

ISLANDS SAFEGUARDING CHILDREN AND ADULT PARTNERSHIP

BAILIWICK OF GUERNSEY

ANNUAL REPORT
2022



Supported by
States of Guernsey



ISCP
Islands Safeguarding
Children Partnership
Working together for the children of Guernsey and Alderney



FOREWORD

I am delighted to introduce the Annual Report of the Islands Safeguarding Children and Adult Partnerships (ISCP/ISAP) for 2022 which has been a successful year as we have focussed work to address areas of greatest need and risk within the broad safeguarding agenda of the Bailiwick.

This has included work on a Harmful Sexual Behaviour framework to ensure concerns can be picked up at an early point and appropriate support provided to children and families. The framework has been informed by our learning from a serious case review which we undertook in 2022 and provided valuable insights which have informed new training and tools to identify and manage harmful sexual behaviours.

Learning and improvement has been a key theme for the Safeguarding Partnerships in 2022 with strengthened arrangements to learn from Rapid Reviews of serious child and adult safeguarding incidents with learning themes including childhood neglect which influenced the implementation of a child neglect strategy which we published in 2022.

A thriving Learning Network brought hundreds of practitioners together over the year to learn about trauma informed practice and learning from other jurisdictions such as a domestic homicide review published in Jersey and a national review of non-accidental injury in infants.

The Safeguarding Partnerships recognise the importance of accountability for the effectiveness of multi-agency safeguarding arrangements and in 2022 built in time for leadership development to drive improvements and work collaboratively to manage risk due to budget constraints.

An annual planning event to review current and future safeguarding needs for the Bailiwick took place in October 2022 and shaped priorities for 2023 including measuring the impact of work from previous years, developing quality assurance arrangements and supporting work to address sexual abuse, sexual violence and exploitation.

Over the course of 2022, our very small team of Business Manager Gareth Kidd, Trainer Alix Coubrough and Administrator Charlotte Edmonds worked tirelessly to support and strengthen multi-agency safeguarding across the Bailiwick and I am most grateful for their hard work, skill and effort.

I would also like to thank the ISCP/ISAP Board, practitioners and managers across all agencies for their energy, hard work and continuing support to ensure we have the best possible safeguarding arrangements for children, young people, families and vulnerable adults in the Bailiwick.

A handwritten signature in black ink, appearing to read 'Gh A Kidd'.

PAN ISLAND SAFEGUARDING CHAIR

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LOCAL BACKGROUND AND CONTEXT

Guernsey, Alderney, Herm and Sark (Bailiwick of Guernsey)

Guernsey is the second largest of the Channel Islands. Along with Alderney, Herm and Sark, make up the Bailiwick of Guernsey. At present it is only Guernsey, Alderney and Herm who are subject to the legislation that underpins multi agency child protection practice in the islands; the Children (Guernsey and Alderney) Law, 2008 (the Children Law), which was implemented in January 2010.

Whilst the model of child protection shares similarities with England and Wales, the main difference is through the statutory footing (through the Children's Law) of the Office of the Children's Convenor and the Child, Youth and Community Tribunal (the CYCT). The CYCT is a welfare-based system, modelled on the Scottish Children's Hearings system. It replaces the Court in most cases where there is a need for compulsory intervention either to protect children and young people from harm or to support children and families to change harmful or risky behaviours. The CYCT therefore is an important part of the overall child safeguarding system, running alongside processes for early help, multi-agency support for children in need, child protection case conferences and the juvenile court.

At present, there is no statutory framework for safeguarding adults in Guernsey but some important legislation is in place for adults at risk such as the Capacity (Bailiwick of Guernsey) Law 2020 and the Mental Health Law 2013.

Population

At the end of June 2022, Guernsey and Alderney's combined population was 66052 and the population had increased by 559 people since 2021. The number of children age 0-15 slightly decreased over 2022 to a total of 10101. In regard to Adults, at the end of June 2022 there were 41815 people age 16-64, 12145 people age between 65-84 and 1991 people over age 85 with the highest number of people over age 65 since records began. More information and analysis of population trends can be found on the States of Guernsey website: [https://gov.gg/data.Alderney Population Report 2021.indd \(gov.gg\)](https://gov.gg/data.Alderney%20Population%20Report%202021.indd)

Purpose of the Islands Safeguarding Children and Adults Partnership's

The Islands Safeguarding Children Partnership is formally known as the Islands Child Protection Committee in the Children Law. The values and intention of the ISCP can be summed up in that it is intended to: Improve the quality of life and opportunities for all children by working together and in partnership with parents, carers and the community to improve outcomes for children-keeping them safe.

The recently established Islands Safeguarding Adults Partnership remit has encompassed:

*To develop and approve multi agency safeguarding adult policies, procedures and assessment tools.
Commission multi agency safeguarding adult training. Agree and formalise information sharing arrangements*

and conduct reviews of serious adult safeguarding cases when needed, conduct multi agency safeguarding adult audits, contribute to the picture of need and risk to target multi agency actions and manage escalation if agencies have not been able to resolve disagreement about safeguarding adult cases.

In summary, the overriding purpose of the partnerships is to:



Co-ordinate what is done by each agency represented within the partnerships for the purpose of safeguarding and promoting the welfare of children and adults at risk



Promote effective co-operation between all persons involved in safeguarding and promoting the welfare of children and adults at risk



Provide appropriate guidance to employees working with children and adults at risk in Guernsey and Alderney



Review any case or incident where a child or adult at risk has died or suffered Serious Harm

Safeguarding Children Overview

The Multi Agency Safeguarding Hub (MASH) is a single point of entry to multi-agency help and support for children, young people and their families who have additional needs and who require the support of more than one agency or professional. In 2022, there were 1758 initial enquiries which is a 12% rise on the number of referrals in 2021. Of the 1758 enquiries, 1256 went on to be discussed and for the remaining cases, advice and information was provided to the referrer. The Bailiwick like other jurisdictions has seen an increase in enquiries following the pandemic with additional stresses for families and children and young people presenting with more complex needs.

As per previous years, the Police, Education and Health (Primary and Secondary) were the three main referring agencies with 29%, 23% and 19% respectively of the total enquiries. These figures reinforce the key part these agencies have in identifying and reporting initial child safeguarding concerns.

At the end of 2022 the number of children on the child protection register was 63 which is a reduction on numbers for 2021 when there was an average of 77 children on the child protection register at any given time. During 2022, a total of 133 child protection conferences took place.

Historically, Guernsey has had a higher rate of children on the child protection register than the overall rate for England but Guernsey is now on a downward trend. This may in part be due to significant review and improvement work in children and family services in Guernsey with additional auditing and supervision of cases to ensure the right support and protection is in place to meet needs. Also, tighter processes and provision of professional advice by the Independent Reviewing Officer and Child Protection Chair.

Children in Care are defined as those who are accommodated by the Committee for Health & Social Care (HSC). Some children are in care for short periods at a time while others are looked after on a long-term basis or go on to be adopted.

Children can be in care as the result of a Court Order or Care Requirement made by the CYCT, or on a voluntary basis, by agreement with their parents.

In 2022 there were on average 54 children who were children in care across the year. This is a slight reduction on the number for 2021 which was 57 children and for 2020 when the number was 59 and shows a positive and sustained downward trend.

The number of children requiring a placement off island increased to 6 in 2022 which was a slight increase on the number for 2021 which was 5. One of the concerns that arose in 2022 was an increase in children and young people with complex needs and a lack of specialist foster placements or specialist residential placements. This has led to an increase in temporary, bespoke assessment placements with a reliance on agency staff due to the nature of the resources needed at short notice.

Leaving Care Services expanded in 2022 to include 2 new Personal Assistant roles and a Deputy Team Manager. All 16-year-olds are now allocated a Personal Advisor and have a pathway plan in place to work towards their independence with the service now supporting young people to age 25. On average, the service worked with 30 care leavers in 2022.

Children who go missing whilst in care continues to be an area of concern with 163 missing incidents in 2022 with some young people going missing on multiple occasions. Spring and Summer appear to be the times of the year with the highest level of incidents. This is an increase from 127 incidents in 2021 and requires focussed joint work between Police, Children and Families services, Education and the voluntary sector to prevent and manage the potential harm associated with being missing.

Safeguarding Adults Overview

During 2022 there were 186 adult safeguarding referrals which is a significant increase in cases from 2021 when 131 cases were referred to the Adult Safeguarding Multi-Agency Safeguarding Hub. This may in part be due to increased awareness raising since the establishment of the Islands Safeguarding Partnership in 2021. Of the referrals received, the majority were managed with advice and information to the referrer with 24 cases progressing to formal investigations.

The top categories of abuse that was seen within Adult Safeguarding in the Bailiwick in 2022 relate to the following forms of abuse:

- Psychological (inc emotional abuse) 55 cases
- Self-neglect 45 cases
- Financial 33 cases

The remaining 53 cases included a mix of features of the following forms of abuse:

- Physical
- Neglect (or acts of omission) this may be organisational or attributed to individual family members or carers
- Sexual
- Discriminatory
- Organisational

During 2022, there were a number of important developments to strengthen adult safeguarding arrangements in the Bailiwick. Guernsey and Alderney multi-agency adult safeguarding policy and procedures were approved and a safeguarding threshold tool introduced to guide professionals to ensure consistent and proportionate decision making. Work is being finalised on an information sharing protocol for adult safeguarding.

One of the general challenges is the lack of a legislative framework around safeguarding adults within the Bailiwick of Guernsey. Going forward, the implementation of the Capacity law in Guernsey & Alderney will provide more protection together with a legal framework in safeguarding 'at risk' adults who have also been assessed as lacking capacity.

Domestic Abuse

In 2022, there were 693 domestic abuse incidents reported to the Police. This compares with 678 incidents reported to the police in 2021 – an increase of 2% on the previous year, but less than in 2020 when there were 768 incidents.

36% of these incidents were repeat cases (a previous incident having been reported during the previous 12 months).

In terms of the relationship between perpetrators and their victims, 83% of the reported domestic abuse incidents involved intimate partner (or ex-partner) abuse, and 17% of incidents involved other family members. 80% of perpetrators were male and 20% female. Around 81% of victims were female, with 19% being male.

In 2022, in relation to those cases that were assessed to be at high risk (and thus discussed at the Multi Agency Risk Assessment Conference (MARAC)) there were a total of 150 cases discussed. This was a significant decrease of around 20% on the previous year.

Of these, 37% were repeat referrals, which falls within the expected threshold of repeat high risk cases, although at the higher end.

There were 227 children in the households of the cases discussed at MARAC.

2022 saw the first full year of Operation Encompass which allows the Police to quickly share information with schools when one of their pupils has been in a household where the police have attended a domestic incident. The purpose of the operation is to inform schools of what has happened to the child so that they can be prepared to accommodate the child's needs in school and reduce the negative impact that exposure to domestic abuse has on them. It allows schools to understand changes in behaviour or simply why the child may not have their physical education kit. All schools and pre-schools have signed up to the scheme.

In 2022, there were 186 recorded incidents with 330 children involved.

SECTION 2

GOVERNANCE AND ACCOUNTABILITY ARRANGEMENTS

Membership

The ISCP/ISAP is made up of senior representatives from the main States Committee areas for safeguarding children, the Office of the Children’s Convenor as well as representatives from the private and voluntary sectors and the States of Alderney.

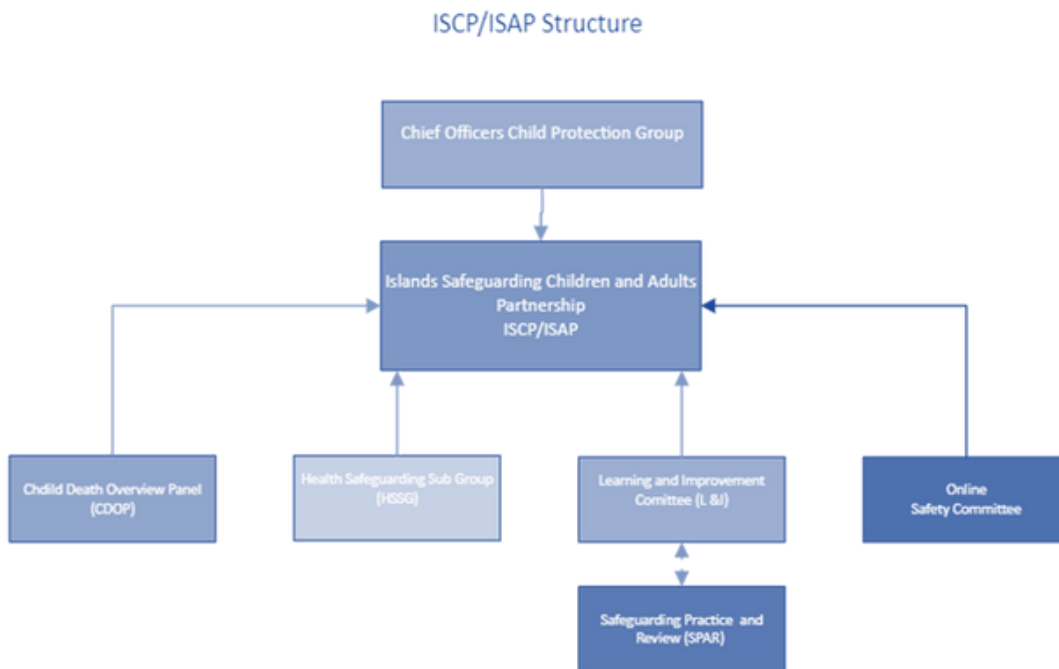
Since August 2019 the ISCP/ISAP has been chaired by Sarah Elliott, who is also chair of the Jersey Safeguarding Partnership Board.

Sarah’s role as Independent Chair is to provide leadership, challenge and effective scrutiny of safeguarding practice. Sarah reports directly to the ISCP Executive Group to discuss progress and issues raised through the ISCP/ISAP. The Executive Group is chaired by the Head of the Public Service for the States of Guernsey and is also represented by of the Chief Secretaries of the Committee for Health & Social Care, the Committee for Education, Sport & Culture and the Committee for Home Affairs

Attendance

Islands Safeguarding Children Partnership and Island Safeguarding Adult Partnership - combined meeting Attendance at meetings 2022(4 meetings in total)	
Dept/Organisations	No. of meetings attended
Independent Chair	4
Health & Social Care- Children and Families	2 plus 1 meeting attended by Service Manager-Safeguarding Quality Assurance
Health and Social Care- Health and Community	4
Home/Probation	4
Police	4
Education, Sport & Culture	4
Alderney	1
Voluntary agencies-there was a change in voluntary agency representation during the year	2
Convenor	4
Crown Advocate- (by invite)	1
Designated Dr for Safeguarding children	4
Designated Nurse for Safeguarding children and adults	2
Domestic Abuse Strategy Co-ordinator	4

Structure of the ISCP 2021



Business Support and Funding Arrangements

The ISCP business support team consists of a full time Business Manager, an inter-agency training coordinator and an administrative assistant.

Annual Budget

The ISCP/ISAP annual budget for 2022 again saw the majority of budget allocated to staff costs. Following a forecast drop in travel to the island by the Independent Chair due to the pandemic, travel was resumed in 2022, hence greater expenditure in this area.

	Actuals - 2021	Annual projection - 2022	Actuals - 2022
Contributions			
HSC	-161,575	-203,179	-208,463
Home	-13,333	-15,000	-21,800
Education	-32,333	-33,648	-33,000
Total Income	-207,241	-251,827	-263,263
Expenditure			
Independent Chair	20,514	14,930	22582
Established staff	161,975	171,240	170262
The Association of Safeguarding Partnership Association (TASP)	750	750	750
Annual conference	4,300	5,000	4,030
Training and Development	5,300	2258	3,815
Travel and accommodation	1,658	3,818	4,293
Venue hire	1,318	1,452	662
Catering	0	2,488	418
COW operational	0	0	0
COW legal	1,129	1,243	1,650
	196,944	203,179	208,462

SECTION 3

PROGRESS AGAINST THE 2022 BUSINESS PRIORITIES

Priorities for Addressing safeguarding needs and risks

Child Neglect Strategy and Graded Care Profile

A Child Neglect Strategy was launched in early 2022 with training on the use of a licensed tool to ensure consistent standards of assessment. There is a planned audit in 2023 to measure the impact of the strategy.

Harmful Sexual Behaviours

Following an audit in 2021, a Harmful Sexual Behaviours (HSB) framework was researched and developed in 2022 to ensure that all professionals are trained and equipped to identify children engaging in sexual activity inappropriate for their age. The framework includes use of the well-regarded Brook Sexual Behaviours Traffic Light Tool.

Perplexing Presentations

Our Health Subgroup regularly scans the latest research relating to safeguarding practice across health services to ensure there is a contemporary evidence-based approach to practice in the Bailiwick. The group reviewed the latest thinking on identifying and managing fabricated and induced illness and plans a learning event on this topic in 2023.

Priorities for Strengthening Engagements

Revisit and refresh the ISCP website

This is an area that continues to be an ongoing piece of work, there is a significant amount of changes and updates needed as well as ensuring that the website reflects the Adult Partnership too work will be ongoing into 2023 on this major piece of work .

Annual Conference to Focus on Think Family

Due to significant staffing pressures across a range of services over the Winter of 2022, it was agreed that our annual conference on the theme of “Think Family” would take place in 2023 and an exciting line up of key note speakers is arranged for the event on the 23rd June 2023.

Engagement with Government/Deputies

The ISCP/ISAP Chair and Business Manager attended various committees in 2022 to ensure alignment between safeguarding partnership priorities and the Government Plan. Also, to brief Deputies on topical safeguarding matters and ahead of publication of a serious case review.

Further develop and utilise the Learning Network

The Learning Network which brings together a range of practitioners to consider the latest thinking on a range of safeguarding topics and provides a valuable professional networking opportunity continued to thrive in 2022. Topics covered in 2022 included trauma informed practice and learning from a domestic homicide review in Jersey.

Priorities for Strengthening understanding of practice challenges and line of sight to practitioners

Clarify and agree the multi-agency model of practice

The ISCP/ISAP coordinated discussions on the potential to introduce Signs of Safety as the preferred model of safeguarding practice in the Bailiwick. Although it was concluded this was not affordable at this time, the discussions brought valuable learning about the importance of relationship-based practice and the approach to managing vulnerability and risk within families. Signs of Safety is being used within child protection conference planning in the Bailiwick with good affect.

Quality Assurance Framework

The approach to quality assurance (QA) across the multi-agency safeguarding system continues to be developed but does require resourcing in order to implement a robust quality assurance framework. A business case has been developed for a QA post and in the meantime, our Learning and Improvement Group coordinate some aspects of QA such as learning from serious child and adult safeguarding incidents.

To explore the values and culture the partnership needs to develop effective safeguarding practice

The ISCP/ISAP worked with Dez Holmes from Research in Practice to consider our collective leadership for safeguarding and how we want to work together to gain maximum impact for islanders with a follow up session in early 2023 to firm up our values and behaviours.

Priorities for strengthening accountability

Undertake thematic audits through the Safeguarding Partnership Audit and Review (SPAR) Group

The SPAR Group undertook a retrospective review of a previous Rapid Review involving themes of child neglect to ensure that the original decision making in this case was robust and to identify any additional learning.

Scope understanding and means to address risks associated with unregulated practitioners.

It is recognised that islanders have the choice to engage with a range of private practitioners including specialist therapists to meet their needs. The Health Safeguarding Subgroup undertook work to understand the range of private practitioners based in Guernsey and how they might be engaged through training and professional networking opportunities.

Development of a Safeguarding Accountability Framework

In order to ensure the wide range of practitioners working in health settings have clarity about their responsibilities in relation to safeguarding and the training and supervision opportunities they should expect to receive for their role, work on a Safeguarding Accountability Framework commenced in 2022. With the appointment of a Director of Quality, Safety, Improvement and Safeguarding, this work has since been handed over to the Director in 2023 who is engaging with staff ahead of publication.

SECTION 4

REPORTS FROM SUB COMMITTEES

ISCP/ISAP Learning and Improvement Sub-Committee

2022 was a productive year for the Learning and Improvement Sub-Committee, “L&I”, despite the challenges of resourcing the majority of workstreams sitting under the Partnership. With the broader focus on both child and adult multi agency safeguarding, “L&I” adopted a “Think Family” approach, and this was reflected in the group’s membership, welcoming increased representation from adult services and third sector organisations.

In responding to the challenges in resourcing and following a review of the groups Terms of Reference, it was acknowledged that considering the breadth of the Sub-committee’s remit, sub-groups would be created to support specific areas. This saw the creation of the Safeguarding Practice and Review Group (SPAR), the primary functions of which are to:

- Identify and co-ordinate the outcomes of scrutiny and assurance activity and review, monitor and implement areas for development.
- Ensure a positive impact in our commitment towards continuous improvements to front line practice.
- Adopt a trauma informed and appreciative enquiry approach to all activities.
- Ensure we place the voice of those individuals we aim to safeguard at the centre of our considerations with the aim of improving outcomes

This group is in the process of considering 3 cases, with a view to identifying learning themes for consideration of L&I.

Training Highlights

In respect of the training provision, just under 100. Training deliveries took place with around 1500 delegates accessing training which was a 133% increase on 2021. This continues to reflect the quality and relevance of training to professionals.

Whilst continuing with the established multi agency child safeguarding training, efforts were made to introduce adult safeguarding training opportunities and the full offering was developed into a documented Training Matrix. Notable achievements during the year included:

- Roll out of the Graded Care Profile 2 to professionals in support of delivery of the Child Neglect Strategy
- E-learning and classroom based Level 1 for adult safeguarding including non HSC personnel
- Pilot of Safeguarding Supervision Skills training
- Level 3 Child Sexual Abuse
- Signs of Safety within Child Protection Conference

An area of significant development during the year related to developing the Bailiwick's understanding of Harmful Sexual Behaviours which built upon the NSPCC Audit undertaken in 2021. In supporting this, a cross section of professionals undertook the NSCPCC led "train the trainer" course in order this to be cascaded to other professionals. 2023 will see the expansion of training for Harmful Sexual Behaviours including use of the Brook Sexual behaviours Traffic Light Tool.

Other activities throughout the year included:-

- Undertaking three Rapid Reviews, one of which led to a Serious Case Review
- Managing an enquiry under the ISCP Complaints procedure
- Implementation of a training request process
- Training Needs Analysis
- Approval for development of Course for Children and Young People who identify as LGBTQ+
- Development of a Trainers Forum and Training agreement
- Continued development of the quality assurance framework
- Progression of the CSE protocol
- Scoping development of the ISCP /ISAP Website and adoption of Tri-x.
- Review of the threshold document / indicators of need
- Third Sector development of safeguarding standards and getting together a kitemark.

In reflecting on the years activities, a significant number of achievements were made during 2022 due to the endeavour of many within the L&I Sub-Committee and across partner agencies. This progress will provide a foundation for future plans in 2023 with the continuing focus of safeguarding children, young people and adults within our community.

ISCP Online Safety Committee

"Keeping children and young people safe in their digital world"

At the start of 2022, the committee ratified its terms of reference and its key purpose and membership. An on going focus for the committee is the need for a data driven understanding of the current online safety trends in the Bailiwick and work towards identifying clear systems for reporting. During this time, we have strengthened partnerships with the Southwest Grid for Learning and all schools are making use of their resources such as Whispernet, staff training modules and clearer policies and referral routes.

The attendance at meetings from MASH representatives has developed a greater understanding of referrals for support being made into MASH.

Schools made use of the “360 degree” safety tool to evaluate their policy and practice against national standards. Online safety has also become a fixed agenda item at all Safeguarding Leads meetings held by Education Services enabling School Child Protection Officers to maintain up to date with current trends and information.

A key piece of work in 2022 was to develop the case for a Digital Safety Lead and the postholder is now in place. The key focus of this new role includes public awareness raising, a point of contact for support and input into the schools for children and young people.

Child Death Overview Panel (CDOP)

Guernsey and Alderney Islands Safeguarding Children Partnership and Jersey Safeguarding Children Partnership convene a Child Death Overview Panel at least bi-annually to review the deaths of all children under the age of 18 years, excluding stillbirths and planned terminations. The panel is advisory and considers the circumstances of all individual cases including contributory and preventable factors. It makes recommendations for action and identifies any concerning patterns or trends in these factors, and it monitors their implementation.

All child deaths occurring across Guernsey, Jersey and Alderney were reviewed in a timely manner at CDOP meetings in 2022.

Health Safeguarding Sub Committee

Monthly meetings of the Health Safeguarding Subcommittee are held to ensure appropriate health input to strategic planning for safeguarding children and to work towards strengthening safeguarding work across the health sector. Particular areas of attention and achievement over the year were:

- A more structured approach to meeting the needs of vulnerable pregnant women and their unborn babies.
- Implementation of a training programme in child safeguarding across much of the health sector with an emphasis on “Think Family” needs for training in specific areas have been identified and programmes to address them either put in place or being planned.
- A programme of clinical audits in key areas has been agreed and is monitored regularly at the meetings.

Looking ahead to 2023, the ISCP/ISAP has a full work programme to further strengthen multi-agency safeguarding arrangements across the Bailiwick which is summarised in the following table.

ISCP/ISAP - Plan on a Page Priorities for 2023

Understanding practice challenges and line of sight to practitioners

- Implementation of the QA framework
- Ensure practitioners have access to up-to-date multi agency safeguarding procedures

Addressing Safeguarding Needs and Risks

- Implementation of HSB action plan *inc* online harm
- Supporting an agreed multi-agency safeguarding model of practice
- Support early identification and management of sexual abuse, sexual violence and sexual exploitation
- Implementation of the Child Neglect Strategy *inc* preventative work on emotional abuse
- Promote transitional safeguarding
- Research responses to women having multiple children removed from their care

Strengthening accountability

- Develop a Professional Accountability framework
- Further develop leadership of the multi-agency safeguarding system
- Review the governance for learning from adult deaths *inc* suicides and deaths of people with a learning disability

Influencing strategic priority safeguarding concerns

- Escalate the risks associated with staffing capacity *inc* adult services and associated concerns *re* maintaining safeguarding standards.
- Escalate the issue of suicide prevention for adults and children in the Bailiwick
- Influence safer recruitment practice including the development of a Managing Allegations Framework and LADO role
- Escalate issues of adults with high level needs requiring accommodation
- Escalate issues of risk associated with meeting needs of cross channel migrants arriving in Bailiwick

Closing Comments

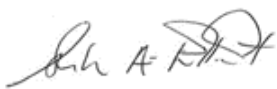
The Annual Report summarises a range of activities of the Islands Safeguarding Children and Adult Partnerships but can't possibly reflect all of the excellent safeguarding practice that takes place through individuals and organisations on a daily basis.

The safeguarding agenda for children, families and adults is constantly evolving and the partnerships need to lead and shape multi-agency safeguarding arrangements so they can continue to meet the needs of islanders. With the more recent development of the Islands Safeguarding Adult Partnership, we now have a better understanding of the changing demographic of the islands with the additional needs and vulnerabilities for people who may live with dementia, increased frailty, mental ill health, isolation or disability.

We also recognise the context that practitioners are working in with stretched resources, recruitment and retention difficulties and increasing demand and complexity in their work. The Islands Safeguarding Partnerships can play a huge role in supporting practitioners to meet changing needs by ensuring there is a comprehensive multi-agency training offer, clear policies and procedures to underpin practice and by building a culture of learning rather than blame when occasionally incidents will occur.

We often refer to safeguarding being everyone's business and that stretches beyond formal partnership arrangements to the many third sector/charitable/sports organisations who play a vital role in keeping islanders safe. We look forward to our continued positive relationship and collaborative working with these organisations from whom we learn so much about the daily lives of islanders.

I look forward to working with the Islands Safeguarding Partnerships in 2023 and the many people who work hard each day to protect islanders from harm and abuse and support them to live fulfilling lives.



SARAH ELLIOTT
PAN ISLAND SAFEGUARDING CHAIR



