new starters</b>.</li> <li>• <b>Work with senior practitioners</b> to monitor and continuously improve practice quality.</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• <b>Lead a culture of accountability</b> where staff are supported to be open to and act on feedback about their practice or performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Support staff to understand the impacts of their work, to make well-evidenced decisions and to <b>adopt ways of working underpinned by a sense of accountability</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• Model accountability by <b>seeking, being open to and acting on feedback</b> from staff.</li> <li>• <b>Actively support staff to accept and reflect on feedback</b>.</li> </ul>



Mechanism	Manager	Practice leader	Supervisor
	<ul style="list-style-type: none"> <li>Promote and model accountability by welcoming feedback and addressing complaints or concerns in a timely and effective manner.</li> </ul>	<ul style="list-style-type: none"> <li>Promote and model accountability by readily engaging in reflective activities focused on continuous improvement both within the office and more broadly across DCP.</li> <li>Model accountability by <b>seeking, being open to and acting on feedback.</b></li> <li>Actively <b>support and motivate staff to be open to feedback</b> and to pursue practice improvement and excellence.</li> </ul>	
Continuous improvement	<ul style="list-style-type: none"> <li>Promote the importance of monitoring both performance and quality practice indicators amongst staff.</li> <li>Identify any performance or practice issues within the office.</li> <li>Regularly discuss performance and practice quality with practice leaders and supervisors.</li> <li>Work with practice leaders to develop strategies to address any performance or practice quality issues identified within the office.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor practice quality within the office and identify practice issues and strategies to address these.</li> <li>Provide staff with relevant information to support quality practice.</li> <li>Engage in ongoing discussions about quality practice and continuous improvement in service delivery with supervisors and staff to build and promote a culture of practice excellence.</li> <li>In partnership with the manager, promote the importance of monitoring performance indicators amongst staff.</li> </ul>	<ul style="list-style-type: none"> <li>Promote a culture of practice excellence in teams.</li> <li>Monitor the quality of practice and performance delivered by team members in partnership with the practice leader.</li> <li>Provide information and support to team members about practice quality requirements and expectations and engage in regular discussion regarding practice excellence.</li> <li>Manage performance issues relating to practice quality, seeking advice and support from the practice leader if required.</li> </ul>