



JERSEY CHILDREN'S SERVICES

IMPROVEMENT PLAN, PHASE 2

November 2018 – March 2019 (Version 3)

This document reflects a further set of actions that build upon the first phase of improvement in response to the Ofsted inspection report (June 2018) and the Care Commission's report "Making a Difference; Driving Improvement"

These actions address the critical elements of the second phase of improvement that need to be made to services received by the children with whom we work. New requirements from the substantive improvement plan have been included and some improvement targets from the first phase have been removed as they have been completed or are almost complete with confidence that they will be so. All improvement priorities that have been removed will continue to be actively monitored through the 'business as usual' performance management processes that we

have put into place. The ultimate goal is to ensure that all children supported by The States of Jersey receive consistently good or outstanding services.

We will continue to ensure that our staff and managers are fully equipped with the skills and knowledge required to deliver improvement, and we will provide timely and effective support to ensure that we have the capability to deliver the improvements. We will also build upon our 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 and that partners are aware of their responsibilities to make the necessary changes. The developing work of the Improvement Boards gives confidence that multi-agency contributions will be valuable and constructive.

The key foundations stones essential to improvement that are included throughout this document that we are carrying forward into the second phase of our improvement journey are:

1. excellent levels of compliance with procedural and practice guidance, and legal requirements.
2. a consistent understanding of what good practice looks like and how it can be achieved.
3. a stable and skilled workforce without which progress will be adversely affected.

This plan will put us in a strong position to continue to achieve our aims provided we all embrace what is required and we work collectively as a united service. The combination of high expectations, high challenge and high support will underpin the journey to excellence

To support this work, we will continue to make full use of the range of activities to monitor and evaluate progress against the plan that we use to report to the Improvement Operations Board on a monthly basis and, through that body, to the Strategic Improvement Board chaired jointly by the Chief Minister and Children's Minister which meets on a quarterly basis. Practitioners and managers will continue to be directly involved in these processes and will be assured that at each stage we will actively consider whether anything further is required to support staff in achieving our improvement goals.

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>						
	<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
Continue to embed our performance and quality framework throughout children’s services so that staff are clear about what ‘good’ looks like	Building on the back to practice training programme, we are actively considering introducing a social work model and associated training for the workforce that will determine how we work with our service users in the future. We will engage with professional support that is offered by	January 2019	Plans will be in place with confirmed implementation dates.	Children will receive consistent and good quality social work. Children and their families will have a clear understanding about what they should expect from social workers and partners and are supported to ensure these standards are met	AD and Chair of CSIOB	Staff will be appraised of and involved in the development of a social work model for Jersey. Continue the audit and dip sampling activity to assure compliance with statute, policy

	Research into Practice (RiP) and the Social Care Institute of Excellence (SCIE) and are pursuing options to provide intensive mentoring and support to first line managers.			Children should experience improved speed and effectiveness of decision making		and practice requirements.
'Grow our own capability' for permanent social work staff and managers to reduce reliance on off Island interim/agency staff	<p>The establishment of an on island social work degree with Sussex – 12 places from 2019</p> <p>There will be 15 places offered for cohort one starting in September 2019.</p> <p>Applications received and selection process underway. Children's Services staff are involved in selection</p> <p>Arrangements to ensure practice educators are in place are agreed</p>	<p>Plans confirmed by March 2019</p> <p>First Degree Course starts in Sept 2019. Selection in April and May 2019</p>	New cohort of high calibre 'Jersey grown' social workers being recruited	Reduced retention issues resulting in longer term relationships being able to be developed	GD	<p>Increased staff stability and over time 'Jersey grown' qualified social workers joining the workforce</p> <p>First graduates 2022</p>

<p>Redesign and delivery of integrated induction programme which reflects employer brand (Welcome Jersey new 'onboarding' initiative led by HR) and provides long term developmental support</p>	<p>We will have 'buddies' for new recruits at all levels and ensure that support continues beyond induction</p>	January 2019	<p>Reduced reliance on agency staff and accompanying reduction in costs</p>	<p>Children will have access to social workers who are skilled, motivated and outcome focussed</p>	GD/HR	A shift to a permanent workforce
	<p>We have strong leaders who 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>Welcome Jersey website and arrangements go live.</p> <p>Workforce strategy (including arrangements for recruitment, retention and induction)</p>	March 2019	<p>Improved compliance with statute, local guidance and 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>	<p>Children will benefit from improved timeliness of interventions, decisions and services provided</p>		

Driver of Success 2. Improving the Child and Family Journey
“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”.

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
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Following a review of MASH processes ensure that performance is consistently high and a sufficient as possible.	Work with partners to ensure that the MASH is effective and efficient in responding to children’s needs	Jan 2019	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.	Children will be safeguarded and will benefit from timely and appropriately targeted interventions that draw on historical factors	AD	MASH arrangements will demonstrate timely and effective responses to children.
Ensure chronologies are used for all cases at the point of entering MASH	Chronologies will ensure practitioners are fully conversant with all relevant	Jan 2019	Targeted dip sampling of the use of chronologies	Children and their families receive better targeted support that specifically addresses their identified needs Improved speed and quality of assessments in MASH	HoS HoS	New chronology template on mosaic demonstrates impact of chronologies and enables

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	information that may inform their assessment and decision making					performance reporting.
The draft Permanency Strategy will be implemented once the structure of the permanence team is determined to reduce drift and delay for Looked After Children	Voice of child and family embedded in performance and service review, and improvement plans Improving our working practices and adhering to clear standards for quality and timeliness where judicial input is required.	March 2019	Demonstrable improvements in outcomes for children and families – e.g. reduced timescales for children achieving permanence Reduction in legal spend Feedback from courts demonstrating improvements	Children will be able to settle in permanent placements much more quickly, enabling them to be more secure and make stronger and lasting attachments	AD	All children looked after will have a permanence plan by their second review. Revised guidance for practitioners on all aspects of permanence planning, including legal planning, is now available. Training in its use will be rolled out by the law office.
All personal education plans will be updated regularly	Consistent recording at the required times on children's electronic record	Dec 2018	All looked after children will have a contemporary PEP	Looked after Children's educational needs will be prioritised and acted upon.	Virtual school head	Key stage performance will improve for looked after children

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All looked after children will have an up to date health assessment	Consistent recording at the required times on children's electronic record	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
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
Secure accommodation should be considered as the last resort for children but when it is used, their needs to be a coordinated child centred approach to care planning	Review of Greenfields Secure Unit operating model with recommendations completed	March 2019	Greenfields will be integrated with other services thus ensuring a more flexible 'offer' for young people including increased socialisation	Opportunities for socialisation and education and learning will be increased and enhanced		Those who need it.
Implement statutory duty for care leavers	A commitment to putting the duty to support care leavers on a statutory footing	TBC	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 EET and are benefitting from

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	<p>Arrangements for care leavers along with other corporate parenting duties and responsibilities are part of the legal transformation project. Minister for Children and Housing publicly announced the transformation phasing and prioritisation</p>					<p>aspirational pathway planning processes</p>

Driver of Success 3. Early Help and Prevention
“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”.

Key Outcomes:	<ul style="list-style-type: none"> • An agreed Early Help policy and strategy is in place which delivers the right help at the right time to children and families in Jersey • Jersey’s Children First, the agreed multi agency practice framework is implemented across all services working with children and families • Children and families receive the right help at the right time to support them in their local communities and minimise escalation through statutory systems • 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. • Children and families can access high quality services and information on services across the Jersey to support children’s wellbeing
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Needs analysis (including JSNA) Raise the profile and importance of data so that it becomes and integral and valuable source of information, evidence and insight	Needs analysis delivered. Mosaic has capacity to report on Children In Need	Dec 2018 Nov 2018	Services across the partnership understand the need for early help and plan and island response based on need. A range of indicators will be agreed to measure agreed outcomes.	Children and families will experience more targeted support aimed at addressing root cause of their need Children will benefit from intelligent use of data to plan or revise services to ensure that	Group Director (GD)/Director of Inclusion	JSNA produced with analysis outlining priorities in the public domain. Progress on JSNA has been slower than anticipated due to some staff vacancies which are scheduled to be resolved in April 2019. The

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<p>Training for new approach to multi-agency working</p>	<p>involvement is understood by children and families</p> <p>There will be consistent understanding and application of a continuum of need. The current continuum of need will be reviewed and part of training programme.</p> <p>Support the workforce across The States of Jersey, with clear thresholds, guidance and advice</p>	<p>Training programme (4000 staff) runs for 12 months from October 2018.</p>	<p>Agreed outcome measures will demonstrate that children and families are being strengthened</p>	<p>Children will feel respected.</p> <p>Services and focus of interventions (where safe to do so) is on strengthening families and prevents the escalation of need.</p> <p>Each child who requires support will have an identified lead worker.</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>Reviewed chronology in use.</p> <p>Chronologies in place for children.</p> <p>Multi agency meetings taking place.</p> <p>Strategy is in development and will go to Council of Ministers along with Policy after being agreed at Corporate Strategy Board.</p> <p>Plans in place which are appropriate, proportionate and timely</p> <p>More children being supported (increased percentage) out with statutory systems</p> <p>New Right Help, Right Time Panel established and first few weeks of operation will be reviewed in April</p>

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Early Help Strategy development	<p>Policy agreed by Council of Ministers</p> <p>Strategy and action plan developed with stakeholders</p> <p>Commissioning plan to support delivery of Early Help Strategy</p> <p>Understand need and commissioning to meet that need</p> <p>Implementation of service redesign as required taking into account locality model and existing services eg team around the school</p> <p>Co-production with families</p>	<p>February 2019</p> <p>Dec 2018</p> <p>Draft Strategy by July 2019 and final document in Sept 2019</p>	<p>Policy drives and supports changes in practice.</p> <p>Partners will sign up to the strategy with resources will aligned to need and the agreed model of support.</p> <p>Families are 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</p> <p>Reduction in children becoming LAC</p>	<p>Policy signals intent of States of Jersey's commitment to the importance of early help to support children to thrive</p> <p>The 'offer' will be publicised in different formats with children and families easily able to access information and support.</p> <p>They are involved in service design, planning and review</p>	<p>GD/Director of inclusion</p> <p>AD</p>	<p>'Back to practice' training will incorporate a module on early help</p> <p>Regular audit of the circumstances of children receiving early help support</p>

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	<p>Ensure strong communications across the partnership.</p> <p>Review and evaluate the impact of services effectiveness</p> <p>Feeding in the feedback from children and families about what they want and what they think would work</p>		Reduction in children offending			

Driver of Success 4. Placements

“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”.

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 is 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 • 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
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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
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	Focus on removing any blockages in the assessment process so that foster carers are safely approved as expediently as possible	Jan 2019	<p>Increased pool of foster carers with skills to meet diverse needs</p> <p>Using the revised Sufficiency Strategy ensures that all children who need care are placed at the earliest opportunity in</p>	<p>Children who are in need of foster care will have increased availability of ‘on Island’ placements</p> <p>Children will benefit from choice of placement which will meet their needs and will avoid unnecessary</p>	<p>GD</p> <p>HoS supports</p>	The SoJ Sufficiency Strategy has been agreed and in the process of being implemented including financial analysis and future costings.

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<p>children and young people.</p> <p>Review the process for approving foster carers and identify blockages that are impacting on approval timescales</p>	<p>Improved recruitment practices</p>		<p>resources that meet their needs and avoid unnecessary further moves.</p> <p>The sufficiency strategy is based upon a detailed analysis of need of all children likely to be in the looked after system and is able to adapt and accommodate emerging trends of demand.</p> <p>Approval timescales for foster carers reduce</p>	<p>changes of placement. The likelihood of placement 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>by data analyst</p>	<p>A revised pathway on the recruitment and assessing foster carers will be implemented. Foster care review has been completed and the revised strategy will be implemented. Performance meetings include fostering data commenced in September 2018</p>
<p>To develop a statutory framework for corporate parenting</p>	<p>Political and officer commitment to the principles and associated responsibilities. This is included in Phase 1 of the legal transformation programme</p>	<p>TBC</p>	<p>Full implementation of the corporate parenting strategy</p>	<p>Children will have an increased voice on matters which affect them and will benefit from increased political and professional awareness of need</p>	<p>Chief Minister, CEO and DG</p>	<p>Implementation strategy and children benefitting from its impact</p>

Driver of Success 5. Performance, Quality and Risk

“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”.

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
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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
<p>Review and strengthen the multi-agency processes to standardise recording and reporting on missing children</p> <p>Develop understanding of the links to CSE</p>	<p>Improving and standardising data collection and reporting.</p> <p>Improve the model for conducting Return Home Interviews (RHIs)</p> <p>Ensure intelligence form RHIs are used to inform individual</p>	<p>March 2019</p>	<p>Improved response to children who go missing with greater understanding of needs and vulnerabilities.</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>AD/HoS</p>	<p>The capability to capture on Mosaic the details of young people missing from home and their subsequent return home interviews. Key agencies are working together effectively</p>

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and criminal exploitation	<p>care plans and strategic understanding.</p> <p>Weekly highlight reports will identify any children missing for more than 5 days and this data will be escalated to the GD</p>			<p>Children will receive a return home interview within 72 hours of being found.</p> <p>For those children who are vulnerable due to prolific missing incidents, intelligence will be used to inform plans 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>		

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<p>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>	<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 a working environment that demonstrates they are valued and is one that supports and enables them to work effectively</p>	<p>March 2019</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>	<p>GD with Business Support</p>	

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<p>Our quality is assessed and informed by service users experiences and evaluations</p>	<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) services from elsewhere.</p>	<p>Plans completed by March 2019</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 evidenced 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>	<p>GD/ Leadership team/ Insight specialists</p>	<p>Children and young people report that they feel connected to the services they experience.</p> <p>Children and young people contribute to service development through their roles in evaluating and inspecting services.</p> <p>Children's Rights Officer in post and working with looked after children.</p> <p>Jersey Cares business model developed. Resourcing agreed and identified.</p> <p>Advocacy model agreed and service commissioned.</p>

