STATES OF JERSEY

SAFEGUARDING PARTNERSHIP BOARD: ANNUAL REPORT 2013

Presented to the States on 8th August 2014
by the Chief Minister

STATES GREFFE

Annual Report 2013

Priorities and Business Plan

2014–2015

Glenys Johnston, O.B.E.

Independent Safeguarding Chair

July 2014

Contents

1 Independent Chair's Introduction

Welcome to the Annual Report and Business Plan of the Jersey Safeguarding Children and Adults Partnership Boards (SPB) which covers our work from 1st January 2013 – 31st December 2013.

I was appointed as the Independent Chair of Safeguarding in February 2013 and would like to begin by commending the work of my predecessor Mike Taylor, who chaired the Jersey Child Protection Committee (JCPC) from May 2009 – January 2013. During his time as the chair he progressed the work of the Committee, securing the engagement of partners and the improvement of inter-agency working.

I would also like to thank all front-line staff, managers, politicians and the SPB's business team for their work in safeguarding children and adults in Jersey and for the immeasurable support they have given me, as I develop my understanding of local culture and practice. We recognise that the effectiveness of safeguarding is dependent on the quality and co-ordination of those people who are in direct contact with children, young people, adults, families and carers. Safeguarding is *"Everybody's Business"* and I have been most impressed by the shared commitment of everyone with whom I work.

Safeguarding is clearly a very high priority for Jersey. In October 2012 the Council of Ministers decided that the accountability of the then JCPC should lie with the Chief Minister, under the responsibility of the Assistant Chief Minister, Senator Paul Routier. They also decided that an Independent Chair should be appointed to chair the JCPC and develop and chair an equivalent 'committee' for safeguarding adults. With the support of the Chief Minister Senator Ian Gorst, the Assistant Chief Minister Senator Paul Routier, the Minister for Health and Social Services Deputy Anne Pryke, the members of the Children's Policy Group, the Adults Policy Group and all partner agencies, we have established the JCPC as a Safeguarding Children Partnership Board and established an equivalent Board for the Safeguarding of Adults. These arrangements are working well and continue to improve.

This has been a challenging year, financial constraints and, as our understanding develops, the growing demands of safeguarding have had an impact, but I have been impressed by the determination to overcome these. The SPBs have

undertaken an enormous amount of work in establishing appropriate membership, governance and performance. There have been notable successes in improving safeguarding arrangements; the agreement of the States of Jersey to a Memorandum of Understanding (MOU) which commits signatories to supporting the work of the Boards and maintaining, improving and embedding good safeguarding practice in all aspects of their work is beginning to have an impact. Some work is in progress and will be shortly completed; this includes the development of our strategies, some of which include working jointly with other States of Jersey policy development in relation to children at risk of sexual exploitation (CSE), domestic abuse, suicide and self-harm; the development of multi-agency adult safeguarding procedures.

Safeguarding is complex, challenging work and never more so than when a child, a young person or an adult dies or is seriously harmed though abuse or neglect. The impact on families, carers and the professionals involved cannot be over-estimated; they are never taken lightly by any organisation or professional. We are committed to honestly and robustly reviewing what has worked well and what, if anything, went wrong through our Serious Case Review (SCR) process. These are demanding pieces of work; however, the subjects of these reviews deserve our best efforts and the staff involved deserve our support if they are to continue to contribute reflectively, openly and honestly. We are absolutely determined to disseminate and implement the learning from these reviews whether they involve an individual case or review that considers several through a thematic review.

The following recent quote from Professor Eileen Munro, which is equally applicable to adult and children's safeguarding, is timely.

Managing uncertainty and risk

While it is understandable that we all want children to be safe and to flourish, it is also important to acknowledge that we cannot guarantee this. We have limited knowledge about what is going on in other people's lives and limited ability to predict the future. In child protection work, decisions on actions are usually in circumstances where all available options carry some strengths and some dangers. The decision to remove or leave a child or young person in their birth family is based on a calculation of which option is likely to have the best benefits for the child. However, likely it is that the outcome will be good, the unlikely can occur. Therefore a bad outcome does

4

not imply bad professional practice. Conversely, a good outcome does not imply good practice.

The public and the media have been counter-productive by setting unachievable standards of knowledge and prediction. This has contributed to a defensive, blaming culture where people have been reluctant to own up to mistakes or weaknesses for fear of punishment. This inhibits learning and skews priorities away from a focus on the safety and welfare of children and young people. Defensive practice, in this context, usually means choosing the option that best protects the worker or agency, not the child.

Despite the considerable successes of the SPB, many challenges lie ahead. This report includes our agreed priorities for the coming 2 years. Our progress in delivering these will be reported in 2015.

Jersey is a fine place to live, raise families and support people, its residents are justifiably proud of their Island and the many opportunities it presents. However, abuse and neglect are found in all countries and cultures and are committed by people from every walk of life, we remain constantly vigilant to that fact and I am optimistic that with the continued support of highly skilled and committed partners, we can continue to prevent and improve the safeguarding and protection of the residents of Jersey. I hope that the contents of this report will help you to share that optimism.

Glenys Johnston

Glenys Johnston, O.B.E.

Independent Joint Safeguarding Chair

July 2014

2   The role and purpose of the Safeguarding Partnership Boards

This section summarises the work of the Safeguarding Adults and Safeguarding Children Partnership Boards. For those unfamiliar with these boards and the terms safeguarding and protection, the following is intended to be helpful.

2.1   What is safeguarding?

"Safeguarding", both for adults and children, means delivering services that look after their welfare, including protecting them from harm and thereby enabling them to live and develop safely. In relation to children, this may include preventing impairment of children's health or development; ensuring that children grow up in circumstances consistent with the provision of safe and effective care; and taking action to enable all children to have the best life chances. In relation to adults, their circumstances may be such that they may be deemed to be 'at risk' of abuse or neglect and to require safeguarding from that risk. For example, adults requiring extra support, because of frailty, a learning disability, physical disability, sensory impairment or mental health problem which makes them unable to protect themselves against harm and abuse, may need to be safeguarded.

2.2   What do Safeguarding Partnership Boards do?

1. Children and adults are best safeguarded when professionals are clear about what is individually required of them and how they need to work together. This means that organisations and those who work or volunteer for them must take a co-ordinated approach to their safeguarding roles. The SPB will provide co-ordinated work in Jersey to safeguard children and adults, and to monitor and challenge the effectiveness of Jersey's arrangements.

2. The SPB have a number of specific roles to play in safeguarding and protecting children and adults. In overview, the safeguarding role of the SPB is to:

    a. co-ordinate what is done by each organisation participating in the Boards for the purposes of safeguarding and promoting the welfare of children and adults in Jersey;

b. promote understanding of the need and means to protect children and adults from harm; and

c. monitor and ensure the effectiveness of the safeguarding systems that are in place both within and between organisations in Jersey.

3. As part of its co-ordinating role, the SPB develop policies and procedures to promote the welfare of children and adults and safeguard them from any form of harm. These policies and procedures may, among other things, relate to the:

a. training of persons who work with children or vulnerable adults in services affecting their safety and welfare;

b. safe recruitment and supervision of persons who work with children or adults;

c. action to be taken where there are concerns about a child's or adult's safety or welfare, including thresholds for intervention;

d. investigation of allegations concerning persons who work with children or adults;

e. inter-agency arrangements for child and adult protection enquiries, and associated police investigations, and setting out the circumstances in which joint enquiries are necessary and/or appropriate;

f. safety and welfare of children who are privately fostered.

4. The SPB may also publish guidance on best practice to protect children and adults from abuse and harm; raise public and professional awareness of how this can best be done and encourage change where that is necessary. They may also promote and explain the policies and procedures to those who may be affected by them.

5. As part of its role in monitoring the effectiveness of what is done collectively and individually by organisations to protect children and adults, the SPB will:

a. ensure that allegations concerning persons who work with children are carried out effectively;

b. periodically audit inter-agency practice, focusing on compliance with the multi-agency procedures, the quality of service and the views of service users;

c. monitor the arrangements (including recruitment and training policies) made by the States of Jersey and voluntary and private agencies to ensure that the children and adults to whom they provide services, are protected and safeguarded;

d. operate a multi-agency complaints procedure so that persons who have been subject of, or affected by, a protection or abuse enquiry can make a formal complaint, or express dissatisfaction where they have concerns about how agencies have been working together to safeguard a child or adult;

e. actively seek feedback from adults and children who are in receipt of child or adult protection services or have experience of how the procedures and guidelines work in practice, so that their opinions can be taken into account when evaluating and further developing guidelines and procedures;

f. participate in the planning of services for children and adults in Jersey; and

g. undertake SCRs, advise the individuals and organisations involved on lessons to be learned and monitor the implementation of recommendations.

Membership for both the Adult and Children's Boards has been agreed. The existing sub-group membership has also been reviewed and new adult-focussed groups established. A new Members' Handbook that sets out the expectations of all Board members has been agreed. A multi-agency launch of the Boards, introduced by the Chief Minister, took place in September 2013; this was attended by a wide cross-section of partners, both statutory and voluntary.

The MOU, the purpose of which is to set out safeguarding expectations on all signatories organisations, includes a set of organisational safeguarding standards which will be regularly audited and the results will be included in future Annual Reports.

Serious Case Reviews

SCRs are undertaken by the Safeguarding Boards in the following circumstances:

- In relation to children: Where abuse or neglect of a child is known or suspected; and either: (i) the child has died; or (ii) the child has been seriously harmed and there is cause for concern as to the way in which the organisation or other relevant persons have worked together to safeguard the child.

- In relation to adults: Where there is reasonable cause for concern about how the SAPB, members or other person involved, worked together to safeguard the adult; and either: (i) the adult has died; or (ii) an adult with needs for care and support was, or the SAPB suspects that the adult was, experiencing abuse or neglect.

The purpose of SCRs is to identify learning; they are not investigations. They should include both good and weak practice and seek to explain why things happened or did not happen. They are challenging, reflective pieces of complex work. They include independent elements, and their focus is the child or the adult who is the subject of the review. They include comments from the child (when appropriate), the adult and their families. They may be brought together into a thematic review if there is more than one case of a similar nature. They can be published with the agreement of the family and will not contain identifiable information about the family or professionals.

It is essential that SCRs are read with a mature and open mind that appreciates that the reports include practice that may have taken place several years ago, and that practitioners are committed professionals whose practice may be affected by organisational systems, procedures, supervision and training. A failure to do so may have a detrimental effect on practioners' willingness to be open, honest and self-critical.

The decision to carry out a SCR is the Independent Chair's, as is the decision about publication.

The Children's SCR sub-group has overseen one Serious Case Review during the year; the Independent Chair, with the support of the SCR sub-group also agreed that the criteria for SCR were met for a further 2 cases and these are being undertaken. The Independent Chair, with the support of the Adult SCR sub-group also agreed

that the criteria for review were met for one adult case, and that SCR is being undertaken.

The introduction of a Multi-Agency Safeguarding Hub (MASH) during the course of the year has had a significant impact for all agencies working to safeguard children. This has also highlighted resource issues across all departments, but significantly in Children's Services; it has also focussed on the need for effective early help initiatives for those not reaching the threshold for referral into Children's Services; this early help work has been identified as an initiative for the Chief Minister's policy department to take forward. Adult safeguarding will move to a single point of referral; it is envisaged that an equivalent MASH for adults will be developed during 2014/15.

A Task & Finish Group has addressed the issue of Child Sexual Exploitation (CSE) and missing children in response to local concerns. The group is developing a multi-agency CSE strategy, policy and procedures to assist professionals in recognising and interpreting abusive activity and supporting the young people involved.

The Safeguarding Board's training programme has been progressed during the year, with the extension of the training pool membership and standardisation of the foundation course for children; pool trainers deliver foundation i.e. basic safeguarding training for children in single agencies. New multi-agency courses have been delivered, including 'Designated Leads' training, to equip individuals identified as safeguarding leads within their own organisations. Work has also progressed on developing consistent, core training for adult safeguarding, with a new pool of trainers to take this initiative forward. This will ensure that all professionals develop a clear and consistent understanding of adult safeguarding and what steps to take when concerns arise.

Work has begun to review and improve Child and Adult Multi-Agency procedures. These web-enabled procedures will ensure that all agencies are clear about what action to take in the event of concerns. They will be available on the forthcoming new Safeguarding Board website.

3   Organisation of the Safeguarding Partnership Boards

The first meeting of the Safeguarding Partnership Boards under the newly appointed Independent Chair took place in April 2013.

3.1   Governance arrangements of the Safeguarding Partnership Boards

The membership of the SPB is made up of senior representatives of key agencies with the responsibility for safeguarding children and adults in Jersey. The Board is divided into the Children's Safeguarding Partnership Board and the Adults' Safeguarding Partnership Board, founded in 2013.

A new Independent Chair of the SPB, with extensive experience in safeguarding, was appointed in February 2013 to oversee both Boards.

Safeguarding Children's Board Members (from January 2014)

Independent Chair	**Glenys Johnston**
States of Jersey Police	**D.S. Stewart Gull** Head of Crime Services SoJP
Health – delegated leads (including MOH)	**Elaine Torrance** Deputy Director of Operations Maternity **Dr. Mark Jones** Consultant – Paediatrics (advisory role) **Rose Naylor** Chief Nurse
Primary Care Body representative	**Dr. Zoe Cameron**
FNHC & PPA Chair	**Barbara Bell** FNHC Clinical Governance & Performance
Children's Services (Social Services)	**Richard Jouault** Managing Director C&SS **Phil Dennett** Director, Children's Services
CAMHS	**Carolyn Coverley** Lead Clinician/Consultant Child & Adolescent Psychiatrist
Education, Sport, and Culture	**Sean O'Regan** Head of School Development and Evaluation **Shirley Dimaro** Senior EWO **Mark Capern** Head of Youth Service
Housing Department	**Dominique Caunce** Head of Business Engagement, Policy and Ministerial Support
Probation	**Mike Cutland** Assistant Chief
Prison service	**Nick Watkins** Head of Custodial Care
Honorary Police	**Karen Gough** Centenier
Ambulance Service	**Peter Gavey** Chief Ambulance Officer
NSPCC	**Karen Hughes** Manager
Voluntary sector	tbc
Lay members	to be advertised and appointed

Safeguarding Adults – Board Members (from January 2014)

Independent Chair	**Glenys Johnston**
States of Jersey Police	**D.S. Stewart Gull** Head of Crime Services SoJP
Health – delegated leads (including MOH)	**Gary Kynman** Deputy Director of Operations/Head of Nursing, In-Patients **Christine Blackwood** Registration and Inspection Manager – Public Health **Rose Naylor** Chief Nurse
Primary Care Body representative	**Dr. Zoe Cameron**
Family Nursing and Home Care	**Barbara Bell FNHC** Clinical Governance & Performance
Adults Services (Social Services)	**Richard Jouault** Managing Director C&SS **Ian Dyer** Service Director Older People **Chris Dunne** Service Director Adults
Housing Department	**Dominique Caunce** Head of Business Engagement, Policy and Ministerial Support
Social Security Department	**David Rose**
Probation	**Mike Cutland** Assistant Chief Probation Officer
Prison service	**Charlie Bertram** Deputy Governor HMP
Honorary Police	**Karen Gough** Centenier
Ambulance Service	**Peter Gavey** Chief Ambulance Officer
Policy and Procedure Sub-Group Chair	**Claire White** Patient/Client Safety Officer HSS
Voluntary sector	to be confirmed
Lay members	to be advertised and appointed

3.2   Agency attendance at the Children's Board is highlighted in the graph below:


Children's Safeguarding Partnership Board attendance
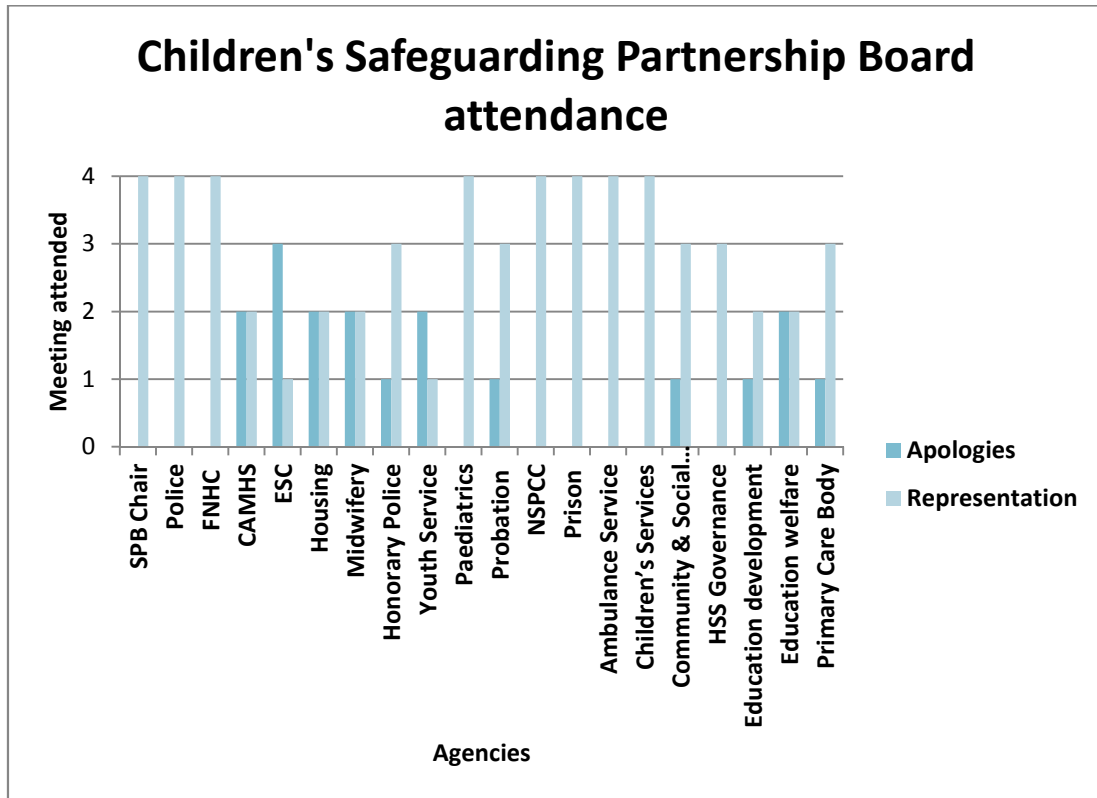
3.3   Agency attendance at the Adult's Board is highlighted in the graph below:

Adults' Safeguarding Partnership Board attendance
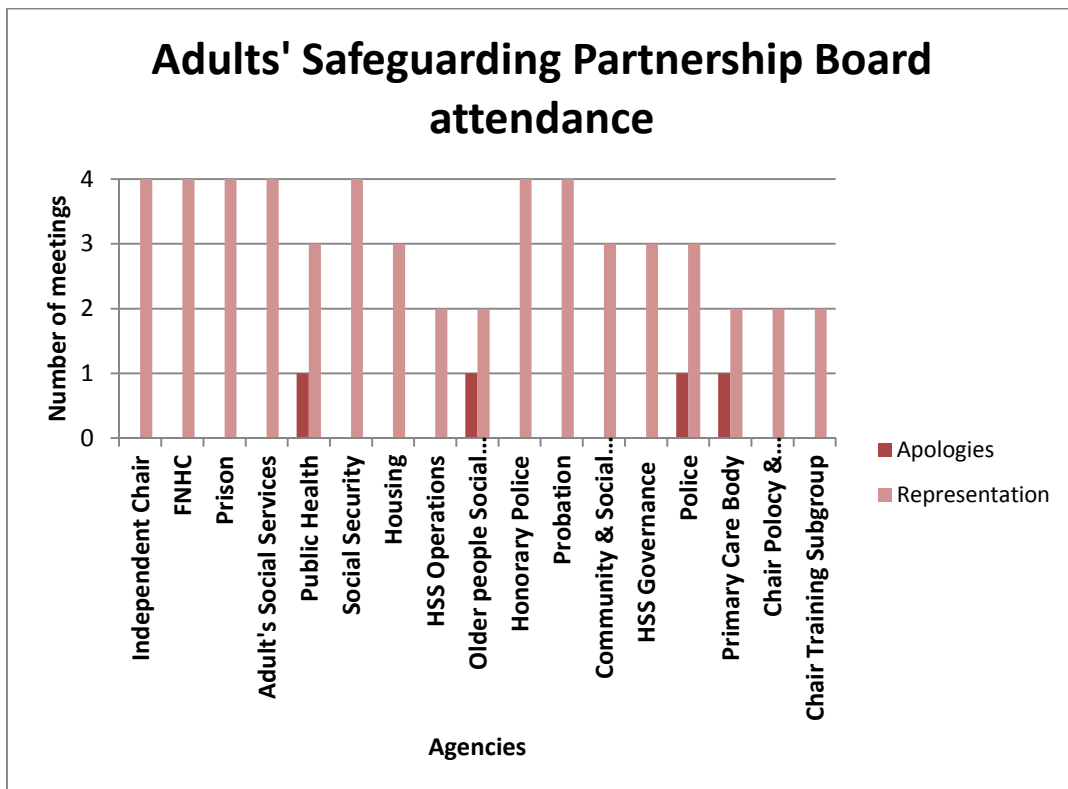
3.4   Board structure

The SCPB and SAPB have separate meetings but combine as a joint Board to consider common issues; they meet 5 times a year, 4 of which are business meetings and one (in December) which is a development session. The meetings are chaired by the Independent Joint Safeguarding Chair and, in the event of her non-availability, by one of the Vice-Chairs.
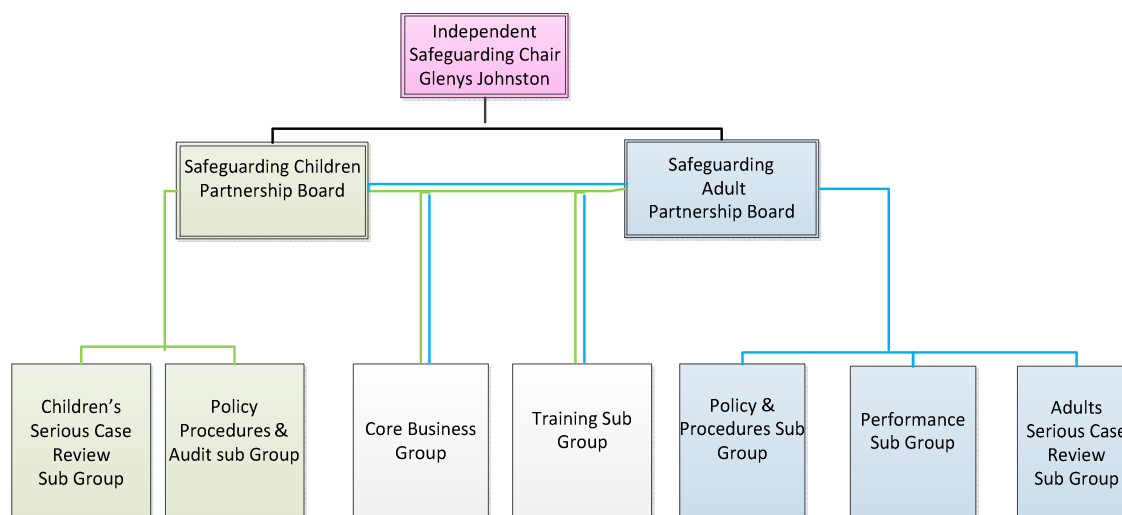
The Core Business Group, which meets bi-monthly, and the Training Sub-Group (quarterly) are joint groups for Adult and Children's issues. The Serious Case Review Sub-Groups meet jointly where appropriate; other sub-groups focus specifically on Adults or Children's issues respectively. Sub-groups meet once within each Board cycle. New working, or task and finish groups, e.g. CSE, are periodically established to take forward particular areas of work for a time-limited period.

4   Local background and context

4.1   Background

The island of Jersey is a Crown Dependency, which means that it has distinct government and laws from the UK; however, it tends to follow UK legislative practice and in the context of Safeguarding, this relates to *Working Together to Safeguard Children, 2013* and *'No Secrets', 2000.*

4.2   Demographic information

In the 2011 census, the population in Jersey was reported to be **97,857**. There was found to have been net inward migration of 6,800 people since the census in 2001. In 2014, relative to 2001, the Island has a more ethnically diverse population; however, it is still predominantly of white ethnicity.

2011 census		
Ethnicity	**Number**	**Percentage**
White total	95,571	97.7%
Asian total	1,215	1.3%
Black total	379	0.4%
Mixed total	692	0.7%

There have been substantial increases in the Polish and Portuguese populations since 2001. Anecdotally, these populations are also the most likely to experience poor housing and low-paid employment. There is also a small, but significant, Asian community.

Ethnicity	2001 Census		2011 Census		change
	Number	**Percentage**	**Number**	**Percentage**	
Jersey	44,589	51.1	45,379	46.4	⬆
British	30,317	34.8	31,974	32.7	⬆
Irish	2,284	2.6	2,324	2.4	⬆
French	1,522	1.7	841	0.9	⬇
Portuguese	5,548	6.4	**8,049**	**8.2**	⬆
Polish	N/A	N/A	**3,273**	**3.3**	⬆
Other	1,980	2.3	3,731	3.8	⬆

According to the 2011 census, there are 20,664 children and young people aged 0 to 19 in Jersey; this equates to 21.1% of the total resident population. Of this number, the proportion of 0−4 year-olds is 5.1%, 5 − 14 year-olds is 10.4% and

15–19 year-olds is 5.6%. There is a "bulge" in the Jersey population between the ages of 40–49 (see graph).
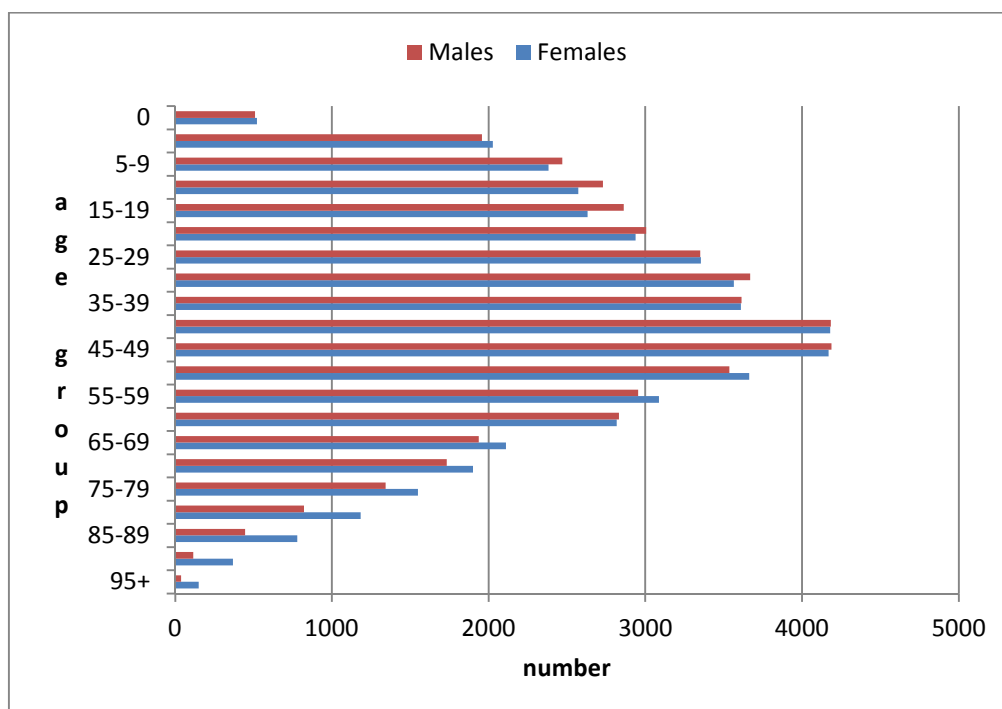
It is estimated, based on an annual immigration of 350 people, that by 2040 there will be an 11% increase in the 65+ population and a 9% drop in the 16–64 working-age population. This has implications for demands for care services.

The response to the ageing and increasing population is articulated in the 2012 White Paper 'Caring for each other, caring for ourselves'[1], which outlines a complex, 10 year programme of change to services to make best use of resources and address increasing demands.

Employment

The internationally comparable unemployment rate, as defined by the International Labour Organisation (ILO), is measured on an annual basis by the Jersey Annual Social Survey and also by the Jersey census. The ILO unemployment rate in June 2013 was estimated to be 5.7%. This rate corresponds to 3,200 people being unemployed and looking for work. In December 2013, 280 teenagers aged 16–19 years were registered as actively seeking work (ASW), 10 more than in the previous month; 150 teenagers were on the 'Advance to Work' scheme.

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[1] http://www.gov.je/SiteCollectionDocuments/Health%20and%20wellbeing/C_CaringforYourselfCaringforEach OtherWhitePaper_CS_20120524.pdf

Analysis by the Jersey Statistics Unit of the 2011 census suggests that a high proportion of mothers work; 72% of women and 94% of men aged 25–64 living in a household with at least one dependent child (aged under 16) work at least part-time hours. Although not directly comparable, the proportion of women is similar to the last UK 2010 figure of 66.5%. This suggests that many children in Jersey are cared for by nursery staff, child-minders, au pairs, nannies and grandparents.

Inequality and deprivation

Jersey is a small community, and individuals with different economic circumstances live all over the Island; the wealthy northern rural parishes can house pockets of relative deprivation, for example farm-workers.

The latest available statistical indicator of inequality (the Gini co-efficient 2009/10) was 0.35 before housing costs and 0.39 after, and is not significantly different to UK data for 2008/09. However, the Gini co-efficient measure of overall income inequality in the United Kingdom is now higher than at any previous time in the last 30 years.

Housing qualifications

The Control of Housing and Work (Jersey) Law 2012 came into force on 1st January 2014. Prior to this, the ability to buy and rent accommodation was determined by categories of residential qualification. Non-residentially qualified immigrants ('registered' under the new legislation) are not able to buy or rent on the open market and tend to be in lower-paid employment. This is reflected in the income after housing costs, detailed in the 2009/10 Jersey Income distribution survey produced by the Statistics Unit.

Mean household income, before (BHC) and after housing costs (AHC) by residential qualifications

	BHC £/wk	AHC £/wk	% change
Residentially qualified (a–h)	817	683	-16
Residentially qualified (j or k)	1,643	1,296	-21
Non-residentially qualified	**776**	**567**	**-27**

Household income

A significant and growing number of older people have the lowest level of income. One in ten (11%) Jersey households are made up of retired people and pensioners living alone; however, nearly a third (31%) of households in relative low income before housing costs, are pensioners living alone. Single parents with dependent children are also over-represented in the relative low income group, after housing costs have been removed.

Traditional Family Structure

In 2011 almost half (48%) of adults in Jersey were either married or re-married. A further one in ten (10%) were divorced, whilst around a third (34%) had never married. The proportion of adults who are married has been declining over the last several decades, whilst the number divorced (and not re-married) has increased from 21 per 1,000 in 1971 to 101 per 1,000 population in 2011.[2]

4.3   Performance information

The Safeguarding Boards are working with partner agencies to develop a robust and regularly reported set of agreed safeguarding performance information. This will be used to inform the Independent Chair's future Annual Reports and will include additional analysis and interpretation. The data given in this report has been helpfully provided by agencies from existing reporting or derived from Statistics Unit publications and is a starting point for understanding demand, risk and effectiveness.

4.4   Information on Children in Jersey

The number of children receiving full-time education Jersey (as at January 2013)

Jersey has a French-style system of provision with the States of Jersey, subsidising the colleges and Catholic schools that provide a private education. There are also non-subsidised private schools, with UK comparable fees, in the primary sector, but not in the secondary sector, so a proportion of children board, usually in the UK.

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[2]

http://www.gov.je/SiteCollectionDocuments/Government%20and%20administration/R%20JerseyInFigures2012%2020130430%20SU.pdf

Primary schools	Jan-13	Jan-14
Non-fee-paying	5,171	5,177
States provided fee-paying (i.e. VCJ and JCG)	663	663
Private (non-States provided)	1,294	1,269
Secondary Schools (compulsory school age)		
Non-fee-paying	3,141	3,111
States provided fee-paying	1,069	1,070
Post-16 education		
Non-fee-paying	435	480
States provided fee-paying	365	363
Private	202	209
Highlands College		986
Advance to work/Trackers		128
All		
SEN pupils		1,877
NEF funded nursery pupils	891	935

A cohort of 60 'NEET' (Not in Education Employment or Training) young people has also been identified in the Island. Targeted work to assess and support this group is ongoing and will be developed and progressed throughout 2014.

Youth crime

There has been a substantial decline in Jersey youth crime between 2008 and 2013. The general picture across all agencies is that of fewer and fewer young people are coming into contact with the criminal justice system. The reasons for this are diverse, and include more effective partnership working and more engagement with young people. However, there are also gaps in our understanding of recent factors like New Psychoactive Substances (legal highs) and Internet crimes.
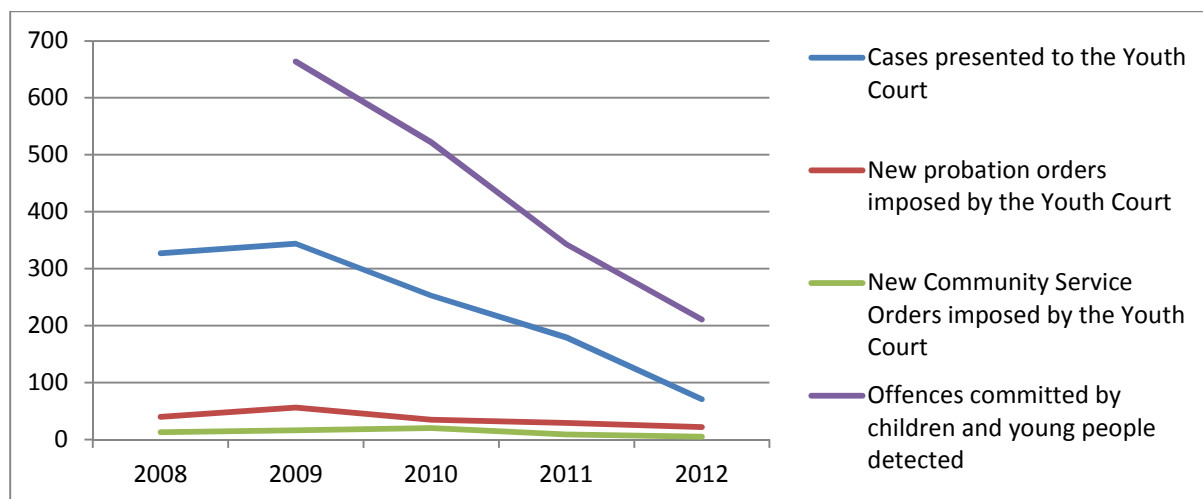
Child Safeguarding

States of Jersey Police

Figures for child protection notifications and safeguarding concerns:

2013		1. No of Child Protection Notifications	2. Crime reports where Child Victim and safeguarding concerns
	Jan	104	17
	Feb	116	25
	Mar	105	37
	Apr	148	98
	May	130	10
	Jun	168	29
	Jul	132	14
	Aug	140	17
	Sep	151	19
	Oct	167	25
	Nov	157	19
	Dec	153	16
Total		1,671	326

Column 1: the number per month of safeguarding concerns raised by frontline officers and referred to the MASH where appropriate.

Column 2: the number of those concerns which were criminal offences and were investigated by the Public Protection Unit.

Offences against Young People

Figures for 2011 to 2013 are shown below:

|	Cruelty/Neglect	Assaults	Sex Offences
2011	75	97	27
2012	63	85	29
2013	73	92	36
Yearly average	**70.3**	**91.3**	**30.6**

Sexual offences is the only category to have increased each year.

Cruelty/Neglect

Based on the data for 2011 to 2013, these offences appear to be relatively stable – the red line on the chart below shows an extremely slight downward trend.
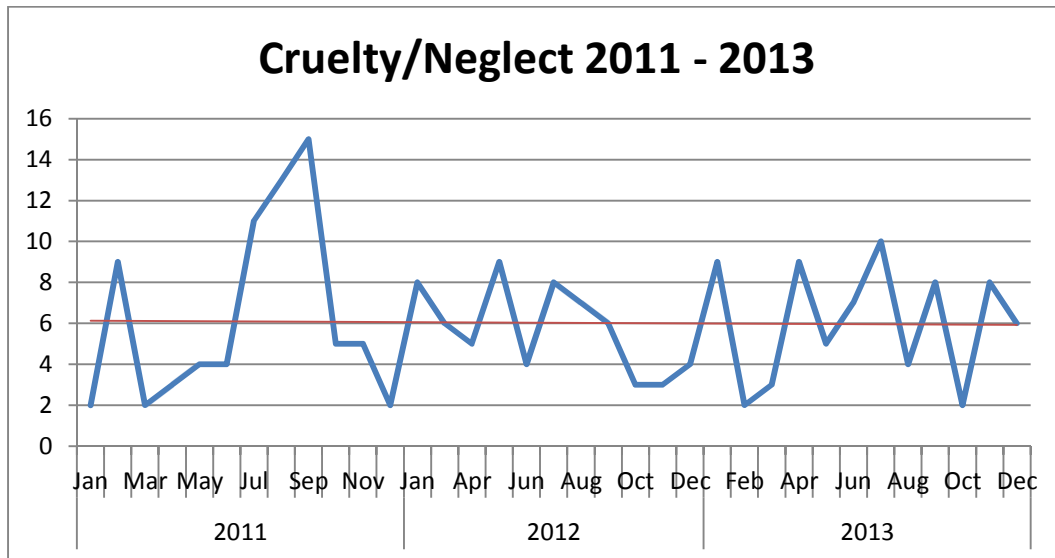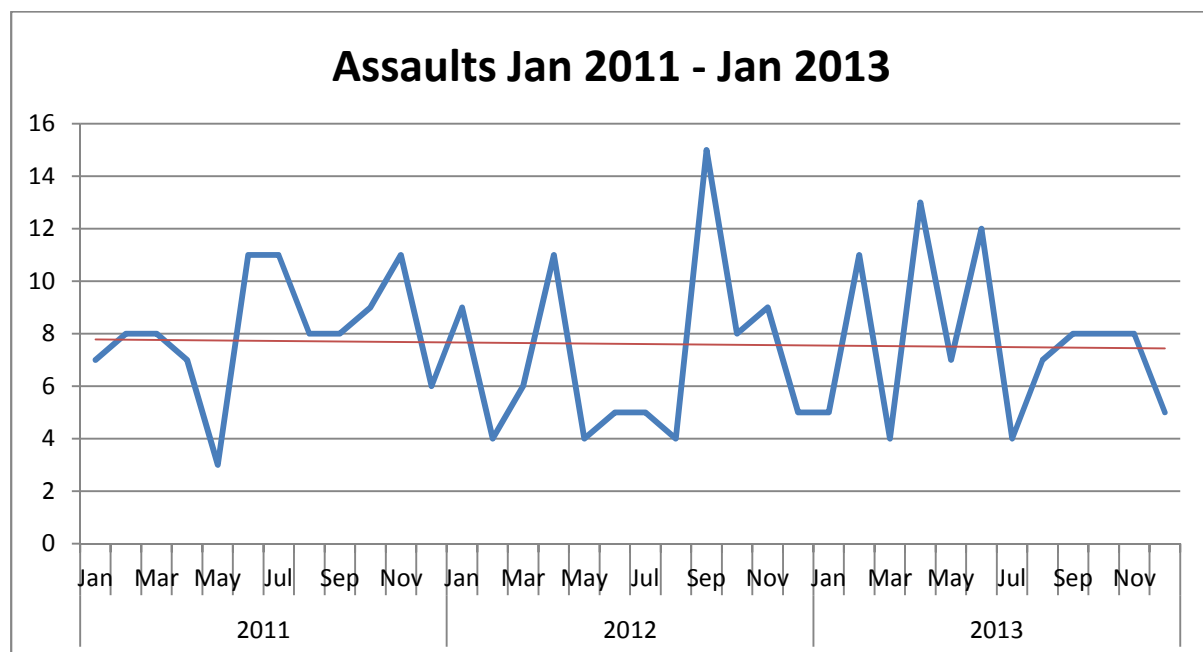

The next chart shows that there is a slight seasonal trend. It looks at the number of incidents reported (regardless of the number of IPs), and shows higher levels of reporting in January, and across the summer.
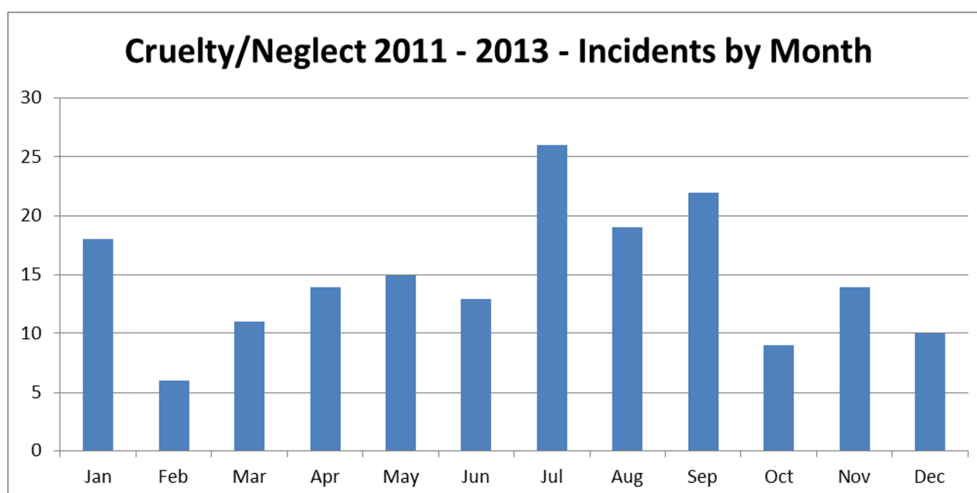
Assaults

The chart below reveals great variation from month to month, and there does not appear to be any seasonality with this type of offending.


Monthly averages (shown below) suggest that Grave and Criminal assaults are fairly stable, and the increase in all reported assaults is caused by the less serious offences.

Year	Grave and Criminal	Common Assault	All assaults
2011	1.4	7.5	8.25
2012	2.2	6.1	7
2013	1.8	6.5	7.75

Sexual Offences

The chart below shows a trend line indicating that sexual offences against youths are on the increase.

Sexual Offences 2011 - 2013
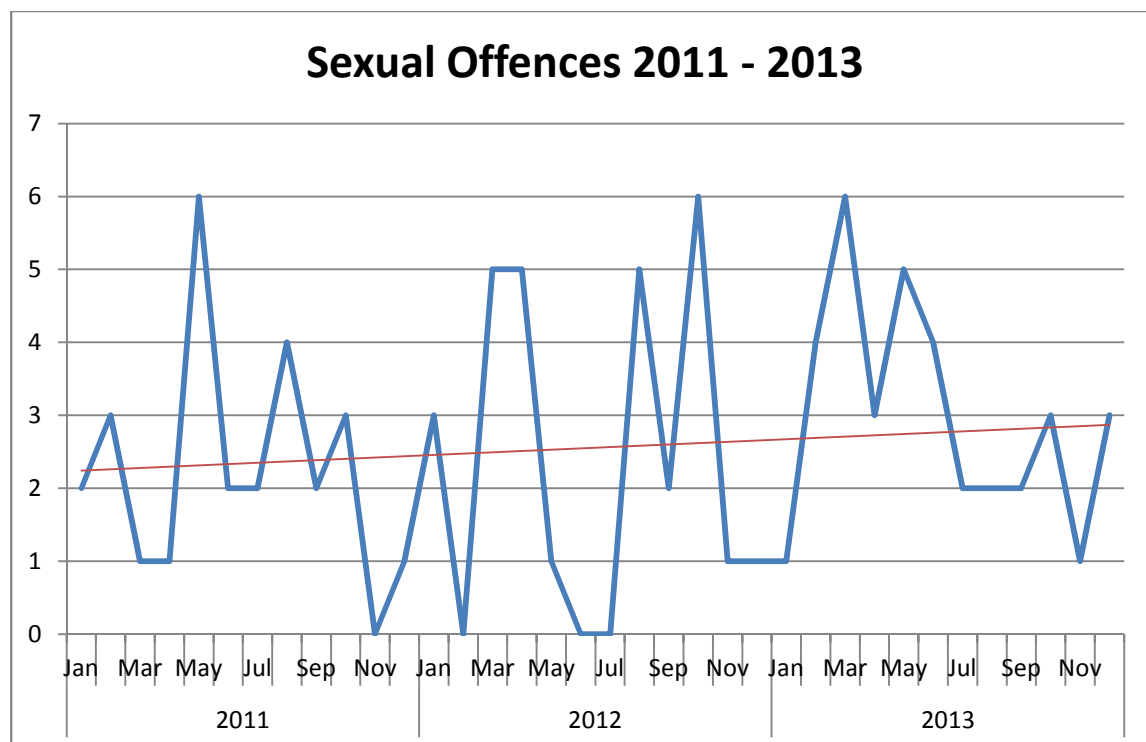
There does not appear to be any seasonality in this type of offending.

A longer-term look shows that there are specific increases in the following offence types:

	USI	Rape
2011	4	4
2012	4	8
2013	13	11

In 2013 there were 11 reported rapes on 10 separate individuals.

Summary

The level of reporting for cruelty/neglect during this period has remained relatively static. There has, however, been an increase in reported sexual offences against young people.

In the past year there have been 3 operations focusing on vulnerable youths (Operations Vessel, Hope and Pegasus). The increased engagement with vulnerable youths (and a knock-on awareness throughout the Force) will also have had an effect on young people's views of the Police, and this may also have encouraged reporting.

Mental health: children

The Health-Related Behaviour questionnaire (now the Health and Lifestyle Survey) is periodically given to Year 6 (10–11), 8 (12–13) and 10 (14–15) school-children in Jersey. The last report in 2010 found that the majority (80%) of school-children reported medium to high self-esteem. Females had the lowest self-esteem across all groups; with more than a quarter of 12–13 year-old females reporting medium to low self-esteem.

Children in the care of the States of Jersey (Children Looked After (CLA))

Number of CLA in Jersey	83 in 2012, 88 in 2013
Adoption rates for CLA	Between 2005 – 2012, 7.9% of children in the care of Jersey have been adopted.
Where CLA are cared for (as at March 2013)	45% in foster care 26% with family and friends carers 19% in residential children's homes or other settings (including secure accommodation or residential schools or other placements outside Jersey).

Children Looked After – school attendance and suspensions

Attendance	2011/12	2012/13
overall average	90%	91%
range	36% to 100%	34% to 100%
Suspensions*	2011/12	2012/13
primary	5	0
Secondary (mainstream)	11	<5

*One student can be suspended several times

Child Protection

In 2010 there was an average of 63 children on the Child Protection Register (CPR) each month. Children are placed on the register when there are concerns for their care and it is decided that they are suffering serious harm or at risk of suffering serious harm. This equates to a rate of 34 children per 10,000 population of the under-18 population.

This is available in figures broken down by abuse type:

Total on Register by Primary Abuse Type	Numerator	Rate (per 10,000)
Physical Injury	<5	~
Emotional Abuse	18	9.7
Sexual Abuse	7	3.8
Neglect	21	11.4
Dual Registration	14	7.6
Total	**63**	**34.1**

In 2012, the average was 64 children, from 31–39 families on the CPR each month, a rate of 33 per 10,000 population; in England this figure is 38 per 10,000. The number of disabled children and young people registered with the Complex Needs Team and on the CPR was less than five throughout the year but always above zero. The 2013 quarterly average shows that 17 children (26%) were on the register for less than one year. During 2013, the names of 65 children were removed from the register.

The age-groups of children on the register in 2013 were:

Age group	Percentage
0–4	34%
5–9	29%
10–14	33%
15–17	4%

4.5   Information on Adults in Jersey

Mental Health

The Jersey Annual Social Survey (JASS) 2012 and JASS 2013 used the Short Warwick Mental Well-being Scale to assess mental health, scored on a scale of 7 to 35 (35 being the most mentally healthy a person can be). The average (mean) score of adults in Jersey was 26. There was no significant difference between men and women. The unemployed scored 24.

JASS has also been used to ask questions about respondents' experience of anxiety or depression (this is a self-reported measure, not a clinical diagnosis). The proportions have remained similar over time.

Experience of anxiety or depression	1999	2006	2010
Percentage moderate	18%	16%	18%
Percentage extreme	1%	2%	2%

Dementia drug prescribing has grown significantly; however, data is not available on the number of people living with dementia. Anti-depressant prescribing has also grown significantly, but is in part due to changes in prescribing practice.

The suicide rate in Jersey (ASDR 2010–2012) was 9 per 100,000 annually; this was not significantly different to England and Wales. However, Jersey has experienced extreme peaks in suicide; for example in 2009 there were 25 deaths. A child dying by suicide is a rare event; however, there were 2 in 2013. The majority of deaths are male; however, there is an increasing (but smaller in number) trend of deaths amongst older women. Recent exploration of the issues has identified that an over-consumption of alcohol is amongst other causal factors. Jersey has a relatively high per capita consumption of alcohol.

Social work services:

<u>C&SS Adult & Older Adult Service redesign</u> − Following a period of consultation and engagement across the Adult and Older Adult Services, C&SS Adult Service is embarking on a transformational programme to develop as a single 'Adult Service' to better meet the needs of people who access either health or social care services in the community; either for a short period of support or for long-term needs.

The service is organised based on the principles of:

- A single point of entry in to services
- The person in need of a service being at the centre of all that happens
- A single assessment process
- A named care co-ordinator to ensure information and contact is clear and concise
- The right service being provided, at the right time, in the right place.

C&SS Adult Service will be organised based on:

1. A single 'Front Door' − Single Point of Referral (SPOR).
2. Access to services to encourage 'recovery' and 're-ablement' to ensure that each person reaches and maintains their maximum independence, whilst needing support from services.
3. Access to a range of specialist 'Integrated Multi-disciplinary Assessment and Care Co-ordination Services'.
4. Provision of Residential and Nursing Care, Supported Living and Group Homes, Day Services and Short Break Services.
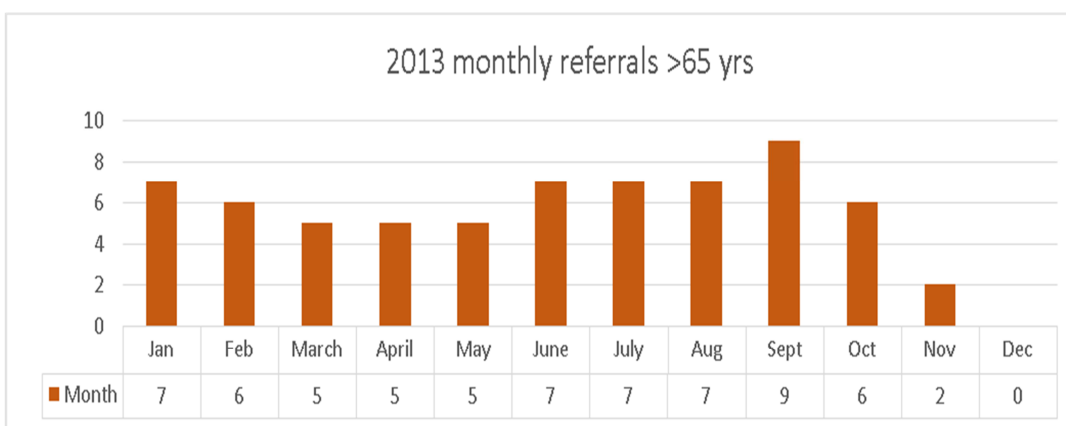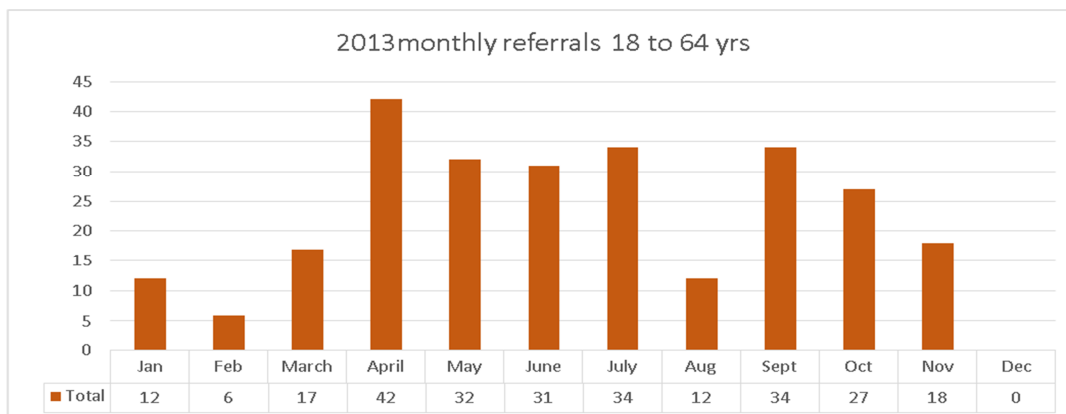
The intention is that all referrals for a service will be processed through the 'SPOR', which provides immediate access to a range of specialist services, including the:

- Referral Co-ordination Service
- Adult Safeguarding Service
- Discharge Service for the General Hospital
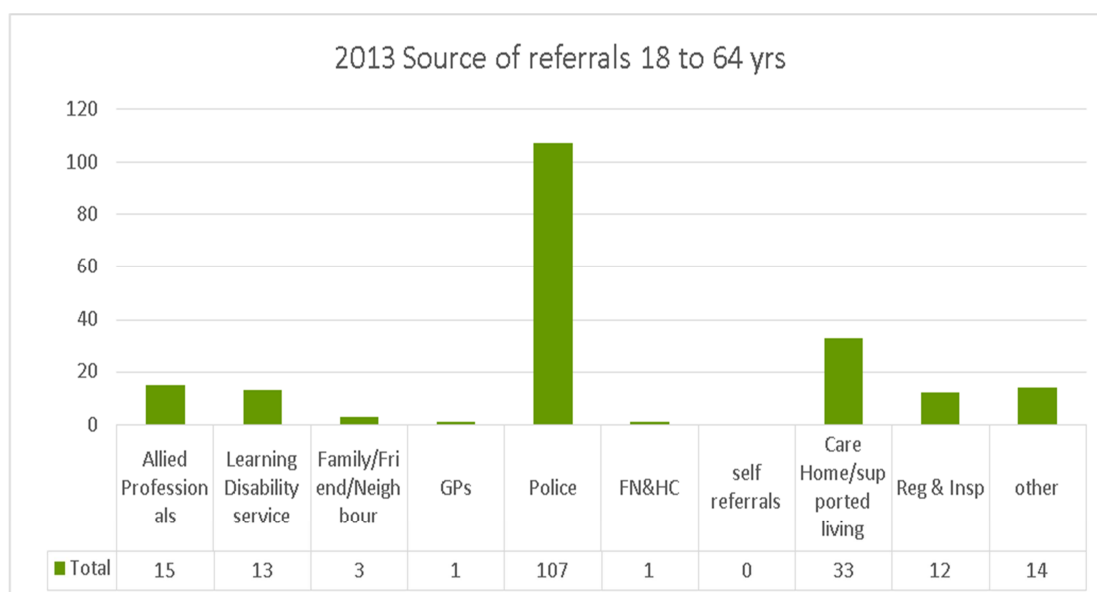- Community Intermediate Care Service (CICS).

The 'SPOR' will then process referrals to the appropriate specialist Integrated Multidisciplinary Assessment and Care Co-ordination Service.
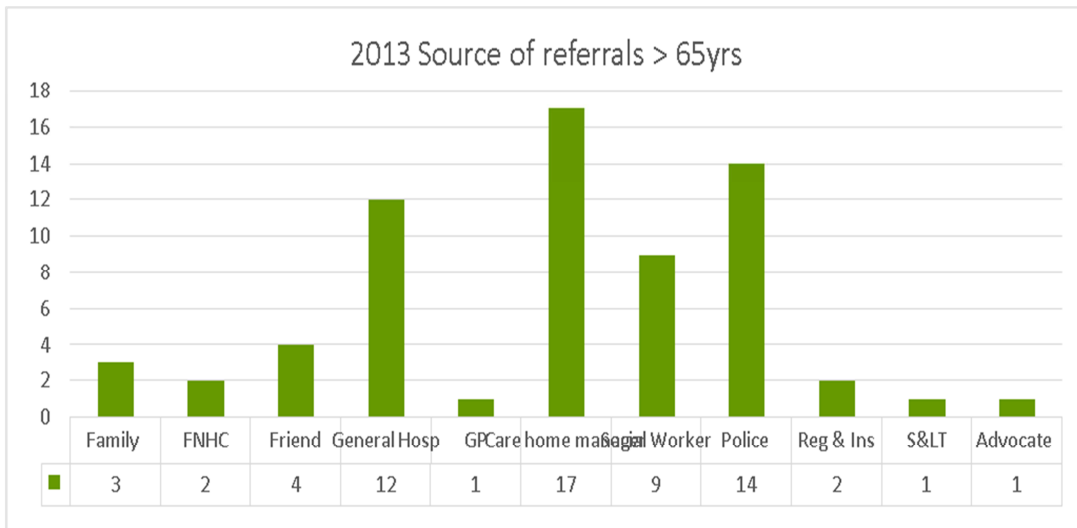
Progress on the implementation of the above will be reported in the Annual Report 2014.

Number of Adult Safeguarding referrals received by Adult and Older Adult Services:
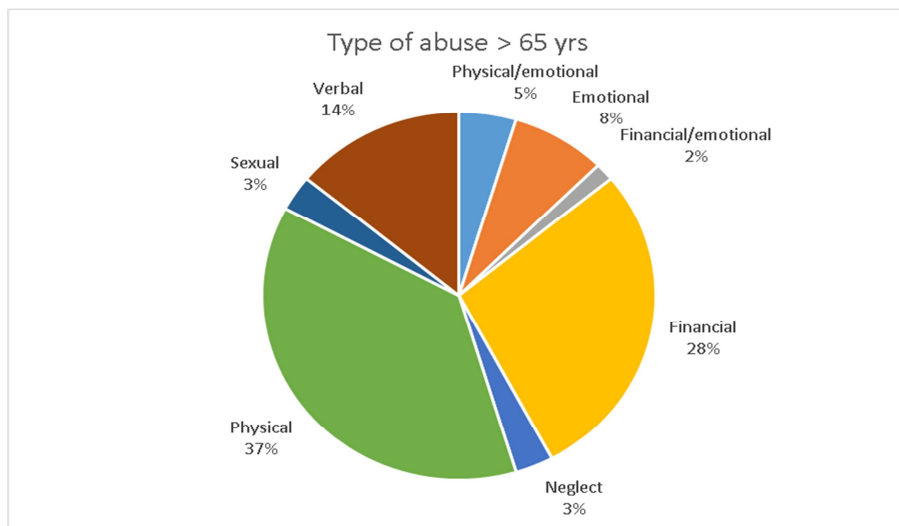

2013 monthly referrals 18 to 64 yrs

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Total	12	6	17	42	32	31	34	12	34	27	18	0

2013 monthly referrals >65 yrs

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Month	7	6	5	5	5	7	7	7	9	6	2	0

Source of referrals:

2013 Source of referrals 18 to 64 yrs

	Allied Professionals	Learning Disability service	Family/Friend/Neighbour	GPs	Police	FN&HC	self referrals	Care Home/supported living	Reg & Insp	other
Total	15	13	3	1	107	1	0	33	12	14

2013 Source of referrals > 65yrs

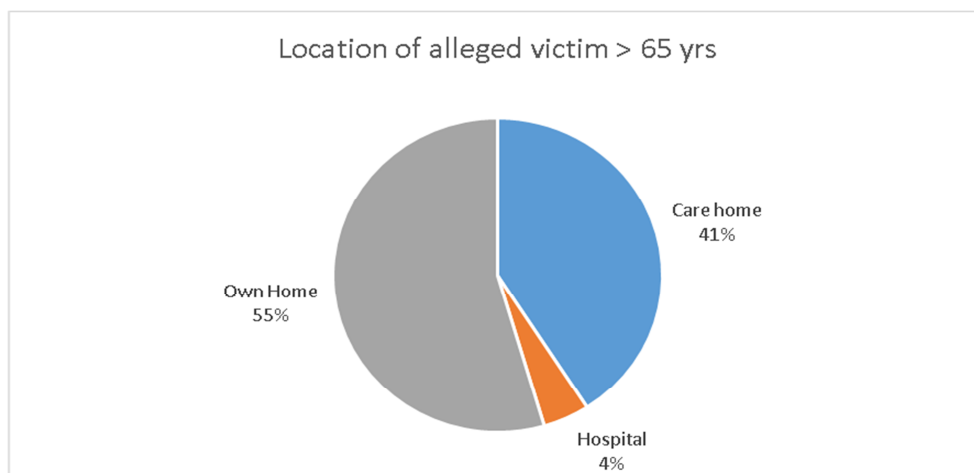|	Family	FNHC	Friend	General Hosp	GP	Care home manager	Social Worker	Police	Reg & Ins	S&LT	Advocate
	3	2	4	12	1	17	9	14	2	1	1

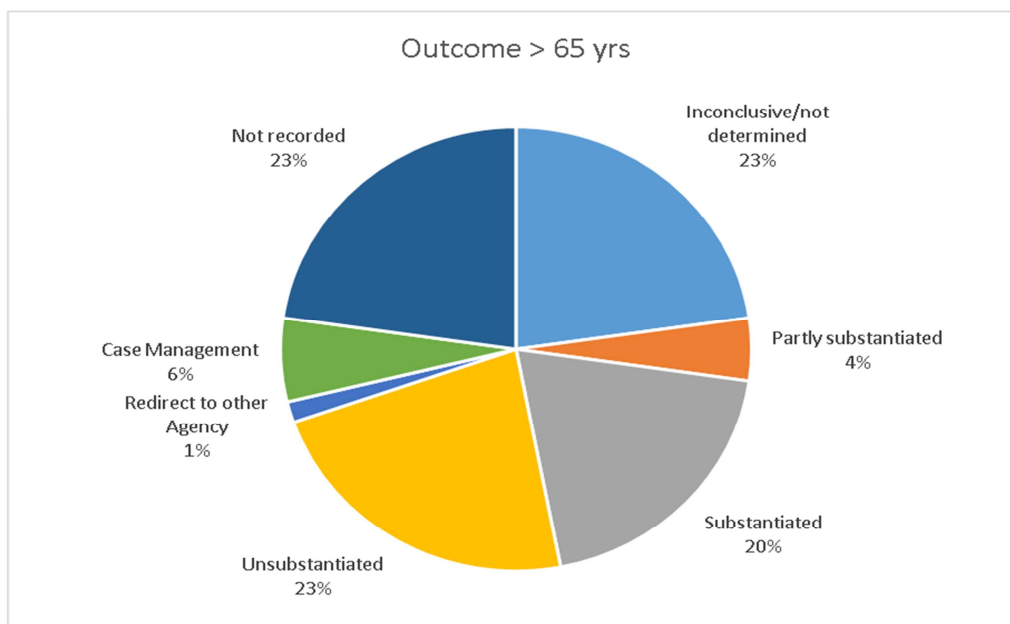For people aged over 65 years, this can be further reported as –

Type of abuse:

Location:

The outcome of Safeguarding referrals:

States of Jersey Police

Data for adult safeguarding referrals by the SoJ Police in 2013 (not all of these referrals raised by frontline officers may have been accepted as an Adult Protection referral).

2013		No. of PPU referrals
	Jan	5
	Feb	10
	Mar	16
	Apr	28
	May	30
	Jun	36
	Jul	32
	Aug	27
	Sep	39
	Oct	31
	Nov	24
	Dec	44
Total		322

Regulation and Inspection

The Regulation and Inspection unit was involved in 13 safeguarding referrals/ strategy meetings or investigations in 2013.

Jersey Multi-Agency Public Protection Arrangements (JMAPPA)

The JMAPPA SMB Chair, along with other key partners, are also members of both Safeguarding Boards, thereby ensuring effective joined-up partnership work across the broader Public Protection arena.

Housing

Housing were involved in 9 safeguarding meetings in 2013, and 133 JMAPPA meetings, demonstrating the important role that housing professionals play in safeguarding.

5   Priorities for 2012–2013, progress and outcomes

Headline/Priority Areas 2013	Action/development 2013	Progress/date
Appointment and induction of new Chair	• Organise and implement timetable of induction briefings for newly appointed Chair	• Completed February 2013
Recruitment, supervision and development of the workforce	• Induction and supervision of newly appointed Training officers • Recruitment, induction and supervision of Business Manager, Policy Officer and Training Administrator roles. • Interim admin appointments to support SCR process	• Completed Jan – June 2013 • Training Admin appointed Aug 2013 • Policy Officers appointed Nov 2013 • Temp admin staff appointments made
Developing strategy and practice through understanding performance	• Review of children's performance framework • Initial development of adults' performance framework • Establishing a new performance framework to evidence the effectiveness of safeguarding arrangements for the Boards	• Discussion and ongoing monitoring • First meetings of Adult Performance Sub-Group • Development day informed new performance framework design
Multi-agency working is effective	• Development of a MOU to underpin agreed safeguarding standards • Work collaboratively to support introduction of MASH • Establish stronger links with Domestic Violence Forum (DVF) • CSE multi-agency issues to be addressed	• MOU prepared with Law Officer support and circulated for signature Nov 2013 • Safeguarding standards included • Development of Audit tool for organisational safeguarding standards • Paper to CPG highlighting gaps in Early Help provision July 2013 • Meeting with Chair, Women's Refuge and proposal to establish DVF as a Sub-group of the SCPB • Establishment of a CSE task & finish group Sept 2013; agreement for this to continue as a CSE sub-group from 2014

Raising awareness of safeguarding and the work of the Safeguarding Partnership Board	• Rebranding of the SPB • Launch event for SPB • Produce SPB Newsletter	• Completed September 2013 • Completed September 2013 • June issue published; November issue cancelled due to SPB pressures
Multi-Agency training profile	• Safeguarding Children's Training programme • Review of foundation training course – children • Launch of Adult Safeguarding Training	• Programme delivered including new courses for Designated CP leads (Sept 2013) • Foundation training development and Pool Trainers group extended and supported (May 2013) • Foundation training (adults) launch
Serious Case Review management	• Managements of current SCRs • Assessment of new cases for SCR • Review of SCR procedures (Child) and development of SCR Procedures (Adult) planned	• Current SCR progressed through 2013 aim to complete 04/2014 • New SCR S-G established for Adult cases • New cases presented and agreed for progress July 2013: I x adult; 2 x child • Procedures review and development in 2014 programme
Effective Use of resources – Board membership review	• Ensure right representation at the SPB to enable effective decision making and implementation of change • Member's Handbook developed • Volunteer sector representation on Board to be addressed • Lay membership of Board to be addressed	• Board membership for A&C Boards reviewed June 2013 • Members' handbook agreed Dec 2013 • Meetings and presentations with Vol. sector reps; nominations for reps received; to be appointed 2014 • Not yet progressed

6   Monitoring the work of the Safeguarding Boards to safeguard and promote the welfare of the residents of Jersey

Policy & Procedures (Adults) Sub-group	
Role and Purpose of the Sub-Group	The role of the Adults Policy and Procedures Sub-group is to agree and deliver an annual work programme that delivers the Board's Business Plan by: • Producing and circulating adult safeguarding policy and procedures. • Promoting policies and procedures across organisations and departments. • Ensuring policies and procedures are promoted through the Training sub-group
Agencies represented in the Sub-group	Health and Social Services Voluntary and Community Sector (TBC) Probation Public Health Care Sector (TBC) States of Jersey Police Family Nursing & Home Care Primary Care (TBA) States of Jersey Fire and Rescue Housing Prison Service
Achievements of the Sub-Group in 2013 (Note only 2 meetings in 2013)	• Inaugural Meeting held 5th November 2013 • Terms of reference agreed and prepared to take to SPB Board for approval at the 11 April 14 meeting. • Business objectives planned – priorities: 1. To produce multi-agency adult safeguarding policy and procedures A very successful multi-agency workshop was held with 46 attendees from a range of agencies, including voluntary and community sector: MENCAP, Alzheimer's Society, MIND, probation, mental health, prison, health, social services, public health, police, FNHC. The procedures were discussed during group work using attendees' knowledge and experience to inform the new web-enabled procedures (to be web-enabled by UK based Tri.X). A range of themes and feedback emerged which have been fed back to the Sub-Group for consideration and discussion. Tri.X are currently working on populating the web based procedures. Consultation and implementation plans have begun. 2. Development of adult SCR procedures A working group has been established with representatives from the P&P group alongside members/nominees from the SCR group. First meeting has been organised for 2014.

Training Sub-Group (Joint)

Role and Purpose of the Sub-Group	The role of the TSG Sub-group is to agree and deliver an annual work programme that delivers the Board's Business Plan by: • establishing and regularly reviewing a States-wide training strategy • identifying training needs, structures and processes to promote a coordinated approach to training • identifying appropriate training standards and accredited training courses • establishing and supporting a training pool of experienced and knowledgeable trainers to disseminate approved single agency foundation safeguarding training (for adults and children) • evaluating the quality and impact of training • providing one-off training events: conferences, seminars and learning opportunities to promote the safeguarding agenda.
Agencies represented in the Sub-group	HSSD (Children's Service, Community and Social Services, Ambulance, Emergency Care, Adult Mental Health Services), Education, Sport and Culture – including Early Years, Sport, Youth Service and Highlands Police Family Nursing Human Resources Training Department General Practitioners Safeguarding Training Officers and Professional Officer
Achievements of the Sub-group in 2013	The Training Sub-Committee has achieved their responsibilities by: • Training and supporting a pool of trainers. The children's pool trainers group has reached 31 trainers, who met 5 times during the year to support each other and develop their CPD. The Safeguarding Trainers provide advice and support for those individuals arranging the delivery of single agency training. Adult 'train the trainer' courses have been arranged for 2014. • Setting standards and evaluation of training. • The Safeguarding Trainers have provided advice and support for those individuals arranging the delivery of single agency training. A full day and half day foundation training programme/facilitator guide for children was developed with a list of the expected competencies for use as a minimum standard for all foundation course trainers to follow. A quality assurance process was started where the safeguarding trainers observe members of the training pool carrying out foundation training, a standard assessment form is used and anonymised results are provided to the training sub-group. Undertaking training needs analysis.

35

The group have been working with the safeguarding trainers to look into ways of identifying training needs across the organisations. This is an important responsibility of all organisations to ensure the SPB training plan meets the agreed needs of the multi-agency workforce:

- Production and maintenance of a Safeguarding Training programme delivered across the States of Jersey.

- An annual training programme was developed for 2014 covering a range of courses required by agencies across the island. Some further courses will be put on during the year as delivery arrangements are progressed.

- Maintaining a database of Safeguarding training.

- 505 attendances have been made across the 4 levels of courses provided during 2013.

Other achievements:

- A small working group has been set up to revise the training strategy which is ongoing into 2014 to ensure it meets the needs of adults as well as children.

- On 13th November, 75 people attended the Adult safeguarding training launch at St. Paul's Gate.

- On 4th December, 15 people attended the information evening for adult 'train the trainer', which has led to 2 'Train the Trainers' courses being put on in 2014.

Policy, Procedures and Audit Sub-Group (PPA) (Child)

Role and Purpose of the Sub-Group	The role of PPA Sub-group is to agree and deliver an annual work programme that delivers the Board's Business Plan by: • producing and circulating inter-agency safeguarding policies and procedures • promoting policies and procedures across organisations and departments • ensuring policies and procedures are promoted through the Training Sub-Group • establishing a performance framework, gathering and analysing performance data and identifying and evidencing outcomes to assess the effectiveness of safeguarding work with children.
Agencies represented in the Sub-group	Family Nursing and Home Care Youth Service Education Police Housing Health (General Hospital) Probation Voluntary Sector Representative: Jersey Childcare Trust

Achievements of the Sub-Group in 2013	- Development of a performance framework - Updating of Multi-Agency Procedures - Delivery of a follow-up audit into Child Protection Conferences - Updated audit cycle - Follow-up of audit recommendations to become an agenda item - Review Terms of Reference - Incorporation of Safeguarding Standards into the Memorandum of Understanding - Development and the piloting of a MOU Standards audit tool for roll-out in April 2014 - Sign-off of the business plan for 2014 which has been developed collaboratively.

Child Sexual Exploitation (CSE) and Missing Children T&F Group (Child)

Role and Purpose of the Sub-Group	The role of the CSE Sub-group is to agree and deliver an annual work programme that delivers the Board's Business Plan by: 1. Considering the implementation of the recommendations in the House of Commons: Home Affairs Select Committee: Child Sexual Exploitation and the response to localised grooming report June 2013. 2. Ensuring that members have access to current policies and procedures that are consistent with nationally agreed best practice through the National Working Group on CSE. 3. Periodically auditing inter-agency practice, focusing on compliance with the multi-agency procedures, the quality of service and the views of service users. 4. Actively seeking feedback from children who are in receipt of CSE screening and subsequent interventions, so have experience of how the procedures and guidelines work in practice, to allow their opinions to be taken into account when evaluating and developing guidelines and procedures. 5. Developing, reviewing and monitoring relevant Safeguarding Policy and Procedure.
Agencies represented in the Sub-group	Police Children's Service MASH Education including Youth Service Brook Health (to be nominated)

Achievements of the Sub-Group in 2013	The group have continued to meet monthly and have developed a Sub-group terms of reference, along with a comprehensive action plan, picking up on numerous actions emanating from recent publications. The action plan currently contains some 40 bespoke work-streams, with 15 having already been assessed as complete.
	Two main pieces of work include the development of SPB procedures for both CSE and Missing Persons. Both documents are well advanced, and it is hoped these can be signed off at the full SPB in April 2014. The group are also developing risk assessment tools for both health and other professionals to use when considering CSE. A paper on CSE was also presented to the States Children's Policy Group (CPG) and full SPB in January 2014.
	A draft CSE strategy, missing persons policy, CSE policy and CSE screening tool have been presented to the group for feedback. The tool has been developed through meeting with agencies individually and includes feedback from the client group.

Priorities for 2014–2015

Headline/Priority Areas 2014	Action/development 2014
Raising awareness of safeguarding and the work of the Safeguarding Partnership Board	• Communication plan, including web and social media presence • Public awareness campaign regarding adult safeguarding • Accessibility of policy and procedures for Child Protection and Adult Safeguarding improved by web enabling
Recruitment, supervision and development of the workforce	• Monitor effectiveness of training strategy, ensuring needs are met and continual quality assurance • Encourage individual agency training needs analysis • Focus on safeguarding supervision, development of multi-agency policy and audit of current arrangements • Focus on safer recruitment, using the annual organisational safeguarding standards audit to drive improvements. • Consider arrangements for supporting capacity building in the Voluntary and Community Sector and compliance of those services that are commissioned/contracted to provide services
Developing strategy and practice through understanding performance	• Develop and use performance framework that evidences the effectiveness of safeguarding arrangements in Jersey • Complete and report on the first annual audit of organisational safeguarding standards as referenced in the Memorandum of Understanding • Show evidence of effective SPB challenge of agencies that are not effectively safeguarding children and young people and adults at risk • Ensure learning from SCRs and other case reviews are embedded in practice, action plans tracked and monitored effectively
Multi-agency working is effective	• Revise multi-agency adult safeguarding and child protection policy and procedures • Review multi-agency thresholds guidance for children and young people • Develop multi-agency thresholds guidance for adults at risk • Focus on the effectiveness of early help arrangements through audit and raising awareness of existing services • Share learning of any reviews of multi-agency working, e.g. MASH

	• Implement actions from SPB audit process
	
	• Consider the accountability and relationship between the CPG/APG and SPB and develop a partnership agreement
	
	• Strategy development to continue to focus on supporting practice in the following areas:
	  − Sufficient flexible accommodation for adults with complex issues who need a short-term place of safety
	  − Domestic Abuse
	  − Substance Misuse
	  − Assessing and understanding capacity − Adults
	  − Child Sexual Exploitation
	  − Reduction in self-harm and suicide in young people
	
	• Monitor SCR recommendations through audit focus on the quality, timeliness of assessment, investigations and effectiveness of protection plans.

Participation of children, young people, parents, carers and adults at risk	Ensure routes for the voices of service users to be heard: • For those involved in safeguarding processes • To inform the work of the SPB • In SCRs. To be achieved through understanding and utilising existing arrangements of partner agencies.
Making and embedding changes in response to learning from SCRs, other inquiries, performance information, research, legal and policy developments	• Development of SCR procedures for reviews of safeguarding adults' cases, and review of children's procedures. • Through the SCR Sub-group, ensure that SCRs are used for those cases that meet the SCR criteria and that learning reviews are used appropriately for other cases • Focus on developing mechanisms to ensure dissemination of learning from SCRs • Ensure access to information, research, best practice for agencies and services.
Effective use of resources	• Ensure right representation at the SPB to enable effective decision-making and implementation of change • Support the development of the Children and Young People's strategic framework, in particular an effective early help strategy. • Development of Child Death Overview Process and Panel in partnership with Guernsey.

7   Concluding statement on the effectiveness of our safeguarding arrangements

It is my considered view that people in Jersey are better safeguarded than they were and, through the work of the Safeguarding Partnership Boards and the support of the Chief Minister, politicians and all organisations, this improvement continues.

The establishment of a Multi-agency Safeguarding Hub (MASH) in which staff come together to consider safeguarding and protection cases in relation to children; the establishment of the Multi-agency Risk Assessment Conference (MARAC) that considers the risks to victims of domestic abuse and the arrangements for receiving and addressing safeguarding risks to adults, all confirm the commitment of the Island to ensure that residents can have increasing confidence in their safeguarding and protection.

No Safeguarding Partnership Board Chair can ever state with complete confidence that safeguarding is completely sound; there are always new challenges to be faced. Amongst the challenges, the following issues are of concern; these involve very small numbers of people, are well recognised and are being actively addressed:

- The lack of performance information that enables the safeguarding of people to be monitored and evaluated.

- The lack of co-ordinated early help services to support children and families at an early stage in order to avoid later significant harm and intervention.

- The lack of knowledge and expertise in the identification and diagnosis of child sexual abuse and the processes for managing concerns, including forensic examinations.

- Insufficient capacity in the roles of Designated Doctor and Designated Nurse to oversee, support and advise medical practitioners within the States of Jersey.

- The level of domestic abuse that detrimentally affects the lives of too many children and adults and the lack of a current Domestic Violence strategy.

- The number of children and young people who go missing and are vulnerable to abuse and sexual exploitation.

- The rise in self-harm and suicide in young people and the pressure this places on all services, especially Child and Adolescent Mental Health services and the lack of a current Suicide Reduction strategy that includes children and young people.

- The resources to support young people with complex emotional, behavioural and psychological needs as they become young adults.

- The alcohol consumption rates of adults, some of which features in domestic abuse and other safeguarding situations and the lack of an Alcohol Reduction strategy.

- The placing of young people in La Moye Prison, though this is not to suggest any lack of care and support by Prison officers and staff.

- The lack of approved premises that can act as a 'place of safety' for vulnerable people.

The lack of external, independent inspection of multi-agency safeguarding arrangements and comprehensive performance information makes an accurate assessment of safeguarding in Jersey difficult, and is the reason for developing a set of data for the Safeguarding Boards that will assist with this. Nevertheless, I have confidence in the commitment of colleagues and an optimism that the safeguarding and protection of all individuals will continue. I look forward to reporting the evidence for this view in my Annual Report of 2015.

Please remember that safeguarding is *'Everybody's Business'*, whether you are a professional or a member of the public, you are the Island's 'eyes and ears', and professionals rely on you to raise your concerns, whether they are in relation to adults or to children.

Glenys Johnston OBE

Independent Safeguarding Chair

8   Safeguarding Partnership Board Business Plan 2014 -2016

Introduction

Welcome to the SPB Business Plan 2014–16. This business plan identifies the priorities and key actions identified and agreed by members of the SPB Boards. It does not reference or include all the activity or work of the SPB, much of which will be contained in the annual work plans of the SPB Sub-groups. This is a working document which will be used by SPB members to ensure priorities are achieved and actions completed which evidence outcomes and improve the effectiveness of safeguarding arrangements for children, young people and adults in Jersey.

The significant area of challenge for the SPB is moving to a performance framework that can evidence the effectiveness of safeguarding arrangements in Jersey so actions taken to improve are demonstrably the right ones, resulting in better outcomes for our community and best use of our resources.

This plan will be reviewed through exception reporting at the Joint SPB Meeting. The annual work plans of the SPB Sub-groups will be reviewed by the Core Business Group to ensure they support the priorities of the SPB and are congruent with each other. [3]

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[3] Business Planning Process for SPB, see Appendix 1 page 16
SPB Structure Chart, see Appendix 2 page 17

Themes

1. Raising awareness of safeguarding and the work of the SPB

2. Recruitment, supervision and development of the workforce

3. Developing strategy and practice through understanding performance

4. Ensuring multi-agency working is effective

5. Participation of children, young people, parents, adults and carers

6. Making and embedding changes in response to learning from SCRs, other inquiries, research, legal and policy developments

7. Effective use of resources.

1. Theme – Raising Awareness of Safeguarding and the work of the SPB

Green – on track for completion

Amber – in progress, not completed , a risk but not an issue yet

Red – a problem that needs attention/ action now

Objective	What difference will this make?	Actions to be completed	Lead Person/ Group	Completion Date	RAG rating
1.1 Raising awareness of the work of the SPB and safeguarding in general across the Island community.	Increased awareness in the community and agencies to ensure that children and adults in need of protection are identified and referred appropriately and supported/protected. Increased awareness in the community and agencies of strategies, actions, supports that can work to prevent children and adults at risk from significant harm or being at risk of significant harm.	• Communication plan to be completed [including use of board members existing methods of communication] • Website and social media development • Work with Tri.X to ensure accessibility of Multi-agency adult and child protection policy and procedures • Public Awareness raising campaign in relation to adult safeguarding	• CBG/SPB team • SPB team • SPB team • CBG/SPB team	• QTR3 2014 • QTR2 2014 • QTR3 2014	
1.2 Ensure that the Commission of Inquiry into Historical Abuse fully considers the needs of those impacted by their past experience plus the current Inquiry and ensures the necessary supports are in place and accessible.	The necessary supports will be in place and accessible to those who may need additional support as the Commission of Inquiry progresses.	• SPB Independent Chair to notify Chief Minister of the SPBs concerns • Services/agencies to plan a strategic response in timing with the progress of the Inquiry	• SPB Independent Chair • SPB Members and relevant partners	• QTR1 2014 • QTR1 2014	

2. Theme – recruitment, supervision and development of the workforce

Objective	What difference will this make?	Actions to be completed	Lead Person/Group	Completion Date	RAG rating
2.1 Review Training Strategy to ensure it meets the identified needs of the workforce, through a variety of mechanisms.	• Increased numbers trained to an appropriate level which can be routinely evidenced • Able to target training including refresher training • Agencies and the SPB able to understand and demonstrate the impact of training on practice • Ensure access to a range of learning materials for colleagues, supporting a learning culture • Able to respond to learning needs that emerge from SPB or the Sub-groups, ensure the timely dissemination of information and learning	• Training needs analysis to include identification of numbers requiring training and at what level • Quality assurance cycle and reporting to continue with emphasis on gap analysis, impact on practice and to include single agency training • Development of core training pathway for those who work with vulnerable adults to ensure colleagues access the appropriate level of learning as required by their role and responsibilities • Develop website as an information/ resource portal to support learning • Ensure capacity for additional learning events on topical issues as required by the SPB and/or the SPB Sub-Groups	• Departments/ Services • TSG/TOs • TSG/TOs • SPB team • TSG/TOs	• QTR4 2014 • Ongoing • QTR1 2015 • QTR3 2014 • Ongoing	
2.2 SPB is assured that effective safeguarding supervision arrangements are in place. This includes consideration of frequency, recording arrangements and quality.	Those practitioners working with adults at risk and children in need of protection access high quality supervision, lines of accountability and decision-making are clear and focused on needs of the child/adult at risk.	• Develop multi-agency safeguarding supervision policy • Audit of multi-agency supervision arrangements, including access to training	• PP Adults Sub-Group • PPA Children's Sub-group • Performance SG – Adults/ PPA Children's Sub-group/TSG	• QTR4 2014 • QTR1 2015	

Priority	Outcome	Actions	Responsible	Timescale
2.3 Developing understanding of issues of diversity in safeguarding adults at risk, children and young people.	Practitioners and managers are skilled and knowledgeable in safeguarding in minority ethnic groups/or know when to seek advice. There is a shared understanding in the workforce of the importance of ethnicity, religion, language and culture when working with families from a variety of different backgrounds.	• Data is collected to understand how diversity features in adult/child protection process • Performance Frameworks include reporting on diversity • Training includes exploring diversity and how it may impact on professional practice • SPB Practice guidelines are developed for working with children, families and people from minority ethnic groups	• Performance SG /PPA • Performance SG/PPA • TSG • PP/PPA	• QTR2 2014 • QTR2 2014 • QTR4 2014 • QTR3 2014
2.3 SPB is assured that safer recruitment arrangements are in place.	Adults working with children and young people and adults are risk are safe.	• Use of SPB organisational audit to identify areas for improvement and ensure actions are completed by SPB departments/services • Consider what arrangements are in place of those services/providers that are commissioned and contracted by departments/services • Consider capacity building work in partnership with VCS to promote safer recruitment arrangements within the voluntary and community sector	SPB Board members and SPB team	QTR4 2014/ QTR4 2014
2.4 SPB members' induction	New SPB members have a good understanding of the work and purpose of the board and are subject to DBS.	• Material and information is kept up-to-date through annual review • New members have an induction meeting with the SPB Professional Officer and the Independent Chair • Members are subject to the Disclosure and Barring Scheme	• SPB team • As necessary • As necessary	QTR4 2014/ QTR4 2015

3. Theme – Developing strategy and practice through understanding performance

Objective	What difference will this make?	Actions to be completed	Lead Person/ Group	Completion Date	RAG rating
3.1 Develop Performance Framework for the SPB which focuses on both qualitative and quantitative performance information with a focus on outcomes.	Provides an evidence base of which parts of the system are working effectively and which parts require development. Business planning and intervention focused on key areas that ensure the protection and promote the welfare of children/young people and adults at risk.	• Performance framework developed and agreed by the SPB • Quarterly performance report of key indicators and analysis to SPB • Annual performance report • Audit reports	• Performance SG/ • PPA SG	• QTR2 2014 • QTR3 2014 • QTR1 2015 • As per work plan of PPA and Performance SG	
3.2 Annual audit of organisational safeguarding standards as outlined in the Memorandum of Understanding.	Supports agencies/services in Jersey in meeting the organisational safeguarding standards as agreed in the Memorandum of Understanding. These standards are the critical foundation to effective safeguarding arrangements.	• Audit tool developed • Audit cycle agreed • Audit completed • Report to SPB	• SPB team • PPA and PP Sub-groups	• QTR1 2014 • QTR2 2014 • QTR3 14/15 • QTR4 14/15	
3.3 SPB challenges service/departments that are not effectively safeguarding children, young people, adults.	SPB supports agencies/services/ departments to effectively safeguard children and young people and adults through challenging performance and/or practice.	• SPB members effectively challenge and hold each other to account and a record of these challenges is maintained through the minutes of SPB meetings including Sub-groups • Agreed Board actions are completed, within timescales	SPB members/ SPB team	As required	
3.4 Learning from Serious case reviews, case reviews, audit and performance.	Lessons and action identified from SCRs, case reviews, audit and performance are implemented and translated into the necessary changes to policy, procedure and practice.	• Action plans are implemented • Actions are specific, measurable, achievable, relevant and timed with a focus on embedding learning and necessary changes	SCR SG and SPB members	As required	

4. Theme: Multi-agency working is effective

Objective	What difference will this make?	Actions to be completed	Lead Person/Group	Completion Date	Rag rating
4.1 Revise as required multi-agency Safeguarding Adult and Child Protection Policy and Procedures.	Promoting a shared understanding of the policy and procedures across the workforce ensuring they are up to date with the local guidance and best practice.	• Engage relevant practitioners from across services/departments in the required revision to the existing policy and procedures • Update annually	• PPA/PP SG • PPA/PP SG	• QTR2 2014 • QTR2 2015	
4.2 Ensure accessibility of multi-agency safeguarding policy and procedures	Policy and procedures can be accessed online in an accessible format for ease of use by busy practitioners and are accessible to members of the public.	• Work with Tri.X to web enable policy and procedures • Update annually	• SPB team • SPB team	• QTR3 2014 • QTR2 2015	
4.3 SCR Procedures are developed for Adults.	To make sure that staff involved are clear about their role and the purpose of SCRs and that learning is maximised.	• Procedures developed by working group using learning from Adult SCR and best practice and guidance	PP/SCR SG	QTR3 2014	
4.4 SPB [Children] is assured of the application of thresholds in safeguarding children and young people and that staff challenge decisions regarding thresholds.	Making sure that the right children are identified as in need of protection and are responded to within timescales and there is evidence of professional discussion and challenge regarding safeguarding decisions.	• Thresholds guidance is revised in the light of feedback from practitioners regarding use, triangulated with information from the Multi-agency safeguarding hub and other sources of learning including SCRs • Escalation procedure is embedded in multi-agency child protection procedures and guidance for staff to use when they are concerned a safeguarding referral not being accepted or acted on has left a child at risk of significant harm	• PPA • PPA	• QTR2 2015 • QTR4 2014	

4.5 SPB [Adults] is assured of the application of thresholds in safeguarding adults at risk, this includes developing a greater understanding of issues of consent and capacity and evidence that staff challenge decisions regarding thresholds.	Making sure the right adults at risk are identified as in need of protection and are responded to within timescales with due regard to mental capacity and consent considerations and that there is evidence of professional discussions and challenge regarding safeguarding decisions.	• Multi-agency threshold guidance is developed • Focus on consent and capacity in SPB core training • Case studies/examples highlighting issues in consent and capacity provided in web-enabled multi-agency policies and procedures • Multi-agency practitioners and managers are engaged in the development • Escalation procedure is embedded in multi-agency Safeguarding Adult procedures and guidance for staff to use when they are concerned a safeguarding referral not being accepted or acted on has left an adult at risk of significant harm	• PP • TSG • PP • PP • PP	• QTR1 2015 • QTR4 2014 • QTR1 2015 • QTR1 2015 • QTR1 2015
4.6 SPB is assured of the effectiveness of Early Help arrangements for children and young people, to ensure children, young people and their families who have emerging needs are responded to as the need arises, before the problem becomes entrenched or a crisis happens, and this is co-ordinated across professionals when required.	The full range of early help services is identified and understood by the workforce, particularly by those in universal services, ensuring appropriate access for families that need it: • Children, young people and their families only have to tell their story once • Needs are met as they are identified • One named practitioner co-ordinates a package of support for the child, young person, family if required.	• Identification of agencies/ services that are part of the Island early help offer • Identification of any criteria for access and model of intervention • Review of existing arrangements that support the co-ordination of packages of support for children, young people and families	PPA	QTR3 2014

4.7 Any reviews of multi-agency working in relation to safeguarding commissioned by the SPB or by single agency to be presented to the Board to ensure learning and good practice is shared.	Supporting the development of the SPB as a learning organisation	• Review of the MASH to be presented to the SPB • Any reviews of MARAC and other Safeguarding partnership working arrangements for e.g. Multi-Agency Safeguarding Teams in schools		• QTR2 2014 • As completed
4.8 The Children's Policy Group and the Adult's Policy Group have significant responsibility in ensuring an integrated approach to policy/strategy development across the States of Jersey. Therefore, effective arrangements need to be in place to ensure effective partnership arrangements between the SPB and the APG/CPG, in particular the overarching strategic framework – e.g. Children and Young People's Strategic Framework and Children and Young People's Plan.	Clarity of accountability and a mechanism to ensure the development of all strategies in relation to children, young people and adults at risks considers safeguarding and promoting welfare.	Development of a partnership agreement to ensure the following: • Independent Chair of SPB is an adviser to both CPG and APG • Annual reports from both groups are shared with the SPBs members • The Independent Chair's Annual report is shared with both CPG and APG • CPG/ APG/SPB are able to hold each other to account regarding practice/policy/strategy in relation to safeguarding • The SPB Independent Chair brings matters to the attention to the CPG/APG as required	SPB/CPG/APG	QTR3 2014

Priority	Outcome	Actions	Lead	Timescale
4.9 Ensure effective strategies are in place regarding • Sufficient flexible accommodation to meet the needs of adults with complex issues [including people with learning disabilities and mental health needs, who need a short term place of safety] • Domestic Abuse • Substance Misuse • Assessing and understanding capacity – Adults • Child Sexual Exploitation • Sexual Abuse.	The SPB has a range of strategies that support effective practice in relation to a number of priority areas relevant to the Jersey context.	• Review current provision and practice regarding these issues undertaking a gap analysis • Develop strategies as required ensuring monitoring arrangements are in place • Provision of learning opportunities and training as required	• SPB Sub-group chairs and SPB members • [see SPB SG work plans] • TSG	?
4.10 SPB is assured of the quality and timeliness of assessments, investigations and multi-agency child protection/ adult safeguarding plans across agencies.	Children, young people and adults at risk are effectively safeguarded.	• Audit's findings are presented to the SPB and actions completed	Timings of audits – see PPA and Performance SG work plans	Timings of audits – see PPA and Performance SG work plans
4.11 Continue to promote effective information sharing arrangements and practice.	Practitioners and managers in agencies are aware of and fulfil their responsibilities to share information to safeguard and promote the welfare of children and young people and adults at risk.	• Information Protocol is agreed and signed off by relevant agencies • Information sharing guidance and information is up-to-date and accessible to practitioners • Information sharing is part of the core training provided by SPB	• SPB Independent Chair • PPA [Children] and PP [Adults] • TSG	• QTR1 2014 • As per work plan • As per quality assurance cycle

Objective	What difference will this make?	Actions to be completed	Lead Person/Group	Completion Date	RAG rating
4.11 Review arrangements for children/ young people/ vulnerable adults that arrive/leave the Island and may not be known to appropriate universal services – recognising areas of risk that relate to: • CSE • Private fostering • Missing children • Children missing from education • Human trafficking.	SPB can be assured that appropriate arrangements are in place that mitigate against increased risk to newly arrived or leaving vulnerable children, young people, and adults.	• Review multi-agency practice – initial work to focus on key professional groups/services – Customs/ Immigration/Social Security • GPs/HVs • Schools – newly arrived pupils • Recommendations and actions from this work presented to the SPB for approval		QTR1 2015	
5. Theme: Ensure the participation of children, young people, adults, parents and carers					
Objective	**What difference will this make?**	**Actions to be completed**	**Lead Person/Group**	**Completion Date**	**RAG rating**
5.1 Identify any Island-wide consultation channels and mechanisms that can be used by the SPB	Best use of resources in participation, engagement and consultation	• Mapping • Identification • Consultation built into business processes	CBG/SPB team	QTR1 2015	
5.2 Identify participation forums/groups that the SPB can learn from to ensure best practice	Shared learning promoting best practice	• Consideration of shadow function??? • Lay members on Board?	CBG/SPB	• QTR2 2015 • QTR2 2015	
5.3 Ensure priorities of the SPB are informed by the views of children, young people, parents and carers and adults.	Co-production of priorities to ensure they are meaningful and reflect the needs community agencies/services serve.	• Consultation and Involvement plan	CBG/SPB team	QTR2 2015	

Objective	What difference will this make?	Actions to be completed	Lead Person/Group	Completion Date	RAG rating
5.4 Ensure services/ departments can evidence consultation with children, young people, parents, carers and adults as appropriate.	Making sure the views and voice of the service user informs planning and practice development.	• Use of Organisational audit against safeguarding standards to evidence • Services/agencies to share best practice	Performance and PPA SGs	QTR4 2014	
6. Making and embedding changes in response to learning from SCRs, other inquiries, performance information, research, legal and policy developments					
Objective	**What difference will this make?**	**Actions to be completed**	**Lead Person/Group**	**Completion Date**	**RAG rating**
6.1 SCRs are undertaken where appropriate, and Learning Reviews of cases that do not meet the SCR criteria are used where appropriate to do so.	Drive improvements to multi-agency and multi-disciplinary practice.	• Referrals are considered against the criteria for SCRs • SCRs are commissioned as appropriate • Feedback is provided to SCR Sub-group and local agencies regarding learning and action plans • Learning Reviews are commissioned as appropriate	SCR SG	SCR SG dates	
6.2 SPB is assured that learning from SCRs and Learning Reviews are shared across the workforce at all levels and that board members are leaders in this.	Ensure that learning is shared and embedded in practice.	• Action plans tracked – exception reporting to CBG/SPB • Changes to policy and procedures communicated to colleagues at all levels through a variety of media and activity as part of communication plan • Lessons from Serious Case reviews/ Learning Reviews are a consistent part of workforce development programme of SPB across all levels • Development of materials for use by team managers with their teams to embed learning	• SCR SG • CBG • TSG • TSG/TOs • TSG/TOs	• As required • As required • Revise as per each SCR require-ments • QTR3 2015 • QTR4 2015	

Objective	Actions to be completed	Lead Person/Group	Completion Date	RAG rating
	• Audit this frontline learning activity for messages which the SPB view as priority			
6.3 SPB is assured that practitioners are aware of and can access research, legal and policy developments easily and that this is promoted and ensured through line management structures. Learning organisations, such as the SPB, need to ensure access to shared knowledge and information.	• Web-enabled accessible information available to practitioners [targeting frontline managers and their staff] • Development of materials for use by team managers with their teams to embed learning • Audit frontline learning activity for messages which the SPB view as priority	• SPB team • SPB team • SPB team	• QTR2 2014 • QTR3 2015 • QTR3 2013	

7. Theme: Effective use of resources

Objective	What difference will this make	Actions to be completed	Lead Person/Group	Completion Date	RAG rating
7.1 The Safeguarding Partnership Board has the right representation from all the necessary departments/ services and members attend regularly.	Members have a strategic role in relation to safeguarding and promoting the welfare of children and adults and are able to: • Speak with authority of the their organisation • Commit their organisation on policy and practice matters and • Hold their own organisation and others to account. The SPB is able to show decision-making and changes that directly result from the work of the SPB.	• Membership is reviewed • Appointment of lay members and representatives from the Vol and Community Sector this needs to be by April 14 • Attendance is monitored • Evidence of challenge by SPB members to their own organisations and the SPB • Evidence members are held to account by the Board	• SPB • SPB • SPB • SPB	• QTR1 2014/ QTR1 2015 • QTR2 2014 • QTR1 2014/ QTR1 2015	

7.2 Memorandum of Understanding in operation.	All signatories are clear of the expectations on organisations with regard to the need to safeguard and promote the welfare of children and adults	• Continue to encourage signatories from across "harder to reach" professional groups	SPB Independent Chair	On going
7.3 SPB members understand the importance of the effectiveness of early help and prevention services and strategies reflect this.	Effective early help [early intervention and prevention] supports better outcomes for children and young people than statutory intervention. A shared approach to developing strategy in this area will result in children and young people receiving help and support as a problem or need arises, not waiting until a situation becomes so critical statutory intervention is necessary	• SPB works co-operatively with the CPG and APG to ensure that strategic development supports a range of mechanisms to meet need reducing statutory intervention in some children and young people's, adults lives. This is facilitated through annual joint development session	SPB/CPG/APG	QTR4 2014/ QTR4 2015

7.4 Working co-operatively with APG/CPG and SPB to ensure effective use of resources through the partnership agreement and the Children and Young People's Plan and Strategic Framework.	Integrated planning for outcomes for children and families:
	• Working to make sure there are no:
	  o gaps between services
	  o duplication of services
	• Shared view of services and support offered
	• Shared understanding/ identification of priorities.
		• Clarity of role and function of services/agencies
		• Identification of any potential areas of duplication/gaps in services
		• Use of APG/CPG/SPB partners to re-commission services to ensure vulnerable children, young people and adults do not fall through gaps between services
			SPB/CPG/APG	• QTR4 2014
				• Review QTR4 2015

7.5 SPB to assure themselves of effective use of the Boards resources.	SPB operates effectively within identified budget [apart from SCRs].	• Quarterly budget report • Receive annual budget report	• CBG • SPB team/ SPB Independent Chair	• QTR1, 2, 3, 4 2014/ 2015 • QTR1 2015

7.6 Business planning process to support the work of the SPB in place. Ensuring priorities are identified, shared, mitigating against drift and delay and ensuring best use of partners resources	Effective business planning to make sure priorities are achieved.		
	• Priorities identified and agreed by the SPB members • Exception reporting review of the business plan • SPB SG work plans to CBG • Risk register is developed • Risk register is maintained	• SPB members • SPB team • SG chairs • CBG • CBG	• Annual Development Day • Quarterly • QTR1 2014/2015 • QTR2 2014 • Quarterly
7.7 Development of Child Death Overview Panel and processes in partnership with Guernsey.	• Appropriate and timely responses to families that experience a child death. • Information to inform strategies to prevent child deaths where possible.		
7.8 Annual reporting process agreed by SPB members to ensure the SPB receives relevant annual reports and is consulted and participates in the development and monitoring of relevant strategies – for e.g. Alcohol and Licensing Strategy.	• Effective challenge of partners' progress if required • Raising awareness of safeguarding issues within broader strategies/plans • SPB members are informed of and can inform SoJ strategic developments.	• SPB members to agree annual reporting process	SPB Members	QTR2 2014