

CHILDREN'S POLICY GROUP

Services for Children

IMPROVEMENT PLAN 2011 – 2013

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INTRODUCTION

This Improvement Plan has been prepared in response to the Care Inspectorate's (CI) report *States of Jersey – Inspection of services for looked after children* published in January 2012.

CI made a number of recommendations (as outlined in Section A), the first of which highlighted the need to identify, revisit and review all previous reports that are relevant to services for children. These previous reports are detailed in the table below. CI recommended that outstanding recommendations from all these previous reports are summarised alongside their recommendations into one single Improvement Plan.

That review has been undertaken with all relevant outstanding recommendations¹ outlined in Sections B-H of this Improvement Plan. There are 45 recommendations in total.

This Improvement plan, which details all 45 recommendations will be overseen, managed and reviewed by the Children's Policy Group on a regular basis. It is important to note that that many of these 45 recommendations are already in the process of being delivered as indicated in the *In Progress* column.

REPORTS IDENTIFIED and USED IN CROSS-REFERENCES (X Ref:) under Recommendations:

KBR	Kathie Bull Report*: Review of the Principles, Practices and Provision for Children and Young People with Emotional and Behavioural Difficulties and Disorders in the Island of Jersey - July 2003
WR	Williamson Report*: An Inquiry into Child Protection in Jersey – June 2008
HLR	The Howard League for Penal Reform – Jersey Review*: A review of the Jersey youth justice system – November 2008
WIP	Williamson Report*: Implementation Plan – January 2009
SPR	Health, Social Security and Housing Scrutiny Panel*: Coordination of Services for Vulnerable Children – Sub-Panel Review Presented to the States on 27 th July 2009
CPT	Report by the European Committee for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment (CPT)* – 23 rd July 2010
YJR	Youth Justice in Jersey: Options for Change* – August 2010
SEQ	Self Evaluation Questionnaire ² (prepared for SCSWIS/CI) – Action Plan – June 2011

* COPIES OF THESE REPORTS CAN BE DOWNLOADED FROM www.gov.je/LookedAfterChildren

¹ This improvement plan does not include recommendations from previous reviews that have been delivered, incorporated or subsumed into others or where a decision has been taken not to pursue.

² The Self Evaluation Questionnaire, which was completed in confidence by staff and key stakeholders, is not publicly available.

CHILDREN'S SERVICES - IMPROVEMENT PLAN 2011 – 2013

A. CARE INSPECTORATE RECOMMENDATIONS (1-14):		
Recommendation	In Progress	Target Completion Date
In General – Context		
1. C&SS should review all the outstanding recommendations from previous reports, and, together with the SCSWIS/CI recommendations, draw up one action plan which includes them all. This should involve rationalising some, grouping others, deleting those which no longer apply, and deciding on priorities. This action plan should include clear and realistic timescales and lead responsibilities.	Complete	Jan '12
Key Outcomes		
CI evaluation in 2011: Adequate		
2. Community and Social Services should develop and implement a comprehensive means to define and measure the outcomes for looked after children and young people. X Ref: (KBR Rec. 17.1.4) (WR/WIP Rec. MD2) (SEQ Rec. 9a/9g)	NO	Framework: Jan '12 Reporting Qtr 4 2012
Impact on people who use our services		
CI evaluation in 2011: Weak		
3. The views of young people who are looked after should be systematically and meaningfully gathered and acted upon where appropriate. Processes should be put in place to develop ways of allowing them more say regarding their care. X Ref: (WR/WIP Rec. 5) (HLR Rec. 20/24) (SPR Rec. 2.7/3.18) (SEQ Rec. 3b/3e/9d/13b)	YES	Qtr 3 2012
Impact on employees and foster carers		
CI evaluation in 2011: Adequate		
4. As part of the overall change programme underway within C&SS, senior managers should develop and implement a staff Communication Strategy and wider Engagement Strategy. X Ref: (SEQ Rec. 2/2c/3a/16b)	NO	Qtr 2 2012
Impact on the Community		
CI evaluation in 2011: Good (no recommendations)		
Delivery of key processes		
CI evaluation in 2011: Adequate		
5. The senior management team should conclude the work on the out of hours service and establish the new system as a matter of priority. X Ref: (WR/WIP Rec. 11) (SPR Rec. 2.24)	YES	Qtr 4 2011

6. All looked after children and young people must be provided with information about how to make a formal complaint. The independent reviewing officer should establish formal links with the health and social services complaints officer. X Ref: (WR/WIP Rec. 4) (HLR Rec. 20/22) (SPR Rec. 2.7) (CPT Rec. 29) (SEQ Rec. 1d/1f3e/9c/9d/13b/17)	YES	Qtr 2 2012
Policy and service development, planning and performance management		
CI evaluation in 2011: Weak		
7. Community and Social Services should produce comprehensive operational procedures for children and families staff. X Ref: (KBR Rec. 17.1.6/17.1.7) (WR/WIP Rec. 9) (SEQ Rec. 1e/6c /9b/10b/16b/17/19a/20b)	YES	Qtr 3 2012
8. Children's services should develop a systematic and comprehensive approach to service planning. Building upon the proposed Children and Young People Plan, service and operational (team /unit) plans must both reflect and take forward agreed strategic objectives. X Ref: (KBR Rec. 17.1.3) (WR/WIP Rec. 2/8/8.8/8.9) (SPR Rec. 2.3/3.20) (SEQ Rec. 1a/2a/2b/4a/9f/11a/12a/14a/14b/18/20a/20c)	YES	Qtr 2 2012
Management and support of employees and foster carers		
CI evaluation in 2011: Weak		
9. Community and Social Services should conduct an urgent review of residential child care looking at the number of people in acting up or in temporary posts and the wider impact of the campus model on the quality of care. X Ref: (KBR Rec. 17.2.10) (WR/WIP Rec. 7/8) (SEQ Rec. 10a/12d/14b)	YES	Qtr 1 2012
10. Community and Social Services should urgently review the training and support of residential staff to remove any barriers to providing bank staff with basic training, particularly, in therapeutic crisis intervention (TCI), child protection and first aid. X Ref: (KBR Rec. 17.2.10) (WR/WIP Rec.7/A) (SPR Rec. 2.23) (CPT Rec. 26) (SEQ Rec. 1g/14a/14b/15a /15b/19a/21)	YES	Qtr 1 2012
Resources and capacity building		
CI evaluation in 2011: Weak		
11. Community and Social Services must improve their collection of accurate performance information. A performance management system should be set up and used to develop and improve services. X Ref: (KBR Rec. 17.1.4) (WR/WIP Rec. MD2) (SEQ Rec. 1d/9a/9g)	NO	Qtr 4 2012

<p>12. Community and Social Services should develop a comprehensive commissioning strategy for children's services.</p> <p>X Ref: (WR/WIP Rec. 6/7) (HLR Rec. 8) (SEQ Rec. 4a/4b/10c/12a/12b/12c)</p>	NO	Qtr 2 2012
Leadership and direction		
CI evaluation in 2011: Adequate		
<p>13. Community and Social Services should plan a range of induction activities for States Members in key areas of their functions, especially in corporate parenting and child protection, to be implemented following the next election. It would be helpful if this was given a high priority in any planned induction at corporate level within the States.</p> <p>X Ref: (WR/WIP Rec. 1/2) (SEQ Rec. 1a/1b/1f/4a/4b)</p>	YES	Qtr 1 2012
<p>14. A statement of purpose and rationale for the new structure, with clearly articulated roles and responsibilities, should be urgently produced. Realistic timescales should be set with clearly stated accountability.</p> <p>X Ref: (WR/WIP Rec. 1/2/8) (SPR Rec. 2.5/3.5) (SEQ Rec. 1/1c/2a/2b/3c /3d)</p>	YES	Qtr 2 2012
Capacity for Improvement		
CI evaluation in 2011: Good (no recommendations)		

B. RECOMMENDATIONS OUTSTANDING FROM THE KATHIE BULL REPORT (15-17):

Recommendation	In Progress	Target Completion Date
15. (17.2.7) (i) The status and disposal of young people to Young Offender's Institution (YOI) be seriously considered. In particular, the use of the YOI for young people under 18 years of age to be reviewed. (17.2.7) (iii) To review the situation whereby young woman have no separate and clearly identifiable YOI provision. X Ref: (HLR Rec. 17) (SPR Rec. 2.30/3.38) (CPT Rec. 14/16/23)	YES	Qtr 2 2012
16. (17.2.11) Consideration be given, as a matter of both urgency and common sense, to establishing a professional foster parenting programme with professional foster carers appointed. X Ref: (SPR Rec. 2.12/2.13/3.15) (YJR Rec. 6.9.ii) (SEQ Rec. 12a/e)	YES	Qtr 1 2012
17. (17.3.4) The development of an Island Assessment Framework.	YES	Review: Qtr 4 2011 Report: Qtr 1 2012

C. RECOMMENDATIONS OUTSTANDING FROM THE WILLIAMSON REPORT & WILLIAMSON REPORT: IMPLEMENTATION PLAN (18-25):

Recommendation	In Progress	Target Completion Date
18. (2) Redesign Children's Executive to report to Minister. X Ref: (SPR Rec. 3.33)	YES	Qtr 2 2012
19. (3) Appoint External Organisation to review Children's Services. X Ref: (HLR Rec. 18/19) (SPR Rec. 2.6/3.25) (SEQ Rec. 9)	YES	Qtr 4 2011
20. (4) Appoint external Independent Reviewing Officer. X Ref: (SPR Rec. 3.21/3.24) (SEQ Rec. 13a)	Delayed	Qtr 4 2011
21. (7) Consider future role of Children's Residential Homes. X Ref: (SPR Rec. 2.9/2.10/2.11/3.22/3.36) (SEQ Rec. 12/14)	Delayed	Qtr 3 2012
22. (7.3) Develop Intensive Support Team.	Delayed	Qtr 1 2012
23. (7.4) Settle Terms & Conditions of Service for Residential Child Care Officers.	Delayed	Qtr 1 2012
24. (8) Develop a new management structure to ensure all services contribute to the wellbeing of children and young people. X Ref: (SEQ Rec. 16)	YES	Qtr 4 2011
25. (C) Lord Laming Compliance – Case Management (Appoint Law Officers + Social Workers).	YES	Qtr 2 2012

D. RECOMMENDATIONS OUTSTANDING FROM THE HOWARD LEAGUE REPORT (26-28):

Recommendation	In Progress	Target Completion Date
26. (1) Jersey should immediately ratify the United Nations Convention on the Rights of the Child (UNCRC). X Ref: (SPR Rec. 2.28/3.19) (YJR Rec. 6.1)	YES	To Be Advised by Chief Minister's Dep.
27. (3) Jersey should develop a child specific justice policy.	YES	Qtr 2 2011
28. (13) Preventive services offered by the Youth Action Team should be available to children assessed as at risk of crime, and other difficulties, as well as those who have started to offend. They should be offered from a non criminal justice organisational base X Ref: (SPR Rec. 2.31) (YJR Rec. 6.8.i)	YES	Qtr 2 2012

E. RECOMMENDATIONS OUTSTANDING FROM THE SCRUTINY PANEL REPORT (29-33):

Recommendation	In Progress	Target Completion Date
<p>29. (3.15) There is a need to increase the current level of universal, non-stigmatising services for children in order to ensure early intervention and the aversion of crises in the lives of vulnerable children. X Ref: (SPR Rec. 2.17/3.14)</p>	YES	Qtr 4 2011
<p>30. (3.6) In the context of the shortage of professional staff generally and the difficulties in recruiting and retaining staff, individual incentive packages must be developed to ensure success in a very competitive market.</p>	NO	During 2011
<p>31. (3.16) That two more centres such as the Bridge and NSPCC Pathways (that provide a non-stigmatised family focussed approach, accommodating a number of agencies) are replicated to support families in the urban Parishes. (see also 32 above) X-Ref: (WR/WIP Rec. 6)</p>	YES	Qtr 1 2012
<p>32. (3.34) That care leavers' support is continued up to 25 years of age and that provision is made to ensure that those individuals are supported to find: adequate housing, work, relevant training, advice and access to health or welfare services. X Ref: (SEQ Rec. 20)</p>	YES	Qtr 1 2012
<p>33. (3.35) Young people leaving custody are provided with adequate housing, work, relevant training, advice and access to health or welfare services so that they are less likely to re-offend and find themselves back in the Criminal Justice System.</p>	YES	Qtr 1 2012

F. RECOMMENDATIONS OUTSTANDING FROM THE COMMITTEE FOR THE PREVENTION OF TORTURE REPORT (34):

Recommendation	In Progress	Target Completion Date
34. (25) Living conditions and regime – steps to be taken to develop vocational activities at Greenfields Centre.	NO	Qtr 4 2012

G. RECOMMENDATIONS OUTSTANDING FROM THE YOUTH JUSTICE REVIEW REPORT (35-41):

Recommendation	In Progress	Target Completion Date
35. (6.6.iv) Those children causing most concern to agencies because of their offending behaviour should be managed according to a multi agency model akin to that of the CP Case Conference or RAMAS but with the focus being on the child's best interests. This process has been labelled CAST (Children's Assessment and Support Team) in this report. All Departments should undertake to co operate in this process and allocate resources as a priority to this group.	NO	Qtr 1 2012
36. (6.6.v) Children's home staff and schools should not call the Police to deal with incidents that would be dealt with by a responsible parent in their own home. (However, it is recognised that a parent may wish to make a complaint to the Police following a playground fight or another child may wish to bring a charge in a children's home for example). The principle is that a child should not be penalised because they are a looked after child or be already known to the police.	NO	Qtr 1 2012
37. (6.6.vi) The practice of reporting all children who leave a Children's home without permission as missing persons should be reviewed. Wherever possible the child's parent or key worker should return a missing child once found.	NO	Qtr 1 2012
38. (6.7.iv) Resources should be transferred from YAT to JPACS to provide bail support and develop services to children at risk of custodial remand.	NO	Qtr 1 2012
39. (6.9.i) Children who find themselves repeatedly in the justice system, particularly those who are seen as persistent or who are sentenced to custody, should be considered children in need, and afforded the same level of service as those children who are "looked after" – in many cases they will already have this status.	NO	Qtr 1 2012
40. (6.9.ii) Emergency fostering should be available as an alternative to a custodial remand. Any issues around Social Security or Employment Law should be referred to the CPG and Council of Ministers for resolution. Although expensive this form of intervention is less expensive and less damaging to a child than a custodial remand.	NO	Qtr 1 2012
41. 6.10) Discussions should take place with the Guernsey authorities regarding the sharing of secure facilities at Greenfields and the YOI.	NO	Qtr 1 2012

H. RECOMMENDATIONS OUTSTANDING FROM THE SELF EVALUATION QUESTIONNAIRE – ACTION PLAN (42-45):

Recommendation	In Progress	Target Completion Date
42. (1.h) Review all areas of administrative support within Children's Social Care Services.	YES	Qtr 1 2012
43. (6a/b/c) Education: Ensure designated teachers for Looked After Children in all schools to monitor the personal education plans, individual education plans and pastoral support plans for all Looked After Children. X Ref: <i>2 above</i>	YES	Qtr 4 2011
44 (8a/b) Education / Training / Employment: Support access to further and higher education for Looked After Children to ensure appropriate support before any application is made; that any financial support is identified to support individual plans; and that support continues through the educational programme and beyond into training and employment.	NO	Qtr 3 2012
45. (18) Ensure issues of diversity relating to Looked After Children are addressed.	NO	Qtr 4 2012

January 2012