

CHILDREN'S EXECUTIVE - STRATEGIC PLAN 2006-2010

FUTURE DEVELOPMENTS

1. ARISING FROM SEBD REPORT

1.1 Strategic Planning

1.1.1 Develop Partnership Plan

- ▶ Children's Executive to agree Governance Arrangements by end Sept 2006.
- ▶ Governance Arrangements to be endorsed by Corporate Parent by end Oct 2006
- ▶ TLS and PD to produce '1st draft' of Partnership Plan by end of Nov 2006
- ▶ Partnership Plan to be approved by CE by end of Dec 2006
- ▶ Partnership Plan to be endorsed by CP by end of Jan 2007

1.1.2 Develop Strategic Plan

- ▶ CE to agree format and outline of Plan at Planning Day on Sept 2006
- ▶ Each Service to review and update their sections of the SEBD Review document by end Oct 2006
- ▶ TLS and PD to produce '1st Draft' of Future Developments section of Plan by end of Nov 2006
- ▶ Strategic Plan to be approved by CE by end of Dec 2006
- ▶ Strategic Plan to be endorsed by CP by end of Jan 2007

1.1.3 Develop Statistical Database

- ▶ Each Service to review existing data collection and propose 'data sets' to be collected and collated to inform Performance Framework by end of Nov 2006
- ▶ CE to develop appropriate framework for collection and collation of relevant indicators, with target dates set for introduction of each indicator, by end Nov 2006
- ▶ CE to agree developed Performance Framework by end of Dec 2006

1.1.4 Develop Behaviour Management Programme

- ▶ CE Management Team to develop '1st Draft' of BMP by end of Nov 2006
- ▶ BMP to be approved by CE by end of Dec 2006

1.1.5 Develop Standards Agenda

- ▶ CE Management Team to develop '1st Draft' of SA by end of Nov 2006
- ▶ SA to be approved by CE by end of Dec 2006

1.1.6 Develop Protocols and Procedures

- ▶ Each Section of CE operation to review and develop P&P by end of Dec 2006
- ▶ CE Management Team to develop a framework and manual for all areas of operation by end of Mar 2007

1.1.7 Establish External Independent Review Group

- ▶ TLS and PD to develop framework for EIR in each area of operation
- ▶ CE to establish an 'independent group' to receive and oversee the reports emanating from review framework
- ▶ Examples of reviews likely to report to IRG;
 - Children's Service inspections of Children's Residential Units
 - Serco Reviews on operation of Multi Agency Support Teams in Schools
 - HealthCare Commission report on Children's Social Services – 2008

1.2 Youth Remand and Youth Detention

1.2.1 New Remand/Detention facility to be built

- ▶ New facility to be completed by end Sept 2006

1.2.2 Existing Remand facility to be closed

- ▶ Existing facility to be refurbished and opened as third residential unit for 'campus' by end of Feb 2007

1.2.3 Develop Purpose, Roles & Functions for all key players involved in process

- ▶ CE Management Team to lead the development of appropriate Roles & Responsibilities for:
 - Police
 - Youth Action Team (YAT)
 - Parish Hall Enquiries
 - Youth Panel
 - Greenfields Secure Unit
 - Greenfields Review Panel
 - Young Offender's Institute (YOI)

1.2.4 Review use of Young Offender's Institute

- ▶ Recommendations of HMI report into HMP La Moye, and the operation of the YOI in particular, to be reviewed in light of future developments for the CE by end Dec 2006
- ▶ Work with Law Draftsman to develop appropriate amendments to the Criminal Justice (Young Offenders) (Jersey) Law 1994 to enable:
 - Detention of 'school age' children at Greenfield's Secure Unit
 - Detention of 'vulnerable' 17yr olds at Greenfield's Secure Unit

1.3 Children's Service

1.3.1 Review Status of Children's Service

- ▶ Decisions required on future format for services to support those young people 16yrs plus who are not 'looked after' but still require support, advice, guidance and (sometimes) accommodation – decision by CS and CE by June 2007
- ▶ Development of existing Leaving Care Team to match demand for this developing service – Growth Bid by CS to H&SS by June 2007 for funding 2008 on
- ▶ Decisions required on future format for Family Support and Family Centre Services to take account of developing Social Work Services; the development of 'preventative groups' within the Youth Action Team; and the development of The Bridge as an integrated Family Centre

1.3.2 Review 'Purpose and Function' of each of the Children's Homes

- ▶ New residential unit to open on Greenfield's site by Feb 2007
- ▶ Current resident population to be reviewed and criteria established for the operation of each of the three homes
- ▶ The future of St Mark's Adolescent Centre will be determined by the outcome of the discussions outlined in 1.3.1 above
- ▶ Brig-y-Don to be re-developed as a Fostering and Adoption Support Centre by 2009 – Growth Bid by CS to H&SS by June 2008 for funding 2009 on

1.3.3 Develop Professional Fostering Service

- ▶ Growth Bids submitted by CS to H&SS in June 2005 for the first year of funding for a three year development programme, aimed at delivering:

- Increase in Boarding Out Rates for Foster Carers to minimum rate endorsed by National Fostering Network by Jan 2006
- Introduction of comprehensive allowances 'package' for all FC's by Jan 2006
- One additional Senior Practitioner and one additional Social Worker for the Homefinding Team to lead recruitment and development work – during 2006
- Additional funds for recruitment and training of FC's to enable launch of 'year round' recruitment campaign by Apr 2006
- Recruitment of first two 'sets' of professional carers by Dec 2006
- ▶ Growth Bids submitted by CS to H&SS in June 2006 for the second year of funding for three year development programme, aimed at delivering:
 - Introduction of first year of two year development of a 'Jersey' allowance to take BOR towards national 'London' rates
 - Introduction of 'enhanced' allowances of 1.5, 2 or 3 times the standard rate to enable the transfer of 'difficult to place' young people from residential care to mainstream Foster Care
 - Recruitment of a further six 'sets' of professional carers during 2007
- ▶ Growth Bids to be submitted by CS to H&SS in June 2007 for the third year of funding for three year development programme, aimed at delivering:
 - Introduction of second year of 'Jersey' allowance to take BOR beyond national 'London' rates
 - Recruitment of a further four 'sets' of professional carers during 2008

1.4 Child and Adolescent Mental Health Service (CAMHS)

- 1.4.1 Consider the recommendations of the 'Young Minds' Review of CAMHS undertaken in 2006

1.5 All Services – Children's Executive

- 1.5.1 Strategic overview of children who fall within the SEBD spectrum to re-aligned in relation to agreements arising from the Strategic Plan
- ▶ CE to review composition of Board taking into account current operations and future developments outlined in the Strategic Plan
 - ▶ CE to widen its remit to take account of several defined groups of children and young people, such as:
 - Children with SEBD
 - Looked After Children
 - Children on the Child Protection Register
 - Children deemed 'at risk' of abuse by Social Services
 - Children in the Criminal Justice system
 - Children deemed 'at risk' of offending behaviour by YAT
 - Children with Special Needs
 - ▶ Decide on 'common definitions' for any groups accepted as being within the SEBD remit

1.6 Education

- 1.6.1 All Secondary Schools in the maintained sector to have own specialist support services
- ▶ Children's Service to release two Social Workers from existing operations to join Multi Agency Support Teams (MAST) in Grainville and Les Quennevais Schools by Jan 2007

- 1.6.2 The day EBD (secondary) school to be re-modelled as a resource provision forming part of the new campus facility
- ▶ Evaluate effectiveness of Alternative Curriculum within newly developed premises on campus site
 - ▶ Develop 'Skills Centre'
- 1.6.3 Annual inspection of SEN work in Secondary Schools
- 1.6.4 A small specialist team be established under the umbrella of the proposed Parenting Order Model
- ▶ Review role and function of Parenting Manager
 - ▶ Consider transfer/secondment of Family Support Worker staff to dedicated Parenting Team
 - ▶ Consider transfer/secondment of Teaching Assistants to dedicated Parenting Team
 - ▶ Consider liaison/support from Education Welfare Service
- 1.6.5 Each Primary School serving an agreed 'difficult catchment' to be allocated behaviour specialist time from staff located with the Primary EDB Resource Centre

1.7 Cross Agency Initiatives

- 1.7.1 Introduce Parenting Orders
- ▶ See 1.6.4 above
 - ▶ Consider legislative requirements
 - ▶ Consider process of management of Orders
- 1.7.2 Form Youth Action Team
- ▶ Resolve issue of management and use of 'seconded' staff from Probation Service
 - ▶ Resolve issue of 'case management' responsibilities for LAC for Social Work Staff
 - ▶ Resolve case recording and database management access and use issues for YAT/CS
- 1.7.3 Develop Youth Intervention Programmes and establish outdoor education and activities provision
- ▶ Review resources currently available to support any programmes
 - ▶ Review use of resources available through partner agencies: Education / Youth Service / Children's Service
- 1.7.4 Develop Island Assessment Framework
- 1.7.5 Develop Home-School Agreements
- 1.7.6 Introduce Looked After Children (LAC) liaison posts within schools
- ▶ MAST teams to be in all maintained secondary schools by Feb 2007
 - ▶ Further discussion required on liaison within primary schools

1.8 Inspection / Scrutiny

- 1.8.1 Schedule to be developed for each part of the Children's Executive services which takes account of existing arrangements
- ▶ See 1.1.7 above

2. NEW AREAS IDENTIFIED FOR DEVELOPMENT

2.1 All Services – Children’s Executive

- 2.1.1 Resources identified as a consequence of CE developing a ‘wider remit’ for defined groups of children and young people (as outlined in 1.5.1 above)
- ▶ Database for cross referencing and tracking children and young people within each of the agreed ‘groups’ and adequate reporting functions that adequately notify all professionals as to ‘lead agency’, ‘case manager’, etc for each child or young person

2.2 The Bridge

- 2.2.1 The Bridge opened as an ‘integrated Family Centre’ on the site of the former St Mark’s School in May 2006. Future developments are likely to include:
- ▶ Establishment of a Child/Family Co-ordinator
 - ▶ Introduction of Family Support Workers to support the above
 - ▶ Introduction of Social Worker to lead family assessment work
 - ▶ Development of further Centres in other areas