



St Helena
Government

SAFEGUARDING DIRECTORATE

STRATEGIC PLAN

2018 –2021

“ Working together to promote the wellbeing and safety of vulnerable children and adults in the community of St Helena.”

Safeguarding Directorate

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Our Vision

“ Working together to promote the wellbeing and safety of vulnerable children and adults in the community of St Helena.”

Our Mission

“To safeguard and promote the welfare of all vulnerable people in St Helena by further developing professional social services and establishing inter-agency co-operation and collaboration which put vulnerable people at the centre of our services”

Our Values

- *Learning Culture of continuous improvement.*
- *Creating a community to give all children and young people the best start in life*
- *Empowering people to live happy and healthy lives*
- *Invest and support our local staff .*
- *Ensuring that all vulnerable adults live a safe and independent life as possible.*
- *Be honest and open and ensure we involve all our staff in creating an effective service.*

Our Priorities

1. *Processes and systems in place to protect the vulnerable*
2. *Investing in our staff and services to ensure continuity of service provision*
3. *Work closely with users of our ‘residential services’ to enhance the quality of care we provide and reduce the number of people requiring residential care*
4. *Promote wellbeing and inclusion to encourage independence*
5. *Empower and support vulnerable people to contribute socially and economically*

Safeguarding Directorate

STRATEGIC PLAN 2018-2021

Welcome to the Directorate's Strategic plan for 2017-2020 .

A Message from the Director

Having taken the time to review and reflect upon the strategic plan with our staff it is important to highlight all of the significant achievements and commitments made by our staff.

There has been on-going progress made to develop the community services to the both the elderly and disabled vulnerable adults in St Helena. This has included the continued development and implementation of a home care policy and the ongoing support and dedication of the teams to develop creative care packages to support and maintain people to live at home for as long as possible.

Children Services have worked successfully with a number of families to bring about positive changes for children's lives and are looking forward to developing a more preventative approach and strategy to their work. The Safe Haven has been instrumental in community campaigns to highlight issues of abuse for vulnerable groups and continue to work with adults experiencing domestic violence.

Our staff in the residential services have continued to offer a high standard of care and support to children and adults and the level of commitment and empathy displayed ensures that services are person centred and compassionate.

As we move forward together there are a number of challenges that face us. The strategic plan sets out the objectives, targets and activities needed to ensure we continue to meet the needs of the vulnerable people within the community of St Helena.

As a directorate we strive to ensure that all forms of abuse on St Helena are highlighted, and actively tackled. We will continue to work with our partners to develop our services, policies and procedures to ensure that these meet the needs of a changing and developing society.

The greatest resource that we have is our staff. As such this remains a key part of the strategic objectives of the directorate, to encourage, support and develop all staff across the directorate. As director it is my responsibility to ensure that you are able to work in a safe and supportive environment and culture, which allows you to fulfil your roles to care and support and protect vulnerable children and adults.

I hope that we can all work together to achieve the objectives of this plan and continue to provide high quality services, support and interventions to the community of St Helena.

Matt Ansell (Director)

Strategic Priority 1 - Processes and Systems in place to protect the vulnerable

What is our target?

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> Wass Inquiry recommendations completed with ongoing therapeutic support available for victims. Fostering arrangements developed on the island. 	<ul style="list-style-type: none"> To have a clear practice framework which supports a whole service and system approach across Adult and Children Services. Ensure that all staff in the directorate have relevant skills 	<ul style="list-style-type: none"> Implementation of a whole systems social care approach which supports the needs of all our vulnerable groups. Clear processes and procedures for review and oversight of services.

What will we do to achieve that target?

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> Wass Inquiry recommendations completed. Maintain social work capacity across children's and adults' services with continued partnership work with key agencies through the Safeguarding Boards. 	<ul style="list-style-type: none"> Support all workers in residential establishments to achieve NVQ level 2 /3. Implementation of Azeuscare recording system. Develop implementation plans and initial training for Signs of Safety practice framework across both Adult and Children 	<ul style="list-style-type: none"> Year 2 implementation of Signs and Safety across Adult and Children Services. Establishment of Practice Leaders in Signs of Safety, and core training completed. Establishment of a peer to peer review process across overseas territories.

What do we need to develop to achieve that target?

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> Specialist social workers for fostering and therapeutic services for children. Robust and specific needs-based training plans. Specialisms around Psychology, Speech and Language Therapy and Behaviour Support. Introduction of Safeguarding Adults Board (SAB). 	<ul style="list-style-type: none"> Dedicated TC post for training and development. Develop a pathway for local staff to achieve relevant social care training and knowledge (up to degree level). Work with the SCB and ASB on their strategic plans to engage with the community and promote the awareness of abuse and neglect to vulnerable people. Work with the FCO to undertake a peer to peer overview and review of the directorates services. 	<ul style="list-style-type: none"> Access to an independent review of the Directorate via off Island support. The use of Signs of Safety practice and embedding appreciative enquiry across all key partner agencies (Health, Education and Police) Whole service review of staff skills / training needs analysis to establish future strategy for overseas and local staff.

Strategic Priority 2 - Investing in our staff and services to ensure continuity of service provision

What is our target?

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> Establishing a clear pathway for staff development. 	<ul style="list-style-type: none"> Planning for transition of local staff into TC posts 	<ul style="list-style-type: none"> Local staff continue to take leading roles within the Directorate.

What will we do to achieve that target?

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> Support staff to undertake appropriate training/and or educational courses. Qualified skilled Social Work staff to provide on hand mentoring to local unqualified staff. Encourage local staff to take part in key decision making. 	<ul style="list-style-type: none"> Appointment and mentoring of Assistant Director, Clinical lead and Adult Community Team Manager local posts. Development of a clear social care training pathway up to degree level which includes the needs of overseas exposure training. Embedding new competency based framework for carer progression within the whole staff 	<ul style="list-style-type: none"> Continue to provide mentoring support for a period after succession planning complete. Further embed Appreciative Enquiry and reflective supervision for all staff. Establishment of a clear framework of peer to peer oversight and inspection to ensure continuous learning and improvement

What do we need to develop to achieve that target?

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> Completion of competency frameworks which highlight the vocational and academic learning required. Promote person centred methods of working. 	<ul style="list-style-type: none"> Embedding Appreciative Enquiry and whole systems learning across directorate to develop and support local staff. Delivery and completion of NVQ pathway for residential staff. Embedding skills and tools from Continuous Improvement learning. 	<ul style="list-style-type: none"> Comprehensive Social Care training program in place and sustainable with analysis of relevant overseas costs and training needs. Ongoing access to Future Leadership programme for local staff.

Strategic Priority 3 - Work closely with users of our 'residential services' to enhance the quality of care we provide.

What is our target?

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> Continue to increase the quality of care within our residential units. 	<ul style="list-style-type: none"> To have a analytical assessment completed on the needs of the community in order to plan and deliver effective services in the future. 	<ul style="list-style-type: none"> Implementation of a culturally suitable adult social care system for residential and community services. Clear pathway for Children looked after and Leaving care

What will we do to achieve that target?

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> Introduction of key specialisms to work closely with unit staff and service users. Community Social Work teams to undertake regular assessment and care planning with users of the service, including home adaptations. Development of 'competency frameworks' which will look to improve pay and training of residential care staff. 	<ul style="list-style-type: none"> Complete a needs assessment in order to maintain the current residential establishment to a suitable level. Undertake research with the community to establish the model of adult social care required for the St Helena community. Review the Children Home and Fostering provision and create a clear future looking strategy for children who are <i>Looked After</i>. 	<ul style="list-style-type: none"> Identify capital needs to develop current services and or to build new services to meet the needs of the community based upon feasibility study. Establish a clear pathway for adults care from community to residential care. Ensure relevant leaving care legislation is in place to support future provision of services.

What do we need to develop to achieve that target?

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> Develop a 'no blame' culture whilst ensuring staff are accountable. Develop a culture of open communication and shared decision making. Being aware of the potential of future litigation claims and the impact upon budget planning. Identify how services specialist services can be developed to meet the complex care needs of people. 	<ul style="list-style-type: none"> Bring together Adult and Older People Services to develop one service whilst ensuring that we continue to meet the needs of all vulnerable adults regardless of age or disability. Undertake feasibility study of future needs for the residential estate and commissioned support services. Develop a Leaving Care strategy, policies and procedures for children who are <i>Looked After</i>. 	<ul style="list-style-type: none"> Complete a business case for any future residential development needs and secure a site or building for development. Review of commissioned services to be undertaken which must involve service users, their families and advocates. Establish forums for service user feedback to ensure involvement in future service provision.

Altogether Safer

Altogether Healthier

Strategic Priority 4 - Promote wellbeing and inclusion to encourage independence

What is our target?

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> Develop services that work to promote holistic wellbeing and reduce service user need where possible. 	<ul style="list-style-type: none"> Develop preventative strategies for both adult and children social care in the community. 	<ul style="list-style-type: none"> Evaluate and refine structures to ensure that local needs are being met and successful work is futureproofed.

What will we do to achieve that target?

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> Work closely with informal sources of support and the community. Continue to enhance current arrangements around supporting people to live at home for longer. Promote person centred ways of working. 	<ul style="list-style-type: none"> Embed practice framework of Signs of Safety to develop safety planning with children, families and adults in the community. Engage with community groups to ensure there is a support networks in place to avoid tier 4 services. 	<ul style="list-style-type: none"> Work with partners to evaluate effectiveness and use evidence to inform future policy and budget decisions. Ensure local staff continue to attend relevant training and learning is embedded into staff supervision and team meetings through an appreciative en-

What do we need to develop to achieve that target?

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> Peer support groups which use existing resources creatively e.g. time banking. Develop an innovative and context appropriate Home Care policy which allows for flexibility in how resource allocation is utilised. Develop an innovative and context appropriate home adaption policy. 	<ul style="list-style-type: none"> Establish clear pathways to support vulnerable adults into education and employment opportunities. Work closely with the SCB and ASB to promote a safer and inclusive society for all vulnerable adults and children living in St Helena. Work closely with key partners to review the current benefits system to ensure this meets the needs of the most vulnerable in the St Helena community. 	<ul style="list-style-type: none"> Develop robust methods of receiving service user feedback and evolving service provision from this. Senior management to model appreciative enquiry and to create a culture of learning and continuous improvement.

Altogether Safer

Altogether Wealthier

Strategic Priority 5 - Empower and support vulnerable people to contribute socially and economically

What is our target?

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> Develop an employability scheme to support disabled people entering the workforce and access training. Set up a parent, service user forum to influence service development. Develop transition arrangements. 	<ul style="list-style-type: none"> Advocate on behalf of all service users to improve disabled access across St Helena, both physical and social and economic opportunities. Align Policies and Procedures within directorate to support inclusion for vulnerable children and adults in all aspects of life in St Helena. 	<ul style="list-style-type: none"> Review progress to date and identify any gaps that are still in place that prevent disabled people from being socially and economically active. Consider the development of legislation that would require reasonable adjustments to be made for disabled people.

What will we do to achieve that target?

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> Work with employers and relevant directorates to develop an employability scheme. Develop a parent, service user forum. Develop transition processes and planning on the island. 	<ul style="list-style-type: none"> Develop a forum to support the voice of vulnerable people within the community. Identify a clear transport strategy for the directorate to support people accessing the community. Ensure the ASB and SCB support the needs of the vulnerable 	<ul style="list-style-type: none"> Review with disabled people, their families and advocates current arrangements to identify what is working well, what is not and what needs to be improved. Develop legislation with disabled people/family/carers/advocates to create equality.

What do we need to develop to achieve that target?

Year 1	Year 2	Year 3
<ul style="list-style-type: none"> Create a working group to focus on an employability scheme that will work on St Helena. Work with disabled people and their families to increase activities that are available in a person centred way. Build on existing working arrangements to further develop transition planning 	<ul style="list-style-type: none"> We need to develop an accessibility policy that is committed to by SHG. We need to purchase / hire and maintain accessible vehicles. Develop more opportunities for social activities for vulnerable children and adults in the community. Embed leaving care legislation. 	<ul style="list-style-type: none"> We need to have a constant dialogue with disabled people and their families and involve them in service design and delivery. Develop legislation that fits St Helena and will benefit disabled people on the island.

Safeguarding Directorate

STRATEGIC PLAN 2018-2021

'To develop a forward thinking, passionate and dedicated Directorate that holds the users of the service at the core of all we do. To work collaboratively and pride ourselves on supporting each other in our pursuit of trying to improve the lives of those who need to access our service'

Professionalism

- Being accountable for our behaviour
- Continue to learn and develop in the area in which we work
- Consistency of service quality
- Setting high standards of practice

Respect & Dignity

- Treating our colleagues and the people we work with, with care and consideration.
- Respecting the decisions of those we support
- Respecting the cultural values of the island

Courage

- Making decisions that may not always be popular
- Being positive and believing positive change can happen
- Be the change you want to see
- Focusing on what can happen and making defensible decisions in the best interest of our clients

Honesty & Integrity

- Making fair decisions
- Being open and transparent as a Directorate
- Supporting colleagues from all agencies and never losing focus that our work is person centred

Supportiveness

- Being available
- Trusting relationships
- Carrying out on promises
- Being understanding

Compassion

- Trying to make things better
- Being non judgemental in approach
- Being anti oppressive in approach
- Trying to see the world from the service users point of view