



St Helena
Government

Children and Adult's Social Care Directorate

Directorate Strategy and Delivery Plan April 2020 – March 2023

Version: 1

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Prepared by: Children and Adult's Social Care Directorate Senior Management Team

Endorsed by SCDC Committee

1. Our Vision, Mission and Values:

Our Vision: Saint Helena, a great place to live, learn, work, visit and invest

Our Mission: Improve the lives of all within our community and help the island thrive

Our Values:

- **Fairness** We act as role models and have fair and consistent standards. We champion equality, inclusion and respect.
- **Integrity** We communicate openly and we are honest and accountable
- **Teamwork** We work together and we support each other

2. The role of the Children and Adult's Social Care Directorate:

The Children and Adult Social Care Directorate is the statutory organisation that effectively safeguards the most vulnerable children and adults from abuse and harm on St Helena. The statutory duties under the Welfare of Children Ordinance and the Community Care Act (UK) underpin children and adult statutory social work practice. The overall service offer also encompasses all areas of residential care, outreach support, homecare, foster care and refuge provision working with all vulnerable groups on the island.

3. What we have achieved so far:

The strategic plan for Children and Adults social care for the next three years is based upon the learning opportunities that previous safeguarding reviews and audit findings have outlined for the most vulnerable members of society residing here in St Helena.

There has thus far been significant progress in all areas of the service which has been recognised through audit and quality checks undertaken by DFID, FCO and more recently Cafcass. The directorate continues to welcome the scrutiny and quality assurance checks as we endeavour to move forward to a service where excellence is considered the norm.

Children and Adults social care have moved from a catch all service to ensuring that the service meets the needs of the most vulnerable in society and will ensure that this is achieved via positive partnership working arrangements. We will continue to work in partnership with health, police, education, social welfare and housing in order to provide a multi-agency approach and better meet individual needs of those whom we strive to support and protect.

Residential service's for adults with learning disabilities will grow and flex to meet the individual needs of those requiring this service and

support to live a meaningful and positive life. With the support of housing, social care have managed to increase the residential offer which will also include supported living for adults with learning disabilities.

Residential services for children will develop the service offer in order to meet the arising needs on St Helena, which will progress to a respite offer for children with additional needs and disabilities. Fostering and private fostering will have a clear focus over the next three years to ensure that the recent corporate parenting policy is adhered to from a multi-agency perspective.

Residential services and sheltered accommodation for elderly adults has a clear improvement plan which will be implemented alongside a full service review of social care staffing and service needs. Home care support is a further area of development and the service review will also consider this area of support, which will in the longer term address the needs for the elderly or disabled on St Helena who wish to remain in their own homes.

Children and Adults social care teams consist of social work qualified staff and social care officers which meet the legislative and statutory functions and it is anticipated that this working ratio will remain in order to effectively meet the needs of the most vulnerable.

4. Where we want to be:

The directorate has over the recent past begun to progress the needed areas of improvement creating a positive foundation in which to develop and grow a sustainable, safe service to meet the needs of the most vulnerable members of the community on St Helena. The longer term strategy will be to ensure that a needs led service will be available and fit for external scrutiny, audit and oversight as would be expected from a social care directorate in the United Kingdom and worldwide.

Legislation, policy and procedures drafted and implemented in practice to achieve a standard of practice and care on island expected within the UK and wider world offering a bench mark of good practice for all overseas territories in the area of safeguarding vulnerable people.

The longer term goals will be to divest service areas that can safely be divested and concentrate on the statutory functions and requirements ensuring that the most vulnerable members of the community are supported to a good standard. To achieve this goal it is necessary to ensure that suitably qualified staff are retained or successors are qualified to a required standard which will in time begin to develop a positive succession plan for St Helena. Dilution of qualified staffing as a means of budget saving and localisation of posts has historically caused the service to fall below the required statutory requirements and this approach should not again be mirrored.

Provision of a needs led service for those requiring residential care due to being a looked after child, learning disabilities, physical disabilities, mental health and the elderly population to a standard expected to conform to inspectorates such as Ofsted and The Care quality Commission is the aspired long term goal. To achieve such standards matching of client groups in appropriate accommodation is essential and requires investment to ensure holistic needs are met to a standard one would expect from a quality service offering safe and quality needs led, person centred care.

To support and progress the overall safeguarding of the most vulnerable members of the community on St Helena the Safeguarding Board will be a robust conduit for the multi-agency partner response in relation to training, interventions, responses and services, ensuring that all services work together to achieve positive outcomes for such individuals.

5. How we will achieve this:

The Children and Adults Social Care Directorate has four Directorate Priorities which will support the delivery of our Strategic Goals and the achievement of our Strategic Objectives and Policy Priorities and meet the needs of the communities we serve. Each element of this Directorate's activity will be aligned to at least one of the Strategic Goals and all our activity will be underpinned by our values.

DIRECTORATE PRIORITY ONE Ensure a Safe Statutory Offer for Children and Adults	DIRECTORATE PRIORITY TWO Provide an Effective Community Care Offer	DIRECTORATE PRIORITY THREE Develop and Maintain a Person Centred Residential offer for Children and Adults
DIRECTORATE PRIORITY FOUR Work with partners to ensure an Effective Safeguarding Board		

Each of these priorities covers a range of Directorate activity which is set out in more detail in the Delivery Plan in Section 6.

The diagram below shows how each Directorate Priority is linked to our Strategic Objectives and Strategic Goals (and to our Policy Priorities where applicable):

Directorate Priorities		Policy Priorities		Strategic Objectives		National Goals
1.Safe Statutory Offer for Children and Adults		<p>4.1.1 Ensure a safe and secure environment where children, young people and Adults can grow and thrive.</p> <p>4.2.1 Protect and ensure the wellbeing of all vulnerable members of society</p>		<p><i>4.1 Develop a safe environment</i></p> <p><i>4.2 .1 Care for vulnerable and disadvantaged groups in society such as people with disabilities, children, elderly people and low income earners</i></p>		4. Altogether Safer
2. Effective Community Care Offer		5.1.2 Ensure access to affordable health care and associated support services		5.1 Improve the health of the community.		5. Altogether Healthier
3. Person Centred Residential offer for Children and Adults		<p>4.1.1 Ensure a safe and secure environment where children, young people and Adults can grow and thrive</p> <p>4.1.2 Protect and ensure the wellbeing of all vulnerable members of society</p>		<p><i>4.1 Develop a safe environment</i></p> <p><i>4.2 .1 Care for vulnerable and disadvantaged groups in society such as people with disabilities, children, elderly people and low income earners</i></p>		4. Altogether Safer
4. Effective Safeguarding Board		<p>6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change</p> <p>6.1.3 Strengthen the development of evidence based policy and legislation.</p>		6.1 Ensure effective governance through efficient and effective systems and processes.		Effective and Efficient accountable public sector.

6. Children and Adults Social Care Directorate Delivery Plan

Directorate Priority: Safe Statutory Offer for Children and Adults						
Statutory teams consisting of social work qualified professionals delivering statutory intervention with expected standards and timescales.						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Establish and maintain clear thresholds for Children and Adults social care	Children's social care Team Manager	Reduce percentage of referrals for children's social care resulting in no further action (NFA)	33%	25%	20%	10%
	Adults Social Care Team Manager	Reduce the percentage increase of referrals for adult social care resulting in no further action (NFA)	6%	5%	5%	5%
	Children's social Care	Percentage per demographic of cases open to Children's social	12% encompassing CIN,CP,LAC, proceedings.	12%	10%	9%
	Adults Social Care Team Manager	Contain percentage of cases open to Adult social Care	5%	5%	5%	5%
	Adult Social Care Senior Management Team	Increase in residential accommodation capacity	There are currently 52 adults in residential settings which are at capacity.	90	93	96

	Adults Social Care Senior Management Team	Increase in capacity for supported accommodation	Supported accommodation is currently at 50% capacity. There will be however an anticipated increase due to the aging demographic on St Helena	50%	75%	85%
	Children's Social Care, Team Manager and Senior Management team	Increase of foster carers	2 foster families	3	4	5
	Children's social care, Team Manager	Percentage of Children subject to child protection maintained at the current level.	1%	1 %	1%	1%
	Children's social care, Team Manager	Percentage of children subject to child in need maintained at the current level.	7%	7%	8%	10%
	Children's social care, Team Manager	Percentage of children with care packages in the community	24%	30%	32%	35%

	Adults Social Care, Team Manager	Percentage of adults receiving Better living allowance (BLA) in the community	94%	94%	95%	96%
	Adults Social Care, Team Manager	Percentage of adults receiving carers allowances in the community	45%	50%	55%	65%
	Adults Social Care	Percentage of adults receiving home care support in the community	31%	35%	45%	55%
Recruit and retain qualified social work staff	Team Manager children and adults teams/Director	2 x social work qualified and experienced Team managers	2 x social work qualified and experienced Team managers	<i>Maintain</i>	<i>Maintain</i>	<i>Maintain</i>
		4/5 x social work qualified practitioners	4/5 x social work qualified practitioners	<i>Maintain</i>	<i>Maintain</i>	<i>Maintain</i>
Ensure effective timescales for the receipt of referrals and completion of assessments, reviews and plans	Team Managers for children and adults social care	Referrals in timescale(24 Hours)	70% adults	80%	80%	90%
			80% children	85%	90%	95%
		Assessments in timescale (35 working days)	88% adults	88%	90%	90%
			55% children	70%	75%	90%
		Reviews and Plans(adults and children/LAC CIN CP)	60% adults	70%	80%	90%
			71% children	75%	80%	90%

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Directorate Priority: Person Centred Residential offer for Children and Adults

Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Develop and maintain person centred care plans for all service users in residential and support care	Residential Managers	Completion of Person centred plans. Annual review of care plans	75%	78%	80%	85 %

Directorate Priority: Effective Community Care Offer

Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Expand community care service to meet the rising needs of those on island.	Children and Adult's social care	Percentage of community care service users increased to decrease the impact on residential services in St Helena	44%	50%	55%	60%
Introduce a Respite Care service	Children and Adult's social care	Percentage of those accessing respite care to increase to reduce the impact/need for long term residential care.	20%	25%	30%	35%

Directorate Priority: Effective Safeguarding Board

Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Establish a Safeguarding Board Training Group	Multi-agency safeguarding Board	Effective Safeguarding board training offer across the partnership	Training group established with a priority of training needs on the island	<i>Basic multi-agency training offer and number of people trained</i>	<i>Increased multi-agency training offer and number of people trained</i>	<i>Reviewed and effective multi-agency training offer and number of people trained</i>
Introduce and maintain a Safeguarding Board RAG document	Multi-agency safeguarding Board	Effective Action plan and tracker to improve multi-agency responses on St Helena. Effective safeguarding of vulnerable adults and children.	Action plan established and reviewed bi-monthly	<i>Evidence based action tracker demonstrating improvement</i>	<i>Evidence based action tracker demonstrating improvement and ability to withstand scrutiny from external agencies and audit.</i>	<i>Evidence based action tracker demonstrating improvement and ability to withstand scrutiny from external agencies and audit.</i>

7. Financial projections:

The table below shows the Children and Adult Social Care Directorate's financial projections for the 3-year planning period with a summary of outputs linked to budget submissions. Links are also made to Directorate Priorities and Strategic Policy Priorities where relevant.

Outputs	Budget Cost Centre	2020/21 £'000	Directorate Priority	Policy Priority
Support Services	29-2900	137000.00	1.Safe Statutory Offer for Children and Adults	4.1.1 Ensure a safe and secure environment where children, young people and Adults can grow and thrive
Piccolo Supported Accommodation and Respite	29-2902	159000.00	3. Person Centred Residential offer for Children and Adults	4.1.2 Protect and ensure the wellbeing of all vulnerable members of society
Deasons	20-2903	81000.00	3. Person Centred Residential offer for Children and Adults	4.1.2 Protect and ensure the wellbeing of all vulnerable members of society
Community Care Centre	29-2904	1164000.00	3. Person Centred Residential offer for Children and Adults	4.1.2 Protect and ensure the wellbeing of all vulnerable members of society
Adults Services	29-2909	913000.00	1.Safe Statutory Offer for Children and Adults	4.1.1 Ensure a safe and secure environment where children, young people and Adults can grow and thrive
Children's Services	29-2910	191000.00	1.Safe Statutory Offer for Children and Adults	4.1.1 Ensure a safe and secure environment where children, young people and Adults can grow and thrive
Ebony View	29-2911	241000.00	3. Person Centred Residential offer for Children and Adults	4.1.2 Protect and ensure the wellbeing of all vulnerable members of society
Cape Villa	29-2913	149000.00	3. Person Centred Residential offer for Children and Adults	4.1.2 Protect and ensure the wellbeing of all vulnerable members of society
Domestic Abuse	29-2914	13000.00	1.Safe Statutory Offer for Children and Adults	4.2.1 Protect and ensure the wellbeing of all vulnerable members of society

Total Recurrent Allocation		3048000.00		
Other Funding				
United Nations Development Plan	29-2909	40000.00	1.Safe Statutory Offer for Children and Adults	4.2.1 Protect and ensure the wellbeing of all vulnerable members of society
Total Other Funding (delete where applicable)		40000.00		
Total Funding		3088000.00		

8. Workforce plan:

Children and Adult's Social Care Directorate recognises that our success in delivering our Strategic Goals and achieving our Strategic Objectives and Policy Priorities depends on having the right number of people with the right skills, experiences, and competencies in the right roles at the right time.

The Directorates 5-Year Workforce Plan is completed to enable the service to achieve sustainability and achievable succession planning.

9. Risk Management and Mitigation

The Children and Adults Social Care Directorate's Risk Register is shown in Appendix B to this Directorate Strategy and Delivery Plan.