



## Corporate Parenting Meeting

24<sup>th</sup> January 2022

MINUTES



## **Corporate Parenting 24th January 2022 15:30-17:30**

### **ATTENDEES**

Minister for Children and Education, Chair  
Assistant Minister for Children and Education and Health and Social Services  
Assistant Minister for Children and Education  
Minister for Home Affairs  
Minister for Housing  
Care Ambassadors  
Chief Executive Officer  
Children's Commissioner  
Director of Safeguarding and Care  
Group Director of Integrated Services and Commissioning  
Head of CYPES Informatics  
Head of Office CYPES  
Interim Director General of CYPES  
Lead Social Worker  
Mentor and Participation Co-ordinator  
Minute Taker, Research and Administration Officer  
Private Secretary - Minister for Children and Education  
Representative from the Comité des Connétables  
Senior Policy Officer  
Team Manager System Redesign and Commissioning

### **1. Welcome and Apologies**

- 1.1 The Minister welcomed the Care Ambassadors and thanked them for their valued input to the Board.
- 1.2 The Minister noted the following apologies:

Independent Reviewing Team Manager  
Head of Policy CYPES  
Representative from the Children, Education and Home Affairs Scrutiny Panel  
Representative of Jersey Cares  
Representative of Brightly  
Minister for Health and Social Services

### **2 Previous Minutes and Actions**

# Corporate Parenting



2.1 The Minister reviewed the actions from the previous meeting:

Arrange Corporate Parenting Board Meetings after 15:30. This action had been completed.

Produce a set of minutes for the Corporate Parenting Board suitable for young readers to understand. This action had been completed.

Future meetings to be held in an informal space with the Children in Care Council. This action was complete, with the meeting being held at Liberte House.

To share the joint agenda with the Children in Care Council before each Corporate Parenting Board meeting. This had been completed. However, the Mentor and Participation Co-ordinator noted that it would be helpful if papers were circulated a little sooner to allow the Care Ambassadors time to read documents.

To provide presentation training for the Children in Care Council. The Mentor and Participation Co-ordinator noted that the Care Ambassadors hoped to provide training to Senior Leaders, and would therefore need support with presentation skills. Registered Managers in homes could provide support for this and help provide training support.

Board members to meet and attend a Children in Care Council meeting to introduce themselves. The Heads of Service were going to meet the Care Ambassadors during the February meeting.

Add the Housing Minister and appropriate officers to future Corporate Parenting Board meetings. The Housing Minister had been invited to future Corporate Parenting Boards.

Co-Produce a Corporate Parenting Strategy with the Children in Care Council. An update on this ongoing action was to be covered as an agenda item in this meeting.

Provide support setting up a Young Inspectors Sub-Group. This action was ongoing. The Mentor and Participation Co-ordinator noted that the Care Ambassadors decided on their priorities and they had a busy schedule during the last few months.

Look at the decision-making structures and the need for a Silver/ Gold Command Group going forwards. This was to be covered as an agenda item in the meeting.

Discuss appropriate strategic representative and stakeholders from Health Care Services to be included in Board membership. This was to be covered as an agenda item in the meeting and the Board's Terms of Reference were to be reviewed.

2.2 The Minutes of the previous meeting held on 20th September 2021 were approved.

## **3 Feedback from Senior Manager's Event**

3.1 The CEO noted that the Corporate Parenting Board was important for the outcomes of young people in care. In other jurisdictions a CEO might chair a similar Board, and it was important for the CEO to be invited to this Board so both political and operational priorities could be aligned to prioritise the needs of those in care. Rather than keeping the discussion merely within the framework of CYPES, the CEO's involvement would help keep corporate parenting high on the agenda in other Government departments. Corporate parenting needed to be grounded in the day-to-day ways of working. This Board would help keep corporate parenting high on the CEO's agenda. The CEO discussed the corporate parenting event for senior managers, which followed a similar event two years previously, where the Mentor and Participation Co-ordinator had been a guest speaker. The event raised the profile of corporate parenting, making the voices of young people and their experience central to practice. There was feedback that it was upsetting to see that things hadn't moved on in the past two years. There was still room for improvement. The CEO would need to ask departments outside of CYPES to support corporate parenting objectives by setting their own priorities and targets. It was important to convert feelings of concern into improvements and practical actions.

3.2 The Senior Policy Officer noted that in the draft Children and Young People's Law, all Ministers and Departments are corporate parents. The Group Director of Integrated Services and Commissioning noted that there had been a senior leadership meeting in January 2019, where Director Generals had subsequently set out how they might contribute to being good parents.

3.3 The Interim Director General of CYPES noted the importance of capturing impactful outputs both strategically and operationally. It was important to gather statistics to get a better operational view of what was contributing to good outcomes from a policy perspective. It would help to look at pathways and processes to improve these for children looked after and care leavers. It was important to examine how the senior leadership teams of different departments interfaced to contribute to corporate parenting outcomes. To achieve this, it was important to set targets and design performance indicators to evidence outcomes. Regarding the pledges of the Care Ambassadors, the Interim Director General of CYPES was keen to turn "you said.. we will" to "you said.. we did". The Group Director of Integrated Services and Commissioning noted that it had been suggested that corporate parenting targets were included in appraisals and development plans.

3.4 The Minister noted that the event for senior managers had included some powerful speakers, who were brave to give their stories. These experiences highlighted areas where the Government was failing. He provided the example of having the right technology provided in care homes and apprenticeships for care leavers. The event had generated powerful feedback and made managers think about corporate parenting in a broader context.

3.5 The Director of Safeguarding and Care noted that due to Covid-19 many priorities and resources had been directed elsewhere. However, the CEO highlighted feedback from CLS colleagues that the offer for care leavers had been strengthened. He felt that we were in a better place than two years ago and heading in the right direction. These improvements needed to be captured and evidenced. The Minister noted that it was important that feedback and voices were captured in the event. The Director of Safeguarding and Care noted that this feedback would be captured in a booklet. The CEO felt that future corporate parenting events would be needed for new politicians and senior leaders to help keep this high on the agenda. The Team Manager System Redesign and Commissioning suggested contacting the States Greffe to include corporate parenting in the induction for new politicians. The Children's Commissioner agreed to work with any States Members who were interested in the Rights Respecting Manifesto.

## **4 Care Ambassadors: Pledges and Priorities**

4.1 The Care Ambassadors outlined the eight pledges that they would like Ministers and the Government to make to them:

1. Make our voice your priority, actively listen to us
2. All care experienced children and young people will have safe, stable and loving homes
3. Recognise our needs and promote our individuality
4. Ensure your staff are trauma informed and use strength-based language
5. Make sure what you say I can do is available
6. Empower children and young people to be the best versions of themselves
7. Involve and include us in decisions about us
8. Prioritise relationships, care and connection

This included inviting senior leaders to meet the Care Ambassadors and creating a strength-based language guide booklet with preferred terminology. The Care Ambassadors would co-create a corporate parenting strategy with leaders and the Minister.

4.2 The Minister thanked the Care Ambassadors for the powerful pledges. He asked the Care Ambassadors what the impact of achieving these pledges might look like. He suggested that the Care Ambassadors might have a discussion with policy officers, who could show them how policies and strategic priorities could be mapped onto their eight pledges.

4.3 The Care Ambassadors highlighted that it was also important to consider children looked after off-island within the group. The Interim Director General of CYPES was keen that the evaluation of care was linked to an experiential perspective. This would involve developing listening and understanding the voice of young people. It was important that children looked after were involved and included in decision making. The Interim Director General of CYPES noted a different way of measuring service delivery through the experience of carers. He noted that successful outcomes did not necessarily measure good experiences. The Director of Safeguarding and Care noted that it was important to amplify the voice of children in care. The children needed to

participate in decision making, to co-produce strategies. A Participation Strategy needed to be developed to do this. The Lead Social Worker highlighted the need for a Participation Strategy that would outline approaches and channels of communication to bring forward the voices and views of young people. The Care Ambassadors agreed that consultation and participation was important. The Group Director of Integrated Services and Commissioning enquired how to contact Care Ambassadors to arrange future meetings. The Mentor and Participation Co-ordinator confirmed that she could co-ordinate contact with the Care Ambassadors. The Mentor and Participation Co-ordinator noted the importance of moving pledges into place.

4.4 The Director of Safeguarding and Care noted that other jurisdictions had turned similar pledges into a self-assessment tool. The Care Ambassador's Young Inspectors Sub-Group could use their pledges to write an inspection framework. The care service could be held to account against the pledges. The Mentor and Participation Co-ordinator noted that the senior leadership team attending the Care Ambassador's meetings would help incorporate the voice of the Ambassadors. The Interim Director General of CYPES noted that this would be a different way of measuring achievement. Participation would provide a clear way of evaluating experiences of care. It was important to engage young people in co-design and co-delivery. The Minister felt that training on corporate parenting should be completed before signing the pledges, to help those pledging gain a greater insight into their role as corporate parents.

4.5 The Care Ambassadors enquired what details were recorded about their lives and experiences of care. The Head of CYPES Informatics noted that data was collected on work, education and accommodation. However, this data did not provide a rich enough picture, representing full care experiences. More experiences and data needed to be captured.

4.6 The Team Manager System Redesign and Commissioning suggested that before the draft Children and Young People's Law was lodged it was important to link in with the Care Ambassadors. The Mentor and Participation Co-ordinator noted that the Care Ambassadors chose their priorities going forward and this could be considered.

## **5 Terminology and Trauma Model**

5.1 The Director of Safeguarding and Care noted that terminology had been discussed regarding strength-based language in the pledges. It was important that staff were trauma informed and trained in using strength-based language. There was ongoing staff training in these areas. The Jersey trauma informed framework was based on the Scottish framework. This would help create a common understanding of trauma informed working, with an Island wide approach. Training was important to ensure that agreed terminology was used across CYPES and other Government Departments. Trauma informed working needed to be embedded in all professional practices. The Minister was keen to ensure that training was consistent, and this was incorporated within the Jersey Children First Practice Framework. The Group Director of Integrated Services and Commissioning highlighted that it was important that anyone working with children used the same language, with plain English. It was important to have



consistent terminology for assessments and in practice models. She suggested that it was necessary to re-invigorate the practice models and provide consistent training. The Lead Social Worker agreed that it was important to re-visit and re-launch the practice model, in a restorative and strength-based manner. There was a strong foundation on which to build.

## **6 CYPES Sufficiency Strategy**

6.1 The Team Manager System Redesign and Commissioning presented the Sufficiency Strategy. She sought support from the Board and the Care Ambassadors for the delivery of the strategy going forward. In the UK the Sufficiency Strategy is a legal requirement where local authorities take steps to secure appropriate accommodation in the local area for children looked after. Jersey needed to develop a Sufficiency Strategy as driven by local legislation, the Independent Care Inquiry and the Ofsted Inspection of Children's and Social Work Services. The Team Manager System Redesign and Commissioning also highlighted some quotes that provided an experiential perspective, demonstrating the need for a Sufficiency Strategy. The aim of the Strategy was to allow children to remain at home with families where it was safe and provide support for families with early intervention. If possible, it was important to prevent children going into care. Securing the right home and support needs for a child or young person is a vital step in ensuring stability and permanence in care. The vision for the Sufficiency Strategy covered all children and young people under 25 years who require specialist accommodation support outside of the family home. This Strategy was to cover a long period of the next ten years. This would be a family first policy, striving to support children to remain at home wherever possible. Early interventions include universal and targeted support, such as short breaks, early help, universal and specialist parenting support, Wellbeing and CAMHS support, crisis management and wider corporate parenting responsibilities that support families staying together. The Sufficiency Strategy interfaced with a number of other programmes including Intensive Youth Support, Children and Young People's Emotional Wellbeing and Mental Health Strategy, Children's Home Improvement Plan, Intensive Foster Carers, the Education Reform Programme and the Inclusion Review.

6.2 The Team Manager System Redesign and Commissioning outlined the project's objectives and deliverables including decreasing off-island placements, more families staying together, increasing intensive foster carers on island and a longer-term reduction in children's residential care homes. There would be an increase in supported living provisions for children aged between 16-25 years of age. The deliverables would ensure high quality interventions to support children to remain at home wherever possible, hearing the voice of children. Care leavers would be supported to thrive in adulthood. However, the Control of Housing and Work Law and process of HAWAG Board were outside the scope of the Strategy.

6.3 The timeline for the project was also discussed, including the involvement of the Care Ambassadors. The Minister was keen that the Sufficiency Strategy was not rushed before the election. He stressed that it was important to get the Strategy right the first time, even if this took longer.

6.4 The Minister for Housing acknowledged the wider issue of housing supply. There was a goal to improve supply in the private sector by 2025 and earlier if possible. The Minister for Housing noted his strong working relationship with Officers and the importance of ensuring the right housing was supplied for those in care and care leavers.

6.5 The Senior Policy Officer enquired if the new 'staying put provisions' for young people in care were incorporated in the Strategy. The Team Manager System Redesign and Commissioning noted that a number of young people over 18 were staying with foster families. This was a massive achievement but had impacted on the number of available foster carers. The Director of Safeguarding and Care noted the short fall in foster carers, associated with accommodation availability and remuneration. He acknowledged that the Government might need to provide the right accommodation for foster carers and improve remuneration.

## **7 Co-Produce a Government wide Corporate Parenting Strategy: Update and Decision-Making Structures: Update**

7.1 The Director of Safeguarding and Care discussed items 7 and 8 on the agenda. He stressed that it was vital that the Corporate Parenting Strategy was co-produced with those in care. It should be produced with the Care Ambassadors and other key stakeholders. It should outline the direction of travel and include housing, care, therapy, education and forge meaningful ongoing relationships. He felt that Jersey should be proud of what we do for the most vulnerable young adults and this should be one of the key performance indicators of the society we live in.

7.2 The Director of Safeguarding and Care shared the Independent Reviewing Team Manager's document outlining the Corporate Parenting Groups. The paper proposed refreshing the Terms of Reference and setting an ambitious agenda through the creation of several developments. It was important to involve the Care Ambassador's voices in the Board and also have the new CEO on the Corporate Parenting Board. It was proposed, moving forward, that the Government develops a Corporate Parenting Strategy for use across all departments, that aligns with the children in care and care leavers Government offers. The paper proposed that the Corporate Parenting Board consider the creation of a Government Corporate Parenting Lead, and that each area of Government has a Department Lead for Corporate Parenting. It was important to identify cross departmental ways of working going forward. The Director of Safeguarding and Care outlined a hub and spoke model, with CYPES at the centre working with other Government departments. The Corporate Parenting Leads would provide clear links within the Government. Departments could include their own Corporate Parenting KPIs with agreed objectives.

7.3 The Director of Safeguarding and Care considered the need for a gold or silver command group for escalations. It was important to get to a position where corporate parenting was everyone's business. Escalation could be conducted on a thematic basis, highlighting particular problems to the Corporate Parenting Board. He



suggested an architecture piece of work, identifying areas which were failing and putting together a strategy for providing feedback to the Corporate Parenting Board. The Corporate Parenting Board may set Strategy and Priorities, working with operational groups to receive feedback and implement Strategy and priorities.

7.4 The Minister expressed concern that there were too many Boards and multiagency meetings and not enough action. The Director of Safeguarding and Care highlighted that the Care Leavers Outcome Group and Children Looked After Partnership Board were operational groups. The Minister was keen that there needed to be a command group in the case of emergencies, incorporating departmental Corporate Parenting Leads. There needed to be some urgency for sudden housing needs, for example.

7.5 The Interim Director General of CYPES stressed that senior leaders could not influence practitioner-based decision making. He acknowledged the need to cut through issues or release resources quickly, but was keen that emergencies should be dealt with within the practice framework. There should be clear processes with professional agreement. In some instances, escalation might complicate matters. The Director of Safeguarding and Care agreed that processes should be in place for such urgent circumstances. The Interim Director General of CYPES was concerned that a command group might approach a problem from a different perspective from practitioners and cause extra confusion. The Director of Safeguarding and Care noted the importance of working with other stakeholders, such as Health and the Police, to ensure that the right policies were in place for seamless delivery. It might be important to work with stakeholders to create a log of issues that caused problems.

7.6 The Mentor and Participation Co-ordinator highlighted that having too many groups involved in helping a care receiver might be overwhelming. It might impact on the care receiver's ability to voice their concerns. It was important to have one person as a point of contact. Personal Advisors should feel empowered to approach the right people in Government to provide solutions. The Personal Advisors could help care leavers navigate the complexities of Government departments to access the right help. The Care Ambassadors highlighted that having multiple groups involved would take up a lot of time and it was important that the processes were easier, for example, in CLS. The Personal Advisors were consistent and championed the needs of the care receiver. The Minister agreed in the importance of a big brother or sister style support. The Care Ambassadors felt that the Personal Advisors could reduce red tape and provide consistency, they should be provided to all those in care.

## **8 Terms of Reference Review**

8.1 The Group Director of Integrated Services and Commissioning suggested that the Terms of Reference should be phrased as the Board "does something" rather than will. The language should commit the Board, rather than it reading as an aspiration. The Care Ambassadors noted that they needed a couple of weeks to read the Terms of Reference and come up with feedback. The Director of Safeguarding and Care suggested that the Terms of Reference might need to be rephrased to represent strength-based language. The Interim Director General of CYPES noted it was



important that the Terms struck a balance between political and government delivery with a clear accountability framework.

8.2 The Minister highlighted that he was keen to agree the Board membership at this meeting, as it was important to have additional support for the Board formalised. The additional members of the Board, including the Housing Minister, Assistant Children and Education Ministers and Director Generals were agreed. The Minister stressed the importance of the Assistant Ministers in supporting the Board in his absence. The Care Ambassadors and other Board members were to review the contents of the Terms of Reference for the next meeting.

## 9 AOB and Discussion

The Director of Safeguarding and Care noted it would be helpful for meetings to be held on a more regular basis. The next meeting was confirmed for 28<sup>th</sup> March.

### **ACTIONS**

Circulate minutes and papers five days before the Board meeting or as soon as practically possible. Research and Administration Officer.

To provide presentation training for the Children in Care Council. To be completed by Director of Safeguarding and Care. Ongoing.

Co-Produce a Corporate Parenting Strategy with the Care Ambassadors. To be completed by Director General of CYPES and Director of Safeguarding and Care. Ongoing.

Provide support setting up a Young Inspectors Sub-Group. To be completed by Director General of CYPES and Director of Safeguarding and Care. Ongoing.

To contact the States Greffe to incorporate corporate parenting into the new States Members induction. To be completed by the Director of Safeguarding and Care.

Policy and strategic priorities to be mapped onto the Care Ambassadors eight pledges. To be completed by Head of Policy.

To create a Participation Strategy so that the voices of children looked after and care leavers are heard and included in decision making. To be completed by the Director of Safeguarding and Care.

To look at data collected for children looked after and care leavers to better capture their experiences. The Head of CYPES Informatics to discuss experiential data with Care Ambassadors. To be completed by Head of CYPES Informatics.

# Corporate Parenting



Review training for trauma informed working and review terminology in Jersey's practice frameworks. To be completed by Group Director of Integrated Services and Commissioning and Director of Safeguarding and Care.

To develop a Government Corporate Parenting Strategy for use across all departments. To be complete by the Interim Director General of CYPES.

An architecture piece of work identifying a strategy for providing feedback to the Corporate Parenting Board. To be completed by Director of Safeguarding and Care and Independent Reviewing Team Manager.

To work with stakeholders, such as health and the police, to identify problems in processes causing barriers for those in care and care leavers. Creating a log of such issues to help streamline processes. Look into ways of engaging Personal Advisors to assist in this process as a single point of contact. To be completed by Director of Safeguarding and Care.

Invite Director Generals to the Corporate Parenting Board. Research and Administration Officer.

Review of the Terms of Reference content. To be completed by the Interim Director General of CYPES and the Care Ambassadors.