

CHILDREN'S POLICY GROUP

Services for Children

IMPROVEMENT PLAN 2012 – 2013

***Quarterly Report
Quarter 4 2012***

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INTRODUCTION

This plan was prepared to identify actions required against a set of fourteen recommendations made by the Care Inspectorate's report 'States of Jersey – Inspection of services for looked after children' which was published at the end of 2011 (Section A).

Their first recommendation highlighted the need to identify, revisit and review all other reports completed in recent years, relevant to Children's Services (now highlighted in the box below), and for any outstanding recommendations from those reports to be summarised into one specific action plan.

That work was completed in two parts:

1. It identified the original recommendations; actions subsequently taken to address or consider the proposals; and any 'decisions made' which led to the recommendations either being 'closed with no further action' or simply not being pursued further at that stage because of political or executive decisions.
2. It identified the recommendations (now set in Sections B-H of this report) which still required further consideration and/or actioning.

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 (prepared for SCSWIS/CI) – Action Plan – June 2011

Developments during 2012 led to three further reports being produced; two of which have been formally presented and approved by the Children’s Policy Group and the third, from Action for Children, was presented to the November 2012 meeting where a ‘management review and recommendations’ (of the report) was requested by CPG for consideration at their January 2013 meeting. New sections have been created and added for the recommendations from these reports and are included at sections ‘I’ to ‘K’. Section ‘J’ (for the AfC Report) will require formal approval by CPG at the forthcoming meeting:

RCR	Health, Social Security & Housing Scrutiny Panel: Respite Care for Children and Young Adults Review Presented to the States on 26 th April 2012
AFC	Action for Children – Review of Services for Children and Young People with Complex and Additional Needs – September 2012
VOC	Report regarding the involvement of Children and Young People in Care in meeting their needs (aka: Voice of the Child Report) – July 2012

STRUCTURE OF THIS REPORT

The main body of this report ‘CHILDREN’S SERVICES - (Post Inspection) SERVICE IMPROVEMENT PLAN 2012 - 2013’ starts on page 11 and comprises the recommendations and actions which are set out in each specific section (now A-K), under a banner heading which identifies the title of the originating report.

Progress against actions and timescales, set when the plan was approved by the Children’s Policy Group in December 2011 (sections A-H), are monitored utilising ‘progress ratings’ that are colour coded (Dark Green, Light Green or Red) according to whether the objectives have been ‘achieved’; are ‘on target’; or are ‘behind target’. Where the colour coding is ‘hatched’, this simply highlights the fact that actions are ‘owned’ by cross-agency (external) or cross-departmental (internal) services, and are not the sole responsibility of Children’s Services.

A similar system is used for sections ‘I-K’ which were added following decisions by CPG during 2012; but the results of any actions are not currently included in the ‘Progress by Quarter’ reporting, so as to protect the integrity of the original purpose of the report, which was monitoring progress against the original 45 recommendations.

CPG may decide to review this reporting 'format' for 2013, removing all 2012 recommendations that were 'fully completed' into an appendix, and then fully integrating the reporting of the three new sections for 2013, alongside the 'balance' of any outstanding recommendations from the original report.

Any boxes in the right hand column that remain white, or white-hatched, simply indicate that no action has yet been taken in that area, but the timescales are set for completion in coming months.

Any recommendations where all actions under that recommendation are considered to have been 'delivered' during that particular quarter are highlighted in the first set of tables under 'ANALYSIS' (page 7). The first column highlights the number of the recommendation and the third column confirms the page number where you can find that recommendation. The centre column gives an explanation of activity against the actions and makes a formal 'proposal' for CPG to consider.

Any recommendations where actions are not yet achieved, but significant progress has been made during the quarter, are highlighted in the second set of tables on that page and are formatted in the same way though there is no proposal for CPG to consider – the explanation is simply provided 'for information only'.

Any recommendations where actions are considered to have been 'significantly delayed' during the quarter are highlighted in the third set of tables (page 8/9). They are formatted in the same way, and make a formal proposal for CPG to consider 'revising' the original timescales.

There is a fourth set of tables (page 9) which are provided to enable reporting on the commencement of any action which is delayed owing to 'external' issues which are outside of Children's Services control. There are none in this quarter.

For any recommendations where all the original actions are complete, and CPG have signed them off as being completed during a previous quarterly report, these are then 'greyed out' in subsequent reports to indicate this fact.

QUARTER 4 2012 Update

Since the development and approval of this plan by the Children's Policy Group at the end of 2011, and through the period of this year (2012), we have seen a high level of activity against many of the recommendations and significant progress has been made in certain areas, including:

- 23 Recommendations were approved for 'signing off' at CPG meetings on 04.05.12, 27.07.12 and 02.11.12 (15 fully completed and 8 completed with new actions subsequently promoted).
- A further 3 Recommendations are now proposed for 'signing off' as at the end of the 4th Quarter.
- No Recommendations where existing actions are proposed for signing off and new action(s) is being promoted.
- 6 Recommendations where significant progress has been made in the 4th Quarter.
- 13 Recommendations where progress has been significantly delayed in this quarter and new targets are now being proposed.
- No recommendations where commencement has been delayed.

ANALYSIS

Recommendations delivered during period:		
Rec.	Update	Page
10	<p>Training & Development Plans are being developed for staff in all areas of Children's Services, and those for residential staff in each unit were prioritised and completed, by Year End 2012. These have now been integrated into one overall Residential Services Plan which has been approved and endorsed by the Service Manager.</p> <p><i>Proposed that this recommendation should be signed off.</i></p>	
22	<p>Staff have been redeployed from current over-provision within former residential units to provide community based support services, operating from the Greenfields campus, to undertake those functions originally envisaged by the recommendations under this proposal.</p> <p><i>Proposed that this recommendation should be signed off.</i></p>	
45	<p>The new Team Manager appointed for Looked After Children (notified to CPG in the last report) has settled into her role and has now taken on formal responsibility for the role of 'Diversity Champion' for LAC; alongside practical support and assistance from the Training Co-ordinator.</p> <p><i>Proposed that this recommendation should be signed off.</i></p>	
Recommendations where significant progress against actions has been made:		
Rec.	Update	Page
9	<p>Job Descriptions for 'Service Lead' posts were formally approved by the HAY evaluation process in November and recruitment commenced in December. It is anticipated that all posts should be recruited by end of first Quarter 2013.</p>	
15e	<p>Law Drafting instructions have been completed by Home Affairs to support changes to current laws which would enable the remand and sentencing of young people of 16 and 17 years of age to the Greenfields Secure Unit, as an alternative to the Young Offender's Institution. These are currently with the Law Draftsmen, awaiting prioritisation and allocation of drafting time within their 2013 programme.</p>	
16	<p>A 'Full Business Case' and 'Service Specification' has been prepared for 'Specialist Fostering Support', and work is now underway to determine how this service will be commissioned and developed during 2013.</p>	
21c-f	<p>Further to the comments and updates given in the 'Qtr 3 Report' to be provided by Service Management:</p> <ul style="list-style-type: none"> • On-going discussions are being held with Shelter Trust over how specific buildings may be developed and used and timescales for implementation have been drawn up. • Plans and initial costings have been produced for the upgrade of Oakwell and the development of Heathfield as a specialist provision for up to three young people with Autism and challenging behaviour. Extensive consultation has taken place which has included staff and service users and initial costings are within the capital budget 	

	<p>allocation available in 2013. Plans are now being progressed by a specific Project Management Team developed to take this forward to the next 'planning' stage.</p> <ul style="list-style-type: none"> • Field View has been completed and delivered on time and within budget, and the group of care leavers identified as the first residents have moved in. The feedback from the young people has been very positive and they are very happy in their new accommodation. • Le Preference is now empty and has been decommissioned. Discussions have taken place with Property Holdings over their plans for the future of that building. 	
23	<p>Final Job Descriptions for each of the relevant staff grades (RCCO 2/3/4) were formally approved by Union representatives at a Departmental Consultative Committee meeting held on December 11th 2012, with an acceptance that any appeal on the outcome of the recent HAY evaluation process was not likely to lead to any increase to the current salary scales. They have now formally requested that the issue of introducing a proper 'shift allowance', alongside the accepted JD's and pay scales, should be pursued by both parties; as recommended in the original Williamson proposal.</p>	
26	<p>Advice is being sought from the UK Government over 'when' we need to make a formal request for the extension of the UK's ratification of the UNCRC to Jersey. The aim is to do so before January 2014, so that confirmation of Jersey's involvement can be included in UK 'periodic' report on it's obligations to the UNCRC, which is due at that time.</p>	
47	<p>'Full Business Cases' and 'Service Specifications' have been prepared for: a 'Family Care Co-ordinator for Children Under 5yrs of age – working in existing teams around the child with complex needs'; and for a 'Short Breaks Service and care co-ordination for children with complex needs'. Work is now underway to determine how these services will be commissioned and developed during 2013.</p>	
<p>Recommendations where progress is significantly delayed:</p>		
Rec.	Update	Page
2 & 11	<p>There have been delays in updating the Children's Services' 'Softbox' client database, owing to a lack of identified funding and technical (ICT) resources to support the development within existing resources. Any upgrade would include the development of comprehensive management reporting on performance measures against activities monitored by the software. Work has been undertaken by an 'Informatics' task and finish group under the H&SS White Paper proposals which has looked at all areas of need to support the successful implementation of the wide range of agreed proposals, and the upgrade of the CS system has been recognised as essential to part of this process. A full 'Service Specification' is now being developed for the informatics needs across all relevant areas of H&SS and it is hoped that some of the agreed funding will be allocated to this particular project</p> <p>Particular delays to work undertaken by the Performance & Planning Group under the Children & Young People's Strategic Framework (as mentioned in the introduction – 'Progress by Quarter') have meant that work on developing</p>	10 & 12

	<p>a 'common data set against which to monitor outcomes' has not moved forward as hoped .</p> <p>The JCPC have, however, finalised their proposed 'framework' which is now in place and should be reporting in January 2013, for activity in the last quarter of 2012.</p> <p><i>Proposed that targets are revised for completion by end of Qtr 2 2013.</i></p>	
6 & 14c-e	<p>Work is still outstanding on the preparation of Statements of Purpose and Function for the two Respite Units, although the relevant 'service lead' is now back at work following injury and sick leave and should be able to move this forward in the months ahead.</p> <p>As reported in the section above (Page 7 - Rec. 9) the final 'service lead' posts in specific areas of Children's Services are now being recruited and their appointment should result in a final stabilisation of the organisational structure of CS and the development of 'Terms of Reference' and 'Accountability Frameworks' to support operations in each are.</p> <p><i>Proposed that targets are revised for completion by end of Qtr 1 2013.</i></p>	
8	<p>Ongoing developments to the structure of Children's Services during 2012 has also meant that appropriate forums have not yet been properly established, whereby effective 'cross-agency' business planning can be developed and introduced to all areas.</p> <p><i>Proposed that targets are revised for completion by end of Qtr 2 2013.</i></p>	
31 b&c 32c 33 a&b 35 b&c 38c 39c 40c 44 a&b	<p>A very successful 'Key Partners Conference' was held on 10th October 2012, at the Town Hall, at which the early proposals developed by four of the six Working Groups under the Children and Young People's Strategic Framework were discussed, reviewed and developed and 'principles' for future work and developments across all areas were agreed.</p> <p>Much of the on-going work has since stalled temporarily, principally due to operational pressures and priorities elsewhere, as the year came to a close. These issues are likely to be picked up early in the New Year.</p> <p><i>Proposed that targets are revised for completion during Qtr 1 or 2 2013.</i></p>	

Recommendations whose commencement has been delayed:

Rec.	Update	Page

CHILDREN'S SERVICES – (Post Inspection) SERVICE IMPROVEMENT PLAN 2012 – 2013

Progress Rating: The following statements have been used in assessing and monitoring performance against objectives:



Where the department responsible for implementation is not H&SS; or there is cross-agency (external) or cross-department (internal) involvement; the Progress Rating appears 'shaded'



A. CARE INSPECTORATE RECOMMENDATIONS (1-14):				
Recommendation	Action		Timescale	Progress Rating
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.	a	Confirm range of previous reports relevant to review	Sept '11	
	b	Collate and update all recommendations from identified reports	Nov '11	
	c	Propose final listing of outstanding actions to new CPG	Jan '12	
	d	Finalise single Action Plan addressing all outstanding requirements	Feb '12	
<i>Recommendation and Actions signed off by CPG on 04.05.12</i>				
Key Outcomes				
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)	a	Performance Management Framework to be developed for Looked After Children	Framework: Qtr 3/4 '12 Delayed Qtr 2 2013	
	b	Implementation and delivery plan developed and appropriate future resourcing identified for Softbox upgrade	Qtr 3/4 '12 Delayed Qtr 2 2013	
	c	Softbox database update in place to facilitate outcome	2013/2014	
Impact on people who use our services				
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)	a	'Report regarding the involvement of children & young people in care in meeting their needs' to be considered and recommendations approved by new Children's Policy Group	To CPG May '12 <i>Approved</i> July '12	
	b	Eight report recommendations to be actioned	Qtr 3 2012	
	c	Work to be completed with C&YPP group to establish Young People's Forum	Qtr 3 2012 Transfer: Rec. 71	
	d	Young People to make presentations to appropriate groups at launch and subsequently	April '12	
<i>Actions a, b & d signed off by CPG on 02.11.12 and Action c is now reported as Recommendation 71 in Section K</i>				

Impact on employees and foster carers				
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)	a	Develop strategies using format developed for the 'Inspection Strategy' as blueprint	Qtr 2 2012	
	b	Ensure new strategies utilise all 'key' forms of media (e-mail, minutes, briefings, intranet, etc.)	Qtr 2 2012	
Recommendation and Actions signed off by CPG on 27.07.12				
Delivery of key processes				
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)	a	New 'Callout Agreements' developed, negotiated and in place	Qtr 4 2011	
	b	New procedures developed to support new provision	Qtr 4 2011	
	c	Training Workshops conducted to establish competence of staff to operate system	Qtr 4 2011	
	d	Remote access established for out of hours staff to Softbox database	Qtr 4 2011 <i>Revised – due 1st Aug 2012</i>	
	e	Six month 'management review' of new arrangements to be undertaken	Qtr 4 2012 Revised Qtr 1 2013	
Actions a-d signed off by CPG on 02.11.12 – action e added				
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)	a	Each home to have a comprehensive 'statement of purpose & function' which incorporates guidance on how to raise concerns & make complaints	Qtr 4 2012 Delayed Qtr 1 2013	
	b	Each LAC to have copy of H&SS 'Comments, Compliments & Complaints' leaflet	Qtr 2 2012	
	c	Each LAC to be aware of how to raise concerns with Board of Visitors	Qtr 2 2012	
	d	All 'methods' of complaint should be linked to ensure single system of reporting and monitoring	Qtr 4 2012 Delayed Qtr 1 2013	
Policy and service development, planning and performance management				
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)	a	Commission with UK provider (Tri-X) to develop and deliver web-based 'Manual of Procedures'	Qtr 2 2013	
	b	Establish desk top link for all staff to P&P – link to functioning of Softbox database	Qtr 3 2013	
	c	Ensure Protocols are developed to link CS operations to key partner agency operations	Qtr 3 2013	
	d	Ensure effective supervision and PRA policies are in place to support staff at all levels	Qtr 4 2011	
8. Children's services should develop a systematic and comprehensive approach to service planning. Building upon the proposed Children and Young People Plan,	a	Work with C&YPP development team to deliver the Island's first 'Strategic Framework'	Qtr 4 2011	
	b	Work with project group to	Qtr 4 2011	

<p>service and operational (team /unit) plans must both reflect and take forward agreed strategic objectives.</p> <p>X Ref: (KBR Rec. 17.1.3) (WR/WIP Rec. 2/8/8.8/8.9) (SCR Rec. 2.3/3.20) (SEQ Rec. 1a/2a/2b/4a/9f/11a/12a/14a/14b/18/20a/20c)</p>		develop 'Governance, Monitoring & Delivery' structure across each of six outcomes		
	c	Work with partner agencies on CS Management Team to develop annual business planning format & cycle which ties-in with the above	Qtr 3/4 '12 Delayed Qtr 2 2013	
	d	Work with Unit and Team Managers to develop plans in individual areas that address the above and support front-line staff	Qtr 3/4 '12 Delayed Qtr 2 2013	
Management and support of employees and foster carers				
<p>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.</p> <p>X Ref: (KBR Rec. 17.2.10) (WR/WIP Rec. 7/8) (SEQ Rec. 10a/12d/14b)</p>	a	Structure to be reviewed and all relevant posts and/or arrangements to be identified	Qtr 4 2011	
	b	Job Descriptions to be developed for 'Service Lead' posts across R&S Services	Qtr 2 2012	
	c	SL posts to be recruited and any subsequent 'vacancies' at unit manager level to be filled	Qtr 4 2012 Revised Qtr 1 2013	
<p>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.</p> <p>X Ref: (KBR Rec. 17.2.10) (WR/WIP Rec. 7/A) (SCR Rec. 2.23) (CPT Rec. 26) (SEQ Rec. 1g/14a/14b/15a /15b/19a/21)</p>	a	Each Unit Manager to identify training needs of each member of staff, including all bank staff	Qtr 3 2012	
	b	Each unit to develop a training plan specific to their unit's needs	Qtr 3 2012	
	c	Training plans to be approved and endorsed by RSS Manager and integrated into one overall RSS plan	Qtr 4 2012	
Resources and capacity building				
<p>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.</p> <p>X Ref: (KBR Rec. 17.1.4) (WR/WIP Rec. MD2) (SEQ Rec. 1d/9a/9g)</p>	a	Performance Management Framework to be developed (see also Rec.2 above)	Qtr 3/4 '12 Delayed Qtr 2 2013	
	b	Softbox database update in place to facilitate development of primary and evolving framework	2013/2014	
	c	Softbox to be integrated with ICR TrackCare system operating across H&SS	2014	
<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>	a	C&SS to work with H&SS on centralised strategy to ensure needs of CS are met	Qtr 1 2012	
	b	Complex placement needs of certain children to be 'mapped' into commissioning strategy from early stage	Qtr 2 2012	
Recommendation and Actions signed off by CPG on 27.07.12				
Leadership and direction				
<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</p>	a	Work with outgoing Children's Policy Group to agree principle and range of appropriate induction activities for new CPG	Qtr 4 2011	

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. X Ref: (WR/WIP Rec. 1/2) (SEQ Rec. 1a/1b/1f/4a/4b)	b	Work with JCPC to ensure their involvement in a co-ordinated approach to briefings of States Members generally	18.05.12	
	c	Deliver induction briefings to newly formed CPG, including expanded membership, and to States Members generally	18.05.12	
Recommendation and Actions signed off by CPG on 27.07.12				
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. X Ref: (WR/WIP Rec. 1/2/8) (SPR Rec. 2.5/3.5) (SEQ Rec. 1/1c/2a/2b/3c /3d)	a	Vision, Values, Aims & Objectives to be developed for new C&SS	Qtr 1 2012	
	b	New organisation charts with approved levels of functioning across Children's Services	Qtr 1 2012`	
	c	Terms of Reference in place for all meetings across new structure – including detail of all specified roles & responsibilities	Qtr 4 2012 Delayed Qtr 1 2013	
	d	Accountability Framework developed to sit alongside the above	Qtr 4 2012 Delayed Qtr 1 2013	
	e	Statements of Purpose & Function in place within and across all areas of service provision	Qtr 4 2012 Delayed Qtr 1 2013	

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

Recommendation	Action	Timescale	Progress Rating
<p>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.</p> <p>(17.2.7) (iii)To review the situation whereby young woman have no separate and clearly identifiable YOI provision.</p> <p>X Ref: (HLR Rec. 17) (SPR Rec. 2.30/3.38) (CPT Rec. 14/16/23)</p>	a Working group reviewing proposals and making proposals to CPG	Qtr 2 2011	
	b Legal advice sought on implications of pursuing agreed proposals	Qtr 3 2011	
	c Working group working with LOD on developing an appropriate action plan	Qtr 2 2012	
	d Action plan considered and approved by CPG with agreement to any resource implications	Qtr 2 2012 <i>Revised – to CPG July '12</i>	
	e Drafting instructions developed by Home Affairs	Qtrs 3/4 '12	
	f Law drafting process completed under direction of Home Affairs	Qtr 1/2 '13	
	g Amendments to law approved and in place	Qtr 4 2013	
	h New operational arrangements in place and operating	Qtr 4 2013	
Actions a-d signed off by CPG on 27.07.12 – actions e-h added			
<p>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.</p> <p>X Ref: (SPR Rec. 2.12/2.13/3.15) (YJR Rec. 6.9.ii) (SEQ Rec. 12a/e)</p>	a Introduce a strategy that addresses any shortage of foster carers or residential placements and takes into account issues relating to sibling groups and specialist requirements	Qtr 1 2012	
	b Application made as part of annual business planning process within H&SS (2012 on) to address needs for establishing professional fostering programme	Qtr 4 2011	
	c CMEX to consider and approve prioritisation of competing bids	Qtr 3 2013	
Recommendation and Actions signed off by CPG on 27.07.12			
<p>17. (17.3.4) The development of an Island Assessment Framework.</p>	a JCPC Multi-Agency P&P developed and delivered with principle of JCAF embedded	Qtr 2 2011	
	b Multi-agencies within JCPC supported calls for the development of a Jersey Common Assessment Framework	Qtr 2 2011	
	c UK Consultant engaged by JCPC and H&SS to lead review of implementation proposals	Review: Qtr 4 2011 Report: Qtr 1 2012	
	d Establish Pilot Project to move forward implementation in controlled areas	Pilot Proj. Jan 2013 Qtr 1 2013	
Actions a-c signed off by CPG on 04.05.12 – Action d added			

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

Recommendation	Action	Timescale	Progress Rating
18. (2) Redesign Children’s Executive to report to Minister. X Ref: (SPR Rec. 3.33)	a Work with Action for Children to review Children’s Disability Services	Qtr 4 2011 Qtr 1 2012	
	b Report prepared for CPG outlining current provision and potential development needs for 2012 – 2015	Qtr 2 2012 Report due June ‘12	
Actions signed off by CPG on 27.07.12 – sections I & K added to this report for Quarter 3			
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)	a Identification of future inspection needs and timing of inspection cycle	Qtr 2 2012	
	b Care Inspectorate to return to review progress of services against Service Improvement Plan	Qtr 1 2013	
	c CI to support C&SS in developing local ‘self-evaluation’ process for use across C&SS	Qtr 1/2 ‘13	
Action a signed off by CPG on 27.07.12 – Actions b & c added			
20. (4) Appoint external Independent Reviewing Officer. X Ref: (SPR Rec. 3.21/3.24) (SEQ Rec. 13a)	a Job Description for permanent manager of new ‘Independent Safeguarding & Standards Service’ to be approved	Qtr 4 2011	
	b Permanent appointments to be made to Manager and IRO posts	Qtr 3 2012	
	c New service to be relocated to permanent, appropriate (service user friendly) premises	Qtr 3 2012	
Recommendation and Actions signed off by CPG on 02.11.12			
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)	a Survey and review all current residential provision	Qtr 4 2011	
	b 7.2 Refurbish and develop Les Chenes Farmhouse for 16yrs + provision	Qtr 4 2011 Qtrs 1/2/3 2012	
	c JPH to identify appropriate premises for transfer of residents at Ulvik	Qtr 3/4 ‘12	
	d Reprovision of St Mark’s Hostel under improved management structure	Qtr 3/4 ‘12 Revised 2013	
	e H&SS Estates looking at options for refurbishment versus replacement of Oakwell as respite centre	Qtr 3/4 ‘12 Revised 2013	
	f Identification of local options for meeting the residential needs of young people with complex needs, currently placed in UK	Qtr 3/4 ‘12 Revised 2013	
Actions a & b signed off by CPG on 27.07.12 – Actions c – f added			
22. (7.3) Develop Intensive Support Team.	a Release funding from residential provision and recruit appropriate staff	Qtr 4 2012	
	b Establish team under residential & support services, operating out of designated premises	Qtr 4 2012	

23. (7.4) Settle Terms & Conditions of Service for Residential Child Care Officers.	a	Appropriate Job Descriptions (grading and salary evaluated) for each of approved staff grades: RCCO 2/3/4	Qtr 3/4 '12	
	b	New T&C introducing 'shift allowance' negotiated and approved with staff side	Qtr 3/4 '12 Revised Qtr 1/2 '13	
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)	a	8.2 Appoint Medical Adviser – JD to be developed and approved. Post to be recruited and appointed	Qtr 1 2013	
	b	8.6 Develop specialist Trauma Social Work posts – recruit SW's, develop specialist roles	Qtr 2/3 '12	
25. (C) Lord Laming Compliance – Case Management (Appoint Law Officers + Social Workers).	a	Appoint to remaining Social Worker post	Qtr 4 2011	
	b	Develop 'Memorandum of Understanding' and 'Joint Working Protocols' between CS and Law Officers Dept	Qtr 3/4 '12 Revised Qtr 1 2013	

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

Recommendation	Action	Timescale	Progress Rating
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)	a New 'Children (Regulation of Employment) (Jersey) Order 2011' introduced in Jersey	October '11	
	b Manager for International Relations reviewing relevant legislation and leading discussions with British Government	UK ratification extended by January 2014	
27. (3) Jersey should develop a child specific justice policy.	a Working group develops 'Youth Justice in Jersey – Options for Change' as part of development of C&YPP	Qtr 2 2011	
	b CPG agrees to YJ proposals being integrated & monitored as part of published C&YPP	Qtr 2 2011	
<i>Recommendation and Actions signed off by CPG on 04.05.12</i>			
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)	a Restructure of Children's Services is bringing YAT alongside other 'community' and 'children in need' services in a 'Safeguarding & Community Support Service', within CS	Qtr 4 2011	
	b That Service is currently being internally reviewed as part of ongoing service delivery	Qtr 2 2012	
<i>Recommendation and Actions signed off by CPG on 27.07.12</i>			

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

Recommendation	Action	Timescale	Progress Rating
29. (2.15) 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)	a KPMG 'Roadmap' exercise across H&SS highlights 'Early Intervention' initiatives as one of its priorities.	Qtr 4 2011	
	b Project Group developing Outline Business Case on 'Early Intervention' issues and proposals	Qtr 4 2011	
Recommendation and Actions signed off by CPG on 04.05.12			
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.	a Four local Trainee Social Worker posts developed, funded, recruited and in place	Qtr 2 2011	
	b Attempts to recruit to SW and SP posts during 2011 (three attempts) have not fulfilled all requirements	During 2011	
Recommendation and Actions signed off by CPG on 04.05.12			
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)	a CPG decided not to progress the review of 'community based services' proposed in Rec 6 of WR/WIP until work on the C&YPP plan had been concluded	Qtr 4 2011	
	b CPG to consider recommendations from C&YPP and KPMG initiatives in this area	Qtr 4 2012 Delayed Qtr 1/2 '13	
	c CPG to consider actions required to identify current (or developed) service provision required to meet identified needs	Qtr 4 2012 Delayed Qtr 1/2 '13	
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)	a Project Group under Williamson delivers report on '16-25yrs provision' with recommendations for future action	Qtr 3 2011	
	b Children's Policy Group considers and endorses recommendations and asks for them to be considered by relevant work stream developing from C&YPP	Qtr 1 2012	
	c Working Group considers proposals and develops action plan for delivery	Qtr 2/3 '12 Delayed Qtr 1/2 '13	
Actions a & b signed off by CPG on 04.05.12 – Action c added			
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. X-Ref: (CPT Rec. 25) (YJR Recs. 6.6, 6.7, 6.9, 6.10)	a 'Be Responsible & Respected' Working Group (under C&YPP Strategic Framework) to consider all relevant YJ recommendations within Service Improvement Plan	Qtr 2 2012 Delayed Qtr 1/2 '13	
	b Working Group to develop action plan for implementation	Qtr 2/3 '12 Delayed Qtr 1/2 '13	
	c CPG to consider and approve action plan	Delayed Qtr 1/2 '13	
	d Delivery plan in place	Delayed Qtr 1/2 '13	

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

Recommendation	Action	Timescale	Progress Rating
34. (25) Living conditions and regime – steps to be taken to develop vocational activities at Greenfields Centre. X-Ref: <i>(KBR Rec. 15c & d)</i>	a	If new legislation is introduced (see 15c above) suitable arrangements will be scoped and considered.	Qtr 4 2013
	b	Vocational activities available at Greenfields Centre	Qtr 4 2013

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

Recommendation	Action	Timescale	Progress Rating
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.	a	Head of Service (SW) to review operation of MAST/YAT/ etc	Qtr 2 2012
	b	HoS to join 'Be Responsible & Respected' Working Group to consider all relevant YJ recommendations within SIP	Qtr 3 2012 Delayed Qtr 1/2 '13
	c	Working Group to develop action plan for implementation	Qtr 3/4 '12 Delayed Qtr 1/2 '13
	d	CPG to consider and approve action plan	Delayed Qtr 1/2 '13
	e	Delivery plan in place	Delayed Qtr 1/2 '13
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.	a	CS staff & SoJ Police monitoring and reviewing level of incident reporting	Qtr 4 2011/ Qtr 1 2012
	b	Agreement reached that Restorative Justice Officer (P&ACS) will provide appropriate training to all residential staff	Qtr 3 2012
Recommendation and Actions signed off by CPG on 02.11.12			
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.	a	New policy and procedure developed by SoJ Police alongside residential units	Qtr 1 2012
	b	Operation of new p&p to be monitored over second quarter	Qtr 2 2012
	c	CS documents to be ratified by C&SS Care Quality Group	Qtr 3 2012
Recommendation and Actions signed off by CPG on 02.11.12			
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.	a	Head of Service (SW) to review operation of MAST/YAT/ etc	Qtr 2 2012
	b	HoS to make recommendation on resource availability to CS Management and C&SS Directors	Qtr 3 2012
	c	HoS makes outcome known to BR&R Working Group	Qtr 3/4 '12 Delayed Qtr 1/2 '13
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.	a	Head of Service (SW) to review operation of MAST/YAT/ etc	Qtr 2 2012
	b	HoS to make recommendation on threshold criteria in this area to CS Management	Qtr 3 2012
	c	HoS makes outcome known to BR&R Working Group	Qtr 3/4 '12 Delayed Qtr 1/2 '13
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.	a	Head of Service (SW) to review proposals for development of professional fostering (Rec 16 above)	Qtr 2 2012
	b	HoS to make recommendation	Qtr 3 2012

Although expensive this form of intervention is less expensive and less damaging to a child than a custodial remand. X-Ref: (KBR Rec. 17.2.11)		on priorities for development in this area to CS Management		
	c	HoS makes outcome known to BR&R Working Group	Qtr 3/4'12 Delayed Qtr 1/2 '13	
41. 6.10) Discussions should take place with the Guernsey authorities regarding the sharing of secure facilities at Greenfields and the YOI.	a	Discussions held in Jersey with Director of Guernsey's Children's Services	Qtr 4 2011	
	b	Guernsey 'declined to proceed' owing to 'legislative difficulties and ethical issues'	Qtr 1 2012	
Recommendation and Actions signed off by CPG on 04.05.12				

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

Recommendation	Action	Timescale	Progress Rating
42. (1.h) Review all areas of administrative support within Children’s Services.	a Full review of admin services across C&SS currently taking place as part of restructure	Qtr 2 2012	
<i>Recommendation and Action signed off by CPG on 27.07.12</i>			
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: 2 above	a Introduce designated teachers for LAC in all schools	Qtr 3 2011	
	b Agree joint working protocols to support arrangements and cascade into schools	Qtr 3 2011	
	c Agree documentation and measures for monitoring educational attainment of LAC as part of Rec.2 above	Qtr 4 2011	
<i>Recommendation and Actions signed off by CPG on 04.05.12</i>			
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.	a Introduce systems which support Looked After Children into further education	Qtr 3 2012 Delayed Qtr 1/2 ‘13	
	b Introduce systems which support LAC through further education and/or into employment	Qtr 3 2012 Delayed Qtr 1/2 ‘13	
45. (18) Ensure issues of diversity relating to Looked After Children are addressed.	a Appoint a ‘Diversity Champion’ for Looked After Children	Qtr 4 2012	

I. APPROVED RECOMMENDATIONS FROM THE SCRUTINY PANEL REPORT on RESPITE CARE (46-60):

Recommendation	Action	Timescale	Progress Rating	
46. (3.1) Demand is properly assessed by undertaking research aimed at identifying all families who would benefit from respite care. <i>X-Ref:</i> <i>Rec.48 below</i>	a	Research group to be established under direction of Richard Mills (specialist adviser)	Qtr 4 2012	
	b	Appropriate 'data set' developed and agreed across agencies – using 'current' data	Qtr 4 2012	
	c	Agencies contributing to regular quarterly reporting of needs	Qtr 1 2013	
	d	Research group to review reports and identify 'gaps' in data and makes recommendations to address deficiencies.	Qtr 3 2013	
47. (3.2) That H&SS adopt a more proactive approach to assessing demand and develop a range of early intervention programmes to avoid families reaching crisis point. This would prevent disruption to the respite service and to other families receiving regular respite. <i>X-Ref:</i> <i>(SPR Recs.2.17/ 3.14 – Rec.29 above)</i>	a	H&SS White Paper development around 'Early Interventions' to consider issues raised	Qtr 3/4 '12	
	b	Internal review of social work functions (SW's, support workers and respite provision) within and across Children's Services	Qtr 3 2012	
	c	Restructure Children's Directorate to align short break services alongside complex needs case management and the Child Development Centre under one Service Manager	Sept '12	
	d	Oversee development of early interventions as specified and approved following White Paper proposals	Qtr 1 2013 onwards	
48. (3.3) An information management system is developed to capture the needs of the island's families who care for children with special needs. This data is captured from existing sources of knowledge (i.e. healthcare and education professionals). Consideration is given to using the next Social Survey to gather comprehensive information about individuals with special needs. <i>X-Ref:</i> <i>Rec.46 above</i> <i>(CIR Recs.2 & 11 above)</i>	a	Further develop and expand data set outlined in Rec. 46 above	Qtr 4 2012	
	b	Co-ordination with Softbox (Children's Services), McKesson (Child Health), FACE (CAMHS) and TrakCare (H&SS) systems development to identify appropriate information	Qtr 1 2013 on	
	c	Liaison with Chief Minister's Dept to ensure inclusion of appropriate questions in next Social Survey	TBC	
	d	Gain approval of all relevant departments to collecting, collating and sharing current data	Qtr 1 2013	
49. (3.5) A formal partnership is entered into with the main third sector organisations in order to deliver the necessary improvements to the range of respite services available to users. <i>X-Ref:</i> <i>(CIR Rec.12 above)</i> <i>(WR/WIP Rec.6/7)</i> <i>(HLR Rec.8)</i> <i>(SEQ Recs.4a/4b/10c/12a/12b/12c)</i>	a	Jim Hopley appointed as Chair of Third Sector Forum; John Pinel appointed as 'Co-ordinator'	Qtr 3 2012	
	b	Work with new 'third sector' co-ordinator and Forum to establish appropriate partnership arrangements	Qtr 4 2012	
	c	Work with 'Partnership Boards' (incl. Joint Secretariat) to strengthen current arrangements	Qtr 4 2012 on.	
	d	Work with H&SS Corporate	Qtr 3/4 '12	

		Planning to develop appropriate SLA's / contracts with relevant third sector providers	on.	
	e	Work with H&SS Corporate Planning to establish appropriate commissioning strategy for any agreed 'range' of respite services	Qtr 4 2012	
50. (3.7) Emergency care facilities are identified as soon as possible to reduce the strain on respite care homes. This is especially important for young people with autism who are more likely to become difficult to manage in the home during adolescence. <i>X-Ref:</i> (WR/WIP Rec.7)	a	Review recommendations of Action for Children report in this area	Qtr 4 2012	
	b	Work with AfC and third sector partners to explore identified options for service provision	Qtr 4 2012	
	c	Work with Jersey Property Holdings to review current, and develop appropriate future, provision	Qtr 2/3/4 2012	
	d	Develop specific plans for potential residential provision at Heathfield	Qtr 3/4 '12	
	e	Develop plans for refurbishment and development of Oakwell	Qtr 3 2012	
	f	Workshop for professionals from children and adult services, facilitated by Richard Mills, considering options and developing action plan	October '12	
51. (3.8) Plans are prioritised for alternative sites for long-term care, and are in place as soon as possible. Any provision to take into account an expansion of demand and be able to cater for multiple crisis scenarios occurring at any one time. <i>X-Ref:</i> Rec.50 above (WR/WIP Rec.7)		Actions as per 50 above.		
52. (3.9) Transition planning starts as early as possible and Children's and Adult's Services communicate better to ensure services do not "drop off" at 18 years. Ultimately, all children with special needs to have a personal care plan and individualised wraparound budgets that follow them throughout their lives to ensure the transition period is as seamless as possible. <i>X-Ref:</i> (SPR/RC Rec.3.12)	a	C&SS appoint senior officer to review policy and develop transition planning	Qtr 2/3 '12	
	b	Transitions Workshop organised for 40+ representatives from across States Departments	12.09.12	
	c	Information pack developed and circulated confirming outcomes of workshop	Oct. '12	
	d	Action Plan devised following feedback and further discussions	Qtr 4 2012	
	e	Consideration to be given to holding 'Transitions Conference' in new year to help develop plans	Qtr 1/2 '13	
	f	Adult Services to further develop proposals for a 'transition lead' (social worker) within H&SS White Paper process	Qtr 3/4 '12	
	g	H&SS to work with COM to look at the practicality of providing x-department budgets for individuals	Qtr 1 2013	

53. (3.14) Resources are identified to fund more holiday club provision, in conjunction with the third sector and Mont à l'Abbé School.	a	Discussion with ESC over level of provision they currently provide	Qtr 3/4 '12	
	b	Work with third sector forum to explore options for provision in their areas	Qtr 4 2012	
54. (3.15) Community care legislation is brought in to safeguard the rights of vulnerable children and young adults with regard to respite and other support services. <i>X-Ref:</i> (CIR Rec.8 above) (WR/WIP Rec.8.8)	a	Review current legislation to identify 'gaps' and make proposals for development	Qtr 3/4 '12	
	b	Seek approval of CPG for legislative development	Qtr 1 2013	
	c	Seek 'drafting time' within States' legislative programme (dependent on 'lead' dept.)	2013 on	
55. (3.16) A Common Assessment Framework is introduced to make assessment quicker and easier to understand, and to ensure that all relevant parties are involved at each stage. The Record of Need is strengthened to ensure the overall needs of the child are met, as well as the educational needs. <i>X-Ref:</i> (KBR Rec.17.3.4 – Rec.17 above)	a	Work with JCPC to deliver and evaluate 'pilot project' for CAF	Qtr 1. 2013	
	b	Work with ESC to explore options for developing and strengthening their Records of Needs	Qtr 4 2012	
56. (3.18) Advocacy services are established to help parents navigate the referral process and to access respite.	a	Review recommendations of Action for Children report in this area	Qtr 4 2012	
	b	Work with AfC and third sector partners to explore identified options for service provision	Qtr 4 2012 Qtr 1 2013	
57. (3.20) There is: a) a formal policy outlining their approach to respite care and b) a set of detailed guidelines for professional 'gatekeepers' charged with assessment and referral.	a	Commission Action for Children / independent consultant to work with service providers to develop appropriate policy and guidance	Qtr 1 2013	
58. (3.21) A communications strategy is developed to outline all the respite support services available to parents and how to access them. This information is to be made freely available to all families caring for children with special need, as well as being uploaded to the Gov.je website and disseminated to all health professionals, educational establishments and parent support groups. <i>X-Ref:</i> (CIR Rec.4 above)	a	High-level Communication & Engagement strategies developed for all areas of Children's Services	Qtr 3 2012	
	b	Working group to be established to identify and map current service provision	Qtr 4 2012	
	c	Working group to develop communication strategy for families in this area of provision	Qtr 1 2013	
	d	Working group to liaise with ICT so as to make information available on Gov.je website	Qtr 1 2013	
59. (3.22) At least 1 x additional full-time Social Worker post assigned specifically to children with special needs is created. Equally, additional Support Worker posts for this user group are created to relieve the burden on Social Workers' workloads.	a	Review recommendations of Action for Children report in this area	Qtr 4 2012	
	b	Conclude internal review of 'social work services' within Children's Services	Qtr 3 2012	

<p>60. (3.23) The future of Oakwell is decided in terms of refurbishing the current site, or constructing a new purpose-built facility in an alternative location in conjunction with the third sector. Any plans should take into account the rising demand for respite care. <i>X-Ref:</i> <i>Recs.50 & 51 above</i> <i>(WR/WIP Rec7)</i></p>	<p>a</p>	<p><i>Actions as for 50c & e above</i></p>		
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J. AGREED THEMES TAKEN FROM ACTION FOR CHILDREN REVIEW (61-66):

Recommendation	Action	Timescale	Progress Rating
<p>61. (1) Multi-agency strategic service planning, departmental working practices and formation of a targeted change management team. <i>X-Ref:</i> <i>(AfC Recs.10i, 10iii, 10viii, Actions 7.1.2(i), 7.1.2(ii), 7.1.2(vi))</i> <i>(SPRRC Recs.46, 47, 48 & 52, above)</i></p>	a <i>Actions as per 46, 47, 48 & 52 above.</i>	As Above	
	b Establish a x-agency Change Management Team under Head of Specialist Support Services	Qtr 1 2013	
	c CMT to develop strategic service plans and working practices whilst engaging with service users	Qtrs 2/3 '13	
<p>62. (2) The development of early interventions and preventative services. <i>X-Ref:</i> <i>(AfC Recs.10ii, 10vii, Actions 7.1.2(iii), 7.1.2(iv))</i> <i>(SPRRC Recs.46, 47, 57 & 58, above)</i></p>	a <i>Actions as per 46, 47, 57 & 58 above.</i>	As Above	
<p>63. (3) Reform of the Complex Needs and Disability Social Work Team within Children's Services. <i>X-Ref:</i> <i>(AfC Rec.10iv, Actions 7.1.2(v), 7.4.1(i), 7.4.1(ii), 7.4.1(iii), 7.4.1(vi), 7.4.1(vii))</i> <i>(SPRRC Recs.47, 53, 55 & 59, above)</i></p>	a <i>Actions as per 47, 53, 55 & 59 above.</i>	As Above	
	b Joint analysis of need between Specialist Support Services and the Positive Behaviour Support Service	Qtr 1 2013	
	c Review of staffing levels in team to take account of developing early intervention strategies	Qtr 4 2013	
<p>64. (4) The development of Short Breaks Service in partnership with the Community, Voluntary and Independent Sectors. <i>X-Ref:</i> <i>(AfC Rec.10v), Actions 7.4.1(iv), 7.4.1(v), 7.4.1(viii), 7.4.2(ix), 7.5.1(i), 7.5.1(ii), 7.5.1(iii), 7.5.1(iv) 7.5.1(v), 7.5.2(vi))</i> <i>(SPRRC Recs.49 & 53 above)</i></p>	a <i>Actions as per 49 above.</i>	As Above	
<p>65. (5) Legislation Review. <i>X-Ref:</i> <i>(AfC Rec.10vi)</i> <i>(SPRRC Rec.54 above)</i></p>	a <i>Actions as per 54 above.</i>	As Above	
<p>66. (6) Advocacy and Key Worker systems. <i>X-Ref:</i> <i>(AfC Action 7.1.2(vii)</i> <i>(SPRRC Rec.56 above)</i> <i>(VOC Recs.67, 68, 69 & 70 below)</i></p>	a <i>Actions as per 56 above and 67-70 below</i>	As Above & Below	
	b Key Worker system for children with complex needs under 5yrs, accessing CDC and/or CAMHS	Qtr 1 2013	

K. APPROVED RECOMMENDATIONS FROM VOICE OF THE CHILD REPORT (69-76):

Recommendation	Action	Timescale	Progress Rating	
69. (8.1) Children's Service to utilise a Family Support Worker post from within their existing resources to be seconded to work independently of the CS, as a Participation Worker with children and young people in the Care System and with Care Leavers. <i>X-Ref:</i> (CIR Recs.3, 6,& 14 above) (HLR Rec. 13 – Rec. 28b above)	a	Children's social work/support services being reviewed as part of ongoing service delivery	Qtr 2 2012	
	b	FSW posts brought under social work teams and vacant post identified for this role	Qtr 3 2012	
	c	FSW post to be transferred to JYS for recruitment, so as to commence work in Qtr 1 2013	Qtr 4 2012 Revised Qtr 1 2013	
70. (8.2) The above post to be linked to the Jersey Youth Service, given that organisations particular skills in engaging with children and young people and the progress they have already made within their own organisation in this regard.	a	Discussions held with Principal Youth Officer over proposals and arrangements of this post	Qtr 1/2 '12	
	b	Timetable agreed for development of 'pilot project' under JYS remit	Qtr 3/4 '12	
	c	Participation worker post established within JYS	Qtr 1 2013	
71. (8.3) The main task for this worker would be to build on the work already done in enhancing the voice of children and young people in the care/leaving care system, through the establishment of a Forum for those in and out of care. <i>X-Ref:</i> (CIR Rec.3c above)	a	Actions as for 3c above – C&YPP working group looking to establish Young People's Forum	Qtr 4 2012 Revised Qtr 1/2 '13	
	b	Action plan developed to support delivery of objective	Qtr 4 2012 Revised Qtr 1/2 '13	
72. (8.4) Additional responsibilities would be to: <ul style="list-style-type: none"> Explore the feasibility of providing an advocacy role to those in care Consider how other vulnerable young people up to the age of 25yrs of age (those with complex needs; homeless; in custody; or isolated with no family support) could be involved in shaping future service provision to meet their needs <i>X-Ref:</i> (CIR Rec.3 above) (SPR Rec.3.34/3.35 – Rec.32 & 33 above)	a	Actions as for 32c & 33 above C&YPP working group looking at report proposals and developing action plan for delivery	Qtr 3/4 '12 Revised Qtr 1/2 '13	
73. (8.5) A commitment from those developing the Children & Young People's Plan to recommend the provision of financial support and resources to enable the Forum to become properly, independently, established and to support its sustainability. <i>X-Ref:</i> (CIR Rec.3c above)	a	Actions as for 3c above – C&YPP working group looking to establish Young People's Forum	Qtr 3 2012 Revised Qtr 1/2 '13	
	b	Resource requirements of new development to be identified and report presented to CPG by CYPP Working Group	Qtr 4 2012 Revised Qtr 1/2 '13	
74. (8.6) Provision for access to senior management and elected Members, perhaps via the Children's Policy Group, and/or other relevant forums. <i>X-Ref:</i> (CIR Rec.3d & 13c above)	a	Children & Young People in care involved in external inspection process by CI	2012/2013	
	b	JCPC organise Voice of the Child Conference involving politicians, senior managers and young people	21.09.12	

	c	C&YPP working group to look at options for delivery in this area	Qtr 4 2012 Revised Qtr 1/2 '13	
75. (8.7) Consideration of various models and/or frameworks that will act as a means of measuring all services effectiveness in achieving a culture of participation across all agencies and groups working with vulnerable young people locally. <i>X-Ref:</i> (CIR Rec.2a, 3 & 11a above)	a	C&YPP working group looking at report proposals and developing action plan for delivery	Qtr 3/4 '12 Revised Qtr 1/2 '13	
76. (8.8) Presentation(s) to be arranged to enable nominated young people the opportunity (with support) to present findings of the work they have done to date and make recommendations to: <ul style="list-style-type: none"> • Ministers and Deputy Ministers and relevant senior managers from across relevant service areas • Other children and young people • Social workers and residential care workers <i>X-Ref:</i> (CIR Rec.3d & 13c above)	a	Actions as for 3d above – presentations given by young people as part of the CI inspection process	Qtr 1 2012	
	b	Actions as for 13c above – presentations given by young people to new members of CPG and other States Members, Chief Executives and Senior Officers	Qtrs 1/2 '12 18.05.12	
	c	Participation Worker to establish recurring annual programme for presentations by children and young people on relevant issues	Qtr 1 2014	

7th January 2013