



St Helena
Government

Children and Adults Social Care Directorate

Directorate Strategy and Delivery Plan April 2021 – March 2024

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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 Adults Social Care Directorate:

The role of Children and Adult Social Care Directorate is to provide a statutory service offer to the most vulnerable members of the community and effectively safeguard this service user group from risk or harm. The directorate achieves this through the provision of statutory social work intervention and support via children's and adults social work teams. This statutory intervention meets the duties outlined within legislation on St Helena.

The Directorate is also responsible for all social care support services arising from assessed need from either children or adults social work teams, which include residential care, supported accommodation, sheltered accommodation, outreach, home care, day care and day services. The Directorate is responsible for the domestic abuse support service inclusive of the refuge provision and speech and language services.

The Directorate is a leading member of the St Helena Safeguarding Board ensuring the multi-agency approach to effective safeguarding on St Helena Island.

3. What we have achieved so far:

The directorate has over the past twelve months effectively addressed a number of goals set within the previous strategic plan in order to improve the outcomes for children and adults on St Helena. The statutory service has continued to meet the growing demands in both children and adults teams in relation to formal assessment and effective safeguarding. The service has despite the challenges

in relation to travel managed to recruit and retain qualified staff to ensure that a safe statutory offer is achieved island wide. The service continues to flex in line with the arising needs for both adults and children's services.

The directorate has updated and improved policy, guidance and strategies in the following areas:

- Exploitation, inclusive of MACE, Direct Work, on line grooming, Multi agency Working strategy, Risk assessment tool.
- Missing from home policy, for children and adults
- Child in need
- Child protection
- Looked after children
- Domestic abuse and Refuge
- Working Together
- Social Work Supervision
- Practice standards for social workers
- Quality Assurance Framework
- Threshold Documents for Children and Adult Social Care

The Directorate has also led on training areas inclusive of the following:

- Safeguarding Children and Adults.
- Exploitation(wide reaching training across all agencies and members of the public)
- Verve
- Effective communication
- Autism awareness
- Public Guardian, role and lasting powers of attorney, Deputyship.
- World elder abuse
- Domestic abuse

The Directorate has established a partnership with Hampshire County Council as an improvement partner offering support in areas of policy improvement, training and peer support. It is anticipated that this partnership will continue to support the already apparent improvements across the service areas.

The Directorate now supports through means of residential care, supported accommodation, outreach, care packages, home care, day care, fostering, care plans and ongoing assessment over 500 children and vulnerable adults. Working in partnership with all partner agencies has been key to achieving positive outcome for the most vulnerable on St Helena and this partnership approach will continue in order to improve the outcomes for this service user group. The Directorate have continued to maintain capacity in terms of staffing having continued a proactive approach to recruitment for both local posts and TC roles with ongoing support of the human resources team.

The public guardian role is a statutory function and has become a standard offer for St Helena with vulnerable adults who lack capacity of approaching later life decisions in relation lasting powers of attorney or deputyship. This effective safeguarding approach has to date grown to over 50 people on the island who are now supported by this process ensuring that their financial, health and welfare needs are met and protected.

The directorate continues to offer professional supervision and support to social care/social workers on Tristan da Cunha and Ascension islands. This joined up approach enables professional supervision which is a requirement as a registered social worker in the United Kingdom to maintain practicing, but also supports both island in improving and updating standard on our sister islands.

We have increased our accessibility to transport for those in wheelchairs by the purchase of two additional mobility wheelchairs and the adaptation of a larger bus which accommodates two wheelchairs. This has enabled the service to provide accessible and meaningful activities for service users in residential care, supported housing, sheltered and within the local community.

4. Where we want to be:

The Directorate lacks the resilience required to meet the arising demands on all areas of the service and consideration of resource allocation and budget commitments in order to achieve a safe and statutory delivery of service. The statutory offer is dependent on a small number of qualified social work staff and during periods of vacancies or extended leave this leaves no resilience within the structure to safely manage the work. This issue has continued to arise over the past two years resulting in the service not being able to meet the required timescales in relation to a statutory social work practice. The service has historically reduced in line with a view to localise roles, however this has had a detrimental impact upon the resilience of the service to date.

Going forward the service needs to grow to in line with the needs of service and factoring in the gaps in line with leave, retention and recruitment. Additionally the care settings have grown in terms increased capacity with no additionality to the historical staffing

cohort. The directorate wants to continue to provide a person centred care offer to all care those looked after and supported by the Directorate, which will also require further consideration from a resource allocation perspective and a budgetary perspective.

The Directorate wants to continue to strive towards “quality” with the support and guidance of Hampshire County Council as practice improvement partner. Hampshire County Council, St Helena and DFDO have developed a prioritisation plan and support, which will help to improve social work practice on St Helena.

The Directorate also wishes to continue to improve “working together” arrangements via full participation within the children and adults safeguarding board and all arising training form a multi-agency perspective.

The Directorate continues to meet the increasing demands from a statutory perspective for both children and adults across the island in conjunction with partner agencies such as health, education, police, probation and government landlord housing. In order to continue to develop a process led service policies and procedures will be updated in line with legislation to provide a foundation in which to practice and deliver statutory services. The following policies will be prioritised within the next financial year:

- Safeguarding Adults
- Assessment of Adults
- Community Care Services and Planning
- Assessment of Carers (update)
- Anti-Discriminatory Practice
- Mental Capacity
- Guardianship
- Best Interest

All of the above policies interlink with the strategic policy areas of:

- Altogether Safer
- Altogether Healthier
- Effective, Efficient and Accountable Public Sector

The directorate along with the Safeguarding Board Sub Group will continue to roll out training in line with the Safeguarding Board's priorities and incorporating the above updated policy areas.

The directorate will continue to fulfil the statutory obligations in relation to childcare and adult social work practice and interventions and ensure the quality of the statutory functions comply with external scrutiny.

The directorate will continue to be an effective participant within the safeguarding board and any assigned arising actions.

5. How we will achieve this:

The Children and Adult Social Care Directorate has 6 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.

<p>DIRECTORATE PRIORITY ONE Ensure a Safe Statutory Offer for Children</p>	<p>DIRECTORATE PRIORITY TWO Ensure a Safe Statutory Offer for Adults</p>	<p>DIRECTORATE PRIORITY THREE Provide an Effective Community Care Offer</p>
<p>DIRECTORATE PRIORITY FOUR Provide a Safe and effective looked after children's offer through Residential Care or Fostering</p>	<p>DIRECTORATE PRIORITY FIVE Enhanced Social Care delivery through effective and efficient administration and good governance</p>	<p>DIRECTORATE PRIORITY SIX Effective Probationary Service</p>

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.

Directorate Priorities		Policy Priorities		Strategic Objectives		National Goals
1 Ensure a Safe Statutory Offer for Children		<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>4.1 Develop a safe environment</p> <p>4.2 .1 Care for vulnerable and disadvantaged groups in society such as people with disabilities, children, elderly people and low income earners</p>		Altogether Safer
2 Ensure a Safe Statutory Offer for 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>4.1 Develop a safe environment</p> <p>4.2 .1 Care for vulnerable and disadvantaged groups in society such as people with disabilities, children, elderly people and low income earners</p>		4 Altogether Safer

3 Provide an 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
4 Provide a safe and effective looked after children's offer through Residential care and Foster care		4.1.1 Ensure a safe and secure environment where children, young people and Adults can grow and thrive 4.1.2 Protect and ensure the wellbeing of all vulnerable members of society		4.1 <i>Develop a safe environment</i> 4.2 .1 <i>Care for vulnerable and disadvantaged groups in society such as people with disabilities, children, elderly people and low income earners</i>		4 Altogether Safer
5 Enhanced Social Care delivery through effective and efficient administration and good governance		6.1.1 Strengthen Governance and organisational structures to facilitate sustainable change 6.1.3 Strengthen the development of evidence based policy and legislation		6.1 Ensure effective governance through efficient and effective systems and processes		6 Effective and Efficient accountable public sector.
6 Effective Probationary Service		4.1.1 Ensure a safe and secure environment where children, young people and Adults can grow and thrive 4.1.2 Protect and ensure the wellbeing of all vulnerable members of society		4.1 <i>Develop a safe environment</i> 4.2 .1 <i>Care for vulnerable and disadvantaged groups in society such as people with disabilities, children, elderly people and low income earners</i>		4 Altogether Safer

6. Children and Adult Social Care Directorate Delivery Plan

Directorate Priority 1: Ensure a Safe Statutory Offer for Children						
Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
Referrals actioned in timescale:	Team Manager Children Social Care	1. % referrals actioned within 24 hours	89% in 20/21	92 %	95 %	95%
Assessments in timescale	Team Manager Children Social Care	2. % of assessments within time scale	31 % in 20/21	65 %	80%	85%
Reviews completed in timescale:	Team Manager Children Social Care	3. % of reviews completed within timescale (CP,CIN, LAC)	87% in 20/21	90%	92 %	95 %

Directorate Priority 2: Ensure a Safe Statutory Offer for Adults						
Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
Referrals actioned in timescale:	Team Manager Adult's Social Care	1. % referrals actioned within 24 hours	93 % in 20/21	94 %	95 %	96%
Assessments in timescale	Team Manager Adult's Social Care	2. % of assessments within time scale	81 % in 20/21	90 %	92 %	95%
Reviews completed in timescale:	Team Manager Adult's Social Care	3. % of reviews within time scale (complex cases)	93 % in 20/21	94 %	96 %	98 %

Directorate Priority 3: Provide an effective community Care offer

Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
All Service Users to have up to date care plans	Residential, Supported, Sheltered and outreach services Managers	1. % of service users with care plans	98% in 20/21	100 %	100 %	100 %
Annual Reviews	Residential, Supported, Sheltered and outreach services Managers	2. % of reviews completed annually	98% in 20/21	100 %	100 %	100 %

Directorate Priority 4: Provide a safe and effective looked after children's offer through Residential and Foster care

Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
All children to have LAC plans	Children Social Care Manager	1. % of children with up to date LAC plans	100 % in 20/21	100 %	100 %	100 %
All Children to have LAC reviews within timescale	Children Social Care Manager	2. % of children with up to date LAC reviews	100 % in 20/21	100 %	100 %	100%

Directorate Priority 5: Enhanced Social Care delivery through effective and efficient administration and good governance

Action	Owner	Performance Indicator	Baseline	Target		
				2021/22	2022/23	2023/24
Ensure highest level of financial performance in the attainment of directorate objectives	Accounting Officer/ Director	1. Annual spending to be within the approved budget	£3 048 000	£3 660 000		
CASC to comply fully with actions from the SHSB action tracker	Social Care Director	2. % of actions completed	60% in 20/21	70 %	75 %	80 %
Advocate for multi-agency working	Team Manager Children	3. % review of meetings (CP,CIN &LAC)	100%	100%	100%	100%
Ensure Social Care practice is policy governed	Training and Policy Manager	4. Number of directorate policies reviewed and updated	11 policy updates were completed in 20/21	15	TBA	TBA

Multi-agency safeguarding approach to be aligned through training	Training and Policy Manager	5. Percentage of multi agencies receiving training	70%	85%	90%	75%
Social Care staff are developed and continuously equipped with the requisite skills	Training and Policy Manager	6. Social Care staff have an up to date training plan	70%	70%	75%	80%

Directorate Priority 6: Effective Probationary Service						
Action	Owner	Performance Indicator	Baseline	Target		
				2020/21	2021/22	2022/23
Pre-sentence reports in timescale to inform judicial services	Probation Officer	1. Pre-sentence reports and court attendance to meet the required timescales in the court arena	75%	75%	80%	100%
Community sentence compliance	Probation Officer	2. Community sentence order compliance	75%	75%	90%	100%

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	2021/22 £'000	Directorate Priority	Policy Priority
Support Services	29-2900	167	1. Ensure a Safe Statutory Offer for Children 2. Ensure a Safe Statutory Offer for 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	164	4. Provide a Safe and effective looked after children's offer through Residential Care or Fostering 2. Ensure a Safe Statutory Offer for Adults	4.1.2 Protect and ensure the wellbeing of all vulnerable members of society
Deasons	29-2903	84	3. Provide an effective Community Care offer	5.1.2 Ensure access to affordable health care and associated support services
Community Care Centre	29-2904	1408	3. Provide an effective Community Care offer	5.1.2 Ensure access to affordable health care and associated support services

Outreach Day Care & Occupational Therapy	29-2905	251	3. Provide an effective Community Care offer	5.1.2 Ensure access to affordable health care and associated support services
Probation Services	29-2907	13	7. Effective Probationary Service	4.1.2 Protect and ensure the wellbeing of all vulnerable members of society
Adults Services	29-2909	973	2.Ensure a Safe Statutory Offer for 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	222	1. Ensure a Safe Statutory Offer for Children	4.1.1 Ensure a safe and secure environment where children, young people and Adults can grow and thrive
Ebony View	29-2911	203	3. Provide an effective Community Care offer	5.1.2 Ensure access to affordable health care and associated support services
Cape Villa	29-2913	162	3. Provide an effective Community Care offer	5.1.2 Ensure access to affordable health care and associated support services
Domestic Abuse	29-2914	13	1.Ensure Safe Statutory Offer for Children 2. Ensure Safe Statutory Offer for Adults	4.2.1 Protect and ensure the wellbeing of all vulnerable members of society
Total Recurrent Allocation		3660		
Other Funding				
United Nations Development Plan		26		
Total Funding		3686		

8. Workforce plan:

The Children and Adults 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 jobs at the right time.

The Directorate's 5-Year Workforce (Action) Plan is an internal document which underpins this Directorate's Strategy and Delivery Plan.

9. Risk Management and Mitigation

The Children and Adult Social Care Directorate's Risk Register is shown as an Appendix to this Directorate Strategy and Delivery Plan.