



Government *of*
JERSEY

Jersey's Children First

Transforming Children's Services in Jersey

Responding to the findings of the 2018 Ofsted inspection of Children's Social Work Services and the Care Commission report "Making a difference; Driving Improvement"

JERSEY CHILDREN'S SERVICES

IMPROVEMENT PLAN

This Improvement Plan reflects the actions that are to be taken in response to the findings of the 2018 Ofsted inspection of Children's Social Work Services and the Care Commission report "Making A difference; Driving Improvement". Also incorporated are the outcomes of an internal assessment of what is required to ensure that all children with whom we are working receive a good or better service on each occasion. We have accepted the findings of the inspection as they have been reported and have set our course to work effectively and with pace to achieve our goals.

The detail of the plan reflects the breadth and depth of the complex work ahead which though very challenging is eminently achievable. We will ensure that our staff and managers are equipped in full with the skills and knowledge that are required to achieve. We shall also build upon our already sound relationships with our colleague agencies and fellow professionals to ensure that those improvement objectives that require us to work in partnership will be achieved with equal success.

The key to improvement within Jersey's children's services is to ensure that all practitioners and managers are fully conversant with procedural and practice guidance and legal requirements so that they are knowledgeable about what good practice looks like, understand what they are required to do to achieve it and are then supported to do so. It is equally critical to the safety and development of children that we work in parallel with equal rigour and pace to create a stable workforce committed to delivering consistently high standards of service underpinned by skill sets, professional values and norms of practice that constitute a reclaimed and purposeful 'Jersey Way'. An effective and well governed Safeguarding Board will support us by putting in place a strategic planning structure to underpin the priorities and target outcomes set out in the Improvement Plan and the anticipated Children's Plan. Critical to the achievement of these outcomes will be the successful development and support that the Board delivers to our partner agencies, so they may achieve fully their objectives for children and young people. It will also act as a constructive critical friend by holding us all to account for our progress and service quality.

Assurances about the impact and pace of change that the Improvement Plan requires will be provided by effective and child level quality assurance and risk management systems that measure and evaluate the work being undertaken by ourselves and our partners. These developments are incorporated into our workstreams and will be driven as high priority activity on a weekly basis to enable immediate responses when issues are identified. Additional levels of assurance will be provided by a revised and reconstituted Improvement Board that will focus upon performance as it directly impacts upon children's lives and we

are actively considering how we can use an external agency to critically assess our processes and recalibrate our judgements when necessary.

The improvement workstreams are as follows:

- Stable and High Performing Workforce
- Improving the Child and Family Journey
- Early Help & Prevention
- Placements
- Performance, Quality & Risk

Improvement Activities to Support our Improvement Journey

Driver of Success 1. Stable and High Performing Workforce <i>“Our workforce is skilled, motivated, resilient and committed to delivering excellent services to children and young people. They are confident and feel supported to make decisions, assess and hold risk and to develop and create innovative solutions”</i>	
Key Outcomes:	<ul style="list-style-type: none"> • Senior leaders with the skills and confidence to develop and sustain an outstanding service for children and families • Implementation of a workforce development programme that supports the creation and sustainability of a new culture • Effective induction and retention of new employees who are engaged and who role model the new culture • Priorities for service improvement articulated, understood and agreed by all staff • Clear understanding of individual roles and responsibilities and contribution to delivering on agreed priorities for improvement • Agreed performance and quality standards, including timeliness and legal requirements, are met

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
Strengthen the operational structure of Children’s Services leadership team	Quality and speed of operational decision making is improved	August 2018	Clear accountabilities will drive better and quicker decision making and operational improvements which will lead to better services to children	Coherent distribution of responsibilities will mean that children receive focused support.	MD and Interim AD	All open cases will have management oversight record that is updated on a monthly basis	
Re-enforce the requirement for, and improve management oversight of cases	Documented evidence of management oversight will be on all case files and always comprises case direction, advice, decisions and	August 2018	Children will experience greater consistency and	Management oversight and high quality supervision will enable children to benefit from well	Interim AD and HoS Interim AD and TMs	Supervision will be recorded and will include	

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Strengthen reflective supervision to support and develop the workforce	endorsements of agreed actions. Introduce audit activity to evidence compliance with managerial oversight Quality supervision will be recorded and be auditable	August 2018	improved quality of social work practice Children will benefit from a service that knows itself well, is responsive to need and provides services that are good or better Children will experience work that is more structured and focused as a result of the reflection and challenge that high quality management oversight and supervision brings	targeted interventions to meet need.		evidence of reflection on a maximum six weekly basis	
Strengthen the operational structure of Children's Services leadership team	Managers will be able to evidence that they have oversight on all cases and are confident in the quality and	August 2018	Quality and speed of operational decision making is improved Documented evidence of	Clear accountabilities will drive better and quicker decision making and operational improvements which	MD and Interim AD		

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<p>Re-enforce the requirement for, and improve management oversight of cases</p> <p>Strengthen reflective supervision to support and develop the workforce</p> <p>Develop and implement an effective workforce strategy to support the recruitment and retention of managers (including senior managers) and front line, suitably qualified and</p>	<p>timeliness of work being undertaken</p> <p>Social workers feel 'safe' as they have confidence that they are being properly supervised and supported</p> <p>We have a workforce strategy that actively supports and encourages swift recruitment of a well-qualified and permanent workforce</p> <p>We recruit the right fit for Jersey and the journey we are on</p>		<p>management oversight will be on all case files and always comprises case direction, advice, decisions and endorsements of agreed actions.</p> <p>Introduce audit activity to evidence compliance with managerial oversight</p> <p>Quality supervision will be recorded and be auditable</p> <p>Audits will demonstrate that the quality of practice is improving</p> <p>A permanent management team in place and inducted into the department</p>	<p>will lead to better services to children</p> <p>Children will experience greater consistency and improved quality of social work practice</p> <p>Children will benefit from a service that knows itself well, is responsive to need and provides services that are good or better</p> <p>Children will experience high quality work that is more structured, consistent and focused as a result of the reflection and challenge that high quality management oversight and supervision brings</p>	<p>Interim AD and TMs</p> <p>HoS/TMs</p> <p>MD</p>		

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experienced practitioners.			High retention rates of new staff/reduction in staff turnover Tangible difference in behaviours of new employees which persist over time and which are captured by regular staff surveys	Children will have fewer changes of social worker Stable and long-term relationships with their social workers will be developed			
'Grow our own capability' for permanent social work staff and managers to reduce reliance on off Island interim/agency staff	The establishment of an on island social work degree with Sussex – 12 places from 2019		New cohort of high calibre 'Jersey grown' social workers being recruited	Reduced retention issues resulting in longer term relationships being able to be developed	MD		
Redesign and delivery of integrated induction programme which reflects employer brand (Welcome Jersey new onboarding initiative led by HR) and	We will have buddies for new recruits at all levels and ensure that support continues beyond induction We have strong leaders who		Reduced reliance on agency staff and accompanying reduction in costs Improved compliance with statute, local guidance and	Children will have access to social workers who are skilled, motivated and outcome focussed Children will benefit from improved	MD/HR		

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provides long term developmental support	<p>determine the priorities of the service, the standards we expect and develop, support and enable our managers to be effective leaders and develop their teams</p> <p>Expectations on performance are understood and monitored and people are held to account for delivering on agreed standards</p> <p>Creating a learning culture that promotes honesty and development</p>		<p>procedures as evidenced through audit dip sampling, management oversight and child level performance data</p> <p>Improvements and revisions to policies, procedures and practices are driven by insight, including learning from complaints</p>	timeliness of interventions, decisions and services provided			
<p>Leadership strategy to support service ambition</p> <p>Leadership activity to build whole workforce, including</p>	We have a strong leadership that supports our managers to be effective leaders and to develop their teams		Leadership team in place with a workforce development offer that has been shaped by them		MD/leadership team		

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<p>development of 'grow our own' social work capability</p> <p>Coaching development to ensure that leaders are equipped to support the upskilling of the workforce</p>	<p>Leaders are equipped through a development programme to coach and support the workforce</p> <p>Our communications within the organisation support us to work effectively together and to make sure we are on the same page. This means effectively cascading and feeding back through the organisation</p>		<p>Staff feedback on coaching support demonstrates impact</p> <p>Tangible improvement in leadership and management behaviours, reflected in feedback from staff surveys and structured audit activity.</p>		MD/Leadership team		
<p>Embed our performance and quality framework throughout children's services so that staff are clear about what 'good' looks like</p>	<p>The roll out of the back to practice training programme attended by all staff responsible for delivery of services for children. This will set accountabilities, responsibilities and requirements and provide a baseline for</p>	Sept 2018	<p>Audits will demonstrate improved and compliant practice and management oversight</p> <p>Quality of social work will be improved as evidenced by</p>	<p>Children will receive consistent and good quality social work</p> <p>Children and their families will have a clear understanding of the standards they should expect from social workers and</p>	Interim AD and Senior data analyst	All managers and staff will have attended the 'back to practice' training programme	

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<p>Have a workforce wide understanding of statute, policy and practice requirements</p> <p>Have a coherent organisation structure that maximises accountability and minimises duplications whilst enabling effective oversight of the quality of service</p>	<p>all aspects of management and practice. This programme to be integrated into induction training for all new staff</p> <p>We engage our workforce through focussing our performance improvement on the impact on children and families</p> <p>We are consistent in our approach to performance and quality in all we do</p> <p>Development of the simplified service structure in conjunction with staff that will support the delivery of our early</p>	<p>Sept 2018</p> <p>August 2018</p>	<p>supervision and quality audits</p> <p>Improved feedback from children, families and our partner agencies, including schools</p>	<p>are supported to ensure these standards are met</p> <p>Children should experience improved speed and effectiveness of decision making</p>	<p>Leadership team</p> <p>MD and Interim AD</p>	<p>Audit and dip sampling activity will show compliance with statute, policy and practice requirements</p>	

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	help strategy and multi- agency work						
Revise the training and development strategy to ensure that it reflects the needs of the service and workforce and is based on an analysis of developmental needs	<p>We have a workforce and training plan that is based on an analysis of the developmental needs across the service and consists of core training and opportunities to attend bespoke training events</p> <p>Personal development is valued and supported. Management actively support staff attendance at training events and enable attendance by ensuring learning and training time is built into core working practices</p>	Oct 2018	<p>Social work personnel records will reflect training and development opportunities that have been taken up and be able to articulate the impact that it has had</p> <p>Social workers will feel they are part of an environment and culture that promotes and values learning</p> <p>They will feel empowered to demand and receive proper training and access to new skills</p>	<p>Children in Jersey will be supported by social workers who are able to plan better and deliver quality services supported by best in class thinking and experience – this is evidenced by structured evaluation of practice, management oversight, supervision and audits activity. work that is better planned and delivered</p> <p>Children will experience social workers who are motivated and energised and have access to a broad</p>	MD and leadership team	All social work staff will have a personal development plan and by October 2018 will have agreed with their managers appropriate training events to attend	

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	<p>Staff are given the opportunities to practice and develop their new skills and line managers and supervisors create the environment and culture that recognises and rewards skills, learning and innovation</p>			<p>range of skills and expertise</p>			
<p>Workforce development designed to embed improving practice</p>	<p>We take a strategic approach to commissioning our workforce development to support</p> <p>We engage our workforce through focussing our performance improvement on the impact on children and families.</p>		<p>The extent to which the workforce feels engaged in the process of improvement and can link actions to tangible positive impact on children and families. We will capture this through staff surveys and progress updates.</p> <p>Feedback from children and families</p>	<p>Children will receive consistent and good quality services that are delivered within the requirements of the statute and the State's guidance and procedures</p>	<p>MD and leadership team</p>		

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			shows that we are improving				

Driver of Success 2. Improving the Child and Family Journey <i>"We deliver high quality child centred effective early help and support, providing the right intervention at the right time in the right way. We provide integrated services and seamless clear pathways from early help to specialist support".</i>	
Key Outcomes:	<ul style="list-style-type: none"> • Sustained improvement in practice through all elements of the child’s journey through social care, including child protection, as a result of effective performance and quality development. • Improvements in practice lead to demonstrable improved outcomes for children and families • Children and families are engaged in assessing the impact of our work and in shaping their plans • All layers of social care workforce have clarity over their role in assessing the impact of their work on outcomes for children and families • Improvement in the financial management of budget • To implement a statutory duty for care leavers to support and adequately prepare young people for successful transition into independent living. • All looked after children will have personal education plans and health assessments that are regularly updated • Appropriate arrangements should be put in place to monitor and securely record information about children in private foster care placements • Put in place multi-agency responses to meet the needs of children in secure accommodation

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What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
<p>Review of MASH processes to identify any barriers preventing statutory work being managed robustly and/or appropriate actions and decisions being taken</p> <p>Ensure chronologies are used for all cases entering MASH</p>	<p>Clear processes introduced for dealing with MASH referrals in a timely and safe way</p> <p>Chronologies will ensure practitioners are fully conversant with all relevant information that may inform their assessment and decision making</p>	<p>Sept 2018</p> <p>Aug 2018</p>	<p>Improved speed and quality of assessments in MASH</p> <p>Ensure that all staff across the partnership are conversant with statutory thresholds and LBTH expectations of thresholds</p> <p>Ensure management oversight in the MASH and assessment teams assure the correct application of thresholds and that no children are stepped down when they need support and protection.</p> <p>Monthly performance reporting to monitor progress.</p>	<p>Children will be safeguarded and will benefit from timely and appropriately targeted interventions that draw on historical factors</p> <p>Children and their families receive better targeted support that specifically addresses their identified needs</p> <p>Improved speed and quality of assessments in MASH</p>	<p>Interim AD</p> <p>HoS</p>	<p>MASH review will be completed by Sept 2018 and will be accompanied by an implementation plan if necessary</p>	

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			Targeted dip sampling of cases directed to early help from MASH				
<p>Map the child and family journey, identify and tackle areas for service improvement through the development of targeted action plans for each stage of the child's journey including child protection and MASH</p> <p>Develop and implement a revised child and family journey with support from practitioners. This includes clear documented practice regarding how we keep children safe</p> <p>Implement a revised service structure that</p>	<p>Child and Family Journey mapping will enable us to ensure that the child's voice is central to future ways of working</p> <p>New child and family journey service maps will make it clear how we keep children safe, this will support us in our different agencies to make sure we do what we are supposed to. This includes child protection services knowing how others are working to meet this aim</p>	Oct 2018	<p>Feedback from social workers on workload review</p> <p>Performance metrics demonstrate clear improvement in specific indicators, such as repeat assessments</p> <p>Strong and effective management oversight in MASH and assessment teams to assure that no children are stepped down when they need support and protection. This will be monitored and reporting through regular quality and threshold audits</p>	<p>Children will experience fewer handoffs and delays in accessing services</p> <p>Children's interactions with children's services will feel more child focussed</p> <p>Child's voice listened to and evidenced</p>	<p>MD</p> <p>MD</p> <p>MD</p>	<p>'As is' processes will have been mapped by October 2018 using a recent or live case file through a series of multi- agency mapping sessions.</p> <p>New 'To Be' processes will have been mapped in October 2018 a series of workshops with multi agency representa-</p>	

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works with the above and to reduce hand offs within the child's journey through social care	Implement Jersey's Children First across all services The service structure and ways of working will be informed by the detailed workflow analysis which will have been undertaken					tion and be signed off by December 2018	
All personal education plans will be updated regularly	Consistent recording at the required times on children's electronic records	Dec 2018	All looked after children will have a contemporary PEP	Their educational needs will be prioritised and acted upon.	Virtual school head	Key stage performance will improve for looked after children	
All looked after children will have a up to date health assessment	Consistent recording at the required times on children's electronic records	Dec 2018	All looked after children will have a contemporary health assessment	Health assessments will be acted upon within the child's care plan and health needs will be a priority	LAC safeguarding nurse Named designated doctor.	The health of looked after children will improve and young people will become more conscious of the need for healthy living	

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Steps to be taken to identify all those who should be subject to private fostering arrangements	Greater professional and public awareness of private fostering	Dec 2018	Professionals and communities will understand their responsibilities to report and respond to children in private foster care	Children will receive a service from the States that will safeguard and support their interests	H of S	Potentially greater number of children in private foster care. Increase awareness of private fostering	
A scheme of delegation will be developed to create capacity at all levels of operational management	Managers will be clear about their delegated authority and which decisions they can make without requesting further sign off		Managers will report they understand their delegated authority and feel confident in exercising it to facilitate swift and confident decision making	Decisions will be speedier and will be supported by action to implement them	MD and leadership team		
A comprehensive performance management system will be introduced to provide immediate and contemporary access to child level	A specification for timely, comprehensive, child level performance reporting using the MOSAIC system	Oct 2018	We will see an improvement in performance and outcomes Child level data will form an integral part of performance	Children can be confident that their cases are not being left to drift. They will benefit from staff being able to monitor and be accountable for what	Interim AD and senior data analyst	The specification for the performance management system will be	

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<p>data. This will enable effective monitoring of operations and the identification of performance pressure points and emerging trends</p> <p>Operational Managers will have daily access to contemporary child level data and performance information. It will be accurate and provide evidence enabling managers to support day-to-day work and to performance monitor and review.</p>	<p>A project team to set up and oversee effective migration of children's records to MOSAIC</p> <p>A clear and streamlined structure is in place for managing performance and quality with clear roles and responsibility at each level of management and practitioner layer</p>	<p>Oct 2018</p>	<p>conversations and will promote more child centred performance conversations. These will be recorded on case files</p> <p>Team and service performance will improve in response to scrutiny and targeted support with pressures and emerging demands being identified in timely ways to enable restorative action to be taken</p> <p>The service, the teams and individuals will have greater transparency about workflow and be confident that performance across the service is meeting agreed standards</p>	<p>is happening on open cases.</p> <p>Children will benefit from the ability of managers and staff to be able to monitor their work. This will enable individual, team and service performance to be identified and action taken to respond to pressures and concerns. Child level data enables a focus on case related performance that will improve.</p> <p>Team and service performance will also improve in response to systematic scrutiny and support.</p>	<p>Interim AD and senior data analyst</p>	<p>completed by August 2018</p> <p>All managers will be trained in the use of child level data to support their oversight of performance within a month of implementation</p>	

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Strengthening the Safeguarding Board effectiveness	Refocus on core priorities Alignment with Jersey's partnership bodies	Sept 2018	Objectives for performance will be defined within new terms of reference	Ensuring all staff across The States of Jersey understand statutory thresholds and expectations will prevent delays in responding appropriately to children who are in situations where they may be harmed or at risk of harm or where their family life may break down.	Independent chair in consultation with Director General	All learning from SCRs will be available to all staff within 7 days of publication	
Review and revise the MASH Board and update the Terms of Reference	Strengthening its governance role and making this central to the improvement plan Exploring opportunities to work more effectively across the States of Jersey	Oct 2018	Learning from serious case reviews and best practice is embedded within our practice		Interim AD	The revised terms of reference for the MASH will be 'signed off' within one month of completion of the review	
Development of Permanency Strategy to reduce drift and delay for Looked After Children	Voice of child and family embedded in performance and service review and improvement plans Improve our working practices and adhere to clear standards for quality and	Aug 2018	Direct feedback from Children and Families of their experiences Demonstrable improvements in outcomes for children and families – e.g. Reduced timescales for	Children will be able to settle in permanent placements much more quickly, enabling them to be more secure and make stronger and lasting attachments	Interim AD /HoS	All children looked after will have a permanence plan by their second review Revised guidance for	

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	timeliness where judicial input is required.		children achieving permanence Reduction in legal spend Feedback from courts			practitioners on all aspects of permanence planning will be available from Sept 2018	
Secure accommodation should be considered as the last resort for children but when it is used there needs to be a coordinated, child centred approach to care planning	An increased multi-agency commitment to planning for children in secure care	Nov 2018	Better planning for children in secure care and for their discharge and reintegration into their communities	A much greater focus on their care needs in order to reduce the likelihood of readmission to secure care	H of S	Reduces use of secure care and more effective services for those who need it	
Implement statutory duty for care leavers	A commitment to putting the duty to support care leavers on a statutory footing	TBA	Young people will be better prepared for the transition to independence	Young people will experience a range of supports to enable them to prepare for adult life	DG, GD, H of S	More young people are in EET and are benefitting from aspirational pathway planning processes	

Driver of Success 3. Early Help and Prevention	
<i>“We deliver excellent early help and early years services to optimise the prospects for all our children to flourish. We intervene early to enable families, wherever possible, to provide loving, stable, safe and healthy environments for their children”.</i>	
Key Outcomes:	<ul style="list-style-type: none"> • A clear vision and strategy for Early Help which is understood & owned across The States of Jersey • Multi-agency approach with co-location at a local level to improve identification & targeting of resource • Reduced level of demand for services at the higher end of the spectrum of need in children’s services, reflecting improved outcomes for families. • A local offer in place for children and young people with SEND that rests on a culture and understanding that all services make a contribution, including universal services.

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
Needs analysis (including JSNA) Early Help Strategy development	Needs analysis is delivered		Partners will sign up to the strategy and resources will be aligned to the new locality model	Children will have access to right time, right type of service proportionate to their need	MD		
Implementation of locality-based approach and support to develop multi-agency working (Jersey’s			We will see a reduction in step up demand for statutory services and re-referrals	Services and focus of interventions will (where safe to do so) be on strengthening families and preventing the escalation of need	MD		

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
Children First), including our approach to multi-agency working			Agreed outcome measures will demonstrate that children and families are being strengthened				
<p>Commissioning plan to support delivery of Early Help Strategy</p> <p>Training for new approach to multi-agency working</p> <p>Support the workforce across The States of Jersey, with clear thresholds, guidance and advice</p>	<p>Early Help strategy developed with partners that responds to need</p> <p>Development of a common language from the outset that is shared with partners but also understood by children and families</p> <p>Implementation of service redesign and commissioning to meet that need</p> <p>Knowing our families within our locality</p>	<p>October 2018</p> <p>Oct 2018</p> <p>Oct 2018</p>	<p>Families are being strengthened</p> <p>Children and their families tell us that this approach works for them</p> <p>A reduction in the volume of cases progressing to social care as children are supported as early as possible and their needs are met by Early Help</p> <p>Reduction in children becoming LAC</p>	<p>Children and families will experience more targeted support aimed at addressing root cause of their need</p> <p>Social care staff will be knowledgeable about when to step up/step down and partners will refer appropriately children who need intervention.</p>	<p>MD</p> <p>MD/Training and development partner</p> <p>Interim AD</p>	<p>'Back to practice' training will incorporate a module on early help</p>	

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<p>Raise the profile and importance of data so that it becomes and integral and valuable source of information, evidence and insight to support more effective practice and commissioning</p>	<p>teams (building on the team around the school model already in existence)</p> <p>See families as partners in our decision making – where possible look at real co-production of solutions and target outcomes not simply ‘engagement’</p> <p>What we do and the way that we do it is understood at all layers across our partners, developed by a stronger approach to communications and an ongoing evaluation of what we do and the difference it is making</p>	<p>Sept 2018</p>	<p>Reduction in children offending</p>	<p>Children will benefit from intelligent use of data to plan or revise services to ensure that they are well targeted and high quality.</p>			

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	Feeding in the feedback from children and families about what they want and what they think would work						

Driver of Success 4. Placements	
<i>“Children are supported to live at home wherever possible. When they cannot remain with their families, they are nurtured within a caring home. Services are wrapped around the child to minimise disruption and to ensure they have the best support needed to enable them to flourish”.</i>	
Key Outcomes:	<ul style="list-style-type: none"> • A States of Jersey sufficiency plan, that includes evaluation of all current placement (including youth justice) provision • Seamless journey to permanence – minimising hand offs but ensuring a focus on achieving permanency for those children where the decision has been taken that this in in their best interests • Clear and detailed needs assessment to support any placement so outcomes are clearly stipulated, monitored and evaluated to ensure they support children to flourish

	<ul style="list-style-type: none"> • Strong relationships with providers, including foster carers, so we have a growing cohort of professional carers who can provide care and support to children • Improve the recruitment and retention of foster carers building on best practice from elsewhere on how to increase the numbers of internal foster carers • Clarity on the role of corporate parent in Jersey and how this responsibility will be delivered, clearly set out in a corporate parenting strategy that is underpinned by a statutory framework
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What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
To develop a statutory framework for corporate parenting	Political and officer commitment to the principles and associated responsibilities	TBA	Full implementation of the corporate parenting strategy	Children will have an increased voice on matters which affect them and will benefit from increased political and professional awareness of need	Chief Minister, CEO and DG	Implementation on strategy and children benefitting from its impact	
Using existing data on looked after children, and in the longer term the findings of the sufficiency strategy, target foster carer recruitment to meet the needs of children and young people.	Focus on removing any blockages in the assessment process so that foster carers are safely approved as expediently as possible	Oct 2018	Increased pool of foster carers with skills to meet diverse needs	Children who are in need of foster care will have increased availability of 'on Island' placements	Interim AD and HoS	Work will begin on scoping and developing a SoJ Sufficiency Strategy by August 2018	
		Aug 2018	Create a revised sufficiency strategy that ensures that all children who need care are placed at the earliest opportunity in resources that meet their needs and avoid	Children will benefit from choice of placement which will meet their needs and will avoid unnecessary changes of placement. The likelihood of placement			

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
Review the process for approving foster carers and identify blockages that are impacting on approval timescales			<p>unnecessary further moves.</p> <p>The sufficiency statement will be based upon a detailed analysis of need of all children likely to be in the looked after system and will accommodate emerging trends of demand.</p> <p>Approval timescales reduce</p>	<p>disruption will be reduced. Where it is in the children’s best interests, placements will be geographically located so as to support contact with their families and friends.</p> <p>There will be a choice of accommodation which is accessible at the point of need for children who have to live away from their parents.</p> <p>At the point of entry into care, unnecessary moves will be avoided.</p>	Interim AD, senior data analyst and HoS	A revised pathway on recruitment and assessing foster carers will be completed by September 2018	
Review of terms of reference of the Placement Panel – ensure strong outcome focus	Panels will expect needs to be clearly stipulated and outcomes to be specified as part of any placement	Aug 2018	Placement outcomes will be measurable and demonstrate improvement	Children will be involved in specifying the outcomes they wish to achieve and be active participants in assessing if	Interim AD/HoS	Revised terms of reference for the Placement Panel will be	

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
<p>Review of external placements</p> <p>Implementation of revised performance framework</p>	<p>decision making (emergency placements will require retrospective evaluation within agreed timeframe)</p> <p>Assess current placements to ensure they are value for money and delivering the outcomes expected</p> <p>Embed reflective practice into the way we work so that everyone at all levels understands good practice and strives for it</p>	<p>Sept 2018</p> <p>Oct 2018</p>	<p>There will be a reduction in placement breakdown</p> <p>We will be able to evidence that we are achieving value for money with placements – the main emphasis being on the outcomes that are being achieved for children for whom the States of Jersey is the Corporate Parent</p>	<p>their needs and agreed outcomes are being met</p>		<p>agreed by August 2018</p> <p>All looked after children will have defined placement outcomes as part of their plan from September 2018</p>	
<p>Targeted work with carers to strengthen the capacity and capability of the service to deliver the strategy</p>	<p>Engagement of foster carers in shaping the service development to support recruitment and retention of foster carers</p>	<p>Oct 2018</p>	<p>Improved recruitment and retention of foster carers</p> <p>Improved timescales for conversion from</p>	<p>Children that are unable to live with their birth families will be nurtured within a caring home environment</p>	<p>Interim AD/HoS</p>	<p>Plans to involve foster carers in shaping the development of the service will be</p>	

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
	<p>Proactive service development arising from performance framework</p> <p>Diversity of carers to meet the needs of children</p> <p>Working with carers, children and their families to shape the service and care provided</p>		<p>application to foster to placement Fewer placement breakdowns</p> <p>Positive feedback from children and carers reflects the improvements that have been made</p> <p>Improved availability and choice of placement</p>	<p>Services will be wrapped around the child to minimise disruption to them</p> <p>Children will have access to the services and support needed to ensure they can flourish</p>		<p>incorporate into the scope of the Sufficiency Strategy by August 2018</p>	

Driver of Success 5. Performance, Quality and Risk	
<i>“Our services are outcome driven and we are clear about the impact that we are having on children. The outcomes our children and young people achieve demonstrates we provide a high performing service”.</i>	
Key Outcomes:	<ul style="list-style-type: none"> • We have service wide, functional systems and processes that support the delivery of improvement activity/actions • We have a clear approach to risk that is shared and understood by our partners • We have a child centred performance and quality framework that is embedded in our workforce • The child’s voice is central to our measurement of performance and quality • Children and family are engaged in shaping their plans and assessing the outcomes achieved • Our quality is assessed and improvements informed by internal and external evaluation – including young inspectors derived from children and young people who have current or previous experience of the care system in Jersey

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
Assessments will be completed within the agreed timescales and we will monitor this through the weekly performance surgeries and monthly performance meetings	Relentless focus on compliance and quality and transparency of performance that is captured and reviewed	Aug 2018	<p>Improved numbers of assessments will be completed within timescales appropriate to the child’s needs.</p> <p>Improve the quality of all assessments for children and young people that will incorporate their ‘voice’.</p> <p>Improve the quality of direct work so</p>	<p>Children will be aware of agreed timescales and can be confident that their case is being dealt with promptly and to agreed standards</p> <p>Children will benefit from an assessment and subsequent plan that is based on an understanding of their cultural needs and how services will respond to the diverse natures of families.</p>	Interim AD/HoS/T Ms	<p>90% of assessments will be completed within the agreed timescales but within a maximum of 45 days by September 2018</p> <p>All completed assessments</p>	

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
			<p>that it is purposeful and meaningful and incorporated into assessments and plans.</p> <p>Improve assessments to include a better understanding of the diverse nature of families and ensure this is assessed as part of a holistic assessment that translates into a robust care plan for the child.</p> <p>Ensure that decisions and actions for children are based on an updated assessment of need taking into account any significant events that occur in</p>	<p>Children will contribute through direct work with their social worker. Records of this work will be identified on files and evidenced in assessments and plans</p> <p>Children will know that their voices have been heard</p> <p>Children’s needs will be better understood and articulated more coherently and holistically.</p> <p>Children’s long term emotional wellbeing will be improved.</p>		<p>will include a record of the ‘child’s voice’ by September 2018</p> <p>Each LAC review will consider whether a reassessment is required by September 2018</p>	

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
			<p>children's lives that directly impact on them.</p> <p>Audit will establish improvement in assessments being undertaken in children social care</p> <p>Improved numbers of assessments completed within agreed timeframes</p>				
<p>Review and strengthen the process for recording and reporting on missing children</p> <p>Develop understanding of the links to CSE and criminal exploitation</p>	<p>Daily updates to the AD will ensure there is urgent attention placed on locating children who are missing</p> <p>Weekly highlight reports will identify any children missing for more than 5 days and this will be escalated to the MD</p>	<p>Sept 2018</p> <p>Oct 2018</p>		<p>Children will understand what processes are triggered if they go missing and through appropriate interventions will be engaged and supported to reduce incidents where they become at risk of harm</p> <p>Children will receive a return home interview within 72 hours of being found.</p>	<p>Interim AD/HoS</p> <p>Interim AD/HoS</p>	<p>A revised process for reporting and responding to missing children will be implemented by Sept 2018</p>	

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
				<p>For those children who are vulnerable due to prolific missing incidents, plans will be put in place to disrupt this activity.</p> <p>Children will experience agencies working together more effectively and consistently to understand the patterns and trends associated with their missing episodes. This understanding and its associated actions will support prevention and disruption activity that will reduce children's vulnerabilities.</p>		<p>By September 2018, plans will be laid to ensure that 75% return home interviews will be completed within 72 hours and reasons for not doing so will be recorded.</p> <p>Multi-disciplinary work to develop a menu of intervention in missing and exploitation work will be</p>	

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
						commenced by Sept 2018	
Revise the infrastructure (IT, Systems, processes around travel arrangements) around the social care function so that social workers are properly supported to discharge their social work responsibilities in a timely way	<p>A complete review of support processes (including technology) and an evaluation of what hinders and what helps professional social workers deliver high quality social work</p> <p>Swift action to change processes that are not conducive to supporting social workers to be high performing</p> <p>Provide social workers with an working environment that demonstrates we value them and is one that supports and enables them to work effectively</p>		<p>Increased compliance with statutory timeframes as evidenced by dip sampling to check compliance and progress</p> <p>Social workers will report they feel better supported to be high performing as a result of changes to processes and technology</p>	<p>Children will experience more consistent high quality social work</p> <p>Children will receive more regular visits (in particular those children who are placed off Island) and will be better able to communicate and engage with social workers</p>	MD with Business Support		

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
<p>Revise the quality assurance framework and implement the agreed case file audit template</p> <p>The quality assurance framework will provide a programme of robust case file audits that will support performance management. Follow up systems will be in place to ensure that actions required following audit are completed.</p>	<p>Alignment of quality assurance activity with service and improvement priorities</p> <p>Introduction of an annual programme of audit activity, including deep dive and thematic audits and dip sampling to measure the effectiveness of the improvement actions and the improved outcomes delivered to children.</p> <p>Train and develop a pool of auditors and</p>	<p>Sept 2018</p> <p>Oct 2018</p>	<p>Improved compliance with requirements and improved quality assessment, planning and intervention which reflects the needs and views of children as evidenced through the audit and dip sampling</p> <p>Improved performance data across a range of agreed measures</p> <p>An annual programme of audit activity, including deep dive and thematic audits and dip sampling will be introduced by the end of August 2018 to measure the</p>	<p>Services to children will improve as a result of consistent, regular and comprehensive compliance checks that will hold social workers to account for delivering high quality services to children</p> <p>Where services fall below expected standards, children will be assured that action will be taken and things will be improved as a result</p> <p>Children will benefit from having a systematic and timely effectiveness and compliance check on services that are provided to them.</p> <p>Children will benefit from the knowledge that audit and dip sample recommendations will be</p>	<p>MD/Interim AD</p> <p>Interim AD</p>	<p>A programme of audit and dip sampling activity is aligned with Improvement Board priorities will be in place by Aug 2018</p> <p>A method to evaluate audit outcomes and impact will be agreed by September 2018</p> <p>Work will also commence with the JSB to establish a focussed programme of multi-</p>	

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
	<p>moderators to include senior managers</p>		<p>effectiveness of the improvement journey and the benefits to children of the improvement actions</p> <p>Train and develop a pool of auditors and moderators that will include senior managers.</p> <p>Formalise the tracking of audit outcomes and recommendations to ensure that individual cases are improved and learning from audits is captured and supports policy and practice development.</p>	<p>followed up to ensure that the required action has been taken and has impacted as anticipated.</p>		<p>disciplinary audits.</p> <p>A training programme for auditors and moderators will be established by Sept 2018 and completed by December 2018</p>	

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
Undertake a comprehensive needs analysis involving a range of professionals involved in providing services to children in Jersey	Retrospective review of all current open cases to ensure needs have been properly assessed and appropriate services provided		Performance data will demonstrate that appropriate actions are being taken in a timely manner	Children will benefit from a greater focus on their assessed and analysed needs resulting as this should lead to	MD and Leadership team		
Social workers and other professionals trained on how to assess and analyse need and to recognise thresholds for accessing services	Targeted training of the workforce on needs assessment and analysis Training on chronologies		Management oversight and supervision will be recorded on all cases and will demonstrate the quality of assessment and analysis undertaken Learning sets will be set up to share good practice across teams	them achieving better outcomes – including things such as reduced placement breakdowns	Interim AD/HoS/TMs and training partner		
Prepared detailed service plans to support delivery of key targets.	Service plans for each area (safeguarding, LAC, Early Help etc) will be prepared by Heads of Service and	Sept 2018	Quarterly reports to be produced evaluating the impact of the service plans.	Children will benefit from children's service being held to account for delivering on its	Interim AD and HoS	Each service will have a service plan by Sept 2018 that will	

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
Leaders to be held accountable for delivery of service plans	agreed by the Children’s Management Team and the Improvement Board. These will incorporate required improvement actions to meet the priorities of the Improvement Plan and any specific actions coming out of the Ofsted inspection		<p>These will be presented by each Head of Service to the Improvement Board and the Children’s Services Management Team</p> <p>Performance management data will enable progress to be established and action taken to respond to pressures and emerging trends</p>	<p>commitment to deliver high quality services</p> <p>They will also benefit from service plans that clearly articulate the role of other partners in supporting it to continually improve every aspect of services that impact upon a child’s journey – through this we will be able to hold others to account for their contribution in helping us deliver on our promises and commitment to children</p>		inform team plans	
Develop an Improvement Board which offers robust challenge to senior managers on the effectiveness of services for the most vulnerable children in Jersey	The Improvement Board will have access to relevant performance data and intelligence so that it can carry out its function effectively		Minutes of the meetings of the Improvement Board will demonstrate the quality of the evaluation and clearly show how children’s services and partners are	Children will be invited to present to the Improvement Board on how they are experiencing improvements and where else they would like improvements to be made	DG and Chair of Improvement Board		

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
	Updated terms of reference will ensure Members of the Board are clear about their remit and accountability. This will ensure that we have the right people on the Board – with the appropriate level of seniority and authority and capacity to attend regularly		being held to account and making change happen	Children’s advocates will represent the child’s voice on the Board’s membership Transparency will ensure children are able to access information about the progress of improvement and transformation of children’s services.			
A performance management system will be introduced to provide immediate and contemporary access to child level data. This will enable effective monitoring of operational staff and the identification of performance pressure points and emerging trends	Operational managers will have access to daily child level data and performance information The data will be accurate and provide evidence enabling managers to support day to day work and to performance monitor and review		We will see an improvement in performance and outcomes Child level data will form an integral part of performance conversations and will promote more child centred performance conversations. This will be recorded on case files	Children can be confident that their cases are not being left to drift. They will benefit from staff being able to monitor and be accountable for what is happening on cases open to Jersey children’s services	Interim AD and senior data analyst		

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
	<p>Daily access to performance data will allow managers and individual social workers to retain a relentless focus on outcomes – thereby reducing the chances of drift happening</p> <p>Ability to identify, monitor and address individual, team and service performance on a consistent basis will ensure action is taken quickly to deal with any emerging problems or concerns</p> <p>Weekly performance meetings</p> <p>Evidence of management oversight</p> <p>When required reports can focus on</p>		<p>Team and service performance will improve in response to scrutiny and targeted support with pressures and emerging demands</p> <p>The service, the teams and individuals will have greater transparency about workflow and be confident that performance across the service is meeting agreed standards</p>				

What do we plan to do to get us there?	What will make the difference?	When will this happen?	How will we measure our success?	How will children know things are different (impact)?	Lead	Evidence of Progress	RAG rating
	the whole service or parts of it and will be accurate reflection of the day it is prepared						
Our quality is assessed and informed by service users experiences and evaluations	<p>We have real and valued insight from children and young people who use our services</p> <p>We do not engage in tokenistic recording of the 'child's voice'. We actively engage children and young people is evaluating and assessing our performance</p> <p>We will recruit young inspectors from our current or previous care experienced children and create a young inspectors service that builds on best practice (and award winning)</p>		<p>The child and young person's voice will be clearly at the heart of all our improvement work</p> <p>We will be able to demonstrate the impact of what we are doing on children and young people as evidence by regular feedback reports and performance and impact assessments</p>	<p>Children and young people will feel they are directly contributing to the improvement journey for Jersey's children's services</p> <p>They will be clear about the role they play and the impact they are having</p>	MD/ Leadership team/ Insight specialists		

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	services from elsewhere						

