

Scrutiny Review of the Government Plan: 2021 - 2024

Children, Education and Home
Affairs Panel Scrutiny Report

1st December 2020

S.R.11/2020



CHILDREN, EDUCATION AND HOME AFFAIRS

2021-24
GOV PLAN
SCRUTINY
REVIEW

States of Jersey
States Assembly



États de Jersey
Assemblée des États

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1.1 Panel membership

The Panel is comprised of the following States Members:



Deputy Rob Ward, Chair



Deputy Louise Doublet, Vice-Chair



Deputy Trevor Pointon
(Deputy Pointon was a Member of the
Panel up to 27th November 2020 upon his
appointment as Assistant Minister for
Health and Social Services)



Deputy Mike Higgins

1.2 Chair's Foreword



This year's Government Plan report has been undertaken with a reduced time span and I thank the scrutiny staff who have produced this document under significant pressure.

The Panel welcome the intention to invest in education but remain concerned over the detail of this investment and the need for tangible outcomes from consultations that have been completed in the preceding months and years.

The pandemic has had a significant effect on all Ministerial portfolios scrutinised by the Panel. We recognise the challenges this Government Plan must address in 2021 and beyond. We will continue to monitor the large spends put aside for the response to the pandemic and the fast-changing situation we are experiencing.

I thank those who contributed submissions to the Panel. The involvement of the people of Jersey in the process of scrutiny adds to the value of our reports. I thank Panel Members for their work and contributions to amendments from the panel and the ongoing action of scrutiny.

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

Deputy Rob Ward
Chair,
Children, Education and Home Affairs Scrutiny Panel

1.3 Methodology

The proposed [Government Plan](#) sets out the approach the Government of Jersey has taken in responding to Covid-19 whilst continuing to invest in the Common Strategic Policy priorities:

1. Put children first
2. Improve Islander's wellbeing and mental and physical health
3. Create a sustainable, vibrant economy
4. Reduce income inequality and improve the standard of living
5. Protect and value our environment.

The Plan outlines the investment proposed in each of these five strategic priority areas and also includes a number of proposed efficiencies within the Government.

The Government Plan Financial [Annex](#) has also been lodged which contains supporting information for the Government Plan 2021 – 2024.

The Scrutiny review of the Government Plan has taken a thorough approach, looking at the projects identified for Additional Revenue Expenditure and Capital Expenditure last year, as well as new projects requiring Additional Revenue Expenditure and Capital Expenditure in 2021. The Panel has undertaken this review in as much detail as possible with the information provided by Government.

A summary table of all Actions (identified last year) and Business Cases (past and present) reviewed by this Panel is provided in Section 1.7 below. Only those Actions that do not correspond to a Business Case are listed in the summary table.

In line with the methodology used during its review of the Government Plan 2020 – 2023, all Scrutiny Panels have agreed to use a common system to report on the status of each project, as follows:



This status means that the Panel has reviewed the background information on the project and is satisfied with it.



This status means that the Panel has reviewed this and either has concerns or considers that it needs more work, or further detail should be provided. It might also mean that the Panel considers it too early to make an informed decision. This may or may not lead to recommendations and/or amendments.



This status means that the Panel has reviewed this and is not satisfied or does not agree with the proposal. This may or may not lead to an amendment.

1.4 Findings and Recommendations

Findings



FINDING 1

Work is ongoing between the Department for Children, Young People, Education and Skills and the Future Economy Group to lead the development of a post-16 strategy to support the future economy programme. Further information as to the work and outcomes of this programme is required.



FINDING 2

The preferred option for a new Higher Education funding scheme is due to be brought forward for debate in Quarter one 2022 with a view to phasing in the scheme for September 2023.



FINDING 3

The Jersey Premium funding for 2021 has been reduced by £159,000, even though the funding has been extended to students aged between 16 and 19 years of age. The Panel holds serious concerns over this decision given the current climate and longer-term impact on learning that has been caused by COVID-19, especially for vulnerable children and young people.



FINDING 4

The work to bring forward an Early Years policy has been delayed due to the COVID-19 pandemic and the Officers with responsibility being redeployed. It is, however, expected that the final policy recommendations will be completed prior to the Government Plan debate.



FINDING 5

The Government funding received, and the income generated through the hot meals service will keep the pilot scheme for the Primary Schools meal project running until July 2021.



FINDING 6

A skills oversight group, comprised of industry leaders is proposed to be formed and Local Market Intelligence Reports are intended to be shared with them that present the various data sets in relation to skills requirements in Jersey.



FINDING 7

The total number of applications to the EU Settlement Scheme (as of 16th November 2020) is 13,800. This is just over 6,000 less than the initial estimate of EU Citizens residing in Jersey. There will be a 'grace period' for applications up to the end of June 2021 for which two caseworkers are due to remain in post to support.



FINDING 8

The Legal Aid Scheme continues to operate in a 'shadow system' managed by the Law Society until the Access to Justice (Jersey) Law 2019 comes in to force. Until such time as the Regulations underpinning this Law are brought forward (to contain the proposed scheme and details of its operation) the shadow system will continue.

**FINDING 9**

The selection of a new Computer Aided Dispatch (CAD) system for the Combined Control Room has been deferred until 2021 due to budget constraints arising from the COVID-19 response. Work to investigate the options for the future of the Emergency Call Handling Service has been accelerated in light of a number of failures in the 999 service in 2020.

**FINDING 10**

Whilst it is acknowledged that the Ambulance Service electronic patient records and Health and Community Services Patient Records are separate projects, the Panel continues to hold concerns over the future integration of the two systems (once they have been finalised) and cannot give assurances over this at this stage.

**FINDING 11**

The Children and Families Hub has been expedited as a result of the COVID-19 pandemic and has been operational since March 2020 rather than the planned start date of September 2020. Legislative provision to underpin the support for children in need is due to be contained in the proposed omnibus amendment to the Children (Jersey) Law 2002 to be lodged in early 2021.

**FINDING 12**

There has been a delay in the commencement of the work on the Youth Justice Strategy due to the COVID-19 pandemic and Officers being redeployed to support the response. There is also uncertainty on the future funding requirements for the programme until such time as there is further progress in policy areas relating to it.

**FINDING 13**

Substantial work has been undertaken to bring forward multi-agency safeguarding training for the children's workforce, however, there has been a significant impact on the take-up of training due to the COVID-19 pandemic. It is noted, however, that online training has been developed which has given agencies greater access to training.

**FINDING 14**

The Panel is concerned that no funding has been allocated to the Citizen's Panel addressing the legacy issues of the Independent Jersey Care Inquiry in 2021, especially in light of the recent controversy in respect of the Care Memorial. There is therefore uncertainty over its future operation and clarity over this is required.

**FINDING 15**

A service specification for the new service to provide support to children with complex needs is currently being developed, to include the relevant staffing levels. This is also taking into account the new Children and Families Hub and the work taking place to Redesign the CAMHS service.

**FINDING 16**

There is a lack of clarity over how the funding for the Antenatal Service and support for children with complex needs is apportioned between the two projects. This is also not clear within the Government Plan due to the projects

being included in the overall total for the P.82 Children's Services Early Intervention programme.

**FINDING 17**

Work is ongoing in respect of the redesign of the Children and Adolescent Mental Health Service (CAMHS) in order to identify the preferred model and funding requirement. The Panel can therefore give no assurance at this stage as to whether the funding identified in the Government Plan 2021-24 is sufficient to meet these outcomes at this stage.

**FINDING 18**

Further details of the services being co-located in the Sexual Assault Referral Centre (SARC) Child's House Model and confirmation of the final siting of the centre are required before the Panel can make a more definitive judgement on the funding allocation for the project in the Government Plan 2021-24.

**FINDING 19**

The Education Reform Programme is an ambitious project which will take time to fully implement and embed. There is an outline of the funding breakdown, however, this is predominately required to reduce the current deficit within the education system in general.

**FINDING 20**

A research project to identify the scope of the project (Youth Service English as an additional language) is due to be undertaken and reported back on in 2021. Until such time as this is completed the Panel cannot give assurances as to the level of funding identified in the Government Plan 2021-24.

**FINDING 21**

The Panel has found that further evidence and a review of the effectiveness of the Covid-19 schools catch up programme is required before assurances can be given over funding levels. The Panel would also raise concern that the programme only covers students from Year 1 upwards and does not address early years.

**FINDING 22**

Given the fluid nature of the Covid-19 pandemic and uncertainty over the level of resource required to tackle it, the Panel cannot at this stage given an assurance over the level of funding identified for the first 6-months of 2021 (£30 million). It is clear, however, that considerable work has been undertaken, and continues to be undertaken by public sector workers in order to implement the test and trace programme to keep Islanders safe. The Panel would, however, caution that a significant increase in cases could render the programme unviable within the current resourcing levels identified in the Government Plan 2021-24.

**FINDING 23**

The funding for the new Firearms Range for the States of Jersey Police is due to come from the Criminal Offences Confiscation Fund. Further details of the proposed siting and specification of the proposed range are required by the Panel before it can state whether the funding allocated is sufficient or excessive.

**FINDING 24**

There is evidence to suggest that the requirement for a Public Service Ombudsman is urgent and it should be brought forward as soon as possible. There are, however, practical limitations on this being able to take place until 2022 and therefore the operational start of the project has been deferred until that time. The Panel contend that it would be possible to achieve the aim of establishing the role if funding for the office remained in place and only considered to be an efficiency if the Law drafting process cannot bring the Office into being until Q4 2021.

**FINDING 25**

The Panel holds concerns over the proposed changes to a pop-up therapeutic unit for young people in residential care with complex needs rather than a full-time unit. The term 'pop-up unit' is also misleading as it does not relate to a specific provision, rather a wraparound service for children already in existing residential homes. The decision to make this change has come from a needs assessment which the Panel has been informed is yet to be completed. Concerns have also been raised by key stakeholders about the rationale for this change, the independence of it and whether consultation with young people has taken place. The Panel would therefore question how this decision could have been made without this outcome.

**FINDING 26**

The proposed rebalancing initiative in relation to the Care Leavers offer appears to overlook the concerns and issues that have been raised directly by service users and appears to go against the Government priority of putting children first. There is also concern that whilst demand may be currently low, there is evidence to suggest this may be down to the lack of promotion of the service and demand may sharply rise now that the personal adviser roles are in place. This will require regular review in order to ensure that care leavers are not being denied access to funding to assist them directly.

**FINDING 27**

It is expected that the main impact of the rebalancing initiative to maintain a 1% vacancy rate within the States of Jersey Police Force over the next four years will be found from back office roles and functions and not front-line services. The States of Jersey Police are currently undertaking a staff review to identify where services can be changed. The Panel cannot give any assurance over the ability to meet this target until such time as the staff review is complete.

**FINDING 28**

Concerns have been raised in general about the closure to the public of the 'One Front Door' offices at La Motte Street, on which the digital transformation of GST and Customs Service rebalancing programme is heavily reliant in terms of realising its overall savings.

**FINDING 29**

The rebalancing measure to implement the electronic rostering system within the emergency services is still in the scoping stage, however, a saving of £50,000 has been identified against it. The Panel would question how this level of saving has been identified when the project is still being scoped.

**FINDING 30**

The rebalancing measure to restructure the intelligence administration function within the States of Jersey Police is reliant upon a process change that would mitigate the need to replace posts. Further details of the process change are required to give full assurance about the identified savings as well as whether they will have a knock-on effect on other areas of operation.

Recommendations**RECOMMENDATION 1**

The Minister for Education should provide further information to the Children, Education and Home Affairs Panel in respect of the outcomes of the work between the Department for Children, Young People, Education and Skills and the Future Economy Group. This should include an overview of the key performance indicators and specific outcomes for the programme, governance arrangements of the programme and membership of the Future Economy Group by end of first quarter 2021.

**RECOMMENDATION 2**

The Minister for Education should ensure that details of the proposed schemes being considered to fund Higher Education are shared with the Children, Education and Home Affairs Panel at an early stage and that proper consultation is undertaken on all options being considered prior to a preferred option being identified. We recommend that this project is brought forward to quarter four 2021 with a view to the debate taking place at the earliest opportunity in January 2022, to ensure that any decision can be taken in good time before purdah prior to the 2022 election.

**RECOMMENDATION 3**

The Minister for Education should reverse the decision to reduce the funding for the Jersey Premium in 2021 and subsequent years. Given the body of evidence that outlines the impact of COVID-19 on learning for vulnerable children, including the Departments own report on learning at home, this appears to be a retrograde decision. The Panel has lodged an amendment to the Government Plan in order to raise the budget to the original allocation for 2021 (£815,000).

**RECOMMENDATION 4**

The Minister for Education should provide details of the final policy recommendations arising from the work of the Early Years Policy Development Board as soon as practicable after they are finalised.

**RECOMMENDATION 5**

The Minister for Education should ensure that a review is conducted prior to the end of the pilot scheme for the Primary School Meals programme in July 2021. This review should set out the future operation of any scheme and identify the relevant funding for inclusion in the next iteration of the Government Plan. Given the success of the scheme to date, the Panel is of the view that this should be extended to all States funded primary schools.

**RECOMMENDATION 6**

The Minister for Education should provide details of the proposed membership of the Skills Oversight Group and also the proposed governance arrangements for the operation of the group. This should be provided to the Panel prior to the group being formally established.

**RECOMMENDATION 7**

The Minister for Home Affairs should, by the end of December 2020, identify and bring forward proposals in order to target 'hard to reach' groups of EU citizens in order to ensure they are informed of and given all the relevant information and support in order to complete the application (if they so wish).

**RECOMMENDATION 8**

The Chief Minister, should outline the proposed timescale for bringing forward the proposed new scheme for the Legal Aid system, as enabled by the Access to Justice (Jersey) Law 2019. Details of the final scheme and timetable should be provided to the Legal Aid Review Panel as a matter of urgency.

**RECOMMENDATION 9**

The Minister for Home Affairs should provide further information to the Children, Education and Home Affairs Panel about the outcome of the investigations to onboard the Emergency Call Handling Service by the end of quarter one 2021. The Panel believes that financial penalties for any future failure in the provision of service should be written into any service level agreements going forward.

**RECOMMENDATION 10**

The Minister for Home Affairs should review the preferred system for the ambulance electronic records once the Health and Community Services Patient Record system is operational to ensure that integration between the two systems is possible.

**RECOMMENDATION 11**

The Minister for Children and Housing should provide further details of the operation and data up to the end of November 2020 of the impact of the Children and Families Hub. This should also set out the governance arrangements for the Hub. Within those details the voice of the child should be included.

**RECOMMENDATION 12**

The Minister for Home Affairs should provide the Children, Education and Home Affairs Panel with quarterly updates on the progress of the implementation of the recommendations arising from the Youth Justice Review. These updates should also include a timeline of planned actions and key milestones for the project.

**RECOMMENDATION 13**

The Minister for Children and Housing should consider maintaining the online training developed during the COVID-19 pandemic going forward in order to broaden access to training for the children's workforce.

**RECOMMENDATION 14**

The Minister for Children and Housing should, as a matter of urgency, clarify the future of the Jersey Citizen's Panel and, should this be set to continue, provide the necessary funding to enable it to continue its work.

**RECOMMENDATION 15**

The Minister for Children and Housing should make available to the Children, Education and Home Affairs Panel, details of the service specification for children with complex needs as soon as it is completed.

**RECOMMENDATION 16**

The Minister for Home Affairs should, by the end of quarter two 2021, provide the Children, Education and Home Affairs Panel with the full details of the service specification of the Sexual Assault Referral Centre (SARC). This should also include details of the services being co-located and the siting of the service.

**RECOMMENDATION 17**

The Minister for Education should ensure that the progress of the Education Reform Programme is evaluated and monitored on a termly basis to ensure it is improving outcomes for children and young people. The programme should also be linked to emerging strategies and programmes for early years.

**RECOMMENDATION 18**

The Minister for Home Affairs should provide the Children, Education and Home Affairs Panel with monthly updates on the operation of the programme as the COVID-19 response progresses to ensure there are sufficient funds available and to provide an overview of the spend to date.

**RECOMMENDATION 19**

The Minister for Home Affairs should provide the Panel with an update on the progress identifying a site for the new Firearms Range for the States of Jersey once this has been completed. The Minister should also provide the Panel with detailed service specifications for the range prior to any further action being taken in respect of its development. As funding for this project is being found from the Criminal Offences Confiscation Fund, the Panel believes that this should not be accounted for in the Government Plan.

**RECOMMENDATION 20**

The Chief Minister should ensure that the legislation to underpin the Public Service Ombudsman is lodged by quarter three 2021 with a view to the office becoming operational in shadow form by 1st January 2022.

**RECOMMENDATION 21**

The Minister for Children and Housing should pause the rebalancing measure that would create a pop-up therapeutic assessment unit for young people in care until the needs assessment is fully completed and full consultation has taken place with key stakeholders.

**RECOMMENDATION 22**

The Minister for Children and Housing should not take forward the proposed rebalancing initiative in relation to the Care Leavers Offer and should seek to make the efficiency saving from within other budgets. Further work should also be undertaken, through the personal advisers, as a matter of urgency to promote access to this programme amongst care leavers. The Panel has made an amendment to the Government Plan accordingly.

**RECOMMENDATION 23**

The Minister for Home Affairs should provide the outcomes of the staff review to the Children, Education and Home Affairs Panel as soon as it is completed. The Minister should also provide quarterly updates to the Panel on the staffing levels within the States of Jersey Police which details any impacts on particular service areas arising from vacancies. The Panel is of the view that the Minister should ensure any changes to staffing levels do not negatively impact the level of service available to the public.

**RECOMMENDATION 24**

The Minister for Home Affairs should keep the operation of the GST and Customs Service rebalancing programme under review to ensure that the closure of the 'One Front Door' initiative is not impacting the public's access to the services. This should be undertaken on a monthly basis.

**RECOMMENDATION 25**

The Minister for Home Affairs should provide the Children, Education and Home Affairs Panel with the final outcome of the scoping project for the implementation of an electronic rostering system for the emergency services. This should include the final identified savings as a result of its implementation.

**RECOMMENDATION 26**

The Minister for Home Affairs should provide the Children, Education and Home Affairs Panel with details of the process change within the intelligence administration function of the States of Jersey Police as soon as it is implemented. This should also include an assessment of any impact on other areas of operation within the Police Service.

1.5 Departmental Budgets

Departmental Budgets

The Children, Education and Home Affairs Panel scrutinises the work of three Ministers; the Minister for Education, the Minister for Home Affairs and the Minister for Children and Housing (Children's remit only). Therefore, the project policy work contained in the various actions, programmes and capital projects assigned to the Panel predominantly sit under:



Senator Sam Mézec - Minister for Children and Housing, Children, Young People, Education and Skills (children's remit only) – until 9th November 2020 upon his resignation



Deputy Jeremy Maçon - Minister for Children and Housing, Children, Young People, Education and Skills (children's remit only) – appointed 17th November 2020



Senator Tracey Vallois - Minister for Education, Children, Young People, Education and Skills



Connétable Len Norman - Minister for Home Affairs, Justice and Home Affairs

Departmental Heads of Expenditure

In the Government Plan 2021 - 2024, the States Assembly has been asked to approve the proposed amount to be appropriated from the Consolidated Fund for 2021, for each head of expenditure. The tables below provide a summary of the proposed “Heads of Expenditure” allocated to the Departments for 2021 and estimates produced for 2022 - 2024:

Table 10 Heads of Expenditure 2021-24				
	2021 Allocation (£000)	2022 Estimate (£000)	2023 Estimate (£000)	2024 Estimate (£000)
Children, Young People, Education and Skills	160,286	166,245	166,044	166,475
Justice and Home Affairs	29,613	30,062	30,062	30,062
COVID-19 Response	87,277	26,590	25,642	12,602

Summary Table 5(i) Proposed 2020 Revenue Heads of Expenditure ¹			
	Income (£000)	Expenditure Allocation (£000)	Head of Expenditure (£000)
Children, Young People, Education and Skills	19,845	180,131	160,286
Justice and Home Affairs	3,457	33,070	29,613
COVID-19 Response	0	87,277	87,277

The 2021 resources allocated to the Ministers which fall under the Panel’s remit are as follows:

Resources mapped to Ministerial portfolios ²	
Minister	2021 Allocation (£000)
Minister for Children and Housing	31,169
Minister for Education	133,335
Minister for Home Affairs	86,627

¹ Government Plan 2021 – 2024 Table 11 p.179

² Government Plan 2021 – 2024 Table 11 p.126

1.6 Previously Reviewed Actions, Programmes and Capital Projects (Government Plan 2020 – 2023)

The Panel completed its review of the Government Plan 2020 – 2023 and the various actions, projects and capital projects that were assigned to it by the Government Plan Review Panel. This section provides an overview and update on each of the actions, projects and capital projects reviewed last year. Please note that this table also incorporates projects and actions reviewed by the Care of Children in Jersey Review Panel in 2020. This has been added due to the fact that the remit of Children was then scrutinised by the Review Panel prior to the remit's incorporation into the Children, Education and Home Affairs Panel in June 2020.

The tables immediately below identifies the projects included in the Government Plan 2020-2023, that will continue to be invested in in 2021, and indicates whether the projects are 'Complete', 'On Track', 'Reduced', 'Delayed', 'Deferred' or subject to 'Partial Deferral'.

Actions (Government Plan 2020 – 2023) (Education and Home Affairs report only)				
Action	CSP reference	Page number	Six-Month Report Status	Scrutiny RAG Status
Review the options to put future funding and structure of school system on a long-term, sustainable footing	-	21	N/A	
Develop and resource a new post-16 strategy to support the Future Economy Programme	-	21	N/A	
Implement the new post-16 education strategy	-	22	N/A	

Programmes (Government Plan 2020 – 2023) (Education and Home Affairs report only)						
Program	CSP reference	Page number	Scrutiny RAG Status	Six-Month Report Status	2021 Allocation (£000) (original)	2021 Allocation (£000) (revised)
Higher Education	CSP 1-2-01	23		Deferred	6,199	6,199
Jersey Premium	CSP 1-2-02	24		Partial deferral	815	656
Jersey Music Service	CSP 1-2-02	26		On track	115	36

Jersey School Review Framework	CSP 1-2-02	27		Deferred	130	130
Languages Strategy	CSP 1-2-02	28		On track	103	103
Reading Recovery	CSP 1-2-02	30		On track	196	196
Children's Legislation Programme – Education Law	CSP 1-2-02	31		Partial deferral	175	75
School Funding and Demographics	CSP 1-2-02	32		On track	942	475
Early Years	CSP 1-2-02	33		N/A	1,103	889
Les Quennevais School IT Equipment	CSP 1-2-03	34		Complete	-	-
Primary School Meals	CSP 1-2-04	35		On track	-	-
Digital Jersey Academy	CSP 3-2-04	36		On track	366	366
Skills Jersey	CSP 3-4-01	37		On track	675	675
Jerriais	CSP 3-5-03	39		On track	386	386
Settlement Scheme	CSP 3-1-05	40		N/A	-	-
Financial Crimes Unit	CSP 3-2-07	42		Reduced Complete	486	447
Policing 2020-23	013-11	43		Partial deferral	1,919	1,630
Legal Aid	01-Non-06	44		Partial deferral	412	400
Probation Service	01-Non-07	46		Complete	35	35

Capital Projects (Government Plan 2020 – 2023) (Education and Home Affairs report only)						
Program	CSP reference	Page number	Scrutiny RAG Status	Six-Month Report Status	2021 Allocation (£000) (original)	2021 Allocation (£000) (revised)
Le Rocquier School Facilities and Community Sports Facility	N/A	47	⚠	N/A	1,305	1,305
School 3G Pitch Replacements	N/A	48	⚠	On track	750	750
School Field Development – Grainville and St John	N/A	49	⚠	Deferred	400	400
Les Landes Nursery	N/A	50	⚠	N/A	500	500
Mont-a-l'Abbe Extension	N/A	51	⚠	Deferred	650	850
Extend La Moye Hall and Two Additional Classrooms	N/A	52	⚠	N/A	1,000	1,000
Extension to JCG School Hall	N/A	53	⚠	N/A	260	260
JCG and JCP Additional Music Facilities	N/A	54	⚠	N/A	500	500
JCG and JCP New Playing Fields	N/A	55	⚠	N/A	336	336
Replacement Assets – CYPES	N/A	56	⚠	On track	200	200
Minor Capital for Disability Accessibility Improvements to Schools	N/A	57	⚠	Partial deferral	-	1,500
Youth Service/Community Hub Site Improvements	N/A	58	⚠	Partial deferral	-	2,000
Next Passport Project	N/A	59	⚠	N/A	-	-
Combined Control Information Technology	N/A	60	⚠	Partial deferral	-	2,000

Electronic Patient Records	N/A	61		On track	-	667
Minor Capital (JHA)	N/A	63		Complete	236	236
Minor Capital (Police)	N/A	63		Deferred	200	200
Equipment Replacement (Police)	N/A	64		Partial deferral	100	170
Replacement of Aerial Ladder Platform	N/A	65		Deferred	177	768

Programs (Government Plan 2020 – 2023) (Care of Children in Jersey Review Panel report only)						
Program	CSP reference	Page number	Scrutiny RAG Status	Six-Month Report Status	2021 Allocation (£000) (original)	2021 Allocation (£000) (revised)
Children in Need	CSP 1-1-03	66		Delayed	1,760	1,760
Care Leavers	CSP 1-1-03	68		On track	206	165
Family Law	CSP 1-1-03	69		Deferred	100	100
Youth Justice	CSP 1-1-03	70		Delayed	265	205
Regulation and Inspection	CSP 1-1-03	72		Delayed	225	225
Safeguarding Partnership Board	CSP 1-1-03	73		Delayed	180	180
Sexual Assault Referral centre (SARC) / Develop a Children's House	CSP 1-1-03	74		On track	355	355
Domestic Abuse Strategy	CSP 1-1-03	75		On track	239	239
Increase Capacity Family/Children's Section (contingency)	CSP 1-1-01	77		On track	338	335
Baby Steps	CSP 1-1-01	78		On track	226	226

Jersey Youth Service Growth	CSP 1-1-01	79		On track	98	98
IJCI Implementation Oversight	CSP 1-1-01	80		On track	196	190
Family Support Workers	CSP 1-1-01	81		On track	180	180
Maintenance of Care Inquiry Funding for Youth Service Cat 1	CSP 1-1-01	82		On track	194	194
Youth Enquiry Service (YES) and Projects Cat 2	CSP 1-1-01	83		On track	104	104
Nursery Special Needs	CSP 1-1-01	84		On track	62	62
Increase Resource in Public Protection Unit	CSP 1-1-01	85		N/A	127	127
Parent / Infant / Psychotherapy Service	CSP 1-1-02	86		N/A	70	70
Sustainable Workforce: Accredited Training (Children's Social Work)	CSP 1-1-02	87		On track	31	31
Sustainable Workforce: HR Professional with Admin Support (Children's Social Work)	CSP 1-1-02	88		On track	79	92
Sustainable Workforce: Multi-agency Specialist Safeguarding Training	CSP 1-1-02	89		On track	79	79
Sustainable Workforce: On-Island Social Work Training	CSP 1-1-02	92		On track	221	221
Legislation: Children's Policy and Legislative Programme	CSP 1-1-02	93		Delayed	417	400
The "Jersey Way"	CSP 1-1-02	94		N/A	214	200
Children's Voice: Develop a Looked After Children's Advocacy Worker (Children's Services)	CSP 1-1-02	95		N/A	62	62
Children's Voice: Develop a New Children's Rights	CSP 1-1-02	96		Complete	214	214

Service Plus MOMO App (Mind of Mine Own)						
Inspection of Services, Practice Improvement, Performance and Quality (Children's Social Work)	CSP 1-1-02	97		On track	138	138
IJCI – Enhanced MASH Resourcing	CSP 1-1-02	99		Complete	47	48
Care Inquiry Citizen Panel	CSP 1-1-02	100		N/A	-	-
Support to Children with Complex Needs	CSP 1-1-04	101		N/A	600	600
Mental Health and Wellbeing	CSP 1-1-04	103		On track	0	0
Antenatal Support	CSP 1-1-04	104		N/A	130	130
Small Therapeutic Unit On-Island	CSP 1-1-04	106		On track	1,300	1,100
Intensive Fostering Scheme	CSP 1-1-04	107		On track	973	680
Transition to Adulthood / Through Care/Care Leavers	CSP 1-1-04	108		On track	206	450
Corporate Parenting	CSP 1-1-04	110		Delayed	437	515
Small Item Replacement and Refurbishment / Redecoration for Children's Homes	CSP 1-1-04	111		N/A	200	200
Workforce Development and Training	CSP 1-1-04	112		N/A	43	150
Case Management System	CSP 1-1-04	113		N/A	400	291
Recruitment and Retention / HR support	CSP 1-1-04	114		N/A	100	100
Redress Scheme	CSP 1-1-05	116		N/A	1,180	-
Youth Voice	CSP 1-3-01	118		On track	120	100

Participation and Advocacy for Looked After Children and Care Leavers	CSP 1-3-01	120		On track	150	130
Advocacy for Children in Need and Children in the Child Protection System	CSP 1-3-01	121		On track	100	100
Children's Commissioner	CSP 1-3-01	122		N/A	725	725
Public Services Ombudsman	CSP 1-3-02	123		Deferred	378	378

Capital Projects (Government Plan 2020 – 2023) (Care of Children in Jersey Review Panel report only)						
Program	CSP reference	Page number	Scrutiny RAG Status	Six-Month Report Status	2021 Allocation (£000) (original)	2021 Allocation (£000) (revised)
Children's Residential Homes	N/A	124		Partial deferral	150	100

1.7 Update Reports on Previously Reviewed Actions, Programmes and Capital Projects

This section provides an update on the Actions, Programmes and Capital Projects that were previously reviewed by the Panel during its review of the Government Plan 2020 – 2023.

Actions

<i>Review the options to put future funding and structure of school system on a long-term, sustainable footing</i>	
Minister(s)	Scrutiny RAG Status
Minister for Education	

Six Monthly Report Status – N/A

Previous Scrutiny RAG Rating – Amber

Panel analysis

This particular action is linked to the Education Reform Programme as a result of the Independent School Funding Review and Big Education Conversation. The Panel has therefore undertaken scrutiny of this project within the new revenue projects for 2021. This can be found on page p.133.

<i>Develop and resource a new post-16 strategy to support the Future Economy Programme</i>	
Minister(s)	Scrutiny RAG Status
Minister for Education	

Six Monthly Report Status – Deferred

Previous Scrutiny RAG Rating – Amber

Panel analysis

Noting that there was no reference to this project within the six-month update report the Panel requested further information in relation to the progress made to date. It was informed that work is currently being undertaken in collaboration with PWC and the Future Economy group with a joint working group between CYPES and the Department for Economy to lead this programme.³

The Panel was also informed that alignment of the curriculum development for skills of the future and review of the retraining programme is part of the business plan for 2021 and is outlined in the government plan.⁴

³ Written questions – Minister for Education – 16th November 2020

⁴ Written questions – Minister for Education – 16th November 2020

Findings**FINDING 1**

Work is ongoing between the Department for Children, Young People, Education and Skills and the Future Economy Group to lead the development of a post-16 strategy to support the future economy programme. Further information as to the work and outcomes of this programme is required.

**RECOMMENDATION 1**

The Minister for Education should provide further information to the Children, Education and Home Affairs Panel in respect of the outcomes of the work between the Department for Children, Young People, Education and Skills and the Future Economy Group. This should include an overview of the key performance indicators and specific indicators for the programme, governance arrangements of the programme and membership of the Future Economy Group by the end of the first quarter 2021.

<i>Implement the new post-16 education strategy</i>	
Minister(s)	Scrutiny RAG Status
Minister for Education	

Six Monthly Report Status – Deferred

Previous Scrutiny RAG Rating – Amber

Panel analysis

Noting that there was no reference to this project within the six-month update report the Panel requested further information in relation to the progress made to date. The Panel was subsequently informed that the post-16 strategy and its intended outcomes is imbedded in the Skills and lifelong learning business plan.⁵

The Minister explained to the Panel in writing that various projects had commenced, however, there has been a delay to the Review of the Apprenticeship programme and Review of the Higher Education funding scheme. The resource implications as a result of Covid-19 had resulted in a delay, however, the Panel was informed that this is now on track as per a revised timeline outlined in the project plans.⁶

⁵ Written questions – Minister for Education – 16th November 2020

⁶ Written questions – Minister for Education – 16th November 2020

Programmes

Higher Education CSP 1.2.01			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Plan for the implementation of a new student finance system	Improving Educational Outcomes	Minister for Education	

Six Monthly Report Status – Deferred

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
6,000	6,199	6,395	6,598

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
6,199	6,395	4,803	4,803

Panel analysis

Much of the work on models for the future delivery of student finance was completed prior to the pandemic according to the six-month update report. The Minister had agreed for this work to resume in September before being reviewed by education, policy and finance officers. An extension of the current model is therefore required to allow funding to continue while this review is ongoing.

In response to a written question the Panel was informed that the models are being worked against the aspirations for the Higher Education funding model articulated in a set of Ministerial Principles for the new Higher Education funding scheme. The officer team consisting of a multidisciplinary group involving Skills, Education, Strategy Policy Planning and Performance and Customer and Local Services are also involved in bringing this forward.⁷

Furthermore, it was confirmed that the initial work on analysing the options aims to facilitate an informed decision-making process by the ministerial team before a detailed new scheme is developed in readiness for the 2023 academic year. Funding sustainability models will be done to ensure that the funding of the new scheme is affordable especially when the modelling of the current scheme is extrapolated for the cohorts of students who are in the scheme by Sept 22/23 academic year.⁸

The Panel was informed that the preferred option is intended to be brought forward for debate by the States Assembly in quarter one 2022 with a view to phasing the scheme in for September 2023. The impact of Covid-19 on the current scheme according to the Department

⁷ Written questions – Minister for Education – 16th November 2020

⁸ Written questions – Minister for Education – 16th November 2020

is currently unknown due to the short period of time since the start of the current academic year.⁹

The Panel also questioned what the take-up of the current scheme was at present and was provided with the following figures:

Year	Total applications
2017/18	1132
2018/19	1203
2019/20	1414
2020/21	1470 (provisional figure as the application process is still open)

Findings



FINDING 2

The preferred option for a new Higher Education funding scheme is due to be brought forward for debate in Quarter one 2022 with a view to phasing in the scheme for September 2023.



RECOMMENDATION 2

The Minister for Education should ensure that details of the proposed schemes being considered to fund Higher Education are shared with the Children, Education and Home Affairs Panel at an early stage and that proper consultation is undertaken on all options being considered prior to a preferred option being identified. We recommend that this project is brought forward to quarter four 2021 with a view to the debate taking place at the earliest opportunity in January 2022, to ensure that any decision can be taken in good time before purdah prior to the 2022 election.

Schools and Education – Improving Standards – Jersey Premium CSP 1.2.02			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Implement the recommendations of the review of the Jersey Premium	Improving Educational Outcomes	Minister for Education	

Six Monthly Report Status - Partial deferral

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
401	815	815	815

⁹ Written questions – Minister for Education – 16th November 2020

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
656	634	626	626

Panel analysis

Within the six-month report it was stated that most of the funding had been devolved to schools, who had devised plans and implemented strategies for pupils eligible for the Jersey Premium. In addition, funding was re-focused during the lockdown to support eligible students during the school closure period. It was also explained that a partial funding deferral had resulted in a deferral for 2020 of the proposed extension of funding to students with Jersey Premium eligibility aged 16-19 years.

Upon further questioning regarding the partial deferral of the project, the Panel was provided with the following information by the Minister for Education:

The wording in the 6-month update report is not entirely accurate, the error is regretted, and the Minister apologises for this. Jersey Premium was extended to all eligible 16-19-year-old students in 2020 and will be provided to them in 2021.

The revised budget provides GP growth of £656k in 2021 compared with the planned £815k.¹⁰

The Panel questioned why the budget for the Jersey Premium had been reduced by £159,000 in 2021 and by £180,000 in the three subsequent years. It was provided with the following information:¹¹

The 2020 budget was £2,899,000 and the forecast spend at the end of October is £2,562,000 so a forecast underspend of £336k.

As part of the 2021 rebalancing exercise £159k was removed from Jersey Premium within "Improving Standards". The GP20 proposal was for an additional £815,000 in 2021 compared with the 2019 base but it is now revised to £656,000.

In 2021, there will therefore be £591,000 more budget available than will be spent by the end of 2020. (£255k more budget plus the underspend of £336k).

	2020	2021	2022	2023	2024
2019 base budget	2,496,000	2,496,000	2,496,000	2,496,000	2,496,000
Jersey Premium growth - original GP2	401,000	815,000	815,000	815,000	815,000
Revisions in GP21	0	-159,000	-181,000	-189,000	-189,000
Other		2,000	2,000	2,000	2,000
Total	2,897,000	3,154,000	3,132,000	3,124,000	3,124,000

The Panel holds significant concerns in relation to this reduction, especially in light of the impact of the pandemic on the most vulnerable children which the Jersey Premium would likely apply to. It is noted that additional funding is provided in the Government Plan 2021-24 to tackle the effects of Covid-19 on children's learning, however, it would contend that as the Jersey Premium is a targeted funding stream used by schools to address need where it arises

¹⁰ Written questions – Minister for Education – 16 November 2020

¹¹ Written questions – Minister for Education – 16th November 2020

this reduction should be reconsidered. It cannot therefore support this project whilst the significant reduction exists in the funding.

Findings



FINDING 3

The Jersey Premium funding for 2021 has been reduced by £159,000, even though the funding has been extended to students aged between 16 and 19 years of age. The Panel holds serious concerns over this decision given the current climate and longer-term impact on learning that has been caused by COVID-19, especially for vulnerable children and young people.



RECOMMENDATION 3

The Minister for Education should reverse the decision to reduce the funding for the Jersey Premium in 2021 and subsequent years. Given the body of evidence that outlines the impact of COVID-19 on learning for vulnerable children, including the Departments own report on learning at home, this appears to be a retrograde decision. The Panel has lodged an amendment to the Government Plan in order to raise the budget to the original allocation for 2021 (£815,000).

Schools and Education – Improving Standards – Jersey Music Service CSP 1.2.02			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ No Action	Improving Educational Outcomes	Minister for Education	

Six Monthly Report Status - On track

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
100	115	137	145

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
36	-	-	-

Panel analysis

The six-month report explained that the use of additional funding had been granted to deliver free lessons to 124 pupils whose parents were in receipt of income support. A research project had been designed and started in Summer 2020. Its aim was to establish how best to support the musical development of young people.

The Panel were provided with a further update that stated the research project was in relation to Special Education Needs and Alternate pupils and was due to be reported back to the

Minister by the end of November. The project was commissioned and carried out by Music Education Solutions; a Birmingham based educational consultancy firm.¹²

In relation to the numbers of students that had accessed lessons, 124 were stated in the six-month update report. Further information provided explained that 88 pupils received a weekly individual or small group instrumental tuition session in the spring term 2020 which rose to 93 in the summer term and 97 in the current term.¹³

It was further explained that the 2021 budget allocation for implementing recommendations arising from the SEN and Alternate Curriculum research findings was £6,000 and a £30,000 allocation for continued delivery of free lessons to pupils on income support.¹⁴ It is important to note that the budget allocations for subsequent years have not been included in the Government Plan 2021-24 and have not been provided to the Panel at this stage.

Schools and Education – Improving Standards – Jersey School Review Framework CSP 1.2.02			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Roll out an updated Jersey School Review Framework	Improving Educational Outcomes	Minister for Education	

Six Monthly Report Status – Deferred

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
130	130	130	130

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
130	130	130	130

Panel analysis

The six-month update report explained that the monitoring of those schools that require improvement under the Jersey School Review Framework (JSRF) is currently underway. Where feasible, school visits took place during 2020, and it was expected that these visits would resume in September 2020 when the new academic year began.

The Panel questioned whether the independent school funding review and education reform programme would have any implications for the JSRF early in 2020, which the Minister for Education did not anticipate at that stage. The Panel followed this up upon completion of the various reviews in Autumn 2020 and was informed that, apart from the delay caused by Covid-

¹² Written questions – Minister for Education – 16th November 2020

¹³ Written questions – Minister for Education – 16th November 2020

¹⁴ Written questions – Minister for Education – 16th November 2020

19, no other implications were expected within the following 2 years of the 3-year cycle of reviews. It was confirmed that, of the budget allocation for 2020 (£130,000), only £31,000 had been spent on school support due to Covid-19 and the subsequent travel restrictions which limited improvement works in 2020. The Panel notes that the allocation for 2021 remains at the budgeted amount of £130,000 as was originally set for 2020.¹⁵

Schools and Education – Improving Standards – Languages Strategy CSP 1.2.02			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ No Action	Improving Educational Outcomes	Minister for Education	

Six Monthly Report Status - On track

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
103	103	103	103

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
103	-	-	-

Panel analysis

The six-month update report highlighted the successful implementation of the Year 5 French programme across eight Jersey primary schools and that it is proposed this programme is extended to all schools. The scheme provides a six-week immersive programme in which Year 5 pupils receive daily tuition in French, supported by expert teaching and centrally provided resources. The six-month report explained that the success of the programme was in the design, high calibre teaching and the fact that these 9-10-year-olds receive as much teaching (from the programme) as GCSE students. This investment is part of a wider Languages Strategy to strengthen linguistic prowess in Modern Foreign Languages (MFL), including European languages and Mandarin, as well as Jèrriais. Currently, funding has been used to pay the salary of the specialist teacher. A further part-time teacher has been employed from September 2020. Resources have been procured to implement the project across all Government of Jersey primary schools as soon as is practicable.

The Panel questioned how this project had operated during lockdown and was given the following information:

In addition to preparing for the full launch of the French Experience in September, between March and July the lead teacher French produced bespoke Jersey scheme of work for French for years 3,4 5 and 6 and launched it with schools ready for the

¹⁵ Written questions – Minister for Education – 16th November 2020

*September start. This scheme replaced an out of date scheme, and the need for schools to buy external schemes. It provides detailed lessons, fully resourced and linked to the inclusion of the French Experience and has been warmly received by schools. In addition the Lead teacher produced online French lessons that were available to some schools during lock down and which have formed a part of the covid-proofing of future planning. She also supported a number of schools with face to face teaching and online teaching during the learning at home period. She contacted schools to arrange the September launch, reworking original plans after the cancelation of the programme in the summer term, and after the appointment was made in June, inducted the new 0.5 French teacher into the programme.*¹⁶

The Panel was also informed that bespoke training is also being implemented to support class teacher colleagues working with the French Experience. Headteachers have given positive feedback in relation to this training.¹⁷

The Panel questioned how the success of the programme was measured. It was confirmed that this was done with pre and post-programme assessments, alongside end of year assessments based on the four strand of the Year 5 and 6 French Curriculum and linked to the GCSE gradings which they overlap. Parent, pupil and teacher feedback is also recorded.¹⁸

Noting that the budget allocation for this project was not clearly broken down in the Government Plan (on p.193 this project is combined with others and entitled Schools and Education – Improving Standards) the Panel requested further information about the budget allocation for 2021 and how it was broken down. The following information was provided:

*The budget allocation for this project covers the salaries of the fulltime (since 1.4.20) and 0.5 (since 1.9.20) French teachers plus for this year £10,000.00 which has paid for the initial set up and resourcing of the programme within Covid-19 guidelines (each school class requires its own set of books and materials as these cannot be shared between bubbles), general resource costs (printing, consumables etc), teacher training (online teaching training and Teams facilitation training), administration and travel expenses.*¹⁹

It is important to note that the budget allocations for subsequent years have not been included in the Government Plan 2021-24 and have not been provided to the Panel at this stage.

¹⁶ Written questions – Minister for Education – 16th November 2020

¹⁷ Written questions – Minister for Education – 16th November 2020

¹⁸ Written questions – Minister for Education – 16th November 2020

¹⁹ Written questions – Minister for Education – 16th November 2020

Schools and Education – Improving Standards – Reading Recovery CSP 1.2.02			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ No Action	Improving Educational Outcomes	Minister for Education	

Six Monthly Report Status - On track

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
196	196	196	196

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
196	196	196	196

Panel analysis

The six-month report explained that a working partnership with the local charity 'Every Child our Future' (ECOF) has seen the very successful re-introduction of Reading Recovery teaching to a range of Jersey's primary schools serving the most challenging needs. Led by the CYPES English Adviser, ECOF funded three teachers for a three-year period under a Memorandum of Understanding (MoU) with the Department. This sat alongside funded reading interventions for older pupils and the training and deployment of over 600 reading volunteers in local schools. The report states that Reading Recovery is the strongest internationally evidence-based reading intervention for this age group. This funding is therefore intended to broaden the impact of the programme and will mean a 'doubling' of investment as ECOF will seek further corporate sponsorship to extend the offer. Currently funding has been used to pay the salaries of the existing contracted two teachers, with growth to also fund the third post, making up the complement of three teachers under the previous MoU, and further training and succession planning. No other projects have started due to the pause while efficiencies were established.

The Panel questioned what corporate funding was in place or had been sought to support this programme and was informed that the funding for 2021 onwards will cover the cost of the teachers for the programme.²⁰ A new teacher will also be in post from January 2021.

²⁰ Written questions – Minister for Education – 16th November 2020

Children's Legislation Programme – Education Law CSP 1.2.02			
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	Improving Educational Outcomes	Minister for Education	

Six Monthly Report Status - Partial deferral

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
175	175	175	175

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
75	75	150	150

Panel analysis

The Panel notes that the Big Education Conversation findings report was published in October 2020 and is expected to lead to further work looking at inclusion and governance in order to inform subsequent proposals to revise the Education Law. The six-month report explained that the growth funding had supported the work of a policy officer and provided funding to securing expert third party support, a small proportion of which may be deferred.

The Panel was informed that no third-party support was utilised during the Big Education Conversation review as this was managed by the Department for Strategic Policy, Planning and Performance. A third-party organisation was, however, utilised to arrange and facilitate focus groups.

Further information about the immediate priorities emerging from the work was provided as follows:

The immediate priorities in terms of legislative changes have yet to be determined. The areas of change will be informed by the Education Reform Programme commencing in 2021 and the strategic/policy initiatives that are brought forward as part of the programme. Not all measures will require legislative change but, for example, areas such as raising the age of mandatory education to 18 or changes to school governance arrangements will require legislative changes if approved in principle.²¹

²¹ Written questions – Minister for Education – 16th November 2020

Schools and Education - School funding and demographics CSP 1.2.02			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Review the options to put future funding and the structure of the school system on a long-term sustainable footing	Improving Educational Outcomes	Minister for Education	

Six Monthly Report Status - On track

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
813	942	1,216	1.675

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
942	1.216	1.675	1.675

Panel analysis

The six-month update report explained that for the academic year 2020/2021, four additional reception forms have been opened to accommodate all children entering Reception. The number of children requiring school places is continually reviewed and it is anticipated that a further bid will be required for the academic year 2021/2022.

Schools and Education - Early Years CSP 1.2.02			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Continue to develop better integrated support in the 'early years' (0-5)	Improving Educational Outcomes	Minister for Education	

Six Monthly Report Status – N/A

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
0	1,103	2,700	2,700

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
889	1.277	1.765	1.765

Panel analysis

Noting that there was no reference to this particular policy within the Government Plan six-month update, the Panel questioned why there had been a reduction in the budget allocation for 2021 from £1.1 million to £889,000. It was explained that the funding had been reduced in order to fund the Jerriais plan.²²

The Panel noted that the Covid-19 has impacted the progress of the policy due to the policy officer support being required to work on the response to the pandemic. It was, however, informed that final drafts of the policy recommendations are due to be ready prior to the debate on the Government Plan. These recommendations require approval from the Chief Minister and after this an implementation timeline will be identified. It was stated in a response to the Panel that it was still possible to implement in time for September 2021.²³

Findings



FINDING 4

The work to bring forward an Early Years policy has been delayed due to the COVID-19 pandemic and the Officers with responsibility being redeployed. It is, however, expected that the final policy recommendations will be completed prior to the Government Plan debate.

²² Written questions – Minister for Education – 16th November 2020

²³ Written questions – Minister for Education – 16th November 2020

**RECOMMENDATION 4**

The Minister for Education should provide details of the final policy recommendations arising from the work of the Early Years Policy Development Board as soon as practicable after they are finalised.

Les Quennevais School IT Equipment CSP 1 -2 - 03			
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 Education	

Six Monthly Report Status – Complete

Previous Scrutiny RAG Rating – *Amber*

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
580	0	0	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
-	-	-	-

Panel analysis

To support the new school build and the expansion of IT required to accommodate the larger footprint, an IT equipment refresh was needed to complete the fit-out of the school. Equipment received and installed on time.

Primary School Meals Feasibility Pilot CSP 1.2.02			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Support the reduction of preventable disease		Minister for Education	

Six Monthly Report Status – On track

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
150	0	0	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
-	-	-	-

Panel analysis

The six-month update report explained that the Primary School Meals Pilot Programme was successfully implemented but was put on hold due to pandemic related school closures.

The Panel questioned how much of the allocated spend for 2020 had been spent to date. As of the end of September a total of £100,000 had been spent²⁴. The following information was also provided to the Panel about the success of the scheme:

Some staff costs (Chefs and delivery services) were paid during the Covid-19 lockdown to provide a Community Meal Service to our most vulnerable children and families. The service delivered nearly 11,000 2 course meals to 293 vulnerable households and prevented a number of safeguarding incidents including one where 3 women were moved to safety at the Women's Refuge - this service during difficult times provided a second set of safeguarding eyes.²⁵

The Panel was informed that received Government funding and income generated through the hot meals service will keep the pilot scheme operational until the agreed finish date for the programme which is 31st July 2021.²⁶

Findings



FINDING 5

The Government funding received, and the income generated through the hot meals service will keep the pilot scheme for the Primary Schools meal project running until July 2021.

²⁴ Written questions – Minister for Education – 16th November 2020

²⁵ Written questions – Minister for Education – 16th November 2020

²⁶ Written questions – Minister for Education – 16th November 2020



RECOMMENDATION 5

The Minister for Education should ensure that a review is conducted prior to the end of the pilot scheme for the Primary School Meals programme in July 2021. This review should set out the future operation of any scheme and identify the relevant funding for inclusion in the next iteration of the Government Plan. Given the success of the scheme to date, the Panel is of the view that this should be extended to all States funded primary schools.

Digital Jersey Academy CSP 3-2-04			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> ➤ Additional investment in Digital Jersey ➤ Develop the Digital Skills Academy 	Future economy programme	Minister for Education	

Six Monthly Report Status – On track

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
539	366	243	252

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
366	219	202	0

Panel analysis

The six-month report explained that the Digital Jersey Academy opened last year and is now fully operational, with the 2-year Digital Leadership programme created and being delivered in both Full (7 students) and Part-time (11 students) formats to the first cohorts of students. The programme was expected to expand to 20 part-time and 15 full time students by September 2020. The Digital Leadership Fundamentals course ran for free for 6 weeks and delivered to 54 students. In addition, the Academy has run two 6-week Digital Marketing courses; a 6-week Data Science course; and an 8-week UX course. During the remainder of the year, the Academy is planning to run (pending take-up) courses in data science, UX/Media, Podcasting, digital marketing, coding with web applications.

The Panel questioned what impact the Covid-19 pandemic had had on the delivery of this project. It was explained that whilst the Academy went into lockdown for 6-weeks, this did not

affect delivery of the courses which were conducted via Zoom calls. As of September, face-to-face sessions have resumed, and all content can be delivered online if required.²⁷

The Panel was also provided with the following additional information in relation to the programme:

- *The Academy has 58 students, with full and part-time students across year 1 and year 2 cohorts. The centre also offers short courses in topics from Digital Marketing, Data Science, Photoshop, and Coding, and these typically run for between 100 and 150 learners per-year.*
- *In September 2020 the Academy welcomed 13 full-time and 16 part-time students onto its anchor Digital Leadership programme.*
- *Targets for student income in both years one and two have been exceeded, approx. 50% generated from full-time DLP, the other 50% is from the part-time DLP, short-courses and industry projects and tailored courses. Broadly half of students are self-funding their full-time or part-time studies, with the remaining funded from Student Financing. Revenue from industry for sponsorship of projects/tailored courses has been lower than forecast, in part due to Covid-19. A rise in industry income for 2021 is anticipated from several activities, for example Podcast creation and subsequent subscriptions.²⁸*

Skills Jersey CSP 3-4-01			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
No action	Growing skills in Jersey	Minister for Education	

Six Monthly Report Status – On track

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
655	675	695	716

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
675	695	716	716

Panel analysis

The six-month update report explained that a review of the Trackers and Apprenticeship scheme was concluded in March 2020 together with a review of the supply and demand gap

²⁷ Written questions – Minister for Education – 16th November 2020

²⁸ Written questions – Minister for Education – 16th November 2020

of the skills in Jersey. Furthermore, curriculum development at Highlands college was aligned to address the gap identified and a new Higher Education provision was introduced to bridge the gap. The appointment of the permanent Principal of Highlands College and University College Jersey as a key role player in the review of the provision of further, higher and professional education concluded successfully in April 2020. Collaborative work between Skills Jersey, Highlands College, Digital Jersey Academy, Jersey Business and Back to work enabled the Government to reduce duplication and improve the effectiveness of its activities aimed at upskilling and reskilling the islanders. The update report explained that regular monthly Local Market Intelligence is produced and shared with partners and in collaboration with Team Jersey Skills Directorate is engaged and contributing to the future workforce programme. The Skills Directorate has also commenced working closely with PWC – the government future economy partner to ensure this programme is informed of the recent activities taken place in this area.

The Panel questioned what duplication existed and how it was being addressed by the joint working group. It was informed that a single application process had been created as one means of reducing duplication. Furthermore, duplication between pastoral care and mentoring had been identified with a review of mentoring due to take place with a view to incorporating pastoral care and closer working with College Departments as part of the Target Operating Model for CYPES.²⁹

The Panel also requested further information about what type of data was collected and presented as part of the Local Market Intelligence reports. Examples were given by the department including:

- Monthly job market broken down by skills
- Monthly comparisons of increase and decrease in roles being advertised
- Skills analysis of what skills are in high demand from jobs advertised³⁰

It is also proposed that a skills oversight group is created from industry leaders and that this information is shared with them.³¹

Findings



FINDING 6

A skills oversight group, comprised of industry leaders is proposed to be formed and Local Market Intelligence Reports are intended to be shared with them that presents the various data sets in relation to skills requirements in Jersey.



RECOMMENDATION 6

The Minister for Education should provide details of the proposed membership of the Skills Oversight Group and also the proposed governance arrangements for the operation of the group. This should be provided to the Panel prior to the group being formally established.

²⁹ Written questions – Minister for Education – 16th November 2020

³⁰ Written questions – Minister for Education – 16th November 2020

³¹ Written questions – Minister for Education – 16th November 2020

Jèrriais CSP 3-5-03			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
		Minister for Education	

Six Monthly Report Status – On track

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
375	386	398	410

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
386	398	410	410

Panel analysis

The Six-month update report explained that the Jèrriais Teaching Service team, along with other stakeholders, have now developed the Jèrriais Language Plan 2020-2023, which outlines aims and objectives to protect and promote Jèrriais, centered on five strategic themes. These themes build on the aims of the earlier Jèrriais Plan 2017-19 in seeking to increase the acquisition, use and status of Jèrriais through education and the wider community. In addition to this, work is underway to secure ratification for Jèrriais under the terms of the European Charter for Regional and Minority Languages, which will bring Jersey into line with other UK minority languages like such as Manx and Cornish. Currently, funding has been used to pay the salaries of the current four teachers and, subject to formal Ministerial sign-off, growth funding will be released to increase the service by an additional three teachers.

Settlement Scheme CSP 3-1-05			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Continued funding for dedicated officers to deliver the Jersey EU settlement scheme		Minister for Home Affairs	

Six Monthly Report Status – N/A

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
91	0	0	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
-	-	-	-

Panel analysis

The Panel noted that there was no reference to this project within the six-month update report. It therefore requested further information on the status of the project, including the expectation that there will be a 'grace period' during 2021. Further details in relation to the additional funding requirements for 2021 were also requested (noting that no funding was identified for the project in 2021). The Panel was provided with the following information:

The project has run well other than the inability to complete the process of applications due the Covid-19 restrictions preventing in-person appointments. An online solution provided by Yoti is being launched which will allow the outstanding applications to be completed without the need for an in-person appointment. The online solution has cost approximately £10,000 which is being absorbed by JCIS.

There are now over 13,800 applicants to the scheme. 4,600 have been completed and all the remaining applications have been processed to the point of only requiring the Yoti online step.

Funding is in place for the two Settlement Scheme caseworkers until the end of 2020. A business case has been submitted to the Government Plan for an extension of the funding to allow the caseworkers to remain in post until the end of the Grace period, 30 June 2021.

No revenue is generated from the Settlement Scheme as there is no fee associated with it.³²

³² Written questions – Minister for Home Affairs – 16th November 2020

The Panel notes that the initial estimate for the number of EU citizens residing in Jersey was 20,000. Given the total number of applications is just over 6,000 less than that total, the Panel would question what is being done to identify those who are 'hard to reach' to ensure they have every opportunity to apply to the scheme prior to the closing date.

**FINDING 7**

The total number of applications to the EU Settlement Scheme (as of 16TH November 2020) is 13,800. This is just over 6,000 less than the initial estimate of EU Citizens residing in Jersey. There will be a 'grace period' for applications up to the end of June 2021 for which two caseworkers are due to remain in post to support.

**RECOMMENDATION 7**

The Minister for Home Affairs should, by the end of December 2020, identify and bring forward proposals in order to target 'hard to reach' groups of EU citizens in order to ensure they are informed of and given all the relevant information and support in order to complete the application (if they so wish

Financial Crimes Unit CSP 3-2-07			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Making the economic crime and confiscation unit permanent	Future economy programme	Minister for Home Affairs	

Six Monthly Report Status – Reduced/ Complete

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
472	486	501	516

2020	2021	2022	2023
505	508	511	515

Funding allocation requests in Government Plan 2021-2024: (Financial Crimes Unit - Economic Crime & Confiscation Unit)

2021	2022	2023	2024
505	505	505	505

Funding allocation requests in Government Plan 2021-2024: (Financial Crime Enforcement)

2021	2022	2023	2024
447	486	500	500

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
952	991	1,005	1,005

Panel analysis

Financial Crimes Unit – Law Officers - Reduced

The six-month report explained that there had been a delay on financial crimes recruitment and a reduction in costs. This funding supports the Economic Crime and Confiscation Unit (ECCU) established within the Law Officers' Department in 2017. The ECCU provides specialist complex case investigative capability within the Attorney-General's Department for financial crimes and confiscations. A staffing shortfall in the unit will result in an underspend in 2020. The Panel was informed that the reason for the staffing shortfall was as a result of

one of the two investigators leaving post unexpectedly. 2 new ECCU investigators are due to start in January 2021.³³

Financial Crimes Unit – States of Jersey Police - Complete

The six-month report explained that the contingency funding provided allowed an increase in the number of investigators for the first time since the previous International Monetary Fund (IMF) inspection in 2008, including three Detectives, two Police staff and one Advocate. These individuals remain in post and now form part of the broader JFCU Operations Unit. The management of caseloads has improved as has the timeline to progress investigations to the Law Officers Department. The report also stated that workload volumes remained at a level to justify the JFCU contingency funding now being included in JFCU's base budget. Previously funded contingency posts have also now been augmented to the base budget.

Policing 2020-23 013-11			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Invest in an increase to police numbers	A modern, innovative public sector	Minister for Home Affairs	

Six Monthly Report Status – Partial deferral

Previous Scrutiny RAG Rating – **Green**

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
821	1,919	2,073	2,196

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
1,630	1,784	1,907	2,046

Panel analysis

Recruitment completed for 2019 and 30 contracts issued for 2020. Deferred recruitment of ten Police Officers and four Police staff posts until 2021. The Panel questioned what the current total number of uniformed police officers within the force was as of September 2020 and was informed that this now sat at 213.6 FTE.³⁴

³³ Written questions – Minister for Home Affairs – 16th November 2020

³⁴ Written questions – Minister for Home Affairs – 16th November 2020

Legal Aid 01-Non-06			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
No Action	Non-Ministerial expressions of interest	Non-Ministerial	

Six Monthly Report Status – Partial deferral

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
400	412	424	437

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
400	400	400	400

Panel analysis

The six-month report explained that, currently, there is an underspend on Hired Services with year-to-date actuals excluding a £36,000 accrual. This arises from the changes required to the Legal Aid system under the Access to Justice (Jersey) Law 2019. For the new system to be fully functional, the new Legal Aid guidelines (which have been drafted but not yet approved) need to be implemented. In the interim, a shadow system is in place, operated by the Law Society.

The Panel requested further details as to the shadow system that is currently in place and was provided with the following information:

The Legal Aid office continues to function as it did prior to the Access to Justice (Jersey) Law being drafted, issuing Legal Aid certificates and administering both the Duty Advocate (at Court) and the Duty Lawyer (Police and Customers attendance) scheme (“the Schemes”). The criteria for eligibility for Legal Aid in both civil and criminal law remains as it was when last amended in June 2010.

Funding for the Legal Aid Office was approved in the Government Plan 2020-23 (GP) in the initial sum of £400,000 with an anticipated 3% increase on initial capital sum year on year for the duration of the GP. The funding covered anticipated payments of legal fees under the Schemes, payment of Legal Aid Office staff salaries, contribution towards the rental of the new premises (pro rata with the Law Society), IT support costs and maintenance, IT hardware to run the office and ancillary costs.³⁵

³⁵ Written Questions – Chief Minister – 18th November 2020

The Panel also requested additional information in relation to the current governance arrangements that exist within this shadow scheme, especially in light of the absence of the new scheme. It was provided with the following information:

In regard to the running of the Legal Aid Office (that is to say the issuance of Legal Aid certificates and the management of the Office staff and facilities), until the Access to Justice (Jersey) Law 2019 comes into force, that remains the responsibility of the Law Society under the direct supervision of the Chief Executive Officer (of the Law Society) who personally oversees the day to day running of the office.

As to the funding, the Law Society CEO is fully aware of the constraints that exist with the Judicial Greffe's budget in respect to the Legal Aid Office. The Judicial Greffe receive quarterly invoices from the Law Society in respect to the costs and the invoices are scrutinised and verified by the Judicial Greffe prior to payment.³⁶

Findings



FINDING 8

The Legal Aid Scheme continues to operate in a 'shadow system' managed by the Law Society until the Access to Justice (Jersey) Law 2019 comes in to force. Until such time as the Regulations underpinning this Law are brought forward (to contain the proposed scheme and details of its operation) the shadow system will continue.



RECOMMENDATION 8

The Chief Minister, should outline the proposed timescale for bringing forward the proposed new scheme for the Legal Aid system, as enabled by the Access to Justice (Jersey) Law 2019. Details of the final scheme and timetable should be provided to the Legal Aid Review Panel as a matter of urgency.

³⁶ Written Questions – Chief Minister – 18th November 2020

Probation Service 01-Non-07			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
No Action	Non-Ministerial expressions of interest	Non-Ministerial	

Six Monthly Report Status – Complete

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
35	35	35	35

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
35	35	35	35

Panel analysis

The growth funding in the sum of £35,000 awarded to Jersey Probation and After Care Service has been used to meet the inflation shortfall in the salaries of four staff (Portuguese offender worker, Court Liaison Officer, Restorative Justice Officer and ADAPT Domestic Abuse Coordinator), who remain partially funded by the Building a Safer Society Strategy (BASS), in Justice and Home Affairs. The Panel would also point to the additional funding request for 2021 which it has reviewed on p.144 of this report.

Capital Projects – Education and Home Affairs

Le Rocquier school facilities and community sports facility CSP1			
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	Schools extensions and Improvements	Minister for Education	

Six Monthly Report Status - N/A

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
0	1,305	2,400	1,000

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
1,305	2,400	1,000	0

Panel analysis

The Panel noted that no update was given for this project in the six-month update report. Upon questioning the progress to date the Panel received the following update:

No feasibility study has been undertaken yet and we are working closely with colleagues at IHE/JPH to review our options talking into consideration wider Sports Strategy review.³⁷

³⁷ Written questions – Minister for Education – 16th November 2020

School 3G pitch replacements CSP1			
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	Schools extensions and Improvements	Minister for Education	

Six Monthly Report Status - On track

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
750	750	750	750

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
750	750	750	750

Panel analysis

The six-month report explained that the availability of all-year external facilities would transform the outdoor learning environment for many schools. Furthermore, it was explained that it creates strong community links with the pitch used outside of school hours for the benefit of local people. School business cases have been submitted with two schools having been prioritised (Plat Douet and St Clement’s) and plans were being developed and estimates obtained for them.

In respect of Plat Douet and St. Clement’s, the Panel was further updated that the plans have been developed, key stakeholder meetings completed, and planning permission granted. Furthermore, a project team has been established and the tender process for the works is being developed for the two schools.³⁸

Business cases for other primary schools have been submitted and are being reviewed and prioritised for 2021 onwards.³⁹

³⁸ Written questions – Minister for Education – 16th November 2020

³⁹ Written questions – Minister for Education – 16th November 2020

School field development – Grainville and St John CSP1			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<p>➤ 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</p>	Schools extensions and Improvements	Minister for Education	

Six Monthly Report Status – Deferred

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
400	400	0	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
400	400	0	0

Panel analysis

The six-month report explained that staff redeployment and restrictions have resulted in a delay to the planning process for the development of Field J525 and the potential to develop part of this field for use as a play space for St John’s School

The Panel requested a further update and was provided with the following information:

There has been no impact for the deferral of funds for St John’s School. The delay of the Planning Inquiry to October this year has meant work cannot commence until the Inquiry has reported its findings and a decision is made by the Minister for Planning as to whether permission for the scheme is granted. If planning permission is obtained, then the design team will be mobilised accordingly.

Work has recommenced on exploring the opportunity for a land swap at Grainville School. Discussions have recommenced with the Owner of the field and Project Manager from JPH appointed.⁴⁰

⁴⁰ Written questions – Minister for Education – 16th November 2020

Les Landes Nursery CSP1			
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	Schools extensions and Improvements	Minister for Education	

Six Monthly Report Status - N/A

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
0	500	500	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
500	500	0	0

Panel analysis

The Panel noted that no reference to the project was included within the six-month update report. Upon further questioning the Panel was informed that the feasibility study was due to commence in early 2021 with funding allocated for both 2021 and 2022.⁴¹ The design requirements for the school will be identified through the feasibility study, so at this stage there are no further details available in respect of the project.

⁴¹ Written questions – Minister for Education – 16th November 2020

Mont-a-l'Abbe extension CSP1			
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	Schools extensions and Improvements	Minister for Education	

Six Monthly Report Status – Deferred

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
850	650	0	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
850	650	0	0

Panel analysis

The six-month report explained that the project was deferred as it was deemed to be of a lower priority to either other planned activity or activity arising in response to COVID-19, much of which required a change to the utilisation of resource whether through staff redeployment or financial re-profiling.

The Panel questioned how long the deferral would be for and also what the overall impact of this would be on the project. The Panel was provided with the following information:

The project has been deferred until next year, however work is progressing behind the scenes to consider our options, one being moving the classroom extension over to the Primary school's site instead of the HV school site.

Short-term measures (classroom alterations and increased staffing) have been implemented to mitigate the impact of not proceeding with this project.⁴²

⁴² Written questions – Minister for Education – 16th November 2020

Extend La Moye Hall and two additional classrooms CSP1			
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	Schools extensions and Improvements	Minister for Education	

Six Monthly Report Status - N/A

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
0	1,000	1,000	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
1,000	1,000	0	0

Panel analysis

The Panel noted that no reference to the project was included within the six-month update report. The Panel therefore questioned the status of the project and also whether the feasibility study had been conducted and outcomes determined. It was again stated that the feasibility study will commence in early 2021 with funding set out for both 2021 and 2022 for the project. As the feasibility has yet to be completed, the design requirements will not be available until such time as this is completed.⁴³

⁴³ Written questions – Minister for Education – 16th November 2020

Extension to JCG school hall CSP1			
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	Schools extensions and Improvements	Minister for Education	

Six Monthly Report Status - N/A

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
0	260	1,000	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
260	0	0	0

Panel analysis

The Panel noted that no reference to the project was included within the six-month update report. Upon further examination, the Panel was informed that planning permission is now in place for the project and it will continue to be brought forward in the coming year.⁴⁴

⁴⁴ Written questions – Minister for Education – 16th November 2020

JCG and JCP additional music facilities CSP1			
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	Schools extensions and Improvements	Minister for Education	

Six Monthly Report Status - N/A

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
0	500	1,000	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
500	1,000	0	0

Panel analysis

The Panel noted that no reference to the project was included within the six-month update report. It is noted now that planning permission is in place to bring the project forward.⁴⁵

Within its previous report, the Panel recommended that the Minister for Education provided further information about how the proposed facilities would be utilised by outside agencies. This was followed up by the Panel and the following information was received:

There is a great need for facilities across the island as Jersey has limited space for large scale music ensembles. JCG and JCP regularly have enquiries for rehearsal space from bodies such as Music in Action, JMS, JMO because there are limited facilities available to them where they can rehearse a medium sized orchestra with a piano.

The proposal is for a separate building which would make it possible to allow others to use the facilities in the holidays and evenings. JCG and JCP would actively market the availability of the facilities. Events such as the JCG Music Café would serve the community well. Courses, lectures/talks from overseas visitors to give CPD to some of our music teachers could take place here. Some events could happen in the holidays.

⁴⁵ Written questions – Minister for Education – 16th November 2020

During the last few months with the pandemic, the shortage of suitable rooms to continue music education and practice has been highlighted. This Music facility would add practice rooms to the current pool on the island and the rooms would be set up to allow for non-contact learning through platforms such as Zoom or Teams.⁴⁶

JCG and JCP New Playing Fields CSP1			
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	Schools extensions and Improvements	Minister for Education	

Six Monthly Report Status - N/A

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
0	336	0	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
336	0	0	0

Panel analysis

The Panel noted that no reference to the project was included within the six-month update report. It is noted now that a planning permission submission is imminent.⁴⁷

⁴⁶ Written questions – Minister for Education – 16th November 2020

⁴⁷ Written questions – Minister for Education – 16th November 2020

Replacement assets and minor capital – CYPES CSP1			
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	Replacement Assets	Minister for Education	

Six Monthly Report Status - On track

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
0	200	0	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
200	200	250	250

Panel analysis

The six-month report explained that this funding was required for the replacement of assets on an ongoing basis.

The Panel requested a copy of the schedule and was informed that Minor Capital requests were returned from CYPES service areas on Friday 30th October and are being reviewed so that a schedule can be completed to prioritise the areas for development or replacement. It is scheduled to be completed by the end of November 2020.⁴⁸

Schools/Colleges and services will be informed of successful bids and the department intends to work closely with Jersey Property holdings in order to ensure compliance with Service Level Agreements with works programmed accordingly.⁴⁹

⁴⁸ Written questions – Minister for Education – 16th November 2020

⁴⁹ Written questions – Minister for Education – 16th November 2020

Minor Capital for disability accessibility improvements to schools			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<p>➤ 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 ➤</p>	Discrimination Law, safeguarding and regulation of care	Minister for Education	

Six Monthly Report Status - Partial deferral

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
-	-	-	-

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
1,500	500	-	-

Panel analysis

The six-month report explained that the purpose of this funding was to improve safeguarding, DDA compliance, site security and facilities management across the CYPES property portfolio and a programme of works has been developed. Estimates have been obtained with works planned to year end, COVID-19 permitting.

Youth Service/Community Hub Site Improvements			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<p>➤ 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➤</p>	Discrimination Law, safeguarding and regulation of care	Minister for Education	

Six Monthly Report Status - Partial deferral

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
-	-	-	-

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
2,000	2,000	2,000	2,000

Panel analysis

As with the previous project, the six-month report explained that the purpose of this project is also to improve safeguarding, DDA compliance, site security and facilities management across the CYPES property portfolio and a programme of works has been developed. Estimates have been obtained with works planned to year end, COVID-19 permitting.

Next passport project CSP 013			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
No Action	Information Technology	Minister for Home Affairs	

Six Monthly Report Status - N/A

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
0	0	998	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
0	998	0	0

Panel analysis

The Panel notes that funding for this project is not allocated until 2022. This aligns with information received in the Panel's previous review explaining that the current contract for the passport issuance system GIPSY2 expires in March 2022 and Jersey, along with the other Crown Dependencies and Gibraltar, have agreed to obtain a version of the Her Majesty's Passport Office (HMPO) online passport issuance system as a replacement.⁵⁰

The Panel was also informed that an options assessment was conducted by HMPO which confirmed that this project was viable and also provided a high-level costing. Work with HMPO to confirm the Memorandum of Understanding is due to commence soon. It is noted that the top end capital costs of the project (£2,081,000) will be split between the various jurisdictions, with Jersey paying a quarter share of £700,000. It is noted that the funding identified provides a large contingency.⁵¹

It was further explained to the Panel in writing that the project was due to commence in early 2021, however, the impact of COVID-19 has pushed this back to September 2021 with a proposed completion date of September 2022. It is noted that the GIPSY2 contract will therefore be extended in order to accommodate the delay.⁵²

⁵⁰ Written questions – Minister for Home Affairs – 16th November 2020

⁵¹ Written questions – Minister for Home Affairs – 16th November 2020

⁵² Written questions – Minister for Home Affairs – 16th November 2020

Combined Control Information technology CSP 013			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
No Action	Information Technology	Minister for Home Affairs	

Six Monthly Report Status - Partial deferral

Previous Scrutiny RAG Rating – **Amber**

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
2,290	0	0	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
2,000	0	0	0

Panel analysis

The six-month update report explains that this project seeks to create a combined control room for all three emergency services to be able to better report, monitor and respond to all emergencies in Jersey. It is expected that this will create a more unified service, able to respond to all emergencies and encourage closer working between agencies. Several elements of this project have been delayed due to COVID-19 and related budget constraints. One of the major elements (selecting a new CAD) has now been delayed until 2021. It is hoped that progress on the other phases will continue. Due to a number of failures in the 999 service this year, the investigation of options for the future of the Emergency Call Handling Service (currently provided by JT) has been accelerated. Progress is being made with the telephony and communications upgrades as well as the people model, but the selection of the new CAD system will have to be delayed to 2021 due to budgetary constraints resulting from the COVID-19 response.

The Panel requested further details in relation to the total spend in 2020 and was provided with the following information:

As at 9 November, £484,931 had been spent. This includes Project Management resource, system costs for essential upgrades to the current telephony systems (which need to be completed before the adoption of a new Computer Aided Dispatch system (CAD), and specialist advice on the project.⁵³

Findings



FINDING 9

The selection of a new Computer Aided Dispatch (CAD) system for the Combined Control Room has been deferred until 2021 due to budget constraints arising from the COVID-19 response. Work to investigate the options for the

⁵³ Written questions – Minister for Home Affairs – 16th November 2020

future of the Emergency Call Handling Service has been accelerated in light of a number of failures in the 999 service in 2020.



RECOMMENDATION 9

The Minister for Home Affairs should provide further information to the Children, Education and Home Affairs Panel about the outcome of the investigations to onboard the Emergency Call Handling Service by the end of quarter one 2021. The Panel believes that financial penalties for any future failure in the provision of service should be written into any service level agreements going forward.

Electronic patient records CSP 013			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
➤ Develop and secure funding for a multi-year Technology Transformation Programme	Information Technology	Minister for Home Affairs	

Six Monthly Report Status - On track

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
667	0	0	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
667	0	0	0

Panel analysis

The six-month update report explained that the Electronic Patient Records for Ambulance are intended to allow more accurate and efficient recording of patient data. The rationale for the project is described as being necessary in order to improve the level of care, reduce handover times at the Hospital, streamline critical and non-critical care and improve reporting and training data. The report explained that appropriate staff have received an initial demonstration of the MobiMed system from Ortivus, as used by South Western Ambulance Service NHS Foundation Trust (SWAST). Further research is now required to ascertain the most appropriate method for the purchase of this or a similar system.

The Panel questioned whether details of the proposed system could be shared with it and received the following information:

The system being proposed is an electronic patient report form (e-PRF) used by several ambulance services. Jersey is still using a paper-based system, with approx.

10,000 records per year it makes audit, filling and retrieval difficult. The electronic system will allow for automated data capture, auto-population of details from the CAD as well as providing rapid access to protocols for staff. It will provide audit functions reducing the significant time currently take to audit manually and provide a prompt retrieval facility. The system has options for integration with a wide range of systems and is compatible with most modern electronic data formats.

Two options are being investigated, one with a supplier directly and one with a UK ambulance trust (SWAST) who have many years' experience and may be able to provide a solution for us at a much lower cost. The second option has a lower outlay cost and will allow us to adapt our approach as the HCS integrated care records are developed over time. We do not believe any current systems fully integrate ambulance and hospital data with two-way interfaces for mobile access to full patient records on ambulances. Ambulance e-PRF systems also integrate with onboard vehicle and navigation systems which are not seen in hospital systems.

As there is no single option at this stage, funding has been deferred to 2021 and the Covid response has caused delays for SWAST, there is currently no single solution, nor enough detail that can be shared with the panel⁵⁴

The Panel further questioned what consideration had been given to the system fitting in with any future health systems. In response the department explained that discussions had taken place with Modernisation and Digital and concluded that the ambulance e-PRF and the HCS Patient Record are separate initiatives, however, any solution should aim to achieve future integration where possible.⁵⁵

Furthermore, the Panel sought to understand the consideration that had been given to the Jersey Care Model when identifying the preferred option. It was provided with the following information:

Ambulance representatives have been involved in the development of the Jersey Care Model (JCM). e-PRF will allow the sharing of appropriate data with other areas of health care if more services are provided closer to home in support of the JCM. It allows ambulance clinicians to record assessments, treatments and decisions and support alternate care pathways in our aim to reduce the number of patients admitted to the emergency department. It will allow electronic transfer of data to the emergency department when required and is in line with the digital health strategy.⁵⁶

Findings



FINDING 10

Whilst it is acknowledged that the Ambulance Service electronic patient records and Health and Community Services Patient Records are separate projects, the Panel continues to hold concerns over the future integration of the two systems (once they have been finalised) and cannot give assurances over this at this stage.

⁵⁴ Written questions – Minister for Home Affairs – 16th November 2020

⁵⁵ Written questions – Minister for Home Affairs – 16th November 2020

⁵⁶ Written questions – Minister for Home Affairs – 16th November 2020

**RECOMMENDATION 10**

The Minister for Home Affairs should review the preferred system for the Ambulance Electronic Records once the Health and Community Services Patient Record system is operational to ensure that integration between the two systems is possible.

Minor Capital (JHA)			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
No action	Replacement Assets	Minister for Home Affairs	

Six Monthly Report Status – Complete

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
561	236	166	62

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
236	166	62	0

Panel analysis

The six-month report explained that this project related to the scheduled replacement of assets for Fire and Rescue, Customs and Excise, Prison Service and Ambulance.

The Panel requested a copy of the schedule and was provided with this by the Minister for Home Affairs, noting that it would be subject to slight change once the spend for 2021 is profiled in detail. It was also explained that a number of items have been moved from 2020 and the priority for spend needed to be adjusted.⁵⁷

Minor Capital - Police			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
No action	Replacement Assets	Minister for Home Affairs	

Six Monthly Report Status – Deferred

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

⁵⁷ Written questions – Minister for Home Affairs – 16th November 2020

2020	2021	2022	2023
200	200	200	200

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
200	200	200	200

Panel analysis

The six month update report explained that the next States of Jersey Police (SOJP) Senior Management Board would receive an update on minor capital spend so that a review can take place on any outstanding items. The Panel was subsequently provided with the following information:

The update on minor capital spend is often provided on request and also included in the table within the 'Capital – Highlights' section of the monthly departmental financial reports. The review of the spend is often undertaken during SoJP capital meetings chaired by Superintendent James Wileman.⁵⁸

Equipment Replacement - Police			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
No action	Replacement Assets	Minister for Home Affairs	

Six Monthly Report Status - Partial deferral

Previous Scrutiny RAG Rating – **Amber**

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
170	100	50	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
170	50	0	0

Panel analysis

The six-month report explained that plans were in place for asset replacement and an order had been placed for one item listed on the plan. In the report it was stated that the States of Jersey Police Senior Management Board was due to be consulted regarding further asset replacement and orders will be placed following this meeting.

The Panel questioned whether this meeting had taken place and whether a copy of the schedule could be shared with it. It was confirmed that several meetings had taken place to

⁵⁸ Written questions – Minister for Home Affairs – 16th November 2020

review the capital asset replacement programme which had required prioritisation due to insufficient funding. The Panel was also provided with a copy of the schedule.⁵⁹

Replacement of Aerial Ladder Platform			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
No action	Replacement Assets	Minister for Home Affairs	

Six Monthly Report Status – Deferred

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
591	177	0	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
768	0	0	0

Panel analysis

The six-month report explained that the current aerial platform is due for replacement as part of a rolling programme. The scoping of a new platform and its specification has been completed, with the purchase deferred until 2021 due to the current platform still being fully operational.

⁵⁹ Written questions – Minister for Home Affairs – 16th November 2020

Projects – Care of Children in Jersey Review Panel

CSP1.1.03 Children in Need			
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 ➤ 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	

Six Monthly Report Status – N/A

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
1,560	1,760	1,760	1,760

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
1,760	1,760	1,760	1,760

Panel analysis

The Panel notes that this particular project was not mentioned within the six-month update report. As such, it questioned the spend to date, impact of COVID-19 on the project and also the progress made regarding design work for the project.

The Panel was informed that the pandemic has had an impact on this area of work which had in turn slowed some of the elements for implementation. However, one positive consequence identified as a result of this delay was to accelerate the establishment of the Children and Families Hub. As a result, the actual projected spend is much less than anticipated at £272,000.⁶⁰

⁶⁰ Written Questions – Minister for Children and Housing – 16th November 2020

The response continued to explain that the Children and Families Hub is the new front door for children and families who require some additional support and that this became operational in March rather than the planned start in September 2020. The staff working within this service prioritised the work of the Hub and prioritised support to vulnerable families in the process.⁶¹

The Minister further explained to the Panel that:

The detailed design and implementation plan to provide new support to children in need and implementation is starting. A range of posts will be advertised to and staff recruited early in 2021. As staff come into post the range of supports will expand and increase within the new Family and Community Support Service. There are early indications that the hub is having a positive impact for children and families and helping to reduce demand on Children’s Safeguarding Services and the Multi-Agency Safeguarding Hub.

The Children’s Legislation Transformation Programme has been working to identify and develop necessary legislative change necessary for Jersey to have provision for children in need. This provision along with a duty to promote wellbeing for children is contained in the proposed omnibus amendment to the Jersey Children Law 2002 which is due to be lodged in early 2021.⁶²

Findings



FINDING 11

The Children and Families Hub has been expedited as a result of the COVID-19 pandemic and has been operational since March 2020 rather than the planned start date of September 2020. Legislative provision to underpin the support for children in need is due to be contained in the proposed Omnibus amendment to the Children (Jersey) Law 2002 to be lodged in early 2021



RECOMMENDATION 11

The Minister for Children and Housing should provide further details of the operation and data up to the end of November 2020 of the impact of the Children and Families Hub. This should also set out the governance arrangements for the Hub. Within those details the voice of the child should be included.

⁶¹ Written Questions – Minister for Children and Housing – 16th November 2020

⁶² Written Questions – Minister for Children and Housing – 16th November 2020

CSP1.1.03 Care Leavers			
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: 	<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>	

Six Monthly Report Status – On track

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
206	206	206	206

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
165	175	185	185

Panel analysis

The six-month report explains that the new statutory entitlement and offer for looked-after children and care leavers has been developed and includes the provision of personal advisors who will be allocated to work with children and young people from age 14 up to 25. The offer also sets out how the Government, as its corporate parent, will support them to access health, education, clothing, housing, and travel. The Care Leaver Offer is still in the process of implementation and the Government is working with young people and partners to improve the reach, understanding and application of the entitlement and offer. Some care leavers have contacted Children's Services since the offer was implemented and their cases have been re-opened, and a personal advisor allocated to them to offer support.

The Panel has examined the progress of this project within section 1.9 of this report and the proposal to make efficiencies of £100,000 for the projected spend of this project. Accordingly, to save on duplication throughout the report, the Panel does not have any additional comments to make in this analysis.

CSP1.1.03 Family Law			
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	

Six Monthly Report Status – Deferred

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
100	100	100	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
100	100	100	0

Panel analysis

The six-month report explained that the purpose of this project was to increase funding for the Mediation Service during the period in which the law transitions to 'no fault' divorce. This anticipates an increased requirement to attempt a mediated settlement before reverting to the Courts. The work on divorce reform has been deferred due to COVID-19 pressures including the inability to recruit additional mediators and additional pressures on the Legislative Drafting Office meaning it has not been possible to secure law drafting time for changes to legislation.

CSP1.1.03 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 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 Minister for Home Affairs	

Six Monthly Report Status – Delayed

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
137	265	129	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
205	98	0	0

Panel analysis

Due to the extensive nature of the work within the Youth Justice Project, the Panel was provided with a separate briefing paper which outlined the progress to date. It was explained that the background work in relation to the Youth Justice Review was carried out in 2018 and made a total of 43 recommendations, some of which required small changes, others which required significant work, consultation or major changes to resources and legislation. The Panel received the following information in relation to the three groups that have been formed to address these changes:

The first group is the Youth Justice Strategy development group. It is working on the development of, what will be, Jersey's first youth justice strategy. From discussions there seems to be fundamental consensus as to the vision and the underlying principles to be adopted. These are in keeping with the government's commitment to putting Children First and the governments Children and Young People's Plan.

The second development group is looking at the development of Restorative Justice Policy. Restorative Justice and processes will run alongside all stages of youth justice. This will include prevention and diversion as well as formal criminal justice. For example, children and young people on Court Orders or serving time within youth detention.

The third group is addressing Secure Accommodation/Greenfields. This group is set up to meet recommendations within the Review such as having secure accommodation which is more 'permeable' to allow for properly risk assessed day release in order for children to partake in community resources such as education and training. As with HM Prison La Moye it would also facilitate transition back into the community.⁶³

It is noted that the Officer responsible for implementing the recommendations was seconded to the project on a two-year contract. However, they were required to deal with the COVID-19 response and, therefore, it may not be possible to complete all of the work within the recommendations in the two-year period.⁶⁴

In its previous report, the Panel raised concern over the funding allocation for the project and whether it would be sufficient to meet the outcomes of the programme. The following information was provided:

It is difficult to state what the exact future demands will be on funding until there is further progress in policy. That said, several recommendations will require no added resources. It is also anticipated that some of the changes implemented will come from agency resources, and not the project fund. For significant development changes, such as extensive island wide multi-disciplinary training or the potential creation of a new post, agencies will look to alternate funding streams and/or a possible growth bid in the next Government Plan.

There will be some requirement for funds to undertake additional research and analysis, but these are included within the budget for 2021.⁶⁵

Findings



FINDING 12

There has been a delay in the commencement of the work on the Youth Justice Strategy due to the COVID-19 pandemic and Officers being redeployed to support the response. There is also uncertainty on the future funding requirements for the programme until such time as there is further progress in policy areas relating to it.



RECOMMENDATION 12

The Minister for Home Affairs should provide the Children, Education and Home Affairs Panel with quarterly updates on the progress of the implementation of the recommendations arising from the Youth Justice Review. These updates should also include a timeline of planned actions and key milestones for the project.

⁶³ Written Questions – Minister for Home Affairs – 16th November 2020

⁶⁴ Written Questions – Minister for Home Affairs – 16th November 2020

⁶⁵ Written Questions – Minister for Home Affairs – 16th November 2020

CSP1.1.03 Regulation and Inspection			
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	

Six Monthly Report Status – Delayed

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
75	225	225	450

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
225	375	405	405

Panel analysis

The Panel noted that no update was provided on this project within the six-month report. The Panel therefore requested additional information in relation to the spend for 2020 to date and also whether an ongoing inspections process had been identified beyond 2020.

The Department explained that the spend to date on the project is £30,615 and this had been used for the Independent Children’s Homes Association inspections of residential units, with an independent inspection taking place in Q3 this year.⁶⁶

It was further explained that themed visits of children’ social care is due to take place on a quarterly basis and will be run by the Care Commission. It was, however, noted that no visits have taken place this year due to COVID-19.⁶⁷

⁶⁶ Written Questions – Minister for Children and Housing – 16th November 2020

⁶⁷ Written Questions – Minister for Children and Housing – 16th November 2020

CSP1.1.03 Safeguarding Partnership Board			
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	

Six Monthly Report Status – Delayed

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
180	180	180	180

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
180	180	180	180

Panel analysis

The Panel notes that this is continuation funding for the work that was reviewed in the previous Government Plan review and, therefore, there are no further updates at present.

CSP1.1.03 Sexual Assault Referral Centre (SARC)			
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	

Six Monthly Report Status – On track

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
267	355	355	355

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
355	355	355	355

Panel analysis

The six-month report explained that this project was a combined extension of recruitment for the Sexual Assault Referral Centre (SARC)/Jersey Domestic Abuse Support Services.

The Panel requested an update on the spend to date for this project for 2020 and was provided with the following information:

The total amount allocated to this project in 2020 was £417,000. (The core budget of £150,000 had been omitted in the allocation and was later rectified by JHA making up the shortfall). There is a projected underspend of £140,000, primarily caused by delays in recruitment due to covid which meant we have only now got key posts filled.

Dewberry House funding has predominantly been spent this year on core SARC staff including SARC Manager and Crisis Workers and the recruitment of two Independent Sexual Advisers and one Young Person's Advocate . We have successfully appointed the post of Clinical Director to provide medical governance for the service and recruited to the post of SARC Coordinator, a role that will enhance the day to day coordination of the service especially in accordance with the Child Sexual Abuse pathway. The funds have also been utilised on core building and service running costs as well as the

*installation of a video link with the courts. Some allocated funds have not yet been spent such as on the development of an Intermediary service for Jersey in the Child House Model. This is an on-going project for 2021.*⁶⁸

The Panel notes that this is an ongoing project and it has examined a new revenue project in respect of Dewberry House within the next section of its report.

CSP1.1.03 Domestic Abuse Strategy			
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	

Six Monthly Report Status – On track

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
189	239	250	261

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
239	239	243	226

Panel analysis

The six-month report explained that additional post recruitment was ongoing and expected to be completed by Q3 2020. The Panel questioned whether the COVID-19 pandemic had impacted the recruitment to these posts and also questioned the expected spend for the 2020 budget.

⁶⁸ Written Questions – Minister for Home Affairs – 16th January 2020

The Minister for Home Affairs confirmed that 2 additional Independent Domestic Violence Advisers (IDVA's) and 2 outreach workers had been recruited in order to provide direct support to high risk victims and children and families experiencing domestic abuse.⁶⁹ The Panel was also informed that funding had been spent on IDVA and outreach training through Safelives, Mental Health awareness training and psycho-educational facilitator training for programmes that can be delivered with both adults and children.⁷⁰

One particular response to the COVID-19 pandemic have been changes to the website in order to create an avenue for online chat as well as the 'Ask for Ann' campaign which has been funded in response.⁷¹

The Minister confirmed that underspends for 2020 currently sit at £50,000, and this was explained as being due to the delays in recruitment to the posts and notice period of the successful applicants.⁷²

The Panel notes that legislation in respect of domestic abuse is due to be brought forward by the Minister for Home Affairs in the first quarter of 2021. As such the Panel will continue to monitor developments around this specific project.

⁶⁹ Written Questions – Minister for Home Affairs – 16th January 2020

⁷⁰ Written Questions – Minister for Home Affairs – 16th January 2020

⁷¹ Written Questions – Minister for Home Affairs – 16th January 2020

⁷² Written Questions – Minister for Home Affairs – 16th January 2020

CSP1.1.02 Increase Capacity family/children's section (contingency) Non-Ministerial			
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	

Six Monthly Report Status – On track

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
335	338	342	345

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
335	335	335	335

Panel analysis

The six-month update report explained that three members of staff were employed to ensure that Jersey has a fit-for-purpose legislative framework to support vulnerable children. According to the report, the advice and support provided by these officers has been instrumental in the development of adopted legislation, such as the Children's Commissioner Law, smacking ban and emerging legislation, such as the regulation of children's social work services; with due regard to UNCRC and Omnibus amendment to Children's Law.

CSP1.1.02 Baby Steps			
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	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	

Six Monthly Report Status – On track

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
219	226	232	239

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
226	226	226	226

Panel analysis

The six-month report explained that this programme continues to be delivered by Family Nursing and Home Care (FNHC) to promote attachment and early parenting skills. The Panel was provided with a significant submission from FNHC in the previous Government Plan and fully understands the need and aims of the programme. There is therefore no further update at this stage.

CSP1.1.02 Jersey Youth Service Growth			
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	

Six Monthly Report Status – On track

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
96	98	101	104

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
98	98	98	98

Panel analysis

The six-month report explained that this project is continuing to deliver the LGBTQ+ project, refocusing support during the pandemic on one-to-one support and online youth project sessions as an alternative to usual face-to-face sessions.

CSP1.1.02 IJCI implementation oversight			
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	

Six Monthly Report Status – On track

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
191	196	204	209

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
190	190	190	190

Panel analysis

The Panel notes that this funding relates to the Officers tasked with implementing the recommendations arising from the Independent Jersey Care Inquiry. It is noted that the officers working on this project were redeployed during the early part of 2020 in order to assist with the COVID-19 response so there has been a delay in bringing forward work within this portfolio. It should be noted that the Care of Children in Jersey Review Panel holds responsibility for following up the implementation of this response and a further update on the work will be gathered during the early part of 2021.

CSP1.1.02 Family Support Workers			
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	

Six Monthly Report Status – On track

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
175	180	185	191

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
180	180	180	180

Panel analysis

The six-month report explained that workers were recruited and have started to build an early offer to children and families who needed support to prevent the escalation of issues and problems. It was also explained that this is part of a longer-term strategy and service delivery which will help shape demand for statutory services while improving outcomes for children.

CSP1.1.02 Maintenance of Care Inquiry funding Youth Service Cat.1			
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	

Six Monthly Report Status – On track

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
189	194	200	206

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
194	200	200	200

Panel analysis

This funding was required in order to set up and support LGBTQ Youth Jersey, the Young Carers project (Mytime), the Missing young person and Child Sexual Exploitation (CSE) project and fund a Youth Enquiry Service (YES) Counsellor. It was also explained that 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.

CSP1.1.02 Youth Enquiry Service (YES) and Projects Cat. 2			
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	

Six Monthly Report Status – On track

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
101	104	107	110

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
104	104	104	104

Panel analysis

The funding within this project is in order 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 – the Panel has been informed that projects already delivered include sessions at schools on Consent, Equality and Diversity and Alcohol Awareness and a Diet and Nutrition workshop.

CSP1.1.02 Nursery Special Needs			
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	

Six Monthly Report Status – On track

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
60	62	64	66

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
62	62	62	62

Panel analysis

The six-month report explained that this project aimed to deliver an outreach service from Bel Royal School called the ‘Learning Inclusion Team’ and increased portage worker hours to deliver a pure portage model* to children with the most complex needs all year around. (*Portage is a home-visiting education service for pre-school children with special educational needs and disability and their families).

The Panel questioned how much of the £60,000 allocation for 2020 had been spent to date and how this was broken down. It was provided with the following information:

The Outreach Support from Bel Royal at a cost of £20,000 this academic year.

£6000 for the Portage service so that the new Portage worker could be appointed all year around as opposed to a term time only post during this academic year.

£34,000 to increase the Family Support Workers to add capacity to enable them to further support early intervention with families with children from birth to 5.⁷³

⁷³ Written Questions – Minister for Children and Housing – 16th November 2020

CSP1.1.02 Increase Resource in Public Protection Unit			
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	

Six Monthly Report Status – N/A

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
124	127	131	135

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
127	127	127	127

Panel analysis

The six-month report explained that the funding for this project 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.

CSP1.1.02 Parent/Infant/Psychotherapy Service			
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 ➤ 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	

Six Monthly Report Status – N/A

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
70	70	71	104

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
70	70	70	70

Panel analysis

The purpose of this project is 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.

CSP1.1.02 Sustainable Workforce: Accredited Training (Children's Social Work)			
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	

Six Monthly Report Status – ON TRACK

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
30	31	32	33

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
31	31	31	31

Panel analysis

Funding has been used to support staff undertaking accredited programmes of systemic practice. It was also used to support the work of the Social Care Institute for Excellence in working with the staff group on-Island and developing a practice model for the service. On Island social worker training started in 2019 continues. Additionally, a HR professional has been recruited to focus on building a sustainable workforce in social care.

The Panel questioned the uptake of this training and was provided with the following information:

At the end of 2019, the service broke ties with SCIE and are now working with L30 to provide restorative practice training to the workforce. So far we have trained all frontline

teams with dates in the diary for November and December to train our residential and short breaks colleagues. We have also launched our practice standards and quality assurance framework, which all contribute to improving outcomes for children and families. C19 has prevented us from being more advanced in the implementation of this.

A direct impact of Covid has prevented face to face training. In light of this we, as well as our delivery partners, have opted for virtual sessions. We have successfully held many sessions virtually through Teams and moving forward this approach will have to continue in line with business continuity plans.⁷⁴

The Panel was also informed that the spend to date on this project was £30,000 in 2020.⁷⁵

CSP1.1.02 Sustainable Workforce: HR Professional with admin support (Children's Social Work)			
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	

Six Monthly Report Status – ON TRACK

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
112	115	119	122

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
92	101	110	110

⁷⁴ Written Questions – Minister for Children and Housing – 16th November 2020

⁷⁵ Written Questions – Minister for Children and Housing – 16th November 2020

Panel analysis

The six-month report explained that this funding has been used to support staff undertaking accredited programmes of systemic practice. It was also stated that it was used to support the work of the Social Care Institute for Excellence in working with the staff group on-Island and developing a practice model for the service. The on Island social worker training started in 2019 continues. Additionally, an HR professional has been recruited to focus on building a sustainable workforce in social care.

The Panel questioned how much of the allocated funds had been spent in 2020 and the impact of the post on Children’s Services. It was provided with the following information:

The allocation in this area for 2020 is £112,000. The funding for the HR professional has now been transferred into Children's Social Care and the money is being used to pay for a programme manager that will support the change programme within the service that covers the three domains of Our Plan, workforce development, Service Development and Practice development. However, with C19 we are not as advanced in the delivery of Our Plan as we had hoped to be. The spend to 31/10/20 was £45,463.

We no longer have a dedicated HR professional in the service as a result of the People and Corporate Services Target Operating Model. We still have HR support from our HR Business Partner, but this position is also supporting Customer and Local Services, rather than being dedicated to Children’s Social Care. This was not as a result of Covid.⁷⁶

CSP1.1.02 Sustainable Workforce: Multi-Agency Specialist Safeguarding Training			
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 	<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>	

⁷⁶ Written Questions – Minister for Children and Housing – 16th November 2020

Six Monthly Report Status – ON TRACK

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
77	79	81	84

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
79	79	79	79

Panel analysis

The six-month report explained that this funding has been used to support staff undertaking accredited programmes of systemic practice. It was also stated that it was used to support the work of the Social Care Institute for Excellence in working with the staff group on-Island and developing a practice model for the service. The on Island social worker training started in 2019 continues. Additionally, an HR professional has been recruited to focus on building a sustainable workforce in social care.

The Panel requested further details on the training that had been undertaken and was informed that the newly formed training strategy group was responsible for looking at training and responding to the needs of the staff in a multi-agency forum. In addition, examples were given including the development of a multi-agency neglect strategy, pre-birth pathway and Safer Sleeping recommendation to parents.⁷⁷ Furthermore, in conjunction with the NSPCC the Government is also undertaking a multi-agency audit of Harmful Sexual Behaviour (pan-island).

The following funding breakdown was also provided to the Panel:

- £5,320 has been dedicated to updating the Safeguarding Partnership Board website specifically to support the analysis of training needs so the Training Team can target specific agencies
- £69,001 has been spent on the salary, pension and social security payments of an additional Trainer for the Children’s workforce.
- £5,320 has been dedicated to the updating of the SPB website to enable online training to limit the impact COVID-19 has on workforce training
- £1,500 has been spent on prevention of sexual abuse training at a foundation and advanced level through DGEtali
- £1,026 has been spent on Train the Trainer courses
- This also shows that some of the additional £180k resource that the SPB has been provided with has been used to enhance training.⁷⁸

⁷⁷ Written Questions – Minister for Children and Housing – 16th November 2020

⁷⁸ Written Questions – Minister for Children and Housing – 16th November 2020

The Panel was provided with the following overview of the training that had been completed in 2020 so far:

- *210 people have attended SPB training*
- *151 have attended Research in Practice Workshops*
- *Pool trainers – 232 people participated in adult foundation training, 104 did children foundation training (the numbers are thought to be lower for children due to COVID impact on workforce).*
- *In all, 697 people have done some sort of course since January.*
- *7 minute briefings – there are now 17 briefings around children and adult topics which are available on the website. These do not replace training but can be used by agencies to promote discussions among teams. The feedback for the briefings has been positive.*
- *Bitesize briefings were rolled out at the beginning of year and were successful – Modern Slavery was a popular topic.*
- *Investment in Website to allow for training to move online to address issue restricted face to face training due to impact of COVID-19.*
- *Investment in Website analytics to give in depth information regarding multi agency training to allow for SPB to target specific agencies/areas where it is needed.*
- *The additional investment of funding being invested in a second trainer has built in capacity for the Training Strategy Group to respond to the training developments highlighted by each SPB sub-group.*
- *Evaluation data from course was collated and used to inform practice. From this we were able to start to understand the context in which people practice e.g. more support was needed around access to supervision.⁷⁹*

Upon further questioning, the Panel was informed that a community networking event was planned for 4th June 2020, however, this was cancelled due to COVID-19. This was to include presentations by the Children's Commissioner, NSPCC, SARC, Early Help/MASH, Mental Health and emotional wellbeing, Karios Art, Mavericks, Jersey Youth Service, Jersey Child Care Trust and CAMHS. It is intended that this will be resumed as soon as it is safe to do so.⁸⁰

Additionally, the development of the Designated Leads Network has now started. It was explained to the Panel that this puts all designated leads of agencies together to discuss standards of practice and provide. It is expected that this will aid in consistency of approach in safeguarding for all children.⁸¹

The Panel questioned the impact of COVID-19 on the project and was informed that this has had a significant impact on the delivery of training with face-to-face meetings being postponed. This is explained as being reflected in the reduced number of people accessing training through a face-to-face model.

However, some positive aspects were identified as a result of COVID-19 including:

- *Online delivery of training now being developed giving more agencies greater access to training e.g. control over when they do the pre-reading for each online event*

⁷⁹ Written Questions – Minister for Children and Housing – 16th November 2020

⁸⁰ Written Questions – Minister for Children and Housing – 16th November 2020

⁸¹ Written Questions – Minister for Children and Housing – 16th November 2020

- *Development of analytics through the SPB website to enhance delivery of training and targeting of workforce.*⁸²

Findings



FINDING 13

Substantial work has been undertaken to bring forward multi-agency safeguarding training for the children’s workforce, however, there has been a significant impact on the take-up of training due to the COVID-19 pandemic. It is noted, however, that online training has been developed which has given agencies greater access to training.



RECOMMENDATION 13

The Minister for Children and Housing should consider maintaining the online training developed during the COVID-19 pandemic going forward in order to broaden access to training for the children’s workforce.

CSP1.1.02 Sustainable Workforce: On-Island Social Work Training			
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 	<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>	

Six Monthly Report Status – ON TRACK

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

⁸² Written Questions – Minister for Children and Housing – 16th November 2020

2020	2021	2022	2023
276	221	144	144

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
221	144	144	144

Panel analysis

Funding has been used to support staff undertaking accredited programmes of systemic practice. It was also used to support the work of the Social Care Institute for Excellence in working with the staff group on-Island and developing a practice model for the service. On Island social worker training started in 2019 continues. Additionally, a HR professional has been recruited to focus on building a sustainable workforce in social care.

The Panel notes that this particular training continues to be run through Highlands College in conjunction with the University of Sussex and the take-up for the course continues.

CSP1.1.02 Legislation: Children's Policy and Legislative Programme			
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 	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	

Six Monthly Report Status – DELAYED

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
404	417	429	442

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
400	400	400	400

Panel analysis

The six-month report explains that, to date, work has been completed on the Children’s Commissioner Law and the smacking ban which came into force in April 2020. The redeployment of policy officers, law draftsman and legal advisors to work on COVID-19 legislation resulted in delays to the delivery of planned children’s policy and legislative change. However, these initiatives are now being re-planned, and it is expected that the Omnibus amendment to the Children’s Law and the legislation to indirectly incorporate the UNCRC will be lodged for debate in Q1 2021; approximately three months later than originally planned. The work to regulate social work services and mental health services for children and young people has also restarted and law drafting is being progressed. It is anticipated that a consultation on draft Regulations will start in quarter four of 2020; a delay of four to five months. The Big Education Conversation findings report have been published by the Minister during October 2020. Policy development relating to education reform will then be taken forward, based on the priorities set out in the Review of School Funding, as examined by the Panel later on in this report.

CSP1.1.02 The “Jersey Way”			
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	

Six Monthly Report Status – N/A

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
208	214	220	227

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
200	200	200	200

Panel analysis

The previous Government Plan explained that the purpose of this funding was to undertake 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.

The Panel questioned how much of the allocation for 2020 had been spent to date and on what projects. It was explained that the allocated funds have contributed towards costs for staff working to develop the Jersey Public Services Ombudsman, a new Public Inquiries Law and rationalisation of tribunals.⁸³ It was confirmed that the costs attributed to the Public Services Ombudsman project set out elsewhere in the Government Plan related to the running of the actual office itself, whereas this funding was only in respect of staffing working to develop it.⁸⁴

It was also confirmed to the Panel that the work around rationalising tribunals had been delayed due to COVID-19, however, the work in respect of the Public Inquiries Law has been accelerated due to COVID-19.⁸⁵

CSP1.1.02 Children's Voice: Develop a Looked After Children's Advocacy Worker (Children's Services)			
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	

Six Monthly Report Status – COMPLETE

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
60	62	64	66

⁸³ Written Questions – Minister for Children and Housing – 16th November 2020

⁸⁴ Written Questions – Minister for Children and Housing – 16th November 2020

⁸⁵ Written Questions – Minister for Children and Housing – 16th November 2020

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
62	62	62	62

Panel analysis

The six-month report explained that, historically, there was a dearth of advocacy and representation for children looked after by the Minister, which meant that children's rights were not a priority, and this had in the past led to children suffering harm. New posts were created as a response to criticism in the Care Inquiry. The post holders have a 'freedom to roam', working with children in care by building relationships, raising issues on an individual and group basis and contributing to service developments and design. They are an important part of the system to safeguard children and work with children and young people on and off-Island.

The Panel requested an update on how this team had been created and was given the following information:

We now have a Children's Rights Team of one Team Manager and two Children's Rights Officers. All posts are permanent contracts.

HR processes were followed for open recruitment for both Team Manager & Children's Rights Officer roles.

The advertisement and Job Description for Children's Rights Officers were created and designed to encourage those with relevant care experience to apply. The Person Specification for the role of CRO was designed to remove any potential barriers, such as qualification requirements (which was GCSE level or above). No formal professional qualification was required, and this was to enable and encourage a wide range of applicants. The Person Specification also cited 'Relevant Care Experience' as a desirable attribute for the role.

A youth panel was included in the recruitment process, to ensure that children and young people had a valuable input.⁸⁶

CSP1.1.02 Children's Voice: Develop a new Children's Rights service plus MOMO app (Mind of my Own)			
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 	We will nurture a diverse and inclusive society	Minister for Children and Housing	

⁸⁶ Written Questions – Minister for Children and Housing – 16th November 2020

<p>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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Six Monthly Report Status – COMPLETE

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
208	214	220	227

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
214	214	214	214

Panel analysis

Historically, there was a dearth of advocacy and representation for children looked after by the Minister, which meant that children’s rights were not a priority, and this had in the past led to children suffering harm. New posts were created as a response to criticism in the Care Inquiry. The post holders have a ‘freedom to roam’, working with children in care by building relationships, raising issues on an individual and group basis and contributing to service developments and design. They are an important part of the system to safeguard children and work with children and young people on and off-Island.

This project links to the previous project and therefore there is no additional update at this time.

CSP1.1.02 Inspection of Services: Practice improvement, performance and quality (Children’s Social Work)			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<p>➤ Continue to implement the Children’s Services Improvement Plan by building a more stable and high-performing workforce</p> <p>➤ Enhance the availability of advocacy support to key groups</p>	<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>	<p></p>

Six Monthly Report Status – ON TRACK

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
134	138	142	147

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
138	138	138	138

Panel analysis

The six-month report explained that new posts have been set up to support and enhance practice improvement within the children's service and enhance quality assurance. The aim was to support the professional practice of staff, deliver training, disseminate best practice and support improvement. It further updated that it proved difficult to recruit to these posts and the resource was used to commission work undertaken by the Social Care Institute for Excellence as part of the Children's Services Improvement Plan. It is also stated that improvement is an ongoing process rather than a one-off event and is part of the future development of the children's service.

The Panel questioned what difficulties had been experienced in recruiting to these roles as well as the spend on the project for 2020 thus far. It was provided with the following information:

Covid has caused some difficulties in recruiting staff. However, we now have a Principal Social Worker supported by a Quality Assurance Manager. A Quality Assurance Officer will be joining the service in December 2020, who will be responsible for managing complaints, compliments alongside other Quality Assurance activity. An additional Training and Development post is currently being evaluated.

In 2020 we have developed our Practice Standards and Quality Assurance Framework. We've raised the awareness of Quality and will expect to see the impact in 2021. We are embedding the practice model, with restorative training across the service.

£16,479 has been spent to the 31st October 2020.⁸⁷

⁸⁷ Written Questions – Minister for Children and Housing – 16th November 2020

CSP1.1.02 IJCI – Enhanced MASH Resourcing			
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	

Six Monthly Report Status – COMPLETE

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
47	47	48	48

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
48	48	48	48

Panel analysis

The six-month report explained that the existing service has been extended from previously partial days to full time Monday to Friday, 9am to 5pm. The Panel requested further information in relation to the impact of the changes. It was explained that MASH sits within the wider Children and Families Hub which was implemented in March 2020 and continues to provide support, advice and information across the continuum of need.⁸⁸

⁸⁸ Written Questions – Minister for Children and Housing – 16th November 2020

CSP1.1.02 IJCI – Care Inquiry Citizen’s Panel			
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	

Six Monthly Report Status – N/A

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
60	0	0	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
0	0	0	0

Panel analysis

The previous Government plan explained that this was funding to support the Citizens’ Panel in the delivery of recommendations to ensure the survivors of the care system are respected and honoured. The requested resource was designed to enable the continued expert facilitation and support essential to enable the Citizens’ Panel to continue its independent oversight of Government’s implementation with regard to legacy.

The Panel notes that no funding has been allocated for this project in 2021 even though COVID-19 will likely have delayed some of the Citizens’ Panel’s work. The Panel is especially concerned in light of the recent public controversy around the Care Memorial and the stance adopted by the new Minister for Children and Housing. In response to a Panel request, the following information was provided:

Following the recent decision to pause the memorial tender process in order to listen to Islanders' views, officers are currently scoping how best to progress implementation of the Citizens Panel's Legacy Project.

Estimated spending to date for 2020 totals £19,000.

- *£13,000 has been spent on delivering the Panel process as a whole. (This sum includes facilitation and consultancy fees, travel costs, refreshments and media production.) Some costs incurred to date have not yet been invoiced.*
- *Invoiced costs for the public exhibition of shortlisted Care Memorial designs stand at £6,000.*

The Covid-19 pandemic prevented the Citizens Panel from meeting between February and August 2020 as it is not feasible to convene their meetings virtually. The planned visit to learn about support services for survivors in the UK could not go ahead as planned in the spring. This is expected to be replaced by a virtual visit. The original deadline for Care Memorial tender proposals was extended by three months to allow tenderers more time to develop proposals.⁸⁹

Findings



FINDING 14

The Panel is concerned that no funding has been allocated to the Citizen's Panel addressing the legacy issues of the Independent Jersey Care Inquiry in 2021, especially in light of the recent controversy in respect of the Care Memorial. There is therefore uncertainty over its future operation and clarity over this is required.



RECOMMENDATION 14

The Minister for Children and Housing should, as a matter of urgency, clarify the future of the Jersey Citizen's Panel and, should this be set to continue, provide the necessary funding to enable it to continue its work.

CSP1.1.04 Support to Children with complex needs			
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	

Six Monthly Report Status – N/A

Previous Scrutiny RAG Rating – Amber

⁸⁹ Written Questions – Minister for Children and Housing – 16th November 2020

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
400	600	900	950

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
600	900	950	950

Panel analysis

Complex Needs: Investment to support children with complex needs at home and through the Child Development and Therapies Centre with additional therapists. The manner in which this project has been presented in the Government Plan is not particularly clear. Along with the following 10 projects, it is included in the project line 'P82 Children's Services Early Intervention' and no additional breakdown for the individual projects is provided (please note that in R.91/2019, the individual projects were broken down). The Panel requested further information in respect of the individual allocations but would suggest the manner in which it has been set out does not provided clarity in line with the expectations in the Panel's Terms of Reference.

The Panel requested further details on this particular project and the outcomes that had been reached as a result. It also questioned the impact of COVID-19 on the project. It was provided with the following information:

The numbers of children with additional and complex needs is rising in Jersey (and in other developed jurisdictions) this includes children with life limiting illness, complex disabilities, foetal alcohol syndrome, on the autistic spectrum, ADHD, ADD and other conduct disorders. This allocation is in place to support and develop services to those children and their families. The target outcomes include supporting children with disabilities to thrive, to improve health outcomes, to support family relationships, to improve school attendance and attainment, to keep children at home, improve and expand short break services.

Like other areas the pandemic has had a significant impact on this work. Recruitment and service delivery has not been possible in the normal manner and services have therefore been restricted in scope and in levels of direct contact particularly given the vulnerability of many of the children.

Prior to the stay at home order and subsequent arrangements a specification for services was being developed with the accompanying staffing establishment– this is now being revisited taking into account the new Children and Families Hub along with work taking place in the CAMHS service. The focus is on additional therapist posts, support to families with children with neurological issues, peri-natal and early years services closely linking to the Family and Community Support Service and CAMHS.⁹⁰

The Panel requires further information about the focus of the service specification prior to making any further conclusion on this particular project.

⁹⁰ Written Questions – Minister for Children and Housing – 16th November 2020

Findings**FINDING 15**

A service specification for the new service to provide support to children with complex needs is currently being developed, to include the relevant staffing levels. This is also taking into account the new Children and Families Hub and the work taking place to Redesign the CAMHS service.

**RECOMMENDATION 15**

The Minister for Children and Housing should make available to the Children, Education and Home Affairs Panel, details of the service specification for children with complex needs as soon as it is completed.

CSP1.1.04 Mental Health and Wellbeing			
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	

Six Monthly Report Status – ON TRACK

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
0	0	1,750	2,000

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
0	1,750	2,000	2,250

Panel analysis

The previous Government Plan outlined this project as the establishment of an on-Island CAMHS facility was accelerated by the closures of such facilities in the UK due to the UK Government's lockdown measures.

The Panel was informed that the funding for children’s mental health was included in CSP 2 and allocated to Health and Community Services.⁹¹ No resources have been allocated for 2021 as this links in with the new project to redesign the CAMHS service. Accordingly, the Panel has reviewed this as one of the new projects for 2021 and this can be found on p.129 of this report.

CSP1.1.04 Antenatal Support			
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	

Six Monthly Report Status – N/A

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
130	180	180	180

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
180	180	180	180

Panel analysis

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.

The Panel requested a breakdown of the funding for this project and was informed that it was included with the funding for the project to support children with complex needs. The following information was also provided for the Panel:

The allocation was planned to have a strong interface with early years and peri-natal work delivered by CAMHS and adult mental health services.

The pandemic has cut across the work in this area in 2020, colleagues in health services were re-deployed into priority clinical areas, recruitment to new posts was almost impossible during much of the year and staff had to prioritise those most vulnerable for many months.

There have been two significant developments which have also happened i.e. the establishment of the children and Families Hub and the establishment of the family and community support service along with the review and redesign of the child and

⁹¹ Written Questions – Minister for Children and Housing – 16th November 2020

adolescent mental health service. It is in this context that further detailed planning is underway to use the resource linking to the early help offer through the hub, support to families with children with neuro developmental issues where there is a significant waiting list for assessment and support, along with linking to peri-natal and early years services being further developed as part of the CAMHS redesign work.⁹²

The Panel needs further information in relation to the manner in which this funding is allocated between this project and the support for children with complex needs prior to assessing the suitability of the funding allocation.

Findings



FINDING 16

There is a lack of clarity within the supporting documentation for the Government Plan over how the funding for the Antenatal Service and support for children with complex needs is apportioned between the two projects. This is also not clear within the Government Plan due to the projects being included in the overall total for the P.82 Children's Services Early Intervention programme.

⁹² Written Questions – Minister for Children and Housing – 16th November 2020

CSP1.1.04 Small Therapeutic Unit On-Island			
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	

Six Monthly Report Status – ON TRACK

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
750	1,300	1,300	1,300

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
1,100	1,100	1,100	1,100

Panel analysis

The six-month report explained that initially, the proposal was to create a therapeutic residential care unit for a small number of children. Providing a therapeutic-informed resource on-Island, allows the Government to provide homes for those children in Jersey who would previously be required to be sent off-Island to receive the care they need. It is now intended to train the staff group in trauma informed practice and therapeutic approaches to work with all looked after children in the Island and create a ‘pop-up’ therapeutic unit.

The Panel has addressed this matter and its rationale within the efficiencies and rebalancing section of this report on account of the project being put forward as a recurring spend reduction over the course of the Government Plan. The Panel did, however, receive the following concern about the rationale for the change from Jersey Cares:

The needs assessment upon which the decision not to provide residential therapeutic centre has not been provided. If this doesn’t exist, or isn’t complete, it is hard to understand how such an important decision has been based on it.

The rationale is given that a permanent place is not needed. However, the rationale for children (19 we believe) being off-island is that appropriate therapeutic support is not available on-island. How do these two explanations relate to each other and how does this demonstrate the corporate parent acting in the best interests of their children,

and enabling Jersey children to 1) come home and 2) to access suitable on island support?

It is noted that Greenfields has been offered as a therapeutic centre. Kindly note the manager of Greenfields has stated that staff have ‘basic trauma-aware training’, there is wide agreement that it is not fit for purpose and policy is that ‘everyone is treated the same’ whether they are there for a crime or their own protection.⁹³

The Panel holds concerns about the rationale for the changes to this project and its associated spend reduction. Further clarification was provided in response to the rationale for this change to the proposal:

The intention is to ensure that all children in the care of the Minister can access therapeutic support services in the full range of available care settings including residential, foster care, adoption and children returning home to live with their birth parents or living with connected carers.

Children will need intensive therapeutic care in residential children’s home, but this will not need to be a permanent service based on historical and forecast need. A flexible and agile therapeutic service will be delivered to ensure children and young people can receive it where they live rather than be restricted to a specific children’s home.

Covid has impacted on our ability to recruit, train and develop this specific skill set that does not exist in the service currently.⁹⁴

The Panel would recommend that further details of the need’s assessment undertaken to inform the changes are required to demonstrate the rationale for it. Further discussion of this subject and associated findings and recommendations can be found on p.153 of this report within the efficiencies and rebalancing section.

CSP1.1.04 Intensive Fostering Scheme			
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	

Six Monthly Report Status – ON TRACK

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
575	973	973	973

⁹³ Submission – Jersey Cares

⁹⁴ Written Questions – Minister for Children and Housing – 16th November 2020

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
447	680	680	680

Panel analysis

The six-month report explains that the Intensive Fostering Scheme is a specialist fostering service for children and young people who present with highly complex needs and challenging behaviours. This scheme was launched at the beginning of 2020. However, the Panel was informed that the programme had to be put on hold through lockdown. The service aims to recruit and train up to three intensive foster families by the end of 2020. The recruitment for staff to manage this service has been successful.

CSP1.1.04 Transition to Adulthood/throughcare/care leavers			
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	

Six Monthly Report Status – ON TRACK

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
257	405	405	405

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
450	400	400	400

Panel analysis

The six-month report explains that the new statutory entitlement and offer for looked-after children and care leavers has been developed and includes the provision of personal advisors who will be allocated to work with children and young people from age 14 up to 25. The offer also sets out how the Government, as its corporate parent, will support them to access health, education, clothing, housing, and travel. The Care Leaver Offer is still in the process of implementation and the Government is working with young people and partners to improve the reach, understanding and application of the entitlement and offer. Some care leavers have contacted Children's Services since the offer was implemented and their cases have been re-opened, and a personal advisor allocated to them to offer support.

In response to questions, the Panel was provided with the following information:

The team has a full complement of five Personal Advisors, as of October 26th 2020.

9 young people have had their cases re-opened in 2020, and a number of other young people have continued to receive support from the team, whose cases would otherwise have closed due to the previous age parameters. Additionally, a number of Children Looked After now have a Personal Advisor to support their transition to adulthood. As such, the number of young people supported by the team has increased from 34 at the end of 2019, to 54 on 10th November 2020. These numbers are expected to increase as work is in progress to contact care leavers who are not currently accessing support from Children's Social Care, to offer the support of a Personal Advisor and ensure they are aware of the details of the offer.

The reduction of the £206k to £100k was never the only money available for care leavers. The great bulk of the offer is funded from CLS by extending existing income support benefits to under 21-year olds who are Care Leavers. The additional Children's Services staff, Team Manager and 5 Personal Advisors (PAs) were funded from a different growth pot for supporting the care leavers round the system and generally with independent living.

The £206k for CYPES to spend was for a wide range of small things per person. It makes a difference whether 30 people come forward or 100. We did always know that there would be a larger potentially eligible number than those who would come forward, and it was this estimate that changed. The backlog of those potentially eligible will be gone in 5 or so years' time, and everyone going through the system now will know about the package and be expecting to access it.

The needs of care leavers are varied and the support of Personal Advisors will help to address these needs across time.⁹⁵

The Panel was informed that the allocation for 2020 was £206,000. £65,025 had been spent as at 31st October 2020, on elements of the Care Leavers Offer. These funds have been used to support care leavers according to identified need.⁹⁶

The allocation for 2021 to 2024 is £106,000 in each year. Other existing funds will be used to ensure that care leavers are fully supported as described in the Care Leavers offer. The Panel received significant concerns about the reduction in support (as well as the proposed efficiency and rebalancing effort around this project) from Jersey Cares as follows:

The minutes of the Care Leavers' Outcomes Board show that the Offer has not been 'actively promoted' as of yet, to around 50% of care leavers with whom the service is not yet in contact. In addition, they show that there have been significant issues with implementation and no single plan which has inhibited awareness, uptake and even the possibility to access the items listed. Therefore, the rationale to decrease the budget does not stand up to lived experience.⁹⁷

The Panel holds great concerns over the funding of this project and has addressed them further in its report on the associated efficiency saving in section 1.9.

⁹⁵ Written Questions – Minister for Children and Housing – 16th November 2020

⁹⁶ Written Questions – Minister for Children and Housing – 16th November 2020

⁹⁷ Written Questions – Minister for Children and Housing – 16th November 2020

CSP1.1.04 Corporate Parenting			
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	

Six Monthly Report Status – n/a

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
301	437	357	471

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
515	515	565	565

Panel analysis

The previous Government Plan explained that this project in relation to Corporate Parenting provided funding, calculated at £2000 per child, to ensure what was corporate parenting provided is comparable with other jurisdictions and items such as school uniforms and support for hobbies and leisure activities is provided.

The Panel has since been informed that a Corporate Parenting Board has been established and the Law to underpin this will be brought forward in early 2021. Furthermore, the planned Omnibus Amendment to the Children's Law (scheduled for early 2021) is currently being drafted and will place corporate parenting on a statutory footing which in turn places duties and responsibilities on corporate parents.⁹⁸

Training for Ministers in respect of Corporate Parenting was due to take place, however, this has been suspended due to COVID-19.⁹⁹

⁹⁸ Written Questions – Minister for Children and Housing – 16th November 2020

⁹⁹ Written Questions – Minister for Children and Housing – 16th November 2020

CSP1.1.04 Small item replacement and refurbishment/redecoration for children's homes			
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	

Six Monthly Report Status – n/a

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
150	200	200	200

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
200	170	234	234

Panel analysis

This particular project relates to the funding for the maintenance of Children's Homes, specifically, to fund item replacement and refurbishment and redecoration of Children's Homes.

The Panel was informed that no funds were spent in 2020, however, this will rise to £200,000 for 2021.¹⁰⁰

¹⁰⁰ Written Questions – Minister for Children and Housing – 16th November 2020

CSP1.1.04 Workforce Development			
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	

Six Monthly Report Status – n/a

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
82	41	0	0

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
150	150	150	150

Panel analysis

The previous Government Plan explained that the project relating to workforce development was funding in respect of a roll out of training and subsequent implementation of the Jersey Practice Framework and to ensure present co-ordinator and administrative support for 18 months.

The Panel questioned the spend for 2020 to date and also an update on the status of the project (noting that in its previous report the Panel had raised concerned about investment in oversight roles over front line staffing and training). It was provided with the following information:

The co-ordinator and administrative officer have been in place for two years and have co-ordinated, designed and delivered training to over 1000 staff working in services supporting children across public, private and third sector organisations. This has made a significant impact on the implementation of the practice model across the island but there will continue to be a need for ongoing development and training.

The allocation for 2020 is spend is £43,000 for salary costs of the two staff and developing and purchasing online training resources.

The co-ordinator left post in the spring of 2020. At that time consideration was given to how best to achieve the outcomes of the post and it was considered most appropriate to include partial resource (administrative worker and part salary cost) to the early help service with the expectation that the role would become part of that service with the resource available being used to co-ordinate training, review and development in the future of the training materials, engagement with staff across the partnership. One of the early help team managers will take on a lead role with colleagues assisting in delivery of the programme.

Adopting this approach, moves the work from a project to business as usual.

The progress of this work has been affected by the pandemic in that training has not been able to take place, but the establishment of the Children and Families Hub and associated services are leading on driving the implementation of the model. It is a work in progress.

There are now training modules in place and available on-line for staff across services within the children’s partnership.¹⁰¹

CSP1.1.04 Case Management System			
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	

Six Monthly Report Status – n/a

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
68	400	400	400

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
291	250	250	250

Panel analysis

The previous Government Plan explained that the Case Management System project related to the ongoing development and support of MOSAIC (case management and performance management system within Children’s Services) to ensure children’s case records are up to date and compliant with data protection requirements.

Upon requesting further information about the status of the project, the Panel was provided with the following information:

In July 2020 we completed a significant project to move Mosaic to a fully supported hosted environment. The supplier has full control of the environment, so they are now better placed to deliver support. The infrastructure is more resilient and will improve the performance of the system. We are now able to upgrade Mosaic to the latest version (planned for early 2021) and make use of the various enhancements included

¹⁰¹ Written Questions – Minister for Children and Housing – 16th November 2020

in that and future versions of the product. Covid caused a small delay of around 8 weeks to the hosting project go live date. This was unavoidable due to key personnel on the project being diverted. Technical support from M&D was quickly made available to the project again, as this was identified as a key strategic project.

Ofsted commented in 2019 that the quality of performance management information had improved considerably, allowing leaders to understand the effectiveness of the service. They noted that further development work was planned. Informatics and Quality Assurance staff now work closely together to understand any areas of concern and focus QA activity.

We have recently recruited an additional staff member to support the helpdesk, and an additional analyst to further develop our use of insight from the system. These postholders will also support existing staff with ongoing work to continuously improve our use of the case management system to support staff in delivering better outcomes for children.¹⁰²

CSP1.1.04 Recruitment and Retention / HR Support			
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	

Six Monthly Report Status – n/a

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
100	100	60	40

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
100	60	40	40

Panel analysis

The previous Government Plan explained that this project in relation to Recruitment and Retention was required in order 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.

Upon requesting further information, the Panel was provided with the following update:

¹⁰² Written Questions – Minister for Children and Housing – 16th November 2020

An individual was appointed in 2019 and had been supporting the service but is unavailable at the current time. In their absence we have been managing this work through the help of a business support colleague. We still require a full time, dedicated HR resource to support our service with ongoing recruitment and onboarding challenges and we are currently out to recruit a temporary worker to be in place in November 2020.

Our permanent workforce has been stable through Covid but our agency workforce has been impacted the most. During the peak of the lockdown we lost a significant number of agency colleagues who returned to their families in the UK. The most significant ongoing challenge in a Covid world is the movement of professionals over to the island. With so much uncertainty professionals are less inclined to move, opting to stay in familiar territory with family.¹⁰³

¹⁰³ Written Questions – Minister for Children and Housing – 16th November 2020

CSP1.1.05 Redress Scheme			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
n/a		Chief Minister	

Six Monthly Report Status – n/a

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

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

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
1,180	320	-	-

Panel analysis

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 amount of each claim.

The Panel questioned how much of the allocation for 2020 had been spent to date and was provided with the following information:

Total settlements paid to applicants to date = £1,482,500 (Part 1 - £1,343,000, Part 2 - £139,500)

Total therapy monies allocated to date = £12,000 (to be spent by applicants 30 June 2022)

Total applicant's legal fees to date = £143,400¹⁰⁴

The Department informed the Panel that the deadline for applications to the scheme had been extended by one month until August 2020 in the event that Covid-19 had impacted the potential applicants' ability to meet the original deadline, but that it was not expected that COVID-19 would create any further delays to the project in any way.

The Panel was also provided with the following information in relation to the status of the project and the number of applications received, processed, settled, rejected and still to be determined:

¹⁰⁴ Written Questions – Minister for Children and Housing – 16th November 2020

A total of 215 applications were received before the extended application deadline date of August 2020 (145 to Part 1 of the scheme and 70 to Part 2 of the scheme) of which:

- *22 have been rejected (6 to Part 1 of the scheme and 16 to Part 2)*
 - *151 applications have been settled (133 Part 1, 18 Part 2)*
 - *42 applications are still be processed (6 Part 1, 36 Part 2). Of this 42*
 - *9 applications where the settlement has been agreed with the applicant, but the Redress Team are awaiting the signed agreement back from the applicant*
- 33 are still be determining*

As above there are currently 33 applications still to be determined. It is difficult to state with any accuracy how many will roll into 2021 for the reasons set out above but based on a preliminary review of those 33 applications it is anticipated that about 5 – 10 may roll into 2021.¹⁰⁵

The Panel was also informed that allocations for future years will be reviewed in December 2020 when it is known how many applications will roll into 2021.¹⁰⁶

¹⁰⁵ Written Questions – Minister for Children and Housing – 16th November 2020

¹⁰⁶ Written Questions – Minister for Children and Housing – 16th November 2020

CSP1.3.01 Youth Voice			
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	

Six Monthly Report Status – ON TRACK

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
120	120	120	120

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
100	110	110	110

Panel analysis

The six-month report explained that the Youth Parliament Project has been designed to enable the voice of young people to be heard. The high-level milestone plan shows that much progress has been made and everything was on course to be completed until mid-March 2020 when the COVID-19 pandemic took hold. The data gathering, which was conducted in July and August 2019, was due to be supported/confirmed by feedback from young people who would be engaged in the initial iteration of the Youth Parliament. The COVID-19-related delays have meant that this consultation with young people (aged 12 to 18) was delayed until students returned to school in September. Proposals for structures and procedures are in the process of being finalised and will, in turn, enable the launch of the Youth Parliament to go ahead in early 2021. All three staff to support the project are now appointed and in place and they are working on several streams with the aim of ensuring that the Youth Parliament can launch early in 2021, as originally planned.

The Panel was also provided with the following information in relation to the proposed start date of the Youth Parliament:

Applications close on 22nd January, the selection committee are meeting on 28th January and the successful members will be informed by 31st January.

Members will meet at the beginning of February with a residential/training weekend planned for 19/20th February with a debate in the States Chamber on 22nd February where the members will select their campaigns for the following 18 months.

Following this they will be meeting as a whole parliament at least once a month and then in smaller groups more regularly compiling research from consultations and workshops with other young people.¹⁰⁷

The Panel also requested further information in relation to the workstreams that were currently being worked on by the staff supporting the Parliament and were provided with the following information:

Senior Youth Worker is working full time promoting the parliament and speaking to young people across the island. She is meeting with training providers, recruiting volunteers, liaising with colleagues at the States Greffe & Welsh Assembly on procedures and policy whilst overseeing that everything is kept on track with project time scales.

Updating social media regularly, writing press reports, writing content for the website currently under development and working with some young people on branding and logos.

Youth Worker is supporting Senior on a part time basis with the above tasks

Project Officer is supporting above whilst also focusing on governance and ensuring that the lines of communication is all put in place.

Attending meetings and helping with the promotion of the project.

Liaising with Government colleagues to set up and manage information sharing and arranging relevant meetings as part of all streams of work¹⁰⁸

¹⁰⁷ Written Questions – Minister for Children and Housing – 16th November 2020

¹⁰⁸ Written Questions – Minister for Children and Housing – 16th November 2020

CSP1.3.01 Participation and advocacy for Looked After Children and Care Leavers			
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	

Six Monthly Report Status – ON TRACK

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
150	150	150	150

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
130	95	80	80

Panel analysis

The six-month report explained that forming the Children’s Rights Team (CRT) increased the capacity and choice for ‘Rights Based’ service delivery in Children’s Services. The recruitment of the team is now complete, and work has started with a plan in place for the CRT which has been provided to the Panel. The formation of the Children in Care Council (CICC), creating the space for children and young people to contribute to the Corporate Parenting Panel agenda and objectives, is yet to be completed. The report further explains that there have been barriers to engagement and participation due to the pandemic, so this work will use virtual channels until group engagement sessions with children and young people can start again. A statutory right to independent advocacy is to be underpinned in the Children’s Law Omnibus amendment.

The Panel requested further information in relation to the plans to implement the CICC and was provided with the following information:

The Children’s Rights Team have been engaging with children and young people to discuss the creation of a Children in Care Council, and to gauge their interest in getting involved. There is much interest in this, with young people keen to get involved.

The pandemic has affected our ability to meet with groups of young people, and so we have been creative and organised one to one sessions, or small groups.

We have been active in our engagement and participation projects, but this has been on a reduced scale due to Government restrictions for social distancing. Through our relationships and connection, we have been able to open these conversations and create opportunities for our young people to be involved.

There are active discussions in reference to the most appropriate forum for Children in Care Council. At this time, there is consideration as to whether CICC should be supported and facilitated by an independent organisation, rather than the internal Children's Rights Team.

This discussion will progress, and decisions will be made to enable next steps to be taken and the Children in Care Council to be formed.¹⁰⁹

CSP1.3.01 Advocacy for Children in Need and in the child protection system			
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	

Six Monthly Report Status – n/a

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
100	100	100	100

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
100	100	100	100

Panel analysis

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. The Panel has not received any additional information in relation to this project at this time.

¹⁰⁹ Written Questions – Minister for Children and Housing – 16th November 2020

CSP1.3.01 Children's Commissioner: Strategic Policy, Planning and Performance			
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	

Six Monthly Report Status – n/a

Previous Scrutiny RAG Rating – Green

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
725	725	725	725

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
725	725	725	725

Panel analysis

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. The Panel has no concerns over the ongoing use of this funding.

CSP1.3.02 Public Services Ombudsman			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
n/a		Chief Minister	

Six Monthly Report Status – DEFERRED

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
0	378	397	401

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
378	0	0	0

Panel analysis

The six-month report explained that further to a public consultation, the Legislation Advisory Panel has agreed, in principle, the remit and functions of the proposed Ombudsman. Law drafting instructions have been delayed due to COVID-19 and the operational start of the Ombudsman will need to be deferred.

As a result of this deferral a rebalancing measure has been implemented for 2021 deferring the £378,000 allocated to the project until 2022. However, the funding in 2021 is mentioned in appendix four of the Government Plan (p.193). The reason for this is that efficiency and rebalancing measures are not included in that particular appendix.

The Panel has examined the rebalancing initiative in detail in section 1.9 of this report and will therefore not duplicate the findings and recommendations within this section.

Capital Projects – Care of Children in Jersey Review Panel

CSP1.3.02 Children’s Residential Homes (Capital Project)			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	2021 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	

Six Monthly Report Status – PARTIAL DEFERRAL

Previous Scrutiny RAG Rating – Amber

Funding allocations approved in Government Plan 2020-2023:

2020	2021	2022	2023
-	-	-	-

Funding allocation requests in Government Plan 2021-2024:

2021	2022	2023	2024
100	100	-	-

Panel analysis

The previous Government Plan explained that the purpose of this project was to improve safeguarding, DDA compliance, site security and facilities management across the CYPES property portfolio, a programme of works has been developed. Estimates have been obtained with works planned to year end, COVID-19 permitting.

The Panel requested further details about the programme of works and was provided with the following information:

The projects considered were for improvements to safeguarding, DDA, site security and facilities/properties.

The following projects/works were taken forward and are in the process of being completed:

1. *DDA improvements and alterations to Grand Vaux Youth Centre that was approved by planning in 2019.*
2. *External fencing to improve safeguarding, controlled access and egress to four Primary and two Secondary schools.*
3. *Highlands College - access and egress security system to external doors to improve safeguarding and site security.*
4. *DDA requirements at the Les Q school.*
5. *Refurbishment and environmental improvements to our Care Leaver's accommodation (Trinity Road).*
6. *School kitchen fitouts and FM improvements to four Secondary schools.*
7. *3G Astro-turf pitch improvement to one Primary school.*
8. *First aid room development and safeguarding and security improvements to the main entrance door/air lock holding system at Samares Primary school.*
9. *Boundary fencing to improve site security and remove a fall from height risk.*

*The works are expected to be completed before year end, subject to Covid restrictions and the delivery of goods and materials.*¹¹⁰

¹¹⁰ Written Questions – Minister for Children and Housing – 16th November 2020

1.8 New Programs and Capital Projects Identified in the Government Plan 2021 – 2024

New Programs Requiring Additional Revenue Expenditure

The table below identifies the programs that will receive first-time investment in 2021 and were therefore not included in the Government Plan 2020-23.

New Additional Revenue Expenditure Programs: Government Plan 2021 - 2024				
Project	CSP reference	Page number	2021 Scrutiny RAG Status	2021 Allocation (£000)
CAMHS Service Redesign	CSP1-1-06	127		0
Youth Service Move On Café	CSP1-1-07	129		53
Dewberry House (SARC)	CSP1-1-08	130		150
Education Reform Programme	CSP1-2-05	132		7,946
Youth Service English as an Additional Language	CSP1-3-03	135		150
Covid-19 – Schools Catch-Up	CSP1-C-01	136		904
Covid-19 – Test and Trace Programme	CSP2-C-04	138		30,000
Funding of Senior Posts for Justice and Home Affairs	O13 16	141		314
Probation Service Posts	OI-Non 07	142		161

New Capital Expenditure in the Government Plan 2021 - 2024

The table below identifies the capital projects that will receive first-time investment in 2021 and were therefore not included in the Government Plan 2020-23.

New Capital Expenditure projects: Government Plan 2021 - 2024				
Capital Project	CSP reference	Page number	Scrutiny RAG Status	2021 Allocation (£000)
Firearms Range	2	143		1,200
Re-organisation of Secondary Schools	None	145		0

Reports on New Programs Requiring Additional Revenue Expenditure

The following section provide the Panel's analysis of each new additional revenue expenditure project.

CAMHS Service Redesign CSP1-1-06			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> Put Children First 	<ul style="list-style-type: none"> Protecting and Supporting Children 	Minister for Children and Housing	

Business Case: Overview

As a result of the review of the Children & Adolescent Mental Health Service (CAMHS) and an increase in need/demand on the service, investment is required in order to develop an Early Intervention Service (for children or all ages), Community Intensive Support Service (seven days a week) and Medical (doctor) cover for governance and leadership. It is also intended to help improve/refocus the current service as a specialist service rather than a catch-all service and improve the quality and performance of management of the service.

2021	2022	2023	2024
0	1,750	2,000	2,250

Panel analysis

Within the written submissions received by the Panel in respect of this project, many agreed that further funding was required for the service to meet the needs of children and young people. Brighter Futures¹¹¹ and young people represented by Jersey Cares¹¹² highlighted that whilst it was good that funding was being provided, there did need to be a focus on early intervention and lower tier support.

¹¹¹ [Submission – Brighter Futures](#)

¹¹² [Submission – Jersey Cares](#)

The Panel questioned why no funding had been allocated to this particular programme in 2021 given some of the importance attributed to it by stakeholders. The Minister for Children and Housing explained that work was still required ‘behind the scenes’ in order to finalise the service redesign which was currently ongoing.¹¹³ It was noted that within the previous Government Plan 2020-23, £500,000 was provided in 2020 to support ongoing work around the CAMHS redesign.¹¹⁴ The Group Director for Integrated Services and Commissioning (CYPES) gave further information on the background work required during the public hearing:

Group Director for Integrated Services and Commissioning (CYPES)

The £500,000 will allow us to get started on that, so I had a couple of sessions with team members and the commissioning officer, who has been involved in the big scale redesign work that this panel knows about, so we were looking at prioritising how we spend that £500,000 in 2021 to try to push us forward towards the outcome we are looking for.¹¹⁵

Submissions from JCSA Prospect and Unite outlined concerns over the consultation process with staff when developing the new service.¹¹⁶¹¹⁷ It was noted during the public hearing that any additional roles would require consultation with clinical staff to identify the correct number of practitioners required.¹¹⁸ It was further confirmed, in terms of staffing, that there would very likely be a significant increase in staffing within the service:

Group Director for Integrated Services and Commissioning (CYPES)

What I do know is I want to add an additional 2 team managers because we need to get team manager capacity in there. We also need to add support workers but we are just finalising and working through the exact full-time equivalents of that. What I would say is it will be fairly significant. We have a relatively small C.A.M.H.S. service at the moment if you compare it with C.A.M.H.S. services in other jurisdictions. I could probably see us almost doubling in size in terms of the full-time equivalents.

The Panel questioned when service users would see improvement as a result of the increase in funding for this service. The Minister for Children and Housing explained the following during a public hearing:

The Minister for Children and Housing:

I hope that is happening all the time. At this point the jumps will not be as good or as far as they will be when we are in the position to flick the switch and turn the new system on, based on that redesign, based on those new people coming into post. The system itself when it realises that there are things within our grasp to improve on is not going to stand still for the sake of that. We know that there is something more fundamental underpinning that change that is necessary and it just takes a while to get to that point.¹¹⁹

Whilst it is clear that work is ongoing to identify the service model and staffing requirement, there is no certainty at this stage as to whether the funding requested will in fact meet the proposed outcomes of the programme. Whilst the need to improve the service is clear, further information is required as to the outcomes of the restructure. To that end the Panel has rated the project as ‘amber’ at this stage.

¹¹³ [Transcript – Minister for Children and Housing – 30th October 2020 p.6](#)

¹¹⁴ [Transcript – Minister for Children and Housing – 30th October 2020 p.7](#)

¹¹⁵ [Transcript – Minister for Children and Housing – 30th October 2020 p.7](#)

¹¹⁶ [Submission – JCSA Prospect](#)

¹¹⁷ [Submission – Unite](#)

¹¹⁸ [Transcript – Minister for Children and Housing – 30th October 2020 p.8](#)

¹¹⁹ [Transcript – Minister for Children and Housing – 30th October 2020 p.9](#)

Findings



FINDING 17

Work is ongoing in respect of the redesign of the Children and Adolescent Mental Health Service (CAMHS) in order to identify the preferred model and funding requirement. The Panel can therefore give no assurance at this stage as to whether the funding identified in the Government Plan 2021-24 is sufficient to meet these outcomes at this stage.

Youth Service Move On Café CSP1-1-07			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> Put Children First 	<ul style="list-style-type: none"> Protecting and Supporting Children 	Minister for Education	

Business Case: Overview

Funding for an existing Assistant Youth Worker post to be extended to a full-time post. This is in order to provide a level of continuity and security that is vital in running services offered from the Move On Café and in doing so assist in the Government's priority of Putting Children First. The project offers positive engagement opportunities for young people who visit the town area and plays a key role in avoiding and preventing the congregation of young people. It also offers an outreach service to target police 'hot spots' where young people may be engaging in anti-social behaviour.

2021	2022	2023	2024
53	53	53	53

Panel analysis

It is noted that the funding put forward in this business case is to cover the change in funding from the St. Helier Youth and Community Trust from staffing to buildings and activities. The Minister confirmed that, the funding provided by Government for the project totals £150,000, whilst external funding from the Parish totalled £11,000.¹²⁰ Noting the importance of the work of the project, the Panel questioned whether the Minister was satisfied that the proposed level of resourcing would allow the project to continue the important targeted work it carried out. The Minister gave the following response:

I have no reason to believe that it will not. This has not been raised with me by the principal youth officer in terms of whether the further demand will create more requirements. They do an absolutely fantastic job, particularly around our more vulnerable children. Not just in St. Helier but our Youth Service right across the board do really good work with our young people and children. If it was to be raised with me, if he did identify that there were further demands and there was further need in that area, of course we would have to look at it across the board and consider whether

¹²⁰ Transcript – Minister for Education – 9th November 2020 p.5

*there was any further funding that could be put towards that. But at this present time, this is what is determined as the appropriate sum to support our young people.*¹²¹

The Panel is satisfied with the rationale and need for this particular project and has therefore rated it as 'green'.

Dewberry House (SARC) CSP1-1-08			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> Put Children First 	<ul style="list-style-type: none"> Protecting and Supporting Children 	Minister for Home Affairs	

Business Case: Overview

Funding of £150k is sought for the continuation of existing services and to further develop the Sexual Assault Referral Centre (SARC) to include services associated with a Child's House model, which provides integrated support from one location to children who are victims of sexual abuse. This funding forms part of the existing running costs for the SARC Manager and Crisis Workers, who are key to the delivery and future development of the service.

2021	2022	2023	2024
150	150	150	150

Panel analysis

The proposed additional funding for Dewberry House is supported by all stakeholders who commented on the project in their submissions to the Panel. This included submissions from the Jersey Police Authority (JPA)¹²², States of Jersey Police Force Association (SoJP Association)¹²³ and Brighter Futures¹²⁴ that all discussed the importance of the service and nature of its work. The Care of Children in Jersey Review Panel addressed the initial funding of the SARC in its previous review of the Government Plan 2020-23¹²⁵ and rated it as 'Amber' citing uncertainty over the timescale of the project and siting of the 'Child House' Model.

The Panel questioned the Minister for Home Affairs on the project, specifically how the £150,000 each year would be broken down between the SARC Crisis Manager and crisis workers that were outlined in the business case in R.111/2020. During the hearing, the Minister was unable to provide the specific details of the number of staff the funding related to, however, the Director General for Justice and Home Affairs explained the following:

Just to support what the Minister said there, this funding is securing the funding on a permanent basis because there was an error in the administration last year that needed addressing, which is why there is £150,000 in the Government Plan going forward. So the additional staff was identified in support of the S.A.R.C. and the growing requirement. That funding is now in place and will be in place going forward with the support from the Minister, so we will be able to provide you with the exact staffing ratios in terms of the workers you described and the manager, but in effect

¹²¹ Transcript – Minister for Education – 9th November 2020 p.6

¹²² Submission – Jersey Police Authority

¹²³ [Submission – SoJP Association](#)

¹²⁴ [Submission – Brighter Futures](#)

¹²⁵ [S.R.13/2019 Review of the Government Plan 2020 – Care of Children in Jersey Review Panel -11th November 2020 p.25](#)

*what it is doing is ensuring the budget is there going forward and it is not changing the resource model.*¹²⁶

The Panel also requested further details of what development of the 'Child's House' model had taken place since the previous Government Plan. The Minister explained that there had been a delay in implementing the model, however, elaborated on the work that was ongoing to achieve this:

Minister for Home Affairs

*Clearly, with the move and the rebuild or the creation of the new S.A.R.C., which is going to incorporate the child house model, there has been some delay. What we need to do is to amalgamate the 2, the S.A.R.C. and the child house model, so we can deliver all the services in one place: medical, social care, advocacy, therapeutic support and, of course, police support where needed, so all the response units are in one place under one roof which people can access easily. We are recruiting core staff ready for this and embedding the child sexual abuse pathway, which has already resulted in an increase in referrals to Dewberry House.*¹²⁷

Furthermore, the Minister confirmed that £2.5 million had been allocated in the previous Government Plan in order to assure a new site for the project to operate from.¹²⁸ A number of services would then be co-located within this facility in order to finalise the Child's House model.

The Panel is fully supportive of the proposed move to a 'Child's House' Model for the SARC, however, further details of the services being co-located and the final siting of the service are required before a more definitive judgement on the project can be made. The Panel has therefore rated the project as 'amber' at this stage.

Findings



FINDING 18

Further details of the services being co-located in the Sexual Assault Referral Centre (SARC) Child's House Model and confirmation of the final siting of the centre are required before the Panel can make a more definitive judgement on the funding allocation for the project in the Government Plan 2021-24.



RECOMMENDATION 16

The Minister for Home Affairs should, by the end of quarter two 2021, provide the Children, Education and Home Affairs Panel with the full details of the service specification of the Sexual Assault Referral Centre (SARC). This should also include details of the services being co-located and the siting of the service.

¹²⁶ [Transcript – Minister for Home Affairs – 30th October 2020 p.7](#)

¹²⁷ [Transcript – Minister for Home Affairs – 30th October 2020 p.8](#)

¹²⁸ [Transcript – Minister for Home Affairs – 30th October 2020 p.8](#)

Education Reform Programme CSP1-1-08			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> Put Children First 	<ul style="list-style-type: none"> Improving educational outcomes 	Minister for Education	

Business Case: Overview

The Minister for Education and her Department have set the ambition for Jersey's education services to be as successful as the best in the world. The Education Reform Programme is a three-year programme of work which will create the foundations for a world class education system in Jersey. From these foundations, it is envisaged that Jersey will realise this ambition over the next ten years. The objectives include, achieving a sustainable funding settlement and strengthening the management of schools,

2021	2022	2023	2024
7,946	11,200	11,200	11,583

Panel analysis

The Panel questioned how the additional funding requirement of £7.9 million in 2021 would be broken down in order to achieve the objectives of the programme. The Minister for Education provided the following information during a public hearing:

- £300,000 – to ensure that the 16 – 18 technical education is appropriately funded for the future by levelling up per student funding;
- £145,000 – increase funding available to schools and colleges in support of students with the most significant special educational needs. This is caveated by the need to undertake an inclusion review which is currently in the tendering process;
- £250,000 – to make low prior attainment a significant factor in determining funding allocations
- £60,000 – English as an additional language
- £5.5 million – a transitional grant to reduce the deficit in the education system. This was noted as the most significant part of the additional funding requirement
- £394,000 – increase Jersey school improvement capacity with a mandate to deliver clear outcomes on quality of teaching
- £291,000 – an uplift to the Jersey Premium
- £56,000 – to strengthen the central educational psychology team
- £83,000 – supporting mental health and wellbeing through a whole school approach
- £117,000 – strengthening school financial governance and the broader introduction of financially skilled governing bodies and a cluster of business managers
- £750,000 – implementation costs for the programme ¹²⁹

Noting the significant amount of funding required to reduce the deficit within the education system, the Panel questioned whether the increased funding would go directly towards the

¹²⁹ Transcript – Minister for Education – 9th November 2020 p.7

experience of the students in the classroom. The Minister gave the following response during the public hearing:

Predominantly, absolutely, you are correct, the £5.5 million will cover what is at the moment a deficit but the important part of us dealing with that £5.5 million is we are almost 30 years out of date with our funding formula and our funding formula needs to recognise the needs of our students. Ensuring that we get that right and having forms of the curriculum-led financial planning consideration, we also need to look at our curriculum as well, which is another piece of work which is really important to ensure that education is absolutely right for all our children and our people, especially going into the future.¹³⁰

Further questions were raised in relation to the exact nature of the deficit within the education system. It was confirmed that schools have anticipated known and growing needs and one particular example was given in relation to the growth of special educational needs.¹³¹ The Minister for Education further explained that the school funding review had identified a total of £11 million additional investment across the system, and work had been undertaken to identify what was possible in terms of deliverability during 2021, namely the programmes outlined above. The Panel questioned whether a reasonable interpretation of the additional funding for 2021 was to maintain the current position so that it did not get worse for schools whilst further work was undertaken to make improvements from 2021 onwards. The Minister confirmed that the work was being done in order to put the system on a platform to ensure it was sustainable in the long-term.¹³²

When examining the idea of cluster level business managers, the Panel questioned whether this was modelled on the current academy structures as found in the UK. It was confirmed this was not the case, however, the intention was for the business managers to free up head teachers and school leaders to focus on the core, the development of curriculum and other areas within the operation of the school.¹³³ The Panel questioned further whether these changes would be reviewed, specifically in terms of gathering feedback from teaching staff on the performance of managers. The Director General for CYPES explained that any additional opportunities for feedback within schools would be a reasonable request, however, they would need to be consistent with wider Government policies on feedback.¹³⁴

One particular area focussed on by the Panel was the lack of focus on early years within the business case in R.111/2020. This was mentioned in several submissions to the Panel as something which required a specific focus due to the importance of learning at this age and setting. The Minister explained the following in respect of the work of the Early Years Policy Development Board:

The Minister for Education:

The early years' focus of the programme will be determined by the findings of what will be the development board. I know it has been delayed, it has been extremely frustrating and I can only apologise to everyone for that. The officers that we had have been taking part in some extremely difficult times with the whole COVID situation. We are hoping for a report before the end of the year. Of course we are going to have to have a couple of meetings to discuss that before it reports, because it is only appropriate that we do that. It will also be informed by the Independent School Funding Review where in particular it said: "A longer-term recommendation was to realign

¹³⁰ Transcript – Minister for Education – 9th November 2020 p.8

¹³¹ Transcript – Minister for Education – 9th November 2020 p.8

¹³² Transcript – Minister for Education – 9th November 2020 p.11

¹³³ Transcript – Minister for Education – 9th November 2020 p.12

¹³⁴ Transcript – Minister for Education – 9th November 2020 p.15

funding spending to the early years as resources allow” so this Education Reform Programme will have what is really important, although we are saying a 4-year, we have a short-term, medium-term, and long-term requirement because as I said before these things just do not happen overnight and there is a lot of work to do behind the scenes and on the front line to ensure that we get this right.¹³⁵

The Panel received a particular submission from the Jersey Child Care Trust which highlighted the following view in relation to Early Years and the education reform programme in general:

“We would support a more pluralistic approach to early years’ services, better integrating health, education and social security to support and enable all children and families to thrive. This would contribute significantly to the world-class system that is aspired to.”¹³⁶

This was agreed by the Minister, noting of course the need for all services working with children to be joined up in order to help improve outcomes for all children. The Director General for CYPES further elaborated on this point during a public hearing:

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

I would only emphasise that we need to continue to strengthen the connections between the school system and the wider early help system. Those connections are already there, but they can be and should be stronger. Despite the difficult year that we have had and no doubt the difficult year we have got coming around finances we still have some more investment that we can make in early help and some of that will absolutely be about making sure that what happens in the integrated services world that Susan Devlin (Group Director for Integrated Services and Commissioning) is responsible for is nonetheless wholly connected to the work that schools themselves do.¹³⁷

It is clear that significant work has been undertaken in order to inform this particular funding request, especially in light of the findings of the Big Education Conversation and school funding review. It is also clear that this is an ambitious programme that seeks to address some fundamental issues within the education system. There are clear distinctions as to what the funding will be required for, however, the outcomes of this funding will not become clear until the project is well and truly established and additional programmes and support are fully embedded. Regular review of the project will be required to ensure it is indeed meeting the outcomes set out in the business case. The Panel therefore rates the project as ‘amber’ until such time as the outcomes of the funding can be quantified.

Findings



FINDING 19

The Education Reform Programme is an ambitious project which will take time to fully implement and embed. There is an outline of the funding breakdown, however, this is predominately required to reduce the current deficit within the education system in general.



RECOMMENDATION 17

The Minister for Education should ensure that the progress of the Education Reform Programme is evaluated and monitored on a termly basis to ensure it is

¹³⁵ Transcript – Minister for Education – 9th November 2020 p.17

¹³⁶ Submission – Jersey Child Care Trust

¹³⁷ Transcript – Minister for Education – 9th November 2020 p.18 and 19

improving outcomes for children and young people. The programme should also be linked to emerging strategies and programmes for early years.

Youth Service English as an Additional Language CSP1-3-03			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> Put Children First 	<ul style="list-style-type: none"> Involving and engaging children 	Minister for Education	

Business Case: Overview

This project seeks to capture the voice of children and young people for whom English is not their first language and, in doing so, design activities that help reduce any barriers they may face culturally, socially or specifically related to their heritage. The focus of the project is based on the personal experience of young people and their needs. The business case requests funding to resource a focused piece of research to enable planning, design and development of targeted activities to meet better the needs of children and young people from minority ethnic backgrounds in Jersey. It is noted that this project was brought forward as a result of an amendment to the previous Government Plan 2020-23 by Deputy Inna Gardiner.

2021	2022	2023	2024
150	150	150	150

Panel analysis

The Panel questioned what the funding of £150,000 would be split between during 2021. It was confirmed by the Minister for Education that the funding related to a Senior Youth Worker, one youth worker, 18 hours per week sessional support worker time and £10,000 to support curriculum costs for activities and trips etc.¹³⁸ Furthermore, it is intended for research to be undertaken during 2021 in order to identify to preferred model of operation and scope of the project in consultation with children and young people.

The Minister for Education gave the following overview of the timeline of the project during a public hearing:

The Minister for Education:

*The timescale for the research project will begin in 2021, so the first quarter will be staff recruitment, the third and second quarter will be research and engagement with children, young people and families, and of course the last quarter will be reporting the findings and beginning that particular delivery.*¹³⁹

The Panel notes the need for this particular project and supports the creation of it. As it is necessary for research into the scope of the project to be undertaken prior to full implementation the Panel is unable to fully comment on the proposed funding requirement in the business case at this stage. For that reason, it has rated the project as ‘amber’.

¹³⁸ Transcript – Minister for Education – 9th November 2020 p.20

¹³⁹ Transcript – Minister for Education – 9th November 2020 p.20

**FINDING 20**

A research project to identify the scope of the project (Youth Service English as an additional language) is due to be undertaken and reported back on in 2021. Until such time as this is completed the Panel cannot give assurances as to the level of funding identified in the Government Plan 2021-24.

Covid-19 – School's Catch-up CSP1-C-01			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> Put Children First 	<ul style="list-style-type: none"> Involving and engaging children 	Minister for Education	

Business Case: Overview

This business case seeks to put in place a 16-month programme to directly address the loss of learning and wider educational issues and support children who have fallen most behind as a result of the Covid-19 pandemic. The programme aims to roll out teacher training to ensure staff are best equipped for the recovery challenge through an extension to the OLEVI teaching programme. It also aims to provide small group tuition to provide the children and young people with greatest need receive intensive learning support.

2021	2022	2023	2024
904	0	0	0

Panel analysis

The Panel received a number of submissions that commented on the importance of the Covid-19 catch up programme for schools. Jersey Child Care Trust commented that the case for investment is supported by a growing body of emerging evidence and research,¹⁴⁰ whilst Brighter Futures explained that many of the aspects set out in the Education Reform Programme were also pertinent to this particular business case.¹⁴¹ Every Child Our Future commented that, in the UK, the gap between disadvantaged children and their more affluent peers is set to widen by as much as 75% which equates to a lag of about 2.5 years in terms of learning.¹⁴²

The Panel questioned how the £904,000 identified in the business case would be broken down between the services being offered and received the following information:

- £224,000 – OLEVI Teaching Programme
- £666,667 – Small Group Tuition (it is noted that circa 3,300 children from various groups have been identified as requiring this support).
- £13,000 – Information Technology Support¹⁴³

It was also confirmed by the Minister that the level of funding identified was informed by the [Learning at Home Report](#) which had been recently published at the time of the hearing and

¹⁴⁰ Submission – Jersey Child Care Trust

¹⁴¹ Submission – Brighter Futures

¹⁴² Submission – Every Child Our Future

¹⁴³ Transcript – Minister for Education – 9th November 2020 p.21

conducted by the standards and assessment team within CYPES. The Panel went on to question what the key performance indicators were for the programme:

The Minister for Education:

For teaching and learning, our ambition is train up to 500 teachers through the OLEVI training programme. These teachers have been selected by all Government of Jersey schools with 100 per cent completion rate expected. In addition there is a focus on specific literacy and maths' training. As part of this emphasis on training and development, 5 teachers from St. Helier schools will be trained in a specialist reading programme. They will target as part of their training 40 children who will be supported with their reading. Finally, I think there is online maths' training as well to be offered to all primary school teachers.¹⁴⁴

Noting the submissions received, the Panel identified a similar theme to the Education Reform Programme in respect of the focus on Early Years and the longer-term implications of not investing in the catch-up scheme at that stage as well. The following question was asked during a public hearing:

Deputy L.M.C. Doublet

I want to know that the same efforts are being made either in advance and not harming the children or whether other catch-up things or some other mitigation can be put in place so that early years are getting the same attention as other ages of children.

Group Director, Education:

I think that is a really good point and that is why I started to reference the so-called low prior attainment element that will put extra money in schools in the youngest 3 year groups. We will be working with schools, foundation stage leads, head teachers, special needs co-ordinators, on how best to spend that additional resource. It is, as you say, separate from a tutoring programme because that really is not relevant to 3, 4 and 5 year-olds.¹⁴⁵

The Minister confirmed that the effectiveness of the programme will be reviews on a case-by-case basis, looking at who (or what groups) particularly required extra support over that period of time. Furthermore, any future funding requirement for the programme would be assessed against the KPIs mentioned previously.¹⁴⁶

Noting that this particular project is only budgeted for in 2021, the Panel questioned whether there was capacity in current contingencies to quickly apply funds to the programme if so required. The Minister provided the following response:

The Minister for Education:

In terms of capacity, we have really gone through our funding with a very fine tooth comb in terms of Education budgets but under the Public Finances Law there are abilities if need be, and let us say and let us hope that it is not the case, but if COVID was to continue there will hopefully be a route to continue applying to Treasury should we see the harm that it might be creating to our children and young people and ask for that extra capacity to be put in place. We would have to identify that with a business case and submit it, be interrogated about the numbers and the delivery.¹⁴⁷

¹⁴⁴ Transcript – Minister for Education – 9th November 2020 p.22

¹⁴⁵ Transcript – Minister for Education – 9th November 2020 p.24

¹⁴⁶ Transcript – Minister for Education – 9th November 2020 p.24 and 25

¹⁴⁷ Transcript – Minister for Education – 9th November 2020 p.25

It was noted during the public hearing with the Minister for Education that the OLEVI training would be provided during school time and where cover was required, supply teachers would be brought in to allow staff to access the training.¹⁴⁸

The Panel questioned whether (as COVID-19 appears to be more prevalent with older children) mitigation was being put in place in respect of the programme. The Group Director for Education confirmed the following:

Knowing that the scientific evidence informed us in terms of health we are mitigating. Remote learning is in place for some of our mid and older teenagers at the moment and you will be aware Highlands College for example is moving some of their teaching model to remote learning. We are responding with learning and planning programmes as we get more evidence about the manifestation of COVID, as we should.¹⁴⁹

The evidence received suggests the programme is built to tackle the range of issues and there is some capacity to respond should a greater demand exist. It will of course be difficult to fully understand the reach of the programme in respect of meeting the outcomes for children and young people at this stage, and, therefore, the Panel has rated this project as ‘amber’ until further review can take place.



FINDING 21

The Panel has found that further evidence and a review of the effectiveness of the Covid-19 schools catch up programme is required before assurances can be given over funding levels. The Panel would also raise concern that the programme only covers students from Year 1 upwards and does not address early years.

Covid-19 – Test and Trace Programme CSP2-C-04			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> • Improve Wellbeing 	<ul style="list-style-type: none"> • Government Covid-19 Response 	Minister for Home Affairs	

Business Case: Overview

This business case provides for the extension of the Covid-19 Test and Trace programme including testing to protect (hospital in-patients, care home and GP patients who are tested on admission to Health and Community Services either on admission or before day procedures), testing to travel (including those arriving at the airport, harbour, private air and sea arrivals and necessary follow up tests) and contact tracing, monitoring and enforcement of the Covid-19 (Screening, Assessment and Isolation) (Jersey) Regulations 2020.

2021	2022	2023	2024
30,000	0	0	0

Panel analysis

¹⁴⁸ Transcript – Minister for Education – 9th November 2020 p.26

¹⁴⁹ Transcript – Minister for Education – 9th November 2020 p.27

The funding identified within the business case in R.111/2020 totals £30 million for 2021. The Panel questioned how this was broken down and were informed that the £30 million was for the first 6 months of 2020.¹⁵⁰ Furthermore, the breakdown of the services was identified as follows:

- On-Island Testing Capability – a continuation of the OpenCell facility which gives the ability for 12-hour testing times or less.¹⁵¹
- Test to travel – this is noted as being a significant part of the costs in 2021 totalling £18 million.¹⁵² It is noted that this is of course dependent on demand for people coming into the Island.
- Testing to protect – this is noted as on-island testing and the staffing that supports it, whether in the Hospital or across the central worker regime and similar.¹⁵³

During a public hearing with the Minister for Home Affairs, the Panel was informed that due to the flexible nature of the pandemic and, dependent on the rate of infection and subsequent impacts on staffing, testing capability and contact tracing requirements, the current projection of £30 million was based on the £24 million that had been spent across the previous 6-months.¹⁵⁴

The Panel questioned at what point would the spending in relation to the project be reviewed, noting that in the business case, a proposal to charge for testing (for arrivals into the Island) may be considered by the Government if need be. The Director General for Justice and Home Affairs explained that given the significant investment of public money in this programme, a policy in relation to charging was currently being worked up.¹⁵⁵ The Director General further elaborated on the flexible nature of the programme during the public hearing:

Of course, as the second wave emerges across Europe and the U.K. we have noticed a drop-off, quite a significant drop-off, in travelling numbers. That then has an impact on the amount of people that get tested but, of course, that is sometimes offset by the number of direct contacts and the activities of the monitoring and enforcement team. So it is quite a flexible beast and our staffing and resources model reflects that, so a mixture of, for example, zero hours, full-time contract, we have people seconded from other organisations or, indeed, within Government. So it is quite complex to then nail completely each month it is costing us in advance this amount, but we have a reasonably good idea across those areas.¹⁵⁶

The Panel continued to question what the Key Performance Indicators (KPIs) were for this particular project. It was explained that in some areas it was difficult to have KPIs given the flexible nature of project, however, all tests were recorded and scrutinised with the Director General chairing the programme board that has oversight of those elements.¹⁵⁷ It was, however, explained that there were KPIs in relation to the contact tracing and monitoring and enforcement aspect of the programme. The Director General gave the following example during the public hearing:

For example, the percentage of those people who are emailed or texted in terms of making sure they are complying with the regulations, those number of people that we make a visit to, to make sure they are self-isolating, and those figures are available

¹⁵⁰ [Transcript – Minister for Home Affairs – 30th October 2020 p.11](#)

¹⁵¹ [Transcript – Minister for Home Affairs – 30th October 2020 p.11](#)

¹⁵² [Transcript – Minister for Home Affairs – 30th October 2020 p.11](#)

¹⁵³ [Transcript – Minister for Home Affairs – 30th October 2020 p.11](#)

¹⁵⁴ [Transcript – Minister for Home Affairs – 30th October 2020 p.11](#)

¹⁵⁵ [Transcript – Minister for Home Affairs – 30th October 2020 p.12](#)

¹⁵⁶ [Transcript – Minister for Home Affairs – 30th October 2020 p.12](#)

¹⁵⁷ [Transcript – Minister for Home Affairs – 30th October 2020 p.13](#)

and are scrutinised by, for example, S.T.A.C. (Scientific and Technical Advisory Cell) and others.¹⁵⁸

Noting the success of the contact tracing programme to date, the Panel questioned at what stage would the programme become unviable if there was a significant increase in infection rates across the Island. The Director General explained the following:

So, the first thing is the staffing model was based upon 10 positives per day with an average of 15 direct contacts, so that enabled the team to model the amount of work that was involved and, therefore, amount of resource. That resource can cope with that amount of work I have just described. They have gone on to model what it would look like if the R rate increased from 0.5 per cent to 1, which is described as medium, up to 2, which is high. Therefore, that would obviously have, you would understand, a greater number of positives and, therefore, direct contacts. When we start to get into the R rate of 2, that becomes then that we need more resource than we currently have, quite a significant amount of resource. What we have not done is taken that on to the next level to say if that exponentially increases at what stage does contact tracing and monitoring and enforcement become unviable because it has gone beyond the ability to keep tracing and tracing if the numbers get so great. That is a conversation that we have and, as I say, S.T.A.C. are considering.¹⁵⁹

The Panel found that the monitoring and enforcement team is currently staffed by 55 people including managers, broken down roughly 14 and 17 staff on each shift to ensure resilience between 8:00am and 8:00pm every day.¹⁶⁰

Given the fluid nature of the Covid-19 pandemic, and resources required to tackle it, the Panel is satisfied that work is in place to and ongoing to address it. However, it is the fluid nature of the situation which will inevitably place uncertainty over the level of resources and allocation of said resources at any time. The Panel therefore rates the project as ‘amber’ at this stage.

Findings



FINDING 22

Given the fluid nature of the Covid-19 pandemic and uncertainty over the level of resource required to tackle it, the Panel cannot at this stage give an assurance over the level of funding identified for the first 6-months of 2021 (£30 million). It is clear, however, that considerable work has been undertaken, and continues to be undertaken by public sector workers in order to implement the test and trace programme to keep Islanders safe. The Panel would, however, caution that a significant increase in cases could render the programme unviable within the current resourcing levels identified in the Government Plan 2021-24.



RECOMMENDATION 18

The Minister for Home Affairs should provide the Children, Education and Home Affairs Panel with monthly updates on the operation of the programme as the COVID-19 response progresses to ensure there are sufficient funds available and to provide an overview of the spend to date.

¹⁵⁸ [Transcript – Minister for Home Affairs – 30th October 2020 p.14](#)

¹⁵⁹ [Transcript – Minister for Home Affairs – 30th October 2020 p.16](#)

¹⁶⁰ [Transcript – Minister for Home Affairs – 30th October 2020 p.21](#)

Funding of Senior Posts within Justice and Home Affairs O13 16			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> Modernising Government 	<ul style="list-style-type: none"> A modern, innovative public sector 	Minister for Home Affairs	

Business Case: Overview

This business case provides funding for senior posts in Justice and Home Affairs, namely the Director General and Group Director for Public Protection and Law Enforcement. As a result of the One Gov Programme the Department for Community and Constitutional Affairs (CCA) was dissolved and the new department for Justice and Home Affairs was created. Funding for the former Chief Officer moved with him as Director General or Strategic Policy, Planning and Performance and subsequently the funding for the new Director General and Group Director posts was met from contingencies. Through the JHA TOM, the role of Director of Offender Management was agreed to be removed with the workload being split between the other two existing senior officer roles. This recurring spend is required in order to fill the two posts on a permanent basis.

2021	2022	2023	2024
314	314	314	314

Panel analysis

The Panel questioned why the post of Director of Offender Management had been removed following the most recent Justice and Home Affairs Target Operating Model and was provided with the following information by the Minister:

The Minister for Home Affairs:

Yes, certainly not at the moment because that was predicated on a belief at the time that the governance arrangement between the Probation Service and the Prison Service was going to be more greatly integrated. That has not happened. We do not know if it is going to happen, so it is not a post that is required currently in the target operating model. But if there were greater integration between the 2, it would make sense and there would be one person as the director of offender management, but that would be something for the future.¹⁶¹

The Panel also questioned the reason why funding for the post was required within this current Government Plan and was not factored into the base funding of the department. It was confirmed (as in the outline business case) that funding for the previous Chief Officer of CCA had moved with him to SPPP, leaving a gap in funding for senior officers in the new JHA Department.¹⁶² The Minister for Home Affairs confirmed the difference between this new funding and that which was used to fund the salaries in 2020:

Deputy M.R. Higgins:

You say you had to find it. Where did it come from?

¹⁶¹ [Transcript – Minister for Home Affairs – 30th October 2020 p.22 + 23](#)

¹⁶² [Transcript – Minister for Home Affairs – 30th October 2020 p.22 + 23](#)

The Minister for Home Affairs:

Last year it came from underspends. In the new Government Plan it has been put where it properly should be, in the budget of the Home Affairs Department.¹⁶³

Noting the importance of funding the senior roles within the Department, and the rationale for why funding has been required from 2021, the Panel is satisfied with the proposals as set out. It has therefore rated the project as 'green'.

Probation Service Posts O13 16			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> Modernising Government 	<ul style="list-style-type: none"> Non-Ministerial Growth 	N/A	

Business Case: Overview

This Probation and After Care Service seeks the additional funding in order to ensure the continuation of the core Building a Safer Society (BaSS) posts, which include the Portuguese Offender Worker, Substance Misuse Officer and Restorative Justice Officer (collectively the Safer Society Project).

2021	2022	2023	2024
161	185	201	212

Panel analysis

The Panel wrote to the Chief Probation Officer in order to gather further information on the required funding identified in the Government Plan 2021-24. A detailed response was provided to the Panel which explained the following:

In summary, to take into account the above staff budget pressures to ensure there is sufficient base budget the request is for additional net revenue budget of £161,000 from 2021. It should be noted that £146,000 is to cover loss of income that was specifically for the BASS posts (and had hitherto been paid by Government) and £65,000 additional costs resulted from the regrading of staff that was not within the Department's control. In order to reduce expenditure, whilst also recruiting a trainee, the department has relinquished two permanent posts to make a saving.¹⁶⁴

It was further elaborated that the Jersey Probation and After Care Service (JPACS) has committed to savings of £98,000 from 2021.¹⁶⁵ The Panel was also provided with additional details in relation to various roles within the BASS posts for which it thanks the Chief Probation Officer for providing.¹⁶⁶

The Panel understands the need for the continuation of the posts and the funding requirement set out in the Government Plan 2021-24 and has therefore rated this project as 'green'.

¹⁶³ [Transcript – Minister for Home Affairs – 30th October 2020 p.22 + 23](#)

¹⁶⁴ Submission – Jersey Probation and After Care Service

¹⁶⁵ Submission – Jersey Probation and After Care Service

¹⁶⁶ Submission – Jersey Probation and After Care Service

Reports on New Capital Expenditure Projects

The following section provide the Panel’s analysis of each new capital expenditure project.

Firearms Range CSP2			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> • Improve Wellbeing 	<ul style="list-style-type: none"> • None known 	Minister for Home Affairs	

Business Case: Overview

Currently the States of Jersey Police do not have their own firearms range. They must utilise ranges owned and operated by others at Crabbé. These ranges are not fit for purpose nor are they compliant with the States of Jersey Police training requirements, JSP403 or the College of Policing. The ranges do not provide an environment in which officer can achieve the required level of training or skill and currently officers are required to travel off the Island to, in part, achieve this. This comes at a significant annual cost and is not without risk, both in terms of police resilience and the maintenance of high standards. The project would allow training to be undertaken by the Police in all weapon types without needing to leave Jersey, deliver licence requirements for firearms officers, realise savings from a reduction in off-Island travel and enable to facilities to generate income from other user groups.

2021	2022	2023	2024
1,200	-	-	-

Panel analysis

During a public hearing, the Panel questioned the size of the range that would be required, noting that there were currently a number of firearms ranges available in the Island. It was explained by the Assistant Minister for Home Affairs that whilst some ranges on Island were adequate for ranged weapons (e.g. sniper rifles), an enclosed space was required for active firearms training undertaken by the police.¹⁶⁷ This was endorsed by the Jersey Police Authority.¹⁶⁸ Furthermore, the Director General for Justice and Home Affairs confirmed the following reason for seeking an additional site:

My only observation will be that the police have to have accredited ranges through the College of Policing in the U.K., and one reason why police officers are being sent off Island is because the current range does not meet the right specification from a safety point of view; that standard is very different to a normal club shooter.¹⁶⁹

The Panel questioned whether a site had been identified at this stage for the proposed range. The Minister for Home Affairs confirmed during a public hearing that the Department for Justice and Home Affairs, States of Jersey Police (SoJP) and Department for Infrastructure, Housing and Environment (IHE) were currently working together to identify an appropriate

¹⁶⁷ [Transcript – Minister for Home Affairs – 30th October 2020 p.24](#)

¹⁶⁸ Submission – Jersey Police Authority

¹⁶⁹ [Transcript – Minister for Home Affairs – 30th October 2020 p.26](#)

site.¹⁷⁰ It was further explained that a preferred site would be located at Crabbé, however, issues with planning meant an alternative site in that area was being looked at.¹⁷¹

The Panel went on to question how the site would be utilised by both the Police and other groups. The Minister gave the following response:

The Deputy of St. John:

Right, so this is going to be a significant development which will be exclusively available to police?

The Minister for Home Affairs:

No, it will be available to the Ministry of Defence and to the cadet forces and other shooting clubs when the police or M.O.D. (Ministry of Defence) are not using it, and even possibly to visitors. So it will be an Island facility but clearly the police will have first call over it.

The Deputy of St. John:

So they do not have first call over the existing facilities, is that what you are saying?

The Minister for Home Affairs:

Well, that is my understanding. In fact, they do not really have a proper facility over here. That is why they have to go to the U.K. to do their training at not an insignificant cost and, of course, not only is it cash cost but the cost of not having officers available on-Island.

The Panel questioned the funding of £1.2 million for this project and was informed that the funding was due to come from the criminal offence's confiscation fund.¹⁷²

The Panel still requires further information on the proposed siting and specifications of the proposed range before it can state whether the funding allocated is sufficient or excessive for the requirements of the police. To that end, it has rated the project as 'amber' at this stage.



FINDING 23

The funding for the new Firearms Range for the States of Jersey Police is due to come from the Criminal Offences Confiscation Fund. Further details of the proposed siting and specification of the proposed range are required by the Panel before it can state whether the funding allocated is sufficient or excessive.



RECOMMENDATION 19

The Minister for Home Affairs should provide the Panel with an update on the progress identifying a site for the new Firearms Range for the States of Jersey once this has been completed. The Minister should also provide the Panel with detailed service specifications for the range prior to any further action being taken in respect of its development. As funding for this project is being found from the Criminal Offences Confiscation Fund, the Panel believes that this should not be accounted for in the Government Plan.

¹⁷⁰ [Transcript – Minister for Home Affairs – 30th October 2020 p.24](#)

¹⁷¹ [Transcript – Minister for Home Affairs – 30th October 2020 p.24](#)

¹⁷² [Transcript – Minister for Home Affairs – 30th October 2020 p.28](#)

Reorganisation of Secondary Schools No CSP			
Link to Government Plan Action(s)	Link to Common Theme(s)	Minister(s)	Scrutiny RAG Status
<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> None known 	Minister for Education	

Business Case: Overview

The Independent School Funding Review referred to policy option 3 as “the Government of Jersey could conduct an initial scoping exercise to establish the potential for mergers or closer working (between schools) and this exercise would provide insight about the level of saving that could be possible and therefore allow decisions about how the costs of managing a consultation programme are outweighed by the potential benefits to the system.” The Government are, therefore, intending to undertake a scoping exercise that will be required to establish any potential for mergers that do or do not exist.

2021	2022	2023	2024
-	-	-	5,000

Panel analysis

The Panel notes that no funding has been attributed to this programme until 2024. Likewise, no details or business case were available within the annex to the Government Plan. The business case overview above was therefore taken from discussions during a public hearing with the Minister for Education.¹⁷³

The Head of Office for Children, Young People, Education and Skills gave the following overview of the purpose of the project during the public hearing:

As the Minister said there needs to be a great amount of work done on this, Chair, to look at what those opportunities are and the identification of an amount in the future capital programme is really there as a point in time for us to work to. If you are going to ask how that £5 million is going to be spent now we would not be able to answer that because it really depends on feasibility work that would commence from 2021 and will be tied in with the Education Reform Programme and part of the early discussion about the implementation team again will be considering these longer-term policy options and this being identified within the funding review as being something of note and worth attention. It is simply a place-marker for the future. I think it shows the amount of money that if there was to be some additionality to our secondary school estate it would need to be of a significant sum and I think that is what it shows.¹⁷⁴

The Panel questioned what was meant by ‘additionality’ in respect of secondary schools, specifically whether that meant extra builds for a particular provision or whether anything further would be needed if two schools were to in fact merge:

Head of Office, C.Y.P.E.S.:

If there was to be a closer alignment between schools and potential to changes within the curriculum that could then lead to additional costs because you would need to potentially increase the size of certain sites. Whether that is through other provisions

¹⁷³ Transcript – Minister for Education – 9th November 2020 p.28

¹⁷⁴ Transcript – Minister for Education – 9th November 2020 p.28

*that are added, for additional pupils there. It just gives that option. If that is what the feasibility would identify that would then be a possibility.*¹⁷⁵

The Panel notes that this is a long-term project dependent on both feasibility studies but also additional work arising from the Education Reform Programme. To that end, at this stage, it is not possible to give any assurances over the level of funding identified for 2024. To that end, it has rated the project as ‘amber’.

¹⁷⁵ Transcript – Minister for Education – 9th November 2020 p.29

1.9 Efficiencies

The Government Plan 2020-2023 set out the ambition to achieve £100 million of efficiencies, with the first £40 million to be achieved in 2020. The plan for £40 million in 2020 was published in October 2019 and a performance update was included in the Government 6-month report, published in August 2020.

The Government Plan 2021 – 2024 sets out the 2021 plan to deliver £20 million of efficiencies and other rebalancing measures.

Rebalancing and Efficiencies

The Government Plan 2021 – 2024 provides a table which shows the £20 million of efficiencies and rebalancing measures in 2021, subtotallied against each Minister or the Council of Ministers.

The table below shows the efficiencies and rebalancing totals for each Minister under the Panel's remit:

Summary Table 1 Efficiencies and Rebalancing Measures 2021 – allocation by Minister	
	2021 (£000)
Council of Ministers	5,418,000
Minister for Children and Housing	555,000
Minister for Home Affairs	765,000

The summary description of proposals reviewed by the Panel for each Minister are set out in the table below:

Efficiencies and rebalancing summary descriptions					
Minister	Department	Summary description	Recurring or One-Off	Budget Impact	2021 Value (£)
Chief Minister	SPPP	Defer the implementation of the Public Service Ombudsman for one year	One off	Spend Reduction	378,000
Minister for Children and Housing	CYPES	Redesign the therapeutic support model for children with complex needs (including neuro assessment)	Recurring	Spend Reduction	200,000
Minister for Children and Housing	CYPES	Review and realign the commissioned budget available for antenatal services with demand. Note there will be no reduction to the service	Recurring	Spend Reduction	180,000

Minister for Children and Housing	CYPES	Review and realign the budget for care leavers with demand. Note there will be no reduction to the service	Recurring	Spend Reduction	100,000
Minister for Children and Housing	CYPES	Review and realign the budget for intensive fostering with demand. Note there will be no reduction in the service	Recurring	Spend Reduction	50,000
Minister for Home Affairs	JHA	Sell a domestic dwelling no longer required by the Fire and Rescue Service whilst compensating for the reduction in rental income (prudent estimate pending valuation)	One off	Income	450,000
Minister for Home Affairs	JHA SoJP	Through the application of enhanced workforce planning implement a vacancy factor equivalent to approximately 1% of staff costs	Recurring	Spend Reduction	215,000
Minister for Home Affairs	JHA	Continue the digital transformation of GST and Customs services	Recurring	Spend Reduction	50,000
Minister for Home Affairs	JHA	Continue the organisational implementation of electronic rostering to replace paper based rostering processes	Recurring	Spend Reduction	50,000
Minister for Home Affairs	JHA SoJP	Restructure the Intelligence Administration function to reflect known leavers and vacancies	Recurring	Spend Reduction	20,000

Panel analysis

Given the number of efficiencies allocated under the Panel's remit it will examine them within the Ministerial remits and, where necessary, provide additional breakdowns of the evidence gathered in respect of the individual efficiencies.

Chief Minister

Chief Minister	SPPP	Defer the implementation of the Public Service Ombudsman for one year	One off	Spend Reduction	378,000
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The Panel has been allocated the efficiency relating to the Public Services Ombudsman due to the work of the Care of Children in Jersey Review Panel and its review of this project in the previous Government Plan. The decision to bring forward an Ombudsman was made by the previous States Assembly in the wake of the Independent Jersey Care Inquiry, hence the connection to the work of the Review Panel. The Panel wrote to numerous organisations to gather views on this proposed efficiency and received the following comments:

Unite the Union

The delay in the implementation of a Public Sector Ombudsman means that there will continue to be no independent body available to make recommendations about complaints handling across government. Should services be impacted because of the impact of organisational change, increased workloads, or ongoing efficiencies, the availability of an independent ombudsman to both advise on best practice, and act as an independent pathway for unresolved complaints would be highly valuable.¹⁷⁶

¹⁷⁶ Submission – Unite the Union

JCSA Prospect

*Clearly the requirement for an ombudsman has been identified as being required, whilst delaying setting up this service will save money, one has to question what will happen in the meantime to complaints, and how will they be resolved. The public service is undergoing unprecedented levels of change, so there clearly needs to be a robust mechanism to resolve issues and problems independently.*¹⁷⁷

Jersey Cares – feedback from young people with experience of care:

“Appointing an ombudsman is a vital part of having increased transparency and accountability within any organisation or public body. Delaying the establishment of an ombudsman speaks volumes”.

*“I think this being put on hold is absolutely awful and goes to show the lack of accountability that the Government are willing to take. They’re doing this essentially not wanting to listen to a complaint therefore not wanting to be held accountable.”*¹⁷⁸

Children’s Commissioner

*This delay provides an opportunity to ensure there is no duplication (with the role of children’s commissioner) and gives times for further consideration of the Ombud’s function in relation to children.*¹⁷⁹

The Panel also questioned the former Minister for Children and Housing, Senator Sam Mézec, on the proposed efficiency noting his role at the time in respect of ensuring the implementation of the recommendations from the Independent Jersey Care Inquiry:

Deputy M.R. Higgins:

I know this is not your area of responsibility, but I am sure you have an opinion on it, seeing as the Public Services Ombudsman was part of the Care Inquiry recommendations. Can you tell me what your view is on the delay in bringing this service into being?

The Minister for Children and Housing:

*The short answer to that is I am not very happy about it. It is absolutely right that a Public Services Ombudsman is set up in Jersey. We have had it pointed out to us more times than we ought to have that the current system for people pursuing complaints about the delivery of public services to them or their engagement with the service is not good enough and that the States of Jersey complaints panel system is not robust enough for people to have, firstly, the confidence that it is worth engaging with a system like that and confidence that whatever results from those complaints processes will be dealt with seriously and appropriately.*¹⁸⁰

The Panel subsequently wrote to the Chief Minister in order to gather further information on the rationale for the deferral of this project, given the strength of feeling from those submitting evidence that it should not be delayed. It was informed that the funding related to the operation of the office of the ombudsman as opposed to development of the legislation and that, due to Officers being redeployed to tackle the response to COVID-19, it was not possible for the legislation to be developed in time for the Ombudsman’s office to come into being from 2021 (that funding being provided in project 3.7, the ‘Jersey Way, as per p.95 of this report).¹⁸¹

¹⁷⁷ Submission – JCSA Prospect

¹⁷⁸ Submission – Jersey Cares

¹⁷⁹ Submission – Children’s Commissioner

¹⁸⁰ [Transcript – Minister for Children and Housing – 30th October 2020 p.17](#)

¹⁸¹ Written Questions – Chief Minister – 18th November 2020

The Panel questioned the actual start date of the proposals given that within R.111/2020 is states the operational deferral of the Ombudsman will be until 2022, but further growth savings have been identified that defer the start until 2025. It received the following information:

It is intended that a draft law will be lodged and debated before the 2022 election; allowing for work to commence in establishing the Ombudsman in shadow form in 2023, with it coming into full force in January 2024. The funding required to allow implementation in 2024 will be addressed in the next Government Plan. Exact timings are due to be reviewed in conjunction with the Chairman of the Legislation Advisory Panel.¹⁸²

Noting the strength of views in relation to the need for a public service ombudsman, the Panel questioned what would be done in the meantime to improve the complaints resolution processes within the Government. The following response was given:

A new GoJ customer feedback policy and feedback management system were introduced in 2019. The aim is to make it easier for customers to express their views about how we provide services and support a simple and consistent approach to complaint handling. Training on managing complaints forms part of the new GoJ staff induction policy.¹⁸³

Noting that a public consultation on the roles and remit of the ombudsman was conducted by the Legislation Advisory Panel between July and October 2020, the Panel questioned who was consulted during the process. It was informed that an on-line consultation survey was launched and the following number of responses were received overall:

- 47 individuals or organisations responded to the consultation online survey
- 22 responded via email or letter (69 written responses in total)
- 28 people attended two public meetings (some of whom may also have submitted written comments or responded via the on-line survey)
- 14 people commented via social media.

The Panel holds serious concerns in relation to the deferral of this project, given the strength of feeling that has been put forward by Members of the public and organisations alike about the need for a public service ombudsman. The Panel has therefore brought forward an amendment to the Government Plan to allow for funding to be allocated to the operation of the Office of the Ombudsman from 2021 onwards. It has also recommended that the Chief Minister prioritise the development of the legislation to underpin the role and lodge for debate by Quarter 3 2021 with a view to the service being fully operational in shadow form on 1st January 2022.



FINDING 24

There is evidence to suggest that the requirement for a Public Service Ombudsman is urgent and it should be brought forward as soon as possible. There are, however, practical limitations on this being able to take place until 2022 and therefore the operational start of the project has been deferred until that time. The Panel contend that it would be possible to achieve the aim of establishing the role if funding for the office remained in place and only considered to be an efficiency if the Law drafting process cannot bring the Office into being until Q4 2021.

¹⁸² Written Questions – Chief Minister – 18th November 2020

¹⁸³ Written Questions – Chief Minister – 18th November 2020

**RECOMMENDATION 20**

The Chief Minister should ensure that the legislation to underpin the Public Service Ombudsman is lodged by quarter three 2021 with a view to the office becoming operational in shadow form by 1st January 2022.

Minister for Children and Housing

Minister for Children and Housing	CYPES	Redesign the therapeutic support model for children with complex needs (including neuro assessment)	Recurring	Spend Reduction	200,000
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The Panel received the following feedback from young people with care experience (through Jersey Cares) in relation to this proposed efficiency:

“I think this has been needed for quite a while and is necessary. I think this is good. I don’t think a pop-up unit is ideal. I think some children will need more than a short pop up stay, but I do think it is a step in the right direction.”

“I’d love to fight for the idea of a therapeutic centre because it is really important.”

“I think it would be great to have a therapeutic centre. I think it needs to be a permanent place. If you had asked me when I was younger and in care if I needed therapy, I would have said no. However, if the place were playful, fun, and cool – a bit like a youth centre but through play therapy, that would have been amazing. If you can help children and families through therapy earlier, a lot of the bad stuff can be avoided.”¹⁸⁴

The needs assessment upon which the decision not to provide residential therapeutic centre has not been provided. If this doesn’t exist, or isn’t complete, it is hard to understand how such an important decision has been based on it.

The rationale is given that a permanent place is not needed. However, the rationale for children (19 we believe) being off-island is that appropriate therapeutic support is not available on-island. How do these two explanations relate to each other and how does this demonstrate the corporate parent acting in the best interests of their children, and enabling Jersey children to 1) come home and 2) to access suitable on island support?

Noting this project was first suggested in the Government Plan 2020-23 as a standalone unit, it is now noted that a review has taken place which would create a ‘pop-up’ unit as opposed to a permanent unit. The feedback received suggests that this is not a desirable outcome. The Panel therefore questioned the rationale for this change during a public hearing:

Minister for Children and Housing:

We knew that there needed to be an improvement in therapeutic pathways for looked-after children and work was done to consider how that might be delivered and how there could be some sort of therapeutic residential care unit for the small number of children that might need that. Time has gone on, more thinking has been done on that to assess what could be the most appropriate way of delivering that. There are different ways of thinking on this, about whether you would want people essentially to be moved from one place to another specifically for this, rather than to be where they otherwise were and where they might have been comfortable and where they might have had

¹⁸⁴ Submission – Jersey Cares

*other things in their life and the stability that is incredibly important for young people going through the care system like that.*¹⁸⁵

Noting the response of the Minister, the Panel questioned what was meant by a ‘pop-up assessment’ unit. The Director of Safeguarding and Care confirmed that this relates to putting increased resources for a specific individual with complex needs into already existing children’s homes or accommodation.¹⁸⁶ The overall saving of £200,000 was therefore noted as being in respect of rent, accommodation and staffing costs for an entirely new unit that was no longer expected to be required.¹⁸⁷ Support would, however, still be provided for young people in their existing accommodation with wrap around support where required.

The Panel notes that a needs assessment was carried out, however, has yet to be finalised. Furthermore, it was found that whilst the needs assessment was informed by the independent review of children’s homes, consultation with children and young people over the proposed specification has yet to be undertaken.¹⁸⁸ The Panel would question, therefore, how the conclusion to move to this pop-up assessment unit has been reached without consultation on the proposed model with service users – this is especially concerning in the face of the Government’s commitment to put children first. Jersey Cares also raised the following issue in respect of this process during factual accuracy checking:

I have been reflecting on the new information in the document you sent that the ‘needs assessment’ for the therapeutic provision was completed in part, or in full, by the Independent Children’s Home Association. I shared with you the response letter from the Government to our many concerns, and that of a wider network of on and off island experts, around this. They centre around independence.

The members of ICHA offer UK-based, private therapeutic homes. Therefore, this organisation has a vested business interest in Jersey continuing to use those homes. This is a clear conflict which further brings into question why this work was exempted from the tendering process as well as how Government can base their decision on a needs assessment created by them.

It has therefore concluded that, whilst the nature of service and its design has yet to be finalised (or consulted on) this particular efficiency is of concern as is the concern that exists over the independence of the organisation undertaking the needs assessment.



FINDING 25

The Panel holds concerns over the proposed changes to a pop-up therapeutic unit for young people in residential care with complex needs rather than a full-time unit. The term ‘pop-up unit’ is also misleading as it does not relate to a specific provision, rather a wraparound service for children already in existing residential homes. The decision to make this change has come from a needs assessment which the Panel has been informed is yet to be completed. Concerns have also been raised by key stakeholders about the rationale for this change, the independence of it and whether consultation with young people has taken place. The Panel would therefore question how this decision could have been made without this outcome.

¹⁸⁵ Transcript – Minister for Children and Housing – 30th October 2020 p.18

¹⁸⁶ Transcript – Minister for Children and Housing – 30th October 2020 p.20

¹⁸⁷ Transcript – Minister for Children and Housing – 30th October 2020 p.21

¹⁸⁸ Transcript – Minister for Children and Housing – 30th October 2020 p.24

**RECOMMENDATION 21**

The Minister for Children and Housing should pause the rebalancing measure that would create a pop-up therapeutic assessment unit for young people in care until the needs assessment is fully completed and full consultation has taken place with key stakeholders.

Minister for Children and Housing	CYPES	Review and realign the commissioned budget available for antenatal services with demand. Note there will be no reduction to the service	Recurring	Spend Reduction	180,000
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It is noted that the anticipated increase in demand for this service has not outstripped the current funding, so a projected-up lift is no longer required. It is explained in the annex to the Government Plan that the programme could be delivered from within existing budgets without the additional £180,000 investment.¹⁸⁹

The Panel questioned how the service could be delivered from within existing budgets and received the following response from the Minister for Children and Housing:

The Minister for Children and Housing:

This is an opportunity to look at what funding was allocated and find funding that, all things considered and looking at where we are, just will not be necessary and is not going to have an impact on delivery of a service. I hope that makes this relatively easy. If this had been something that, on current projections, was likely to have an impact on delivery then I would not have been keen to have it on the table.¹⁹⁰

The numbers accessing this programme will require monitoring to ensure it can remain feasible from within existing budgets, however, on the basis of the information provided to the Panel, this appears to be a relatively straightforward efficiency saving at this stage.

Minister for Children and Housing	CYPES	Review and realign the budget for care leavers with demand. Note there will be no reduction to the service	Recurring	Spend Reduction	100,000
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The Panel received significant feedback from Jersey Cares in relation to this particular efficiency saving. The following comments were received from young people with experience of care in relation to the proposed savings:

“I feel it is another example of the Government going ‘well you are not that important, not as important as other budgets, or other things because we can reduce this by a huge amount. Goes into how they already feel about us anyway’”.

“Well they can’t really be reducing it. They said it has been ‘out there’ but not a lot of care leavers know fully what is in it still. So, they shouldn’t be doing that.”

‘It isn’t being promoted because I still don’t know what I can and can’t have from the Care Leavers Offer and then also most social workers don’t know how to access the money or how to go about getting it sorted, so it clearly isn’t well thought out.’ To remove the money because care leavers can access from other budgets doesn’t make

¹⁸⁹ R.111/2020

¹⁹⁰ Transcript – Minister for Children and Housing – 30th October 2020 p.25

sense because the care leavers offer was originally out there because there weren't other budgets to cover what the care leavers budget covers.”

“The Care Leavers’ Offer is not being ‘actively promoted’ at all, not one bit. Well promoted, but hardly put into practice.”

*‘I have spent an untold amount of hours on this, having conversations about this, and meltdowns over this. I start a new course in weeks, I have not got the time, nor brain capacity, to continue on as we are, due to what appears to me as a lack of care. I will also add, that the flat and first home that I have sourced, came with zero help from what is supposed to be a ‘leaving care team’. What you are doing ensures that care leavers like I contribute to the ugly statistics of failure among Care Experienced young people, you are helping to add to the stigma that we all apparently try to fight.’ – **Young care leaver trying to secure a home before the new academic year.**¹⁹¹*

Further feedback from Jersey Cares as an advocacy service was also raised in relation to the Care Leavers offer and how it was being promoted both to professionals and to care leavers themselves:

A considerable amount of our advocacy work has been supporting ‘care leavers’ to understand what they can access and how to do it. This has been exceedingly difficult. We sought clarity about whether or not the Offer had an implementation plan, as a wide-range of relevant professionals were unaware of it, unsure of its contents and told us that they were not able to access what it offered.¹⁹²

The Government Plan states that the Care Leavers Offer has been ‘actively promoted’. In addition to the points raised above, Children’s Services are not in contact with 50% of ‘care leavers’ and plan to contact them later this year to inform them about the Offer. The Offer was taken out of printed circulation earlier this year so that it could be re-written, and an implementation plan put in place. As per some of the comments shared above, even where people are aware of it, if it cannot be accessed or is extremely difficult to access, this poses a significant barrier to measuring uptake, which has informed this reduction in budget.¹⁹³

This view was also shared by the children’s charity Brightly who stated that it was widely accepted that the offers for those in care and leaving care have not been implemented at all well, although there is work ongoing to address this.¹⁹⁴

It was confirmed by the Department that whilst there had been a reduced uptake in the service this year, they have now appointed five personal advisers who would be working with 56 care leavers (a caseload of circa 12) in order to build positive relationships with them and promote access to services where there may be barriers for care leavers.¹⁹⁵

In response, the Panel raised concern over the bureaucracy faced by care leavers within the system:

Deputy R.J. Ward

We have talked about this so often, the Care Inquiry talked about it, about the neglect and indifference with those who have been left singularly ill-equipped to cope. They are not going to be helped if you have to go through a number of forms and processes

¹⁹¹ Submission – Jersey Cares

¹⁹² Submission – Jersey Cares

¹⁹³ Submission – Jersey Cares

¹⁹⁴ Submission – Brightly

¹⁹⁵ Transcript – Minister for Children and Housing – 30th October 2020 p.27 + 31

for the basics that are necessary. Particularly when people are really helping themselves through education, through training. So, what can you do to stop that? A direct question.

Minister for Children and Housing:

That is a really good point. I accept wholeheartedly the premise behind the question that we need to get to a point where these people just make things happen and the young person does not have to interact or worry with some of the awkward things behind the scenes. But it is going to be the case in a government that when it comes to spending public money on things like that, there is going to be a cultural thing within the organisation where people will get nervous about it. It is going to be normal that a civil servant might feel nervous about spending money on a credit card that does not belong to them or that sort of thing ... But people within the organisation will want to know that, when they are spending money, they are spending it appropriately. We just have to help them in understanding that this is okay in this context. If you need to help someone buy their carpets when they are moving, you can just get on with it.¹⁹⁶

The Panel further questioned whether there had been any consultation with care leavers or looked after children in relation to the proposed savings from the scheme. The Minister for Children and Housing could not confirm whether this had taken place¹⁹⁷, however, he did explain that whilst the savings appeared to be a drastic change, it did only amount to a small part of the overall offer to care leavers.¹⁹⁸

It was suggested in the submission from Brightly that instead of reducing the level of funding, the £100,000 would be better used to provide private mental health appointments for care leavers and mental health support for young people in other ways.¹⁹⁹ The Panel questioned this and were provided with the following information:

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

So, there is a separate amount of money elsewhere for therapeutic support. There is some therapeutic support for looked-after children built into the intensive fostering service specification. It has been on our mind as we redesign the C.A.M.H.S. service. But just on that particular aspect about could they have private mental health support, we would like to get to a point where that was something that we were providing. Because we know that has been something that has not always been as much of a priority as we know it should be.²⁰⁰

Upon further questioning in relation to this matter (namely that the £100,000 provided an opportunity for this support to be provided quicker), the Panel were informed that, whilst this could be on particular outcome, the Department had outstanding efficiency savings from 2020 that would need to be met in 2021:

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

That would have been one outcome, Chair, but we have an outstanding efficiency target to meet from 2020, which, as you know, we have not met by delivering those efficiencies in full and therefore have had to find other ways of doing that. Going into 2021, we now have the challenge of making those efficiencies recurrent and therefore the approach that has been taken by the Council of Ministers, and therefore with civil

¹⁹⁶ Transcript – Minister for Children and Housing – 30th October 2020 p.27 & 31

¹⁹⁷ Transcript – Minister for Children and Housing – 30th October 2020 p.29

¹⁹⁸ Transcript – Minister for Children and Housing – 30th October 2020 p.29

¹⁹⁹ Submission – Brightly

²⁰⁰ Transcript – Minister for Children and Housing – 30th October 2020 p.29 & 30

*servants, is that we need to meet our efficiency savings in order to balance the Government's books, rather than recycle those efficiencies into further investment.*²⁰¹

The Panel is concerned that the approach adopted through this particular efficiency appears to overlook the concerns and issues that have been raised directly by service users. There is also concern that the whilst demand may be currently low, there is evidence to suggest this may be down to the lack of promotion of the service and demand may sharply rise now that the personal adviser roles are in place. This will require regular review in order to ensure that care leavers are not being denied access to funding to assist them directly.



FINDING 26

The proposed rebalancing initiative in relation to the Care Leavers offer appears to overlook the concerns and issues that have been raised directly by service users and appears to go against the Government priority of putting children first. There is also concern that whilst demand may be currently low, there is evidence to suggest this may be down to the lack of promotion of the service and demand may sharply rise now that the personal adviser roles are in place. This will require regular review in order to ensure that care leavers are not being denied access to funding to assist them directly.



RECOMMENDATION 22

The Minister for Children and Housing should not take forward the proposed rebalancing initiative in relation to the Care Leavers Offer and should seek to make the efficiency saving from within other budgets. Further work should also be undertaken, through the personal advisers, as a matter of urgency to promote access to this programme amongst care leavers. The Panel has made an amendment to the Government Plan accordingly.

Minister for Home Affairs

Minister for Home Affairs	JHA	Sell a domestic dwelling no longer required by the Fire and Rescue Service whilst compensating for the reduction in rental income (prudent estimate pending valuation)	One off	Income	450,000
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The Panel notes that this particular efficiency is in fact income generation through the sale of the property. The Minister for Home Affairs confirmed that this would be done by Property Holdings on behalf of the Fire and Rescue Service.²⁰²

It is noted that the loss of rental income from the property could have an impact on budgets. The Panel questioned whether consideration had been given to this:

Deputy R.J. Ward:

With the loss of that rental income, is that accounted for in the base budget?

The Minister for Home Affairs:

*Yes, it has, the £20,000 has been added to the base budget of the Fire Service to make up for the loss of rental income*²⁰³

²⁰¹ Transcript – Minister for Children and Housing – 30th October 2020 p.30

²⁰² Transcript – Minister for Home Affairs – 30th October 2020 p.30

²⁰³ Transcript – Minister for Home Affairs – 30th October 2020 p.32 + 33

The total value of this income is wholly dependent on the ability to sell the property at market value, however, the Panel is satisfied with the rationale for it.

Minister for Home Affairs	JHA SoJP	Through the application of enhanced workforce planning implement a vacancy factor equivalent to approximately 1% of staff costs	Recurring	Spend Reduction	215,000
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This particular efficiency is a recurring saving of £215,000 over the four years of the Government Plan 2021-24.

The Panel received mixed views in relation to the proposal for this efficiency saving. JCSA Prospect and Unite the Union both commented that holding a vacancy factor can create problems:

JCSA Prospect

The use of a redundancy factor can create significant problems, especially in specialist positions or small sections or departments. This can lead to these sections being under resourced, impacting on the service provided or increasing levels of stress or increased workload. 2 In many instances staff need to be recruited in advance of someone leaving to provide a suitable handover and training period. The proposal significantly underestimates the impact on wellbeing of the GOJ workforce.²⁰⁴

Unite the Union

This efficiency suggests that the States of Jersey Police Service will be operating without some positions being filled, leading to a saving in staff costs. This carries risk in terms of quality of service and impact on staff that will be required to pick up on the workload created by the vacant posts. Again, our experience is that where staff are subjected to increased and unmanaged workload, this has further detrimental impact on individuals in terms of increased anxiety and stress.²⁰⁵

On the other hand, the Jersey Police Authority raised the following points in relation to the proposed saving:

Jersey Police Authority:

Having worked collaboratively with Police senior management and the Minister to support positive growth in headcount, it may seem counterintuitive to support a level of savings based on vacancies within the organisation. However, SoJP, like any organisation, has a fluctuating headcount due to personnel leaving through sickness, retirement or to pursue other careers. There have been a number of posts that have remained unfilled in recent years because of an inability to recruit the right candidate and latterly through a managerial decision to prioritise deployment of officers on the beat. The Authority has reviewed this decision with the Chief Officer and agrees that based on historical data, the force should be able to implement a vacancy management factor of £215,000 per year over the period 2021 to 2024 without negatively impacting its efficiency and effectiveness.²⁰⁶

The Panel noted that in the business case provided in R.111/2020 it is stated that there could be some disruption to customer service, depending on the area of service where the vacancy is held. Furthermore, it states that this will be mitigated by the senior management team of the police. The Panel therefore questioned how this would be mitigated:

²⁰⁴ Submission – JCSA Prospect

²⁰⁵ Submission – Unite the Union

²⁰⁶ Submission – Jersey Police Authority

Deputy R.J. Ward:

Yes. It says here: “Disruption to service will be mitigated by the senior management team.” I just want to confirm the process that will undertake to mitigate those factors or that issue.

Chief Officer, States of Jersey Police:

Firstly, I am not anticipating any impact on service, particularly not front-line service. Throughout, with the support of the Minister, we have looked to maintain and indeed enhance what we would describe as front-line services. This process of a 1 per cent vacancy factor, as you will know and other Members will know, is part of the natural churn of an organisation and exceeded the opportunities for when people leave and when people come in. It is that sort of gap where we can drive efficiencies.²⁰⁷

Chief Officer, States of Jersey Police:

The question you asked me was more around the process. I meet with my senior team every week. That includes also the finance business partner; we meet, as I said, every week. The savings plans are reviewed to make sure that we are on target, if you like. The most important thing, though, is ensuring that we are still delivering service.²⁰⁸

The Panel questioned if there were any areas that were more likely to be affected than others. The Chief Officer explained that the areas that would likely be affected more than others were what would be described as back-office functions, particularly where onerous or bureaucratic admin processes may not always provide the best service.²⁰⁹ However, upon asking for specific examples, the Panel was informed that the States of Jersey Police were currently undertaken a staff review with a consultation due to take place in the coming weeks, the results of which (focused on support staff functions) would better inform specific areas where efficiencies could be applied.²¹⁰

The Panel further questioned whether the savings could in fact have a knock-on effect on other areas of operation:

Deputy R.J. Ward:

There will not be any impact on other services? Because they are increasingly interconnected now, we have seen that.

Chief Officer, States of Jersey Police:

If I may say so, I think that is a brilliant question because certainly in my experience where some departments may make savings it can cause a cost to another. I will give a very basic example, not that it is a real-life example here in Jersey, far from it in fact, but if Children’s Services, for example, let us say, close all youth clubs because of a funding issue, that means more young people are on the streets and then more young people may get themselves into trouble or become victims of crime. That is not an example here in Jersey but I am just using it as an example because I think that something ... that as we progress through 2021 and look at the savings we have to make, that a saving in one department is not a cost somewhere else.²¹¹

It was also confirmed that the proposals would be regularly reviewed during the four years through the governance arrangements in place between the States of Jersey Police and

²⁰⁷ Transcript – Minister for Home Affairs – 30th October 2020 p.34

²⁰⁸ Transcript – Minister for Home Affairs – 30th October 2020 p.34

²⁰⁹ Transcript – Minister for Home Affairs – 30th October 2020 p.36

²¹⁰ Transcript – Minister for Home Affairs – 30th October 2020 p.36

²¹¹ Transcript – Minister for Home Affairs – 30th October 2020 p.38

Department for Justice and Home Affairs.²¹² This review will be crucial to ensuring that other services are not impacted as a result of holding vacancies. Further details as to the outcomes of the staff review are also required in order to show exactly where any services will be changed.



FINDING 27

It is expected that the main impact of the rebalancing initiative to maintain a 1% vacancy rate within the States of Jersey Police Force over the next four years will be found from back office roles and functions and not front-line services. The States of Jersey Police are currently undertaking a staff review to identify where services can be changed. The Panel cannot give any assurance over the ability to meet this target until such time as the staff review is complete.



RECOMMENDATION 23

The Minister for Home Affairs should provide the outcomes of the staff review to the Children, Education and Home Affairs Panel as soon as it is completed. The Minister should also provide quarterly updates to the Panel on the staffing levels within the States of Jersey Police which details any impacts on particular service areas arising from vacancies. The Panel is of the view that the Minister should ensure any changes to staffing levels do not negatively impact the level of service available to the public.

Minister for Home Affairs	JHA	Continue the digital transformation of GST and Customs services	Recurring	Spend Reduction	50,000
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As this particular efficiency is below £100,000 a business case was not provided within the annex to the Government Plan. As such, the Panel requested further information as to the rationale for the efficiency. It was explained that this is connected to the Government's intention to reduce the GST De Minimis Level, from £240 to £135, with effect from 1 July 2020. Due to the Covid-19 pandemic this agreed to delay until 1st January 2021. This was largely to assist the Agent of the Impôt's staff in the Jersey Customs & Immigration Service (JCIS) to manage the additional workload arising from the pandemic alongside Brexit preparations. It also served to help islanders during the period when many retail stores were closed and importations arising from personal "online shopping" were expected to increase.

The Panel was also provided with this additional justification for the efficiency:

*Since the Covid-19 change to the operation of the 'One Front Door' at La Motte Street of Customer and Local Services, it has become apparent that there are significant efficiencies and associated savings in reducing face to face customer delivery and promoting 'on line clearance for Customs goods control'. The pandemic has accelerated this digital delivery and resulted in a more streamlined process. Consequently less resources are now required and this has resulted in a reduced budget for delivery. It should be noted there are no redundancies resulting from this as the posts would be additional to current resources.*²¹³

There are a number of concerns that have been raised about the closure of the La Motte Street 'One Front Door' in the public domain and, as the pandemic eases, the Panel would urge that

²¹² Transcript – Minister for Home Affairs – 30th October 2020 p.39

²¹³ Written questions – Minister for Home Affairs – 12 November 2020

this particular matter is kept under review to ensure the best possible service is being applied to the public.



FINDING 28

Concerns have been raised in general about the closure to the public of the 'One Front Door' offices at La Motte Street, on which the digital transformation of GST and Customs Service rebalancing programme is heavily reliant in terms of realising its overall savings.



RECOMMENDATION 24

The Minister for Home Affairs should keep the operation of the GST and Customs Service rebalancing programme under review to ensure that the closure of the 'One Front Door' initiative is not impacting the public's access to the services. This should be undertaken on a monthly basis.

Minister for Home Affairs	JHA	Continue the organisational implementation of electronic rostering to replace paper based rostering processes	Recurring	Spend Reduction	50,000
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Again, this particular efficiency did not have a corresponding business case in R.111/2020 due to the amount being below £100,000. The Panel requested further information on the rationale for it and was provided with the following overview of the project:

Electronic rostering (or e-rostering) is an electronic way of efficiently managing when staff are needed to work, enabling managers to quickly build their rotas and manage their workforce.

It enables better shift and annual leave planning and gives a better understanding of overtime requirements.

E-rostering is a live project currently being developed and rolled out by People and Corporate Services.

It is anticipated that this work stream will enable more efficient and effective workforce management, however, the project is still being scoped across JHA services.

It is anticipated that savings will be generated through this workstream.²¹⁴

Noting that this project is still in the scoping stage, the Panel would question how the saving of £50,000 has been identified at this stage. Further details of the outcome of the project and ultimate efficiency of any changes will be required as the work progresses.



FINDING 29

The rebalancing measure to implement the electronic rostering system within the emergency services is still in the scoping stage, however, a saving of £50,000 has been identified against it. The Panel would question how this level of saving has been identified when the project is still being scoped.



RECOMMENDATION 25

The Minister for Home Affairs should provide the Children, Education and Home Affairs Panel with the final outcome of the scoping project for the implementation

²¹⁴ Written questions – Minister for Home Affairs – 12 November 2020

of an electronic rostering system for the emergency services. This should include the final identified savings as a result of its implementation.

Minister for Home Affairs	JHA SoJP	Restructure the Intelligence Administration function to reflect known leavers and vacancies	Recurring	Spend Reduction	20,000
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Due to this efficiency amounting to £20,000 a corresponding business case and rationale were not provided for it within R.111/2020. The Panel therefore requested further information on the saving and was provided with the following:

This proposal removes two grade 6 civil servant Intelligence Administration Officer posts which have been vacant for a number of months. The Senior Management Team in SoJP have agreed not to recruit to these posts.

These posts have been vacant for a number of months and there has been no reduction in the services provided.

SoJP will look to introduce service and process changes that mitigate the need to replace these posts.

This is a recurring saving, with the full year effect being made in 2021.²¹⁵

The Panel notes that this efficiency is reliant on process change that would in turn mitigate the need to replace the posts. Further details of the process are required to give full assurance. At the same time, assurances are also required as to whether the changes will have a knock-on effect on other areas of operation assuming staff from other areas would be required to manage the new process.



FINDING 30

The rebalancing measure to restructure the intelligence administration function within the States of Jersey Police is reliant upon a process change that would mitigate the need to replace posts. Further details of the process change are required to give full assurance about the identified savings as well as whether they will have a knock-on effect on other areas of operation.



RECOMMENDATION 26

The Minister for Home Affairs should provide the Children, Education and Home Affairs Panel with details of the process change within the intelligence administration function of the States of Jersey Police as soon as it is implemented. This should also include an assessment of any impact on other areas of operation within the Police Service.

²¹⁵ Written questions – Minister for Home Affairs – 12 November 2020

1.10 Conclusion

Since the Government Plan 2021-2024 was lodged on 12th October 2020 the Panel has reviewed the various projects and capital projects that were allocated to it by the Government Plan Review Panel this year and last year. The Panel had to undertake its review within a short timeframe and, whilst this has been challenging, we have endeavoured to undertake a thorough and in-depth analysis of the projects. This work has allowed us to determine a number of things. Firstly, the status of projects approved last year and whether the money has been spent as planned and appropriately. Secondly, whether the investment sought for new projects was both suitable and sufficient.

Overall, the Panel is satisfied with the majority of projects and capital projects it reviewed (old and new) with regard to either their current status or the rationale for the request for additional funds and the breakdown of how the funds would be allocated. However, the Panel also holds a number of concerns following its evidence gathering, which are summarised below:

Program/Capital Project	Reason	Scrutiny RAG Status
Develop and resource a new post-16 strategy to support the Future Economy Programme	The Panel found that work is ongoing between the Department for Children, Young People, Education and Skills and the Future Economy Group to lead this programme and further information as to the work and outcomes of this programme are required. The Panel has recommended that the Minister for Education should provide further information to it in respect of the outcomes of the work between the Department for Children, Young People, Education and Skills and the Future Economy Group. This should include an overview of the key performance indicators for the programme and governance arrangements of the programme.	
Higher Education	The Panel found that the preferred option for a new Higher Education funding scheme is due to be brought forward for debate on quarter one 2022 with a view to phasing in the scheme for September 2023. It has recommended that the Minister for Education should ensure that details of the proposed schemes being considered are shared with it at an early stage and that proper consultation is undertaken on all options being considered prior to a preferred option being identified.	
Jersey Premium	The Panel found that the Jersey Premium funding for 2021 has been reduced by £159,000, even though the funding has been extended to students aged between 16 and 19 years of age. The Panel holds serious concerns over this decision given the current climate and impact on learning that	

	<p>has been caused by COVID-19, especially for vulnerable children and young people.</p> <p>The Panel has therefore recommended that the Minister for Education should urgently reconsider the decision to reduce the funding for the Jersey Premium in 2021 and subsequent years. Given the body of evidence that outlines the impact of COVID-19 on learning for vulnerable children, including the Department's own report on learning at home, this appears to be a retrograde decision. The Panel has lodged an amendment to the Government Plan in order to raise the budget to the original allocation for 2021 (£815,000).</p>	
Early Years	<p>The Panel found that the work to bring forward an Early Years policy has been delayed due to the COVID-19 pandemic and the Officers with responsibility being redeployed. It is, however, expected that the final policy recommendations will be completed prior to the Government Plan debate. It has recommended that the Minister for Education should provide details of the final policy recommendations arising from the work of the Early Years Policy Development Board as soon as practicable after they are finalised.</p>	
Primary Schools Meal Feasibility Pilot	<p>The Panel found that the Government funding received, and the income generated through the hot meals service will keep the pilot scheme for the Primary Schools meal project running until July 2021. It has recommended that the Minister for Education should ensure that a review is conducted prior to the end of the pilot scheme for the Primary School Meals programme in July 2021. This review should set out the future operation of any scheme and identify the relevant funding for inclusion in the next iteration of the Government Plan.</p>	
Skills Jersey	<p>The Panel found that a skills oversight group, comprised of industry leaders, is proposed to be formed and Local Market Intelligence Reports are intended to be shared with them that present the various data sets in relation to skills requirements in Jersey. The Panel has recommended that The Minister for Education should provide details of the proposed membership of the Skills Oversight Group and also the proposed governance arrangements for the operation of the group. This should be provided prior to the group being formally established.</p>	

<p>Settlement Scheme</p>	<p>The Panel concluded that the total number of applications to the EU Settlement Scheme (as of 16th November 2020) is 13,800. This is just over 6,000 less than the initial estimate of EU Citizens residing in Jersey. There will be a 'grace period' for applications up to the end of June 2021 for which two caseworkers are due to remain in post to support. It has therefore recommended that the Minister for Home Affairs should, as a matter of urgency, identify and bring forward proposals in order to target 'hard to reach' groups of EU citizens in order to ensure they are informed of and given all the relevant information and support in order to complete the application (if they so wish).</p>	
<p>Legal Aid</p>	<p>The Panel has found that the Legal Aid Scheme continues to operate in a 'shadow system' managed by the Law Society until the Access to Justice (Jersey) Law 2019 comes in to force. Until such time as the Regulations underpinning this Law are brought forward (to contain the proposed scheme and details of its operation) the shadow system will continue. The Panel has recommended that the Chief Minister should outline the proposed timescale for bringing forward the proposed new scheme for the Legal Aid system, as enabled by the Access to Justice (Jersey) Law 2019. Details of the final scheme and timetable should be provided to the Legal Aid Review Panel as a matter of urgency.</p>	
<p>Combined Control Information Technology</p>	<p>The Panel established that the selection of a new Computer Aided Dispatch (CAD) system for the Combined Control Room has been deferred until 2021 due to budget constraints arising from the COVID-19 response. Work to investigate the options for the future of the Emergency Call Handling Service has been accelerated in light of a number of failures in the 999 service in 2020. The Panel has recommended that the Minister for Home Affairs should provide further information to it about the outcome of the investigations to onboard the Emergency Call Handling Service.</p>	
<p>Electronic Patient Records</p>	<p>Whilst it is acknowledged that the electronic patient records and Health and Community Services Patient Records are separate projects, the Panel continues to hold concerns over the future integration of the two systems (once they have been finalised) and cannot give assurances over whether this is possible at this stage. It has</p>	

	therefore recommended that the Minister for Home Affairs should review the preferred system for the ambulance electronic records once the Health and Community Services Patient Record system is operational to ensure that integration between the two systems is possible.	
Children in Need	The Panel found that the Children and Families Hub has been expedited as a result of the COVID-19 pandemic and has been operational since March 2020 rather than the planned start date of September 2020. Legislative provision to underpin the support for children in need is due to be contained in the proposed omnibus amendment to the Children (Jersey) Law 2002 to be lodged in early 2021. The Panel has recommended that the Minister for Children and Housing should provide further details of the operation and data up to the end of November 2020 of the impact of the Children and Families Hub. This should also set out the governance arrangements for the Hub.	
Youth Justice	The Panel found that there has been a delay in the commencement of the work on the Youth Justice Strategy due to the COVID-19 pandemic and Officers being redeployed to support the response. There is also uncertainty on the future funding requirements for the programme until such time as there is further progress in policy areas relating to it. The Panel has recommended that the Minister for Home Affairs should provide it with quarterly updates on the progress of the implementation of the recommendations arising from the Youth Justice Review. These updates should also include a timeline of planned actions and key milestones for the project.	
Sustainable Workforce: Multi-Agency Specialist Safeguarding Training	The Panel has found that substantial work has been undertaken to bring forward multi-agency safeguarding training for the children's workforce, however, there has been a significant impact on the take-up of training due to the COVID-19 pandemic. It is noted, however, that online training has been developed which has given agencies greater access to training. The Panel recommends that the Minister for Children and Housing should consider maintaining the online training developed during the COVID-19 pandemic going forward in order to broaden access to training for the children's workforce.	

<p>Care Inquiry Citizens' Panel</p>	<p>The Panel is concerned that no funding has been allocated to the Citizens' Panel addressing the legacy issues of the Independent Jersey Care Inquiry in 2021, especially in light of the recent backlash in respect of the Care Memorial. There is therefore uncertainty over its future operation and clarity over this is required. It has recommended that the Minister for Children and Housing should, as a matter of urgency, clarify the future of the Jersey Citizens' Panel and, should this be set to continue, provide the necessary funding to enable it to continue its work.</p>	
<p>Support to Children with Complex Needs</p>	<p>The Panel concluded that a service specification for the service to provide support to children with complex needs is currently being developed, to include the relevant staffing levels. This is also taking into account the new Children and Families Hub and the work taking place to Redesign the CAMHS service. The Panel has recommended that the Minister for Children and Housing should make available to it details of the service specification for children with complex needs as soon as it is completed.</p>	
<p>Antenatal Support</p>	<p>The Panel found that there is a lack of clarity within the supporting documentation for the Government Plan over how the funding for the Antenatal Service and support for children with complex needs is apportioned between the two projects. This is also not clear within the Government Plan due to the projects being included in the overall total for the P.82 Children's Services Early Intervention programme. The Panel has recommended that the Minister for Children and Housing should provide a clear breakdown of the funding allocations for all of the projects contained within the P82 Children's Services Early Intervention Programme as listed on p.193 of the Government Plan 2021-24. This should be provided to the Panel prior to the debate on the Government Plan.</p>	
<p>Public Service Ombudsman</p>	<p>The Panel has concluded that there is evidence to suggest that the requirement for a Public Service Ombudsman is urgent and it should be brought forward as soon as possible. There are, however, practical limitations on this being able to take place until 2022 and therefore the operational start of the project has been deferred until that time. The Chief Minister should ensure that the legislation to underpin the Public Service</p>	

	Ombudsman is lodged by quarter three 2021 with a view to the office becoming operational in shadow form by 1 st January 2022. This links to an efficiency saving which has been examined in further detail by the Panel.	
CAMHS Service Redesign	The Panel established that work is ongoing in respect of the redesign of the Children and Adolescent Mental Health Service (CAMHS) in order to identify the preferred model and funding requirement. The Panel can therefore give no assurance at this stage as to whether the funding identified in the Government Plan 2021-24 is sufficient to meet these outcomes at this stage.	
Dewberry House (SARC)	The Panel concluded that further details of the services being co-located in the Sexual Assault Referral Centre (SARC) Child's House Model and confirmation of the final siting of the centre are required before the Panel can make a more definitive judgement on the funding allocation for the project in the Government Plan 2021-24.	
Education Reform Programme	The Panel found that the Education Reform Programme is an ambitious project which will take time to fully implement and embed. There is a clear outline of the funding breakdown, however, this is predominately required to reduce the current deficit within the education system in general. Regular review of the project to ensure it is improving outcomes for students will be required, as will a sharper focus on early years strategies and policies.	
Youth Service English as an Additional Language	A research project to identify the scope of the project is due to be undertaken and reported back on in 2021. Until such time as this is completed the Panel cannot give assurances as to the level of funding identified in the Government Plan 2021-24 to meet the service requirements established by the research.	
Covid-19 Schools Catch up Programme	The Panel concluded that further evidence and a review of the effectiveness of the Covid-19 schools catch up programme is required before assurances can be given over funding levels.	
Covid-19 Test and Trace Programme	The Panel established that, given the fluid nature of the Covid-19 pandemic and uncertainty over the level of resource required to tackle it, it cannot at this stage give an assurance over the level of funding identified for the first 6-months of 2021 (£30 million). It is clear, however, that	

	considerable work has been undertaken, and continues to be undertaken by public sector workers in order to implement the test and trace programme to keep Islanders safe. The Panel would, however, caution that a significant increase in cases could render the programme unviable within the current resourcing levels identified in the Government Plan 2021-24. It has recommended that the Minister for Home Affairs should provide it with regular updates on the operation of the programme as the COVID-19 response progresses to ensure there are sufficient funds available and to provide an overview of the spend to date.	
Firearms Range	The Panel concluded that the funding for the new Firearms Range for the States of Jersey Police is due to come from the Criminal Offences Confiscation Fund. Further details of the proposed siting and specification of the proposed range are required by the Panel before it can state whether the funding allocated is sufficient or excessive. The Panel has recommended that the Minister for Home Affairs should provide it with an update on the progress identifying a site for the new Firearms Range for the States of Jersey once this has been completed. The Minister should also provide the Panel with detailed service specifications for the range prior to any further action being taken in respect of its development.	

The Panel also reviewed a number of efficiency and rebalancing measures within the Government Plan Annex and made findings and recommendations in respect of them as follows:

Efficiency/Rebalancing Programme	Conclusion
Defer the implementation of the Public Service Ombudsman for one year	The Panel found that there is evidence to suggest that the requirement for a Public Service Ombudsman is urgent and it should be brought forward as soon as possible. There are, however, practical limitations on this being able to take place until 2022 and therefore the operational start of the project has been deferred until that time. It has recommended that the Chief Minister should ensure that the legislation to underpin the Public Services Ombudsman is lodged for debate by Quarter Three 2021 with a view to the service being fully operational by 1 st January 2022.
Redesign the therapeutic support model for children with complex needs	The Panel holds concerns over the proposed changes to a pop-up therapeutic unit for young people in residential care with complex needs rather than a full-time unit. The decision to make this

(including neuro assessment)	change has come from a needs assessment which the Panel has been informed is yet to be completed. Concerns have also been raised by key stakeholders about the rationale for this change and whether consultation with young people has taken place. The Panel would therefore question how this decision could have been made without this outcome. The Minister for Children and Housing should pause the rebalancing measure that would create a pop-up therapeutic assessment unit for young people in care until the need's assessment is fully completed and full consultation has taken place with key stakeholders.
Review and realign the budget for care leavers with demand. Note there will be no reduction to the service	The proposed rebalancing initiative in relation to the Care Leavers offer appears to overlook the concerns and issues that have been raised directly by service users and appears to go against the Government priority of putting children first. There is also concern that the whilst demand may be currently low, there is evidence to suggest this may be down to the lack of promotion of the service and demand may sharply rise now that the personal adviser roles are in place. This will require regular review in order to ensure that care leavers are not being denied access to funding to assist them directly. The Minister for Children and Housing should not take forward the proposed rebalancing initiative in relation to the Care Leavers Offer and should seek to make the efficiency saving from within other budgets. Further work should also be undertaken, through the personal advisers, as a matter of urgency to promote access to this programme amongst care leavers. The Panel has made an amendment to the Government Plan accordingly.
Through the application of enhanced workforce planning implement a vacancy factor equivalent to approximately 1% of staff costs	The Panel found that it is expected that the main impact of the rebalancing initiative to maintain a 1% vacancy rate within the States of Jersey Police Force over the next four years will be found from back office roles and functions and not front-line services. The States of Jersey Police are currently undertaking a staff review to identify where services can be changed. The Panel cannot give any assurance over the ability to meet this target until such time as the staff review is complete. It has recommended that the Minister for Home Affairs should provide the outcomes of the staff review to it as soon as it is completed. The Minister should also provide quarterly updates to the Panel on the staffing levels within the States of Jersey Police which details any impacts on particular service areas arising from vacancies.
Continue the digital transformation of GST and Customs services	The Panel concluded that concerns have been raised in general about the closure to the public of the 'One Front Door' offices at La Motte Street, of which the digital transformation of GST and Customs Service rebalancing programme is heavily reliant in terms of realising its overall savings. It has recommended that the Minister for Home Affairs should keep the operation of the GST and Customs Service rebalancing measure under review to ensure that the closure of the 'One Front Door' initiative is not

	impacting the public's access to the services. This should be undertaken on a monthly basis.
Continue the organisational implementation of electronic rostering to replace paper based rostering processes	The Panel found that the rebalancing measure to implement the electronic rostering system within the emergency services is still in the scoping stage, however, a saving of £50,000 has been identified against it. The Panel would question how this level of saving has been identified when the project is still being scoped. It has therefore recommended that the Minister for Home Affairs provide it with the final outcome of the scoping project for the implementation of the electronic rostering system for the emergency services. This should include the final identified savings as a result of its implementation.
Restructure the Intelligence Administration function to reflect known leavers and vacancies	The rebalancing measure to restructure the intelligence administration function within the States of Jersey Police is reliant upon a process change that would mitigate the need to replace posts. Further details of the process change are required to give full assurance about the identified savings as well as whether they will have a knock-on effect on other areas of operation. The Minister for Home Affairs should provide the Children, Education and Home Affairs Panel with details of the process change within the intelligence administration function of the States of Jersey Police as soon as it is implemented. This should also include an assessment of any impact on other areas of operation within the Police Service.

The Panel will be recommending three amendments to the Government Plan as follows:

1. To increase the funding allocation for the Jersey Premium in 2021 from the revised amount of £656,000 to the previous allocation of £815,000 (an increase of £159,000). The Panel holds serious concerns over the decision to reduce the funding given the current climate and impact on learning that has been caused by COVID-19, especially for vulnerable children and young people.
2. To halt the proposed efficiency saving in respect of the operation of the Public Service Ombudsman in order to allow the funding to be available in 2021 to progress the legislation underpinning the Ombudsman at pace. This would also provide additional funds were the office to be established prior to 1st January 2022. The Panel has recommended that the Chief Minister bring forward the legislation for debate by quarter three 2021.
3. To halt the proposed efficiency saving in relation to the care leavers offer. The Panel is concerned that the approach adopted through this particular efficiency appears to overlook the concerns and issues that have been raised directly by service users. There is also concern that the whilst demand may be currently low, there is evidence to suggest this may be down to the lack of promotion of the service and demand may sharply rise now that the personal adviser roles supporting care leavers are in place.

1.11 Witnesses and Evidence Gathered

Public hearings were held with the following Ministers:

- Minister for Children and Housing – 30th October 2020
- Minister for Home Affairs – 30th October 2020
- Minister for Education – 9th November 2020

Responses to written questions were received from the following Ministers:

- Chief Minister
- Minister for Education
- Minister for Home Affairs
- Minister for Children and Housing

Requests for written submissions were sent to 29 stakeholders and responses were received from the following:

- Best Start Partnership
- Brighter Futures
- Brightly
- Children’s Commissioner
- Every Child Our Future
- Jersey Child Care Trust
- JCSA Prospect
- Jersey Cares
- Jersey Fire and Rescue Service Association
- Jersey Police Authority
- Jersey Probation and After Care Service
- States of Jersey Police Force Association
- Unite the Union

To view all the submissions, responses to written questions and public hearing transcripts, please visit the [review page](#) on the States Assembly website.

Appendix 1

Terms of Reference

**Government Plan 2021 - 2024
Terms of Reference**

1. To undertake a review of the sections/projects of the Government Plan 2021- 2024, as allocated²¹⁶ by the Government Plan Review Panel.
2. To determine whether those projects align with Ongoing Initiatives, Common Themes and, ultimately, Common Strategic Priorities.
3. To consider whether the resources allocated to the projects is sufficient or excessive.
4. To review of the success or otherwise of projects agreed in the previous Government Plan for 2020.

²¹⁶ 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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