

Government Plan Review 2020

Care of Children in Jersey
Review Panel

11th November 2019

This report forms Section 7 of the Government Plan Review Panel's report
on the Government Plan – S.R.13/2019



**WE
SCRUTINISE
GOVERNMENT.**

**CARE OF CHILDREN
IN JERSEY
REVIEW PANEL**

**GOV
PLAN
2020-23**

States of Jersey
States Assembly



États de Jersey
Assemblée des États

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Section 7 – Care of Children in Jersey Review Panel’s Government Plan Review

7.1 Care of Children in Jersey Review Panel membership

The Panel comprised of the following States Members:



Deputy Robert Ward (Chair)



Deputy Kevin Pamplin (Vice-Chair)



Deputy Mike Higgins



Deputy Trevor Pointon



Deputy Louise Doublet
The Deputy joined the Panel during October 2019 and was not involved in the early stages of the review.



Senator Kristina Moore
The Senator resigned from the Panel in October 2019 but was involved with the early stages of the review.

7.2 Chair's Foreword



Scrutiny of this area of the Government Plan has required a detailed consideration of some significant areas of investment. At the same time, we are aware of the changing nature of children's services, and the pressures on social workers and wider areas of support for children. These provide an ongoing challenge for the Minister and the department.

In addition, the commitment of the Government of Jersey to put children first provides a context for the plan. The proof of the success of this priority will only come with time and with the realisation of projects covered in the plan.

Concerns around the nature and use of efficiencies remain and will do so until the commitment to front line services being unaffected is totally clear.

A handwritten signature in black ink, appearing to read 'R. Ward', written in a cursive style.

Deputy R. Ward
Chair, Care of Children in Jersey Review Panel

7.3 Findings and Recommendations

Key Findings



FINDING 7.1

The Minister for Children and Housing has identified efficiencies within three areas that include moving residential care from larger to smaller homes, improving the intensive fostering service, and making better decisions about the permanent situation for a young person in care (permanence).



FINDING 7.2

Until such time as the outcomes of both legislative and service delivery for the Child in need project are available, it is not possible to give an assurance over the level of funding it has been allocated within the Government Plan.



FINDING 7.3

The Panel is concerned that without certainty over the proposed Legal Aid Guidelines, and how they link with the Family Law proposals, it is not possible to identify whether access to support under the new legislation would be impacted.



FINDING 7.4

As considerable work is still required in order to bring forward the recommendations arising from the Youth Justice Review, the Panel cannot comment on the proposed allocation of funding at this time.



FINDING 7.5

Whilst there is clarity over the apportionment of funding to meet the requirements of registration with the Care Commission, an ongoing inspection process has yet to be identified. The Panel therefore cannot provide assurance over the allocation of funding at this time.



FINDING 7.6

The Panel supports the development of the proposed 'Child House' model, however, there is uncertainty over the timescale and siting of any future delivery space for the model.



FINDING 7.7

There has been investment in the Safeguarding Team and Advice Team within the Law Officers' Department to increase the support to Children's Services when dealing with a variety of legal issues. Further evidence of the effectiveness of these additional posts would ensure confidence in the decision-making process.



FINDING 7.8

There is significant funding being applied for policy and service development within the Children's Change Programme, however, due to the considerable volume of work required the Panel cannot comment on whether this funding is appropriate at this stage.

**FINDING 7.9**

The evidence received points to a yearly increase in the need for the service. The Panel is concerned that the proposed funding level may not be sufficient in future years to keep pace with the need for the service.

**FINDING 7.10**

The Panel notes the need for the dedicated HR professional post in Children's Services, however, it requires further information about the outcomes being achieved through this funding prior to making any further comments.

**FINDING 7.11**

It is expected for the training offered by the Safeguarding Partnership Board to vary depending on the needs of staff. The Panel cannot, therefore, comment on the funding levels as need for training may increase or decrease and impact the funding requirement.

**FINDING 7.12**

The Children's Legislative Transformation Programme is intended to be implemented over three phases, the first of which has started in 2019. Given the length of time required, and breadth of legislation required, the Panel cannot give assurance over the level of funding applied to it at this stage.

**FINDING 7.13**

The Panel supports the work of Jersey Cares and any work that helps strengthen advocacy support for Looked After Children and Care Leavers, however, further details are required as to how this funding will be applied by Jersey Cares.

**FINDING 7.14**

The Panel is supportive of the development of a Children's Rights service; however, further details are required as to how the Children's Rights Assistants will be recruited to support this service. It is noted that a Children's Rights Officer is currently being recruited.

**FINDING 7.15**

As the posts of Practice Improvement Officers have yet to be recruited to, the Panel cannot, at this stage, comment on whether the proposed funding will meet the intended objectives of the posts.

**FINDING 7.16**

The Independent Jersey Care Inquiry raised concern within its two-year report of the role and operation of the Multi-Agency Safeguarding Hub (MASH).

**FINDING 7.17**

The funding allocated to the Citizen's Panel is to enable them to produce further reports and recommendations, but not to implement any recommendations made. The funding under the proposal is only for 2020, however, there is scope to extend this funding if seen fit.

**FINDING 7.18**

The Panel cannot comment on the proposed funding levels for the project to support children with complex needs until such time as evidence of the outcomes of the project are available.

**FINDING 7.19**

The funding allocated to support the redesign of CAHMS relates to roles that will support children, young people and their families at an early stage. The roles are currently in the process of being identified. To that end, the Panel cannot comment on whether the funding level is appropriate at this stage.

**FINDING 7.20**

The proposal to create a new therapeutic unit for Looked After Children with complex needs is due to be developed over the course of 2020. To that end, the Panel cannot comment on whether the proposed funding level will meet the service requirements at this stage.

**FINDING 7.21**

The Panel is fully supportive of the improved Corporate Parenting offer contained within the Government Plan proposals. It does, however, note that legislation is required before any proposals can be fully implemented.

**FINDING 7.22**

The funding identified within the workforce development project (4.31) is to support the roll out of the Jersey Practice framework (Jersey Children First) for an additional 18 months. The Panel maintains its view that investment in oversight roles should not overshadow investment in frontline services.

**FINDING 7.23**

The development of the case management system (MOSAIC) will assist frontline services in carrying out their duties. It is noted that the system could be further developed to allow for business and performance reporting.

**FINDING 7.24**

The funding identified within business case 4.33 provides a role to support the recruitment of social workers and co-ordinating practical arrangements (such as onboarding) and attend recruitment fairs. The Panel again highlights its view that investment in frontline services is required more so than back office roles.

**FINDING 7.25**

The Panel supports the redress scheme, however, as there is no certainty over the number and type of applications that will be made to the scheme, it cannot be certain at this stage whether the funding identified is appropriate.

**FINDING 7.26**

The Panel is highly supportive of the need to introduce a Public Services Ombudsman service. Until such time as the policy and accompanying legislation is developed, the Panel cannot comment on the proposed expenditure at present.

**FINDING 7.27**

Capital improvements to Children's Residential Homes will be prioritised to meet set objectives in order to comply with the Discrimination Law, safeguarding and Regulation of Care requirements. At present there is no clarity over how funding will be apportioned between these improvements.

Recommendations



RECOMMENDATION 7.1

The Minister for Children and Housing should review the number of clients accessing the Nursery Special Needs Service on a quarterly basis in order to identify whether the proposed part-time posts are sufficient to meet the actual need.



RECOMMENDATION 7.2

The Minister for Children and Housing should provide further details to the Care of Children in Jersey Review Panel about the intended use of the funding for the advocacy worker by Jersey Cares. This should be provided by end of Q4 2020.



RECOMMENDATION 7.3

The Minister for Children and Housing should update the Care of Children in Jersey Review Panel on the recruitment of the Children's Rights Officer and Children's Rights Assistant posts by the end of Q4 2020 and then subsequently at the end of every quarter until the posts are filled.



RECOMMENDATION 7.4

Once the Practice Improvement Officers are in post, the Minister for Children and Housing should provide initial quarterly updates which detail the impact and outcomes of the posts within Children's Services.



RECOMMENDATION 7.5

The Minister for Children and Housing should review the operation of the Multi-Agency Safeguarding Hub (MASH) and in doing so specifically address the concerns raised by the Independent Jersey Care Inquiry about the operation of the service in its two-year report. This should be completed by the end of Q3 2020.



RECOMMENDATION 7.6

The Minister for Children and Housing should ensure that the future of the Citizen's Panel is clarified by the end of Q3 2020.



RECOMMENDATION 7.7

Further to the Review Panel's recommendation within its most recent update report, the Minister for Children and Housing should fast track legislation that defines the role of Corporate Parent in Jersey, to be completed by the end of Q4 2020.



RECOMMENDATION 7.8

The Minister for Children and Housing (as chair of the Children's Services Improvement Board) should ensure that the MOSAIC system is being utilised to enable best practice in record keeping and consistent reporting prior to any additional business and performance reporting facilities being introduced. This in turn should enable more effective data to be produced.

7.4 Departmental Budgets and Efficiencies

The Panel notes from the Government Plan, that the following Departmental budget will be in place for 2020 for Children, Young People, Education and Skills (CYPES):

Summary Table 3(i) Proposed 2020 Revenue Heads of Expenditure ¹			
	Income (£000)	Expenditure (£000)	Head of Expenditure (£000)
Children, Young People, Education and Skills	17,422	165,059	147,637

The 2020 resources allocated to the Minister for Children and Housing is as follows²:

Resources mapped to Ministerial portfolios ³	
Minister	2020 Allocation (£000)
Minister for Children and Housing	31,557

The Minister for Children and Housing holds the following budget within the various departments for 2020:

2019 Net Revenue Expenditure (£000)	Service Area	2020		
		Income (£000)	Expenditure (£000)	Net Revenue Expenditure (£000)
21,698	Children's Services	(5,600)	27,402	27,397
0	Education			
	Non-fee-paying Provided Schools	0	347	347
0	Young People, Further Education and Skills			
	Further Education, Higher Education and Careers	0	276	276
0	Youth Service	0	410	410
0	Customer and Local Services			
	Customer Services	0	110	110
0	Growth, Housing and Environment			
	Property and Special Projects	0		0
0	Regulation	0		0
0	Health and Community Services			
	Hospital and Community Services	0	70	70
	Justice and Home Affairs			

¹ P.71/2019 - Appendix 2

² P.71/2019 p.138

³ P.71/2019 p. 138

0	Public Protection and Law Enforcement	0	391	391
0	Strategic Policy, Performance and Population Policy	0	2,122	2,122
	Non-Ministerial			
	Law Office Department	0	335	335
	Judicial Greffe	0	100	100
21,698	Net Revenue Expenditure	(5,600)	31,562	31,557

The Panel questioned the Minister for Children and Housing on the allocated budget he held for delivery of the services under his remit within 2019:

Deputy R.J. Ward:

What base budget do you hold responsibility for? We are just trying to get some focus on what budgets you hold.

The Minister for Children and Housing:

This year? Okay, so we have asked to get a bigger, full list because this is obviously been a transition year and stuff has moved around, but I have got just short of £22 million.⁴

- It is noted that, at present, the Minister has some functions delegated from other Ministerial portfolios (i.e. Health and Community Services) which are due to be amended so that they fall entirely within the remit of the Minister for Children and Housing. It was then confirmed that the budget for 2020 would increase to £27.5 million.⁵
- In respect of efficiencies, the Panel notes that the Department for Children, Young people, Education and Skills intends to make £3.5 million worth of efficiencies, of which £1.78 million relate to the remit of the Minister for Education. The Panel questioned the Minister for Children and Housing on how the proposed efficiencies would be found from within services under his remit and received a high-level response as to where they were expected to be found:

Director General, Children, Young People, Education and Skills:

At this stage the principal area under this Minister's portfolio is in the sufficiency strategy where we are looking to continue the work to reprovide residential care from larger to smaller homes, introducing an intensive fostering service, which will reduce our reliance therefore on off-Island placements, but will also reduce our reliance on expensive in-Island care and support for young people as well. A third dimension of that will be to have a much clearer and stronger approach to what we would call permanence, which is about making decisions sooner and better around those children for whom fostering as a long-term proposition and/or adoption are decisions that could be taken. The principal area of being more efficient is because we can, in the simplest of terms, reduce our reliance on expensive off-Island provision and, to some extent, reduce our high-level costs in-Island as well.⁶

⁴ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.2](#)

⁵ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.2](#)

⁶ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.4](#)

- The Panel questioned whether the efficiency programme would reach a point whereby no further savings would be required to be made. The Director General of CYPES provided the following view on the process going forward:

Director General, Children, Young People, Education and Skills:

My experience in other jurisdictions, Chair, is that this process of dealing with the 3 “Es” is a continual process. I do not think I would ever suggest that it is inexorable. There comes a point where certain levels of investment are always required for the very best services to be effective. If you fall below that then first of all you are giving your Minister poor advice, but more importantly you are doing an injustice to children. I think there is some way to go with the efficiency programme because it has not been applied systematically over years yet in the Government.⁷

- The Panel also questioned the notion that departments would be asked to make percentage cuts to the services they offered. It was given the following response from the Minister for Children and Housing:

The Minister for Children and Housing:

As I said, my budget is due to go up every year and I consider it politically, and frankly morally, intolerable to accept any cuts to frontline services in this area because of where we are coming from. Our background of decades of failure in this means that this must be an area of top priority. That view among my colleagues is known full well and I will not tolerate it.⁸

- The Panel notes the efficiencies are broadly broken down into the areas discussed during the hearing. However, further details as to how they will be fully rolled out are required before any assurances about the impact on frontline services can be made. In light of the commitment to put children first, the Panel would express its view that no cuts should be made to frontline services as a result of the efficiencies programme.

FINDING 7.1



The Minister for Children and Housing has identified efficiencies within three areas that include moving residential care from larger to smaller homes, improving the intensive fostering service, and making better decisions about the permanent situation for a young person in care (permanence).

⁷ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.8](#)

⁸ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.6](#)

7.5 Actions, Programs and Capital Projects Reviewed

Additional Revenue Programs			
Program	CSP reference	Page number	Scrutiny RAG Status
Policy/Legislation Transformation and accompanying service delivery Made up of 8 Projects:	CSP1.1.01	16	
Project	Department		
1.1 - Children in Need	Children, Young Persons, Education and Skills	16	
1.2 - Care Leavers	Children, Young Persons, Education and Skills	18	
1.3 - Family Law	Strategic Policy, Performance and Population	19	
1.4 - Youth Justice	Strategic Policy, Performance and Population	20	
1.5 - Regulation and Inspection	Strategic Policy, Performance and Population	22	
1.6 - Safeguarding Partnership Board (SPB)	Strategic Policy, Performance and Population	23	
1.7 - Sexual Assault Referral centre (SARC) /Develop and Children's House	Justice and Home Affairs	25	
1.8 - Domestic Abuse Strategy	Justice and Home Affairs	26	
Children's Change Programme Made up of 9 Projects:	CSP1.1.02	28	
Project	Department		
2.1 - Increase capacity family/children's section (contingency)	Non-Ministerial	28	
2.2 - Baby Steps	Children, Young People, Education and Skills	29	
2.3 - Jersey Youth Service Growth	Children, Young People, Education and Skills	31	
2.4 - Children's Change Programme	Strategic Policy, Performance and Population	32	
2.5 - Family Support Workers	Children, Young People, Education and Skills	33	
2.6 - Maintenance of Care Inquiry funding Youth Service Cat 1	Children, Young People, Education and Skills	34	
2.7 - Youth Enquiry Service (YES) and Projects Cat 2	Children, Young People, Education and Skills	35	
2.8 - Nursery Special Needs	Children, Young People, Education and Skills	36	

2.9 - Increase Resource in Public Protection Unit	Justice and Home Affairs	38	
Independent Jersey Care Inquiry P108 Made up of 12 Projects:	CSP1.1.03	39	
Project	Department		
3.1 - Parent / Infant /Psychotherapy Service	Health and Community Services	39	
3.2 - Sustainable Workforce: Accredited training (Children's Social Work)	Children, Young People Education and Skills	40	
3.3 - Sustainable Workforce: HR professional with admin support (Children's Social Work)	Children, Young People Education and Skills	42	
3.4 - Sustainable Workforce: Multi-agency Specialist Safeguarding Training	Strategic Policy, Performance and Population	43	
3.5 - Sustainable Workforce: On-Island Social Work Training	Children, Young People Education and Skills	45	
3.6 - Legislation: Children's Policy and Legislative Programme	Strategic Policy, Performance and Population	46	
3.7 - The "Jersey Way"	Strategic Policy, Performance and Population	48	
3.8 - Children's Voice: Develop a Looked After Children's Advocacy Worker (Children's Services)	Children, Young People Education and Skills	49	
3.9 - Children's Voice: Develop a new Children's Rights service plus MOMO App (Mind of Mine Own)	Children, Young People Education and Skills	50	
3.10 - Inspection of Services, Practice improvement, performance and quality (Children's Social Work)	Children, Young People Education and Skills	52	
3.11 - IJCI – Enhanced MASH Resourcing	Children, Young People Education and Skills	53	
3.12 - Care Inquiry Citizen Panel	Strategic Policy, Performance and Population	55	
P82 Children's Services Early Intervention Made up of 3 Projects:	CSP1.1.04	57	
Project	Department		
4.1 Early Intervention/ Support in the Community	Children, Young People, Education and Skills	57	
4.11 - Support to Children with complex needs		58	
4.12 - Mental Health and Wellbeing		59	

4.13 - Antenatal support		60	
4.2 Support to Looked After Children	Children, Young People, Education and Skills	60	
4.21 - Small therapeutic unit on Island		61	
4.22 - Intensive Fostering Scheme		63	
4.23 - Transition to adulthood /through care/ care leavers		64	
4.24 - Corporate Parenting		65	
4.25 – Small item replacement and refurbishment/redecoration for Children’s Homes		66	
4.3 Workforce Development		Children, Young People, Education and Skills	66
4.31 - Workforce development and training	67		
4.32 - Case management system	68		
4.33 - Recruitment and retention/ HR support	69		
Redress Scheme	CSP1.1.05	70	
Putting Children First – Involving and Engaging Children Made up of 4 Projects:	CSP1.3.01	72	
Youth Voice	Children, Young People, Education and Skills	72	
Participation and advocacy for Looked After Children and Care Leavers		73	
Advocacy for children in need and children in the child protection system		75	
Children’s Commissioner	Strategic Policy, Performance and Population	76	
Public Services Ombudsman	CSP1-3-02	77	
Capital Expenditure Projects			
Capital Project	CSP reference	Page number	Scrutiny RAG Status
Children’s Residential Homes	N/A	78	

7.6 Reports on Specific Actions and Business Cases

Business Cases for Additional Revenue Expenditure

- This section relates to the additional revenue expenditure projects within R.91/2019 that the Panel has reviewed.

Policy/Legislation Transformation and accompanying service delivery (8 Projects)

1.1 Children in Need CSP 1.1.01			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ 'Right Help, Right Time' integrated prevention and early intervention service ➤ Increase our support for some of the most vulnerable children and young people, through additional posts dedicated to responding to those affected by domestic abuse ➤ Progress policy and legislative change to underpin long-term reform, including: 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of Children in Need.

Additional Investment Required (£000)

2020	2021	2022	2023
1560	1760	1760	1760

Business case summary

- The threshold for intervention is too high in comparison with other jurisdictions. Following the report of The Care Inquiry Panel there is a need for significant policy and legislative development and creation of a 'child in need' policy. Service delivery is to change in advance of law change with the implementation of 'Right Help, Right Time' early intervention, investment in services to support children's mental health and emotional wellbeing and enhancing staffing to progress early help and appropriate training.

Panel Analysis

- The Review Panel questioned the Minister for Children and Housing on the proposed timescale for the legislation described within this project to be brought forward:

The Minister for Children and Housing:

The timescale is to ... this involves updating our children's law and it really does need updating. There are lots of things that need to be done to it. For this project we are looking to consult the end of this year, draft the law during 2020 and lodge it in the second half of next year.⁹

- It was confirmed that the particular piece of legislation that would require amending is the Children's (Jersey) Law 2002.¹⁰ There was a degree of uncertainty from within the business case provided in R.91/2019 as to whether the funding attributed to this project was in order to fund the development of the legislation to underpin this service, or to fund the delivery of it. The Panel questioned this at a public hearing:

Deputy R.J. Ward

It just seems a lot of money for legislation. For example, there is £206,000 on the care leaver's offer, which seems a small amount of money. That legislation is underpinning everything.

Group Director, Policy, Strategic Policy, Performance and Planning:

The funding under 1.1 is for the implementation. It is for that service delivery, the operational model that Mark has been talking about. You are absolutely right, that would be enormous amount of money for the legislation development. It is not for that. There is money elsewhere for the, far smaller, policy and legislation teams involved in it.¹¹

- It was further explained by the Director General for CYPES that any supporting legislation would not be designed to specify services but would in fact be used to specify the entitlement that a child in need would receive.¹² The Director General further explained that the design work for the project was ongoing alongside initiatives that sit with Customer and Local Service (CLS) and Health and Community Services (HCS).¹³ The Minister for Children and Housing confirmed that the Children's Services Improvement Board would track the success of the projects.¹⁴
- The Panel notes that this project specifies three separate areas of priority, namely, 'Right Help, Right Time, mental health support and the Jersey Practice Framework, although there was no distinction as to how the funding would be allocated between these three strands. The Panel questioned this further at its public hearing with the Minister for Children and Housing:

Group Director, Policy, Strategic Policy, Performance and Planning:

So, the way that the funding has been modelled for the plan does not set that out because it needs to be a demand-led model. We will not know until we get in there, is the honest answer. We will have to report back as it happens but that is the anticipated mix.¹⁵

⁹ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.9](#)

¹⁰ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.15](#)

¹¹ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.10](#)

¹² [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.11](#)

¹³ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.12](#)

¹⁴ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.12](#)

¹⁵ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.12](#)

- The Panel fully supports the need for both the legislative changes and service delivery, however, it is not possible at this stage to say with any certainty that the level of funding is appropriate without first seeing outcomes arising from the change to service delivery. For that reason, the Panel has highlighted this project as ‘amber’ at this stage.



FINDING 7.2

Until such time as the outcomes of both legislative and service delivery for the Child in need project are available, it is not possible to give an assurance over the level of funding that has been allocated within the Government Plan.

1.2 Care Leavers CSP 1.1.01			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ ‘Right Help, Right Time’ integrated prevention and early intervention service ➤ Increase our support for some of the most vulnerable children and young people, through additional posts dedicated to responding to those affected by domestic abuse ➤ Progress policy and legislative change to underpin long-term reform, including: 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of Care Leavers.

Additional Investment Required (£000)

2020	2021	2022	2023
206	206	206	206

Business case summary

- Policy and law changes will provide Ministerial duties and powers for care leavers up to age 25 to enable them to move from care towards independence. Social Security entitlements can be extended to care leavers.

Panel Analysis

- Given the heading of this particular section (Policy and Legislation Delivery), the Panel again questioned whether the funding requested was for legislative and policy

development or implementation. It was confirmed that the £824,000 over the four years was intended to fund service delivery.¹⁶

- The Panel questioned the timescale for the offer for care leavers to be brought forward and received the following information:

Director General, Children, Young People, Education and Skills:

*The offer is already in existence in outline. It has been put to the Corporate Parenting Board and has received in principle support. So, what we are now doing, therefore, is looking at how to connect existing and potential new funding with what is set out in that draft offer and bring back not just the Corporate Parenting Board but particularly to that board how the money and the offer will work. So that work is literally underway as well.*¹⁷

- Within the business case in R.91/2019, it states that the purpose of this project is to offer a 'generous' level of support for care leavers. The Panel questioned exactly what this meant:

Director General, Children, Young People, Education and Skills:

*I think we have used the word "generous" deliberately as in not just like we plucked a word out and off we went and wrote it down because Jersey is in a fantastic position not to have to copy other jurisdictions except where they have something that is enviable. Therefore, what we are signalling here is that some of ... maybe we should have given more thought to the word "generous". What we are saying is, is this is going to be the best kind of offer that you can have as a care leaver, so "generous" perhaps implies some other connotation, does it not? But this really means that it is going to be at least as generous as, and in some instances better than other offers you would find in jurisdictions that you might look to as an example.*¹⁸

- It was further explained that the intention of the funding was to provide care leavers with the same level of support as one would normally expect from a supportive and generous parent once they had reached the age of 18.¹⁹
- The Panel is fully supportive of this initiative, especially given the historic failings in this area.

1.3 Family Law CSP 1.1.01			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ 'Right Help, Right Time' integrated prevention and early intervention service ➤ Progress policy and legislative change to underpin long-term reform, including: 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	

¹⁶ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.15](#)

¹⁷ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.15](#)

¹⁸ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.16](#)

¹⁹ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.17](#)

Summary Report

The Department for Strategic Policy, Planning and Performance (SPPP) has requested the following funds in respect of Family Law.

Additional Investment Required (£000)

2020	2021	2022	2023
100	100	100	0

Business case summary

- This is funding to support additional workload for the Mediation Service whilst the law transitions to 'no fault' divorce in anticipation of an increased requirement to attempt a mediated settlement before reverting to the Courts.

Panel Analysis

- The Panel received a briefing on the proposed changes within this business case in March 2019. It was noted at the time that the public consultation had concluded, and further work would be undertaken in order to bring forward the preferred policy position in legislation. The Panel is generally supportive of the need to bring forward this change in policy.
- The Panel did question whether any of this work would link in with the proposed legal aid scheme that would be brought forward for approval by the Chief Minister from the Legal Aid Guidelines Committee (LAGC). It was noted that, whilst there was some crossover, any link would be subject to the scheme as agreed by the Chief Minister on advice of the LAGC.²⁰
- Until the Legal Aid Scheme is approved, there is a lack of clarity over how this will impact access under the proposed legislation. For that reason, the Panel has rated the project as 'amber' at this stage.



FINDING 7.3

The Panel is concerned that without certainty over the proposed Legal Aid Guidelines, and how they link with the Family Law proposals, it is not possible to identify whether access to support under the new legislation would be impacted.

1.4 Youth Justice			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ 'Right Help, Right Time' integrated prevention and early intervention service ➤ Increase our support for some of the most vulnerable children and young people, through additional posts dedicated 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing Minister for Home Affairs	

²⁰ [Written questions – Minister for Children and Housing](#)

<p>to responding to those affected by domestic abuse</p> <p>➤ Progress policy and legislative change to underpin long-term reform, including:</p>			
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Summary Report

The Department for Strategic Policy, Planning and Performance (SPPP) has requested the following funds in respect of Youth Justice.

Additional Investment Required (£000)

2020	2021	2022	2023
137	265	129	0

Business case summary

- Following the findings of the Independent Jersey Care Inquiry and the Youth Justice Review, this is allocation for three policy officers over a fixed term to develop a criminal justice policy that puts children first and development of a welfare orientated multi-agency youth justice strategy.

Panel Analysis

- The Panel questioned the funding increase in 2021 as outlined above. It was informed that the bid is primarily for additional time-limited staff resources to carry out the necessary data gathering, research, policy development work and implementation and 2021 is the only year in which all staff are engaged in this process.²¹
- It was also explained that the timescale for development of a youth and adult criminal justice policy was scheduled for the end of 2021.²² The Panel questioned whether this project would fit in with the review of the Probation and Aftercare Service (JPACS). It was explained that whilst the Youth Justice Review pre-dated the review of JPACS, any advances in practice arising from the review would be reflected in the policy development.²³
- The Panel cannot comment on whether the funding identified is sufficient to meet the objectives with any certainty at this time as considerable work will need to be undertaken to bring forward the changes arising from the Review. For that reason, it has rated the project as 'Amber' at this stage.



FINDING 7.4

As considerable work is still required in order to bring forward the recommendations arising from the Youth Justice Review, the Panel cannot comment on the proposed allocation of funding at this time.

²¹ [Written questions – Minister for Children and Housing](#)

²² [Written questions – Minister for Children and Housing](#)

²³ [Written questions – Minister for Children and Housing](#)

1.5 Regulation and Inspection CSP 1.1.01			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Progress policy and legislative change to underpin long-term reform, including:	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	

Summary Report

The Department for Strategic Policy, Planning and Performance (SPPP) has requested the following funds in respect of Regulation and Inspection.

Additional Investment Required (£000)

2020	2021	2022	2023
75	225	375	450

Business case summary

- The Care Commission requires the Children's Services to ensure services are fit for purpose. The funding is to support the fitness and qualification of staff, staff ratios, buildings that are fit for purpose. The funding is to cover estimated Government costs from 2021 and the cost of further inspection by Ofsted in 2020.

Panel Analysis

- The Review Panel noted within the summary business case in R.91/2019, reference is made for this funding to help cover the required costs for registration under the Care Commission. The Panel questioned the Minister for Children and Housing on what proportion of the funding would be assigned to meet this requirement:

Group Director, Policy, Strategic Policy, Performance and Planning:

The cost that is set out, just to explain that the cost in 2020 is to resource the return of Ofsted's visits for the children's social work services; date to be determined, which is soon, I hope. The rest of it is to cover those fees that government services will incur and will pay the Care Commission. The rest of that funding does cover that.²⁴

- The Panel notes that the funding does account for an Ofsted inspection to take place in 2020. It questioned whether it was the intention to hold these inspections on an annual basis:

The Deputy of St. John:

Is it intended for there to be an Ofsted inspection on an annual basis?

Director General, Children, Young People, Education and Skills:

²⁴ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.17](#)

The answer is I do not know but I mean that in a positive sense because the way this has commenced is by near annual inspection although the interval between the first and the second is being nearer 15 or 16 months than a year. What is intended here is to make sure that there is sufficient resource for appropriate inspection activity to take place and there is, pending a discussion that the Care Commission, the department and some others, I suspect, are expecting to have around, what does the model of inspection need to look like going forwards to best drive improvement?²⁵

- It also questioned whether the best way forward for inspecting services would be through smaller, regular inspections as opposed to full-scale inspections. It was explained that it was intended for them to be undertaken both at the right time and in the right areas they are seen as supportive.²⁶
- The Panel noted in the accompanying business case in R.91/2019, reference is made to ‘fitness of manager’. The Panel questioned exactly what this meant and received the following information:

Director General, Children, Young People, Education and Skills:

No, so I will give you perhaps an example. We are going through a process of all of our children’s, as well as adults, residential provision being regulated. I need to be designated as fit to have oversight of those children’s facilities. So fitness in that respect means I have got a clean D.B.S. (Disclosure and Barring Service). I have got references that are positive. I have not got interruptions in my career that you cannot account for. That is what “fitness to manage” means in this context.²⁷

- Considering the ongoing work required to identify the best inspection process for the Island, the Panel would rate this project as ‘amber’ until such time as that work is completed.

FINDING 7.5



Whilst there is clarity over the apportionment of funding to meet the requirements of registration with the Care Commission, an ongoing inspection process has yet to be identified. The Panel therefore cannot provide assurance over the allocation of funding at this time

1.6 Safeguarding Partnership board (SPB) CSP 1.1.01			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ ‘Right Help, Right Time’ integrated prevention and early intervention service ➤ Progress policy and legislative change to underpin long-term reform, including: 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	

²⁵ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.18](#)

²⁶ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.20](#)

²⁷ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.21](#)

Summary Report

The Department for Strategic Policy, Planning and Performance (SPPP) has requested the following funds in respect of the Safeguarding Partnership Board (SPB).

Additional Investment Required (£000)

2020	2021	2022	2023
180	180	180	180

Business case summary

- A 2018 independent review has identified areas for development within the Safeguarding Partnership Board (SPB). The funding is to bring forward and entrench the responsibilities of the SPB and increase training and public awareness.

Panel Analysis

- The Panel received a submission from the Safeguarding Partnership Board (SPB) as to the scope of what would be introduced as a result of this additional funding. The Panel were informed that the funding related to a project which sought to implement the findings and recommendations arising from an independent review of the SPB in 2018.²⁸ It was explained that there were five main areas associated with the project which are as follows:
 - Developing a culture of learning including enhanced access to training
 - Advice and guidance
 - Raising the profile and awareness of safeguarding
 - Developing potential Pan Island Safeguarding Partnership arrangements
 - Strengthening assurance and accountability²⁹

- It was confirmed by the Minister for Children and Housing in response to a Panel question that the funding would be utilised for the purposes as set out by the SPB:

The monies provided via the Government Plan (£180k per year 2020 – 2023) will enable the Safeguarding Partnership Boards (SPB) to: deliver an enhanced training and advice service; increase public awareness of safeguarding issues and strengthen assurance and accountability in accordance with the 2018 independent review of the Board (as published on gov.je).³⁰

- The Panel also questioned the Minister for Children and Housing on the proposed timeline to bring forward the legislation to underpin the work of the SPB:

This is scheduled for Phase 2 of the Children’s Legislation Transformation Programme. It is therefore anticipated that work on scoping the legislation will start in late 2020, with proposed legislation being brought forward in 2021.³¹

- The Panel understands the requirement for the funding and is satisfied with the evidence it has received in support. It will therefore be supporting it.

²⁸ [Submission – Safeguarding Partnership Board](#)

²⁹ [Submission – Safeguarding Partnership Board](#)

³⁰ [Written questions – Minister for Children and Housing](#)

³¹ [Written questions – Minister for Children and Housing](#)

1.7 Sexual Assault Referral Centre (SARC) CSP 1.1.01			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ 'Right Help, Right Time' integrated prevention and early intervention service ➤ Increase our support for some of the most vulnerable children and young people, through additional posts dedicated to responding to those affected by domestic abuse 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing Minister for Home Affairs	

Summary Report

The Department for Justice and Home Affairs (JHA) has requested the following funds in respect of the Sexual Assault Referral Centre (SARC):

Additional Investment Required (£000)

2020	2021	2022	2023
267	355	355	355

Business case summary

- The funding is to enable development of the SARC into a Child's House Model within Dewberry House. This will provide medical investigative and emotional support in one place, early support after the trauma of abuse, an increase in the length of time support is provided and the ability to gather more effective evidence to progress investigations and court cases.

Panel Analysis

- The Panel explored the proposed timescale for bringing forward the Child's House Model:

Director General, Children, Young People, Education and Skills:

I think I would probably have to come back to you about that, but it is definitely contingent upon the Government Plan approving this particular investment. I am sorry I do not know the specific answer today, but I would say, in general terms, it will be from the beginning of 2020 because this is about investment that delivers additionality.³²

- It is noted that this particular investment is beholden to the approval of the Government Plan. The Panel asked why the funding increased between 2020 and 2021 and it was confirmed that this would be in response to the scaling up of the project and its delivery, after which it would plateau.³³

³² [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.21](#)

³³ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.21](#)

- The Panel questioned whether children and young people would be involved in the design of the rooms within the house, in order to give a homely feel to the surroundings. It was confirmed that every step was taken to achieve this, notwithstanding the requirement that some rooms needed to meet forensic standards to assist in police investigations.³⁴ The Minister for Children and Housing explained that relocation from the current site was a matter for consideration when seeking to integrate several services in to one space.³⁵
- The Panel fully supports the need for this 'Child House' model, however, given the uncertainty over the timescale and siting of the house it has given it an 'amber' rating at this stage.



FINDING 7.6

The Panel supports the development of the proposed 'Child House' model, however, there is uncertainty over the timescale and siting of any future delivery space for the model.

1.8 Domestic Abuse Strategy CSP 1.1.01			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ 'Right Help, Right Time' integrated prevention and early intervention service ➤ Increase our support for some of the most vulnerable children and young people, through additional posts dedicated to responding to those affected by domestic abuse ➤ Progress policy and legislative change to underpin long-term reform, including: 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Home Affairs	

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of the Domestic Abuse Strategy.

Additional Investment Required (£000)

2020	2021	2022	2023
189	239	250	261

³⁴ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.22](#)

³⁵ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.23](#)

Business case summary

- There is a high incidence of domestic abuse in Jersey, which impacts upon children of those families. An increase in the Independent Domestic Violence Advisers posts is proposed across different services such as the emergency department, the youth service and the multi-agency safeguarding hub to ensure quick contact and support for victims of abuse.

Panel Analysis

- The Panel established that the purpose of this funding is the expand the number of Independent Domestic Violence Advisors (IDVA's) from two to four which will be full time equivalent posts.³⁶ It was also explained that the implementation of the posts would be staggered.³⁷
- The Panel questioned whether the four posts would be entirely dedicated to dealing with domestic abuse in the Island and noted the roles were spread throughout the Government:

Acting Deputy Chief Officer, States of Jersey Police:

*As is absolutely the plan there, they are to support those in crisis and help bring forward victims of domestic abuse, to help with a whole host of opportunities, be it safeguarding through to prosecution and they are spread across the Government of Jersey departments in that sense.*³⁸

- Furthermore, the Acting Deputy Chief Officer confirmed the outcomes that would be expected as a result of the increase in the number of roles:

Acting Deputy Chief Officer, States of Jersey Police:

*Yes, so this is a crime area that we feel pretty strongly is underreported in Jersey and the opportunity of deploying and introducing I.D.V.A.s (Independent Domestic Violence Advisors) to work alongside those people who are suffering in that sense can only help increase the opportunity to report and therefore likelihood of getting a conviction. It is very much in that support role space. I am not frightened of this, there may be an increase in the reporting of domestic violence as a result.*³⁹

- It is noted that an increase in the reporting of instances of domestic violence could be seen as a measure of success for the project. The Panel also questioned whether any legislation was intended to be brought forward in order to deal with the issues of domestic violence. The Minister for Home Affairs confirmed that this work would be commenced as part of the 'policy pipeline', however, there were other competing priorities that would need to be balanced amongst this work.⁴⁰ The Panel notes that this work forms part of commencement phase three of the Children's Legislative Transformation Programme.⁴¹
- The Panel is satisfied with the proposed additional roles and also notes further legislative development is in train around domestic violence. It will therefore be supporting this project.

³⁶ [Public hearing – Minister for Home Affairs re Government Plan – 27th September 2019 p.37](#)

³⁷ [Public hearing – Minister for Home Affairs re Government Plan – 27th September 2019 p.38](#)

³⁸ [Public hearing – Minister for Home Affairs re Government Plan – 27th September 2019 p.38](#)

³⁹ [Public hearing – Minister for Home Affairs re Government Plan – 27th September 2019 p.40](#)

⁴⁰ [Public hearing – Minister for Home Affairs re Government Plan – 27th September 2019 p.40](#)

⁴¹ [Children's Legislative Transformation Programme p.6](#)

Children's Change Programme (9 Projects)

It is noted that the projects contained within this section are all currently taking place, however, they have been funded from contingency over the previous Medium-Term Financial Plan (MTFP). The requests are therefore designed to make these posts and projects permanent across the Government Plan cycle.

2.1 Increase capacity family/children's section (contingency) Non-Ministerial CSP 1.1.02			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Continue to implement the Children's Services Improvement Plan by building a more stable and high-performing workforce	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	

Summary Report

Non-Ministerial Departments (Law Officers' Department and Legislative Drafting Office) have requested the following funds in respect of increase capacity family/children's section.

Additional Investment Required (£000)

2020	2021	2022	2023
335	338	342	345

Business case summary

- The funding is to increase capacity in posts in the Family / Children's Services function within the Law Officers' Department and Legislative Drafting Office.

Panel Analysis

- The Panel noted that the business case contained within R.91/2019 appeared to be incomplete and offered very little information as to what exactly was being requested. This was acknowledged by the Minister for Children and Housing at a public hearing and the Group Director for Policy confirmed the exact need for this funding:

Group Director, Policy, Strategic Policy, Performance and Planning:

The costs for policy and legislation development associated with all this are in 3 places in here; in 2.1, 2.4 and 3.6. In 2.1, the one that you are asking about, that refers to additional capacity and continuation of additional capacity that has already gone into the Law Officers' Department and the Law Drafters' Office to ensure that the legislation can be delivered but also my understanding is some additional law officer capacity for casework.⁴²

- The Panel also received further information during factual accuracy checking from the Law Officers' Department (LOD) which explained the funding related to additional

⁴² [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.23](#)

posts within the Safeguarding Team and Advice Team. It was explained that the increase in the Safeguarding Team would achieve the following outcomes:

The funding is required to continue to provide high quality legal advice to the Children’s Service on a range of challenging and time sensitive issues including emergency protection orders, care orders, secure accommodation orders and adoption orders. The funding has meant that more of the court hearings are dealt with in house, which is of benefit to the Children’s Service. The posts will enable the Safeguarding Team to provide timely advice and support to the Children’s Service during its Improvement Programme and beyond. This includes contribution to the Children’s Service Strategic and Operational Improvement Boards and delivery of training to social workers in relation to the legal powers and duties they perform in the name of the Minister for Children & Housing. The outcome of this work will help improve the delivery of services to vulnerable children and their families. The funding also enables a Legal Adviser to sit on the Children’s Legislation Transformation Board to provide practitioner input into the development of new social policy and legislation in relation to children.⁴³

- It was also explained that the funding to support the Advice Team would assist the increased workload arising from the Children’s Legislative Transformation Programme.
- Whilst it understands the need for the posts (to meet the significant increase in legislative development and advice on safeguarding matters), it would raise its disappointment with the way the business case has been presented. For that reason, it has rated the project as ‘amber’ until it has seen ongoing evidence of the positive impact the additional posts have had on the work of the service.

FINDING 7.7



There has been investment in the Safeguarding Team and Advice Team within the Law Officers’ Department to increase the support to Children’s Services when dealing with a variety of legal issues. Further evidence of the effectiveness of these additional posts would ensure confidence in the decision-making process.

2.2 Baby Steps CSP 1.1.02			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ ‘Right Help, Right Time’ integrated prevention and early intervention service		Minister for Children and Housing	

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of Baby Steps.

Additional Investment Required (£000)

2020	2021	2022	2023
219	226	232	239

⁴³ Email – Law Officers’ Department 30 October 2019

Business case summary

- This is to fund a Perinatal parent education programme which was run for a 4-year period by NSPCC as a targeted programme and is now offered universally by FNHC. Other antenatal programmes previously in place have stopped.

Panel Analysis

- The Panel received a significant submission from Family Nursing and Home Care (FNHC) which set out the background of the programme, its governance arrangements, details of the programme, pathways and data relevant to the programme.⁴⁴ The Panel would like to express its thanks to FNHC for providing such an in-depth insight in to the work of the programme.
- The Panel questioned why other antenatal programmes had ceased as a result of the Baby Steps programme. The Minister for Children and Housing confirmed the reason in writing:

The extension of the Baby Steps programme as a universal offer for all expectant parents meets the need that was previously met by the three-session antenatal run by the Community Midwifery Service.⁴⁵

- It was also noted that due to the evidence-based nature of the programme (which had been developed in collaboration with the NSPCC) it provided significant advantages over the existing programmes that it eventually replaced.⁴⁶ The programme is now available to all expecting parents and is introduced by the Midwives at the 12-week booking appointment and revisited at 16 – 18-week contact.⁴⁷
- The Panel was interested to know the role that Midwives played in this programme and was given the following information:

Two part-time midwives are seconded to Family Nursing and Home Care to support the delivery of the programme, working alongside Health Visitors and Baby Steps Facilitators. The content of the programme supports the work of Midwives in the preparation of expectant mothers and partners/support for birth.⁴⁸

- Furthermore, the programme is linked to other services provided by FNHC including the Community Health Visitor Service and also assists in early identification of expectant mothers who may benefit from a higher level of support, including through the Maternal Early Childhood Sustained Home Visiting Programme.⁴⁹
- The Panel is fully supportive of the programme and is satisfied with the detailed evidence received in respect of it. It will therefore be supporting the project.

⁴⁴ [Written Submission – FNHC](#)

⁴⁵ [Written questions – Minister for Children and Housing](#)

⁴⁶ [Written questions – Minister for Children and Housing](#)

⁴⁷ [Written questions – Minister for Children and Housing](#)

⁴⁸ [Written questions – Minister for Children and Housing](#)

⁴⁹ [Written questions – Minister for Children and Housing](#)

2.3 Jersey Youth Service Growth CSP 1.1.02			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children's Services Improvement Plan by building a more stable and high-performing workforce ➤ 'Right Help, Right Time' integrated prevention and early intervention service 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of Jersey Youth Service Growth.

Additional Investment Required (£000)

2020	2021	2022	2023
96	98	101	104

Business case summary

- There are currently gaps in the service and the funding is to increase work with young carers, LGBTQ young people, early help and corporate parenting and to increase support to the Youth Enquiry Service (YES) projects providing information, advice and counselling.

Panel Analysis

- The Panel questioned how the funding identified for these projects was different to that set out in project 2.6 (Maintenance of Care Inquiry funding Youth Service Cat 1) on page 12 of R.91/2019. It received the following clarification:

2.6 is the current funds and delivery that is taking place and 2.3 is to increase funding for the LGBT and Young Carers posts from half-time to full-time, create a new post to support the Youth Service capacity to support the Early Help and preventative work it carries out with some of the Islands most vulnerable young people and engage them in relevant programmes and also to increase support available from the Youth Enquiry Service and reduce any waiting times for counselling. Currently the Youth Service is a projects worker short as they have used the funds from this post on a temporary basis to back fill to support the LGBTQ and Young Carers work.⁵⁰

- Further details were also given as to how the funding would be allocated between the posts identified.⁵¹ The Panel is satisfied in the rationale and need for the additional funding for these posts and will therefore be supporting the bid.

⁵⁰ [Written questions – Minister for Children and Housing](#)

⁵¹ [Written questions – Minister for Children and Housing](#)

2.4 Children's Change Programme CSP 1.1.02			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children's Services Improvement Plan by building a more stable and high-performing workforce ➤ 'Right Help, Right Time' integrated prevention and early intervention service ➤ Bring forward primary legislation for indirect incorporation of the United Nations Convention on the Rights of the Child 	We will promote and protect Jersey's interests, profile and reputation internationally	Minister for Children and Housing	

Summary Report

The Department for Strategic Policy, Planning and Performance (SPPP) has requested the following funds in respect of the Children's Change Programme.

Additional Investment Required (£000)

2020	2021	2022	2023
191	196	204	209

Business case summary

- The funding is to continue the officer capacity to implement the changes detailed in the Independent Jersey Care Enquiry to support the Minister in strategic planning and indirect incorporation of the UN Convention of the Rights of the Child.

Panel Analysis

- The Panel questioned how many posts would be maintained as a result of this funding and what the focus would be for the roles. It received the following information in response:

The sum referred to in 2.4 Children's Change Programme concerns continuation funding for two posts that were initially created in 2016 in response to the IJCI report. These two posts form the core of the Children's Policy Team. Over the Government Plan period, tasks will include – as stated in R.91/2019 – strategic planning of the children's policy agenda, taking forward incorporation of the UN Convention on the Rights of the Child, and progressing the children's agenda – this latter task including ongoing policy support to the Minister for Children.⁵²

- The Panel is aware that there is a significant amount of policy and legislative development required and programmed over the course of the Government Plan. This

⁵² [Written questions – Minister for Children and Housing](#)

is vital to ensuring the issues of the past are firmly resolved. The Panel notes that there is additional funding within project 3.6 (p.16 R.91/2019) in order to help deliver this programme.⁵³ At this stage, however, the Panel cannot say with any certainty that the funding identified is sufficient. It has therefore marked the project as ‘amber’.



FINDING 7.8

There is significant funding being applied for policy and service development within the Children’s Change Programme, however, due to the considerable volume of work required the Panel cannot comment on whether this funding is appropriate at this stage.

2.5 Family Support Workers CSP 1.1.02			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children’s Services Improvement Plan by building a more stable and high-performing workforce ➤ ‘Right Help, Right Time’ integrated prevention and early intervention service 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of Family Support Workers.

Additional Investment Required (£000)

2020	2021	2022	2023
175	180	185	191

Business case summary

- To support the creation of a pilot Family Support Work Team to implement the ‘early help’ approach using practitioners from different agencies working together in schools, early years’ environments, Family Nursing and Home Care, Education Support Services, the Youth Service and in the voluntary and community sector.

Panel Analysis

- The Panel questioned the number of roles that were created by this funding and were informed that it related to 6 roles (3 fulltime family support workers and 3 term time family support workers (2 at 30 hours and 1 at 37 hours)).⁵⁴ It also questioned what the anticipated caseload was for each of these roles and received the following information:

⁵³ [Written questions – Minister for Children and Housing](#)

⁵⁴ [Written questions – Minister for Children and Housing](#)

(Family Support Worker's) tend to work with between 8-12 families at any one time, plus delivery of Triple P groups and Parent Consultation (Pop In) sessions at schools and early years settings. The team worked with 112 new families in the academic year 2018/19

During the same time period they were the lead worker for 58 children and young people (where a child/ family needs multi agency support a lead worker is identified to co-ordinate support, make sure the family don't have to repeat lots of information and have a clear plan in place.⁵⁵

- The Panel is satisfied with the need for the roles and current funding requirement, and will therefore be supporting the project.

2.6 Maintenance of Care Inquiry funding Youth Service Cat.1 CSP 1.1.02			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children's Services Improvement Plan by building a more stable and high-performing workforce ➤ 'Right Help, Right Time' integrated prevention and early intervention service 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of the Maintenance of Care Enquiry funding Youth Service Cat.1.

Additional Investment Required (£000)

2020	2021	2022	2023
189	194	200	206

Business case summary

- To set up and support LGBTQ Youth Jersey, Young Carers project (Mytime), Missing young person and Child Sexual Exploitation (CSE) project, Youth Enquiry Service (YES) Counsellor. This is in accordance with a request to review services for today's children and young people where there are gaps in current services for vulnerable young people.

Panel Analysis

- Noting the information provided to it for project 2.3 above (and accepting that the funding identified in this business case relates to roles currently funded through contingencies), the Panel requested a breakdown of the funding allocated to various projects listed in the business plan and received the following information:

LGBT AYW £25,000

⁵⁵ [Written questions – Minister for Children and Housing](#)

Young Carer AYW £25,000
 YES Counsellor £60,000
 Projects/CIST SYW £60,000
 Total £170,000⁵⁶

- The Panel will be supporting the additional funding for the continuation of this important work.

2.7 Youth Enquiry Service (YES) and Projects Cat. 2 CSP 1.1.02			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> Continue to implement the Children's Services Improvement Plan by building a more stable and high-performing workforce 'Right Help, Right Time' integrated prevention and early intervention service 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of the Youth Enquiry Service (YES) and Projects Cat. 2.

Additional Investment Required (£000)

2020	2021	2022	2023
101	104	107	110

Business case summary

- Funding is to provide additional staff for the Youth Enquiry Service (YES) and for the development of additional projects to deliver the universal plus/preventative work with children and young people – projects already delivered include sessions at schools on Consent, Equality and Diversity and Alcohol awareness and a diet and nutrition workshop.

Panel Analysis

- The Panel reviewed the outline business case in R.91/2019 and is generally supportive of the proposed additional funding. It did, however, question how the funding would be allocated between the various posts proposed and received the following information:

Original budget allocation not actual spend amounts

YES AYW £45,000
 Projects/CIST AYW £50,000
 Total £95,000⁵⁷

⁵⁶ [Written questions – Minister for Children and Housing](#)

⁵⁷ [Written questions – Minister for Children and Housing](#)

2.8 Nursery Special Needs CSP 1.1.02			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children's Services Improvement Plan by building a more stable and high-performing workforce ➤ 'Right Help, Right Time' integrated prevention and early intervention service 		Minister for Children and Housing	

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of Nursery Special Needs.

Additional Investment Required (£000)

2020	2021	2022	2023
60	62	64	66

Business case summary

- To fund and develop an outreach service for schools and families with children with special needs to support inclusion in mainstream education, rather than Mont-a-l'Abbe or other specialist settings. To fund an Early Intervention Family Support for children age 0-5. This supports the 'early help' approach and ensures multi-agency support in school and community.

Panel Analysis

- The Panel requested the job description for the role to better understand the range of actions that it would be undertaking. It is noted that this funding relates to 0.4 FTE which is split across two areas. An Outreach Service from Bel Royal School termed the 'Learning Inclusion Team' (LIT) which will be able to offer outreach in other schools and turning a term time Portage worker role in to a full-time role to assist children with the most complex needs.⁵⁸
- The Panel questioned how the one 0.8FTE and one 0.4FTE would undertake the large range of actions identified in the business case. It was given the following information by the Minister for Children and Housing:

Requests for outreach support can be made in respect of children and young people with complex learning needs who may be viewed as requiring support above ordinarily available support. This may include pupils with for example;

- *moderate or severe learning difficulties who are likely to have severe developmental delay, impaired ability to communicate and interact with the environment, and regressive conditions in some instances;*

⁵⁸ [Written questions – Minister for Children and Housing](#)

- *severe and long term sensory and/or physical difficulties who have restricted mobility which require an adapted educational environment and specialist equipment and where staff who support them require moving and handling training;*

Requests for portage can be made from any agency for children age 0 – 5. Portage runs as an outreach service for parents and children at home for pre-statutory school children with additional needs. The Portage team also run regular ‘Stay and Play’ groups for pre-school children and their parents.⁵⁹

- The Panel also received a list of expected outcomes from the roles, which for the LIT included assistance with assessment and moderation of pupil’s attainment levels/curriculum access and needs, advice on interventions and bespoke training to address particular needs.⁶⁰ Outcomes for the Portage worker post included delivery of portage home visiting service, supporting planning for change and transitions and liaison with other early year’s professionals.⁶¹ The Panel was also provided with figures to evidence the increased need for the service over the past 3 years:

	2016	2017	2018
Referrals	85	107	126
Children Supported	96	152	172
Hours delivered	950	1342	1566

⁶²

- The Panel also received the following information in respect of the estimated need for the services (and number of referrals) and also the number of hours of support offered from these roles:

There were 10 Request for Involvements of the LIT service from mainstream schools. These cases require continued regular involvement over the year.

There were 53 new referrals for Portage last academic year. This was in addition to the existing caseload from the previous year.

Portage delivered 650 hours of home visits and 120 hours of stay and play groups throughout the year.

The LIT provides hours relevant to the specific need. In some cases, this is monthly visits.⁶³

- The Panel notes the need for the service, however, the increasing numbers accessing the schemes highlights potential concern over how they are resourced. Should this continue to increase at the rate highlighted above the Panel would raise concern that additional funding will be required. For that reason, the Panel has rated this project as ‘amber’ at this stage.

⁵⁹ [Written questions – Minister for Children and Housing](#)

⁶⁰ [Written questions – Minister for Children and Housing](#)

⁶¹ [Written questions – Minister for Children and Housing](#)

⁶² [Written questions – Minister for Children and Housing](#)

⁶³ [Written questions – Minister for Children and Housing](#)

**FINDING 7.9**

The evidence received points to a yearly increase in the need for the service. The Panel is concerned that the proposed funding level may not be sufficient in future years to keep pace with the need for the service.

**RECOMMENDATION 7.1**

The Minister for Children and Housing should review the number of clients accessing the Nursery Special Needs Service on a quarterly basis in order to identify whether the proposed part-time posts are sufficient to meet the actual need.

2.9 Increase Resource in Public Protection Unit CSP 1.1.02			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children's Services Improvement Plan by building a more stable and high-performing workforce ➤ 'Right Help, Right Time' integrated prevention and early intervention service ➤ Bring forward primary legislation for indirect incorporation of the United Nations Convention on the Rights of the Child 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of an Increase Resource in Public Protection Unit.

Additional Investment Required (£000)

2020	2021	2022	2023
124	127	131	135

Business case summary

- The funding is to continue to employ 2 Detectives already in post within the Police Public Protection Unit to respond to child abuse investigations and management of offenders.

Panel Analysis

- The Panel has reviewed the business case in R.91/2019 and supporting documentation received and is supportive of the proposals.

Independent Jersey Care Inquiry P108 (12 Projects)

3.1 Parent/ Infant/ Psychotherapy Service CSP 1.1.03			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children's Services Improvement Plan by building a more stable and high-performing workforce ➤ Increase our support for some of the most vulnerable children and young people, through additional posts dedicated to responding to those affected by domestic abuse ➤ Enhance the availability of advocacy support to key groups 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	

Summary Report

The Department for Health and Community Services (HCS) has requested the following funds in respect of the Parent/ Infant/ Psychotherapy Service.

Additional Investment Required (£000)

2020	2021	2022	2023
70	70	71	104

Business case summary

- To continue with the specialist Parent / Infant Psychotherapy Service for vulnerable infants/young children and their parents/carers to contribute towards reducing the number of children entering the child protection system and prevent trans-generational breakdown of family relationships and the long-term effects of poor early emotional, social and cognitive development.

Panel Analysis

- The Panel notes that the current service is being piloted and the funding comprises a highly specialised psychotherapist who is able to offer therapeutic work to support the relationships of infants with their parents or carers.⁶⁴
- The Panel questioned how this service was targeted and need identified amongst children and their families. It received the following information in response:

⁶⁴ [Written questions – Minister for Children and Housing](#)

Approximately 1000 babies are born in Jersey each year and we anticipate that the post holder will be working with those children whose families are presenting with the highest level of need. It is well evidenced that mothers with young children are vulnerable to developing a range of mental health difficulties such as post-natal depression or post-traumatic stress disorder and this impacts upon the parent's ability to develop their relationship with their child.⁶⁵

- It was further explained that the post holder works in collaboration with health visitors and the Bridge to ensure parents who are most at need can access the service.⁶⁶ It was also confirmed that the post holder has capacity to work with 20 families at a time.⁶⁷ The Panel is supportive of the project.

3.2 Sustainable Workforce: Accredited training (Children's Social Work) CSP 1.1.03			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children's Services Improvement Plan by building a more stable and high-performing workforce ➤ Increase our support for some of the most vulnerable children and young people, through additional posts dedicated to responding to those affected by domestic abuse ➤ Enhance the availability of advocacy support to key groups 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of the Sustainable Workforce: Accredited training (Children's Social Work).

Additional Investment Required (£000)

2020	2021	2022	2023
30	31	32	33

Business case summary

- To support post graduate accredited professional training in systematic practice to sustain improved recruitment and retention.

⁶⁵ [Written questions – Minister for Children and Housing](#)

⁶⁶ [Written questions – Minister for Children and Housing](#)

⁶⁷ [Written questions – Minister for Children and Housing](#)

Panel Analysis

- The Panel questioned the Minister for Children and Housing about the details of the accredited training that staff would be undertaking and received the following information from the Director General for CYPES:

Director General, Children, Young People, Education and Skills:

As you can see it is a rather modest sum, so up to the early part of this year we had made a commitment to invest in systemic training for social workers. What this figure represents is, broadly speaking, the cost of that initial investment in systemic training, which we wanted to sustain through the duration of the plan either to roll out further opportunities for social workers to go on that programme and/or other relevant accredited training relating to the practice model of social work that we are developing. So, it is a relatively ... sorry, I am just about to say something that might sound patronising. I do not mean that all. It is a relatively modest sum designed to reflect the fact that we started something. We might want to continue it, but we also might want to evolve it. But it is basically about giving social workers access and particularly access to learning with social workers from other jurisdictions on training that can be accredited and supports our practice model.⁶⁸

- Delivery of this training will be through the Tavistock Centre in London and it was also confirmed that at the end of the training, staff would receive an Institute of Learning and Management equivalent qualification in systemic practice.⁶⁹
- The Panel questioned whether this training linked to the on-island systemic practice course offered by Jersey Association for Family Therapy. It was confirmed that this training was designed to be complementary rather than competitive and was intended to begin dealing with previously poor investment in social work training.⁷⁰
- It was noted by the Panel that the amount of funding required is relatively small for tackling a previous lack of investment. The Director General, however, confirmed that work was ongoing to create further learning development opportunities for social workers:

Director General, Children, Young People, Education and Skills:

No, and it is a small part of what we need to build up. I am less concerned about the money although the money will be very welcome. I am more concerned that one of the jobs I need to do is make sure that there is a good learning and development offer for social workers and other allied professionals like family support workers because that has been part of our retention problem here. So even when we landed good staff sometimes we do not hold on to them because there is not a framework of learning and development that they can see. That is slowly coming into place. This would be an element of it.⁷¹

- The Panel recognises the need for significant investment in training and development opportunities for social workers, however, it also notes that this particular project is one small part of that development. It is therefore supportive of this project and will continue to monitor the development of other opportunities.

⁶⁸ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.25](#)

⁶⁹ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.25](#)

⁷⁰ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.26](#)

⁷¹ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.27](#)

3.3 Sustainable Workforce: HR professional with admin support (Children's Social Work) CSP 1.1.03			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children's Services Improvement Plan by building a more stable and high-performing workforce ➤ Increase our support for some of the most vulnerable children and young people, through additional posts dedicated to responding to those affected by domestic abuse ➤ Enhance the availability of advocacy support to key groups 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of Sustainable Workforce: HR professional with admin support (Children's Social Work).

Additional Investment Required (£000)

2020	2021	2022	2023
77	79	81	84

Business case summary

- In response to the recommendation of the Care Inquiry this is to retain a dedicated HR Officer who is in post and had a positive impact on the service.

Panel Analysis

- The Panel reviewed the business case in R.91/2019 and sought further clarity over the details of the post and role described. It was explained that this related to the costs of a dedicated HR officer within Children's Services focussing on the on-boarding and recruitment of social workers.⁷² It was also noted that the role sat within People Services and was line managed through the central HR team yet was stationed within the same building as Children's Services.⁷³

⁷² [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.27](#)

⁷³ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.28](#)

- The Panel questioned whether it was likely for the role to be drawn in to other areas of the HR function across the States. The Director General for CYPES confirmed that the role formed part of a ‘hub and spoke’ approach to HR management:

Director General, Children, Young People, Education and Skills:

I guess the language at this end of the table is hub and spoke, so this role is spoked out to the service but the professional supervision, because this person is a qualified people service professional, will be through a line manager who is from People Services, which is the H.R. business partner to the department. So, there is good connection, so while the professional locus for People Services is corporate, sits at the centre, the people who do the work then get spoked out to the departments.⁷⁴

- The Panel raised concern over the term ‘robust management’ within the business plan. It was felt that given the historic issues raised in the HR lounge bullying and harassment report this could give the wrong impression to staff about how they would personally be dealt with. The Director General explained the reasoning for the use of the term:

Director General, Children, Young People, Education and Skills:

We need to make sure that, because there have been historically, and sometimes still contemporaneously, issues about the way people arrive and the way that they are expected to be onboarded and therefore behave and operate, we have not been consistent sometimes in managing those issues. Quite literally we have not been consistent, so sometimes complaints and occasionally grievances will arise because of that differential treatment. This is about, again, it is the language I guess that you are picking up here, but this is about being consistent. I think “robust” for me in this sense just means being clear and firm and following policy.⁷⁵

- The Panel notes that need for this role in order to deal with historic issues. It does, however, hold concerns about the level of funding compared to that of frontline services and agrees it should be monitored to ensure the outcomes are being met. For that reason, it has rated the project as ‘amber’ at this stage.



FINDING 7.10

The Panel notes the need for the dedicated HR professional post in Children’s Services, however, it requires further information about the outcomes being achieved through this funding prior to making any further comments.

3.4 Sustainable Workforce: Multi-Agency Specialist Safeguarding Training CSP 1.1.03			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children’s Services Improvement Plan by building a more stable and high-performing workforce ➤ Increase our support for some of the most 	<p>We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders</p>	<p>Minister for Children and Housing</p>	

⁷⁴ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.28](#)

⁷⁵ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.29](#)

<p>vulnerable children and young people, through additional posts dedicated to responding to those affected by domestic abuse</p> <p>➤ Enhance the availability of advocacy support to key groups</p>			
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Summary Report

The Department for Strategic Policy, Planning and Performance (SPPP) has requested the following funds in respect of Sustainable Workforce: Multi-agency specialist safeguarding training.

Additional Investment Required (£000)

2020	2021	2022	2023
77	79	81	84

Business case summary

- A continuation of investment released from contingency funds for years 2017-2019 via P108/2018 to enable ongoing increased levels of training across the children's workforce. Funding will enable the Safeguarding Partnership Board (SPB) to increase capacity to deliver more foundation training and increased specialist training on child sexual abuse, working together, new sexual offences legislation and the voice of the child.

Panel Analysis

- The Panel questioned whether the funding proposed within this business case was the same as outlined in project 1.6 (p.9 R.91/2019). It was explained that the funding set out in 1.6 related solely to the policy and legislative development for safeguarding (and the SPB), whereas this particular funding related to the costs associated with staff training to help enhance safeguarding and knowledge in safeguarding.⁷⁶
- The Panel also questioned exactly what training would be offered as a result of this training and received the following response:

The training will and should vary according to need for example there may be a need to improve competence and capability of staff in assessing neglect or presenting evidence to court in court proceedings. The training provided will change over time. It will also be tiered in approach i.e. awareness raising, training from managers, supervision, skills-based training for practitioners.⁷⁷

- It is clear that the training will be required to fit the needs of staff and this will inevitably come in a broad range of matters. For that reason, the Panel cannot give assurance over the amount of funding that has been allocated as the training needs may increase

⁷⁶ [Written questions – Minister for Children and Housing.](#)

⁷⁷ [Written questions – Minister for Children and Housing.](#)

or decrease and in turn impact the funding requirement. It has therefore rated the project as 'amber' at this stage.



FINDING 7.11

It is expected for the training offered by the Safeguarding Partnership Board to vary depending on the needs of staff. The Panel cannot, therefore, comment on the funding levels as need for training may increase or decrease and impact the funding requirement.

3.5 Sustainable Workforce: On-Island Social Work Training CSP 1.1.03			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children's Services Improvement Plan by building a more stable and high-performing workforce ➤ Increase our support for some of the most vulnerable children and young people, through additional posts dedicated to responding to those affected by domestic abuse ➤ Enhance the availability of advocacy support to key groups 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of Sustainable Workforce: On-Island social work training.

Additional Investment Required (£000)

2020	2021	2022	2023
276	221	144	144

Business case summary

- Funding to deliver a degree course in Jersey in partnership with the University of Sussex. In the longer term it is anticipated the course will fund itself but for first few years there is payment to Sussex University to support the course.

Panel Analysis

- The Panel examined the business case in R.91/2019 and noted the need and arrangements for the on-island social work training. It is pleased that this has now started as of September 2019 with a current intake of 15 students from across the

Channel Islands.⁷⁸ The Panel also noted the drop in funding over the four years of the Government Plan, which was explained by the Minister for Children and Housing during a public hearing:

Deputy K.G. Pamplin:

This is fairly straightforward, but could you just outline and explain the reason for the drop of funding over the 4 years? I believe it is because of the funding at the beginning of the course, but I will let you elaborate.

The Minister for Children and Housing:

That is right. The degree is essentially a franchise of the University of Sussex and that is a good thing because they are highly regarded in this area, so we are pleased with that. It has only just started its first formal year of teaching, the first tranche to go through that; therefore, we are having to receive direct support from the University of Sussex in that beginning time. People within the organisation have not delivered it here before and it is just a matter of fact that over time that experience and that ability to deliver things will just become an ordinary part of what we do. We will not need to co-opt as much from the University of Sussex directly for that. So, this is not about reducing capacity.⁷⁹

- The Panel is also pleased to note that students accessing this course are eligible for the full grant under the student finance scheme, on account of the course being listed on the critical skills list within Social Security.⁸⁰ The Panel questioned whether mature students wishing to access the course who were on income support would have their benefits protected:

Deputy R.J. Ward:

Because this is a priority course and you may attract more mature students who may already have families, will their income support be protected, and they will be seen as working the 35 hours while they are on that course?

Director General, Children, Young People, Education and Skills:

The present rules are the present rules around eligibility and I think the issue here is, because it is a priority skills course, then you are entitled to 100 per cent fee support. That is one of the crucial elements about the present system. There are, as we know, disregards relating to Social Security, but the expectation anyway is that those are unlikely to kick in because it is a full-time course, so people are unlikely to find themselves in a form of employment that then starts to compromise their maintenance versus their income.⁸¹

- The Panel supports the need for this course and the associated funding.

3.6 Legislation: Children's Policy and Legislative Programme CSP 1.1.03			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Continue to implement the Children's Services Improvement Plan by	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers,	Minister for Children and Housing	

⁷⁸ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.31](#)

⁷⁹ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.30](#)

⁸⁰ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.30](#)

⁸¹ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.32](#)

<p>building a more stable and high-performing workforce</p> <p>➤ Increase our support for some of the most vulnerable children and young people, through additional posts dedicated to responding to those affected by domestic abuse</p>	<p>businesses, trade unions and key stakeholders</p>		
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Summary Report

The Department for Strategic Policy, Planning and Performance (SPPP) has requested the following funds in respect of Legislation: Children’s policy and legislative programme.

Additional Investment Required (£000)

2020	2021	2022	2023
404	417	429	442

Business case summary

- In accordance with the Independent Jersey Care Inquiry recommendation a Children’s Legislation Framework Programme has been approved to be delivered in three waves. In 2020 this will include legislation to address “Children in Need”, Care Leavers, corporate parenting, corporal punishment, family law, education law reform and young people not in education, employment or training Phase 1 and commencement of Phase 2 on regulation and inspection of further children’s services, special guardianship and legislation for the safeguarding partnership board.

Panel Analysis

- Upon reviewing the business case within R.91/2019 for this project, the Panel raised concern that this appeared to be a double up of funding with projects identified in 2.1 (p.10 R.91/2019) and 2.4 (p.11 R.91/2019). The distinction between the projects was clarified by the Group Director for Policy during a public hearing:

Group Director, Policy, Strategic Policy, Performance and Planning:

As I said, the funding in 2.1, 2.4 and here in 3.6, 2.1 was to do with the legal side, so stick with 2.4 and 3.6 is the policy resource to do the policy development. The funding that we were discussing right at the beginning is all to do with the implementation of the policy, so that is the distinction.⁸²

- The Panel noted that a programme board had been established to oversee the implementation of this work. It questioned how this board operated and how it was held accountable. The Group Director provided the following information during the public hearing:

Group Director, Policy, Strategic Policy, Performance and Planning:

So, this is the Children’s Legislation Transformation Programme Board is just co-ordinating the officials on this, so I act as the Chair for it and the key for it in

⁸² [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.32](#)

terms of very early stage policy development is to make sure that we are getting operational voices in and overseeing the co-ordination across what is quite a complex programme of work. So, it is meant to be a co-ordination mechanism internally.

Deputy K.G. Pamplin:

How is the board accountable?

Group Director, Policy, Strategic Policy, Performance and Planning:

We are directly accountable to the Minister and to the Children's Strategic Partnership Board as well. It is a co-ordination role, so then each piece of policy development still has to go through the processes that you would expect. So, papers will come to the Minister, then to Council of Ministers, and so on.⁸³

- The Panel has recently published a report examining the implementation of recommendations five to eight of the Independent Jersey Care Inquiry (IJCI) in which it examines the Children's Legislative Transformation Programme.⁸⁴ It will continue to hold the Minister to account for delivery of the programme and given the fact that the programme is at the early stages of development it has rated the project as 'amber'.

FINDING 7.12



The Children's Legislative Transformation Programme is intended to be implemented over three phases, the first of which has started in 2019. Given the length of time required, and breadth of legislation required, the Panel cannot give assurance over the level of funding applied to it at this stage.

3.7 The "Jersey Way" CSP 1.1.03			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Increase our support for some of the most vulnerable children and young people, through additional posts dedicated to responding to those affected by domestic abuse ➤ Enhance the availability of advocacy support to key groups 		Minister for Children and Housing	

Summary Report

The Department for Strategic Policy, Planning and Performance (SPPP) has requested the following funds in respect of The Jersey Way.

Additional Investment Required (£000)

2020	2021	2022	2023
208	214	220	227

⁸³ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.34](#)

⁸⁴ S.R.XX/2019 Response to the Care Inquiry: Update Report November 2019

Business case summary

- Projects to include public engagement, openness, transparency, checks and balances, accountability and confidence in Government, administrative redress and administration of the justice system and further policy progress to support this.

Panel Analysis

- As stated in the previous section of this report, the Panel has conducted an in-depth review of the implementation of recommendations five to eight of the IJCI. The 'Jersey Way' related to recommendation seven of the inquiry report and the response has been examined by the Panel in this report. Given the crossover with this particular funding request, the Panel would draw attention to its report for analysis of the rationale for this funding.⁸⁵

3.8 Children's Voice: Develop a Looked After Children's Advocacy Worker (Children's Services) CSP 1.1.03			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children's Services Improvement Plan by building a more stable and high-performing workforce ➤ Increase our support for some of the most vulnerable children and young people, through additional posts dedicated to responding to those affected by domestic abuse ➤ Enhance the availability of advocacy support to key groups 	We will promote and protect Jersey's interests, profile and reputation internationally	Minister for Children and Housing	

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of the Children's Voice: Develop a Looked After Children's Advocacy Worker (Children's Services).

Additional Investment Required (£000)

2020	2021	2022	2023
60	62	64	66

⁸⁵ S.R.XX/2019 Response to the Care Inquiry: Update Report November 2019

Business case summary

- Funding for a Looked After Children Advocacy Worker post to address the failure to value children in care, mitigate negative effects of small island culture and its challenges.

Panel Analysis

- The Panel requested a job description relating to this role and was given the following information about the funding:

This is the continuation of the previous resources allocated through contingency funding subsequent to the publication of the Independent Jersey Care Inquiry in July 2017. The funding was originally identified and used to purchase participation and advocacy support from a third sector organisation. It is proposed that this money is now used towards funding the new Jersey Cares organisation.⁸⁶

- The Panel notes that the funding will now be used to fund Jersey Cares, a new advocacy support organisation for looked after children and care leavers.⁸⁷ The Panel also questioned whether this particular role crossed over with the work of the Children's Rights Officer, however, given the funding is now being utilised for Jersey Cares there is a distinction between the work they would both be undertaking.⁸⁸
- The Panel supports the introduction of this role but requires further details on the tasks it will undertake at this stage. It has therefore rated the project as 'amber'.

FINDING 7.13



The Panel supports the work of Jersey Cares and any work that helps strengthen advocacy support for Looked After Children and Care Leavers, however, further details are required as to how this funding will be applied by Jersey Cares.



RECOMMENDATION 7.2

The Minister for Children and Housing should provide further details to the Care of Children in Jersey Review Panel about the intended use of the funding for the advocacy worker by Jersey Cares. This should be provided by end of Q4 2020.

3.9 Children's Voice: Develop a new Children's Rights service plus MOMO App (Mind of Mine Own) CSP 1.1.03			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children's Services Improvement Plan by building a more stable and high-performing workforce ➤ Increase our support for some of the most vulnerable children and young people, through 	We will nurture a diverse and inclusive society	Minister for Children and Housing	

⁸⁶ [Written questions – Minister for Children and Housing.](#)

⁸⁷ [Written questions – Minister for Children and Housing.](#)

⁸⁸ [Written questions – Minister for Children and Housing.](#)

<p>additional posts dedicated to responding to those affected by domestic abuse</p> <p>➤ Enhance the availability of advocacy support to key groups</p>			
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Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of the Children’s Voice: Develop a new Children’s Rights service plus MOMO App (Mind of Mine Own).

Additional Investment Required (£000)

2020	2021	2022	2023
208	214	220	227

Business case summary

- To employ a Children’s Rights Officer and two Assistants to work with Looked After Children to ensure their rights are protected and facilitate complaints and comments and a small amount for a digital app for MOMO (Mind of My Own) to enable children to message staff.

Panel Analysis

- The Panel initially questioned how this work links to the funding request in 1.2 (p.8 R.91/2019). It was explained that:

The offer for children in care links to this section as the Children’s Rights Officer will be able to assist children and young people to ensure that the Minister provides the entitlement and offer. The Children’s Rights Officer will also be able to ‘lobby’ at a senior management level on behalf of looked after children and care leavers.⁸⁹

- The Panel notes that it is intended to recruit care experienced persons to fill the roles of Children’s Rights Assistants. It questioned how this would be achieved inside an open and transparent recruitment process and received the following information:

Jersey will not be the first jurisdiction to engage care experienced individuals in similar roles so will use the learning gained elsewhere. Advertising will be done in the most appropriate way such as social media with support offered through recruitment processes and within the roles.⁹⁰

- It has also been noted by the Panel that within the yearly funding allocations, £20,000 per annum is required to be invested in the Mind of My Own (MOMO) application that will be accessible by children and young people in care.⁹¹ The Panel has been informed about the purpose of MOMO during previous briefings and discussions with

⁸⁹ [Written questions – Minister for Children and Housing.](#)

⁹⁰ [Written questions – Minister for Children and Housing.](#)

⁹¹ [Written questions – Minister for Children and Housing.](#)

the Minister and its purpose is to allow young people in care to report any issues or views they may have through the app.

- The Panel is supportive of the project; however, further details are required as to how the recruitment of the Children's Rights Assistants will be undertaken. For that reason, it has rated the project as 'amber' at this stage.



FINDING 7.14

The Panel is supportive of the development of a Children's Rights service; however, further details are required as to how the Children's Rights Assistants will be recruited to support this service. It is noted that a Children's Rights Officer is currently being recruited.



RECOMMENDATION 7.3

The Minister for Children and Housing should update the Care of Children in Jersey Review Panel on the recruitment of the Children's Rights Officer and Children's Rights Assistant posts by the end of Q4 2019, and then subsequently at the end of every quarter until the posts are filled.

3.10 Inspection of Services: Practice improvement, performance and quality (Children's Social Work) CSP 1.1.03			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children's Services Improvement Plan by building a more stable and high-performing workforce ➤ Enhance the availability of advocacy support to key groups 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of the Inspection of Services: Practice improvement, performance and quality (Children's Social Work).

Additional Investment Required (£000)

2020	2021	2022	2023
134	138	142	147

Business case summary

- Funding for two Practice Improvement Officers to lead practice development, assessing professional standards, develop training, case review and audit and to support external scrutiny such as Ofsted.

Panel Analysis

- The Panel reviewed the business case within R.91/2019 and raised questions with the Minister for Children and Housing in respect of the purpose of the two roles being requested through this funding. It received the following information:

Practice Improvement Officers are posts within children’s services whose role is to support and develop improving practice. They have a role in ensuring that lessons from reviews, inspections and best practice elsewhere are learned and influence practice and service delivery in Jersey. They will be credible, experienced knowledgeable practitioners able to coach and direct practice to support improved outcomes. They will become an integral part of the quality assurance system in the service.⁹²

- It was also noted that the posts would link in with any ongoing inspections by Ofsted and other external scrutiny bodies by preparing documents as well as practically leading action on any inspection findings.⁹³ The posts will sit at the same level as a Senior Practitioner (equivalent Civil Service Grade 11) and report direct to the Head of Quality in Children’s Services. It is not expected for the roles to have any management responsibility.⁹⁴
- The Panel has previously raised its concern about too much investment being made in back office roles and not in front line services. Until such time as the roles are in place it is difficult to say whether the intended impact will be achieved. The Panel has therefore rated this project as ‘amber’.

FINDING 7.15



As the posts of Practice Improvement Officers have yet to be recruited to, the Panel cannot, at this stage, comment on whether the proposed funding will meet the intended objectives of the posts.



RECOMMENDATION 7.4

Once the Practice Improvement Officers are in post, the Minister for Children and Housing should provide initial quarterly updates which detail the impact and outcomes of the posts within Children’s Services.

3.11 IJCI – Enhanced MASH Resourcing CSP 1.1.03			
	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children’s Services Improvement Plan by building a more stable and high-performing workforce ➤ Increase our support for some of the most vulnerable children and young people, through additional posts dedicated 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	

⁹² [Written questions – Minister for Children and Housing.](#)

⁹³ [Written questions – Minister for Children and Housing.](#)

⁹⁴ [Written questions – Minister for Children and Housing.](#)

to responding to those affected by domestic abuse			
➤ Enhance the availability of advocacy support to key groups			

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of ICJI Enhanced MASH Resourcing.

Additional Investment Required (£000)

2020	2021	2022	2023
47	47	48	48

Business case summary

- Continuation of funding to ensure effective multi-agency participation in MASH (multi agency safeguarding hub) in the employment of a nurse and researcher as part of first safeguarding response.

Panel Analysis

- The Panel questioned how the funding was broken down between the two posts described in the business case and received the following information:

This funding was used to ensure that there was sufficient cover at MASH throughout business hours, the posts had not been full time until this funding was made available meaning potential delays in information sharing and impacting on decision-making about appropriate action. The majority of the resource was spent on the nursing post.⁹⁵

- Whilst the Panel notes the rationale for continuing the two posts, it would draw attention to the following recent comments made by the ICJI Panel in its two-year review:

Whilst the MASH model was developed in England to try to build effective information exchange and decision making across relevant agencies in large metropolitan areas, we do question whether the hub, as currently constituted, is proportionate to the size of Jersey. We estimated its annual costs were in the region £700,000, while we could find no indication of what specific outcomes were anticipated in terms of keeping children safe, let alone what had been achieved. We question whether this is the best use of money and resource.⁹⁶

- The Review Panel will continue to hold the Minister to account for the implementation of the ICJI recommendations and would suggest that a review of the MASH system is required to ensure it is as effective as possible. For that reason, the Panel has rated this project as 'amber' at this stage.

⁹⁵ [Written questions – Minister for Children and Housing.](#)

⁹⁶ [R.123/2019 - Independent Jersey Care Inquiry: Two-Year Report p.17](#)

**FINDING 7.16**

The Independent Jersey Care Inquiry raised concern within its two-year report of the role and operation of the Multi-Agency Safeguarding Hub (MASH).

**RECOMMENDATION 7.5**

The Minister for Children and Housing should review the operation of the Multi-Agency Safeguarding Hub (MASH) and in doing so specifically address the concerns raised by the Independent Jersey Care Inquiry about the operation of the service in its two-year report. This should be completed by the end of Q3 2020.

3.12 Care Inquiry Citizen Panel CSP 1.1.03			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children's Services Improvement Plan by building a more stable and high-performing workforce ➤ Increase our support for some of the most vulnerable children and young people, through additional posts dedicated to responding to those affected by domestic abuse Enhance the availability of advocacy support to key groups 		Minister for Children and Housing	

Summary Report

The Department for Strategic Policy, Planning and Performance (SPPP) has requested the following funds in respect of the Care Inquiry Citizen Panel.

Additional Investment Required (£000)

2020	2021	2022	2023
60	0	0	0

Business case summary

- Funding to support the Citizen Panel in the delivery of recommendations to ensure the survivors of the care system are respected and honoured. The requested resource would enable the continued expert facilitation and support essential to enable the Citizen Panel to continue its independent oversight of Governments implementation with regard legacy.

Panel Analysis

- As discussed previously, the Panel has recently published its review of the progress made implementing recommendations five to eight of the IJCI. During this review, the Panel met with the Citizen's Panel and also questioned the Minister on the work being done to bring forward their recommendations. In respect of the funding attributed to this project, the Panel questioned whether ceasing funding after 2020 was appropriate should the Citizen's Panel still require time to conduct its work. The Minister for Children and Housing outlined the reason during a public hearing:

The Minister for Children and Housing:

*The Citizens Panel was not intended to be a panel that would exist in perpetuity. It was to oversee a particular piece of work and that piece of work will come to an end. This funding allows them to continue into next year, so they can continue to do that work, but that I believe was what was always envisaged from that.*⁹⁷

- The Panel note that the work of the Citizen's Panel was specifically targeted around a particular piece of work, however, it went on to question whether or not the funding outlined above would allow for the implementation of the recommendations they had developed. It was confirmed that the funding would be for the Panel to produce further reports and not for the actual implementation of the recommendations.⁹⁸
- It is noted that there would be scope for the Panel to continue should the need arise. The Minister for Children confirmed this during the public hearing:

Deputy R.J. Ward:

So, there is scope for the panel to continue?

Deputy K.G. Pamplin:

If an amendment was brought forward, so to speak.

The Minister for Children and Housing:

*Yes, of course, and something could come up in the next round of the Government Plan, but what I am not doing at this point is committing to that suggestion, simply because we have not yet formulated our response to the Care Inquiry Review. There may be more-appropriate alternatives to that; we just have to think through all of those.*⁹⁹

- From the evidence received by the Panel on this matter (especially in relation to the delay in bringing forward the memorial and services for survivors – please see the Panel's report on this matter for further details¹⁰⁰) it cannot give certainty that the amount of funding set aside is appropriate at this stage. It notes, however, that there is flexibility within future Government Plan cycles to amend this issue. The Panel has therefore rated this project as 'amber' at this stage.

FINDING 7.17



The funding allocated to the Citizen's Panel is to enable them to produce further reports and recommendations, but not to implement any recommendations made. The funding under the proposal is only for 2020, however, there is scope to extend this funding if seen fit.

⁹⁷ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.41](#)

⁹⁸ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.41](#)

⁹⁹ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.42](#)

¹⁰⁰ S.R.XX/2019 Response to the Care Inquiry: Update Report November 2019

**RECOMMENDATION 7.6**

The Minister for Children and Housing should ensure that the future of the Citizen's Panel is clarified by the end of Q3 2020.

P82 Children's Services Early Intervention (made up of 3 projects)

4.1 Early Intervention/ Support in the Community CSP 1.1.04			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children's Services Improvement Plan ➤ Begin the implementation of new care pathways for Child and Adolescent Mental Health Services (CAHMS) 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	n/a

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of Early Intervention/Support in the Community.

Additional Investment Required (£000)

2020	2021	2022	2023
530	780	1080	1130

Panel Analysis

- Due to the layout of the projects within the Government Plan (further projects sit within each of the three projects numbered 4.1, 4.2 and 4.3), the Panel will provide overarching comments on each section first and then additional comments relating to each individual section within the project. For that reason, it has not given a rating for the top level projects but has for the individual sections.
- The Panel questioned how the funding for this project was split across the three sub-sections and was provided with the following information:

The funding split is for £129,000 per annum for the ante-natal support for the term of the government plan with the remainder split across the other two areas of complex needs and mental health and wellbeing. This is to ensure that where possible we use the funds as flexibly as possible to ensure the best value and most cost-effective use of funds. We understand that importance of early support in support families where children and young people have a range of needs rather than one need, this allows a holistic approach to be taken to support.¹⁰¹

¹⁰¹ [Written questions – Minister for Children and Housing.](#)

- It was also confirmed that CYPES would be leading on all three aspects of the programme.¹⁰²

4.11 Support to Children with complex needs CSP 1.1.04			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children's Services Improvement Plan ➤ Begin the implementation of new care pathways for Child and Adolescent Mental Health Services (CAHMS) 		Minister for Children and Housing	

Business case summary

- **Complex Needs:** Investment to support children with complex needs at home and through the Child Development and Therapies Centre with additional therapists.

Panel Analysis

- The Panel questioned what current support was in place to meet the requirements of children with complex needs and noted there are a number of initiatives in place.¹⁰³ It also questioned how this additional funding would increase and strengthen support available and received the following information:

The investment in this area considers the increasing numbers of children and the fact that some children have to wait too long for assessment and treatment. The investment will focus on recruiting staff who can offer specialist support to children to enhance their quality of life and potential such as more therapists and therapy assistants along with family support workers. We will also continue to expand the community short break service and options to provide respite for parents. We will also use the funding for these very small numbers of children who require a large individual bespoke package of care to support them at home with their families.¹⁰⁴

- The Panel has rated this project as 'amber' at this stage as evidence of the anticipated outcomes is required before any further funding requirements can be identified.



FINDING 7.18

The Panel cannot comment on the proposed funding levels for the project to support children with complex needs until such time as evidence of the outcomes of the project are available.

¹⁰² [Written questions – Minister for Children and Housing.](#)

¹⁰³ [Written questions – Minister for Children and Housing.](#)

¹⁰⁴ [Written questions – Minister for Children and Housing.](#)

4.12 – Mental Health and Wellbeing CSP 1.1.04			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children’s Services Improvement Plan ➤ Begin the implementation of new care pathways for Child and Adolescent Mental Health Services (CAHMS) 		Minister for Children and Housing	

Business case summary

- **Mental Health:** To ensure Child and Adolescent Mental Health Services are fit for the future and strengthening approaches through schools and parish communities.

Panel Analysis

- The Panel again questioned how the funding would be utilised in order to improve the service. It should be noted that the funding split between this section and the previous section will be needs led and therefore it is not possible to state exactly how much will relate to it at this stage. The Panel received the following information about how funding in this area would be utilised:

The funding will support the redesign of the CAMHS service which has recently started. This redesign will consider support across the whole system not only specialist CAMHS, the focus will be on getting support upstream, in an effort to identify children and young people who begin to struggle with their emotional wellbeing and get support in place for them and their families at an early stage. Work is taking place to determine the most appropriate types of roles to deliver this support – this is likely to include: parent partnership workers, counsellors, coaches, therapists such as family therapists and psychologists.¹⁰⁵

- The Panel notes the process being undertaken to redesign CAHMS and the work being undertaken to identify the roles to achieve this aim. Further clarity is required as to exactly how this funding will be utilised once this redesign is completed. For that reason, the Panel has rated this project as ‘amber’ at this stage.



FINDING 7.19

The funding allocated to support the redesign of CAHMS relates to roles that will support children, young people and their families at an early stage. The roles are currently in the process of being identified. To that end, the Panel cannot comment on whether the funding level is appropriate at this stage.

¹⁰⁵ [Written questions – Minister for Children and Housing.](#)

4.13 – Antenatal Support CSP 1.1.04			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Continue to implement the Children's Services Improvement Plan		Minister for Children and Housing	

Business case summary

- This is to fund a Perinatal parent education programme which was run for a 4-year period by NSPCC as a targeted programme and is now offered universally by FNHC. Other antenatal programmes previously in place have stopped.

Panel Analysis

- The Panel reviewed the business case set out in R.91/2019 and noted the similarities with the funding request in 2.2 (p.11 R.91/2019). It questioned exactly how the funding identified in this business case was different and received the following response:

This funding is linked to that in 2.2 as the programme moves from a targeted programme as previously delivered to that of a universal programme. We also aim to supplement the programme by delivering addition to targeted groups.¹⁰⁶

- Considering the strong link between this project and that in 2.2 (which the Panel has previously reviewed), it is satisfied for the need for the funding and will therefore be supporting it.

4.2 Support to Looked After Children CSP 1.1.04			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children's Services Improvement Plan ➤ Focus on ensuring sufficient high-quality placements for children ➤ Introduce the new 'entitlement' for children in care of the Government and those leaving care ➤ Begin the implementation of new care pathways for Child and Adolescent Mental Health Services (CAHMS) 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	n/a

¹⁰⁶ [Written questions – Minister for Children and Housing.](#)

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of Support to Looked After Children.

Additional Investment Required (£000)

2020	2021	2022	2023
2033	3315	3235	3349

Panel Analysis

- The Panel questioned what the funding breakdown between the five projects outlined in the business case was and received the following information:

Workstream	2020 (£000)	2021 (£000)	2022 (£000)	2023 (£000)
Small therapeutic unit/house	750	1,300	1,300	1,300
Intensive fostering service	575	973	973	973
Transition to adulthood/Care leavers permanence team	257	405	405	405
Corporate Parenting	301	437	357	471
Small item replacement/refurbishment children's units	150	200	200	200
Total	2,033,000	3,315,000	3,235,000	3,349,000

¹⁰⁷

- It was also explained that the funding was lower in 2020 as some of the posts are not expected to be filled for 12 months.¹⁰⁸ It is also noted that this work stands alone from the projects identified in 1.2 (p.8 R.91/2019) as it relates to children in the care of the Minister and not care leavers.¹⁰⁹

4.21 Therapeutic Unit CSP 1.1.04			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children's Services Improvement Plan ➤ Begin the implementation of new care pathways for Child and Adolescent Mental Health Services (CAHMS) 		Minister for Children and Housing	

¹⁰⁷ [Written questions – Minister for Children and Housing.](#)

¹⁰⁸ [Written questions – Minister for Children and Housing.](#)

¹⁰⁹ [Written questions – Minister for Children and Housing.](#)

Business case summary

- **Therapeutic Unit:** To develop a small therapeutic unit on Island to provide bespoke intensive care on Island for those children and young people with significant needs.

Panel Analysis

- The Panel questioned whether this particular work was linked to the review of Greenfields. It was confirmed that there was a possibility for this work to link in with the ongoing role of Greenfields but was not linked to any redevelopment of the site.¹¹⁰
- The Panel requested further details on the nature of the services that this proposed unit would be delivering and received the following information:

Children and young people who require the services of a small therapeutic unit will be those who have experienced the most traumatic of experiences in their life this may include severe neglect, abuse or other trauma which requires careful, sustained, specialist care in an order to assist them to understand their experiences, deal with them and go on to thrive in the future. This is something that to date no service in Jersey has been able to provide. It is likely that the maximum number of children in such a unit at any one time will be three but may be less depending on the needs of the children. Staff will require to be resilient and well trained and understand and be skilled at working with the effects of trauma. Children are likely to require medium to long term specialist support in the form of therapy perhaps with a counsellor, or psychologist, psychiatrist or play therapist and the funding allows for a budget for this support. Children may have gaps in their education and require support before they go to school or during their school day to help them participate as fully as possible. Children may also have particular gaps in the development or health issues which will need to be addressed and supported.¹¹¹

- It is noted that the first tranche of work around this service will be undertaken in 2020 with a view to specifying the service and staff complement in detail and identify the premises. After that the children who will live in the house will be identified based on need.¹¹²
- Until such time as the initial development work has been completed the Panel cannot give assurance over the required funding level. It has therefore rated this project as 'amber' at this stage.

FINDING 7.20



The proposal to create a new therapeutic unit for Looked After Children with complex needs is due to be developed over the course of 2020. To that end, the Panel cannot comment on whether the proposed funding level will meet the service requirements at this stage.

¹¹⁰ [Written questions – Minister for Children and Housing.](#)

¹¹¹ [Written questions – Minister for Children and Housing.](#)

¹¹² [Written questions – Minister for Children and Housing.](#)

4.22 – Intensive Fostering Scheme CSP 1.1.04			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Focus on ensuring sufficient high-quality placements for children ➤ Introduce the new 'entitlement' for children in care of the Government and those leaving care 		Minister for Children and Housing	

Business case summary

- **Intensive Fostering:** To fund an intensive fostering scheme to enable family-based placements for children as alternative to being placed off Island. A carer and support staff will support the child with therapeutic services and to support the carers.

Panel Analysis

- The Panel understands the need and rationale to redesign the current fostering service, especially in light of recent comments by the IJCI Panel in its two-year report about the difficulties experienced by foster carers.¹¹³ Within the business case in R.91/2019 it refers to a salary for foster carers based on the Jersey Average Salary. It was confirmed that this salary was based on the figures in Statistics Jersey's most recent publication on average salaries in Jersey.¹¹⁴ The Panel notes that as of the June 2019 publication, the median salary for full time employees is £610 per week (£31,720 per annum) and the mean salary for full time employees is £770 (£40,040 per annum).¹¹⁵ It was not confirmed which figure was intended to be used.
- The Panel questioned whether this would be a sufficient salary to provide the required support for a child in foster care:

Deputy R.J. Ward:

Is this sufficient to provide the support required for a child in foster care?

The Minister for Children and Housing:

The point is that this is to be for people who will not have other work; this will be their full-time job essentially and that they will be available whenever to go into school or to do whatever, so that is the reason that we have gone for this.¹¹⁶

- Noting the comments from the IJCI Panel in its two-year report, the Panel questioned how this funding would begin to address the issues that the current fostering system was facing. The Minister provided the following response:

The Minister for Children and Housing:

It is obviously not all about funding, but I keep saying to people, when they challenge us on this point, the funding is really important because it does enable us to do more to provide support out of hours, which is part of what this

¹¹³ [R.123/2019 - Independent Jersey Care Inquiry: Two-Year Report p.18](#)

¹¹⁴ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.51](#)

¹¹⁵ [Statistics Jersey: Index of average earnings June 2019](#)

¹¹⁶ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.51](#)

is about, which I am sure will be invaluable from time to time. With that extra support provided, we are looking at fixing some issues there are with tax and fees that foster carers get paid for. We are providing a decent salary essentially to people who do this, and I hope that will be a clear sign that we value our foster carers, want to provide them with support, and meet their needs for them to be able to do the brilliant work that they do.¹¹⁷

- The Panel is supportive of the need to improve the offer for foster carers and therefore supports the additional revenue request for this project.

4.23 – Transition to adulthood/throughcare/care leavers			
CSP 1.1.04			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Introduce the new 'entitlement' for children in care of the Government and those leaving care		Minister for Children and Housing	

Business case summary

- **Transition to adulthood/throughcare/Care Leavers:** Establishment of Permanence and throughcare team of a manager, social worker and personal assistance to support care leavers with pathway plans, practical support and coaching/encouragement up to 25 years.

Panel Analysis

- The Panel notes the requirement for a team to manage the transition for young people in care in to adulthood and supports the arrangements based on previous discussion with the Minister for Children and Housing and external groups (such as Jersey Cares). The Panel requested further details on the proposed semi-supported independent living accommodation as set out within the business case in R.91/2019 and received the following information:

Accommodation to support children leaving care is currently limited in terms of numbers available and range of provision. This resource is to develop the range and number of options for young people making the transition from care to independence living. It is anticipated that we will work with social housing providers, consider existing accommodation and work with partner providers to develop services, it is not anticipated that capital funding is required.¹¹⁸

- Based on previous discussions and the additional information provided, the Panel supports the need for this new team and also supports the work being undertaken to develop living arrangements for young people leaving care.

¹¹⁷ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.52](#)

¹¹⁸ [Written questions – Minister for Children and Housing.](#)

4.24 – Corporate Parenting CSP 1.1.04			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Focus on ensuring sufficient high-quality placements for children ➤ Introduce the new ‘entitlement’ for children in care of the Government and those leaving care 		Minister for Children and Housing	

Business case summary

- **Corporate Parenting:** Funding calculated at £2000 per child to ensure corporate parenting provided is comparable with other jurisdictions and items such as school uniforms and support for hobbies and leisure activities is provided.

Panel Analysis

- The Panel noted in the business case that the proposed entitlement has been calculated at £2,000 per child. It questioned how this figure was arrived at and received the following information:

The figure of £2,000 is based on benchmarking elsewhere and on professional judgement based on experience of the need of looked after children elsewhere. This sets out the government’s responsibilities and removes the reliance on charities to appropriately provide for its children.¹¹⁹

- The Panel also questioned how this compared with other jurisdictions. The Department for CYPES confirmed that it is difficult to identify how much is spent on looked after children as the resource may be spread across a range of areas often linked to legislative provision (which Jersey does not have). However, where information was available, amounts have varied from £500 to £3,000.¹²⁰
- It was also noted in the business case that this funding would be utilised to offer therapeutic support. The Panel questioned how this support would be different to that identified in project 4.21 above:

This is further funding to provide therapeutic support to the wider range of looked after children, there are approximately 90 children looked after at any one time many of whom would benefit from a level of therapeutic support to support them to thrive and achieve positive outcomes. Professional therapeutic support can be required for a sustained period of time for some children at significant cost.¹²¹

- The Panel is in full agreement with the need to provide better support to children and young people within the care system. It does however note that this particular work does require a legislative platform before coming in to effect. For that reason, it has rated the project as ‘amber’ until this legislation is in place.

¹¹⁹ [Written questions – Minister for Children and Housing.](#)

¹²⁰ [Written questions – Minister for Children and Housing.](#)

¹²¹ [Written questions – Minister for Children and Housing.](#)

**FINDING 7.21**

The Panel is fully supportive of the improved Corporate Parenting offer contained within these proposals. It does, however, note that legislation is required before any proposals can be fully implemented.

**RECOMMENDATION 7.7**

Further to the Review Panel's recommendation within its most recent update report, the Minister for Children and Housing should fast track legislation that defines the role of Corporate Parent in Jersey, to be completed by the end of Q4 2020.

4.25 – Small item replacement and refurbishment/redecoration for children's homes CSP 1.1.04			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Focus on ensuring sufficient high-quality placements for children ➤ Introduce the new 'entitlement' for children in care of the Government and those leaving care 		Minister for Children and Housing	

Business case summary

- **Maintenance of Children's Homes:** To fund item replacement and refurbishment and redecoration of Children's Homes.

Panel Analysis

- Given the commitment by the Government to properly fund and support looked after children (including the development of the entitlement for children in care), the Panel is satisfied that this should be extended to providing replacement and refurbishment of items within Children's Homes. It therefore supports this additional funding.

4.3 Workforce Development CSP 1.1.04			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Continue to implement the Children's Services Improvement Plan ➤ Focus on ensuring sufficient high-quality placements for children ➤ Introduce the new 'entitlement' for children in care of the Government and those leaving care 	We will work in partnership with Parishes, churches faith groups, the third sector, volunteers, businesses, trade unions and key stakeholders	Minister for Children and Housing	n/a

➤ Begin the implementation of new care pathways for Child and Adolescent Mental Health Services (CAHMS)			
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Summary Report

The Department for Children, Young People, Education and Skills (CYPES) has requested the following funds in respect of Workforce Development.

Additional Investment Required (£000)

2020	2021	2022	2023
250	541	460	440

Panel Analysis

- The Panel questioned what the funding breakdown between the three projects in the outline business case was and received the following information:

Workstream	2020	2021	2022	2023
Workforce Development	81,980	40,990	0	0
Case Management System	68,020	400,010	400,000	400,000
Recruitment and Retention	100,000	100,000	60,000	40,000
Total	250,000	541,000	460,000	440,000

¹²²

4.31 – Workforce Development CSP 1.1.04			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Continue to implement the Children's Services Improvement Plan		Minister for Children and Housing	

Business case summary

- Workforce Development:** Roll out training and implementation of the Jersey Practice Framework end ensure present co-ordinator and administrative support for 18 months.

Panel Analysis

- The Panel questioned the difference between this funding as set out in the business case and the funding requested in 1.1 (p.7 R.91/2019) and 3.3 (p.15 R.91/2019) and received the following information:

This funding is to continue the posts associated with the training and implementation roll out across all the children's workforce and appropriate parts of

¹²² [Written questions – Minister for Children and Housing.](#)

*those working with adults of the Jersey practice framework – Jersey Children First. This provides an additional 18 months to the programme and should ensure that there is total coverage.*¹²³

- The Panel notes the difference between the funding cases, but again raises its concern over the investment in oversight roles as opposed to frontline services. For that reason, it has rated this project as ‘amber’ at this stage.



FINDING 7.22

The funding identified within the workforce development project (4.31) is to support the roll out of the Jersey Practice framework (Jersey Children First) for an additional 18 months. The Panel maintains its view that investment in oversight roles should not overshadow investment in frontline services.

4.32 – Case Management System CSP 1.1.04			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Continue to implement the Children’s Services Improvement Plan		Minister for Children and Housing	

Business case summary

- **Case Management System:** Ongoing development and support of MOSAIC (case management and performance management system) to ensure children’s case records are up to date and compliant with data protection requirements.

Panel Analysis

- The Panel has discussed the issues that existed within the previous case management system for Children’s Services on a number of occasions and supports the move to a new system to improve the collection and recording of data within the service. It was noted in the accompanying business case in R.91/2019 that the system can be further developed to support effective management of performance and quality assurance. The Panel questioned exactly what this statement meant and received the following information:

*The case management system has significant potential for business and performance reporting and requires additional funding to ensure the ongoing maintenance and development of the system along with ensuring its reporting functionality. This funding allows for development capacity and an appropriate level of application staff to be in place. Good data and analysis are an important component of the quality assurance process.*¹²⁴

- The Panel has received anecdotal evidence in hearings in the past over the benefit of the new system and further questioned what feedback had been received by staff in relation to the new system and its capacity:

Feedback by staff about the system has been overwhelmingly positive both from longer serving staff (who had to endure the difficulties of the previous poor

¹²³ [Written questions – Minister for Children and Housing.](#)

¹²⁴ [Written questions – Minister for Children and Housing.](#)

system) and more recent staff. Managers are keen to see the development of the business and performance reporting facility along with the development of the portal which will allow a level of integration.¹²⁵

- As stated previously, the Panel is supportive of the new system in order to provide better record keeping for the service. It also notes the supportive feedback from staff. It would, however, reiterate its stance that support for frontline staff is vital to ensuring improvement in services and this should be the main focus of this system and additional capacity of the system should only be developed once staff are fully compliant with the system.



FINDING 7.23

The development of the case management system (MOSAIC) will assist frontline services in carrying out their duties. It is hoped by managers that the system could be further developed to allow for business and performance reporting.



RECOMMENDATION 7.8

The Minister for Children and Housing (as chair of the Children’s Services Improvement Board) should ensure that the MOSAIC system is being utilised to enable best practice in record keeping and consistent reporting prior to any additional business and performance reporting facilities being introduced. This in turn should enable more effective data to be produced.

4.32 – Recruitment and Retention / HR Support CSP 1.1.04			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Continue to implement the Children’s Services Improvement Plan		Minister for Children and Housing	⚠

Business case summary

- Recruitment and Retention:** To fund a temporary HR co-ordinator to carry out recruitment work to reduce overtime as vacancies are filled and social work degree students graduate.

Panel Analysis

- The Panel reviewed the business case in R.91/2019 and questioned the similarity with the funding request to that set out in 3.3 (p.15 R.91/2019). It received the following information in response:

This is to support the recruitment and retention of social work staff including the additional post that is associated with the Let’s be Honest campaign, along with funding to attend and participate in recruitment events and fund advertising. The post of dedicated HR support mentioned earlier is to support the service in HR operational business.¹²⁶

¹²⁵ [Written questions – Minister for Children and Housing.](#)

¹²⁶ [Written questions – Minister for Children and Housing.](#)

- It also received additional information about the nature of the role and how it was different to the HR role as set out in 3.3 (p.15 R.91/2019):

This post is to support recruitment co-ordinating practical arrangements and provides a single point for candidates to establish a relationship with the service and answer any queries and provide information and advice. The officer is also a single point of contact for internal stakeholders such as managers within the service and the people hub.¹²⁷

- It is noted that this post will provide more operational support to recruitment and retention as opposed to operational support to the service. The Panel understands the need for the post but would again reiterate its stance that frontline services should be prioritised over back office support roles.



FINDING 7.24

The funding identified within business case 4.33 provides a role to support the recruitment of social workers and co-ordinating practical arrangements (such as onboarding) and attend recruitment fairs. The Panel again highlights its view that investment in frontline services is required more so than back office roles.

Redress Scheme

Redress Scheme CSP 1.1.05			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
n/a		Chief Minister	

Summary Report

The Department for Strategic Policy, Planning and Performance (SPPP) has requested the following funds in respect of a new financial redress scheme for people who suffered abuse at Les Chenes and residential care post 1994.

Additional Investment Required (£000)

2020	2021	2022	2023
2,230	1,180	320	0

Business Case summary

- The funding is to extend compensation to those who suffered abuse in Government of Jersey Children's Homes, Government of Jersey foster care and those who were accommodated at Les Chênes secure residential unit. The quoted figures are based on an estimated number of claims and legal advice to quantify the cost of those claims.

¹²⁷ [Written questions – Minister for Children and Housing.](#)

Panel Analysis

- The Panel has discussed the redress scheme in previous hearings with the Minister for Children and Housing and is supportive of the need to bring it forward. It notes that no business plan is included within R.91/2019 as the scheme is already operational until 30th June 2020.¹²⁸
- The Panel sought clarification over the funding requirement in 2021 and 2022 given the scheme itself is due to end in June 2020. It received the following information from the Director of Social Policy:

The scheme closes to new applications in July 2020, however there are multiple factors which will extend the timeframe. These include:

- (With schemes of this nature) it is simply not possible to predict the number of applications that will be received or, more pertinently, the complexity of those applications. Our experience from the first Historic Abuse Redress scheme (HARS 1) tells us that a small number of applications could take 18 to 24 months to determine because of gaps in evidence or potentially contradictory evidence. Those applications will, by their nature, usually attract a high rate of payment.*
- Where an offer is made some applicants:*
 - *may appeal that offer, and the appeal process will take time*
 - *may initially reject the offer for payment, but then change their mind in the six months grace period allowed under the terms of the scheme*
 - *may take a significant period of time to either reject or accept the offer (there will be a number of applicants who live chaotic lives and our experience of HARS 1 tells us that some applicants may simply dropped off the radar for months at a time before resurfacing)*
- Therapy monies; Part 2 applicants may be awarded up to £3,000 to enable them to pay for therapeutic or medical treatment for the psychiatric or psychological effects of the abuse they have suffered (plus, in exceptional circumstances upon, the Minister may authorise therapy monies over and above £3,000). Under the terms of the scheme applicants have until 30 June 2022 to draw down these monies.¹²⁹*

- The Panel understands the additional funding requirement in the latter years of the plan, however, given the uncertainty over the number of applications that may, or may not be made, it cannot give assurance over the allocation provided above. For that reason, it has rated the project as ‘amber’ at this stage.



FINDING 7.25

The Panel supports the redress scheme, however, as there is no certainty over the number and type of applications that will be made to the scheme, it cannot be certain at this stage whether the funding identified is appropriate.

¹²⁸ [Redress scheme details](#)

¹²⁹ [Submission – Director of Social Policy re Redress Scheme](#)

Putting Children First – Involving and Engaging Children (made up of 4 projects)

Summary Report

The Department for Children, Young People, Education and Skills (CYPES) and Strategic Policy, Performance and Population (SPPP) has requested the following funds in respect of Putting children First, involving and engaging young people:

Additional Investment Required (£000)

2020	2021	2022	2023
1,095	1,095	1,045	1,025

This business plan is broken down between the following projects:

Youth Voice CSP 1.3.01			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Implement the Youth Connects Project		Minister for Children and Housing	

2020	2021	2022	2023
120	120	120	120

Business case summary

- This project is to create a framework and mechanisms to engage with young people to understand their rights and the processes of challenging decision making to enable them to work in partnership with the States Assembly.

Panel Analysis

- It is explained within the business case in R.91/2019 that the purpose of this project (and funding) is to create a world class youth voice project. The Panel questioned how the funding identified would be used in order to meet this objective:

It will provide adequate face to face & admin staff to support young people to be recruited, trained and run their own inclusive, representative and independent youth assembly modelled on the current adult assembly – incorporating the existing areas of good practice into the new Assembly structure - it will also provide the resources for a fit-for-purpose social media presence for the new assembly, the training of Youth Assembly members to fulfil their duties and the ongoing costs of running the assembly meetings and business¹³⁰

¹³⁰ [Written questions – Minister for Children and Housing.](#)

- The Panel also received a list of objectives that the staff employed to deliver this would aim to meet.¹³¹ It was explained that the work links in with the indirect incorporation of the United Nations Convention on the Rights of the Child (UNCRC) and focusses directly on Article 12 rights to give young people an identifiable forum to express their views and opinions.¹³²
- The Panel explored what had been achieved within the pilot funding in 2019 and found that a project manager had been employed to begin work on some of the background and governance of the project.¹³³ It was noted within the written response from the Minister for Children and Housing that a number of objectives were due to be completed by the end of 2019 including, research and visit to the Welsh Youth Assembly, an agreed communication process between the States Assembly and Youth Assembly and an agreed initial structure/representation model for the 'first' Youth Assembly's term of office.¹³⁴
- The Panel is satisfied with the information it has been provided in respect of this project and will be supporting it.

Participation and advocacy for Looked After Children and Care Leavers CSP 1.3.01			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Enhance the availability of advocacy support to key groups		Minister for Children and Housing	

2020	2021	2022	2023
150	150	150	150

Business case summary

- This funding is for an independent organisation, Jersey Cares, that will be a participation and advocacy organisation for looked after children and care leavers. It will seek to attract funding from private, corporate and charitable sectors, resulting in a reduction of the funding over the four-year period.

Panel Analysis

- The Panel noted within the business plan in R.91/2019 that the funding for Jersey Cares decreases over the four years on the proviso that it attracts private investment. Having previously met with representatives of Jersey Cares, this was highlighted as a potential concern over the Government's commitment to fund the service. The Panel questioned this stance at a public hearing with the Minister for Children and Housing:

Deputy R.J. Ward:

Yes, how do you see them attracting that private funding because their funding decreases, 150, 150, significantly down to 100 and then in 2023 it is £80,000?

¹³¹ [Written questions – Minister for Children and Housing.](#)

¹³² [Written questions – Minister for Children and Housing.](#)

¹³³ [Written questions – Minister for Children and Housing.](#)

¹³⁴ [Written questions – Minister for Children and Housing.](#)

The Minister for Children and Housing:

*How they seek to do that will ultimately be a matter for them. From what I have seen of their work so far, they seem to be establishing very good relationships and are already doing excellent work. It is a matter for them how they seek to do that. This proposed way of doing things was worked on with them. I do not speak on their behalf, but I presume that they would want to be in a situation where their funding is private, so they can have a greater independence from Government. But what you can see from this is that in those first 2 years we are providing that amount before it then starts to decrease so, if problems arise or things do not go as are foreseen, we have the flexibility to deal with that rather than see the scope of the work they are trying to do decrease.*¹³⁵

- The Panel is pleased to note that there is flexibility to support the organisation if it does not attract the private funding over the latter years of the Government Plan. The Panel did question the accountability arrangements that would exist with the new organisation. It was explained by the Director General for CYPES that a contract would be established between the Government and Jersey Cares which would set out the objectives and policy requirements in respect of the funding.¹³⁶ The Panel also questioned whether this contract stipulated requirements for pay and terms and conditions of employment for the organisation:

Director General, Children, Young People, Education and Skills:

*We do not determine the terms and conditions because it is an independently constituted body, but in our contractual arrangements, as a Government that supports living wage, our expectation in any contract is that those minimum standards are met in terms of pay.*¹³⁷

- It was explained during the hearing that funding for Jersey Cares came from multiple sources and advocacy support for Looked After Children and Care Leavers is provided by additional posts and agencies (e.g. the Children's Rights Officer and previously Barnardos).¹³⁸
- The Panel requested a breakdown of the funding across these areas and was provided with the following table:

Involving and Engaging Children	2020	2021	2022	2023	Total
Youth Voice	120	120	120	120	480
Participation and advocacy for Looked After Children and Care Leavers	150	150	100	80	480
Advocacy for children in need and children in the child protection system	100	100	100	100	400
Supporting and Protecting Children					
Develop a Looked After Children's Advocacy Worker	60	62	64	66	252
Develop a new Children's Rights service plus MOMO app	208	214	220	227	869

- The Panel highly values Jersey Cares and the work it is being commissioned to undertake, and fully supports this additional funding requested to assist with this work.

¹³⁵ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.43](#)

¹³⁶ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.45](#)

¹³⁷ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.45](#)

¹³⁸ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.47](#)

Advocacy for children in need and children in the child protection system CSP 1.3.01			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Enhance the availability of advocacy support to key groups		Minister for Children and Housing	

2020	2021	2022	2023
100	100	100	100

Business case summary

- The provision of an independent advocacy system will enable children to be involved with and heard in decision making meetings, and to talk over their thoughts and wishes with an independent supporter.

Panel Analysis

- The Panel questioned how this funding was different to that identified in project 3.8 (p.17 R.91/2019) and also the service offered by Jersey Cares. It was confirmed that the focus of Jersey Cares was on advocacy for young people in care and those leaving care, whereas the funding identified within this business plan was to provide advocacy support to children in need or those going through the child protection system. The rationale for increasing this support was explained by the Director General for CYPES during a public hearing:

Director General, Children, Young People, Education and Skills:

So, for children in need and children who have a child protection plan, we need to make more investment in advocacy for them because presently there is an ad hoc arrangement really with Barnardos that they will do some of that work for us. That needs to be formalised. Equally, we want to sustain and grow, within the Children's Service, the Children's Rights Officer role and make sure that, within the service, there is the challenge to the service on the quality of its practise and that is initially again around children who are being looked after by the Government who are in its care now.¹³⁹

- It was also explained that the skill sets for the roles were not fundamentally different, but both were based on common principles of good advocacy, including an understanding of the impact of trauma.¹⁴⁰
- The Panel questioned whether this funding would allow for advocacy support to the family as a whole. It was confirmed that, at this stage, it was not intended to extend this offer to families as support for children needed increasing first.¹⁴¹ It was also explained that the interests of children do not always marry up with those of their parents or carers, and care would need to be taken so as not to perpetuate a two-tier system of advocacy support.¹⁴²

¹³⁹ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.48](#)

¹⁴⁰ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.49](#)

¹⁴¹ [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.49](#)

¹⁴² [Public Hearing – Minister for Children and Housing re Government Plan – 3rd October 2019 p.49](#)

- The Panel understands the need for this additional form of advocacy and is supportive of its introduction.

Children's Commissioner: Strategic Policy, Performance and Population CSP 1.3.01			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Support and respond to the work of the Children's Commissioner		Minister for Children and Housing	

2020	2021	2022	2023
725	725	725	725

Business case summary

- This funding is to provide sufficient financial, human and other resources to enable the Children's Commissioner to carry out her mandate ensuring independence and effectiveness.

Panel Analysis

- From the outset, the Panel has been fully supportive of the role of Children's Commissioner, and agrees with the important role she plays in representing the rights of children and young people. The Panel questioned exactly how the funding for the office would be split between staffing and additional costs and received the following information:

The total number of individuals employed to work for the office of the Children's Commissioner currently stands at 4 full time and 3 part time staff. This is the equivalent of 5.8 FTE (full time equivalent). Additionally, there is one secondment for 0.2 FTE for a time limited period. There is currently a vacant post.

Total Annual Cost £426,980.00

The total annual cost of office accommodation for the Children's commissioner and the staff working in the Commissioner's office;

Cost of Office Accommodation £ 40,644.60¹⁴³

- The Panel also notes that in August 2018 the Commissioner submitted a summary business case for additional funding for £189,000 in 2019, which would allow her to deliver on her strategic priorities and deliver mandate and functions.¹⁴⁴
- The Panel is satisfied with the current arrangement and will monitor the funding level to ensure the Commissioner is able to fulfil her remit, especially now that the supporting legislation is in force.

¹⁴³ [Written questions – Minister for Children and Housing.](#)

¹⁴⁴ [Written questions – Minister for Children and Housing.](#)

Public Services Ombudsman

Public Services Ombudsman CSP 1.3.01			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
n/a		Chief Minister	

Summary Report

The Department for Strategic Policy, Performance and Population (SPPP) has requested the following funds in order to establish the Office of a Public Services Ombudsman.

Additional Investment Required (£000)

2020	2021	2022	2023
0	378	397	401

Business case summary

- To establish a Public Services Ombudsman in accordance with the decision of the Council of Ministers in May 2019 as the current Complaints Panel service is unsatisfactory and the adoption of best practice will promote Jersey's reputation and increase public trust and confidence.

Panel Analysis

- The Panel questioned why no funding had been identified for this project in 2020. It was explained that the policy and legislative development for the proposed service would be undertaken throughout 2020, and therefore no costs would be incurred before 2021.¹⁴⁵ Noting the previous States Assembly's decision to appoint an Ombudsman subject to further research, it was also explained that a consultation had been undertaken, closing on 11th October 2019.¹⁴⁶
- The Panel raised the concern of the IJCI Panel that effective complaints systems were not in place and in turn questioned why this policy was not being progressed faster. It was explained that there were complex issues to work through and a number of views that required examining.¹⁴⁷ It was also provided with an extensive list of the matters that were considered by the consultation process as well as the proposed manner in which the service would increase confidence in the work of Government.¹⁴⁸
- The Panel is pleased to note that the new Government of Jersey complaints system has been introduced as 30th September 2019, which allows comments or complaints to be submitted online in addition to face to face.¹⁴⁹ It is also noted that further engagement will be undertaken with the public to consider other forms of redress are explored as well.¹⁵⁰

¹⁴⁵ [Written questions – Chief Minister](#)

¹⁴⁶ [Written questions – Chief Minister](#)

¹⁴⁷ [Written questions – Chief Minister](#)

¹⁴⁸ [Written questions – Chief Minister](#)

¹⁴⁹ [Written questions – Chief Minister](#)

¹⁵⁰ [Written questions – Chief Minister](#)

- The Panel supports the introduction of this role and will continue to hold the relevant Ministers to account for its delivery. For that reason, the Panel supports this additional funding request.



FINDING 7.26

The Panel is highly supportive of the need to introduce a Public Services Ombudsman service. Until such time as the policy and accompanying legislation is developed, the Panel cannot comment on the proposed expenditure at present.

Business Cases for Capital Expenditure

Children's Residential Homes R.91/2019 - Page 135			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Protecting and supporting children through investment in safe-guarding and regulation of care, investment in schools, children's residential homes, youth centre/community hubs, and investment in site improvements		Minister for Children and Housing Minister for Education	

Business case summary

- This business case relates to a number of capital requests to bring Children's Homes in line with the expectations of the Discrimination Law, safeguarding best practice arrangements and regulation of care expectations. It is noted that no funding is provided in the standalone business case, however, an overall budget for improvements of £2.5 million in 2020 has been committed to by the Government in order to implement changes required by the Discrimination Law, Safeguarding and Regulation of Care Law. This will be allocated between the projects as required.

Panel Analysis

- The Panel questioned exactly what the funding for this project would be used for and received the following information:

*The 150k pa is required to carry out feasibility studies (e.g. **Architects** fees, planning and bylaws etc) and initiate improvements/projects (e.g. new kitchens, internal refurbishment and external play areas) to the residential care provision across the property portfolio, which includes respite care at Oakwell and Eden House. These works will include recommended improvements following external inspections to ensure we are registered and meet all mandatory and statutory requirements (e.g. fire regulation and certification). The continued investment is vital to assist with the review of the properties to ensure the services provided for looked after children are fit for purpose. It is essential to*

ensure facilities are able to meet the needs of those children who are unable to live in family settings and it is envisaged that these properties will require significant maintenance, upkeep and improvements over the next three to five years in order to sustain the required standards.¹⁵¹

- The Panel notes that the projects within the business plan will be prioritised for improvements under this capital project bid in order to comply with set objectives. There is a lack of clarity over how funding will be apportioned between the projects, and a lack of certainty that they will receive the necessary amount. Whilst the need for the improvements is required, the Panel cannot give assurances over how the funding will be spent. It has therefore rated the project as ‘amber’ at this stage.



FINDING 7.27

Capital improvements to Children’s Residential Homes will be prioritised to meet set objectives in order to comply with the Discrimination Law, safeguarding and Regulation of Care requirements. At present there is no clarity over how funding will be apportioned between these improvements.

7.7 Final Panel Comments

- It is clear from the projects that the Panel has reviewed that there is considerable emphasis being placed on achieving the first strategic priority of putting children first. This important work is being championed, and the Panel is generally supportive of what is being proposed within the Government Plan. It is also pleased to see that the work that was undertaken in response to the Independent Jersey Care Inquiry is continuing in earnest within these proposals. Indeed, it is crucial that improvements are made to the services supporting Jersey’s children and their families in order to deal with the failures of the past.
- Whilst the Panel is supportive of the agenda for change and proposals within this plan, it would draw attention to the fact that the investments being made must have productive outcomes that show tangible improvements to services for children. This work will need to be imbedded to ensure that there are positive outcomes well in to the future and not just over the next four years of the proposed Government Plan.
- One particular area that the Review Panel would comment upon is that clarity must be provided over the role of Government, the States Assembly, and all public services as Corporate Parents. The Panel has recommended that the legislation to define the role of corporate parent is progressed swiftly in order to give this clarity.
- The Review Panel will continue to hold the relevant Minister’s to account for delivery of this important work, and would like to thank all those who contributed to its review. Having concluded its review, the Panel feels that the following quote is fitting:

"Although children may be the victims of fate, they will not be the victims of our neglect."

John F. Kennedy

¹⁵¹ [Written questions – Minister for Children and Housing](#)

7.8 Witnesses and Evidence Gathered

Public Hearings

- [Minister for Children and Housing – Thursday 3rd October 2019](#)

Evidence Gathered

- The Panel reviewed detailed business cases on each project and capital project
- Responses to written questions were received from the Minister for Children and Housing

Submissions

The Panel received the following submissions from stakeholders

- [Family Nursing and Home Care](#)
- [Safeguarding Partnership Board](#)

Appendix 1

Terms of Reference for Care of Children in Jersey Review Panel

1. Note that sections/projects of the Government Plan will be allocated to Panels by the Government Plan Review Panel (GPRP) on a 'best fit' basis¹⁵².
2. Undertake an in-depth review of the allocated sections/projects of the Government Plan 2020, considering:
 - Whether funded projects meet the Ongoing Initiatives, Common Themes and, ultimately, Common Strategic Priorities?
 - Ensuring that the projects and amendments to be lodged are consistent with the requirements of the Public Finances (Jersey) Law 2019.
 - The level of resourcing, of all forms, allocated to projects and whether this is sufficient or excessive in enabling the project to meet its stated aims.
 - If project resource allocation is appropriate in relation to overall departmental budgets?
 - Whether funded projects align with Departmental objectives? [NB: if and where they exist]
 - Whether or not there are clear lines of accountability for each project?
 - The ongoing sustainability of projects.
3. Provide the GPRP with a report and any amendments by the date agreed.

¹⁵² Projects will not directly align with Scrutiny Panels and most will involve multiple ministerial portfolios. Rather than split out projects into elements amongst various Panels, each project will be scrutinised in its entirety by a single Panel.



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