

Jersey Care Commission
Inspection Handbook

Children's Services

Respect

Voice

Safety

Choice

Quality

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The Jersey Care Commission

The Jersey Care Commission (the Commission) was established under the provisions of the Regulation of Care (Jersey) Law 2014 (the Law). The Commission is independent of Government, Ministers, and elected representatives although accountable to the Government of Jersey. The functions of the Commission are described in the Law and the associated Regulations.

The Commission's purpose is to:

- Provide the people of Jersey with independent assurance about the quality, safety and effectiveness of their health and social care services.
- Promote and support best practice in the delivery of health and social care by setting high Standards and challenging poor performance.
- Work with service users and their families and carers to improve their experience of health and social care and achieve better outcomes.

Our work is based on these core values:

- **A person centred approach** – putting the needs and the voices of people using health and social care services at the heart of everything we do.
- **Integrity** – being objective and impartial in our dealings with people and organisations.
- **Openness and accountability** – acting fairly and transparently and being responsible for our actions.
- **Efficiency and excellence** – striving to continually improve and providing the best possible quality and value from our work.
- **Engagement** – work together with, and seeking the views of, those using, providing, funding, and planning health and social care services in developing all aspects of our work.

Introduction to the Inspection Handbook

The Jersey Care Commission has set out clear [Standards](#) which provide detail of how care services should be provided, and the outcomes expected for children, young people and their families ([Appendix 1](#) provides a list of these). These Standards, read in conjunction with the [Regulation of Care \(Jersey\) 2014 Law](#), [Regulation of Care \(Standards and Requirements\) \(AMENDMENT\) \(JERSEY\) Regulations 2022](#), the [Children and Young People Law 2022](#) and other relevant legislation, provide quality statements of effective services.

Since January 2023, the Commission's statutory remit has widened to include the Regulation and inspection of Children's Services. This new Handbook sets out the approach we will use in our inspections of Children's Services and provides:

- The purpose and underlying principles of inspection and its statutory basis
- The inspection approach, frequency, and timing
- The evidence that will be used to evaluate provisions
- The activity that will take place before, during and after the inspection, including what providers need to do to prepare and be ready for inspections
- How children, young people, their families and staff working with them can get involved in inspections

Inspection Reports will outline whether and to what extent a compliant approach is being taken by the service provider in working to the Regulations and Standards, and meeting the outcomes required for children and young people.

The Commission, when reporting the outcome of inspections, will not use a graded judgement framework, applying labels such as 'inadequate' 'requires improvement' or 'outstanding'. Instead, a descriptive report will be provided indicating what is working well and where aspects of care provision need to improve.

The Commission's focus, as already demonstrated in inspections of other sectors, is to highlight and support best practice, to challenge poor performance, and to identify areas for development. Where our inspections identify aspects of care which do not comply with the relevant Standards, reports will set out clear 'areas for improvement', with timeframes for completion. Equally, reports will incorporate any areas of innovation and good practice recognised by inspectors.

The Commission will work with service providers where performance does not meet the relevant Standards to ensure the necessary improvements are made so that children, young people, and their families receive the care and support needed. Progress will be monitored and assessed in a number of ways, including via focused follow up inspections and by seeking regular updates from Registered Providers between inspections.

This Handbook builds on our experience of inspections of other sectors. As a framework, it could be applied to inspections of a wide range of care providers, including Government operated services and independent providers. Our approach to inspection is proportionate. In the first instance this Handbook has been developed to apply to registered providers by the Government's Children, Young People, Education and Skills (CYPES) Department. However, the term 'Children's Services' is used as the overarching name for all services within scope.

As a learning organisation, the Commission will commit to ensuring regular reviews of this Handbook, its helpfulness, impact and balance. We will proactively seek feedback from registered providers, and from the children and young people who use services and their relatives and carers, to form the backdrop for our review.

Scope

The Commission has a statutory responsibility to register, inspect and report on the quality and impact of care services on the Island of Jersey. The Regulation of Care (Standards and Requirements) (Amendment) (Jersey) Regulations 2022, bring additional services for children and young people into scope as regulated activities. Children's Services required to register and be inspected under the Regulations include:

- Adoption Services
- Child and Adolescent Mental Health Services
- Children and Family Community Nursing Services
- Child Contact Centre Services
- Children's Homes Services
- Children's Social Work Services
- Fostering Services
- Independent Reviewing Officers Services
- Residential Family Centres Services
- Care in Special Schools Services

Each of these services have their own Standards which can be found [here](#).

Within the wider children's services system there are key themes the Commission will consider as part of inspection process, including:

- children and young people's involvement in their own care
- early help and protection of children
- awareness and response to safeguarding
- meeting children and young people's needs effectively
- permanence planning for children in care
- outcomes for young people aged 16+
- leadership and management.

The Commission recognises that services do not work in isolation and each agency involved with children, young people and families has a safeguarding responsibility to share information to ensure protection, wellbeing and support for all children, young people, and families.

No single organisation can have a full picture of a child or young person's individual needs. The inspection process will focus primarily on the role and function of the regulated activities referenced above and how their performance in respect of the Standards impacts on outcomes for children and young people.

To form as comprehensive a picture of a service's overall performance as possible, the Commission is reliant on information being made available by registered providers. This includes information from managers, staff and children and young people themselves. Triangulating information from different sources with Inspectors' observations enables the most accurate assessment of the quality and effectiveness of service.

The nature of the interdependencies and links between registered providers mean that a multi-agency response will be required to some requests for information. Partners will need to work together to ensure that the Commission is supported with its enquiries.

Guiding Principles

Guiding principles are the basic values which influence all the Standards. They reflect people's rights which are central to any care or support given.

- | | |
|---------|---|
| Respect | The right to support care provision that is respectful, compassionate, and dignified. |
| Voice | The right to be listened to, communicated with, and supported to reach ones goals and aims. |
| Safety | The right to be safe and cared for by people who are trustworthy and competent. |
| Choice | The right to be informed and supported to make real choices and decisions that are respected. |
| Quality | The right to the highest standard of service provision to promote independence and decision making. |

Context

The [Independent Jersey Care Inquiry Report](#) was published in July 2017, making important recommendations to improve services for children and young people in Jersey. A further review report, published in 2019, indicated that progress to prioritise children and young people's needs and children's social care had been too slow. As a result, there were further recommendations to hold the States of Jersey to account and improve the quality of support and care to children, young people and their families involved with and supported by Children's Social Care Services.

In June 2018 and September 2019, stand-alone inspections of Children's Social Care Services took place, by Ministerial Direction. These were completed by the Commission in conjunction with Ofsted, the regulatory authority in England, using the Ofsted methodology. Additionally, Ofsted was commissioned and completed a separate inspection of Jersey's Family Court Advisory Service in September 2019.

In response to the inquiry report and subsequent inspection activity, an improvement board was established with the following five key lines of sight to improve stability, practice and outcomes for children and young people:

- A stable and high-performing workforce
- Improving the child and family journey
- Early help and prevention
- Placements
- Performance quality and risk

The report **Making a Difference; Driving Improvement** (Jersey Care Commission, 2019) called for the **Regulation of Care Jersey (Law) 2014** to be amended to ensure that independent regulation and oversight of children's social care services was enshrined in statute. The publication of [Making a Difference, Driving Improvement](#), led to the Commission developing Standards for the States of Jersey Children's Homes, and the implementation of a planned inspection cycle. This is now firmly embedded in regulatory practice.

Although the focus of inspection within this Handbook is on Children's Services, as acknowledged in the [Independent Care Inquiry Report \(2017\)](#) and [Making a Difference: Driving Improvement \(2019\)](#), there is a clear emphasis on the benefits of targeted and effective multi-agency responses to support children and young people and their families. Taking this into account, the Commission will be reviewing activity and support provided to children and young people in a multi-agency context and will rely on the cooperation of partner agencies to reflect on and consider the wider impact of health and social services' interventions on the lives of children and young people.

Legislative Framework

The Commission currently registers and inspects a range of services, including adult day care services, care homes and children's homes.

The ***Regulation of Care (Standards and Requirements) Regulations 2018***, provides the basis for inspection. This outlines the provision and requirements in respect to social work services for children and young people.

Regulation of Care (Standards and Requirements) Regulations 2018 outlines the requirements for inspection and that they must take place every twelve months to:

- monitor compliance with the Law and these Regulations
- review and evaluate the effectiveness of the regulated activity against the Commission's published standards and
- encourage improvement in the provision of the regulated activity.

The Commission, through its programme of inspections, will report publicly as to whether children, young people and their families are receiving the right support at the right time to meet their needs and requirements.

Where children and young people are in the care of Children's Services, the Commission will use its influence and legal standing to ensure that they are cared for and supported throughout their childhood and early adult life, to improve their life chances and to achieve their ambitions. Intrinsic to this is ensuring that community support services make a real and lasting difference to what matters most to children, young people and their families.

Consultation and Implementation

The Commission completed a public consultation (Autumn 2022), regarding the Standards for the ten defined Childrens Services, and comments were used to help refine the published Standards.

Service providers new to regulation were invited to register with the Commission, between January and June 2023, with a cycle of Inspection activity commencing in October 2023.

As the inspection framework is rolled out on a test and learn basis, the Commission will seek the opinions of children, young people, and their families, as well as professionals and public organisations, to ensure that the Standards and Inspection Framework is fit for purpose and allows for effective monitoring and scrutiny of care, making a positive impact on the lives of children and young people. As this work progresses, regular reviews and monitoring will take place to improve the Inspection Framework based on lived experience, consultation, and other feedback.

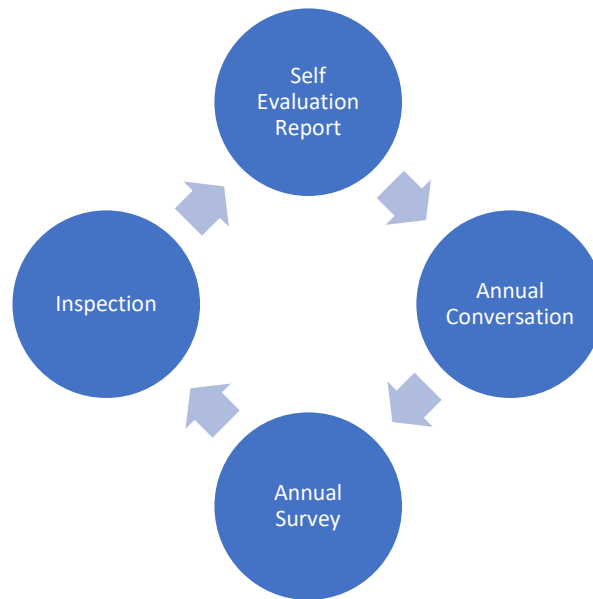
1. Cycle of Activity

- 1.1. The Law and Regulations require inspections to take place at least once in every 12-month period. The proposed cycle of inspection activity allows regular discussion and information sharing with the intention that partners will experience the work of Commission as supportive, making a difference to the factors that matter most to children, young people, and their families.

- 1.2. In preparing an inspection framework, the Commission has considered the legislative context in Jersey and the underlying principles of other regulatory methodologies. Drawing on similar methodologies the Jersey model has been developed considering that:
 - The States of Jersey is a self-governing Crown Dependency with its own government, legislation, and infrastructure.
 - Many of the Children's Services in scope are provided by a single agency which works on behalf of, and is responsible to, the Minister for Children and Education, meaning there are limited other services to benchmark against, or to undertake work of this nature.
 - Most of the services within scope, for example Child and Adolescent Mental Health, Contact Centres, Children and Family Nursing, are delivered by a single provider.
 - The framework considers how well services impact and support the needs of children, young people, and their families, as evidenced by the extent to which the Standards are being met. There will be opportunities for hearing and observing experiences as part of evidence gathering.
 - Outcomes and judgement frameworks and quality assurance mechanisms as used by other inspectorates are currently not being adopted in Jersey. However, the Commission reserves the right to amend the framework in future to incorporate a judgement framework similar to that being used by other regulators such as Ofsted and the Care Quality Commission.

1.3. Taking these factors into account, the Commission will introduce four activities during each 12-month cycle as listed below:

- A Self-Evaluation Report to be completed by providers and uploaded annually to a Commissions portal, considering all areas of the Standards setting out how criteria are met and any challenges. This will consider current practice, intelligence, and the evidence base used to benchmark practice, including an analysis, and understanding of the impact and outcomes for children, young people, and their families. The Report should also include reference to areas of focus for the provider, as well as any plans for improvement for the next 12 months.
- An Annual Conversation will take place between the Lead Inspector and Senior Executive of the provider. This will mean at least one scheduled conversation with the Chief Officer of CYPES, but also annual conversations with those who oversee other service areas. These meetings will support the development of relationships, consider the most recent Self Evaluation Report and and progress since the previous inspection. They will also help the Commission to understand the evidence base, consider the impact of services in making a positive difference for children and young people, and assist in considering the scope of future inspections.
- An Annual Survey, or surveys, for children, young people, parents, carers, and partners who are involved with Jersey Children's Services, commencing in 2023.
- An Inspection, which could be full or focused. This will consider the types of evidence set out in 1.8. The Standards will be used as the benchmark for evaluating the service against.



- 1.4. The information gathered through the Self-Evaluation Report and the Annual Conversation will, alongside other evidence of performance, provide the Commission with a basis for developing key lines of enquiry to probe strengths and areas for improvement.
- 1.5. Evidence will be considered in respect of the Standards which have been developed for each service. See [Appendix 1](#).
- 1.6. Leadership, management, and workforce issues will be considered, as they have a direct impact on service quality.
- 1.7. While acknowledging the partnership arrangements that operate to support children, young people and their families, the Inspection Framework will focus on the performance of specific Children's Services in meeting the needs of children and young people. It will also consider how services engage at the earliest opportunity, so that any contact with a child and their family makes a positive difference to their lives.

1.8. During an inspection, the evidence gathered will originate from:

- Anonymised child records, case notes or live observations of practice
- Data obtained such as through performance monitoring systems such as 'Children's services Analysis Tool' (ChAT) or any child-level data provided
- Documentation such as policies, procedures, minutes etc
- Discussions with leaders, staff and service users, including where appropriate relatives and carers.

2. Self-Evaluation Reports

- 2.1 The Commission will request an annual Self-Evaluation Report, completed by the provider to demonstrate their self-knowledge of areas of strength and areas for improvement. This should aim to demonstrate:
- How the service operates.
 - Management oversight of practice, including identifying strengths and areas for development.
 - The effective operation of the quality assurance process in identifying strengths, areas for development and impacts on services to children, young people and their families.
 - How previous inspection feedback has impacted on service actions and developments.
 - Priority areas for the service in the year ahead and the longer term.
- 2.2 Self-Evaluation Reports will usually be required annually in June, reflecting on performance over the previous financial year. For the first year of registration, this date may change.
- 2.3 As part of the Self-Evaluation process within the inspection cycle, providers will draw on their understanding of their compliance with legislation, Regulations and local policy and procedures. Feedback from children, young people, families, staff, and partners, as well as learning from audit activity, casework and review of outcomes, will be important sources of evidence within the Self-Evaluation process.
- 2.4 The Commission intends that the Self-Evaluation Report is a supportive and helpful way to enable Providers to consider service strengths and areas for improvement. It is envisaged that most of the information required will be readily available and will not create additional work for the service.

- 2.5 Self-Evaluation Reports in their entirety will be confidential documents: the Commission will not publish these. However, the information in the Reports might be referred to in published Inspection Reports.
- 2.6 The Self-Evaluation Report should consider three key questions:
- i. What is the impact of practice?
 - ii. How is this measured or known?
 - iii. What is the impact in achieving strategic and operational objectives in support of children?
- 2.7 The Self-Evaluation Report should draw together key areas of service delivery and themes, considering the strengths of the service, areas for improvement, and the systems in place to measure performance. It should also evidence how leaders understand the impact on the outcomes for children and young people using their services.
- 2.8 A template is attached in [Appendix 2](#) which can be used to complete the Self-Evaluation, or alternatively providers are welcome to draw on the headings in this template to formulate their own style of Self-Evaluation. These headings include:
- What is our context and what are the principles / areas of work through which we operate?
 - What are our general strategic priorities? To include improvement plans if appropriate.
 - What are our strengths and how do we know this?
 - What are our areas for improvement and how do we know this?
 - What do children and young people say about the support/services they receive?
 - What are our plans for the next 12 months, including measurable milestones?

2.9 The Self-Evaluation Report should be clear, focused and of no more than 30 pages. Providers may wish to add appendices where it could provide further evidence or understanding to evaluate the impact of services on the experiences of children and families. When using the template, providers can add an appendix with further evidence to support the evaluation of the impact of services on the experiences of children and families.

2.10 Additional documentation will be required to support the Self-Evaluation and uploaded alongside it to a dedicated and secure Commission Portal. These should be applicable to the previous financial year's operations and include:

- Any evidence relating to the model of practice and its impact
- Improvement or transformation plans
- Quality improvement activity to date, including audit and quality assurance activities (and any action plans arising from the audit activity), inspections, mock inspections, service reviews
- Data and information on staffing levels, including recruitment and retention, turnover, vacancies, locum and agency usage, workload, and management of staff wellbeing
- Threshold criteria, including information on the quality, timeliness, and impact of early help
- How performance intelligence is used and any plans for improvements
- Learning from children, young people and their families' views and any actual feedback which has changed provision
- Any Local Safeguarding Partnership reports

2.11 The latest strategic assessment/plans which supports commissioning activity in respect of placements for children and young people. Intelligence and information may be drawn from several sources including:

- Strategic plans for Children's Services and Corporate Parenting Board
- Performance reports and/or ChAT
- Workforce Plans
- Sufficiency Plans

- Audit activity and summaries of learnings on the impact and outcomes for children, young people, and families, and any associated action plans
- The outcomes of any joint multi-agency thematic audits or Serious Case Reviews and impact on professional practice
- Compliments, complaints, serious incidents, or case management reviews
- Internal and external Safeguarding Partnership Forums
- Minutes from Corporate Parenting Board
- Feedback from children and families
- Feedback from partners and relevant professional colleagues
- Feedback from staff.

2.12 Providers can also send child-level data lists (often known as the Annex A lists) as part of the Self-Evaluation Report. This is in any case a mandatory requirement in the pre-inspection period.

3. Annual Conversation

- 3.1 The annual conversation will build on the Self-Evaluation and previous Inspections. In considering the agenda for the annual conversation, the Commission will consider a range of relevant information including, but not limited to, intelligence from inspections, formal notifications, compliments, complaints, whistleblowing and any direct feedback from employees and service users.
- 3.2 The Chief Officer for CYPES will normally attend the annual conversation in respect of provisions delivered by CYPES with support from senior staff who lead the services being inspected. Or, for other services, this may be an Executive Lead, who will also be the main point of contact for those services. The Lead Inspector from the Commission will attend the meeting.
- 3.3 During the annual conversation, agenda items will be considered, including:
- The content and impact of the Self-Evaluation Report
 - Consideration of outcomes and progress from previous inspections
 - Broader discussion of issues potentially impacting on the delivery of Children's Services (financial/ political/ workforce)
 - Key themes identified, and key lines of enquiry proposed
 - Areas of priority for the forthcoming year
 - Discussion regarding the prospective scope of the next inspection visit
 - Prospective timescales for the next annual conversation

4. Annual Survey

- 4.1 The Commission is committed to engaging with children, young people, and their families about the services they have received from Children's Services. This will be considered alongside the Self-Evaluation Report, the Annual Conversation and inspection activity. Each year the Commission will issue a survey to providers and request that they support children, young people, their families, and staff in completing it.
- 4.2 As part of ensuring a whole systems approach, the Commission will also ask providers to encourage their staff and partners to complete a survey. This includes (but is not limited to) social workers, social care workers, foster carers, children's homes staff, independent reviewing officers.
- 4.3 The survey(s) will be online, be open for at least six weeks, and may be used to gather views about adoption services, child and adolescent mental health services, children and family community nursing services, child contact centres, children's homes, children's social work, fostering services, independent reviewing officers, residential family centres and special schools.
- 4.4 The questions for children and young people will focus on the most important things the Commission wants to know about their experiences, such as: 'do you feel well cared for?', 'do you feel safe where you live or stay?', 'how do you rate your mental and physical health?', and 'do staff/carers listen to you if you're feeling upset or worried?'. Questions for parents and practitioners will be along similar lines, in language that is appropriate for the audience.
- 4.5 The Commission will gather these views from the survey, alongside other information, to help determine when to inspect and to discern which of the Standards require the most focus. Each day, during the timescale for submission of the surveys, a designated person will read and review any feedback, checking for any potential safeguarding concerns.

- 4.6 Where any consultation or feedback raises a serious concern, the Chief Inspector will forward this immediately to the Chief Officer of CYPES, the identified Inspection Co-ordinator.
- 4.7 The responses will be used, along with other information, such as previous inspection findings or any reported concerns the Commission receives. The feedback survey results will not be published as a separate report but will be published as an appendix of the published Inspection Reports.

5. Full and Focused Inspections

- 5.1 Every Provider will receive either a full or a focused inspection annually. Full inspections are comprehensive and will take place every 1-3 years, depending on the size of the service being inspected. Focused inspections will drill into a particular theme or issue, as well as satisfying the requirement for an annual inspection. All inspections will be announced in the first year of the Commissions regulatory operation in Children's services, but we do reserve the right to undertake an unannounced inspection if it is felt to be necessary.
- 5.2 Full inspections will normally explore all areas of provision and will consider the practice Standards, compliance with the Regulations, the experiences and impact of the intervention to children, young people and their families, and how the services have improved outcomes to children's wellbeing.
- 5.3 Focused inspections will consider either:
- a. Part of the child or young person's journey in the service, for example, access, referral and assessment, permanence, transition, and other areas.
 - b. An element of the service, for example, staffing, leadership, or how children and young people participate in decision making.
- 5.4 Focused inspections will be led by what the evidence from Annual Surveys, Annual Conversation and the provider's Self-Evaluation report is showing.
- 5.5 Full inspections will usually take longer than focused inspections. The indicative timescales for inspections are detailed in the table below.

Children's Service	<u>Anticipated</u> Full Inspection Time Off-site and On-site		<u>Anticipated</u> Focused Inspection Time Off-site and On-site	
	Off-site	On-site	Off-site	On-site
Social Work Services	Up to 10 working days	Up to 10 working days	Up to 10 working days	Up to 3 working days
Adoption Services	Up to 10 working days	Up to 5 working days	Up to 10 working days	Up to 3 working days
Fostering Services	Up to 10 working days	Up to 5 working days	Up to 10 working days	Up to 3 working days
Independent Reviewing Officers	Up to 10 working days	Up to 3 working days	Up to 10 working days	Up to 3 working days
Children and Family Community Nursing Services	Up to 5 working days	Up to 3 working days	Up to 10 working days	Up to 1 working day
Child and Adolescent Mental Health Services	Up to 3 working days	Up to 3 working days	Up to 3 working days	Up to 1 working day
Children's Homes (total)	Up to 10 working days	Up to 12 working days	Up to 10 working days	Up to 6 working days
Child Contact Centres	Up to 3 working days	Up to 2 working days	Up to 3 working days	Up to 1 working day
Residential Family Centres	Up to 3 working days	Up to 2 working days	Up to 3 working days	Up to 1 working day
Care in Special Schools	Up to 3 working days	Up to 2 working days	Up to 3 working days	Up to 1 working day

6. Inspection Teams

- 6.1 Inspection Teams will be a blend of the Commission's Regulation Officers alongside independent experts. The makeup of the Inspection Team will be dependent on the scale of the service being inspected and will be proportionate to the size and complexity of that service. It will consist of at least one Regulation Officer with a background in public services and/or regulation, and a Lead Inspector with a specialist background of working within or alongside the type of service under consideration.
- 6.2 Each regulated service inspected will be asked to provide details of their Executive Lead officer, or manager, with overall responsibility for the service, and to nominate an Inspection Link Officer, who can be contacted with day-to-day enquiries, including information requests, clarification of evidence and child record queries.
- 6.3 The responsibilities of the Commissions Lead Inspector are:
- key point of contact between the Executive Lead or manager, the Inspection Link Officer within the regulated service and the wider Inspection Team
 - management and successful conduct of the inspection
 - comprehensive collection and gathering of evidence during the inspection
 - meeting with the Inspection Team throughout the inspection process to support, challenge and analyse information, including all relevant lines of enquiry
 - facilitate meetings with the Inspection Team and consider evidence to reach robust conclusions that ensure children and young people's protection and wellbeing
 - provide feedback on the daily findings of the Inspection Team to the Senior Leadership Team in the Service.

6.4 During the Inspection visit, the Inspection Team will be on-site at the provider's premises. It is anticipated that the Inspection Team will be welcomed by the provider, given a dedicated room to operate from, and be accommodated on-site as other members of staff would be. For example, made aware of fire drills, know the first aider, understand where the kitchen and toilets are. The Inspection Team members will each need the use of computers to access the child record system. This access should be agreed before the on-site visit, with logins and other relevant information provided in advance.

7. Inspection Methodology

7.1 The methodology for the inspection itself can be broken down into 3 parts:

The Notice and Off-site Period

Information gathered by the Inspection Team before the inspection in the off-site weeks. This includes the findings from the Self-Evaluation, the Annual Survey, and Annual Conversation. It includes the Pre-Inspection Information requested as detailed in 7.2. and activity undertaken in the off-site days prior to the inspection visit. This is detailed below and may include interviews with key members of staff, such as the Chief Officer for the Service, Non-Exec members or Politicians, the chair of any relevant boards etc.

The On-site Period - the Inspection visit

This includes on-site activity such as talking to staff, talking to service users, case sampling, observations, assessing strategies and priorities, and discussions with the leadership.

Post-inspection - report and publication

7.2 The Off-site Period

Twenty working days prior to on-site inspection taking place, the Lead Inspector or Regulation Officer will contact the Executive Lead of the provider advising that an inspection has been scheduled. The Regulation Officer or Lead Inspector will advise of the type of inspection being undertaken and provide the details of the membership of Inspection Team. A meeting will be set up prior to or at this stage to work through the inspection information, required for the inspection, and to answer any queries that may arise, so that the inspection runs smoothly.

The Lead Inspector or Regulation Officer will ask that the following information be uploaded to a dedicated MS Teams Channel within ten working days of notice of an Inspection being given.

- Organisational structures, including lines of reporting and key personnel, including a list of all managers for all services.

- An updated Self-Evaluation Report if this has significantly changed.
- Child-Level data lists. Information about children and young people receiving services. This will be information about children and young people receiving services, and include their characteristics, how long they have been receiving services and the nature of the intervention. This data is further detailed in [Appendix 3](#).
- Quality improvement activity to date, including all case file audits and quality improvement activities, inspections, mock inspections, service reviews, for example.
- A list of all children's cases audited over the preceding 12 months, including the case type (child in need, child protection, child looked after, care leaver), the name of the allocated social worker and team, and the audit finding or grade if identified.
- Details of any strategic meetings or operational meetings taking place during the on-site inspection period.
- Details of any service user groups meeting during the on-site inspection period.

In addition to the above evidence, the Lead Inspector will also invite the provider to re-issue updated documentation to that which was provided in support of their Self Evaluation Report. This is optional and can include:

- Strategic Plans including any updates or reviews, or position statements if the service feels useful. These will be service specific and provide the evidence which the service draws on to set their priorities and plans.
- Workforce development plans.
- Performance Management information covering the last 12 months. For CYPES services this should include the ChAT (reporting dashboard), as well as management information reports that the service uses to monitor and oversee performance.

Ideally this information will show trends over time and data will be benchmarked against appropriate statistical neighbours.

- Transformation or service improvement plans if applicable.
- The Practice model and any evidence of its impact.
- The threshold policy and how early help mechanisms are intended to support social work involvement thresholds.
- Minutes from Corporate Parenting Board over the last 12 months and any associated action plans.
- Any findings from consultations over the previous 12 months with children and young people themselves, their families, partnership organisations or staff.
- The outcomes of any joint multi-agency thematic audits or Serious Case Reviews and evidence of how the learning has been shared and its impact on professional practice.
- Evaluation of learning from feedback, compliments, complaints, serious incidents, or case management reviews.
- Placements and sufficiency information, including any Sufficiency Strategies or analysis of how placement need is being met, any gaps and plans to ensure sufficiency that best meets children's outcomes.

After the relevant information has been returned from the provider, the Inspection Team will consider the information submitted alongside the other evidence gathered.

During this period, the provider will arrange for training to take place for Inspectors on how to access and use the children's recording system.

The provider will give the Inspection Team access to their child record system for them to collectively prepare for the audited cases as well as to help plan the on-site period efficiently, for example by setting up key meetings.

During the off-site period, the Inspection Team may meet with executive leaders, and elected representatives such as the Minister for Children and Education, as well as any other key professionals which may be helpful to support the inspection evidence gathering.

7.3. During the Inspection

During their time on-site, the Inspection Team will share information, meet daily to consider, challenge, scrutinise and validate findings. These meetings will be led by the Lead Inspector, and findings will be captured.

The evidence will come from a range of different sources. These are outlined in [Section 8](#).

It is anticipated that the Inspection Team will be welcomed on-site by the provider and given a private room to use during the course of their visit, as well as relevant IT equipment and facilities to enable them to work over the course of their visit. It is anticipated that the relationship between the Inspection Team and provider staff will be one of mutual respect and professionalism.

The Lead Inspector will have a daily 'Keep in Touch' (KIT) meeting with the provider's Leadership Team – either at the beginning or end of each day. This will allow for feedback and ongoing dialogue.

The team may ask to meet with existing, organised participation forums, such as a Child in Care Forum – particularly if such groups are already meeting during the on-site week. When the team meet and speak with children, young people, and their families, it will be in a sensitive manner to understand their lived experience, the impact of their involvement with the provider and what has been achieved through the support they've received. Anonymity will be assured, and no service user or family member will be identified in any Inspection Report.

The Inspection Team may also need to speak to individuals involved in supporting children and young people as part of a care plan and may have discussions with the broader team around the child, for example a social worker, community nurse, residential support worker, foster carer, teacher, health visitor, or psychologist, as part of the inspection process.

Where themes become apparent, the Lead Inspector may request additional information to consider as part of evidence. This would normally include information being shared by child ID, outlining the responses, impacts, and outcomes of specific issues. All requests for information will be contained in one list so the provider and the Inspection Team are clear about what information has been sought, and what the response was to each query.

On the final day, the Lead Inspector and the Inspection Team will meet with the Executive Lead and nominated senior staff within the organisation to provide feedback. The Lead Inspector will summarise the work completed, the strengths identified, and will identify any areas for improvement. This feedback will form the basis of the Inspection Report. The meeting should usually not last longer than an hour. A written report will not be provided or presented during this meeting.

As 'daily keep in touch' meetings will have taken place and followed a similar format, the final feedback meeting and outcomes should not come as a surprise to the providers senior leadership team. The meeting will allow the provider to:

- understand the evidence when evaluated against the standards
- understand strengths and areas for improvement and how these make a difference to the lives of children, young people and their families
- discuss and consider further developments to maintain or build on good practice and next steps within the process as part of the cycle of activity
- consider key messages for dissemination, including information gathered, the analysis and themed summaries.

7.4 Post Inspection

A final draft report will be prepared and shared with the provider's Executive Lead within 20 working days of the last day of the On-site Inspection visit. This will provide the inspection findings, identify areas of good practice and areas for improvement assessed against the published Standards. The report will provide a summary of service strengths and areas for improvement, and prior to the report's publication, the opportunity for the Provider to include a statement on what actions they will take. Inspection Reports may be combined where they cover shared areas, where there is synergy, to provide a more rounded analysis of the effectiveness of the service and the impact for children.

During an Inspection, the Commission welcomes all feedback, be it comments and suggestions, compliments, concerns, or complaints. The Lead Inspector will outline the process for submitting feedback, including information about the draft report and potential publication dates as well as how to provide compliments or raise a concern or complaint.

Following inspection, the provider will have the opportunity to raise any comments within 20 working days of receiving the draft report. After a further 5 working days, the final report will be sent to the provider and published on the Commission's website.

8. Gathering Evidence

- 8.1 Evidence will be collected before the inspection through the cycle of activity, and include the Survey, the findings from the Annual Conversation and the Self Evaluation.
- 8.2 The Commission may use a range of methods to gather evidence and assess quality indicators during the inspection period. These can broadly be broken down into the following four overarching sources.
- child records, case notes and case audits. Direct observations of practice
 - performance management data – ideally benchmarked. This is further detailed in Appendices 4 and 5. Data will need to be proportionate, based on what services already collect, and benchmarked
 - documentation, including reports, policies, procedures, minutes of meetings, strategic plans, service reviews
 - discussions, with leaders, staff and service users and others such as partners and professional colleagues.
- 8.3 The off-site period of the inspection will be used to analyse the existing information in the evidence bank, mainly the documentation and performance management information. It will also be used to plan the on-site period and prepare for the case file audits.
- 8.4 As part of the provider's upload of the information for the evidence base the provider should share a list of all audits that have been carried out in the six months prior to the full or focused inspection. For each of the children's audited cases, the list should identify the following:
- case ID
 - focus of the audit (for example area of practice being evaluated, or regular audit) and the date the audit was completed
 - name of the allocated social worker
 - team in which the child's case is allocated.

In the Pre-Inspection period, the Lead Inspector will select a random selection of children's case IDs from the audit list for the team to review in the off-site week. This will usually be a selection of up to 5 cases for a focused visit and up to 10 for an inspection. At the start of the off-site period, the provider will upload the following anonymised documents to the Inspection Teams' channel / portal to support the off-site analysis of the providers audit activity:

- The individual audit document that was completed in respect of each individual child on the list
- The child's chronology
- The record of the last three visits to the child
- The record of the last supervision with the social worker
- The most recent assessment document
- The most recent plan document
- The most recent review document

If they are not included in the folder, the Lead Inspector will assume that they are not available, and where relevant this will form part of the evaluation.

The Lead Inspector will ask the provider to speak to the children, young people, parents, and carers linked to these audited cases to see if they are happy to speak to an Inspector.

Any thematic overview reports or evaluations which have been prepared by the provider in respect of these audits, including any action plans, or learning from the audits, should also be uploaded to the inspection evidence base, along with all other documentation relating to the audits.

- 8.5 The on-site inspection period will mainly be used to meet with the leadership team, practitioners, and service users, and to sample cases from the case management system.

8.6 Evidence can be collected or submitted at any point during the inspection.

8.7 The Commission's Standards provide the quality statements against which evidence will be evaluated and judgements made.

9. Quality Assurance, Confidentiality and Data Protection

- 9.1 The Lead Inspector will be responsible for the conduct of the inspection and the quality assurance and robustness of evidence considered within the inspection. The Lead Inspector will be the liaison person between Children's Services and the Inspection Team.
- 9.2 The Lead Inspector will ensure that daily Inspection Team meetings take place to record and discuss evidence gathered.
- 9.3 Inspectors will, as part of discussions and meetings, summarise their inspection activity, the evidence they have reviewed and their evaluation of this against the Standards.
- 9.4 In situations where a member of the Inspection Team suspects a safeguarding concern, or if it is unclear from a file review or discussion that a child is safe, these concerns will be summarised immediately in writing and shared with the Lead Inspector, who will liaise with the relevant manager that day.
- 9.5 On the final day of inspection, the Lead Inspector will meet with the Inspection Team to consider the evidence collated, consider further analysis, and agree findings.
- 9.6 Where inspectors are reviewing case audits, case sampling, or attending meetings, they will not use the names of children, young people or families as part of their evidence summaries. Only 'child 1' or a reference number within Provider's recording system will be used.
- 9.7 Where inspectors are meeting with staff, team managers or partners, notes of these meetings and any subsequent Inspection Team discussions will refer to initials and job titles, not full names.

10. Outcome and Publication

10.1 The inspection will evidence any good practice that is identified, where it is having a positive impact on the lives of children, young people, and families, and where innovation and creative practice are meeting the needs of children and families.

10.2 The Inspection Report will outline:

- a) A summary of the service
- b) Summary of Inspection findings
- c) Inspection Process
- d) Detailed Inspection findings – detail of how improvement plans have been addressed (if any)
- e) A space for the Registered Provider to provide a response.

10.3 Where the Commission assesses that services are not meeting the required Standards, the Report will include one or more ‘Areas for Improvement’. The Provider is required to address the concerns and identify steps intended to improve practice, performance, and impact. Ultimately, the Commission can implement its [‘Escalation and Enforcement policy.’](#)

10.4 Following an Inspection, a Provider might be on one of three pathways. These are outlined in the table below.

Pathway	Status	Cycle
Pathway 1	No areas for improvement identified in Inspection Report	Regular 12-month Inspection cycle
Pathway 2	Some areas for improvement identified but overall, the Commission has confidence in the Provider’s plan of action	Regular 12-month Inspection cycle. The provider may be asked for additional meetings or updates on progress, dependent on the risk posed by the nature of the improvement area and type of service provided

Pathway 3	Areas for improvement identified have not been addressed and have not improved: Escalation and Enforcement	Proportionate monitoring visits based on risk assessment and 12-month Inspection cycle
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10.5 An identified 'Area for Improvement' is a stated method to draw attention to a weakness in the provision. The Commission may ask that these areas are addressed and reported on within a 3-, 6- or 9-month timeframe. These areas will automatically be the focus of the Annual Conversation and provide key lines of enquiry in following Inspections.

10.6 An Improvement Notice is a formal notice issued and is published online. An Improvement Notice issued by the Commission requires the Provider to undertake actions to remove or reduce the identified risk or risks. The area or areas to which the Notice applies will be formally monitored as stipulated in the Notice and progress will be regularly reviewed. Depending on the circumstances giving rise to an Improvement Notice, the Commission reserves the right to schedule an additional focused inspection to assess progress. When relevant improvements are secured, the Commission rescinds the Improvement Notice.

10.7 The Commission will adhere to the following timescales regarding writing and sharing the draft report to the point of publication on its website.

Activity	Timeframe
Jersey Care Commission sends draft Report for comment to the Provider	Within 28 days of end of on-site Inspection
Provider returns comments about the draft Report	Within 28 days of receipt
Consideration of Provider's comments and finalisation of Report. Publication of the Report on Jersey Care Commission website	Within seven days of receipt

APPENDICES

1. Appendix 1: Jersey Care Commission Social Work Standards

NO.	THEME	STANDARD
Standard 1	Statement of purpose	The Service has a clear statement of purpose and set of policies which are accessible to everyone.
Standard 2	Well managed	The service is well managed, and the organisation effectively led.
Standard 3	Recruitment and retention	Staff are safely recruited and fully supported in their roles.
Standard 4	Data protection	Data protection requirements are thoroughly adhered to.
Standard 5	Records	Comprehensive records are maintained.
Standard 6	Assessments	Assessments are thorough, outcome-focussed, and evidence-based.
Standard 7	Effective child protection enquires	Child Protection Enquiries are effective in informing decision-making.
Standard 8		Child Protection Plans are effective in protecting children and young people from harm.
Standard 9	Placements	Placements meet children and young people's needs and prepare them for the future.
Standard 10	Leaving care	Care Leavers are thoroughly prepared for leaving care.

Appendix 2: Self-Evaluation Template

N.B. To be completed by the Registered Provider

What is our context and the principles / areas of work through which we operate?

What are our general strategic and/or improvement plans?

What are our strengths and how do we know this?

What are our areas for improvement and how do we know this?

What do children and young people say?

What are our plans for the next 12 months, including measurable milestones?

Appendix 3: Child-Level Data

The Commission requires the following child-level data information from CYPES. This is the information that feeds the ChAT and mirrors data requests in the UK - often known as the [Annex A data lists](#). The Commission do not wish to add an extra burden on CYPES for this information, so will ask for the child-level data that the service already collects.

1. Headline figures
2. Contacts in the last 6 months
3. Early Help in the last 6 months
4. Referrals in the last 6 months
5. Assessments in the last 6 months
6. Section 47 enquiries in the last 6 months
7. Children in Need (CIN)
8. Child Protection Plans (CPP)
9. Children Looked After (CLA)
10. Care leavers currently in receipt of leaving care services
11. Children adopted
12. Adoption benchmarking
13. Fostering households
14. Demographics of children across all areas of children's social care
15. Comparisons of headline figures and performance data to published statistics

In addition to the above information, the Commission will require child-level lists of those in the following situations:

- Criminal or sexual exploitation including any gang issues or youth violence
- Missing and return to home interviews
- Pre-proceedings
- Proceedings
- Connected Carers
- Permanence

Appendix 4: Staff level Data

Staffing and other information	
Item	Answer
No. Full Time Employed (FTE) Qualified Social Workers (SW) in the Service	
Average caseload per Qualified SW	
No. FTE Newly Qualified SW in the Service	
Average caseload per Newly Qualified SW	
No. FTE Unqualified SW in the Service	
Average caseload per Unqualified SW	
Number of unallocated cases	
How many agency Qual SW are in post? What does this represent as a percentage of all qualified social workers?	
How many different members of agency or other non-permanent staff have been used in a qualified social work role over the last financial year?	
What is the current vacancy rate for qualified, newly qualified and unqualified social workers?	
What is the turnover rate for qualified, newly qualified and unqualified social workers?	

Appendix 5: Annual Conversation Agenda

Attendees: Chief Inspector, Lead Inspector, Chief Officer Children's Services, other senior members of Children's Services staff as required.

Agenda

- **Introductions (5 mins)**
- **The Self-Evaluation: Key Themes (30 mins)**
This will draw on the SEF – and any gaps, other evidence and the survey
- **Issues impacting service delivery over previous year (25 mins)**
May be resulting in issues beyond the services control, e.g. political, recruitment, financial etc.
- **Service priorities for the forthcoming year (30 mins)**
Given the strengths and areas for improvement identified in the SEF, as well as the needs profile, what are priority plans for the next year? Ideally top 3-5 to keep conversation focussed.
- **Scope of next inspection (20 mins)**
Links SEF evidence to next inspection. Provide detailed methodology of the 6 weeks, including sampling, meeting partners, document analysis, performance data analysis, audit work etc.
- **AOB (10 mins)**