



# Jersey Children's Social Care Service

## Our Plan 2021-2023

## Foreword by the Director of Safeguarding and Care

I am pleased to present *Our Plan* to develop and improve the Children's Social Care Service in Jersey.

Children and young people deserve the greatest level of safety, protection, and care. This is difficult for some families and they need support from the Children's Social Care Service, other services in the Children, Young People, Education and Skills Department (CYPES) and our partner agencies including the police, health, and adult services.

Services to protect and care for children in Jersey have not been good enough in the past. We are determined to improve the support and experiences of children, young people and their families who need support from the Children's Social Care Service and our partner agencies. We are ambitious about the future of our service and we are committed to help make Jersey the best place for children and young people to grow-up and be safe.

The Children's Social Care Service in CYPES and other Government Departments need to take our responsibilities as corporate parents more seriously – we are determined that children living in care, and care leavers, in Jersey, enjoy the same kind of support as many young people get from their families.

We want to put Children's Rights at the heart of our service. When we make decisions, we must more routinely think about how those decisions will affect children. The Government of Jersey has a legal duty and moral responsibility to make sure children are protected and looked after by their parents, or by other people when this is needed. The Children's Social Care Service are at the forefront of this. We also need to get better at hearing and responding to the voice and wishes of the child. Spending time with children, talking to them, and making sure that we are actively listening and taking seriously what they say is an essential safeguarding activity. This is what Putting Children First is about.

We also want to increase birth relatives' rights to support services, including access to independent support and counselling for birth parents and other relatives. We need to promote greater understanding of birth families, of their experiences and of their support needs. Not only to create more compassion for their pain, but also to encourage the development of more effective support services.

We want to improve our practice. We have established new Practice Standards to ensure all staff, partners and children and families know what to expect. These standards need to become second nature, be easily accessible to the public and our services need to be

held to account in an honest and transparent manner. Alongside, we have implemented a new Quality Assurance and Improvement Framework. This will help us to understand the difference we are making to people's lives and to identify the areas where we need to improve.

Our staff need to be enabled to be at their best every day. We need to establish a stable workforce that is well supported and rewarded. We are committed to ensuring that they feel safe, valued and trusted. We plan to do this by improving the induction, training and ongoing learning development opportunities for our staff. This includes the development of a continuous professional development offer and enhanced 1:1 supervision to enable reflective practice, high support and challenge.

The improvements we plan to make will take time, as well as a shared commitment, from politicians, partners and Islanders – safeguarding is everyone's responsibility.

This is a three-year plan and it highlights the priority activities we will be undertaking to ensure that our children and young people are safe and reach their potential.

**Mark Owers**  
**Director of Safeguarding and Care**

**Children, Young People, Education and Skills**



## Our Vision and Purpose

**Children's Social Care, together with our partners, will ensure children and young people are safe and thriving through high quality practice against high standards.**

### **We will aim to:**

- Safeguard children and promote their development and well-being.
- Advocate on behalf of children, young people and their families to promote their rights and respond to their wishes.
- Strive to support children to remain with their family wherever possible.
- Ensure quality parenting in the right care setting to enable stability and permanence, where children are unable to live with their family.
- Promote relationships with family when in the child's best interests.
- Ensure children and young people receive the support they need to thrive in adulthood and beyond.

### **Our Key Outcomes**

1. Children and Young People safe from harm
2. Children's rights realised and protected, and their voices heard and acted upon
3. Effective Early Help
4. Stability and Permanence in Care
5. Care Leavers thriving in adulthood

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## What you can expect from us

**Restorative and Relationship-Based** - We build relationships and work alongside parents, children and young people. We are conscious in our approach and the language we use. We endeavor to do **with** children and families, not **to**, not **for** or **not at all**.

**Strengths-Based** – We will work to families’ strengths – especially those of parents and carers and take the time to understand their needs fully. We know that parents are motivated by having goals that reflect their family priorities

**Rights-Based** – We promote and protect children, young people’s and families’ rights, ensuring that all staff understand their rights, why they are so important and consider how the decisions we make, affect children and families.

**Trauma-Informed** - We understand developmental trauma and seek to identify effective ways to help each child.

**Open, Honest and Transparent** – We know that support works well when parents are respected and listened to. All staff need to work honestly and openly with families, discuss any concerns with them and ensure that they are involved in decision making. It is important they acknowledge and respect the contribution of parents and other family members.

**Confident and Competent** - We will support staff to develop continuously and to be confident practitioners who can work in an open, non-judgmental way with families to enable them to make choices and changes

**Evidence Based** – We will endeavour to base all that we do on evidence of both what is needed and of what works and be brave enough to stop things that don’t make a difference.

**Clear and Consistent about Outcomes** – We will be outcome focused and clear about the outcomes we expect, and judge what we do against them.



## Our Plan

Our Plan sits alongside other government plans, the assurance work of the Safeguarding Partnership Board, recommendations from the Independent Jersey Care Inquiry and inspection findings from the Jersey Care Commission.

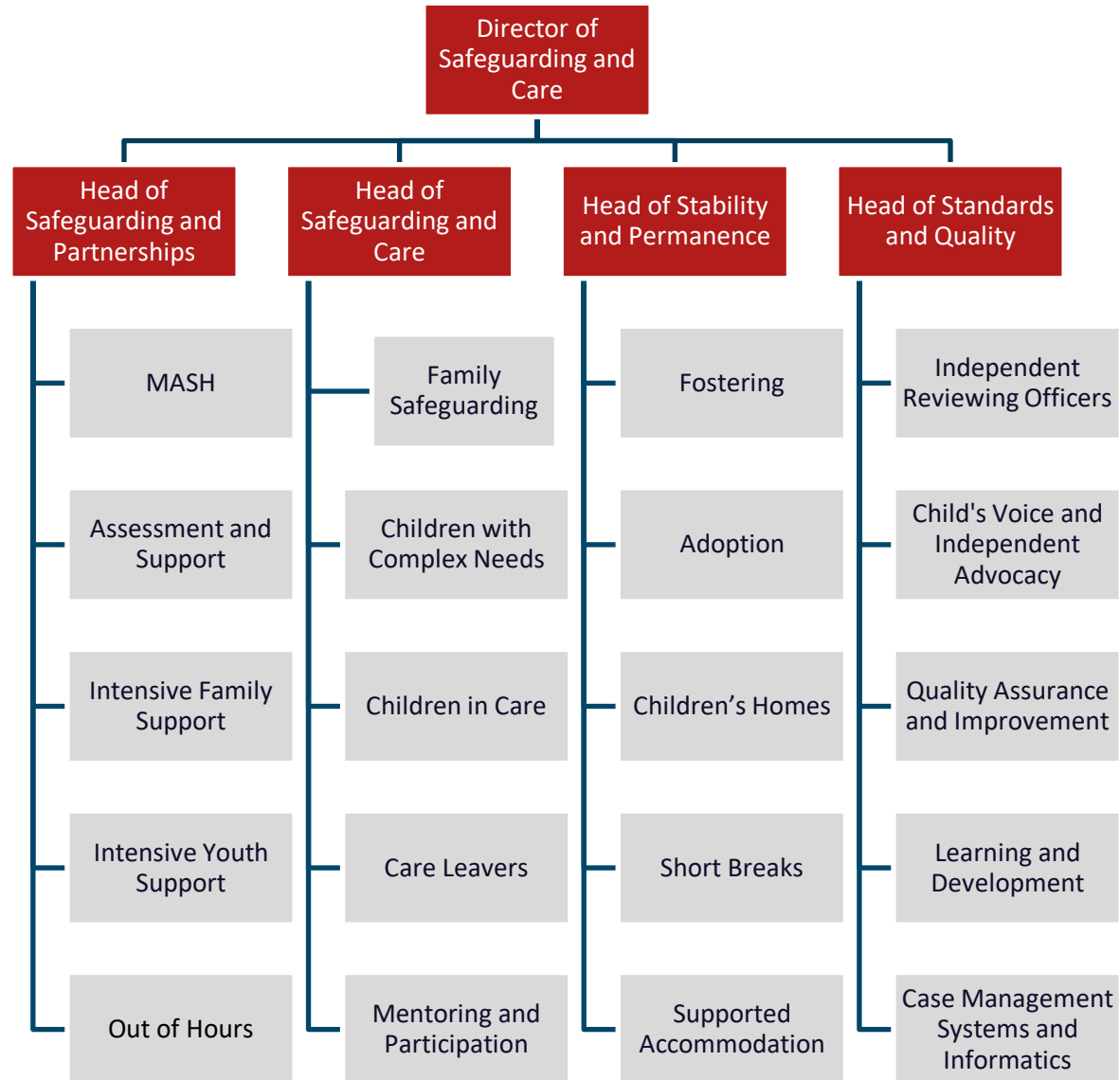


# Our Plan has 4 Focus Areas and 7 Objectives

Underpinned by Rights, Relationships, Strengths and Trauma-Informed

<b>Rights, Relationships, Strengths and Trauma-Informed</b>			
<b>Practice Improvement (PI)</b>	<b>1</b>	<b>Enable Confident Practice</b>	Get basic social care practice right and develop an effective practice model and practice toolkit.
	<b>2</b>	<b>Improve Continuously</b>	Relentlessly focus on continuous improvement of practice and organisational learning and development.
<b>Service Development (SD)</b>	<b>3</b>	<b>Right Services</b>	Strengthen existing services and implement new services to better meet demand and needs.
<b>Workforce Development (WD)</b>	<b>4</b>	<b>Stable and Skilled Workforce</b>	Secure and evolve a stable workforce that feels safe, valued and trusted.
	<b>5</b>	<b>Effective Oversight</b>	Provide effective leadership and management.
<b>Working Together (WT)</b>	<b>6</b>	<b>Partnership Working</b>	Develop and enhance partnership working with statutory, voluntary and private providers and Islanders.
	<b>7</b>	<b>Increase Confidence and Transparency</b>	Increase public, political and partnership confidence in Children's Social Care Services through effective and transparent governance and reporting systems.

# Children's Social Care Structure

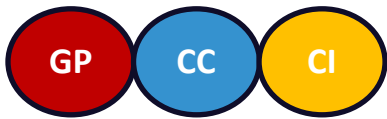




# Practice Improvement

## Our Social Care Practice Model

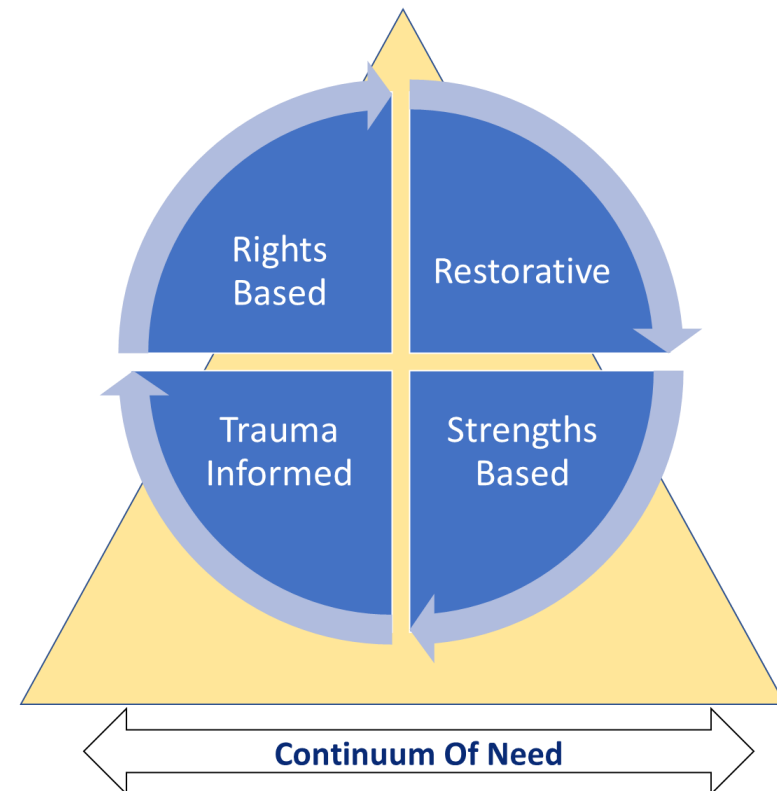
PI - 2



Promote outstanding practice in Children's Social Care, becoming a learning organisation and continuously improve outcomes for Children and Families

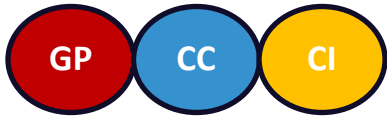
### We will do this by:

1. Developing Our Practice Model using Jersey Children's First as the foundation. Ensuring that the social care model of practice has the same relationship and rights-based ethos as the early help offer.
2. Ensuring Our Practice Model is well understood by the whole children's social care workforce, by partners and by families, through good communication, engagement and discussion. Including appropriate policies, resources, practice guidance and workforce development.
3. Develop and implement a programme to spread restorative practice and trauma-informed working across the service based on learning from successful local authorities.
4. Coproduce with staff and partners, Our Practice Toolkit and environment to enable quality, timeliness, and consistent practice.



## Building on the basics

### PI - 1



Improving our foundations of social work practice - assessment, planning, intervening, reviewing - through training, reflective supervision, advice, peer support, audit, review and ongoing learning and development.

#### **We will do this by:**

1. Embedding our practice standards into all that we do, which includes but not limited to, overarching practice principles and good practice standards across the whole service - for example, our approach to risk assessment of need, use of chronologies, informed analysis, hearing and responding to the child's voice, decision-making, planning, informed consent, parenting support, use of voluntary accommodation, enabling meaningful family time, recording children's journey's, support to access records, case allocation, caseload numbers and management oversight.
2. Ensuring all existing and new Children's Social Care Services staff routinely use and promote the Jersey Children's First practice framework.
3. Updating our policies and procedures, ensuring our staff and the public can access them with ease. This will include a clear scheme of delegation, setting out who is authorised to make key decisions for children and at what level, and easy to understand process maps.
4. Ensuring high quality assessments are in place for all children, including a detailed chronology, and that they are updated in response to children's changing needs, regularly reviewed by Independent Reviewing Officers, and children and birth parents supported by independent advocacy.
5. Building a social worker's understanding and confidence to identify need to ensure consistently strong assessments of need and safety planning.
6. Ensuring Children's plans continue to be focused on key issues and consistently include timescales for actions and are progressed through regular and robust tracking and monitoring.

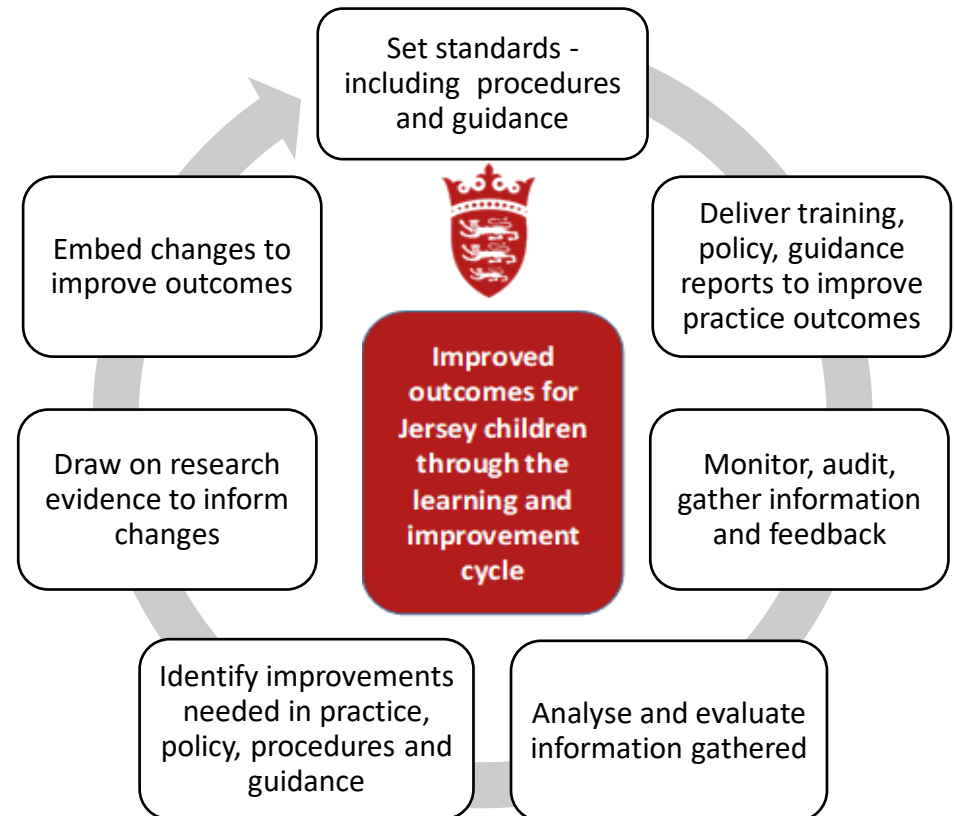
7. Strengthening our case recording practice for children and young people. Ensuring case records tell the life story of each child clearly for the future, what has happened and the reasons for decisions and actions. Providing effective support before and after accessing case records.
8. Updating our supervision policy and toolkit so that it encourages regular, high-quality reflective and peer group supervision, whilst ensuring that manager decisions on cases are clearly recorded on child's case records.
9. Ensuring frontline staff benefit from timely, experienced, expert and independent advice on case matters when it is needed, encouraging curiosity and reflection, as individuals and groups, including multi-agency.
10. Actively monitor how children's cases move through the end-to-end process so they get the right response without unnecessary delay.

# Quality Assurance and Improvement Framework

Continuous practice improvement is a fundamental aspect of Our Plan. Our Quality Assurance and Improvement Framework has been designed to support us to achieve the right outcomes for children and young people and improve the quality of practice in Jersey.

## We will do this by:

1. Relentlessly adhering to our learning and improvement cycle and embedding the ethos of continuous improvement as the standard.
2. Holding regular performance and quality summits, ensuring quality practice is celebrated and improvements identified and addressed.
3. Providing staff with the tools and time to reflect on their practice and implement any changes with full support.
4. Enabling high support and challenge and scrutiny from independent and external partners.





## Clear Line of Sight

We have launched Clear Line of Sight, which is a performance and quality management approach that provides the senior leadership team with timely and insightful information about the quality of practice in terms of user voice, assessment, decision-making, planning, intervention, review and outcomes, at an individual, team and service level.

In 2021 we will be progressing with its development and implementation, which will bring together practice activity, finance and staffing data. There will also be a focus on quality and outcomes data, including feedback from children and families, to give a clearer understanding of how we are making a difference and provide focus for improvements.

We will also work closely with other agencies across the safeguarding partnership to evidence how we collectively contribute to improved outcomes for child and young people.

A range of performance measures will be published on gov.je from the beginning of Q2, 2021.



## Service Development

We believe that every child should have the opportunity to reach their full potential and that children are best supported to grow and achieve within their own families. Together with our partners, we want to have flexible services, which are responsive to children's and families' needs and provide the right level of intervention at the right time. This will support a shift of focus away from managing short-term crises, towards effective intervention and support for children, young people and their families at an earlier stage.

## Multi-Agency Safeguarding and Support Team (MASST)

### SD – 3

The Multi-Agency Safeguarding and Support Team (MASST) will enhance information sharing between services for children and adults to drive a more effective and efficient integrated approach to safeguarding children, families and vulnerable adults.

Fundamentally, neither adults or children exist in isolation and we need to more routinely “Think Family”, in its broadest sense to support vulnerable adults as well, to promote the importance of a whole-family approach. Contact with any service in the MASST offers an open door into a system of joined-up support and coordination between services for adults and children.

#### **The objectives of MASST are:**

1. a single, integrated front door for adults, children and families to provide information, guidance and support to professionals and the public. It will bring into one place the MASH function of the Children and Families Hub, the SPOR and Adult Safeguarding and their associated multi-agency datasets. This will provide a powerful information centre from which to better understand need, including data on ‘revolving door service users’ and mapping inter-relations to identify, for example, vulnerable adults with children to provide early help.
2. a whole-system reform of services, bringing together a partnership including social workers (children and adults), police, education, health (including children's and adult mental health), probation, domestic abuse, emergency housing and substance misuse services. Specialist children and adult workers with domestic abuse, substance misuse and mental health expertise will come together to create a multidisciplinary team, together with clear pathways into specialist services, to safeguard adults and children and their parents.

3. The development of new ways of working founded on rights, relationships and strengths – working with people, not doing things to them, not doing things for them and not being neglectful and doing nothing at all. As well as responding to referrals, the MASST will need to develop proactive ways of identifying safeguarding issues. We will be able to use information to identify children or families or adults who are likely to need help, enabling us to target our limited time and resources in the most effective way. By coming together in this way, we will be enabled, routinely as a partnership to use immediate, local and targeted management information to be more proactive. It will also force us to be more disciplined and collaborative in how we make decisions about service delivery and design and take more account of the inevitable impact we have on each other as a relatively small system.

## **Intensive Family Support**

### **SD - 3**

Many families will face difficulties at some time, and some have multiple complex needs. We know that these families often have poor outcomes in health, social interaction and educational attainment. We will engage with families by working alongside parents, children and young people and seeking their consent and agreement when it is safe to do so. We will work in partnership with parents and families and our first priority is always to help families to stay together wherever possible. Our focus will be on preventing problems before they occur and offer flexible responsive support when and where it is required.

Our new family support service will provide high quality direct support to Children and Families working with Children's Social Care in all aspects of their journey with us. The service will work alongside social work, providing supplementary support and intervention based on the assessed needs of the individual or family.

Once operational the service will provide a wide range of targeted, specific and evidence-based interventions that are assessment led and outcome focused.

We are in the preliminary stages of developing this service, which is expected to be fully operational by Q4 2021.

## Intensive Youth Support Service

### SD – 3

Young people involved in antisocial behavior or at risk of offending or reoffending are likely to have a range of needs, which are complex and longstanding. Research shows that many young people with worrying presentations will have had different experiences and factors in their lives which will have impacted on them. These include:

- Child abuse
- Neglect
- Inadequate or inconsistent parenting
- Lack of positive secure attachments
- Parental issues such as mental health difficulties, learning difficulties, substance misuse, offending behaviour
- Domestic violence in the home

These issues can amount to children experiencing significant trauma at an early stage impacting on brain development along with cognitive and emotional abilities and functioning. They require coordinated multi-agency support over a 7-day period to help meet their needs and to help reduce the impact of their behavior on the community. We will be establishing a multi-agency team to promote a childhood removed from the justice system, using pre-emptive prevention, diversion and intensive support to minimise criminogenic stigma from contact with the system.

#### **The Service objectives are to:**

- safeguard and protect children and public protection
- support and maintain young people in the community as an alternative to residential care and secure accommodation
- encourage positive behaviour and promote the social integration of young people
- reduce anti-social behaviour and youth offending and reoffending
- decrease in Parish Hall and court appearances
- reduce the number of children and young people becoming victims of crime and exploitation, both criminal and sexual
- reduce the unnecessary use of youth custody, remands and sentences
- increase the number of children engaged with education, training, and employment
- reduce the number of children who are persistently absent from school
- reduce the number of young people missing from care



## Mentoring and Participation Service

### SD – 3

This service will focus on providing mentoring and participation opportunities for children in care and care leavers.

Mentoring will be defined as a relationship-based approach to supporting an individual or group of individuals by another or others. It should include both goal orientated and social aspects of mentoring, based on the intrinsic value of relationships and the consent of the child or young person. Partnership and collaboration will underpin the mentoring scheme. There will be close links built into other initiatives which support looked after children and care leavers.

#### **The new service will explore:**

- The role and the recruitment, training and support of volunteers or other staff involving in mentoring
- How mentoring should work alongside other existing professional and support roles and areas of policy and services
- How mentoring can support family relationships
- Information sharing
- Issues around transitions for children and young people
- Challenges and barriers to be overcome
- The potential of developing volunteer mentors

#### **Mentors will be expected to:**

1. be an active, constant and long-term person in a child's life
2. provide encouragement and support
3. support a child's voice to be heard
4. act in a child's best interests
5. challenge systems and services to meet an individual child's needs.

## Intensive Fostering Service

SD – 3



Intensive fostering is a specialist fostering service for children and young people who need to live in a nurturing family environment with intensive foster carers who have the knowledge, understanding and skills to care for and support them until they can return home, live independently or access other family settings.

It has long been recognised that the current on-island fostering provision is not able to meet the full range of children and young people's needs, at times, this has meant that our most vulnerable have had to leave the Island to receive the support they need.

We must always aim to keep Jersey children and young people in the Island, if this is in their best interests.

The intensive foster carers will provide family-based settings in Jersey as a direct alternative to placing children and young people in residential homes or off-Island.

Prospective intensive foster carers will be assessed and undertake comprehensive training so they can effectively support the emotional, psychological and social development of the child or young person in their care. They will also be supported through dedicated social work support and multi-agency specialists.

A recruitment campaign launched earlier in 2020, received high interest and great success. The first phase of the service will be operational by Q2 2021.

## Children's and Short Breaks Homes Improvement

### SD – 3

In 2020 we commissioned an independent review of our children's homes, supported accommodation and secure accommodation as well as our short breaks provision. Following the review, we have a number of recommendations that will help shape a targeted improvement plan for the service.

#### **The improvement plan will:**

1. Ensure therapeutic services are provided across all children's homes, short break services and supported accommodation to help children and support staff interventions and understanding.
2. Ensure that Registered Managers only manage one registered home and take responsibility for developing the homes identity, shaped by the children living there and the dedicated staff team working there.
3. Improve the relationships between child and young people and staff to enable them to feel a sense of belonging and emotional attachment to their home and the staff group. This is intended to reduce the frequency of missing episodes
4. Develop a small bespoke therapeutic home to provide intensive work with young people at risk of being secured on welfare grounds.
5. Continue to strengthen residential provision, in line with forecast demand and registration requirements, and equip staff to respond effectively to children's adverse experiences and trauma.
6. Increase the range of short breaks provision, as informed by the Short Breaks Review and ongoing feedback and need.
7. Develop the secure children's home in line with the Greenfields Review and the Government Plan investment.



## Independent Advocacy and Support for Birth Families

### SD-3

Parents who have had children removed from their care following care proceedings experience multiple challenges and are often involved with professionals across numerous areas of public services.

The public perception of birth parents, in Jersey, who have had their children removed and placed in the care of the Minister is varied, common to other jurisdictions. Some people vilify them, for having hurt or allowed their children to be hurt and abused. Others see them as the victims of a corrupt and incompetent system that abuses its power by interfering in family life and the rights that parents have over their children. These perceptions have got in the way of really understanding the needs of this group and the best way to support them.

We need to promote greater understanding of birth families, of their experiences and of their support needs. Not only to create more compassion for their pain, but also to encourage the development of more effective support services. Not all birth parents would want or even recognise a need for support. However, for those who do, we believe that counselling support should be provided. The aim is that by sharing the learning from organisations currently providing services to birth parents, we can assist in the development of more effective services.

#### **We will do this by:**

1. Offering a free and confidential telephone and digital advice service providing accountable legal and practical advice to families.
2. Advocating for parents whose children are subject to child protection inquiries or at risk of being removed into care. Advocacy services should be independent of Children's Social Care Services and advocates should be experienced and suitably qualified.
3. Developing services that are specifically designed to help engage and support fathers and men, as well as mothers and women.

4. Delivering birth relative counselling services to ensure that birth families receive the support they need in order that they can start to heal and move forward with their lives after a child has been removed from their care permanently.
5. Providing support advice, support and guidance to help set up local support groups designed to unleash the power of community support in a way, and at time, that works for birth families and kinship carers.
6. Championing family group conferences, family links and other family-led policies and practices that keep children safe within their family network.

## Enhanced Infrastructure

SD -3



Developing world class enablement services and infrastructure, such as business support, financial assistance, performance analysis, IT support, processes, and procedures; that allow family support staff and social workers to focus on practice, efficiently and effectively.

### **We will do this by:**

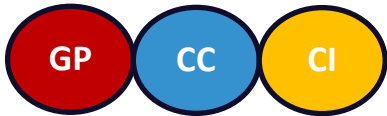
1. Ensuring that our organisational structure is designed with the necessary support resource, allowing for manageable caseloads that enables best practice with children and families.
2. Developing a high-caliber business enablement function that provides efficient and effective support to frontline staff.
3. Maximising our case management system so that it is user friendly, child centered, not overly bureaucratic and enables direct work with children and families.
4. Ensuring we have clear rules and guidelines about workflow so that children's needs are always being met in the service with the most relevant expertise.
5. Ensuring an efficient and effective complaints and compliment process is in place for children and young people.
6. Continuing to develop the role of the Jersey Designated Officer (JDO) and ensure that the length of time for investigations is always recorded, outlining the reasons for any delays.



# Workforce Development

## Our Workforce Development Strategy

### WD – 4 & 5



It has long been a challenge to attract and retain high quality social workers and this issue is the single biggest risk to service development and ongoing improvement. Work has already commenced on developing our strategy which, on completion, will encompass the following elements:



## Learning & Development

Enable managers to create a positive relationship-based culture, recognise quality practice, develop and manage staff, and facilitate reflective supervision.

### We will do this by:

1. Delivering a comprehensive learning and development programme for new and existing managers, including a Team Jersey managers training, HR fundamentals and reflective supervision training.
2. Providing all managers with the right induction and initial training to manage staff in a social care setting.
3. Implementing an effective appraisal process (My Conversations My Goals) and effectively manage learning and development through reflective supervision.
4. Ensuring all managers are experts on our policies and procedures to enable effective management oversight and governance.

5. Enabling managers to manage performance, recruit and develop their staff and to compassionately exit staff who are not delivering to our practice standards.

## Our Training Plan

Our training plan is designed to work alongside our quality assurance framework and enable continuous and long-term individual learning and development.

### **We will do this by:**

1. Analysing the current and potential workforce through an annual skills analysis, determine future workforce needs, identify workforce gaps against future needs.
2. Commissioning training to address skills shortages. In the first instance, training will be specific to a job, skill or behaviour that needs to be learnt quickly to ensure the basics are in place.
3. Designing and delivering Our Training Plan. (See appendix 2 Our Training Plan)
4. Monitoring the impact of the training through reflective supervision and our quality assurance framework.
5. Understanding the organisation, audit the skills of the workforce and deliver job specific training to quickly address skills shortages.

## Career Development pathways

Career development pathways, with a range of opportunities, for all staff groups including practitioners, managers and future leaders. Our pathways are designed to ensure we have the appropriate foundations in place to develop and build a sustainable workforce.

### **We will do this by:**

1. Establishing a Jersey Children's Service Social Work Academy, a professional centre for social workers at all levels, from students and newly qualified social workers to Heads of Service. The Academy will support a range of entry routes into social work and related professions. It will be for both new and current staff and aims to embed a 'Jersey Approach' to social work practice, leadership and management and will make sure there is a consistent level of good practice across Jersey Children's Service.
2. Maximising the number of routes into social work that includes a trainee social work programme, enabling both academic study alongside real-world experience.

3. Developing career and learning pathways that provides the workforce with the support and tools to develop their professional career, which includes both on and off-Island secondment opportunities.
4. Integrating the professional capabilities framework (PCF) and the national accreditation and assessment system (NAAS) to provide the foundation for our professional standards and career development.
5. Maximising the full potential of the ASYE Programme for Jersey and develop an associated Practice Educator Programme and support staff to attend and to gain the qualification.
6. Continuing to support Highlands College to develop the undergraduate and graduate routes to social work.

## **Culture, Values and Wellbeing**

Develop a high trust workplace where people feel safe and valued, where they can reflect, learn and continuously improve to do their very best for children, young people and families.

### **We will do this by:**

1. Nurturing a culture of trust and safety where managers and staff are empowered to work autonomously, get on with their jobs and are supported to learn and improve.
2. Developing and nurturing a leadership team that has a shared values and purpose, learns together, is safe for individuals to say what they are really thinking and feeling, has high levels of trust and celebrates together.
3. Enabling managers to communicate and influence others to create and develop a positive culture, that engage their teams so that they feel valued, supported and safe, that build and rebuild trusted relationships to have effective and transparent working between teams.
4. Establishing consistent and high-quality reflective supervision.
5. Implementing a workplace wellbeing strategy and prioritising a healthy and happy workforce, including a good work-life balance.
6. Introducing regular and formalised staff engagement which includes effective internal communications, the establishment of a Staff Engagement Board that reports into the Strategic Leadership Board, and robust staff satisfaction feedback and learning cycle.
7. Providing effective support to staff who work with children and young people and are the subject of an allegation of abuse (JDO)

## Recruitment and onboarding

We value all our colleagues. Our strategy will provide a package and proposition that positions Children's Social Care as an employer of choice and includes the mechanisms and tools to help recruit and onboard a high performing workforce.

### **We will do this by:**

1. Recognising employees for their good work
2. Designing and implementing effective recruitment campaigns and ensure a consistently positive onboarding and induction experience
3. Ensure those being recruited have a realistic idea of what the job entails and the context of operations. Clearly demonstrate the benefits of working for the Service
4. Effective onboarding and induction programme that prioritises a quality candidate experience at every interaction
5. Appointing a 'Welcome Officer' to act as a single point of contact for onboarding and to ensure comprehensive induction through the standardised programme
6. Launching a 'buddy' system for new colleagues to enable a positive experience and introduction to the Island. Ensure new colleagues are sufficiently informed about the local procedures and how to access them
7. Securing accommodation that gives variety and security to our key workers
8. Prioritising career development and support for all staff to reach their career aspirations
9. Routinely using exit interviews to identify any emerging trends and to enable informed responses
10. Developing and adhering to policy and procedures e.g. diversity and inclusion, bullying and harassment and whistleblowing







# Working Together

Children can only be safeguarded when agencies work together effectively. Children's Social Care Services rely on our partners, both internally in CYPES and the Government of Jersey, as well as external agencies and commissioned services to collectively deliver the best services we can to our Island.

We have always worked in this way, there's strength in our relationships, for us to improve we must continue to build with our partners, this also includes building a stronger relationship with the public by being more transparent in how we operate and the outcomes we achieve.

## Operational context and the Continuum of Need

The Safeguarding Partnership Board (SPB) was established to co-ordinate work in Jersey to safeguard children and adults, and to monitor and challenge the effectiveness of Jersey's safeguarding arrangements.

All agencies working within the Safeguarding Partnership Board have a responsibility to address the needs of children and young people in the Island. Effective joint working ensures children's needs can be met across the Continuum of Need (see Appendix 3).

Children and families are supported most effectively and efficiently when services are planned and delivered in a co-ordinated way. The vision for children, young people and their families is to be supported through the right services at the right time to meet identified need and for these services to be delivered and supported by flexible and responsive practitioners.

This framework provides everyone with clear direction and advice about what to do and how to respond if a child and family need help and support.

Children's Social Care operates within CYPES and we are an active member of the Safeguarding Partnership Board. (See Appendix 4 for the context in which we operate).

# Partnership developments

## Safeguarding Partnership

PW – 7



Develop strong, co-ordinated safeguarding services with the police, health and education. Act together to support and engage others.

### We will do this by:

1. Ensuring that Children's Social Care Services continue to be a leading, proactive and dynamic member of the Safeguarding Partnership Board and chair of the Safeguarding Operations Group, a sub-group of the SPB.
2. Involving relevant agencies in developing safeguarding arrangements and take account of each agency's structure and legal obligations.
3. Adhering to the Continuum of Need document to ensure it is aligned with the social care model of practice and the different levels of early help, with the Safeguarding Partnership Board.
4. Evolving effective and efficient governance of Children's Social Care, and services for children, to provide the right help at the right time.
5. Providing support to colleagues across the Children, Young People, Skills and Education (CYPSE) Directorate to implement and deliver Early Help.
6. Ensuring that there is a simple process in place to ensure that work can step up or step down easily and quickly when children's needs change and they and their families need a different level of support.
7. Ensuring that the Early Help Manager, MASH Manager and the Family Safeguarding Manager work closely to operationalise the Continuum of Need and make effective and timely decisions. Scrutinising plans to reduce risk and ensure improved parenting is sustained before stepping plans down.
8. Developing a strong working relationship with adults for services including, Domestic Abuse Services, Drug and Alcohol Services, Adult Mental Health Services. Identify good practice and any obstacles to best practice working and develop joint priorities for service development.
9. Developing easy to access Tier 2 mental health support for young people. Consider how young people referred for Tier 3 CAMHS can access this without significant delay or waiting list.
10. Enabling joint training and development with early help colleagues.

# Statutory Guidance for Working Together to Safeguard Children in Jersey

PW – 7



Produce Jersey's first statutory guidance to promote improved working together arrangements for agencies responsible for safeguarding and protecting children.

## We will do this by:

1. Seconding a social work qualified and registered Team Manager to the Safeguarding Partnership Board (SPB) to project manage the production of the statutory guidance.
2. Proactively working with partner agencies to support the development and implementation of the guidance.
3. Ensuring that the voice and views of children, young people and birth parents help shape and influence the guidance.
4. Inducting and training all new social care staff on the guidance to and monitoring performance to ensure strict compliance with the statutory guidance and accompanying legislation.

# Children's Rights and Advocacy

PW – 7



Putting the voice and rights of children and young people at the centre.

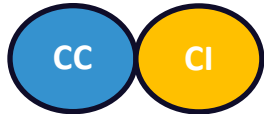
## We will do this by:

1. Ensuring that the child's voice and needs are heard, listened to and promoted in all areas of the service.

2. Developing and implementing a programme to spread a deep understanding of rights-based practice across Children's Social Care Services drawing heavily on lived experience of children, young people and families. This will be led by representatives from the service and in partnership with the Children's Commissioners Office, Jersey Cares and the Family Rights Group for England and Wales.
3. Providing access to independent advocacy, should the child or young person want it.
4. Working with colleagues from across the Government to ensure the right policies and legislation are developed.
5. Continuing to evolve a strong and trusting relationship with the Jersey Care Commission and the Office of the Children's Commissioner to enable high support, challenge and ongoing improvement.

## Corporate Parenting

PW - 7



Continue to promote to role of Corporate Parenting through the Corporate Parenting Board, the Leaving Care Outcomes Board, the Children in Care Partnership Board and Government departments.

### **We will do this by:**

1. Continuing to develop and strengthen the Corporate Parenting Board oversight of the:
  - a. Care Leaver's Offer to care experienced young people, including a focus on further education, work opportunities, good and safe accommodation, access to mental well-being services, and financial support; and
  - b. Children in Care Entitlement
2. Working with delivery partners to evolve legislation, policies and procedures that strengthen the role of corporate parenting.

## Transparency, Engagement and Promotion

### PW - 6

We will be open and transparent in our commitment to learn, progress and improve.





#### **We will do this by:**

1. Promoting greater transparency and regularly publish the service throughput data and outcomes for children and families, including strategic meeting minutes, scrutiny review and reports from our independent and external partners.
2. Working together to develop an effective, efficient and strengths-based regulatory and inspection framework that promotes continuous learning and improvement cross the partnership.
3. Bringing together key stakeholders to consider the needs of all social work agencies in Jersey, both children and adults, in all settings and across the statutory, voluntary and private sector. Establish the "Social Work for Jersey Board" to develop an Island wide strategic approach to training, recruiting and retaining high quality social workers.
4. Working closely with the South East, Association of Directors of Children's Services (ADCS) group to develop an approach that enables the codification of need, at both an individual and population level, and a way to match the needs profile against placements, services and interventions.
5. Producing and publishing an Annual State of the Nation report and/or similar regular digests that provide useful insights into the work of service to promote the wellbeing and safety of children and young people in Jersey.
6. Creating a dedicated Children's Social Care Services website that is easily accessed and navigated.
7. Creating Our Public Relations Strategy, focusing on increasing public, political and partner confidence in Children's Social Care, working with communications colleagues, and partners.
8. Establishing 3 Engagement Forums, as follows, that meet quarterly to feed into the Strategic Leadership Board:

- a. Children's Services Staff Engagement Forum - Each team in the service to nominate a representative including family support, residential staff, business support, ASYEs etc. The representatives to form the Board, nominating a Chair and Vice Chair.
- b. Children and Young People's Engagement Forum, involving children and young people who are, or have been, looked after, including those who are off Island.
- c. Family and Friends Engagement Forum. To explore using an independent third sector organisation to help convene and co-facilitate this forum, possibly approaching the Family Rights Group.

# Appendix

## Appendix 1 – Our Plan Code

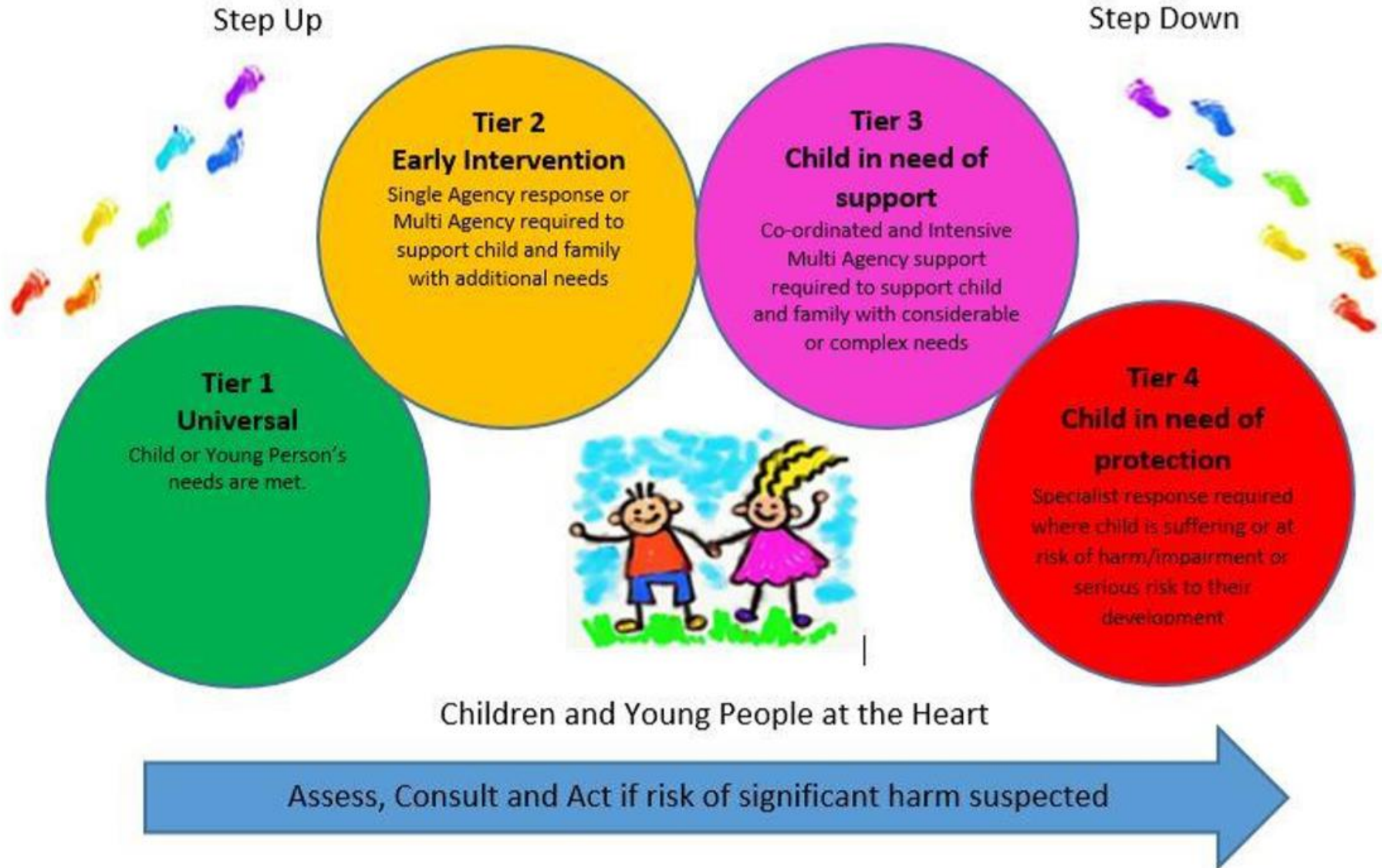
Government Plan	
Jersey Care Commission Inspection Recommendations	
Safeguarding Partnership Board	
Independent Jersey Care Inquiry Recommendations	

## Appendix 2 – Our Training Plan (indicative list)

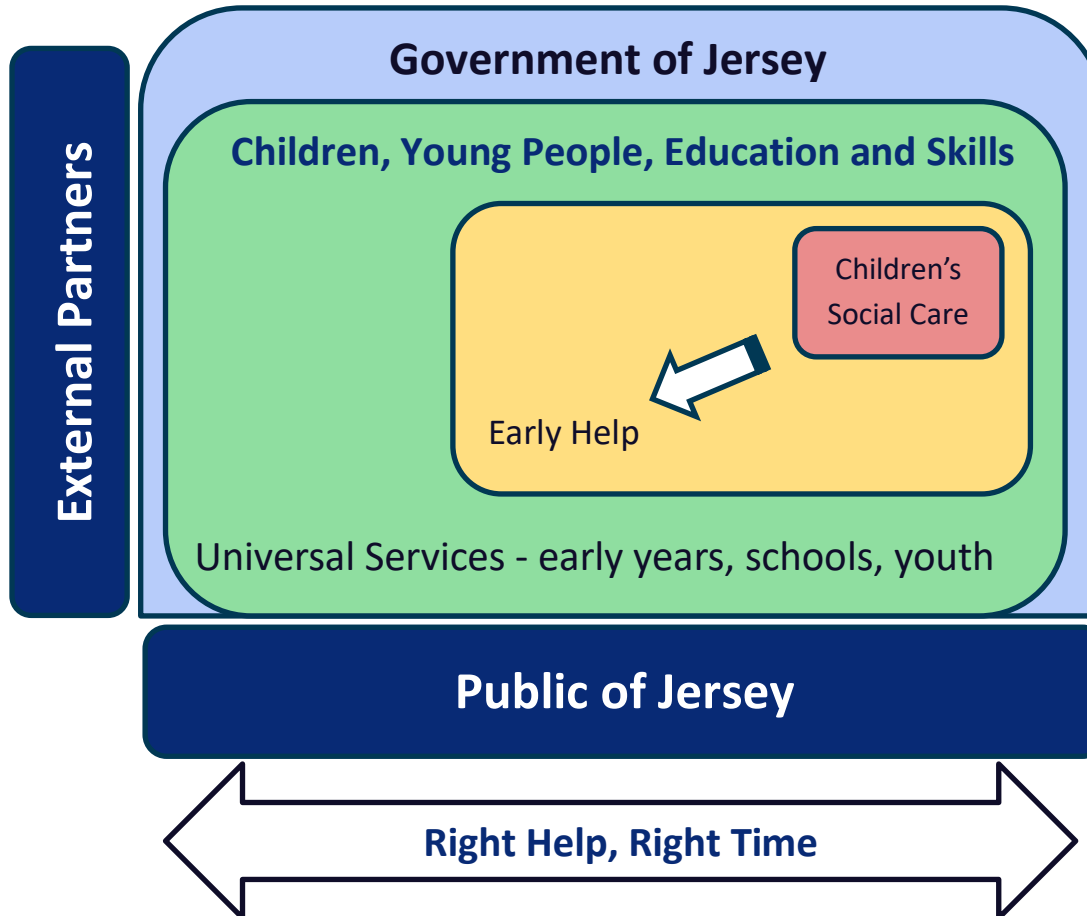
- Restorative Practice
- Children's Rights
- Family Rights, Family Group Conferences and Lifelong Links
- Jersey's Children First Practice Model
- Child Protection Awareness
- Communicating Effectively with Children and Families
- Child Observation and Child Development
- Assessing Parental Capacity to Change
- Enabling Meaningful Family Time Through Supervised Contact
- Analysis, Decision-Making, Planning and Review
- Report Writing
- Jersey Law and the Family and Youth Justice Systems in Jersey
- Case Recording
- Permanence Planning and Support
- Effective Chairing Skills
- Trauma Informed Approaches with Young People
- Professional Boundary Setting in an Island
- Reflective Supervision for Managers
- Being an Effective Manager for the Government of Jersey; and
- Team Jersey Managers Training



# Appendix 3 – Continuum of Need



## Appendix 4 – Operational context



# Social Care Services Key Performance Indicators

Performance measure description	Data availability	Reporting frequency	Baseline	What we want to achieve
Rate of referrals per 10,000 CYP	2017 onwards	Monthly	800.5 (3-year average 2017 - 2019)	Decrease baseline as the Children and Families Hub is embedded, and Early Help is strengthened
Re-referrals in 12 months	2019 onwards	Monthly	24.2% (at 31/12/20 - using 36-month rolling rate)	Decrease baseline - a reduction in the number of re-referrals as we work with families to make sustainable changes.
Number of Child In Need cases	From September 2018	Monthly	246 (at 31/12/20 - using 24-month rolling average)	Decrease baseline - more children will be supported by Early Help
Rate of Child In Need cases per 10,000 CYP (NB this includes CP and CLA for benchmarking purposes)	From September 2018	Monthly	198.8 (at 31/12/20 - using 24-month rolling rate)	Decrease baseline
Number of Child Protection cases	Reliable data from 2015 onwards	Monthly	77 (at 31/12/20 - using 36-month rolling average)	Maintain baseline
Rate of Child Protection cases per 10,000 CYP	Reliable data from 2015 onwards	Monthly	37.4 (at 31/12/20 - using 36-month rolling rate)	Maintain baseline
% of children who have a repeat child protection plan within 2 years	Reliable data from 2018 onwards	Monthly	9.6% (at 31/12/20 - using 36-month rolling rate)	Reduce baseline as children and families are supported to make sustainable changes
Number of Children Looked After	Reliable data from 2015 onwards	Monthly	86 (at 31/12/20 - using 36-month rolling average)	Decrease baseline
Rate of Children Looked After per 10,000 CYP	Reliable data from 2015 onwards	Monthly	41.9 (at 31/12/20 - using 36-month rolling rate)	Decrease baseline
% Care Leavers in Education, Employment or Training	From 2018	Monthly	58% (2-year average 2018 & 2019)	Increase baseline
% cases with management oversight in the last 31 days	From September 2018	Monthly	73% (at 31/12/20 - using 24-month rolling average)	Increase baseline. 90% target



# Jersey Children's Social Care Service