

STATES OF JERSEY



WILLIAMSON REPORT: IMPLEMENTATION PLAN – FUNDING (P.17/2009) – AMENDMENT

**Lodged au Greffe on 25th March 2009
by Deputy G.P. Southern of St. Helier**

STATES GREFFE

WILLIAMSON REPORT: IMPLEMENTATION PLAN – FUNDING (P.17/2009) –
AMENDMENT

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For the words “£1.3 million” substitute the words “£1.55 million”.

DEPUTY G.P. SOUTHERN OF ST. HELIER

REPORT

There is no doubt that there is widespread support for the Williamson Report and in particular for its implementation. As the proposition itself states in the introduction –

“On 29th January 2009 the Council of Ministers expressed its enthusiastic support for the course of action recommended by the Minister for Health and Social Services with regard to the Williamson Implementation Plan. The Minister requested that part funding of the plan to a total of £1.3 million is brought forward from 2012 to 2009 to fund urgent service improvements vital to meet the current needs of vulnerable children. Furthermore, the Minister recommended that the remaining funding should be phased over the years 2010 to 2012.”

The report goes on to briefly outline what parts of the Williamson recommendations are being progressed, and in particular what additional funding is required to make a start in 2009. What the report does not do is to focus on and examine the parts of the overall report which have been dropped and the reasons for doing so.

Those elements are given in Appendices 1 and 2 at the back of this report, including the phasing of the funding. In particular, attention should be drawn to items 5.1 and the items C1, C2 and C3 at the bottom of the table in Appendix 2. These are both highlighted as “Funding withdrawn”.

Not only have these 2 elements been delayed, which might have been acceptable, they have been dropped. Item 5.1 refers to the development of an independent advocacy service for those children in care. The items collected under recommendation C refer to making the new services for these children “Laming Compliant”.

It seems to me that both of these recommendations are crucial to the proper delivery of a service of a standard that Jersey children in care should expect. It seems to me that the recommendations have been cherry-picked. What is worse, in the absence of any reasoning to justify the abandonment of these recommendations, one is forced to the conclusion that their absence is driven solely by the need to cut costs and not that of delivering the appropriate service.

I therefore include the sections that refer to the 2 items contained in the Williamson Implementation Plan which has not been brought to the Assembly by the Minister. I believe they make the case for inclusion.

I believe the Assembly should have its say in deciding on the development of this vital part of our social service.

Recommendation 5

Establish group representing users of remodelled Children’s Service

Proposal

It is proposed that a wholly independent service is established for Looked After Children, primarily (though not exclusively) for those in residential care, particularly those who do not have on-going contact with their parents. It will be dedicated to monitoring and ensuring their well being and helping them to express their wishes and feelings by encouraging self-advocacy or advocating on their behalf and reporting any cause for concern to the Independent Reviewing Officer. Health and Social Services is

already in discussion with the Jersey Care Leavers Association, working towards identifying how best to support this developing group.
Resource Implications
There are recurrent costs of £176,000 and no manpower implications.

Recommendation 5	Establish group representing users of remodelled Children's Service
Resource Implications	There are recurrent costs of £176,000 and no manpower implications.

Recommendation

Establish group representing users of remodelled Children's Service

Existing Services

There is currently no Independent Visitor scheme or Advocacy Service for Looked After Children. However, a similar model of service exists in other specialist areas, notably the Mencap Self-Advocacy Service. This service currently makes a substantial contribution to supporting parents with learning difficulties involved in formal child care or child protection processes. Focus on Mental Health Advocacy Service provides a similar service to the above, but for adults using the mental health services.

The Youth Service YESS project, which though a universal advice service for young people, also has an important role to play as a user friendly accessible service with a track record of engaging with young people including those who are vulnerable and disaffected.

Also relevant to this recommendation are the recent developments under the Jersey Child Protection Committee (JCPC) in terms of monitoring and informing the future development of multi-agency child protection services via mechanisms to capture and use the 'expert' views of service users.

- The newly formed JCPC Safeguarding Children Away from Home Sub-Committee is working on the development of a formal 'Looked after Children Advocate role' for those in care or who have recently left care.
- The JCPC Procedures and Audit sub-group has within its remit the responsibility to design accessible and non-threatening ways for parents and young people to have the opportunity of feeding in their views about the child protection service and process so that the JCPC can take appropriate action to achieve change and improvement.
- The JCPC Communications sub-committee is also looking at ways of making the work of the JCPC better known in the community, with one of its aims being to encourage Jersey citizens to contribute to the task of protecting children. A website is being established which will eventually provide links to self-help and voluntary representative groups which provide help to vulnerable children and families.

Other relevant bodies include:

- An Independent Board of Visitors for Greenfields which has been established under the Children (Jersey) Law 2002 Regulations. The role and remit of this body is attached as Appendix viii.
- Fostering Panel: made up of independent members and those drawn from relevant disciplines. The function of this Panel is to advise on the suitability of persons who apply to become Foster Carers; consider their continuing approval following annual review or any complaint, allegation or other significant change in their circumstances; and to advise on any other matter relating to the fostering service.
- Adoption/Permanence Panel: constituted in a similar way to the Fostering Panel. This body advises of the suitability of persons who apply to be adoptive or long term foster carers; considers their continuing approval as above; considers the case of any child referred to it and makes a recommendation as to whether the child should be placed for adoption; and considers proposed placements for such children and make recommendations accordingly. (See Appendix vi for full details of both Panels)

Proposed Services

1. Establish an Independent Visitor Service for Looked after Children and an Advocacy Service for children and young people.

It is proposed that a wholly independent service is established for Looked After Children, primarily (though not exclusively) for those in residential care, particularly those who do not have on-going contact with their parents. The service will comprise a paid Manager/Co-ordinator responsible for the recruitment, training and support of a group of volunteers. This team will work within a robust safeguarding framework, and will be committed to establishing contact with those children who would benefit from regular visits with a concerned and interested adult. It will be dedicated to monitoring and ensuring their well being and helping them to express their wishes and feelings by encouraging self-advocacy or advocating on their behalf and reporting any cause for concern to the Independent Reviewing Officer (see Recommendation 4).

Fortuitously an individual with recent experience of regional management of a group of projects providing services to support children and families across the south west region of England and Wales is now working (in an unrelated field) in Jersey and is willing to provide expertise and assistance in identifying an appropriate service for Jersey.

See Appendix vii for a description of these services.

2. Support self help and voluntary groups to ensure their sustainability and facilitate their development in order that they may play a part in the improvement and development of services for vulnerable children and families who use child protection services, Looked After Children and leaving care services. Health and Social Services is already in discussion with the Jersey Care Leavers Association, working towards identifying how best to support this developing group.

Rationale

Service user groups can take a number of different forms and fulfil a number of different functions. Some support and advocate on behalf of individuals, others provide a 'voice' for groups of individuals with pertinent personal experience in order that they may inform the quality and development of relevant services. Both these approaches have a valuable role to play in Jersey.

Whilst it is important to ensure a co-ordinated and comprehensive approach to user representation it is equally important to recognise the need for differentiated services and resources. In recognising that life experiences – whether in care or elsewhere – might have engendered reticence and anxiety, some service users will only feel confident in approaching a group made up of people who have had similar experiences to their own. Equally, Looked After Children need to be afforded the opportunity to develop trusting relationships with appropriately selected and supported individuals who are wholly independent of the statutory services.

Trajectory

A scoping project needs first to take place to identify an appropriate model of independent service for Looked After Children, bearing in mind the scale of service provided, and the need for it to be wholly independent of statutory services. The independent service's links to care service providers need to be designed carefully in order to ensure that independence is not compromised, but equally that its work can positively influence and enhance the welfare and protection of individual children in the care system. The likelihood is that the independent service will link with the Independent Reviewing Officer, themselves distanced from key service providers, (see recommendation 4).

Discussions with the Jersey Care Leavers Association are, at time of writing, at an early stage. Work with both the Jersey and national representatives will continue in order to identify the most appropriate arrangements for supporting the development of this organisation.

Resource Implications (see appendix ix for summary of financial schedule)

5.1 Combined Independent Visitor and Advocacy Service

Timescale

December 2008: Agree appropriate model for an Independent Visitor Scheme for Looked After Children and an Advocacy Service for children and young people.

February 2009 Develop Service Role Description, Job Descriptions as appropriate. Start process of recruitment of Manager/Co-ordinator, identifying premises etc.

June 2009 on: Recruit and train volunteers, consult with service providers.

October/November 2009: Service begins.

Recommendation C

Lord Laming Compliance – Case management

Proposal

Ensure that Social Worker caseload size and complexity is monitored, evaluated and where necessary reduced so that staff are effectively supported in discharging their responsibilities under the Children (Jersey) Law 2002. To set a target reduction in caseload size to 12 child protection and looked after and accommodated children per Children and Families social worker and ensure sufficient legal advice is available to enable Social Workers to effectively discharge their duties.

Resource Implications

There are recurrent costs of £1M, non recurrent costs of £200,000 and manpower implications of 12FTE.

Further recommendations C following case of “Baby P”	Lord Laming Compliance – Case management
Resource Implications	There are recurrent costs of £1M, non recurrent costs of £200,000 and manpower implications of 12FTE.

Recommendation

Ensure that Social Worker caseload size and complexity is monitored, evaluated and where necessary reduced so that staff are effectively supported in discharging their responsibilities under the Children (Jersey) Law 2002.

To set a target reduction in caseload size to 12 child protection and looked after and accommodated children per Children and Families social worker and ensure sufficient legal advice is available to enable Social Workers to effectively discharge their duties.

Existing Services

One of the outcomes of the media spotlight on social services departments across the UK following the tragic death of ‘Baby P’ has been a commitment from the British Government to ask Lord Laming, who prepared an extensive report and delivered many recommendations for the improvement in services in 2003, to ‘look again’ at his recommendations and identify if they have been fully implemented in all areas.

One of the key issues that has been highlighted is the number of cases that any one social worker should hold at any one time, so as to ensure that they are able to effectively discharge their duties.

This was originally set out in general terms in Standard 3 in his report which covered ‘Allocation, Service Provision and Closure’ and stated at Recommendation 52:

‘Directors of social services must ensure that no case is allocated to a social worker unless and until his or her manager ensures that he or she has the necessary training, experience and time to deal with it properly’

The report also highlighted in a section about ‘What is expected of Councils’ at 7.2:

‘Ensure that adequate staffing and other resources are allocated to social services to enable it to safeguard and promote the wellbeing of children in its area. Ensure that where there are significant changes in resourcing levels or organisational structures, the associated risks are assessed’.

The work was carried forward through the production and discussion of extensive government documents like ‘Working Together to Safeguard Children’ and ‘Every Child Matters’ and has led to the current position where the standard being quoted is the national media is that:

‘No front-line social worker should hold more than twelve cases at any one time’.

It is acknowledged that issues like: the complexity of the case; where the case sits in terms of care planning and/or Court procedures; which ‘team’ the social worker is in and what that team’s responsibilities are (see ‘Allocation Criteria’ listed below); are all likely to have an impact. A simple analysis of the current caseload of the existing social work teams involved in case management, against the quoted standard, produces an indication of the surplus caseload that would result from introducing that standard.

Team Composition	Current Staffing	Number of Cases per worker to be ‘Laming Compliant’	Total Caseload Capacity to be ‘Laming Compliant’	Monthly Ave. Caseload 2007	Balance of Cases (Plus) Minus
Assessment & Child Protection Team:					
Social Workers	6	8 ⁽³⁾	48	66	18
Senior Practitioners	4	5 ⁽³⁾	20	27	7
School Based Team:					
Social Workers	1	12 ⁽¹⁾	12	10	(2)
Senior Practitioners	1	8 ⁽²⁾	8	7	(1)
Child Care Team:					
Social Workers	8	12 ⁽¹⁾	96	143	47
Senior Practitioners	3.5	8 ⁽²⁾	28	42	14
Leaving Care Team:					
Support Workers*	2	12 ⁽¹⁾	24	22	(2)
Senior Practitioners	1	8 ⁽²⁾	8	13	5
TOTALS	26.5		244	330	86

(1), (2) & (3): Please refer to relevant ‘Allocation Criteria’ below

Proposed Services

For the Children’s Service in Jersey to be ‘Laming Compliant’ in respect of case management, there are two key issues that need to be addressed:

1. CASELOAD ALLOCATION:

In order to establish that caseloads are of an appropriate size and are ‘compliant’ in the terms being referred to in the press, it has been necessary to carry out an analysis of the current position against a ‘Laming Compliant’ caseload and to then compare that to the ‘average monthly caseload’ for the last full year of statistical data collection (2007). This then gives a balance that can be converted into the total number of

additional posts that would be required by the Children's Service. The following calculations are made on an assumption that the additional social work resources identified in Recommendations 8 and B of the Williamson Report: Implementation Plan have been successful and are already in place.

Allocation Criteria applied to calculations:

1. No front-line social worker should hold more than 12 cases at any one time.
2. Senior Practitioner social workers, who generally hold the more complex cases and are required to provide both formal and informal supervision to their main grade colleagues on a regular and constant basis, should hold a reduced caseload of no more than two-thirds of that of their colleagues – 8 cases at any one time, in order that they are able to effectively discharge these additional responsibilities.
3. All social workers in the Assessment and Child Protection Team (main grade and Senior Practitioners), who have to deal with both allocated cases and the assessment of all new referrals received into the Service (an average of 93 a month in 2007) should hold caseloads that are further reduced by two-thirds from their colleagues elsewhere in the Service so as to allow for these additional responsibilities: thus, 8 cases for main grade social workers and 5 cases for senior practitioner social workers.

Team Composition	Current Staffing	Caseload to be 'Laming Compliant'	Monthly Ave. Caseload 2007	Balance (Plus) Minus	Additional Staff Required
Assessment & Child Protection Team:					
Social Workers	6	48	66	18	2
Senior Practitioners	4	20	27	7	1
School Based Team:					
Social Workers	1	12	10	(2)	0
Senior Practitioners	1	8	7	(1)	0
Child Care Team:					
Social Workers	8	96	143	47	4
Senior Practitioners	3.5	28	42	14	2
Leaving Care Team:					
Support Workers*	2	24	22	(2)	0
Senior Practitioners	1	8	13	5	1
TOTALS	26.5	244	330	86	10

* The Leaving Care Team currently utilises two 'support workers' (experienced but non-social work trained staff) alongside a Senior Practitioner social worker.

Conclusion:

If the Children's Service in Jersey is to be 'Laming Compliant' in respect of the caseloads allocated to its social work staff, then we would need the following additional staffing resources:

- 4 Senior Practitioner (Social Workers) – Civil Service grade 11 posts
- 6 (Main Grade) Social Workers – Civil Service grade 10 posts

2. 'IN HOUSE' LEGAL ADVICE ON COMPLEX CASES:

The introduction of the new Children (Jersey) Law 2002, late in 2005, together with the current climate occasioned by various enquiries and reviews, has led to an unprecedented increase in the number and complexity of cases that are 'in proceedings' before the Family Division of the Royal Court at any one time.

The Children's Service is currently active in 37 different applications in the Courts and the on-going volume of new referrals coming in to the Service mean that the service needs access to an 'in house' legal adviser who can offer support and advice from the earliest stages of complex enquiries and investigations so as to ensure the most effective outcomes.

The Law Officers have one advocate whose time is dedicated to this task but that does not allow a 'pro-active' stance where issues are addressed at the earliest possible opportunity and social work staff are fully supported by timely and appropriate advice, guidance and training in this most complex field.

Rationale

Following on from Andrew Williamson's Report on child protection service in Jersey, much recent national media attention has been directed at the tragic case of 'Baby P' and the failings of social services in the Haringey area. This same 'spotlight' will inevitably be focused on local services and it is entirely appropriate that the two issues listed above are highlighted for consideration at the same time as the other Williamson recommendations.

Trajectory

Whilst it would be desirable to appoint to these posts within a short timescale it is recognised that completion of this recommendation may take up to three years due to current complexity of social worker recruitment across the United Kingdom.

Resource Implications (see appendix ix for summary of financial schedule)

- C.1** Increased Senior Practitioner Social Worker Posts to deliver Lord Laming Compliant Social Work caseloads.
- C.2** Increased Main Grade Social Worker Posts to deliver Lord Laming Compliant Social Work caseloads.
- C.3** Increased Law Officer time to deliver legal advice to support children's services.

Timescale

Increases in workforce of this nature need to be phased over a period of time to enable appropriate recruitment processes to take place. It is anticipated that such recruitment could be completed by the end of 2011.

Financial and manpower statement

In making this amendment I have simply replaced the sums required for 2009 in order to allow the future development of these services. Over the period of 2009 to 2011 there will obviously be greater costs in resources as outlined in the Minister for Health and Social Services' own report.

WILLIAMSON REPORT: IMPLEMENTATION PLAN						
Human Resources / Recruitment Plan 2009 - 2011						
Rec.	Post Title	Paygroup Grade	Role	FTE's	Lead for Recruitment	Date Funding Available
3.2	Governance Officer for Social Services	CS1103	Working within H&SS Governance Section to initiate audit and inspection systems within Social Services	1	Rose Naylor / HR	20090701
4.1	Independent Reviewing Officer	CS1203	Full-time, team manager grade post working within H&SS Governance Section leading the development of appropriate reviewing systems for children 'on the register', 'Looked After' or currently within the Court arena	1	Rose Naylor / Marnie Baudains / HR	20100101
4.2	Independent Reviewing Officer	CS1103	Current part-time arrangement plus funding for external support from Guernsey and/or UK	N/A	N/A	N/A
4.3	Administrator / Secretary for IRO Service	CS0603	Full-time, support to IRO staff, co-ordinating and minuting reviews and conferences, maintaining various registers and dealing with enquiries	1	Rose Naylor / Marnie Baudains / HR	20090701
7.1	Brig-y-Don Children's Home	RCCO	Transfer of current staff team costs to H&SS together with potential responsibility for line management and terms & conditions.	11.08	Phil Dennett / Caroline Ludlow / HR	20090701
7.3	Intensive Support Team	RCCO	1 Residential Child Care Officer Grade 3 post and 4 Residential Child Care Officer Grade 2 posts	5	Phil Dennett / Steve McVay / HR	20090701
7.4	Applied Behaviour Analyst	CS 1003	To work with the Intensive Support Team - similar post to those currently held by D.Bowring and D.Snook	1	Phil Dennett / Steve McVay / HR	20090701
7.5	Settling of RCCO pay review	RCCO	Review outstanding since mid 1990's		Phil Dennett / Joe Kennedy / HR	20090901
7.11	Brig-y-Don Children's Home	RCCO	See 7.1 above			N/A
8.1	Service Manager - Children's Health Serv.	CS 1303	To be responsible for oversight and direction of childrens acute and community health services	1	Marnie Baudains / HR	20090701
8.2	Medical Adviser - Looked After Children	HED 397	3 x 4.5hr GP sessions per week	0.24	Mark Jones / Sean Pontin / HR	20100101
8.3	Staff Nurse - Looked After Children	NM0704	Working under Community Paediatrician as liaison across services and departments	1	Mark Jones / Sean Pontin / HR	20100701
8.4	Health Visitor - Looked After Children	NM0504	Working under Community Paediatrician as liaison across services and departments	1	Mark Jones / Sean Pontin / HR	20110701
8.5	Clinical Psychologist for Infant Health, Development & Parenting	CS1103	Working across Health, Children's Social Work and Children's Residential / Secure Services	1	Tracy Wade / Karen Mundy / HR	20100701
8.5	Counselling Psychologist (Specialist Lead in Cognitive Behavioural Therapy)	CS1103	Working across Health, Children's Social Work and Education Services	1	Tracy Wade / Karen Mundy / HR	20120101

8.5	Child Psychotherapist	CS1003	Working across Health & Children's Social Work	1	Tracy Wade / Steve McVay / HR	20090701
8.5	Family Therapist	CS1003	Working across Health & Children's Social Work	1	Tracy Wade / Steve McVay / HR	20100701
8.5	Drama/Art Therapist	CS1003	Working across Health & Children's Social Work	1	Tracy Wade / Steve McVay / HR	20110701
8.5	Consultant Clinical Psychologist for Learning Disability & Challenging Behaviour (Life Span Post)	CS1303	Working across CAMHS, Health, Children's Social Work and Education Services	1	Tracy Wade / Karen Mundy / Jo Forrest / HR	20091001
8.5	Consultant Clinical Psychologist	CS1303	Working across Health & Children's Social Work	1	Tracy Wade / Steve McVay / HR	20090701
8.5	Child Clinical Psychologist in Neurodevelopment & Paediatrics	CS1303	Working across Health and Education Services	1	Tracy Wade / Jo Forrest / HR	20110101
8.5	Administrator / Secretary for Psychology	CS0503	Admin / secretarial support to new psychology / therapy posts	1	Tracy Wade / HR	20100101
8.6	Child Protection Senior Practitioner	CS1103	Working alongside therapeutic services and environments	1	Steve McVay / HR	20090701
8.7	Child in Care/Need Social Worker	CS1003	Working alongside therapeutic services and environments	1	Steve McVay / HR	20090701
10.1	Professional Officer - JCPC	CS1103	Co-ordinating work of Jersey Child Protection Committee and it's sub-committees and action groups across all services and departments	1	Marnie Baudains / HR	20090401
10.2	Secretary / Administrative Assistant	CS0603	Minuting meetings for JCPC and sub-committees, administrative support to the same	1	Marnie Baudains / HR	20090401
11.1	Ambulance Control Officer	CS0603	Additional resource for fire and ambulance control / switchboard to provide out of hours caller response	1	John Moulin / HR	20100101
A.1	Training Co-ordinator	CS0903	To co-ordinate individual training plans for all social care staff and to support professional training initiatives both in house and across service areas	1	Marnie Baudains / HR	20100701
B.1	Main Grade Social Worker	CS1003	Post to be recruited under the Probation Board for Jersey Court Advisory Service	1	Mike Cutland / Karen Mundy / HR	20100101
B.2	Senior Practitioner Social Worker	CS1103	Post to be recruited under the Probation Board for Jersey Court Advisory Service	1	Mike Cutland / Karen Mundy / HR	20100701
B.3	Team Manager	CS1203	Senior Case Manager - Post to be recruited under the Probation Board for Jersey Court Advisory Service	1	Mike Cutland / Karen Mundy / HR	20090701
B.4	Admin/Reception Support Assistant	CS0603	Post to be recruited under the Probation Board for Jersey Court Advisory Service	1	Mike Cutland / HR	20090701
ND	Director of Social Work	CS1503	Professional lead for social work operating under Governance Section - recommendation of Auditor General	1	Richard Jouault / HR	20110101
ND	PA to Director of Social Work	CS0703	New post to support Director	1	Director / HR	20110101

ND	Directorate Manager	CS1503	New post to lead the newly created directorate	1	Richard Jouault / HR	20090701
ND	PA to Directorate Manager	CS0703	New post to support the newly created directorate	1	Directorate Manager / HR	20090701
ND	Business Manager for Directorate	CS0803	New post to support the newly created directorate	1	Directorate Manager / HR	20100101
ND	Administrative Support for Directorate	CS0603	New post to support the newly created directorate	1	Business Manager /HR	20100701
ND	Receptionist	CS0403	New post to support the newly created directorate	1	Business Manager /HR	20100101
			Total Full Time Equivalent Posts	49.32		

Executive Summary

2009 Single Minister with responsibility for vulnerable children, refurbishment of Brig-y-Don and full funding of staffing costs, Refurbishment of therapeutic unit (white house), Development of Islandwide Children's & Young Peoples Plan, Creation of Children's Directorate, independent annual inspection, governance officer, NSPCC review, funding for independent contact centre, intensive support team to prevent reception into care, Challenging Behaviour Therapist, Residential Child Care Officer pay review, video link between Greenfields and Magistrates Court, Service Manager for Children's Community Health, Senior Psychologist and therapist, Senior Practitioner in Child Protection, additional Social Workers, Children's Service Board Executive Officer, whistleblowing policy, development of role and infrastructure of JCPC. Development of Independent Child and Family Court Advisory Service, Additional Funding for Family Mediation Service, Individual training plans for Registered Social Workers.

2010 Development of Independent Reviewing Service for Children in Care, Medical advisor and nurse for children in care, child protection health visitor, further development of psychological assessment and therapy services, development of emergency out of hours child protection service, local professional social worker training program.

2011 External Reviewing Officer, the closure and sale of La Preference, Refurbishment of Heathfield, acquisition of New Residential Unit, Completion of Psychological Assessment and Therapy Services for Children.

2012 The closure and sale of Heathfields Children's Home.

Executive Summary

2009 Single Minister with responsibility for vulnerable children, refurbishment of Brig-y-Don and full funding of staffing costs, Refurbishment of therapeutic unit (white house), Development of Islandwide Children's & Young Peoples Plan, Creation of Children's Directorate, independent annual inspection, governance officer, NSPCC review, funding for independent contact centre, intensive support team to prevent reception into care, Challenging Behaviour Therapist, Residential Child Care Officer pay review, video link between Greenfields and Magistrates Court, Service Manager for Children's Community Health, Senior Psychologist and therapist, Senior Practitioner in Child Protection, additional Social Workers, Children's Service Board Executive Officer, whistleblowing policy, development of role and infrastructure of JCPC. Development of Independent Child and Family Court Advisory Service, Additional Funding for Family Mediation Service, Individual training plans for Registered Social Workers.

2010 Development of Independent Reviewing Service for Children in Care, Medical advisor and nurse for children in care, child protection health visitor, further development of psychological assessment and therapy services, development of emergency out of hours child protection service, local professional social worker training program.

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