



**Jersey Care
Commission**

INSPECTION REPORT

**National Society for the Prevention
of Cruelty to Children (NSPCC)**

**Social Work Service for Children and
Young People**

**The Gower Centre
42 -44 Stopford Road
St Helier
JE2 4LZ**

14 March 2024

THE JERSEY CARE COMMISSION

Under the Regulation of Care (Jersey) Law 2014, all services carrying out any regulated activity must be registered with the Jersey Care Commission ('the Commission').

This inspection was carried out in accordance with Regulation 80 of the Regulation of Care (Standards and Requirements) (Jersey) Regulations 2018 (as amended) to monitor compliance with the Law and Regulations, to review and evaluate the effectiveness of the regulated activity, and to encourage improvement.

ABOUT THE SERVICE

This is a report on the inspection of the National Society for the Prevention of Cruelty to Children (NSPCC) Jersey, which provides a social work service to children and young people in Jersey. The service is situated in the parish of St Helier in a residential area and operates from a purpose-built one-story building.

The building has been modified to allow disabled access and reflects inclusivity with all-gender accessible toilets. There are four main therapy rooms, all with their own identity and style, which helps provide choice for the children and young people who access this service. The service benefits from a secure reception area, which is welcoming and child-friendly.

NSPCC Jersey's mission is to:

- Increase understanding around the subject of child sexual abuse
- Raise awareness for families and our community so abuse can be identified, prevented and responded to effectively
- Work alongside our partners to make sure all those working with children have increased confidence, skills, and knowledge to provide appropriate support around prevention, protection, and recovery

- Work together to provide a therapeutic space for children and families impacted by child sexual abuse
- Champion system change to create a culture where all children feel confident that adults will listen, understand and keep them safe.

The NSPCC provides several services in Jersey, most of which do not require to be regulated by the Commission; however, the ‘Letting the Future in’ (LTFI) programme requires regulation by the Commission under the Regulation of Care (Jersey) Law 2014, as it meets the definition of ‘personal support.’

‘Letting the Future In’ helps children and young people recover from sexual abuse, with support also offered to their siblings and caregivers.

Regulated Activity	Social Work Service for Children and Young People
Mandatory Conditions of Registration	Type of care: Personal support Category of care: Children and Young People (0-18) Maximum number of care receivers in receipt of personal care: 36 Age range of care receivers: 0-18 years old
Discretionary Condition of Registration	The Registered Manager to complete a Level 5 Diploma in Children’s Social Care by 30 June 2026
Date of Inspection	14 March 2024
Time of Inspection	9.45am to 4.45pm
Type of Inspection	Announced
Number of areas for improvement	None
Number of care receivers using the service on the day of the inspection	13

The NSPCC Jersey operates this Social Work Service for Children and Young People service, and a Registered Manager is in place.

The discretionary condition on the service's registration was discussed, and the Registered Manager is on track to complete the Level 5 Diploma in Children's Social Care by the required date.

This is the first inspection of this service. No applications have been received to vary the conditions of this service since the initial registration on 30 June 2023.

The Commission received a revised Statement of Purpose on 11 March 2024. This details a new service that will be launched in the coming months.

SUMMARY OF INSPECTION FINDINGS

The following is a summary of what we found during this inspection. Further information about our findings is contained in the main body of this report.

Governance, management oversight, support to staff, and quality assurance measures are comprehensive in this service, resulting in effective delivery of the LTFI programme.

Therapeutic care planning is person-centred, based on a comprehensive assessment of needs, and fully involves children, young people, and their caregivers. Children and young people feedback that they understand their therapeutic plan and their voices are listened to regarding how this is delivered, for example a specific room or at their own pace.

Ensuring the safety and wellbeing of children and young people is paramount. During the assessment period, there is a strong focus on understanding the impact of trauma and the individual's stress responses. This emphasis enables staff delivering the LTFI programme to assist children and young people develop healthier coping mechanisms for better outcomes.

Management support and the wellbeing of staff were prioritised. The inspection evidenced comprehensive systems of support in place for staff to access help to process their experiences and mitigate the risk of secondary trauma. This is an area of good practice.

The staff delivering the LTFI programme have received comprehensive training. The service ensures that the LTFI programme is subject to evidence-based evaluation to avoid drift and improve outcomes for children, young people, and their caregivers.

Professionals consulted offered positive feedback, highlighting effective collaborative working in managing risks and communication. Importantly, feedback from individuals accessing the service indicated a positive change in their future outlook.

INSPECTION PROCESS

This inspection was announced and was completed on 14 March 2024. The Regulation Officer provided this service with three weeks' notice to ensure that the pre-inspection information request could be completed and ready for the inspection.

The Social Work for Children and Young People Standards were referenced throughout the inspection.¹

This inspection focussed on the following lines of enquiry:

- **Is the service safe**
- **Is the service effective and responsive**
- **Is the service caring**
- **Is the service well-led**

¹ The Social Work for Children and Young People Standards and all other Care Standards can be accessed on the Commission's website at [Social Work Services for Children and Young People Standards | Jersey Care Commission](#)

Prior to our inspection, all of the information held by the Commission about this service was reviewed. A pre-inspection information request was made on 19 February 2024, which was reviewed on the day of the inspection.

The Regulation Officer gathered feedback from one young person and their parent. They also had discussions with the service's management and other staff. Additionally, feedback was provided by two professionals external to the service.

Records, including policies, care records, and governance procedures, were examined during the inspection process.

At the conclusion of the inspection, the Regulation Officer provided feedback to the Registered Manager. This report outlines our findings and includes areas of good practice identified during the inspection.

INSPECTION FINDINGS

Is the Service Safe

Emphasising the importance of creating a safe environment so care receivers are protected from avoidable harm, with a focus on policies and procedures.

The Statement of Purpose was revised prior to this inspection to reflect the development of a new regulated service alongside the LTFI programme. The new service will provide therapeutic support to individuals who exhibit harmful sexual behaviour. However, it will not become operational until late spring 2024.

No complaints have been made to this service since it became registered with the Commission on 30 June 2023. The complaints policy was comprehensive, and children and their caregivers were supplied with information on how to provide feedback to this service during the first assessment meeting. The Registered Manager also confirmed that no significant events required notification to the Commission.

The Regulation Officer reviewed the governance arrangements for health and safety. A thorough overarching policy was in place, alongside property maintenance and fire safety registers. Documentation was easily accessible, and the Regulation Officer was assured that health and safety matters, such as fire alarm testing/servicing and water testing, were appropriately handled and recorded. The Regulation Officer noted that infection control measures were also in place, which included a quarterly deep clean of toys and other equipment.

Ensuring the safety and wellbeing of children, young people, and all who utilise this service is of utmost importance, considering the unique challenges children face in their therapeutic journey. The Regulation Officer discussed how risks were managed with the Registered Manager and other staff and was assured that risks were appropriately managed to mitigate potential harm. This included working with agencies such as the Child and Adolescent Mental Health Service (CAMHS) to ensure safety plans are in place for individuals accessing this service.

Staffing is in line with the Statement of Purpose for this service, and they are working within capacity. The Regulation Officer was provided with evidence that all care staff had been employed under safe recruitment practices. Care staff have undergone extensive relevant training focused on safeguarding the individuals they provide care to and to safely deliver therapeutic interventions.

Is the Service Effective and Responsive

Assessing the organisation of the service so that care receiver's needs are respected and met.
--

The LTFI programme is an evidenced-based, child-centred therapeutic intervention for children, young people, their caregivers, and siblings affected by sexual abuse. It is a commissioned service, partly funded by the Government of Jersey and was introduced to the Island following the recommendations of the Jersey Care Enquiry (2017). Information regarding LTFI sourced from NSPCC Jersey's website states:

"The service is recommended by the National Institute for Health and Care Excellence (NICE, 2017) and was showcased as an example of commissioning

practice in the Home Office's commissioning framework for support services for victims and survivors of child sexual abuse in England (Home Office, 2019)."

The programme is delivered over 38 weeks; however, this is flexible and person-centred to reflect the individual needs of people accessing the service and may be extended. The Registered Manager reported that progress tracking takes place as required. If the programme is extended, there is an internal and external audit from the wider organisation to ensure that the therapeutic intervention does not drift.

Various informative leaflets are available for children, young people, caregivers, and professionals. Additional information about the LTFI programme is available on NSPCC Jersey's website, including the research evidence base for the therapeutic intervention programme.

Most referrals to this service are received from multi-agency partners. However, individuals and their caregiver/s can also self-refer. Once a referral has been received, it takes no more than 10 days for information to be collated and a decision made about the appropriateness of the service for the individual concerned.

Once a referral is accepted, an introductory meeting will be arranged with the child/young person and their caregiver/s to obtain consent, share details about the therapeutic intervention, and provide information on their rights, such as access to their records and how to provide feedback. A Children's Service Practitioner (CSP) will also be assigned at this meeting, and children are provided with information about the service and their consent to proceed is discussed. Within the consent document, children are provided with information, including a photograph of their allocated CSP. This is an area of good practice.

An initial assessment of the child's therapeutic needs will be undertaken by the assigned CSP and completed within 28 days. The Regulation Officer viewed three assessment records, which had been redacted to protect the identity of the individuals concerned. The assessments were comprehensive, person-centred, translated where necessary, and examined the following domains:

- What are we worried about?
- What is going well?
- What do we know?
- The views of those involved?
- Sensory and communication needs of those involved.
- Analysis, decision, and actions resulting from the assessment.
- Desired outcomes for the child, their caregivers, and any identified safeguarding issues.
- What does my therapy look like, and 'My Plan'.
- Management oversight.

Two assessments are produced by the CSP, one in a child-friendly format and one for the caregiver/s. Both are written to the person and are signed by the recipients and the CSP. The child's therapeutic needs are reassessed at intervals of no more than 90 days, which includes summaries of the therapeutic sessions delivered and evaluates their impact against the previously identified desired outcomes.

Alongside this assessment process, a 'Trauma Symptom' checklist is completed with all children and young people. This checklist is independently evaluated to measure acute and chronic post-traumatic stress, which helps inform the therapeutic needs assessment and contributes to the management of risk.

Caregiver/s are also offered the opportunity for individual sessions (according to need) to understand the impact of trauma and how they can support their child through the therapeutic process. They are allocated their own CSP to undertake this work to ensure the focus remains on the child. Joint sessions between the caregiver/s and the child or young person can also occur where relationships need strengthening or rebuilding. The LTFI programme also extends its therapeutic intervention to siblings who have been affected by trauma in their family.

CSPs can provide consultations to multi-agency partners and also deliver training in understanding the impact of sexual abuse and how the team around the child can aid their recovery from trauma. The Registered Manager and staff team provided

examples of collaborative working and how this had made a difference to children and young people they work with.

As part of the inspection process, professionals were consulted regarding their experience of this service; a sample of the comments were:

“We have also had a joint meeting with the young person and parent in order to ensure congruency and consistency in the work and to be transparent that risk would be discussed across both agencies.”

The practitioner *“is also reflective, empathic and informed in relation to skills and knowledge in the work they do with the young person and parent.”*

“They have been engaging the young people in specific therapeutic work and have been working in close communication with CAMHS to ensure that the work that they and CAMHS are doing is aligned and complementary so that the young people receive a seamless service, a joined-up approach to care and have an opportunity to build trust in professionals. The result is that these young people are attending appointments regularly and have improved mental health. This is a fantastic example of how partnership working, flexibility, and a genuine positive regard for clients achieves the right outcomes.”

Quality assurance in this service is an area of good practice. As a commissioned service by the Government of Jersey, data and feedback on the programme's impact are required. In addition, some of the other measures in place are:

- A national project lead is in place for the LFTI programme.
- The wider organisation has a quality and practice team that undertakes a regular audit activity programme and has a quality assurance framework in place.
- Internal auditing activity is undertaken by the local Management team and by the organisation's Quality and Practice team. Links have been made and good practice is shared with other colleagues across the UK through a community of practice forum.

- A Consultant Social Worker from the Quality and Practice Team works closely with the Managers and practitioners in Jersey, attending team meetings on a monthly basis.
- The service has to provide Key Performance Indicators summaries to the wider organisation which is actively interrogated.

Where areas of development are identified following any of the above quality assurance activities, these are logged and tracked to ensure any recommendations/changes are implemented. This demonstrates the service has a continuous learning culture.

The Regulation Officer examined feedback from children and families that have completed the LTFI programme. The formats used reflected the age and developmental needs of the children, and emoji scaling and free text boxes were used. The overwhelmingly positive feedback reflected productive and effective change for the child and their caregiver/s.

The Regulation Officer was provided with an opportunity to meet with a young person and their parent to explore their experience of this service. They offered the following comments:

The young person stated about the programme, *"There was no pressure; I felt it was delivered at my pace, it recognised me as an individual, and the process was fully explained to me"*.

Regarding how the programme was delivered, the young person stated, *"It was always inclusive, I felt supported, it was flexible to my needs, from entering the door, all welcomed me, and it felt like a family"*.

The parent stated, *"We worked well together, especially when a thought session was being delivered to ensure XXXX was supported"*.

Regarding the programme's impact, the young person commented that it *"helped me to make sense of my feelings through activities and sessions tailored to my needs"*. Both the young person and their parent would "100%" recommend this programme to others, with the parent stating that *"it was only now that after many years they felt that their child was finally getting the support they needed"*.

Is the Service Caring

Evidencing fundamental aspects of care and support are provided to care receivers by appropriately trained and competent staff.

The Regulation Officer met with most of the CSPs responsible for delivering the LTFI programme to seek their experiences and gauge the impact on the children, young people, and their caregivers. The staff team felt privileged to be involved in such important work with children, young people, and their caregivers, and they spoke with passion, expertise, hope, and empathy. The team provided examples of therapeutic interventions, the impact on the child, young person, or their caregiver/s, and how they worked proactively with other professionals to make positive, sustained change.

As a result of these discussions, the Regulation Officer was assured that the impact of this highly emotive work on the staff delivering the programme was recognised within the team, management, and the wider organisation. In addition to monthly reflective supervision sessions, CSPs would be provided with debrief opportunities, ad hoc supervision and support from management, regular team meetings, peer support, and an employee assistance programme. Furthermore, alongside receiving supervision and support, the staff team responsible for delivering the LTFI programme has undergone comprehensive specialist training and are qualified social workers. This is an area of good practice.

The Registered Manager and the staff team emphasised the importance of adopting an approach of "working with rather than to" with individuals and a focus on being person-centred. This involves offering children and young people choices and a sense of control. For example, they provide options such as selecting the room or

location for therapy sessions or modifying therapeutic activities and plans to accommodate individual needs such as dynamic emotional vulnerability or sensory preferences. This approach aims to empower individuals, enhance their sense of autonomy, and tailor the therapeutic experience to their unique requirements in a safe space.

In the initial stages of therapy, the focus is on equipping a child or young people with coping strategies and techniques to manage difficult emotions, thoughts, or negative responses to stimuli more effectively. The grounding behaviours serve as anchors that help individuals stay present and connected to the present moment, fostering a sense of safety and security as they navigate their therapeutic journey.

CSPs delivering the LTFI programme have access to an online resource hub, which houses a wide range of materials to support children and young people in their recovery from trauma. These resources serve as a valuable tool for CSPs, enabling them to select suitable interventions tailored to the needs of each child or young person. Additionally, the hub ensures consistency in approach across CSPs, as they can refer to standardised materials and guidelines.

Some children and young people are more ready and open to discussing their lived experiences; however, verbally sharing their experiences can be challenging for some. The Regulation Officer was impressed by the facilities and resources available to help children and young people in these circumstances, which were well organised and accessible. CSPs provided examples of using these resources, such as messy play, writing, social stories, and art.

Children and young people are offered the opportunity to record their therapeutic journey in their chosen form. The Regulation Officer examined a copy of a child's journey, which provided assurance that this was recorded in a way that mattered to the child and that they understood. This is a good area of practice.

Is the Service Well-Led

Evaluating the effectiveness of the service leadership and management.

The NSPCC has a national strategy and vision aimed at achieving three distinct impact goals in safeguarding children from harm and abuse. These overarching goals align with the objectives of NSPCC Jersey. The Regulation Officer viewed the specific development plan for the specialist sexual abuse service that is being developed in alignment with the Safeguarding Partnership Board's CSA&E strategy. This was comprehensive and evidenced effective design, implementation, recognition of equality and diversity, and monitoring and evaluation of this specialist service. This is an area of good practice.

The Registered Manager reported that they have recently secured the provision of a clinical psychologist, which will enhance their therapeutic oversight and support to staff in the delivery of the LFTI programme. This is a positive development.

Organisational leadership and governance are effective and adequately resourced alongside the local management structure, providing comprehensive oversight and support to staff delivering the LFTI programme. The Regulation Officer examined this service's annual report for 2023, which assured that key performance indicators are central to measuring the effectiveness of this service. CSPs also have a comprehensive set of practice standards that guide them to deliver high-quality support and care.

As a branch of a prominent national charity, the service benefits from enabling care staff to avail themselves of thorough and frequently updated policies and procedures accessible via an online portal. The Regulation Officer reviewed a sample of these documents and found them to be cohesive, reflected local needs, and were actively utilised within the service.

The Regulation Officer noted a highly supportive culture, with approachable leadership and multiple support mechanisms for staff delivering a complex service that needs to be delivered effectively to promote recovery from trauma and avoid further harm. This is an area of good practice.

The induction of new staff is strong and is guided by the management team and an online portal called 'The Green.' Staff consulted with on the day of inspection provided positive feedback on their experience of induction and described it as comprehensive, with a requirement to complete the process before being passed to practice.

Training records for staff evidenced that all staff met mandatory requirements per the Standards. The Registered Manager provided assurance that it is also compulsory within the organisation for the specialist training required to deliver the LTFI programme to be completed before staff can practice. Staff are also provided other learning opportunities, such as lunch and learn sessions and direct peer-to-peer learning (in service and the wider organisation).

IMPROVEMENT PLAN

No areas for improvement were identified during this inspection, so an Improvement Plan is not required.

It should be noted that this inspection report should not be regarded as a comprehensive review of all strengths and areas for improvement that exist in the service. The findings reported on are those which came to the attention of the Care Commission during the course of this inspection. The findings contained within this report do not exempt the service from their responsibility for maintaining compliance with legislation, Standards and best practice.



Jersey Care Commission
1st Floor, Capital House
8 Church Street
Jersey JE2 3NN

Tel: 01534 445801

Website: www.carecommission.je

Enquiries: enquiries@carecommission.je