

# 2024 Business Plan – CYPES

Chief Officer: Rob Sainsbury

Minister(s):

Deputy Rob Ward – Minister for Education & Lifelong Learning

Connétable Richard Vibert – Minister for Children & Families

Information on department purpose, context and structure can be found on gov.je: [Children, Young People, Education and Skills Department \(gov.je\)](#)

Information on department finances and resources can be found in the Government Plan Annex: [Government plan](#)

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## Key Objectives

Our key department objectives for 2024 are aligned with Children, Young People and Families' Plan 2024-2027.

### Early Years

Children's needs, and the demands placed on families, have become increasingly complex in Jersey, exacerbated by the high cost-of-living and fewer nursery spaces being available.

Any increase in an offer to parents must be aligned with an increase in nursery and childcare spaces, so we must do this in a coordinated way. While the intention is to move towards a universal offer for 2 to 3-year-olds, we will start by extending nursery and childcare provision, to children aged 2 to 3 years with additional needs. To help increase nursery spaces, we will pilot ways to access unused spaces in our primary school nurseries, and we will review the availability of spaces in St Helier - where the demand is highest - and also across the Island.

We will work with the sector to improve recruitment and retention, and to incentivise training and development for this critical profession. Improving our childcare provision will positively impact lifelong outcomes for our children and will also benefit the economy by enabling parents to return to work.

Three year index linked NEF funding has been agreed. This resolves financial negotiations, creating capacity to focus on delivering the above CSP objectives.

### School Food

The existing project funded through the Government plan 2022 aimed to extend the pilot School Meal programme to all maintained primary schools and associated pre-school nurseries by the end of 2024. Since this funding was approved five more schools have hot food available. The model of delivery requires serveries to be built in each primary school. As at June 2024 meals are available in 12 maintained primary schools, produced by two food providers utilising different models of delivery. A total of 26 staff have so far been recruited working either 15 or 25 hours per week.

During the second half of 2024 building works will be programmed for 13 schools and additional staff will be recruited to each school. Free secondary school meal provision will also be piloted with the intention to roll-out in 2025.

## **Lifelong Learning (including NEET)**

Until 2024 the Jersey Youth Service and Highlands College both offered provisions to cater for young people Not in Education, Employment or Training (NEET), with Skills Jersey tracking the destinations of young people leaving education and offering careers advice. This approach was disjointed with areas of duplication, and which required a manual process to identify the destination of students post 16. During the first half of this year duplication of training offerings have been removed with further options being trialled with students in the second half of the year. A wider reaching trial will take place from September onwards and promoted publicly to capture any unknown NEET individuals (up to the age 25) with the aim of reducing the ‘unknown’ destinations for young people.

The new re-engaged provision at Highlands will continue, and from September, Jersey Youth Service will be standing up additional provision, tailored to those hardest to reach.

A targeted communication will highlight these options to individuals who are NEET or at risk of being NEET in the future.

In addition, industry skills working groups will identify future skills needs and information mapped against vacancy and labour data. This will ensure skills improvement plans will inform the likely skills needs of the Island to help match supply and demand. Streamlining the delivery of apprenticeships in Jersey will also be explored.

A review of legislation and policy regarding the age of participation in education, employment and training for all young people up to the age of 18 will be undertaken.

## **Children’s Service Improvement Programme**

In 2023, the Government Plan 2023-26 pledged £6.54 million investment per annum to deliver system wide reform for the purposes of securing effective preventative support and high-quality care for Jersey’s children, recognising that shortfalls remained in the quality and effectiveness of service delivery. As part of the reforms, in 2023, the Chief Officer (CYPES) directed the creation of a Children’s Services Improvement Programme, setting an ambitious plan for improving services for children made up of six core workstreams.

- Child and Family Experience
- Sufficiency
- Early Help and prevention
- Practice improvement
- Service improvement
- Workforce

Following the development of the outline plan, extensive work is underway in 2024 to streamline the plan, to ensure it is focused on the areas of priority and transformation needed to deliver system wide reform.

The improvement programme will be refreshed and updated in the coming months as the new team are onboarded and reviews are completed. This will include focus across a number of critical areas. This includes a reshape of the improvement programme, including the sufficiency strand, with increased focus on the residential estate in its own right given the extensive risk and cost of this part of the reform.

Corporate parenting will continue to be strengthened through development of a more structured programme of delivery, as well as training and development for Corporate Parenting Board members so they are clearer about their roles and responsibilities. Practice will continue to be subject to continuous scrutiny, through both improving the quality assurance function within the service, but also in strengthening the quality of practice through more focused improvement activity and strengthening managerial oversight and grip.

### **Town Primary School Estate**

There is an aspiration to have fewer, larger schools in the town area, which will address aging school buildings, meet modern size requirements (both internally and externally), are designed to be inclusive, support the delivery of today's curriculum and are efficient in terms of ongoing running costs (both buildings and staffing). This will require a new school to be built in the town area and will result in older, smaller schools being closed and La Passerelle Primary School to be relocated to a permanent home.

In addition to this Rouge Bouillon School is in need of redevelopment as the building and site no longer provides for a modern-day education to support children and their families.

Officers from the Children, Young People, Education and Skills Department, Jersey Property Holdings and the Department for Infrastructure and Environment will continue to work together to secure a site for the new town primary school. Plans will also be agreed and developed during 2024 with a planning application submitted in 2025. Alongside this, the site for a rebuilt Rouge Bouillon will be agreed, which will include plans and timescales for how the school will be redeveloped.

La Passerelle Primary School will be incorporated into the new Town Primary School design. The current La Passerelle secondary provision at Greenfields site will relocate in Q4 2025 to the former La Sente Primary building on the Highlands Campus. This will include the full refurbishment of the school building and adjacent residential unit.

CYPES will also ensure they undertake projects that become available to us throughout the year.

### **CAMHS ADHD / Autism Assessment**

The CAMHS Neurodevelopmental Service was a new service launched in 2023 and the service received a record number of referrals for Neurodevelopmental diagnostic assessments. In 2023, there were 489 referrals for Attention Deficit Hyperactivity Disorder (ADHD) assessments, compared to 51 in 2020; and 310 autism assessment referrals, compared to 80 in 2020.

This new service delivered a record number of 426 diagnostic assessments of Autism and ADHD in 2023. The service also introduced the assessment of Fetal Alcohol Spectrum Disorder (FASD), with the appointment of a new community paediatrician. Due to the significant increase in neurodevelopmental referrals, assessments were completed on average within 38 weeks, rising to 49 weeks quarter 1 2024. This was not as quick as we would like.

With the rising referral rate, and referrals exceeding diagnostic capacity, more resources were deemed essential to reduce waiting times. Additional funding was allocated in 2024 to support the Neurodevelopmental service contract out additional assessments.

In response to the increase in referral numbers the service is currently in the process of re-designing the ADHD and autism assessment pathways. The service is currently training up staff

to carry out diagnostic assessments, organising facilities to offer a variety of clinics, setting up MDT supervisory & diagnostic meetings, re-modelling the diagnostic and support models to ensure we are using our staffing resources as effectively and as efficiently as possible.

Both new ways of operating are due to commence in September 2024. With additional capacity and inhouse processes it is hoped to see a reduction in the current waiting time by end of the year.

### **Terms and Conditions of school staff**

Working under the States Employment Board (SEB), senior officers from Children, Young People, Education and Skills Department (CYPES) and the Cabinet Officer are working in conjunction with all education-side unions and school leaders to review and renew the Terms and Conditions (T&Cs) of school staff. Three discreet reviews are to be delivered in 2024:

1. A review of the T&Cs for teachers in Government of Jersey schools and colleges.
2. A review of the T&Cs for school leaders, who lead and manage our schools, and
3. A review of the Teaching Assistant Framework (TAF), for those who undertake vital support work to children, young people and teachers in schools.

It is agreed these are out of date and do not reflect current professional practice nor the needs present in the school population in Jersey.

The ongoing reviews have full support of the unions. The commitment to undertake both the teachers' and school leaders' T&C reviews were pivotal to resolving the 2023-24 disputes with the respective unions, and the industrial actions that ensued. Very good progress has been made across all three reviews, with an interim report being provided to SEB during the summer.

The respective reviews are realistic in considering a phased introduction of T&C reform and improvement over several years.

### **Efficient Investment**

Ensuring the department is improving value for money in the delivery of the department's services by:

- improving continuity in care, support and reducing duplication in processes,
- ensuring efficient budgetary control and working to ensure future affordability and sustainability of services; and
- demonstrating effective leadership by embedding the systems and processes that drive a culture of quality, safety, learning and continuous improvement

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## **Service Performance Measures**

Service Performance Measures provide an overview of short-term performance across the Department. In addition, a broad range of outcome measures have been identified in the Children Young People and Families' Plan 2024-2027 which reflect the cross-departmental

approach required to ensure that all children have an equal opportunity to be safe, flourish and fulfil their potential.

Our department's service performance measures for 2024 are listed below.

## **Early Help**

% of children referred to Early Help by Children's Social Care who are allocated a lead worker

## **CAMHS**

Average waiting time for CAMHS assessment (CAMHS generic, days)

Average waiting time for CAMHS assessment (neurodevelopmental, weeks)

## **Children's Social Care**

% re-referrals to Children's Social Care in 12 months

% MASH enquiries completed within 24 hours

% Child and Family Assessments completed within 45 days

% of children who have a repeat Child Protection Plan within two years

% of children who have been looked after for 2.5 years or more and have been in the same placement for 2 years (long term placement stability)

% Care Leavers in Education, Employment or Training

% Care Leavers living in suitable accommodation

## **Jersey Youth Service**

% of school pupils aged 10-16 using Jersey Youth Service projects

## **Education**

Average rate of exclusions from school

% of pupils persistently absent from school (ie missed 10% or more sessions)

% of reception children who attended government schools achieving expected level of development

% of pupils who attended Government of Jersey schools assessed as reaching age-related expectations in reading, writing and mathematics at end of KS1

% of pupils who attended government of Jersey schools assessed as reaching age-related expectations in reading, writing and mathematics at end of KS2

% of pupils achieving an English and mathematics GCSE (or equivalent) – at grades 4 and above

Average Point Score at Key Stage 5

### **Highlands College**

% of Highlands College graduates in employment, training or further study 2 months after finishing their course

### **Skills Jersey**

% of students engaged in coaching and mentoring who achieve a positive destination

% of apprentices who complete their apprenticeship