

Progress Update on Making a Difference, Driving Improvement: An Inspection of the Government of Jersey Children's Social Work Service

Introduction

This is an update to the Jersey Care Commission on our action plan following the inspection of the Government of Jersey's Children's Social Work services undertaken in September 2019 (Making a Difference; Driving Improvement - An Inspection of The Government of Jersey Children's Social Work Service, published in December 2019).

Summary of Progress

Overall, we are making good progress:

- We have begun to stabilise the workforce. We now have a permanent director for safeguarding and care and three permanent heads of service. There is a reduced reliance on the use of agency social workers and a reduction in staff churn - children are experiencing fewer changes of social workers than they were 2 years ago.
- Work is progressing to secure comprehensive political and senior leadership commitment to children's rights and corporate parenting
- The multi-agency safeguarding hub continues to be effective and we are implementing a duty and assessment team to strengthen the connection between the front door, children and family assessments and consent.
- The quality of services and support provided to children in care and care leavers is improving and we have launched the children in care entitlement and the care leavers offer. We have created a Permanence and Care Leavers Team and appointed four Personal Advisers. Support is not yet delivered consistently to the standards we are striving to achieve but we have established an improvement group led by the Director.
- We have launched the Children and Families Hub to spearhead our new and evolving early help offer so that children's needs are responded to effectively at the earliest opportunity.
- We have begun to work on improving the education of children in care and we are investing in our Virtual School.
- We have refreshed Practice Standards for Childrens Social Care, established a new quality assurance framework and we are beginning to implement reflective supervision using the Research in Practice Toolkit. These measures are designed to ensure that staff are clear regarding expectations of their role and standards of practice, so that more consistent social work practice is evident."

There have been three key obstacles that have impeded progress:

- As the Care Commission recognised, the service is starting from a low base. Whilst improvements are being made, the required culture change is slow as staff learn how to trust the new leadership team and move away from survival mode and defensive and reactive practice
- The service has not had capacity to focus on quality assurance and service development and we are only just establishing the necessary insight and enablement functions under our newly appointed Principal Social Worker and IRO Manager and new QA Manager post
- COVID-19 has inevitably shocked the service. Whilst we have been able to innovate and test new ways of working, staff have been working from home for three months focusing on crisis intervention and children and families with the greatest need. Staff have responded positively to working in a high trust environment and they have enjoyed more flexible ways of working. The conditions have however had an impact of staff wellbeing and our ability to focus on service development and improvement.

Recommendation

R1.1 Deliver an effective social work service to children, young people and their families by investing in and valuing all staff through effective systems for recruitment, induction and retention (Director of Children's Safeguarding and Care).

Progress

- **Recruitment** – A new permanent Director took-up post at the start of November 2019 and by December 2019 the senior leadership team was made up of 3 permanent Heads of Service and a long-term agency Head of Service contracted until December 2020. Two of the Heads of Service were appointed internally which has enabled the service to build on organisational knowledge and learning and demonstrate to staff that there is the opportunity to progress in the service. So far this year, four permanent social workers have been appointed. Three more are set to join the service in June 2020. Further interviews are scheduled for permanent social workers.
- **Induction** - In gathering feedback and through observations during the Let's Be Honest recruitment campaign, we have identified areas and times that additional action can be taken to ensure the onboarding experience is improved and meets the needs of both permanent and agency colleagues. Our relocation partner, Ashore, continues to provide high quality support and advice to new recruits in moving and settling in Jersey. We have reviewed the induction pack and refined the contents to include only the most important and relevant information that any new colleagues need. We are launching our new *Practice Standards* and new employees will be required to develop a thorough understanding of the standards together with a social work manager in advance of being allowed to deliver direct work with children and families. Similarly, new managers will be required to develop a thorough understanding of our new *Quality Assurance*, together with a more senior social work manager in advance of being allowed to manage practitioners.
- **Retention** – Our permanent workforce has seen increased stability in 2020 compared to 2019 - turnover is 13% this year compared to 25% at the end of last year. We are implementing three developmental pathways to ensure social workers can enjoy progression in the service:
 - *Professional Social Work Educator*: facilitate the learning and development of others (for example, managing a number of students on qualifying programmes, NQSWs undertaking ASYE, undertaking direct research or professionals undertaking CPD) to enhance their knowledge, skills, values and practice. They will positively manage the interface between the social work degree course delivered at Highlands and the service, by contributing to arrangements for selection, curriculum delivery, assessment and evaluation. They will draw on and contribute to contemporary research and educational practice. They will contribute to workforce development strategies in the agency and/or at Highlands.
 - *Senior/Advanced Social Work Practitioners*: have their practice recognised as exemplary and provide leadership and professional wisdom to their colleagues and other professionals for work in situations of high complexity. They will continue to work directly with children and families in the Island. They provide constructive challenge to enhance practice, procedures and policies, promote innovation, and introduce new ways of working from recognised sites of excellence. They contribute to the development of knowledge and promotion of excellence in their field using evidence informed practice. They make use of sophisticated, critical reasoning and both model and facilitate reflective and evidence- informed practice.

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- *Social Work Managers:* lead, motivate, nurture and manage a team (social workers, ASYEs and family support workers), ensuring the service provided is effective, and delivering positive outcomes. They do so by managing performance and quality assurance, resources and budgets, in collaboration with others and key stakeholders. They are knowledgeable about managing social workers and others within single or multi-professional teams. They contribute and support the development of practice, procedures and policy and specifically the professional development of the team they lead. They are accountable for the practice of social workers within the team they manage, and provide or ensure effective professional and practice supervision, as well as performance appraisals, takes place. They support mentoring and coaching to enhance the quality of practice. They investigate complaints as needed. They seek to ensure team experience influences and informs the work of the organisation and that of other service providers, supporting and managing change as needed within their area of responsibility.

We have developed a pilot programme to enable the service to position its reward offering favourably in comparison to the professional labour market across the UK. The pilot programme encompasses total reward elements that cover both recruitment & retention incentives for both permanent and agency colleagues. This has stalled due to COVID-19 but it has the full support of senior leaders in HR and the proposal is due to go to the States Employment Board in June 2020.

We have been working collaboratively on a key worker housing strategy to improve the offer for our current and potential social worker workforce to provide options for accommodation and moving to the island.

The Director has established the Social Work Jersey Board, together with other leaders from Government, third sector and private social work providers across the Island. The Board is responsible for championing the social work progression in Jersey and creating a common approach across all agencies to value and develop social workers to equally high standards.

- The service is beginning to create greater stability in the children’s services workforce. Children in our care are experiencing fewer changes of social workers than they were 2 years ago, primarily due to the introduction, in late 2019, of a Permanence & Throughcare Team. There is a focus on resourcing this team with permanent workers. At the beginning of June, children who had been looked after for 2 years or more had an average of 2.5 social workers over the previous 2 years. In 2018, the average for this group over a 2 year period was 4 social workers. We currently have a lower % of positions filled by agency staff but we are carrying a number of vacancies, due largely to COVID-19. With the number of staff who have left/are expected to leave, it’s inevitable that some children will experience more changes than we would want.

Next Steps	Timescales
<ul style="list-style-type: none"> • In light of C-19, the Government of Jersey has placed a recruitment freeze on all permanent roles. However, essential Social Work and allied roles can be recruited to. • The pilot programme was due to go to States Employment Board in April 2020, however the impact of C-19 has put this on hold. We remain committed to the initiative. 	<p>Q3 2020</p>

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<ul style="list-style-type: none"> During C-19, the Children’s Service Senior Leadership Team has been developing new ways of working that include talent management, performance management and development (including Learning and Development) as well as the continuation of the total reward package. A draft version has been reviewed by CYPES Departmental Leadership Team, thereafter progression will be through the executive leadership forums, including the State’s Employment Board. 	
<ul style="list-style-type: none"> We hope to leverage the launch of the Government of Jersey corporate induction programme, <i>My Welcome</i>, to include the development of our local induction framework. Although the timeline for <i>My Welcome</i> has been delayed, we are continuing with the development of our induction framework. 	Q3 2020
<ul style="list-style-type: none"> As we continue to rely on agency colleagues, though reduced, we are looking to develop a programme with Ashore that will help with their moving process to the island and positive onboarding experience. 	Q3 2020
<ul style="list-style-type: none"> Our <i>Practice Standards</i> are being signed-off having been reviewed and approved by the Government of Jersey Law Office Department. We will soon be initiating a programme to upload all content to Tri Ex that includes roll out and training to the workforce. 	End of May/June 2020

Recommendation

R1.2 Deliver an effective social work service to children, young people and their families by ensuring the Operational Improvement Board has a clear focus on how best to improve children's social work services (Director of Children’s Safeguarding and Care).

Progress

The new director stood the Operational Improvement Board down at the beginning of 2020 as part of the launch of the ‘Children’s Service Development Plan’ - Our Plan 2020-23. This was to promote a greater focus on working together as a multi-agency partnership to safeguard and care for children and young people, rather than a singular focus on the children’s services failings in isolation of our partners necessary areas for improvement. The core functions of the children’s service development have been overseen through the:

- Senior Leadership Team:** The new and permanent senior team has developed into a strong, trusted and cohesive group. The senior leadership meet twice weekly for operational purposes and once weekly to focus on strategic development.
- Practice Quality Board:** The senior leadership team meet monthly with team managers to consider the quantitative and qualitative information available to identify best practice and areas for audit and development.
- Children Looked After Partnership Board** and the **Care Leavers Outcomes Board:** Both boards have been established to provide a regular forum for all professionals responsible for the health and wellbeing of our children and young people in care and leaving care, to discuss matters concerning the operation of our partnership services. They will provide an opportunity for open and constructive discussions, an avenue for exchanges of ideas between relevant departments and a place to hold each other to account. The Boards meet monthly and feed into the quarterly Corporate Parenting Board.

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- **Safeguarding Children Operations Board:** I would like to establish a monthly Safeguarding Children Operations Board. I think this new board, which I want to chair as the Director of Safeguarding and Care, should bring together the operational leads from all relevant partner agencies responsible for working together to safeguard children. I would like this Board to drive and oversee operational delivery of safeguarding in the Island using a strengths based and appreciative enquiry approach, to identify what is working well as a partnership, and areas for development, including any escalated issues and risks that have arisen in our working together. I also think the Board should take the lead in developing the ‘*Working Together to Safeguard Children in Jersey Document*’ in preparation for the new legislation and intended statutory guidance. The Board should of course have reference to the SPB, and inform the Boards understanding of our strengths and areas for development as an Island partnership.
- **Children’s Homes Development Board:** This Board is due to be established to drive and oversee practice developments and improvement in our children’s homes. The work of the Board will be informed by an independent review of our children’s Homes due to be undertaken by the Independent Children’s Homes Association (ICHA) in August and September 2020.
- **Children’s Service Strategic Board:** This Board, previously known as the Strategic Improvement Board, has been refreshed with new members and revised terms of reference. It now has a greater focus on services for children and is more closely aligned with the Children’s Strategic Partnership Board and the Corporate Parenting Board. The Board is increasingly focusing on the broader work of the Children, Young People, Education and Skills Directorate including education and learning settings, the Youth Service, the Children and Families Hub, CAMHS and Children’s Social Care.

Next Steps	Timescales
Through the Clear Line of Sight Project, the Children’s Service is developing an Outcomes Framework. The Board will use the framework to monitor performance and improvement	August 2020

Recommendation	
R1.3	Deliver an effective social work service to children, young people and their families by ensuring that all staff delivering services provide consistent high-quality social work practice, including placing the rights of the child at the centre of their planning and interventions (Director of Children’s Safeguarding and Care).

Progress

The service has worked hard in its ongoing journey to deliver consistent, high-quality social work practice and has focused on six core elements:

- **Culture Change:** We commissioned Team Jersey to facilitate focus groups to better understand the culture of the Children’s Service. All teams were invited in November 2019 to attend a focus group and over 109 colleagues participated. In addition, small meetings were held with some Team Managers and Registered Managers. This helped to build a complete picture of who influences and contributes to the culture at Children’s Services. A number of issues were identified: failure to communicate effectively; staff churn at all levels; relentless change; blame culture: unfair behaviours and practices; and fear of retribution. In response, the new permanent senior leadership team has begun to affect culture change for the better:

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there is more praise and recognition; unhelpful processes and procedures have been changed; there is greater transparency, good practice is shared more routinely; we have moved to a high trust environment, helped in part by flexible working practices forced on by COVID-19; staff are more positive and supportive to one another; there is more togetherness and a greater sense of team; and we have built better relationships with partners including the Law Offices Department, JFCAS, the Police, Health, Drugs and Alcohol, Adults Services and the Safeguarding Partnership Board. The focused work with Team Jersey's support continues, albeit somewhat impacted by CV19.

- **New Vision and Purpose:** We have developed a new shared vision which is becoming embedded. There is greater clarity that the Children's Service, together with our partners, are seeking to ensure children and young people are safe and thrive by supporting good parenting through high quality, relationship-based social work and family support. Staff are becoming clearer and are beginning to buy-in to *Our Stated Purpose*:
 - Protect children and promote their development and well-being.
 - Work openly with children and their families, in solution-focused ways building on their strengths, so that parents and carers are able to provide good parenting, consistent boundaries and emotional warmth, allowing children to develop life skills and resilience.
 - Committed to supporting children to remain with their family wherever possible.
 - Value the importance of direct social work and family support work with families as a means of enabling change, responding through support and challenge to the diverse emotional, cultural and material needs of each child and their family.
 - Provide high quality substitute care within family settings, wherever possible within the Island, and to maintain relationships with birth family whenever this is in the child's best interests.
 - Recognise this is difficult and challenging work requiring skilled and confident social workers and family workers who need to be supported by good leadership and management, reflective supervision and ongoing learning opportunities.
 - Enable stability, good emotional wellbeing and education through high quality support and care planning from us all as corporate parents.
 - Deliver effective services for children and families within the resources available to us. We will eliminate inefficiency, duplication and waste and we will only fund that which is effective and adds value.
- **New Practice Standards:** We have co-produced our new *Practice Standards* for practitioners and managers across social work, family support and residential child care. All staff will be required to demonstrate their understanding and appreciation of the standards before they are allowed to do any direct work with children and families.
- **New Practice Model:** We are developing and embedding our new practice model. We will shape social work practice and approaches through the lens that acknowledges families as their own best experts who should have the opportunity to take responsibility for change wherever possible and be supported to identify their own solutions. We will work together to provide support to children, young people and their families at the lowest level possible in accordance with their needs. We will focus on needs rather than risks. We will work with families, restoratively, rather than for them in a permissive way or doing to them in a punitive way. Recognising that the practice model needs to be led from the top, the senior leadership team will be commencing restorative practice training in June with our new development partner L30. They are one of England's leading trainers in restorative practice across various organisations, including local authorities. They played a key role when implementing the highly-regarded

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initiative to make Hull a restorative city and they supported Leeds to transform the way they work with the most vulnerable families, using restorative approaches to bring about evidence-based social, cultural and economic benefits.

- **New Quality Assurance Framework:** We have produced a new Quality Assurance Framework with the following key elements: child centred, restorative, outcomes based, positive and reflective. The framework consists of: performance data; service user feedback; case file audits; supervision audits; staff and meeting observations; and feedback from staff and partners.
- **Assessed and Supported Year in Employment programme:** We have established our own ASYE programme to provide a more consistent level of support to newly qualified social workers and facilitating consistent assessment against the Knowledge and skills statement for child and family practitioners (England). The Skills for Care Council (England), who is responsible for implementing and maintaining a framework of support for child and family employers, has assured the quality of our local ASYE programme delivery. They were very impressed with our programme and commitment, they felt it was better than many they have seen in England.
- **Practice Standards, Quality and Improvement Service:** We have launched the new Practice Standards, Quality and Improvement Service led by our newly created Principal Social Worker role. The service is responsible for practice standards and development, quality assurance, workforce development, learning and development, informatics and analytics, performance and key performance indicators, continuous improvement and inspection.
- **Children’s Rights:** We have formed an inhouse Children’s Rights Service made up of a Team Manager and two Children’s Rights Officers. We are creating a Children in Care Council (CICC). Children and Young People are engaged in staff recruitment – for example, they were actively involved in the appointment of the Director and the Children’s Rights Officers and they will be involved in the recruitment of Personal Advisors for Care Leavers in June 2020. We have been developing Children and Young People feedback systems – for example, working with the Independent Feedback Adviser to develop a child friendly feedback and complaints system. We have developed the Care Leavers Service and implemented the Care Leavers Offer. This includes weekly Care Leavers meeting between the Children’s Rights Manager, the Care Leavers Team Manager and the Head of Service for Corporate Parenting. We are now actively involved with 48 Care Leavers. The Children’s Rights Manager meets regularly with the Director General and the Director to provide high challenge and high support on children’s rights. She also meets regularly with the Office of the Children’s Commissioner and Jersey Cares to work together effectively to provide a comprehensive service to children and young people that is clearly differentiated and complementary. The Children’s Rights Team is in the process of relaunching Mind of My Own (MOMO) to promote and protect the voice of the child. Previous uptake of the app has been low. The Team has developed a plan that will ensure all CS staff are trained and equipped to introduce this app to all C&YP and they are aiming for 100% of children and young people to be introduced to the app.

Next Steps	Timescales
Embedding of the new Practice Standards, Quality and Improvement Service.	September 2020
Launch new Practice Standards	June 2020
Launch new Quality Assurance Framework	June 2020

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Engage with Children and Young people to finalise the Children's Right Service Plan	June 2020
Establish the Children in Care Council	June 2020
Establish the 'Voice of the Child' as a regular item at the Corporate Parenting Panel	August 2020
Ensure Children and Young People are involved in all interview panels to appoint Children's Service Staff.	June 2020
Develop training packages with Children and Young People, looking at the experiences of the child.	December 2020
Relaunch Mind Of My Own (MOMO)	July 2020

Recommendation

R2.1 Consolidate and Improve the Jersey Government's corporate parenting responsibilities by ensuring that all children and young people in care receive the necessary support to identify and work towards achieving their personal goals and aspirations (Director of Children's Safeguarding and Care).

Progress

- We have launched (January 2020) the new support offer for children in care and those leaving care. The new entitlement and offer to looked-after children and care leavers includes the provision of personal advisors who will be allocated to work with children and young people aged 14 up to 25. The offer, which is the first of its kind to be published in Jersey, supports children in care and those leaving care to access health, education, clothing, housing, holidays and travel for example. The number of young people for whom this support would be relevant is estimated to be approximately 90 young people in care and 100 young people who would be categorised as a care leaver and aged between 18 and 25. Before or shortly after their 14th birthday, all children in care will be allocated a personal advisor (PA). The role of the PA will be to help guide and support the young person as they transition from child to young adult and ultimately move towards greater independence. While this will involve practical support and advice, the key focus will be on developing strong and nurturing relationships. The PA is available for the young person until they reach 25. The importance of strong relationships in supporting young people to thrive has been a key feature of the development of the offer and entitlement. This includes care leavers having an option to remain with their foster parents until they are at least 21, and in some cases 25. This puts Jersey ahead of the UK where the Staying Put policy goes up to 21.
- We have established a Children Looked After Partnership Board and a Care Leavers Outcomes Board. Both boards have been developed to provide a regular forum for all professionals responsible for the health and wellbeing of our children and young people in care and leaving care, to discuss matters concerning the operation of the services. They will provide an opportunity for open and constructive discussions, an avenue for exchanges of ideas between relevant departments and a place to hold each other to account. The Boards meet monthly and feed into the quarterly Corporate Parenting Board. At the most recent Children Looked After Partnership Board, it was agreed that we must invest generously in our Virtual School to enable significant improvement in educational outcomes and to establish the Coram-BAAF Health Children Looked After Pathway to improve health outcomes. The Board also agreed to routinely understand the care system through the voices of the children and young people it is designed to serve: the quality of looked-after children's care experience and their sense of well-being; and the thoughts, feelings and experiences of care experienced people, those that have left the care system. Similarly, the Board is intent on hearing the voices of families - birth families,

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connected carers, foster parents and adopters; and from the professionals (e.g. residential care staff) that support children and families. This will be done in an authentic and genuine way capturing the full spectrum of experiences.

- In January 2020, we delivered a Corporate Parenting workshop to the Government of Jersey Senior Managers Group. The agenda focused on the following:
 - Introduction to Corporate Parenting - what is Corporate Parenting and why is it important
 - Key note speaker: Children in care – A personal story
 - Putting Children First - developing an understanding of what it means to put children first in your role.
 - Setting the scene - what does good Corporate Parenting look like
 - Table discussions – making a commitment as a corporate parent.

93.4% of attendees found the event useful and all Government Departments committed to supporting care leavers in new and creative ways. Whilst these commitments have been underdeveloped due to COVID-19, these will be followed-up and the CEO will be returning to corporate parenting at the monthly Senior Manager Meeting half yearly to review progress.

Next Steps	Timescales
• To embed the Leaving Care Team and the Offer in the Children’s Service	July 2020
• To ensure all relevant employees across the Government of Jersey understand the Care Leavers Offer	September 2020
• To deliver corporate parenting training to Assembly Members and Senior Leaders	September 2020
• To use the Children in Care Council, the Care Leavers Forum, the Children Looked After Partnership Board, the Care Leavers Outcomes Board and the Corporate Parenting Boards to evidence how the Government Departments are ensuring that all children and young people in care receive the necessary support to identify and work towards achieving their personal goals and aspirations.	Monthly and Quarterly

Recommendation	
R2.2	Consolidate and Improve the Jersey Government's corporate parenting responsibilities by widening the membership of the Corporate Parenting Board to include experts by experience e.g. children, family carers and representation from children’s services (Director of Children’s Safeguarding and Care).

Progress
The Corporate Parenting Board provides political oversight on how the Government of Jersey is discharging its Corporate Parenting duties to Looked After Children and Care Leavers. The Board embodies the ‘Putting Children First’ Pledge and more intuitively, it asks the question “would this be good enough for my child?” in relation to aspiration, outcomes, policies and services. The Board is made up of the Minister for Education; Minister for Children and Housing; Minister for Justice and Home Affairs; Minister for Health and Community Services; Assistant Minister for Education and the

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Comité de Connetablé. The Board is supported by the Director General (Children, Young People, Education & Skills); the Director of Safeguarding and Care; Brightly; Jersey Cares; and Children’s Rights Team Manager.	
Next Steps	Timescales
The support will be strengthened by the inclusion of an Independent Reviewing Officer (IRO) and relevant representation form skills.	July 2020
We have established a Children Looked After Partnership Board and a Care Leavers Outcomes Board, both of which meet monthly. These in turn report directly to the quarterly Corporate Parenting Board.	Monthly and Quarterly
Our Children’s Rights Team are in the process of establishing a Children in Care Council which will also report directly into the Corporate Parenting Board and we expect the chair of the Children in Care Council to join the Board.	August 2020
Jersey Cares are working with young people to prepare training for Board members to better understand what it feels like to be in care and acere experienced.	July 2020
Jersey Cares have been commissioned by the Board to gain feedback from young people on: wether the Government did the right thing to bring forward the care leaver offer – did we ultimately settle on the right things with the offer; when they have accessed the offer and if it has been a positive experience; and what do care leavers think we need to know about their lives in order to best support them.	August 2020

Recommendation	
R2.3	Consolidate and Improve the Jersey Government's corporate parenting responsibilities by supporting the Corporate Parenting Board to improve educational support for children in care and provide better support for care leavers (Director of Education).
Progress	
The Education Department will provide the Corporate Parenting Board with a quarterly report on the educational progress of Children Looked After. The quarterly report will provide an update on all year groups and will include the following data at a minimum: attendance, engagement in AP progress, destination – children in transition years, care-leavers engagement in Education, Employment and Training. The Chair of the Board will be responsible for ensuirng high support and cahllnege of the information and plans to better support children and young people.	
Next Steps	Timescales
The Annual Report for the Virtual School 2019/20 will be distributed in June 2020 to members and a quarterly report will follow.	June 2020
We are about to invest in the creation of a Virtual School to ensure we have the right capacity and capability to	September 2020
Work is underway to ensure that all LAC and Care Leavers have Broadband and an internet enabled device.	July 2020

Recommendation	
R3.1	Improve the quality of services and support provided to care leavers by implementing with some urgency a Jersey Care Leavers Offer and delivering the three key priorities:

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	<ol style="list-style-type: none"> 1. Clarifying the support offered to young people for whom the Government of Jersey has been their Corporate Parent. 2. Proactively supporting young people who are care experienced to increase their educational aspirations and achievements so that outcome gaps are reduced. 3. Ensuring that young people who have been in care have a robust foundation from which to move successfully towards independence (Director of Safeguarding and Care).
Progress	
	<ul style="list-style-type: none"> • The Care Leaver Offer has been implemented and we are actively working with 47 care leavers. • A number of care leavers have contacted Children’s Service since the offer was implemented and their cases have been re-opened and a PA allocated to them to offer support. • The Children and Families Hub refer to the Permanence and Beyond Team Manager when a young person contacts the service seeking support. <hr/> <ul style="list-style-type: none"> • We are working in partnership with Skills Jersey to further develop education, training and employment opportunities for our care leavers. We are currently working with 47 care leavers - 30% are in education, employment or training; 32% are seeking work; and 38% are not seeking work. <hr/> <ul style="list-style-type: none"> • We have developed a leaflet that sets out a number of educational entitlements which support care leavers in the next stage of their educational pathway. These include: <ul style="list-style-type: none"> ○ A pathway plan to support transition into further and higher education as well as employment or training options ○ Advice and guidance from an experienced career advisor ○ Financial support for fees, visits and course materials • In addition, specialist programmes have been trialled in 2019/20 to support a cohort of highly vulnerable young people with training, core educational skills and employment experience. Amongst this cohort, children who are currently children looked after are overly represented. <hr/> <ul style="list-style-type: none"> • A NEET Strategy is in the early stages of development which prioritises Children Looked After and Carer Leavers. <hr/> <ul style="list-style-type: none"> • With the recruitment of the Personal Adviser’s this will be part of the work they will support the South Workers with whilst they are a child in care and the Personal Adviser will continue to provide support once they reach 18.
Next Steps	
	Timescales
Development of Care Leaver Offer Implementation Board	First meeting set for 26/05/20
Weekly meetings have been set up to discuss current care leaver issues and support. This meeting will also be used to drive awareness and understanding of the offer to ensure effective uptake among care leavers.	Ongoing
Implementation of the Care Leavers Outcomes Board – this will feed directly into the Corporate Parenting Board.	Ongoing - First meeting set for 29/05/20
Complete the Personal Adviser recruitment process.	Q2 2020

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A NEET Strategy is in the early stages of development which prioritises Children Looked After and Carer Leavers within it. This is due to report in June 2020.	June 2020
A transition plan will be introduced in September 2020 for all Year 10 Children Looked After as a pilot to ensure that aspirations are captured and that the appropriate planning has taken place to enable them to progress into a positive Post 16 pathway. If successful, this will be extended to target Years 9, 10 and 11.	September 2020

Recommendation	
R3.2	Improve the quality of services and support provided to care leavers by establishing and maintaining sufficient family support and personal adviser capacity within the service to meet the needs of all young people leaving care (Director of Children’s Safeguarding and Care).
Progress	
<ul style="list-style-type: none"> We are in the process of recruiting 3 Personal Advisers to join the Personal Adviser already in the team to ensure all care leavers have an identified Personal Adviser. 	
Next Steps	
To ensure the new PAs benefit from a robust induction programme and are supported to work effectively with care leavers	Timescales September 2020
To use the Children Looked After Partnership Board and the Care Leavers Outcomes Board to monitor the effectiveness of the new PAs. To take swift corrective action to deal with any issues and development needs.	Monthly.

Recommendation	
R3.3	Improve the quality of services and support provided to care leavers by developing a range of high-quality accommodation to meet the individual needs of young people leaving care (Director of Children’s Safeguarding and Care).
Progress	
<ul style="list-style-type: none"> Work has continued in improving the support to young people leaving care and development of the range of high – quality accommodation that is befitting. It is important young people have a choice in where they live once they leave care. It is acknowledged that most young people still live at home with their families until they are at least eighteen. We have a unique opportunity as a Corporate Parent to provide opportunities to our young people that will enable them to transition into the next phase of their lives, whilst living somewhere they feel safe and secure. There is a recognition that leaving care and becoming more independent can potentially be overwhelming, wherever a young person chooses to live. Therefore, an agreement is in place to review a young person’s living arrangements within 28 days of them moving and at least every 3 months after to make sure everything is okay. A PA will also visit within a week of a young person moving into their new home and will then visit at least every two months after that. The following progress has been made to ensure the highest quality range of accommodation possible is available to our care leavers; 	

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- Extending the age range for two Residential homes to allow Young People to remain there until age 21, or until they feel ready to transition to independent living. The two homes were registered with the Care Commission in their current capacity at the end of 2019. Currently five Young People reside in both homes.
- Creating a bespoke set of self-contained apartments, specifically for Care Leavers to reside in. Active discussions are being held with Jersey Property Holdings in respect of establishing lease arrangements for the apartments, permitting up to four young people to reside in them
- Working with partner agencies and charities to ensure a diverse range of accommodation options for young people that may want to live in alternative facilities. Liaising with our partners to ensure referral routes remain open to care leavers. Ensuring effective transitions can be made when appropriate
- Where a young person wants to live independently and chose a social housing route, pathway options are made available via the Andium ‘Gateway’. Where a young person chooses to leave home, they will have housing pathway options available to them. A PA or social worker will, moving forward, help complete a personal housing plan, for all young people.
- Where a care leaver chooses to live in privately rented accommodation, the relevant support is in place to help facilitate this. A definition around accommodation offers has been confirmed as either a self-contained studio or one bedroom flat. The subsequent financial and pastoral support is in place to assist this transition.

Next Steps	Timescales
<ul style="list-style-type: none"> ● Continue to develop the infrastructure around these homes, to ensure they are of the highest quality and able to allow young people obtain and develop the skills they need to transition into more independent living 	January 2020
<ul style="list-style-type: none"> ● Prepare each of the environments to the highest standard, prior to them being habited ● Finalise lease arrangements to permit the young person to hold tenancy directly with JPH ● Create a process to make these apartments accessible to young people, through referral 	End of 2020
<ul style="list-style-type: none"> ● Continue to strengthen the relevant networks and explore additional opportunities alongside our partner agencies 	Ongoing
<ul style="list-style-type: none"> ● Ensuring Family support workers/personal advisers and Social Workers are knowledgeable about how to navigate the complex procedural and legislative requirements to get the best support for care leavers ● Continue to work with Andium to ensure young people leaving care are prioritised in terms of access to the gateway 	Ongoing
<ul style="list-style-type: none"> ● Moving into a new home can be expensive and so finance support will be offered where appropriate to assist with deposits, relocation costs and decoration (where appropriate) 	March 2020

Recommendation

R3.4 Improve the quality of services and support provided to care leavers by supporting skills for life and employment opportunities, enabling young people to have a better start and more positive experiences when moving out of the care system and living independently (Director Young People, Further Education, Higher Education and Skills).

Progress

- In March 2020, Jersey published a new offer for children in care and care leavers which set out the support available to our young people. The offer focusses on increasing aspirations and attainment levels for all young people who have been in care and commits to ensuring that they are supported to access a choice of education and training pathways.
- We understand that academia does not suit everyone and that it is important to recognise and support all our young people to reach their potential – whatever that might be. This means that academic and vocational training is treated in the same way and access to funding and support for either pathway is treated equally.
- As part of a young person’s pathway plan, they are given access to a skilled careers advisor who can provide each young person with careers guidance, skills advice and support. Any young person who is in our care is able to get priority access to the support of a skills coach whilst at school or during transition to support the development of their employability skills, raise their aspirations and connect them to the world of work.
- If they decide to go on to FE/HE and the course is off island, this cost will be covered, and the government will also pay for a young person and an approved adult to visit up to 5 potential places of study off the island – thereby increasing their aspirations and awareness of what is on offer outside of Jersey.
- The offer also makes clear how young people from the care system can access finance to enable them to fund their education and living expenses whilst they are studying. This includes funding to cover tuition costs, living expenses, access to additional bursaries as well as providing and funding the cost of accommodation back on the island during holidays. These were all factors that had previous been identified as potential barriers to young people continuing with their education post 18.
- The offer also covers funding to support a young person to fully access education – including, for example, grants to purchase computers or other necessary education equipment.
- Bursaries have also been extended to cover young people who may wish to go down the apprenticeship route rather than academic route – thereby seeking to create parity between different education pathways.
- The support network available to young people to enable them to move on from care successfully is extensive across Jersey and ranges from Highlands College to Skills Jersey to the Youth Service. Each has a different role to play in supporting young people and all staff are trained to ensure young people are appropriately signposted to the right support at the right time. Across each area, a key focus for all staff is on developing and maintaining strong relationships with young people and ensuring young people know that the door to support will always remain open if a young person needs to get back in contact.
- As a small island, we know our young people and we can focus on ensuring we provide the individual and bespoke support that young people need to flourish and continue to achieve once they have left care.

Next Steps

- Whilst the offer is now published, some of the implementation of the offer still requires some systems and protocols to be put in place.

Timescales

Ongoing implementation planning currently underway – being led by

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<ul style="list-style-type: none"> • The skills team is now in contact with the Permanency Team manager to see what support the department can give to our current care leavers who are NEET. • In the long term we hope that all the preventative work will mean there are far fewer young people who are NEET. 	the Children’s Rights officer.
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Recommendation

R4.1	Improve the response to children living in private fostering arrangements by establishing the extent of private fostering arrangements and maintaining appropriate contact with individuals and families who privately foster children (Director of Children’s Safeguarding and Care).
R4.2	Improve the response to children living in private fostering arrangements by providing assessments of the carers, and assessments and care plans for children living in private fostering arrangements (Director of Children’s Safeguarding and Care).

Progress

<p>Phase 1</p> <p>To establish policy and guidance for PFA’s and getting this ratified through the Senior Leadership Team to ensure:</p> <ol style="list-style-type: none"> 1. That assessments, visits and reviews are carried out in accordance with the law. 2. There is a clear delineation of roles between the assessing and review of the carers versus the visiting, monitoring and safeguarding of the child/young person. 3. Guidance is clear about how to record such assessments, reviews and visits on Mosaic. <ul style="list-style-type: none"> • A draft policy has been drawn up • Research into the knowledge base of team managers has been completed. Not all manager were aware of the Legislation in Jersey and reported that they would either undertake research or refer to best practice in the UK. • There is an understanding of how PFA’s are currently managed in Jersey. • Different managers gave accounts of how PFA’s were managed and supported in the UK. This differed from manager to manager. • Mosaic does not have the right processes and forms to aid proper management and monitoring of PFA’s (although they have been developed). • There have been only three recorded PFA’s since Nov 2017. <p>Phase 2</p> <p>Information gathering stage from our partner agencies to understand what they know about PFA’s and their role in reporting to the Children’s Service.</p> <ul style="list-style-type: none"> • An initial email has been sent to Health and Education representatives to seek their understanding of the law and their role in reporting PFA’s <p>Phase 3</p> <p>Undertake a campaign to make professionals and the general public aware of this legislation and their duty regarding PFA’s. This will be extended due to teachers being on their summer term break.</p>
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- Initial conversation has taken place with our recruitment and event co-ordinator within the Fostering and Adoption Team around how we would undertake this campaign, for example screen savers, social media and advertising

Phase 4

Completion of Mosaic processes/forms/workflows and associated training.

- Forms have been devised that are fit for purpose.
- Unfortunately, due to a change in hosting of Mosaic and a plan of improvements the timetable for this is unknown

Phase 5

On-going review of policy and procedures regarding PFA’s.

Next Steps	Timescales
Undertake review of draft policy.	May 2020
Present to the SLT and policy to be ratified.	June 2020
Ensure that all the manager, senior practitioner and social workers are conversant with the law in relation to PFA’s	July 2020
To gather the research and analyse the results to help inform where we may need to target immediate education around the law.	June 2020
To help inform the campaign to raise greater awareness of PFA’s with professionals.	June 2020
Once research is collated and analysed, we can target specific professionals’ groups.	September 2020
Consider how best to educate the general public and how they should report PFA’s.	September 2020
To maintain communication with the Mosaic team lead regarding progress of the planned improvement program.	December 2020
Regular monitoring and audit of PFA’s on Mosaic.	Ongoing
Working in consultation with the informatics manager to ensure that compliance to policy and procedures.	Ongoing

Recommendation

R5.1 Improve the early help offer and deliver a coordinated service for families by establishing a joint strategic needs assessment, making best use of corporate information to provide an accurate understanding of the needs of children and their families (Director of Commissioning and Integrated Services).

Progress

- The Joint Strategic Needs Assessment development is led by the Group Director Corporate Planning and Performance, SPPP on behalf of the Government.

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<ul style="list-style-type: none"> SPPP is leading a review of the Government's analytics capability and capacity which, in due course, should move the JSNA approach from <i>ad hoc</i> to strategic. Meanwhile, the Children's JSNA is stalled due to the re-direction of public health resources to the CV19 response. 	
Next Steps	Timescales
<ul style="list-style-type: none"> The first draft of the children's JSNA has been circulated to the steering group in February 2020 It is likely that the information from the first JSNA will be used to inform the next iteration of the Government Plan which is likely to be considered by the States in the summer of 2020 	

Recommendation	
R5.2	Improve the early help offer and deliver a coordinated service for families by providing an effective service for children who need early help, which ensures that appropriate and proportionate assessment and support is available – the 'right help at the right time' (Director of Commissioning and Integrated Services).
Progress	
<ul style="list-style-type: none"> The model has been designed and developed in collaboration across partners A bid for investment was agreed and included in the government Plan 2020-2023. The first phase of recruitment and resource draw down was agreed however has been affected by the covid-19 crisis response. 	
Next Steps	Timescales
<ul style="list-style-type: none"> Two elements have been accelerated for implementation (March 2020) namely the establishment of the Children's Front Door with a new point of triage and the establishment of the Children and Families Hub co-ordinating support to children and families at an early stage. 	
<ul style="list-style-type: none"> Recruitment for critical posts to implement the Family and Community support Service will commence in June 2020. 	June 2020

Recommendation	
R5.3	Improve the early help offer and deliver a coordinated service for families by ensuring that the Multi-Agency Support Hub (MASH) responds appropriately to referrals in respect of safeguarding concerns only (Director of Commissioning and Integrated Services).
Progress	
<ul style="list-style-type: none"> 23rd March 2020 saw the expedited launch of Jersey's new Children and Families Hub as a considered and decisive response to COVID-19. With the aim of increasing information sharing and joint up approaches to responding to the needs of Children and families. The Children and Families Hub provides a single point of contact and referral to information, advice and support for families and young people. This may be through the provision of 'formal early help' support or 'universal services' in the community, The Hub streamlines some of the current processes ensuring that the 'right help' is accessed at the 'right time', in accordance with Jersey's Children's First Framework. 	

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<ul style="list-style-type: none"> Concerns for children and young people’s safety are progressed through to MASH – the ‘safeguarding’ function of the new Children and Families Hub. 	
Next Steps	Timescales
<ul style="list-style-type: none"> To continue to develop and progress the new Children and Families Hub, embedding MASH within. Assisting all stakeholders to develop confidence and trust that MASH only respond to safeguarding concerns as the safeguarding function of the new hub. The Hub continues to expand and progress as emerging needs are identified. 	Ongoing

Recommendation	
R5.4	Improve the early help offer and deliver a coordinated service for families by ensuring that all requests for early help and intervention are processed effectively and separately from the MASH (Director of Commissioning and Integrated Services).
Progress	
<ul style="list-style-type: none"> The new ‘front door’ in the Children’s and Families Hub with earlier triage point has been in place since March 2020. This means that MASH deals with safeguarding and protection matters as a ‘subset’ behind the triage point. 	
Next Steps	Timescales
<ul style="list-style-type: none"> Ongoing joint review and development. 	Ongoing

Recommendation	
R5.5	Improve the early help offer and deliver a coordinated service for families by ensuring the MASH takes appropriate action to strengthen the interface with the ‘Children in Need’ teams (Director of Children’s Safeguarding and Care).
Progress	
<ul style="list-style-type: none"> The interface has been strengthened through enhanced and greater collaboration and liaison between MASH and the ‘Children in Need’ fieldwork teams (as well as other areas of the service). Examples of this have been through MASH manager joining Child in Need team meetings to share developments, threshold issues, as well as identifying potential areas of vulnerabilities. COVID-19 has had a positive impact in respect to virtual team meetings and discussions allowing flexibility in attendance to and accessing these. There is greater unity across the service and in the working relationships between team managers, that has provided an opportunity for ‘shadowing’ and learning experiences. The Senior Leadership Team has also been strengthened and this has afforded greater oversight and understanding of strengths and development requirements by the relevant Heads of service for these areas. 	

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Next Steps		Timescales
<ul style="list-style-type: none"> To continue to ensure interface is prioritised through relationship-based practice, that will enhance trust, respect and professional challenge, along with wider service development This will continue to be reviewed through the Children’s Service Senior Leadership Team meetings and Service Development Plan. 		Ongoing
<ul style="list-style-type: none"> This has occurred since recommendations were made following the Care Commissions inspection. 		

Recommendation		
R5.6	Improve the early help offer and deliver a coordinated service for families by establishing an effective electronic recording system which supports leaders to oversee and manage the service (Director of Children’s Safeguarding and Care).	
Progress		
<ul style="list-style-type: none"> We are currently approaching the end of a project to move Mosaic from on-premise to vendor hosting and support. This will put us in a stronger position in terms of support, resilience, reduced costs and improved opportunities to develop the system. 		
Next Steps		Timescales
<ul style="list-style-type: none"> Once these significant pieces of work are complete, we will be in a much stronger position to further develop workflows on Mosaic to suit our needs. For example, we will be able to launch the Early Help and Private Fostering workflows before the end of 2020. In the meantime, we have recently made small changes to the system to allow the new Children and Families Hub to use Mosaic to capture all requests for support, information and advice about a named child. Once the Early Help workflow is launched on Mosaic we will have a much clearer understanding of the flow of children through the system. Once hosted, we will also be more able to benefit in the future from developments that Servelec are making to the system around interoperability, mobile working and allowing other professionals use of a Mosaic “portal” to share information. 		December 2020
<ul style="list-style-type: none"> Hosting project is due to complete early in Q3, and the system will be upgraded during Q3. Additional workflows to be developed in Q4 		September 2020

Recommendation		
R6.1	Ensure the response to the educational needs of children in care is effective by providing a framework for social work and social care staff which enables them to support better educational outcomes for children in care (Director for Education).	
Progress		
<ul style="list-style-type: none"> Together with partners across CYPES - EPEP system now in place supporting improved quality of educational planning – overseen by the virtual head 		
Next Steps		Timescales
<ul style="list-style-type: none"> Partner monitoring and continued improvement. 		Ongoing

Recommendation

R6.2 Ensure the response to the educational needs of children in care is effective by reducing the number of children in care who are excluded and have limited school attendance (Group Director for Education).

Progress

- Permanently excluding children in Jersey requires the agreement of the Group Director for Education; consequently, the request is rarely made and never agreed to.
- For fixed-term exclusions (suspensions) the data for children who are looked after was showing a reduction prior to the COVID-19 measures: (see below 1)
- The Inclusion and Early Intervention Services had started a piece of work prior to COVID19 measures to investigate how many children were *unofficially* excluded from school but not visible to Officers through the misuse of codes in attendance registers.
- Data showed that a number of pupils in government-maintained schools were recorded as Educated off site (B code) or were on a part time timetable (X code): (see below 2)
- This project was interrupted by the Stay at Home measures and most children stopped attending school. Nonetheless, the engagement and progress of children in care and their peers at the edge of care remains a significant concern and has been heightened during recent weeks.
- The concept of good attendance and engagement has shifted somewhat in the context of COVID 19 but the Inclusion and Early Intervention Services have worked very closely with Children's Social Care colleagues, schools and families to proactively introduce a new monitoring system for our most vulnerable children during this period to prevent the gap widening. All children with active Children's Social Care involvement were offered a school/setting place. Take-up of places for these children has been low.
- Prior to lock down, the average attendance rate (year to date for those in government schools) for the academic year 2019/2020 for children who are looked after was 86%, while persistent absence was 29% (defined as missing more than 10%). (The 86% is for CLA prior to lockdown (September 2019-Feb 2020) whereas the 29% is for all children with a social worker weekly since the Easter holidays)
- Since lockdown, the proportion of these vulnerable children (those with active social care involvement) who have attended at least one session of school each week has been steadily increasing, (see below 3 for weeks since the Easter holidays:
- The attendance, engagement and progress of all children with active Children's Social Care involvement is being monitored by the PEP process which has been extended to children who are CIN and CP. Children who have been persistently absent from school or school refusing at attend school are highlighted through this process, allowing a piece of work to be done through a TAC.
- Schools were asked to RAG rate their most vulnerable children (rating based on risk to loss of learning and achievement) and provide a short PEP for those who were RAGed Red or Green. 100% of schools have now completed their RAG rating for their children and are actively creating PEPS for those children rated RED or Amber. Anecdotally, this has been very beneficial already; Social Workers have used the PEP to insist on school attendance at CP conferences and in other cases, to work more closely with parents on children's progress.
- Please see the attached papers on Short PEPs which set out this project in more detail.

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Next Steps		Timescales
<ul style="list-style-type: none"> Our goal is to ensure 100% completed, high quality and current PEPs for Looked After children by October 2020 (Stay at Home measures and the school Summer Holidays hamper more rapid progress). We will review the progress of CLA, CIN and CP children in October 2020 to establish whether the gap between these children and their peers has increased. Targeted Plans will be developed from this review. 		October 2020

Recommendation		
R6.3	Ensure the response to the educational needs of children in care is effective by making sure a representative from the 'virtual' school attends all personal education planning meetings and an effective advocate for children in care at all key stages 3 (Group Director for Education).	
Progress		
<ul style="list-style-type: none"> The Virtual School is currently attending around 50% of PEP meetings, including those held off-island. Virtual PEPs have been held during COVID 19 Stay at Home measures though these have not always been well attended by Home Authorities off-island and many have been postponed during the period. The Short PEP process now in place for COVID 19 has been delivered by a project team under the Virtual School and this has added to the existing resources of the Virtual School. The Virtual School Report for 2019/20 is also attached. 		
Next Steps		Timescales
<ul style="list-style-type: none"> To invest in and develop the Virtual School in line with proven and effective services in UK authorities. 		Benchmarking exercise end of July 2020

Recommendation		
R7.1	Strengthen social work and social care practice and increase the confidence of the workforce by describing the roles of social workers and support workers clearly in terms of what is expected of them and what they can expect from their managers in terms of supervision, support and professional development (Director of Children's Safeguarding and Care).	
Progress		
<ul style="list-style-type: none"> The reflective supervision policy has been revised and amended and incorporated into Tri-x procedures. Accessible to all workers. Clarification of supervisory expectations for NQSWs on the ASYE Programme agreed and in place. Amendments to mosaic recording system which has separated out management oversight and supervision. Draft practice guidance in place and currently shared with Restorative practice expert to ensure tools align with this model 		

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Next Steps		Timescales
<ul style="list-style-type: none"> • Reflective supervision audit should be completed to ensure compliance with new policy. Audit of quality of supervision sessions to be completed, including Head of Service direct observation of management practice • Feedback from restorative practice expert – amend guidance in light of feedback • When mosaic moved to new platform worker supervision record feature should be enabled. This will support data collection around completion allowing benchmarking data to be tracked. 		Q3 2020

Recommendation		
R7.2	Strengthen social work and social care practice and increase the confidence of the workforce by setting out the expected standards of social work practice (Director of Children’s Safeguarding and Care).	
Progress		
<ul style="list-style-type: none"> • Restorative practice training for all staff has been commenced by L30 (June 2020), having been commissioned from one of England’s leading trainers in restorative. • New practice guidance has been written. • New quality assurance framework has been produced • Reflective Supervision Policy updated. 		
Next Steps		Timescales
<ul style="list-style-type: none"> • Embed the new practice guidance, quality assurance framework and reflective supervision • A Practice Tool Kit is in progress for all social workers • Trix has been opened-up so that we can amend policies in line with Jersey. • Moving forward we will be introducing: Observed Practice, Peer Supervision, Practice Standards, restorative Practice Training commissioned and due to be rolled out. 		Q3 2020

Recommendation		
R7.3	Strengthen social work and social care practice and increase the confidence of the workforce by accelerating implementation of a restorative, strengths-based model of social work practice, to embed and evidence this in children’s casework (Director of Children’s Safeguarding and Care).	
Progress		
<ul style="list-style-type: none"> • We are as committed as ever to becoming a restorative & relationship-based service provider in all we do. As part of this journey we have ensured all our practice standards, policies and practice guides encapsulate and facilitate the values and behaviours of this approach to practice. 		

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- We have built the infrastructure to facilitate our adoption of a restorative & relationship-based approach to practice. From our new practice standards and quality assurance framework, to our supervision guides the essence of the approach is at the forefront.
- We have identified a new training partner, L30, who are highly experienced in developing a restorative approach that fits the organisation’s needs, but most importantly very skilled in helping ensure it’s embedded into all we do to facilitate long term adoption and change.

Next Steps	Timescales
<ul style="list-style-type: none"> • Together with L30 we will be delivering restorative-based training that integrates with the infrastructure we have built. Training will be delivered to the whole of the service, not just social workers. • L30 were due to come to the island to begin this journey with us in April, however with travel restrictions, we are investigation alternative methods of delivery. With an interactive introduction session delivered virtually. • As we evolve our ISS and Quality Assurance team, this function will provide continued application of our approach, working closely with colleagues and partners, across the service, in a high support manner to continually progress and improve how we deliver services to the island. 	Q3 and Q4 2020

Recommendation		
R7.4	Strengthen social work and social care practice and increase the confidence of the workforce by making sure that all policies, procedures and protocols are up to date, available and easily accessible to staff and people that use services (Director of Children’s Safeguarding and Care).	
Progress		
<ul style="list-style-type: none"> • Collation exercise completed to capture all existing policies and procedures from a range of sources, including Tri-x and the Safeguarding Partnership Board. • Negotiations with Tri-x re “window” to amend and revise. 		
Next Steps		Timescales
<ul style="list-style-type: none"> • All policies and procedures to be reviewed to ensure they are fit for Jersey and any legislative/practice changes. 		Q3 2020
<ul style="list-style-type: none"> • Joint work with Safeguarding Partnership Board colleagues to ensure that all policies are aligned. 		Q3 2020
<ul style="list-style-type: none"> • Upload revised documents to Tri-x and relaunch - process to be developed to ensure that all workers have access and know where to locate. This will require work with IT colleagues to support accessibility. 		Q3 2020

Recommendation	
R8.1	Monitoring the well-being of children who are home educated by evidencing and reporting on the necessary arrangements to ensure that children who are home educated are safe and suitably supported (Director of Education).
Progress	
<ul style="list-style-type: none"> • Unlike the UK, electing to home-educate your child requires the parent to have agreement from the Government via the Director of Inclusion and Early Intervention. • Each new request is thoroughly reviewed by a Senior member of staff and a visit made to the family home to understand more about the learning environment (including safeguarding arrangements) as well as the parent’s plan for curriculum, pedagogy and supervision. Not all requests are agreed to and where there is uncertainty about the suitability or robustness of the proposed arrangements or the safety of the child/ren concerned, the request can either be declined or enhanced monitoring and review arrangements stipulated as part of the agreement made with families. • 11 of the current 46 children currently electively home-educated are receiving enhanced monitoring, and 3 of these have changed status during COVID19 Stay at Home measures. • Government of Jersey staff have successfully intervened on a number of occasions each year where arrangements are unsafe or inappropriate and ceased agreement to support the child learning from home. All child protection concerns are escalated to MASH as a matter of course. • Agreement to continue to home educate is sought and agreed on an annual basis allowing for proper reflection and review each year and for the agreement to be terminated if necessary. • Relationships with the EOTAS community of parents is generally positive and information is shared with the community regularly to keep them appraised of new developments which affect their children; regular updates on COVID19 developments have been proactively sent to all EOTAS families. • New referrals during COVID19 have been dealt with virtually through parents submitting evidence of their plans for education electronically. A virtual Panel has been established to consider new applications. • Please see attached annual reports from 2019/20 and 2020/21 which provide evidence of the work in this area. 	
Next Steps	Timescales
The EOTAS Annual Reports for 2018/19 and 2019/20 will be presented to the next Safeguarding Partnership Board for review and scrutiny and a quarterly report will be provided following this.	Review at next SPB

Recommendation	
R9.1	Ensure that attention to children’s mental health and emotional well-being is developed by putting in place consistent, fast-track access to a dedicated child and adolescent mental health service for children who require this level of support and intervention (Director of Integrated Services and Commisiosning).
Progress	
<ul style="list-style-type: none"> • CAMHS is part of the recently established new point of triage within the Children and Families Hub which has meant for a quicker screening of referrals. 	

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- The CAMHS service has been the subject of a review and redesign through the winter and into spring months, all relevant stakeholders have been engaged in this process.

Next Steps	Timescales
<ul style="list-style-type: none"> It had been anticipated that a new service specification would be ready for consideration in June 2020 taking a whole system view of services to support children and young people's emotional wellbeing and mental health. This has been curtailed in the latter stages by the response to the Covid -19 crisis. The redesign process is hoped to restart in July 2020 with service specification available in October 2020 which will include an implementation plan and outline of resources required. 	October 2020

Recommendation	
R10.1	Improving children's permanence planning by developing a permanence policy and procedures to advise long term foster carers how they will be supported if they take on the permanent care of children, and ensures social workers are clear about the process for formalising children's permanence arrangements in these circumstances (Director of Safeguarding and Care).

Progress
Permanency Planning policy has been updated and is awaiting sign off.

Next Steps	Timescales
<ul style="list-style-type: none"> These will be signed off and rolled out in Quarter 3. We are in the process of appointing a Quality Assurance manager who will be key in leading this and as well as accompanying training. 	Q3 2020
<ul style="list-style-type: none"> Guidance surrounding 'staying put' agreements to be finalised. 	Q3 2020
<ul style="list-style-type: none"> Consideration given to GDPR in respect of care leaver's rights to privacy and how we continue to support the staying put carers, perhaps by formal agreement with the care leaver. 	Q3 2020
<ul style="list-style-type: none"> On-going review of policies connected with permanence, leaving care and staying put. 	Q3 2020

Other service improvements secured since the inspection

<p>Improved leadership:</p> <ul style="list-style-type: none"> As a result of COVID-19 we are working more closely together, we are much more in tune with each other's service areas and are thinking and approaching problems collectively. The senior leadership team is more cohesive and united. We hold a daily performance and staff wellbeing meeting with team managers and service leads and the sharing of information is much more fluid and we are solving problems collectively in a more creative and dynamic way.
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<p>New performance oversight and dashboard:</p> <ul style="list-style-type: none"> Heads of Service and Team managers all provide daily updates on their service area, allowing for close monitoring and tracking of each area
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- Caseloads are significantly reduced – since the end of October 2019 to the current time, we have reduced the number of children we work with from c.700 to 460. This means we have more capacity to focus on those families that really need our support
- CP numbers have been stable for 6 months
- Introduced a new operating model underpinned by daily risk management review – all cases open to the service are risk rated and updated daily
- Monthly Residential Reports – from each registered manager providing detailed insight of the previous month's activities and next months actions

New structure & roles:

- Established a Principal Social Worker post
- Developed a new Practice Standards, Quality and Improvement Service.
- IROs have just been upgraded as part of our commitment to strengthen the importance of the role in the service.
- AHP review has been concluded.
- Recruitment of a Quality Assurance manager underway.

Residential & Short Breaks:

- Registration of the children's homes/ short break homes and Greenfields with the Jersey Care Commission. As well as this all homes have a registered manager overseeing operations.

Service development:

Strengthened our support for young people who become Tier 4 CAMHS Inpatients. We have agreed with health and CAMHS colleagues that:

- The Children's Service will be notified on admission via a referral to the Children and Families Hub;
- The Children's Service will allocate the young person to a social worker, if they are not already known and allocated;
- The social worker should seek to develop a trusting relationship with the young person as agreed with CAMHS staff;
- The social worker should be invited to all care planning and transition meetings;
- The social worker will continue to be the allocated worker after the young person leaves hospital and until it is deemed that it is in the young person's best interests to close the case;
- The Children's Service will provide aftercare support in the community covering things like healthcare, social care and supported accommodation. In England, this is known as section 117 aftercare. No such legislation yet exists in Jersey and until such time, support will be at the discretion of the Director of Safeguarding and Care. Suffice to say, support will be provided to meet a need that arises from or relates to a mental health problem, and reduce the risk of your mental condition getting worse, and you having to go back to hospital

New Services:

- MASST – Multi Agency Safeguarding Support Team – currently in development the 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
- Intensive Fostering Service – launched in Q1 2020, the programme had to be put on hold through lock down. The service aims to recruit and train up to 3 intensive foster families by the end of 2020. Recruitment for staff to manage this service has also been successful.

Workforce development:

- Our ASYE programme for NQSWs has been reviewed and accredited with great praise by the Skills for Care Council in England. Upon completion of the one-year programme all newly qualified social workers will be able to confidently progress in their career as a social worker.

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Island Engagement:

- See It, Hear It, Report It - campaign has been launched by the CYPES & Justice and Home Affairs, with support across the whole of Government to encourage Islanders to work together to keep everyone at heightened risk safe and in sight.
- The campaign is highlighting that safeguarding is everyone's responsibility, encouraging Islanders to be our "eyes and ears" in the community and report any safeguarding concerns. The campaign will also promote the support available to children, young people, families and adults.

Heads Together Panel:

- Essentially a practice review & development panel. Members of the panel consist of the case holding social worker, a member of Practice Standards, Quality and Improvement Service, a Head of Service or the Director as well as other service partners. The aim is to collectively review our most complex of cases and provide high challenge and high support for creative problem solving together. The panel has been able to provide positive outcomes for children and families as well as provide social workers with the trust and support of leadership to progress plans or make alternative actions.

Staff wellbeing:

Since the start of the *Stay at Home* measures, the services have prioritised our colleagues' wellbeing:

- We have commissioned a colleague to be our dedicated wellbeing officer;
- Provided mindfulness sessions that are open to everyone in the service;
- Ensure awareness and access to AXA and other services are understood;
- Launched a wellbeing review and survey;
- We have provided thank-you packages to all colleague's in the service; and
- Continue with a high trust environment and flexible working

The senior leadership team have pledged to continue this approach and evolve our focus on wellbeing.

Next Steps

The strategic priorities for children's social care over the next six months:

- Embedding our vision, values, behaviours
- Launching and making real our practice standards and quality assurance framework
- Embedding reflective supervision and creating a space to reflect
- Restorative training for all staff
- Flagship initiatives – Children's Rights, Care leavers Offer and Intensive Fostering
- Review of children's homes
- Childrens Social Care Outcomes Framework (see attached) with a specific focus on User Feedback and SDQs

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In terms of our effective leadership, we will strive to assure ourselves, users and partners that:

- DLT and ELT are committed to Children's Social Care Services
- we have clear strategic priorities and focus on them relentlessly
- we as Children's Social Care Service leaders are in touch with frontline practice – we have to know what is going on
- the organisation supports reflective learning
- we are moving away from crisis intervention and reactive working to being proactive and transformative.

Mark Rogers

Director General

Children, Young People, Education and Skills

The Government of Jersey

29th June 2020