

Corporate Parenting Board

(4th Meeting)

17th February 2025

**Part A (Non-Exempt)**

All members were present, with the exception of Connétables R. Vibert of St. Peter, Minister for Children and Families and K. Shenton-Stone of St. Martin, Representative of the Comité des Connétables and Deputies S.Y. Mézec of St. Helier South, Minister for Housing and T.J.A. Binet of St. Saviour, Minister for Health and Social Services, from whom apologies had been received.

Deputy M.R. Ferey of St. Saviour, Assistant Minister for Children and Families, Chair (in lieu of the Minister)

Deputy R.J. Ward of St. Helier Central, Minister for Education and Lifelong Learning

Deputy M.R. Le Hegarat of St. Helier North, Minister for Justice and Home Affairs (for a time)

Deputy A. Howell of St. John, St. Lawrence and Trinity, Assistant Minister for Health and Social Services (in lieu of the Minister)

In attendance -

D. Marriott, Director, Children's Services, Children, Young People, Education and Skills Department

A. Heaven, Assistant Director, Policy, Cabinet Office

N. Crick, Head of Service, Corporate Parenting, Health and Social Services Department (for a time)

S. Butterworth, Interim Head of Service, Standards and Quality, Children, Young People, Education and Skills Department

S. Phillips, Head of Informatics, Children, Young People, Education and Skills Department

V. Bisson, Service Manager for Vulnerable Children and Virtual School Headteacher, Children, Young People, Education and Skills Department

J. Lancaster-Adlam, Interim Associate Director of Education, Children, Young People, Education and Skills Department (via Teams)

R. Smith, Chief Officer, States of Jersey Police

M. Keith, Private Secretary, Cabinet Office (via Teams)

C. Fearn, Secretariat Officer, Specialist Secretariat, States Greffe

Note: The Minutes of this meeting comprise Part A only.

Minutes. A1. The Minutes of the meeting of 4th December 2024, having previously been circulated, were taken as read and were confirmed, subject to a minor amendment.

Matters arising. A2. The Board, with reference to its Minute No. A10 of 4th December 2024, discussed the following outstanding actions –

- it was noted that further work was required to facilitate the implementation of the local care offer of £3,500 per young person leaving care, and Ms. D. Marriott, Director, Children's Services, Children, Young People, Education and Skills Department undertook to provide an update at the next scheduled meeting

of the Board; and

- the Board was advised that confirmation of the number of care leavers resident at HMP La Moye was still awaited from Jersey Cares. Deputy M.R. Ferey of St. Saviour, Assistant Minister for Children and Families, Chair requested that this information be pursued.

Sub-Groups:  
Draft Action  
Plans.

A3. The Board, with reference to its Minute No. A3 of 4th December 2024, received and noted a report entitled ‘Sub-Group Update – Draft Action Plans’, dated 17th February 2025, which had been prepared by Messrs A. Heaven, Assistant Director, Policy, Cabinet Office and N. Crick, Head of Service, Corporate Parenting, Health and Social Services Department.

It was recalled that the Board had adopted a thematic approach to improving outcomes for care experienced children and those currently in care, and the 4 key themes within this approach were as follows –

- education and personal development;
- health and wellbeing;
- inclusion and respect (participation); and
- creating safe, loving and stable homes.

It was further recalled that Sub-Groups, membership of which was drawn from across Government and the voluntary sector, had been created in connexion with the 4 focus areas. The Board noted that each Sub-Group had agreed Terms of Reference and had met at least once since the last meeting of the Board. Deputy R.J. Ward of St. Helier Central, Minister for Education and Lifelong Learning highlighted his support for involving students, including children in care and care leavers, in developing an improvement strategy for 16-plus education pathways, which aligned with the focus areas of the Education and Personal Development and the Included and Respected (Participation) Sub-Groups. The Minister also suggested that access to the Sub-Group Teams channels would be beneficial to ensure that he was kept apprised of progress, and officers undertook to make the necessary arrangements.

A draft action plan comprising 5 priorities and associated actions had been developed for each of the Sub-Groups, and it was envisaged that the actions would be delivered in 2025 in order to create sustainable momentum to support further activity in 2026. The Board noted the draft action plans for each of the Sub-Groups, which comprised the 5 principal objectives, the lead groups allocated to each priority, the associated actions, the delivery dates and the progress status. In response to concerns regarding the potential for a lack of accountability due to difficulties in tangibly measuring the outcomes of some of the actions, the Board was advised that the draft plans would be revised and re-presented at the next scheduled meeting of the Board, and quarterly updates on progression against the actions would be provided.

Children in  
Care Council:  
update.

A4. The Board, with reference to its Minute No. A5 of 4th December 2024, received and noted a report entitled ‘Corporate Parenting Sub-Group: Included and Respected’, dated 31st January 2025, which had been prepared by Ms. S. Butterworth, Interim Head of Service, Standards and Quality, Children, Young People, Education and Skills Department (CYPES). The Board also received an associated PowerPoint presentation.

It was recalled that the Included and Respected (Participation) Sub-Group had been created to focus on enhancing participation for children in care and care experienced young people, to include engagement with the developing Children in Care Council (CICC). Ms. Butterworth was mindful of the length of time required to build trusted

relationships with care experienced children and young people, and the importance of ensuring that the implementation of the CICC remained flexible, adaptable and receptive to feedback was highlighted.

The Board was advised that Ms. Butterworth had assumed the role of Chair of the Sub-Group, and Ms. L. Campbell, Independent Reviewing Officer Manager, Health and Social Services Department, would oversee the implementation and delivery of the CICC. The recently appointed Chief Executive Officer of Jersey Cares, Ms. S. Richardson, had requested that the charity be represented in the membership of the Sub-Group, which would be enacted from its next meeting. Ms. Butterworth appraised the Board of the governance arrangements for the Sub-Group, which included the production of quarterly reports for presentation to the Board, the inclusion of representatives from Arm's Length Organisations, and the occurrence of quarterly meetings between each of the Sub-Group Chairs to identify commonalities and promote a collaborative approach.

The Board was informed that meetings with community partners had taken place in January 2025 to consider their involvement in supporting CICC events, and the Director of the Butterfly Café had been consulted regarding collaboration in disseminating information about upcoming events and facilitating activities. Further meetings with community partners would be planned to explore additional activities, which would offer senior leaders in Children's Services the opportunity to engage informally with children and young people. Ms. Butterworth advised that the Sub-Group had planned 3 primary events for 2025, to be supplemented by informal gatherings, which comprised 'Come Dine with Me' events with the leadership team, a beach barbeque event in August 2025, and a Christmas Dinner drop-in session. The inaugural informal gathering had been scheduled for 13th February 2025, with support from the Peer Mentoring Lead to ensure a level of independence from Children's Services.

With regard to participation activities for children in care and care leavers, it was recalled that planning was underway for a celebration event to be held in September 2025, which would commemorate their achievements and successes. An initial preparation meeting with the Co-Chair of the Education and Personal Development Sub-Group would take place in February 2025. The Board was advised that participation champions would be developed within Children's Services to promote activities and increase attendance. Targeted communications would be shared at weekly meetings together with articles in the 'Pulse' online newsletter to raise awareness of the strategic direction and individual responsibilities to amplify the voice of the child. An 'opt-out' approach had also been adopted with regard to the provision of independent advocacy for care experienced children and young people from Jersey Cares. Additionally, the Board was informed that a meeting with the Heads of Service for Residential Improvement had been scheduled for February 2025, to discuss the consultation process for children and young people as part of the Residential Reform Programme.

The Board further recalled that the Bright Spots survey, which had been carried out across several local authorities in England, had been commissioned to seek responses from children and young people in care about the quality of their care experience in Jersey. Ms. Butterworth advised that a plan had been developed to address the feedback from the survey, which focused on the following areas –

- listening to children and young people;
- involving children and young people in decision making;
- supporting children to understand their journey into and through care; and
- building trusted relationships.

The plan would be integrated into the efforts of the other Sub-Groups and presented at the informal event on 13th February 2025, and it would also be shared with children in care *via* their Independent Reviewing Officers. Furthermore, the Board was advised that a video explaining the role and duties of a corporate parent to children and young people had been updated to include the notion that respect was expected from both organisations and children and young people to foster constructive relationships.

Virtual School:  
report.

A5. The Board received and noted a report, entitled ‘Virtual School Report’, dated 17th February 2025, which had been prepared by Ms. V. Bisson, Service Manager for Vulnerable Children and Virtual School Headteacher, Children, Young People, Education and Skills Department, in connexion with the priorities for the Jersey Virtual School (JVS).

It was noted that JVS had been administered in its current format since 2021 and focused on consolidating relationships with schools to remove barriers to the successful learning of children in care. As part of this focus, JVS had offered training programmes to a wide range of stakeholders regarding the development of effective Personal Education Plans (PEPs), for which an electronic platform had been developed, to guarantee improved educational outcomes for children in care. Ms. Bisson advised that the PEPs budget was sourced from the Jersey Premium Board, and that each school had a designated teacher responsible for students in care. The Board was advised that pathways for children in care once they reached the age of 16, alongside Articles 12 and 13 of the United Nations Convention on the Rights of a Child, had been priorities for all stakeholders, and a Transition Lead role had been created to secure the transition process from statutory school age to 16-plus pathways. This work was further supported by providing all children in care with access to 16-plus pathway planning from Year 9 (13 to 14 years old).

The Board noted the 2025 priorities for JVS as follows –

- increasing attendance of children in care at school;
- ensuring no child in care was suspended, unless for a serious incident, of which the Virtual Headteacher had to be informed; and
- ensuring all children in care were provided with a full educational offer.

The Board noted statistics for the annual attendance of children in care at school for the academic year 2024 - 2025, which represented an increase in attendance of approximately 4 per cent in comparison to 2023 - 2024. The Board was advised that statutory intervention occurred when a child’s attendance reached 85 per cent or below, with persistent absence recorded as any attendance below 90 per cent. Of the current cohort there were 8 students with persistent absences, and Ms. Bisson advised that extensive work was ongoing to support children not attending school, including regular multiagency meetings.

Statistics relating to suspensions of children in care were also presented, which demonstrated that the number of suspensions had remained consistent with previous years. The Board was advised that headteachers had been reminded that no child in care should be suspended, unless in the absence of any other option due to the serious nature of the incident, in which case the Virtual Headteacher must be informed. It was noted that disruption was the second most common reason for suspension notwithstanding ‘other’, and Ms. Bisson advised that headteachers had been asked to only suspend children in care for serious offences in an effort to reduce this figure. Concerns were raised regarding the effectiveness of suspension as a deterrent for disruptive behaviour and the impact on the suspended child’s education, and the Board was advised that it was envisaged that children in care who had been

suspended for significant incidents would be taken to a new specialist therapeutic unit, to ensure they remained purposefully engaged in an educational environment.

Ms. Bisson advised that system performance measures had been included in the Corporate Parenting data dashboard (Minute No. A6 of the current meeting refers), which would continue to measure the impact of collaborative working to improve the educational outcomes of children in care and care leavers.

Corporate  
Parenting data  
dashboard:  
update.

A6. The Board, with reference to its Minute No. A7 of 4th December 2024, received a PowerPoint presentation and heard from Ms. S. Phillips, Head of Informatics, Children, Young People, Education and Skills Department (CYPES) in connexion with the ongoing development of the Corporate Parenting data dashboard.

It was recalled that the dashboard had been developed by analysts from the States of Jersey Police and CYPES, with the aim of consolidating a meaningful set of indicators to measure tangible progress in improving outcomes for children in care and care experienced young people. Demographic data included in the dashboard related to children currently being looked after and care leavers, comprising details of outcomes in respect of education, employment and accommodation, and gender and age statistics. Data pertaining to children in care reported as missing or involved in crime was also reported, alongside details of health assessments, risk factors, and interactions with Social Workers and Personal Advisors.

It was noted that 60 children and young people were currently in care and, of the 84 care leavers accounted for on the dashboard, 82 were deemed to be in suitable accommodation, with 2 living in unsuitable accommodation. The Board was advised that the overall number of children in care, particularly those below the age of 10, was significantly lower than the United Kingdom benchmark, which had invoked a departmental focus on early intervention as part of the Children's Services improvement plan (Minute No. A7 of the current meeting refers). The number of care leavers living in Jersey remained unchanged at 65, of which 8 were younger than 18 years of age. A graph detailing patterns of care between January 2022 and December 2024 was noted, alongside graphs demonstrating levels of placement stability. With regard to placement moves, the percentage of children in care who had had 3 or more placement moves in a 12 month period was displayed, compared to the CYPES target of 10 per cent or below. As at December 2024, the figure stood at 10 per cent, which represented a decrease of 9 per cent in comparison to 2023 and aligned with the comparable figure across England. Turning to stable homes, the percentage of children in care who had been looked after for 2.5 years and had been in the same placement for 2 years was presented, in comparison to the CYPES target of 74 per cent or above. It was noted that long term placement stability was recorded as 43 per cent as at December 2024, which was below the target and represented a 21 per cent decrease compared to 2022. The Board was advised that a lack of availability for foster care placements had contributed to the reduced level of stability, as well as planned moves within the residential estate for some children, which had impacted the performance in this area. Work was ongoing to maintain and increase the number of foster carers on the Island.

It was noted that 431 missing reports concerning children in care had been received in 2024, which represented a decrease of 7 in comparison to 2023. However, the number of crimes committed by children in care whilst registered as missing had increased from 17 in 2023 to 25 in 2024. The Board noted that overall criminal activity perpetrated by children in care had also increased in comparison to 2023.

A discussion ensued regarding the importance of securing the provision of effective early intervention to disrupt familial patterns of offending, and strong views were

expressed with regard to the optimal solution for managing a small cohort of children in care responsible for repeatedly committing crimes, defying bail conditions and occupying significant policing resources. Conflicting perspectives were shared regarding the value of the withdrawal of liberty as an effective form of intervention, and the mechanisms to augment the preventability of children and young people in care engaging in criminality. It was highlighted that youth crime comprised 28 per cent of total crime across the Island, producing extensive budgetary demands and leading to the secure unit being occupied at full capacity, which was unprecedented. The Board concurred that greater collaboration across agencies with responsibility for children and young people was required to generate a coordinated community effort in diverting children away from involvement with the criminal justice system. Ms. D. Marriott, Director, Children's Services, CYPES advised that the Youth Justice Plan, which would create more options for the diversion and disruption of criminality, would be implemented in collaboration with the Parishes.

The Board noted the position.

Children's  
Services:  
improvement  
plan.

A7. The Board received a PowerPoint presentation and heard from Ms. D. Marriott, Director, Children's Services, Children, Young People, Education and Skills Department (CYPES) in connexion with an improvement plan for Children's Services.

The Board noted the background to the improvement plan, which had arisen in response to the recommendations of the Independent Jersey Care Inquiry in 2017. The Children's Services Reform Programme had been established in 2023 but had been paused due to mobilisation challenges and leadership changes. The Board was advised that the Children's Services improvement plan, underpinned by an analysis of critical needs, was now in place, and had 3 areas of focus: supporting families, creating loving homes, and care and support. Ms. Marriott advised that Children's Services had identified 250 children in need, which represented one group who would benefit from the programme. The Board was apprised of the foundations underpinning the plan, which encompassed the service areas of workforce, commissioning, quality assurance, technology, administration, inspection and regulation, and finance. A projected timeline for the plan was noted, which highlighted the need for continued momentum following the productive definition of the plan and commitment from CYPES to guarantee a high performing childcare system by 2029.

With regard to supporting families, Ms. Marriott advised that the plan aimed to implement a collaborative approach to meeting children's needs at the earliest opportunity, which would involve the development of a multidisciplinary service to include targeted adolescent support for families. It was envisaged that the quality of the service would be strengthened through improved oversight of the system, and the workforce would be redesigned to ensure a model of delivery capable of providing a high level of care and support. As part of the focus on creating loving homes, the Board was advised that a coherent needs analysis had been undertaken to inform the reconfiguration of the Children's Services residential estate, which would include the establishment of an estate strategy and capital investment plan. A so-called 'Mockingbird Family Model' for foster care would also be piloted to increase the number of foster homes available, and additional homes for young people aged 16 – 19 would be created to promote independence. Turning to the improvement of quality of care and support to children in care and care leavers, it was recalled that the Board had adopted a thematic approach to the oversight of its corporate parenting function. Ms. Marriott advised that the plan aimed to further improve governance structures and create accountability for its delivery, to drive the amelioration of corporate parenting functions and to improve political

responsibility. This area of focus also included efforts to enhance participation to sustain the engagement of children in care and care leavers in the design and delivery of their care and support, which incorporated the creation of the Children in Care Council.

The Board was apprised of plans for the reconfiguration of the residential estate, which included provisions for a specialist secure site with a therapeutic approach for children with complex needs, and a multidisciplinary team to provide comprehensive support. The estate would include small group homes for children aged 10 to 17, with additional facilities for young people aged 16 to 19 who required supported accommodation to prepare for independent living. Ms. Marriott advised that outreach support would be provided to assist young people in maintaining successful tenancies, commissioning capacity would be upgraded to acquire high quality off-Island placements, and the registration process would be altered to support a more proportionate approach to the regulation of residential care for children. The Board noted proposals to redevelop several units across the residential estate, including the secure unit, and to create a solo inherent jurisdiction unit. A site-based approach would be utilised, which would include 2 teams covering 4 residential units, and the development of specialist education, training and vocational development would commence in quarter 4 of 2026.

The Board noted the position.

Collation of  
agreed actions.

A8. The Board noted the following actions arising from the meeting –

- an update on the financial offer to care leavers would be developed and presented at the next scheduled meeting of the Board;
- Jersey Cares would confirm the number of care leavers currently resident at HMP La Moye;
- the Minister for Education and Lifelong learning would be provided with access to the Teams channels for each of the Sub-Groups; and
- the draft action plans for the Sub-Groups would be revised and re-presented at the next scheduled meeting of the Board.

Date of next  
meeting.

A9. The Board noted that the next scheduled meeting would be held on 22nd May 2025 at 12.00 pm.