

THE STATES are asked to decide whether they are of opinion

to endorse the Council of Ministers' response to the Final Report of the Independent Jersey Care Inquiry (R.59/2017) and request the Chief Minister to ensure that the actions in relation to each of the 8 main recommendations are implemented as proposed in the response.

CHIEF MINISTER

Response to the Independent Jersey Care Inquiry

30th October 2017

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1. Purpose of the Report

1.1 The purpose of this report is to provide an initial Government response to the main recommendations made in the Final Report of the Independent Jersey Care Inquiry (IJCI), along with an overview of progress in the first three months following the publication of the Inquiry.

1.2 The Chief Minister made it clear in his public response to the Care Inquiry that he accepted all the main recommendations and had asked for a report to be submitted to the States Assembly in October with an initial implementation plan and update on progress.

1.3 This report describes work that has been agreed and supported immediately in advance of and following the Care Inquiry publication. Further priorities for action are described, using the eight headline recommendations of the Care Inquiry, which form the start of a comprehensive programme of delivery arising from the recommendations.

1.4 The broader cultural changes identified by the Care Inquiry, which are crucial to underpinning and sustaining any future changes, go beyond the timescale for the preparation of this report.

1.5 The proposed approach is to address the systemic challenges in the context of a revised Children's Plan with agreed outcomes for children and young people.

1.6 This report will, therefore, also refer to longer-term work, including the necessary consultation with key agencies and young people themselves.

2. Background

2.1 The Final Report of the Independent Jersey Care Inquiry was published on Monday 3rd July 2017 (States Assembly Report Number 59 of 2017). The Care Inquiry took approximately three years to complete from its launch on 3rd April 2014.

2.2 The Care Inquiry's Final Report identified individual and systemic failings and made recommendations for the future management of Jersey's residential and foster homes, in order to ensure that the Island provides a safe and secure environment for the children in its care.

2.3 The recommendations made by the Care Inquiry represent an opportunity to reflect, learn and plan system-wide improvements to achieve better outcomes for children. A considered and comprehensive response to the Care Inquiry recommendations represents an opportunity to reaffirm our community's commitment to protecting and promoting the welfare and wellbeing of all children in Jersey.

2.4 A number of different groups have informed the content of this report. These include;

- Inquiry Response Group: which is made up of senior officers from a number of Departments. The Group has met fortnightly in order to undertake the initial planning and response to the Care Inquiry. The terms of reference for the Group are provided in Appendix 1.
- Care Inquiry Advisory Panel to the Chief Minister: which is made up of four States Assembly Members who have provided advice to the Chief Minister in considering the best response to the Care Inquiry recommendations. The advisory panel is chaired

by the Assistant Chief Minister and the panel has reviewed and endorsed the Inquiry Response Report. The terms of reference and the notes of the Advisory Group meeting are provided in Appendix 2.

- Separation of Powers Advisory Panel to the Chief Minister: which is made up of five States Assembly Members who have been invited to provide advice to the Chief Minister in responding to the Inquiry Recommendation Seven, which concerns the ‘Jersey Way’ and the ‘separation of powers’. The advisory panel is chaired by the Deputy Chief Minister. The terms of reference are provided in Appendix 3.

3. Future Reporting Mechanisms

3.1 Responding to the Care Inquiry recommendations will require energy and commitment over both the short and long term. It is important that collective efforts and progress are reviewed and accounted for regularly.

- Council of Ministers Community Policy Sub-Group: Accountability within Government will be assured through the recently established Council of Ministers Community Sub-Group. The new structure is a sub-group of the Council of Ministers and will be chaired by the Chief Minister. The Group has a broad social policy remit, which will enable the breadth of the Care Inquiry recommendations to be considered. This will reduce the risk of silo working, which was regularly identified in the Care Inquiry Report as a barrier to achieving good outcomes for children. The paper describing the terms of reference, role and function of this Group is provided in Appendix 4.
- Care of Children Scrutiny Panel: Assurance to the States Assembly will be provided by the Care of Children Scrutiny Panel, which has been established to focus specifically on the cross-cutting issues raised by the Care Inquiry. The Review Panel has been established to ensure that the recommendations are implemented fully and that any proposals put forward to achieve them are adequately examined. The terms of reference and membership of this Scrutiny Panel is provided in Appendix 5.

4. Ministerial Decisions Ahead of and Immediately Following the Care Inquiry Report

4.1 Funding in the Medium Term Financial Plan (MTFP) 2016-2019: in addition to funding already allocated in base budgets to Departments, in particular Education and Health and Social Services, the Medium Term Financial Plan 2016-2019, as adopted by the States Assembly, included the allocation of £1.65 million per year from Central Contingencies for initiatives that support vulnerable children (£4.95 million in total over the period from 2017 to 2019). This has enabled a number of immediate priorities to be met ahead of, and immediately after, the publication of the Care Inquiry report, as detailed below.

4.2 *November 2016*: the Council of Ministers agreed in November 2016 to allocate a proportion of those contingencies monies to priority projects (totaling up to £2,260,650 over the period from 2017 to 2019). These projects were considered a priority, as they were time critical. Funding was allocated as requested by the Minister for Treasury and Resources in January 2017 ([MD-TR-2016-0112](#)). These projects comprised:

- Early Help Approach
- Children's Change Programme
- Additional staffing for the Public Protection Unit (Police)
- Development of a Sexual Assault Referral Centre (Police)
- Enhanced MASH resourcing

4.3 *May 2017:* the Chief Minister signed a decision in May 2017 [MD-C-2017-0038](#) requesting the allocation of funding for a further set of priorities that had been identified. Funding was released to support Family Support Workers and the Baby Steps universal antenatal programme. The Chief Minister's request was agreed by the Minister for Treasury and Resources in April 2017 ([MD-TR-2017-0051](#)).

- Family Support Workers Initiative
- Baby Steps Universal Programme

4.4 *July 2017:* the Chief Minister signed a decision in July 2017 allocating the remaining funding [MD-C-2017-0095](#). The Minister for Treasury and Resources allocated the remainder of the Contingency funding (£1,793,250) set aside in the MTFP 2016-2019. ([MD-TR-2017-0090](#)). Projects included:

- Additional Legal Advisors
- Parent Infant Psychotherapy Service
- Youth Enquiry Service (Targeted Programme)
- Nursery Special Educational Need
- On Island Social Work Training

Other funding

4.5 *March 2017:* the Council of Ministers agreed to request the Minister for Treasury and Resources to make available up to £800,000 from Contingencies to meet the likely immediate costs identified by Departments following publication of the Panel's report (see Appendix 6). The Council also agreed that certain costs (mainly for archiving) could be met from the £23 million made available for the Inquiry.

4.6 *July 2017:* following the publication of the Care Inquiry report, Central Contingency funding of up to £675,000 in 2017 and up to £590,000 in each of the years 2018 and 2019 was requested by the Council of Ministers to be released in order that work could begin to establish a Children's Commissioner. The Minister for Treasury and Resources made these funds available in July 2017 ([MD-TR-2017-0091](#)), which enabled the process to appointment a Children's Commissioner to commence during the summer. Recruitment of the officers who will support the Children's Commissioner was also able to commence.

5. Responsibility for Delivery

5.1 The table below sets out the Ministerial and Departmental responsibilities for progressing the responses to the Care Inquiry. The Council of Ministers Community Sub-Group will ensure an integrated response to the Care Inquiry recommendations.

Recommendation	Sub-themes	Lead Minister/s	Lead Department
Children's Commissioner	-	Chief Minister	Children's Commissioner
Children's Voice	-	Education Minister Health Minister	Education Department Health & Social Services Department
Inspection	-	Chief Minister	Jersey Care Commission
Sustainable Workforce	Workforce Development	States Employment Board	Corporate Human Resources (Chief Minister's Department)
	Key Worker Housing	Housing Minister	Strategic Housing Unit (Community & Constitutional Affairs)
	Population Policy	Assistant Chief Minister	Chief Minister's Department
	Operational Service Quality	Health Minister Education Minister Home Affairs Minister	Health & Social Services Department Education Department States of Jersey Police
Legislation	Council Of Ministers – Community Sub Group	Chief Minister Health Minister Education Minister Home Affairs Minister Housing Minister	Community & Constitutional Affairs
Corporate Parent	Corporate Parenting	Chief Minister	States Greffe / Privileges & Procedures Committee
	Children's Plan	Chief Minister	Community & Constitutional Affairs
The Jersey Way		Chief Minister	Community & Constitutional Affairs
Legacy Issues	Archive	Greffier of the States	Jersey Archive (Jersey Heritage)
	Memorial	Chief Minister Education Minister	Community & Constitutional Affairs

	Haut de la Garenne	Infrastructure Minister	Jersey Property Holdings (Department for Infrastructure)
	Care for Witnesses	Health Minister	Health & Social Services Department

6. Phased Response to meeting Recommendations

We want to avoid giving the States of Jersey a lengthy checklist of recommendations. History suggests that this could result in departments marking off superficial achievements without addressing the underlying and significant systemic problems, or it might cause pre-occupation with the detail of a large number of recommendations and fail to see the bigger picture (IJCI: Volume 3 of 3 Recommendations and Appendices: Para 12.119: p43)

6.1 There will be a phased approach taken to ensure an effective response to the Care Inquiry recommendations. Planning and delivery will be focused on delivering the following:

- a) Deliver actions resulting directly from the Care Inquiry from October onwards
- b) Progress collaborative planning and re-design of a Children's Plan for Jersey with public engagement beginning in March
- c) Present a costed Children's Plan to the new Council of Ministers during its first 100 days of office

6.2 The estimated headline investment for the initial response to the Care Inquiry is £2,895,897 by the end of the current Medium Term Financial Plan in 2019. This includes one-off costs in 2017 (£165,091), 2018 (£1,488,643) and 2019 (£1,242,163). There is £1,149,663 recurring expenditure which will continue each year from 2020 and will need to be considered as growth in the next Medium Term Financial Plan. There are also an estimated additional 19.4 permanent full time equivalent posts required to deliver the initiatives. Each of the lead departments are developing business cases for the respective initiatives in more detail. A breakdown of the cost of each initiative against each recommendation is shown in Appendix 7¹ and a balance scorecard of actions is presented in Appendix 8.

6.3 Critical to continuing to build a robust response in the medium term is the development and agreement of a Children's Plan. This document should become the touchstone for agencies working together to improve children's lives. It is proposed that a revised Children's Plan is completed and wider engagement of the Children's Plan begins in March 2018.

6.4 A costed delivery plan will be prepared for consideration by the new States Assembly and Council of Ministers following the general elections in June 2018.

6.4 Preliminary work has also started on the potential investment required to deliver a Children's Plan. Whilst work in this area is ongoing, indicative costs have been estimated at £4.6 million by the end of 2019. Exact investment will become clearer once the work of the Children's Plan is completed in June 2018.

¹ These costs do not include the outcome for future any site of Haut de la Garenne or the proposed memorial.

6.5 On completion of a revised Children’s Plan, the 659 recommendations collected by the Care Inquiry will be evaluated against the proposed responses to date. Appendix 9 maps the current proposals made within this report against the Care Inquiry’s ‘8 Lessons to be Learnt’ and ‘10 Fundamental Failings’

7. Recommendation 1 – A Commissioner for Children

We recommended that a Commissioner for Children be appointed to ensure independent oversight of the interests of children and young people in Jersey (IJCI: Executive Summary: Para 13.5: p57)

<i>Recommendation - Subheading</i>	<i>Extract</i>
Para 13.7: p50: Vol 3 of 3: Recommendations and Appendices	<i>We recommend that the post of a Commissioner for Children is established</i>
Para 13.8: p50: Vol 3 of 3: Recommendations and Appendices	<i>Each of the four countries of the UK has a position of this kind, established by legislation</i>
Para 13.9: p51: Vol 3 of 3: Recommendations and Appendices	<i>It will be important to seek candidates of the highest caliber who have a sound track record of commitment to servicing the best interests of children and young people, and who will be seen as independent of government</i>
Para 13.10: p51: Vol 3 of 3: Recommendations and Appendices	<i>None of the Children’s Commissioners has a power to investigate individual cases and it would seem appropriate to have a similar arrangements</i>
Para 13.11: p51: Vol 3 of 3: Recommendations and Appendices	<i>It is essential that the Commissioner should have an unfettered right to make public the findings of any inquiry undertaken by him or her</i>
Para 13.12: p51: Vol 3 of 3: Recommendations and Appendices	<i>The States of Jersey should explore the possibility of creating this as a joint appointment with other Jurisdictions.</i>
Para 13.13: p51: Vol 3 of 3: Recommendations and Appendices	<i>It would be important and advantageous for any Commissioner appointed to become a member of the British & Irish Network of Children’s Commissioners</i>

7.1 The appointment process of a Children’s Commissioner began at the end of July. There has been liaison with existing Children’s Commissioners in other jurisdictions throughout the process. This will assist the future candidate in maintaining links with established networks, as recommended by the Care Inquiry. Initial discussions have already taken place with officials in Guernsey with regard to the Children’s Commissioner role and the scope to develop a pan-Island approach in the future.

7.2 The Children’s Commissioner will have a key role in holding government to account on its commitment to the United Nations Convention on the Rights of the Child (UNCRC). The function will form part of the critically important independent oversight that was recommended by the Care Inquiry.

7.3 The Commissioner will be established in the first instance by the Chief Minister and is expected to act ‘without fear or favour’ of government, children’s agencies, or the voluntary and private sectors.

7.4 The intention is to complete the recruitment process for the Children’s Commissioner and support staff by November 2017, with a view to having the Children’s Commissioner function running in shadow form by early 2018.

7.5 An additional task will be to establish the main policy principles that will inform the statutory framework needed to determine the role, functions and powers of the Children’s Commissioner. The statutory framework will be developed during 2018 and be lodged with the Assembly no later than December 2018.

7.6 An immediate task for the Children’s Commissioner will be to respond to the recent States Assembly decision to consider the desirability of giving the UNCRC a similar status to the European Convention on Human Rights in Jersey by incorporating it into legislation.^{2,3}

Headline Actions for this Recommendation

Action	Key Milestone	Lead Agency
Children’s Commissioner and officers in post by January 2018	January 2018	Community & Constitutional Affairs
Children’s Commissioner to report back to the States Assembly on the desirability of incorporation of UNCRC into domestic and necessary legislative changes by April 2018	April 2018	Children’s Commissioner
Children’s Commissioner Regulations lodged by December 2018	December 2018	Community & Constitutional Affairs
Children’s Commissioner to identify a plan to ensure every States of Jersey employee receives a copy and is familiar with the UNCRC by December 2018	December 2018	Children’s Commissioner
Establish links with the British and Irish Network of Children Commissioners by Dec 2018	December 2018	Children’s Commissioner
Complete dialogue with Guernsey counterparts to explore Inter-Island collaboration by Dec 2018	Dec 2018	Children’s Commissioner

8. Recommendation 2 – Giving Children and Young People a Voice

Ensuring that the voice of children and young people is heard in relation to all matters affecting their lives, including the development of government and service policy, is crucial in building confidence that their interests are given paramount consideration (IJCI: Vol 3 of 3: Para 13.14 pp52)

² <http://www.statesassembly.gov.je/assemblypropositions/2017/p.63amd.pdf>

³ <http://www.statesassembly.gov.je/assemblypropositions/2017/p.63-2017.pdf>

<i>Recommendation - Subheading</i>	<i>Extract</i>
Para 13.14: p52: Vol 3 of 3: Recommendations and Appendices	<i>Appoint a Children's Commissioner</i>
Para 13.15: p52: Vol 3 of 3: Recommendations and Appendices	<i>Review the complaints system with a view to ensuring that it is easily accessed....the outcomes of complaints investigations should be reported regularly to the relevant Minister...who must be required to present a report on complaints to the States Assembly</i>
Para 13.16: p53: Vol 3 of 3: Recommendations and Appendices	<i>A Children's Rights Officer is appointed, reporting directly to the Managing Director</i>
Para 13.17: p53: Vol 3 of 3: Recommendations and Appendices	<i>There is engagement with a service such as 'Become' a charity for children in care and young care leavers, that can provide external support and advocacy</i>
Para 13.18: p53: Vol 3 of 3: Recommendations and Appendices	<i>Chief Minister may find undertaking similar meetings (with young people in care system) to be informative.</i>

8.1 Encouraging and listening to the voice of children is essential to improving outcomes for children in Jersey. Critical to hearing the voice of children is creating a culture and society where children are valued, know they are valued, are viewed as positive members of our community, and where children are protected, and those who are at risk of harm are responded to swiftly and appropriately.

8.2 Critical to achieving cultural change is to create universal opportunities for children and young people (including those in contact with children's services) to become engaged in and have influence over key aspects of their lives. The Education Department has a key role in providing those opportunities in schools and wider community settings. Two complementary areas for development are proposed as key starting points.

- In collaboration with children, develop a school-based participation strategy with students, embedding a culture of participation and recognising children and young people as citizens of Jersey. The school-based strategy will be capable of linking with Island-wide children and young people's forums, Ministers and the Children's Commissioner, acting as a central point for gathering views, hearing voices and representing children and young people collectively.
- In collaboration with children, set up a Children and Young People's Panel to explore and identify approaches that enable children to take an active role on issues that matter to them. Different models and approaches will be considered, for example Youth Councils.

8.3 The Panel will consider what model of participation and engagement would work best in Jersey. The Panel's deliberations will ensure that the model is properly co-produced and reflects an agreed set of shared values and objectives that local children and young people agree to.

8.4 Wider consultation regarding the recommendations made by the Children and Young People's Panel will be completed before being presented as part of a revised Children's Plan.

8.5 It is proposed that a new approach to children's advocacy is adopted, based on the 'Kids in Care' model, which will ensure a greater emphasis is given to children's experiences whilst in care. It is proposed that new information technology be used to consolidate and

improve children’s participation in planning their care. An example is MOMO (mind of my own) which has been shown to make it much easier for children to interact with care practitioners on a daily basis.

8.6 It is also proposed that the role of a Children’s Rights Officer is created, which will be a champion within children’s services for ensuring children’s rights are met as part of children-centred planning and care delivery. The Children’s Rights Officer would form an important practice-based resource, ensuring Jersey continues to make progress against its commitment to the UNCRC and its three main areas:

- Protection rights to be safe
- Provision rights to be well looked after
- Participation rights to have your say and be listened to

8.7 The Children’s Rights Officer role would report directly to the Managing Director, Community & Social Services and be an advocate for children who are in receipt of care, whilst also supporting the work of frontline practitioners and managers. Roles will also be created for young people who have personal experience of care, and who would support the Children’s Rights Officer role.

Headline Actions for this Recommendation

Action	Key Milestone	Lead Agency
Commence a Young Person Panel to explore approaches to Youth Councils by November 2017	November 2017	Jersey Youth Service
Develop a plan to deliver a school-based participation strategy by January 2018	January 2018	Education Department
Establish a Children’s Rights Officer Role by February 2018	February 2018	Health & Social Services
Children’s Rights Officer will begin work with children in care to review the complaints system available to looked-after children by March 2018	March 2018	Health & Social Services
Children’s Rights Officer will begin work to develop a programme of regular contact between children in care and the Chief Minister by March 2018	March 2018	Health & Social Services
Establish a looked-after children advocacy service by March 2018	March 2018	Health & Social Services

9. Recommendation 3 – Inspection of Services

Jersey should establish a truly independent inspection arrangements for its children’s services, which will have confidence of children, staff and the wider public (IJCI: Executive Summary: Para13.11 p58).

<i>Recommendation - Subheading</i>	<i>Extract</i>
Para 13.19: p54: Vol 3 of 3: Recommendations and Appendices	<i>It is essential that service in Jersey are willing to open themselves fully to external scrutiny, in the interests of ensuring continuous improvement and development</i>
Para 13.20: p54: Vol 3 of 3: Recommendations and Appendices	<i>States commit to introducing an independent inspection regime for its Children's Services</i>
Para 13.21: p55: Vol 3 of 3: Recommendations and Appendices	<i>At first opportunity and in any event within 12 months of the dates of the publication of this Report, a statutory basis for inspection of Children's Service be established.....the system that is put in place should be one that supports learning rather than rigid compliance</i>
Para 13.22: p55: Vol 3 of 3: Recommendations and Appendices	<i>Once arrangements are in place, we recommend that Independent Visitors for Young People arrangement be terminated...important to involve young people with care experience within inspection teams</i>
Para 13.23: p56: Vol 3 of 3: Recommendations and Appendices	<i>Speedily establishing this triumvirate of Inspectorate, Commissioner and Children's Rights Officer would signify States' commitment to ensuring failures and inadequacies from the past are not repeated</i>

9.1 The Regulation of Care (Jersey) Law 2014 (“the 2014 Law”) provides for the establishment of an independent Jersey Care Commission. Commissioners were appointed during the course of 2017, ahead of the 2014 law coming fully into force in early 2018. The law disqualifies any person who is working or has worked for the Health and Social Services Department (as either a contractor or employee) and any person who has or has had any other interest in the provision of health and social care in the Island from holding the position of a Commissioner.

9.2 The Jersey Care Commission has a number of statutory functions including responsibility for the regulation of health and social care services for children and the independent inspection of residential care services for children and young people in Jersey.

9.3 Inspection of Children’s Residential services: It is proposed by the Jersey Care Commissioners that inspections of residential services for children and young people will commence in the spring of 2018 and, from that point onwards, each registered children’s home will receive a minimum of one inspection per annum. Inspection reports will be made available to the public on the Jersey Care Commission’s website.

9.4 To prepare for the implementation and delivery of this programme of inspection within this timeframe, it is proposed that the Jersey Care Commission will employ a designated inspector for children’s residential services, in advance of the regulations coming into force. The designated inspector will take forward the necessary preparatory work, including pre-registration advice and support to managers and staff for homes that fall under the regulatory framework to ensure that they meet the requirements and standards for registration.

9.5 Inspections will focus primarily on four key criteria: whether services are safe, effective, compassionate and well led. Inspectors will look at the outcomes for children and young people and evidence that children are being given the necessary opportunities to achieve their full potential in self-determination, education, vocational training and employment.

9.6 Inspectors will look for evidence that individual care plans are in place, implemented and regularly updated, that regular visits from an appointed social worker take place, that there is evidence of contact with relatives and family members and that attention is given to each child or young person’s personal developmental milestones.

9.7 Inspections will also assess and comment on how services are managed, including team working, training and staff development, and at safe practices in areas such as risk taking and safeguarding.

9.8 As part of the inspection methodology, it is proposed that an approach is identified to include young people with care experience to assist with inspections.

9.9 Independent review of Children’s Services: In the month following the publication of the Care Inquiry, the Chief Minister has received support from the Jersey Care Commission to make additional arrangements for the independent review of children’s services⁴. The Jersey Care Commission is planning to complete and agree final terms of reference in December 2017.

9.10 Future policy guidance from Government will be required during 2018 for the Jersey Care Commission to plan future phasing of wider Regulations under this Law. The development of further phases of implementation of the Regulation of Care (Jersey) Law 2014 could include regulations for Children’s Services, and Fostering and Adoption, as well as reviewing the option for inclusion of early years services (including nurseries, child care and child minding) currently under the auspices of the Minister for Education.

Headline Actions for this Recommendation

Actions	Key Milestone	Lead Agency
Agree terms of reference for an independent review of Children’s Services by December 2017	December 2017	Jersey Care Commission
Develop a plan which describes a phasing out of the Independent Visitors for Young People	March 2018	Jersey Care Commission
Commence annual inspection of children’s residential services by June 2018	June 2018	Jersey Care Commission

10. Recommendation 4 – Building a Sustainable Workforce

Effective professional practice must be underpinned by safe recruitment, access to high quality training and reflective supervision. (IJCI: Vol 3 of 3: Para 13.29 page 59)

⁴ <https://www.gov.je/News/2017/Pages/IndependentInspectionChildrensServices.aspx>

<i>Recommendation - Subheading</i>	<i>Extract</i>
Para 13.24: p56: Vol 3 of 3: Recommendations and Appendices	<i>Difficulty had been experienced over many years in recruiting and retaining suitably qualified and skilled staff at all levels of the Children's Service</i>
Para 13.25: p57: Vol 3 of 3: Recommendations and Appendices	<i>Children Services be provided with a dedicated specialist HR resource to work alongside managers</i>
Para 13.26: p57: Vol 3 of 3: Recommendations and Appendices	<i>That a plan for the recruitment and retention of staff be put in place....strongly emphasize the need to develop a culture of corporate working across all public services...led by senior politicians and Chief Executive Officer and his team</i>
Para 13.27: p57: Vol 3 of 3: Recommendations and Appendices	<i>Consideration be given to a range of ways in which services can be provided....this should include the possibility of commissioning services from other agencies such as third-sector providers</i>
Para 13.28: p58: Vol 3 of 3: Recommendations and Appendices	<i>The States should conduct a review of how Hackney has implemented changes, and consider how to effect best practice in Jersey Children's Service</i>
Para 13.29: p58: Vol 3 of 3: Recommendations and Appendices	<i>Too much emphasis was placed on process as a means of protecting children, rather than on the delivery of effective interventions</i>
Para 13.30: p59: Vol 3 of 3: Recommendations and Appendices	<i>Thorough review of fostering in the Island is undertaken as a matter of urgency, and that external expertise is engaged to assist with this.</i>

10.1 In responding to this recommendation, planning has focused on three particular aspects of the recommendations that the Care Inquiry identified as important. These include recruitment and retention, service models and structure, and finally, enhancing frontline practice to improve children's outcomes.

10.2 It is proposed that the States Employment Board will lead in coordinating the response to the challenges of building a sustainable workforce with support from other key Departments that have a service delivery role to children and families (for example Health & Social Services, Education, States of Jersey Police). This would enable a whole system approach to be developed. An example of the States Employment Board taking on this role is in the recent commissioning of an independent review of bullying, harassment and whistleblowing across the States of Jersey workforce.

10.3 Improving Approaches to Recruitment: Recruitment to children's social work vacancies will continue during October to December 2017⁵. Additional human resources capacity is required to enable children's services to build on recent improvements in recruiting new staff. This additional capacity will be used to develop robust recruitment and retention plans that enable the Island to compete with other jurisdictions for health and social care practitioners, who are in high demand across the British Isles.

⁵ A campaign to attract specialist staff from the UK to work in Children's Services in Jersey has been launched this week, as a UK-wide publicity drive gets underway to recruit experienced staff to further strengthen the service. The Children's Service, which is growing as part of the recommendations of the Independent Jersey Care Inquiry, is seeking 18 more social workers, two senior practitioners and a team manager from the UK.

10.4 Wider structural challenges to successful recruitment are also being addressed. Work is underway to ensure that appropriate alternative accommodation is available to staff when the refurbishments take place as part of the Future Hospital Project. Part of this work will involve updating and refurbishing the current staff rental accommodation, to ensure that the quality of this stock meets the Jersey Decent Homes Standard.

10.5 For some key workers, not being able to buy a home can discourage them from moving to or staying in Jersey. Officers from Health & Social Services, the Strategic Housing Unit and Andium Homes are working together to offer improved options for accommodating key workers and their families. Work is also underway to develop proposals to enable key workers such as nurses, social workers and residential childcare officers to access the Housing Gateway to allow them to rent or buy affordable homes.

10.6 The Care Inquiry report also highlighted the problems associated with linking access to accommodation to employment, and the potential for this association to stifle whistleblowing or raising concerns within the workforce. To respond to this issue the proposal is to transfer the Key Worker accommodation property portfolio from the Health & Social Services Department and Jersey Property Holdings to Andium Homes and review elements of the Control of Housing and Work (Jersey) Law 2012 in relation to residential and employment status for key workers and their families. The Assistant Chief Minister already has the ability to consider applications in relation to the law which do not fall within the guidance on a case-by-case basis and to exercise discretion in respect of such applications “in the best interests of the community”. Policy will be developed to guide the application of ministerial discretion in relation to these applications.

10.7 Developing a ‘Jersey Practice Model’: The Care Inquiry made frequent mention of silo working across services for children. It recommended that learning from other jurisdictions be used to inform local service redesign.

10.8 In the lead up to the Care Inquiry publication, a weeklong ‘rapid pathway development’ workshop was held with the ambitious objective of developing a Jersey-wide Practice Model. This workshop and the Practice Model that was constructed during it, represents a significant piece of multi-agency joint working with a number of workforce implications for all professionals providing services for children and young people.

10.9 The draft ‘Jersey Practice Model’ is now in the process of ratification and is scheduled to be signed off by the Council of Ministers Policy Sub-Group in October 2017. The Jersey Practice Model applies to children from pre-birth to 19 years of age with emerging or known additional or complex needs/disability, including looked-after children and those in need of protection.

10.10 Jersey Foster Care Model: In responding specifically to the Care Inquiry’s recommendation on fostering, it is proposed that Health & Social Services will commission an external review of the current Fostering Service Model. The review will offer an up-to-date assessment of future demand and supply, evaluate the current model and provide detailed option appraisals of different approaches that will deliver flexible foster care to all looked-after children, including those with specialist levels of need.

10.11 The scope of the review will describe the training and development required to establish specialist fostering, along with the model of support (in other jurisdictions there is 24 hours on call professional support for foster carers and respite built into foster care placements).

10.12 The review will need to take into account the role played by the Housing Gateway to provide stable accommodation to foster parents. Currently, Gateway staff work closely with the Children’s Service to ensure that foster carers have access to appropriate accommodation and they are awarded a high priority on the Housing Gateway waiting list as a result.

10.13 Enhancing Front Line Practice: The Care Inquiry was very clear that there needed to be more emphasis and focus on high quality interventions in front line services. The States Employment Board have an important strategic role to play in supporting effective recruitment approaches that will assist in delivering a sustainable workforce. It is proposed that the States Employment Board take a lead in developing a ‘whole children’s workforce approach’ across Departments.

10.14 This work would build on the baseline assessment of children’s services that is currently being completed by ‘Skills for Health’. Key considerations should include:

- Establish a three-year programme for accredited training in systemic practice for all children’s services staff. This would achieve a commonality of approach and enhance the impact of practitioners to improve outcomes for children and families.
- Adopting the Children’s Workforce Development Council’s⁶ common core of skills and knowledge for everyone working with children and young people. It describes the skills and knowledge that everyone who works with children and young people is expected to have.
- In the short term, a cohort of ‘Managers to Leaders’ staff who work in services for children from across Departments has been created. This course started in October and is an important step in promoting a cultural change toward integrated working.
- In addition, it is proposed that a dedicated leadership programme⁷ focused on developing leaders within children’s social work be introduced. There are established national programmes now in place, which have been able to evidence significant change in leadership competencies within the professional practice and it is these behaviours and approaches that will be required to realise a culture of best practice and excellence.
- Strengthening Safeguarding across Health Services and Primary Care: A recent review of safeguarding arrangements across hospital and primary care against national best practice identified a number of risks and challenges to practice. A phased investment of frontline staff would enable current and future safeguarding needs of vulnerable children to be met.

Headline Actions for this Recommendation

Action	Key Milestone	Lead Agency
Council of Ministers decision of future use of Jersey Property Holdings existing stock by December 2017	December 2017	Strategic Housing Unit

⁶ <file:///C:/Users/heavena2/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/OHBAGZIQ/Common%20core%20of%20skills%20and%20knowledge%20for%20the%20childrens%20workforce.pdf>

⁷ <file:///C:/Users/heavena2/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/OHBAGZIQ/Firstline-Leadership-Report.pdf>

Policy decision from Housing Minister regarding future use of existing Andium stock for key worker accommodation and assisted purchase scheme by December 2017	December 2017	Strategic Housing Unit
Commission an independent diagnostic study of the incidence and experience of bullying, harassment and whistleblowing across the States of Jersey workforce. Study will report on findings and make recommendations for improvement by mid-January 2018.	January 2018	States Employment Board
Establish a recruitment and retention plan for Children's Social Work by January 2018	January 2018	Health & Social Services
Establish an accredited training programme for front line social work staff on systemic practice by January 2018	January 2018	Health & Social Services
Deliver increased number of training sessions on specialist safeguarding by January 2018	January 2018	Health & Social Services
Establish a training programme to support delivery of Jersey Practice Model by January 2018	January 2018	Health & Social Services
Commission and publish Strategic Housing Market Assessment Report by December 2018	December 2018	Strategic Housing Unit
Complete Ministerial Decision to transfer JPH housing stock to Andium Homes for key worker accommodation by December 2018	December 2018	Strategic Housing Unit
Publish integration review as part of migration policy exploring impact of public policies on treatment of migrants in Jersey by December 2018	December 2018	Chief Minister's Department
Complete refurbishment of Andium stock for use by Key Worker completed by December 2019	December 2019	Andium Homes
Commence redevelopment of the Limes site for affordable and key worker accommodation by December 2020	December 2020	Andium Homes

11. Recommendation 5 – Legislation

Consideration is given as to how the Island can have a more effective mechanism for developing legislation, policy and practice (IJCI: Vol 3 of 3: Para 13.33 p60)

<i>Recommendation - Subheading</i>	<i>Extract</i>
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Para 13.31: p59: Vol 3 of 3: Recommendations and Appendices	<i>Jersey almost invariably lagging behind positive developments in the UK and beyond</i>
Para 13.32: p60: Vol 3 of 3: Recommendations and Appendices	<i>The principle of paramountcy of the child's welfare is long established in children's' legislation, and lip service seems to be given to this by the States of Jersey</i>
Para 13.33: p60: Vol 3 of 3: Recommendations and Appendices	<i>Consideration is given to how the island can have a more effective for developing legislation, policy, and practice guidance in relation to children and young people</i>
Para 13.34: p60: Vol 3 of 3: Recommendations and Appendices	<i>Alternative approach would be to put in place an arrangement whereby Jersey speedily adopts suitably adapted legislation from a larger jurisdiction such as England</i>
Para 13.35: p60: Vol 3 of 3: Recommendations and Appendices	<i>Jersey Youth Justice system continues to be court based...we recommend that a thorough review be undertaken with a view to moving to a welfare based model rather than a punitive one</i>
Para 13.36: p61: Vol 3 of 3: Recommendations and Appendices	<i>Suitable programme of training be put in place for all those acting in a judicial capacity in the Island...</i>

11.1 The Care Inquiry report is very clear that legislation for children in Jersey has lagged behind the developed world. There is an absolute need for modern, fit-for-purpose legislation that protects the needs and interests of all children, not just those who are vulnerable or who have suffered harm. To fail to legislate to protect all children and their families – for example, thorough housing, early year's education standards or divorce reform can serve to drive children toward risk and vulnerability.

11.2 Good legislation is determined by good, coherent policy. A piecemeal approach to fixing known legislative gaps will not work in the longer term. It is therefore proposed that a revised Children's Plan is used as the key reference point to inform the future policy and legislative development process.

11.3 In order to avoid lengthy delays in policy and legislative development process, a dedicated Policy Unit is proposed. This is in keeping with the Inquiry observation that *"the development of new legislation is dependent on operational managers being able to devote time to the task amid their other duties. It should be the responsibility of a dedicated policy unit or legal specialist."*

11.4 It is proposed that the existing central policy function will be strengthened and enhanced with dedicated policy officer and law officer capacity. This will enable the immediate work to start on:

- necessary law development driven by the Care Inquiry, for example, creating in law the office of the Children's Commissioner. Consideration will also be given to other structural changes, for example, the role of Chief Social Worker;
- a wholesale review of key pieces of children's legislation, for example the Children (Jersey) Law 2002, the Adoption (Jersey) Law 1961 and the Criminal Justice (Young Offenders) Jersey Law 2016, in order to ensure they better define

powers and duties towards children, for example, with the introduction of powers to set safeguarding targets for children’s services; a duty on services to co-operate with each other; and a duty to support children in need;

- co-ordination/prioritisation of legislative changes that benefit/protect all children, for example, potential incorporation of UNCRC into domestic legislation, regulation of the early years environment, divorce reform, etc.
- developing the required legislative response to structure and service changes driven by the Children’s Plan and enhanced governance arrangements, for example, potential establishment of partnership boards broadly equivalent to Children’s Trusts.

11.5 There has been considerable progress made in developing the Jersey Youth Justice System during the lifetime of the Care Inquiry.

11.6 In order to obtain an independent assessment of the progress made, it is proposed that an inspectorate will be sought to scope and complete an independent review of the Youth Justice System. The recommendations from this report will inform the subsequent priorities for further improvements and enhancements of policy and legislative development, whilst also identifying areas that represent existing strengths and good practice.

11.6 It is proposed that after almost a year of the young offenders legislation being in place, an external review is conducted of Greenfields Secure Residential Service. This independent review will guide future use.

Headline Actions for this Recommendation

Action	Key Milestone	Lead Agency
Agree the scope and identify a suitable provider for an independent review of Youth Justice by December 2017	December 2017	Probation and After Care Service
Establish a schedule of children’s policy and legislative programme to support the revised Children’s Plan by June 2018	June 2018	Community & Constitutional Affairs
Review operating model of Greenfields Secure Residential Service by December 2018	December 2018	Health & Social Services

12. Recommendation 6 - Corporate Parenting

There seemed to be little evidence of a full commitment to the concept (Corporate Parent) that children looked after by the States were entitled to have full resources of the States applied in their best interests throughout their time in care and, indeed, beyond (IJCI: Vol 3 of 3: Para 13.37:p61)

<i>Recommendation - Subheading</i>	<i>Extract</i>
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Para 13.37: p61: Vol 3 of 3: Recommendations and Appendices	<i>Briefing sessions about the role of 'corporate parent' was attended by very few members.... For the future...attendance at such a briefing is mandatory for all members and this should be followed up by at least an annual refresher training.</i> <i>Reference is made to this (corporate parent) specific responsibility in the oath of office taken by members of the States Assembly</i>
Para 13.38: p62: Vol 3 of 3: Recommendations and Appendices	<i>We were struck by the apparent lack of a culture of corporate working across departments and services</i>
Para 13.39: p62: Vol 3 of 3: Recommendations and Appendices	<i>Responsibilities of the States to all Jersey children should be set out in a Children's Plan, which should include SMART objectives</i>
Para 13.40. p62: Vol 3 of 3: Recommendations and Appendices	<i>In preparing a Children's Plan consideration is given to how young people can be enabled to remain in their placement for as long as is necessary to make a safe transition into independent living</i>

12.1 At the heart of 'corporate parenting' is a simple message: those who have responsibility to care for young people who cannot live with their families should have the same aspirations as parents do for their own children, and they should work together to parent them. Making that happen across the British Isles has proved far more difficult, as experience has continually shown.

12.2 Having clear documentation on the local corporate parenting approach is important, as it identifies the leadership, structures, processes and staffing for putting a government commitment to corporate parenting into practice.

Develop a Public Commitment to Corporate Parenting

12.3 Recent research suggests shows that in order to make effective corporate parenting happen, any planning needs to include:

- having a coherent strategy, aided by joint working and protocols, which make transparent the roles and responsibilities of each service. A culture of joint working should be promoted by joint training and development days and working practices, including, secondments and visits to neighboring services in other jurisdictions;
- effective corporate parenting is seen by senior managers as being assisted by: Ministerial commitment; partnership working; training of staff; a shared vision; officer support; involvement of young people; and commitment to the young people's pledge;
- effective corporate parenting is seen by lead professionals as being helped by networking; links with other agencies; quality of relationships with young people; support from team members; good supervision; management training; access to a range of resources; and good quality placements.

12.4 In Scotland corporate parenting is defined in the Children and Young People (Scotland) Act 2014⁸. The statutory guidance defines the corporate parents and the duties they have towards looked-after children. The guidance also describes the wider parameters for agencies to develop their own approaches, either individually or in partnership⁹.

12.5 It is proposed that further policy development is progressed to describe the role of the corporate parent, in legislation and more widely, and the opportunities this presents to ensure better outcomes for children.

12.6 States Members’ Oath: A key area of change highlighted in the Inquiry Report was the roles and responsibility of elected members. The Privileges & Procedures Committee is considering the Care Inquiry’s recommendations in this area and is expected to bring forward a proposition in relation to the oath sworn by States Members and their induction. The Committee will be supported in its work by officials who can identify best practice in other jurisdictions for the Committee to draw on.

12.7 Developing a Children’s Plan: A programme of work has commenced to review the existing 2011 Children’s and Young People Framework¹⁰. Representatives from across public services and the community voluntary sector have started to work together in a series of three workshops to review and refresh the priorities described in the 2011 document.

12.8 The vision behind the existing Children’s and Young People Framework is to ensure all children and young people grow up in a safe, supportive Island community in which they achieve their full potential and lead happy, healthy lives.

12.9 During the review process, it is intended to engage children and young people in the development of a revised set of priorities. Following wider public engagement, the agreed plan will consolidate and clearly set out the key priorities of action and targets for improvements.

12.10 A key consideration in delivering the revised Children’s Plan will be to establish an appropriate system of governance, which will promote better joint planning between government departments on common areas such as workforce development, quality and performance, integrated services and joint working.

12.11 The same governance system should also guide policy and legislative development, which is consistent with delivering the agreed Children’s Plan and wider commitments under the UNCRC. This would include shared approaches to performance management including inspection and self-assessment.

12.12 The Children’s Plan will be consistent with the recent work of ‘Future Jersey’¹¹, which has described a shared, long-term vision for our community that included key Island outcomes and indicators for children.

Headline Actions for this Recommendation

Action	Key Milestone	Lead Agency
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⁸ <http://www.legislation.gov.uk/asp/2014/8/part/9/enacted>

⁹ <http://www.gov.scot/Publications/2015/08/5260>

¹⁰ <https://www.gov.je/SiteCollectionDocuments/Government%20and%20administration/R%20StrategicFrameworkSummary%2020111121%20CPG%20v1.pdf>

¹¹ <https://www.gov.je/Government/Consultations/Pages/FutureJersey.aspx>

Develop and consult with children and families on a revised Children's Plan by March 2018	March 2018	Community & Constitutional Affairs
Privileges & Procedures Committee to bring forward proposals in response to Care Inquiry recommendations on roles and responsibilities of States Members in January 2018	January 2108	Greffe States (Privileges and Procedures Committee)
Scope and progress policy development to better describe the role of the Corporate Parent in Jersey by December 2018	Dec 2018	Community & Constitutional Affairs

13. Recommendation 7 – The ‘Jersey Way’

Ensure that the island's children and young people will be looked after in a caring and compassionate system that is underpinned by a system of governance in which there is the utmost confidence among all of the island's citizens Para 13.43: p64: Vol 3 of 3: Recommendations and Appendices

<i>Recommendation - Subheading</i>	<i>Extract</i>
Para 10.330: P763: Vol 2 of 3: Addressing the Terms of Reference: Findings: Actions of agencies of government and politicians	<i>We have seen no evidence to indicate that the evidence gathering role of the Police was hindered to any material extent by the bad relationship between lawyers and the Police</i>
Para 10.331: P764: Vol 2 of 3: Addressing the Terms of Reference: Findings: Actions of agencies of government and politicians	<i>The Crown Advocates made conscientious decisions and gave proper advice. To the limited extent the Attorney General was involved in decision making, he acted with integrity</i>
Para 13.41: p63: Vol 3 of 3: Recommendations and Appendices	<i>An open consideration involving the whole community is given to how this negative perception of the ‘Jersey Way’ can be countered on a lasting basis</i>
Para 13.42: p63: Vol 3 of 3: Recommendations and Appendices	<i>This serious matter cannot be addressed without further consideration being given, in the light of our findings, to recommendations contained in the Clothier and Carswell Reports</i>
Para 13.43: p64: Vol 3 of 3: Recommendations and Appendices	<i>Future care and safety of children in Jersey will be undermined if they are not dealt with such that all perceptions of there being a negative ‘Jersey Way’ are eradicated once and for all</i>

13.1 The Care Inquiry reported that it observed two different uses of the term, the ‘Jersey Way’:

- a positive use, describing a strong culture of community and voluntary involvement; and

- a negative use, describing a perceived system of secrecy, lack of transparency and a lack of openness leading to a lack of trust, a ‘fear factor’, and a perception that serious issues are swept under the carpet and people escape being held to account.

13.2 The findings of the Care Inquiry made it clear that the negative use of the so-called ‘Jersey Way’ is a matter of perception held by some members of our community. The challenges of improving transparency, public trust and accountability are not unique to Jersey and are common across the British Isles. It is against this background that the proposed actions identified below set out to address any such misunderstandings and enhance key areas of governance in response to recommendation 7 of the Care Inquiry Report.

13.3 It is therefore proposed that action is taken to:

- better understand the views, concerns and needs of the whole community and across government and public institutions in respect of our system of governance;
- identify, develop and implement improvements across government and the public sector in respect of transparency, openness, checks and balances, accountability; and the promotion and maintenance of public confidence in Jersey’s system of governance; and
- develop and, where approved by the States Assembly, implement outstanding recommendations of the Clothier and Carswell Reports.

13.4 Administrative Redress: In addition, the Jersey Law Commission¹² has, following its 2016 consultation, recently published its Report and recommendations on improving administrative redress in Jersey. The final recommendations cover the following areas: oversight of administrative redress processes; complaints procedures; the administrative justice system; the States of Jersey Complaints Panel; the establishment of a Jersey Public Services Ombudsman (also recommended by the Clothier Review); and, judicial review. These recommendations will also need to be considered by the Chief Minister in the context of Care Inquiry Recommendation 7 as they relate to the system of checks and balances and accountability by which government and public institutions are held to account and are intended to contribute to the wider project of building trust and confidence in processes for complaining about public administration.

13.5 Engaging the Community - Public Engagement: In order to better understand the views, concerns and needs of the whole community, it is proposed that the Chief Minister coordinates work to develop policy priorities aimed at building public engagement and transparency in government deliberation and decision-making. This could include developing models of public engagement which promote civic engagement including, for example, constitutional conventions¹³, citizens’ assemblies¹⁴ and mini-publics¹⁵ and using both digital and traditional channels.

¹² https://jerseylawcommission.files.wordpress.com/2016/04/jsylawcom_topicreport_adminredress_final.pdf

¹³ <http://www.ucl.ac.uk/constitution-unit/images/news/ccblueprint-2>

¹⁴ <http://researchbriefings.files.parliament.uk/documents/SN07143/SN07143.pdf>

<https://www.ourvoice.scot/719/documents/1025>

¹⁵ <https://test123582.files.wordpress.com/2017/04/deliberativeinnovations-researchpaper.pdf>

13.6 Accountability, Openness and Confidence: In order to improve accountability, integration, openness and confidence in our system of governance, it is proposed that the Chief Minister coordinate work to:

- develop proposals for improved governance structures that will enhance accountability and integration, and will enable the effective and ongoing delivery of the Care Inquiry recommendations;
- review best practice approaches and available benchmarks in respect of accountability, integration, openness and generally improving confidence in government and, using those indicators, review Jersey's current performance and set future objectives;
- review the recommendations of the Jersey Law Commission Review on administrative redress and the administrative justice system and Clothier recommendations in respect of the establishment of a Jersey Public Services Ombudsman and develop proposals to implement those recommendations.

Clothier, Carswell and the Separation of Powers

13.7 On 26th September, the Chief Minister lodged P. 84/2017 '*Elected Speaker and Deputy Speaker of the States Assembly: selection and appointment*'¹⁶. This is due to be debated by the States Assembly on 14th November 2017.

Key Deliverables for this Recommendation

Action	Key Milestone	Lead Agency
Commence Chief Minister Advisory Group on the Separation of Powers by August 2017	August 2017	Community & Constitutional Affairs
States Assembly debate on P.84/2017 ' <i>Elected Speaker and Deputy Speaker of the States Assembly: selection and appointment</i> '	14 th November 2017	Community & Constitutional Affairs
Complete scoping exercise and planning for projects on: (i) public engagement; (ii) openness, transparency, checks and balances, accountability and confidence in our system of governance; (iii) administrative redress and the administrative justice system by September 2018	September 2018	Community & Constitutional Affairs
Initial response to the Jersey Law Commission Report on Improving Administrative Redress in Jersey by December 2017	December 2017	Community & Constitutional Affairs

¹⁶ <http://www.statesassembly.gov.je/assemblypropositions/2017/p.84-2017.pdf>

Obtain Ministerial approval for project implementation by December 2018	December 2018	Community & Constitutional Affairs
Begin phased project implementation by January 2019	January 2019	Community & Constitutional Affairs

14. Recommendation 8 – Legacy Issues

14.1 The Chief Minister has committed to engaging survivors and the wider public in developing a plan to address the legacy issues identified by the Inquiry report. Each of the four areas identified under Recommendation 8 have their own unique set of sensitivities.

14.2 Establishing a Care Inquiry Archive:

Our proposals include that all of the Inquiry’s vast documents is preserved in perpetuity, with all public documents being retained in the public domain. Consideration should be given to making the archive accessible and more easily searchable (IJCI: Executive Summary: Para 13.21:p61)

<i>Recommendation - Subheading</i>	<i>Extract</i>
Para 13.44: p64: Vol 3 of 3: Recommendations and Appendices	<i>Jersey also has a notable tradition of embracing, acknowledging and honoring its past...build on this tradition by ensuring that its complex and often unhappy care history is remembered and that the experiences of generations of Jersey Children, whose lives and suffering worsened because of failures in the care system, are respected and honored in decades to come</i>
Para 13.45: p64: Vol 3 of 3: Recommendations and Appendices	<i>Four areas of action (a) Preserving and making accessible the Inquiry Archive (b) Remembering and recognizing Jersey’s child care history (c) Redeeming the Haut de la Garenne site (d) Care for witnesses after the Inquiry</i>
Para 13.46: p64: Vol 3 of 3: Recommendations and Appendices	<i>This material is an important source of social and political history for the people of Jersey and for scholars in those fields</i>
Para 13.47: p65: Vol 3 of 3: Recommendations and Appendices	<i>Jersey citizens and politicians have properly expressed to the Inquiry their concern that the archive be preserved for prosperity</i>
Para 13.48: p65: Vol 3 of 3: Recommendations and Appendices	<i>Public-domain material from the Inquiry should remain in the public domain in perpetuity</i> <i>Material not in the public domain required a different approach.</i> <i>The privacy of individuals who gave evidence anonymously or in private session must be protected and extraneous material must be excluded.</i> <i>Sensitivity held by Inquiry is such that it would be imprudent for it simply to be handed over to the States of Jersey</i>
Para 13.49: p66: Vol 3 of 3:	<i>We recognise the experience available in Jersey through the Jersey Archive and believe that to be the primary source of assistance and a repository for all public-domain material</i>
Para 13.50: p66: Vol 3 of 3:	<i>Such material (currently not in the public domain) be archived off-island, in facilitates provided by one of the international</i>

	<i>institutions with experience in the retention of Inquiry and sensitive judicial archives</i>
Para 13.51: p66: Vol 3 of 3: Recommendations and Appendices	<i>The Inquiry retain all its documentation under present secure arrangements, until a plan is agreed with the State of Jersey for the permanent security and management and accessibility of the Archive</i>

14.3 Following its publication, the Care Inquiry, the report and its papers are now formally the responsibility of the States Greffe. It is proposed that the majority of the non-sensitive records of the Care Inquiry should be stored at Jersey Archive, as the Island's National Repository under the Public Records Law, although there is a case for storing some particularly confidential records off-Island, in accordance with practice in relation to other sensitive inquiries.

14.4 It is proposed that a small team led by the States Greffier and the Director of the Archive continue to develop and publish an archiving plan that meets the proposals set out in Recommendation 8 of the Inquiry.

14.5 Public Memorial

There is a public tangible acknowledgement of those who have been ill served by the care system over many decades (IJCI: Executive Summary: Para 13.22: p61)

<i>Recommendation - Subheading</i>	<i>Extract</i>
Para 13.52: p66: Vol 3 of 3: Recommendations and Appendices	<i>Remembering the past is one of the best ways to shape the future</i>
Para 13.53: p67: Vol 3 of 3: Recommendations and Appendices	<i>Remembrance will be assured, and healing within the Island assisted, by the creation of some form of tangible public acknowledgement</i>

14.6 It is proposed that a Citizen Panel is commissioned to develop preferred options for a memorial, which will ensure survivors can be respected and honored in decades to come. The Panel will be made up of approximately 20-25 participants who will assemble and participate in approximately five workshops to discuss the issue and produce a collective recommendation. The panel will be informed in their deliberations by key stakeholders, (but not limited to) representatives from local arts and culture, Environment Department, survivor representatives, community voluntary sector organisations.

14.6 The panel would present its recommendations to the Council of Ministers.

14.7 Haut de la Garrene

We recommend that consideration be given as to how the buildings can be demolished and that any youth or outdoor activity or services for children located on the site should be in modern buildings bearing no resemblance to what went before (IJCI: Executive Summary: Para 13.23p61/62)

<i>Recommendation - Subheading</i>	<i>Extract</i>
Para 13.54: p67: Vol 3 of 3: Recommendations and Appendices	<i>Panel made five visits to the former Haut de la Garenne Children's Home</i>

Para 13.55: p67: Vol 3 of 3: Recommendations and Appendices	<i>Areas of the vast building are in disrepair</i>
Para 13.56: p67: Vol 3 of 3: Recommendations and Appendices	<i>Few positive memories emerged from the accounts that the inquiry received from hundreds of former residents</i>
Para 13.57: p67: Vol 3 of 3: Recommendations and Appendices	<i>Former residents...the Haut de la Garenne buildings are a reminder of an unhappy past...for other an unwelcome symbol of the turmoil and trauma of early stages of Operation Rectangle</i>
Para 13.58: p68: Vol 3 of 3: Recommendations and Appendices	<i>States of Jersey considers negotiating to secure unrestricted ownership of the site and to demolish Haut de la Garenne buildings</i>

14.8 Haut de la Garrene is currently the responsibility of Jersey Property Holdings. A lease is currently in place with a local outdoor activity company. It is proposed that, in partnership with Community & Constitutional Affairs, an Island-wide public consultation is undertaken to gather views regarding the Inquiry’s proposal for the building’s demolition.

14.9 The Public Consultation will deploy a mixed methodology of approaches to seek to ensure that all voices are heard. A summary of the responses from the public consultation will be published on the gov.je website. A ministerial decision on the future of the building can then be made by the Minister for Infrastructure with the support of the Council of Ministers.

Care for witnesses after the Care Inquiry

We are, however, conscious that this may not be so for some. Accordingly, we recommend that arrangements are put in place for ongoing support for all who may feel that they need it in the aftermath of the Inquiry

<i>Recommendation - Subheading</i>	<i>Extract</i>
Para 13.59: p68: Vol 3 of 3: Recommendations and Appendices	<i>arrangements are put in place for ongoing support for all who may feel that they need it in the aftermath of the Inquiry</i>

14.10 Investment has been set aside for the provision of 24-hour confidential telephone support in the immediate period after the Care Inquiry publication.

14.11 Continued support for survivors will be available as part of the existing service provision by Health & Social Services. Emphasis will be put on providing different types of support that reflected individual’s different needs and paths to recovery

Headline Actions for this Recommendation

Action	Key Milestone	Lead Agency
Begin the first phase of the archiving by November 2017	November 2017	Jersey Archive

Commence a public consultation on Haut de la Garenne by February 2018	February 2018	Community & Constitutional Affairs
Convene a Citizens Panel to consider and identify recommendations for a lasting memorial with recommendations presented to Council of Ministers by June 2018	June 2018	Community & Constitutional Affairs
Further develop accessible services that meets the different recovery needs of survivors. Review the service offer on an annual basis with statutory and community voluntary sector service providers.	July 2018	Health & Social Services
Establish and improve the range of therapeutic services that work with children who have disclosed experiences of sexual abuse to ensure timely therapeutic support and recovery.	July 2018	Health & Social Services

15. Finance and Manpower Implications

15.1 The estimated headline investment for the initial response to the Care Inquiry is £2,895,897 by the end of the current Medium Term Financial Plan in 2019. This includes costs in 2017 (£165,091), 2018 (£1,488,643) and 2019 (£1,242,163). There is £1,149,663 recurring expenditure, which will continue each year from 2020 and will need to be considered as growth in the next Medium Term Financial Plan. There are also an estimated additional 19.4 permanent FTE required to deliver the initiatives.

16. Collective Responsibility States under Standing Order 21(3A)

16.1 The Council of Ministers has a single policy position on this proposition, and as such, all Ministers, and the Assistant Chief Minister are bound by the principle of collective responsibility to support the proposition, as outlined in the Code of Conduct and Practice for Ministers and Assistant Ministers (R.11/2015 refers).

Appendix 1: Inquiry Response Group – Terms of Reference

Inquiry Response Group – Membership	
Director Children’s Policy	Managing Director Community Social Services
Detective Superintendent Head of Crime Services	Chief Officer Probation and After Care Services
Director of Civil Division – Law Offices’ Department	Director Human Resources – States of Jersey
Assistant Director Inclusion & Family Support	Practice Development Manager - Safeguarding & Partnership Board
Chief Nurse	Head of Decision Support – Treasury
Head of Professional Care & Regulation	Director Children’s Social Work
Director Social Policy	Principle Youth Worker
Head of Educational Support Team Support	
<p><u>Inquiry Response Group are responsible for:</u></p> <p><u>Initial Response to the Care Inquiry</u></p> <ul style="list-style-type: none"> • Providing leadership to those directly and indirectly involved with implementing the Care Inquiry Response • Provide written input into report setting out the response to the Care Inquiry • Advising on strategic fit and policy direction in relation to the whole children system • Test applicability of service models and plans to Jersey • Provide short written briefing/presentation to the Advisory Group set up by the Chief Minister <p><u>Revise Children & Young People Framework</u></p> <ul style="list-style-type: none"> • Advising on strategic fit and policy direction of participants’ own areas • Providing challenge and critical thinking to the programmes of work as they emerge • Reviewing key deliverables prior to submission to the COM Community Policy Group • Ensuring that they or their named deputy attend each meeting to ensure consistency and momentum • Acting as a communications conduit to influence and inform senior stakeholders • Creating and maintaining a collaborative environment in which the Children’s Plan is able to progress and succeed • Providing leadership to those directly and indirectly involved with implementing the revised Children & Young People Framework 	
<p>Frequency of Meetings: The implementation group will plan to meet every two weeks until October when the frequency will be reviewed</p>	

Appendix 2a: Independent Jersey Care Inquiry Advisory Panel - Terms of Reference

In response to the Independent Jersey Care Inquiry, the Chief Minister has established an Advisory Panel ('the Panel') to support the development of a detailed response to the Inquiry's main recommendations, in order that this response can be brought forward for consideration by the States Assembly by the end of October.

The Chair of the Panel is Senator Paul Routier MBE, Assistant Chief Minister. The members of the Panel are as below.

Constable Michel Le Troquer, Constable of St Martin
Deputy Judy Martin – Deputy St Helier
Deputy Jeremy Maçon - Deputy St Saviour

The focus of the Panel will be to provide:

- advice to the Chief Minister on the actions to be taken and the investments to be made in order to implement the Eight main recommendations of the Care Inquiry;
- a constructive check and challenge to officers on proposed draft responses to the main recommendations of the Care Inquiry;
- wider reference and political context to any proposed investments to be made in order to meet the main recommendations of the Care Inquiry.

The Panel will generally meet monthly.

Officers from the Department for Community and Constitutional Affairs will provide a secretariat function to the Panel.

Appendix 2b: Independent Jersey Care Inquiry Advisory Panel Meeting Notes

Independent Jersey Care Inquiry – Chief Minister Advisory Panel

Notes of Meeting Thursday 24th August 2017

Attendance

Senator Paul Routier (Chair), Constable Michel Le Trocquer

Apologies:

Deputy Jeremy Maçon, Deputy Judy Martin, Deputy Richard Renouf, Deputy Louise Doublet,

Agenda Item:

1. Welcome

The Chairperson welcomed attendees and noted apologies. The Chairperson explained that two panel members were not in attendance as they were meeting the Chief Minister to discuss their perceived concerns about potential conflict of interests in participating in the advisory panel and future scrutiny of ministerial decisions. It is hoped that their attendance will be secured in due course.

2. Terms of Reference

The terms of reference were reviewed and agreed. It was acknowledged that the main purpose of the panel was to advise the Chief Minister and for this purpose alone. It was noted that the initial focus of the panel should be on the eight high level recommendations with scope to make reference to the more specific 659 recommendations also referenced in the Inquiry Report.

3. How we will work together

The panel acknowledged the tight time scales within which to advise the Chief Minister who has committed to bring a report back to the States Assembly during October. It was noted that a separate advisory panel was meeting to discuss the separation of powers, which was part of the seventh recommendation and there was an existing proposition to debate separation of powers scheduled for the beginning of September. The panel agreed to cover two recommendations at each meeting. Members were invited to request officer support to research specific areas relevant to each recommendation in advance so that officers can provide a briefing and assist member's discussion and ultimately any advice made by the panel.

4. Communication

It was agreed that notes from each panel meeting would be recorded and circulated to panel members. Panel discussions will be used to construct a written report containing the advice of the panel to the Chief Minister.

5. Any Other Business

None

Independent Jersey Care Inquiry – Chief Minister Advisory Panel
Notes of Meeting Friday 15th September 2017

Attendance

Senator Paul Routier (Chair), Constable Michel Le Trocquer, Deputy Judy Martin

Apologies:

Deputy Jeremy Maçon.

Agenda Item

1. Welcome

- The Chairperson welcomed attendees and noted apologies. The Chairperson explained that Deputy Richard Renouf, Deputy Louise Doublet have now declined the Chief Ministers invitation to take part in the advisory group.

2. Discussion of Recommendation 1 – Children’s Commissioner

- The Officer presented the Council of Ministers discussion paper, which set out the options that were considered by the Council of Ministers ahead of their decision to invest in the Children Commissioner role.
- General discussion amongst the panel that the recruitment to this role was a good opportunity to continue to create a culture that is focused on children and will assist in progressing the Islands commitment toward the UNCRC.
- The inclusion of an existing Children’s Commissioner from Northern Island was seen as a positive development in assisting to get the right person for the job.
- Acknowledgment that the focus of the Children’s Commissioner was on all children not just those who are looked after.
- Specific points for the Chief Minister to consider are described in agenda item 4 below.

3. Discussion of Recommendation 2 – Children’s Voice

- The Officer presented a key facts paper, by UNICEF, which focused on the participation rights of children as described in the United Nations Children Rights Commission.
- Specific points for the Chief Minister to consider are described in agenda item 4 below.

4. Key Messages for Chief Minister

The Independent Jersey Care Inquiry – Chief Minister Advisory Panel identified the following key points, which it would like to the Chief Minister to consider.

Children’s Commissioner

- Careful thought needs to be given to the relationships between existing external/independent advisors to the Chief Minister. In particular the Jersey Jersey Care Commission er and the Chair of Safeguarding Partnership Board.
- Consideration should be given to developing a Memorandum of Understanding to support the development of the Children’s Commissioner role whilst it remains in a shadow form and supporting regulations are being developed.
- The Children’s Commissioner in England and Wales are allocated significant resource. It will be important for the Jersey Children’s Commissioner to develop a

realistic costed work plan following appointment and taking up the post. This will assist in adjusting the Commissioner function to the Islands population.

Children's Voice

- The advisory panel acknowledged the challenges behind the Care Inquiry proposal for the Chief Minister to visit Children's Homes as part of his corporate responsibility.
- Based on the previous experience of members of the Advisory Group, they did feel that meeting with young people themselves would be a direct way of listening to the lived experience of children who are in care.
- The advisory panel encouraged the Chief Minister to find a process / approach to developing a rapport with children in care where by the status of the 'Chief Ministers Office' is reduced enough to allow views to be exchanged in an open and safe environment
- The advisory panel felt that it should not just be the Chief Minister who should be demonstrating his corporate responsibility to looked after children. The panel felt that a wider responsibility should be placed on all Assembly members and appropriate way of enabling those Assembly members should be found for them to meet their corporate parent role.
- The advisory panel was supportive of the idea of a Youth Council. It was acknowledged that the current Youth Parliament lacked inclusion and initial impetus had reduced as young people who were involved initially had moved on to University.
- Getting a better understanding of 'Youth matters' from young people themselves was viewed as a positive development
- The advisory panel would encourage the Chief Minister to explore if any Youth Council could use the Assembly building.
- In the event of a Youth Council (or something similar) being implemented, the advisory panel felt that there may be opportunities for assembly members for mentoring or supporting those young people who sit on a Youth Council to share their experiences in debating, public speaking etc.

Independent Jersey Care Inquiry – Chief Minister Advisory Panel
Notes of Meeting Wednesday 25th September 2017

Attendance

Senator Paul Routier (Chair), Constable Michel Le Trocquer, Deputy Judy Martin, Deputy
Jeremy Maçon

Apologies: -

Agenda Item

1. Welcome

- The Chairperson welcomed attendees. The Chairperson gave guidance to officer with regard the previous agenda and briefings and how they should be set out.

2. Discussion of Recommendation 3 – Inspection Services

- The Officer gave an overview of the development of the Jersey Care Commission and its relevance to the Care Inquiry’s recommendation on independent Inspection of services for children.
- The panel requested a meeting with the Jersey Care Commissioner to gain a better understanding of its business and function. Key questions include
 - How inspections are scoped and implemented
 - Unannounced versus announced
 - Future role of Independent board of visitors to children’s homes
 - Relationship between Children’s Commissioner Independent Safeguarding Chair, Children’s Commissioner and Charities Commissioner
 - Role of Care Leavers in inspection

3. Discussion of Recommendation 4 – Sustainable Workforce

- The Officer gave an overview of the key issues relating to establishing a sustainable workforce and identified the key points in the Care Inquiry recommendation.
- The panel requested further information on the approaches being taken to establish a sustainable workforce from the following officers:
 - Susan Devlin: Hackney Model and partnership working with Probation Service
 - Tony Riley: clarifying attempts to understand (via exit interviews etc.) any underlying concerns from those who have left the service
 - Ricard Jouault: Update and timeline on work of the Strategic Housing Unit with regard key worker accommodation.

4. Key Messages for Chief Minister

- More information was needed by the panel in order to develop and advise the Chief Minister with regard recommendation 3 and recommendation 4.

5. Date of Next Meeting October 2nd 15.00 – 16.00

Independent Jersey Care Inquiry – Chief Minister Advisory Panel
Notes of Meeting Monday 2nd October 2017

Attendance

Senator Paul Routier (Chair), Constable Michel Le Trocquer, Deputy Judy Martin,

Apologies:

Deputy Jeremy Maçon

Agenda Item

1. Welcome

- The Chairperson welcomed attendees. Apologies were received from Jeremy Maçon.

2. Consideration of Officer updates in relation to Recommendation 4 (Sustainable Workforce)

- The panel reviewed the written submissions from officers and identified the following advice to the Chief Minister in relation to Sustainable Workforce
- Key Worker Accommodation
 - Acknowledged that finding affordable accommodation is an important part of recruiting and retaining staff
 - Policy development to make it easier for key workers to buy affordable housing would need to consider implication for other workgroups and the wider demand on housing from domicile population.
 - Key worker accommodation should be developed and managed by Andium Housing
 - All key worker accommodation should meet the decent home standard
 - Stock specifically for key workers should be allocated by Andium according to an agreed policy and procedure
- Training & Development
 - Establish a recruitment strategy as a priority
 - Work to develop an on-island social work training to enable local residents to have access onto a social work career pathway
 - Encourage SEB to review the discrepancy in reimbursement, terms and conditions between Probation Workers and Social Workers
- Fostering Service
 - The review of the Fostering Service needs to happen as a matter of urgency. The panel acknowledged that previous timelines for review of this service have been too long with little apparent improvement
- A meeting with the Children's Commissioner is scheduled for the 3rd October and the panel will consider its advice following the meeting.

2. Discussion of Recommendation 5 – Regulation

- The officer gave an overview of Recommendations 5 and a summary of the Care Inquiry findings described within it.
- The panel put forward the following advice to the Chief Minister for his consideration
 - Further to the appointment of a Children's Commissioner and the subsequent decision to support P63, the panel would advise the Chief Minister to work with the Children's Commissioner to review the incorporation of UNCRC into domestic legislation.

- The panel is of the view that if incorporation was to be thought favorable then this would form an important part of the legislative schedule described in the Care Inquiry Recommendation 5

5. Date of Next Meeting

- October 13th 15.00 – 16.00

Independent Jersey Care Inquiry – Chief Minister Advisory Panel
Notes of Meeting Friday 13th October 2017

Attendance

Senator Paul Routier (Chair), Constable Michel Le Trocquer, Deputy Judy Martin, Deputy
Jeremy Maçon

Apologies: -

Agenda Item

1. Welcome

- The Chairperson welcomed attendees.

2. Discussion of Recommendation 6 – Corporate Parent

- The Officer gave an overview of the Care Inquiry's recommendation
- The panel was updated on the work of the PPC and its plan to complete and finish a piece of work that reviews and describes the 'duties' as identified in the current Oath taken by Members at the start of their term of Office. This work will be brought forward in a proposition in December 2017.
- The Officer gave an update on the revision of a Children's Plan which was identified by the Care Inquiry as a crucial enabler of joint planning and service improvement
- It was acknowledged that the previous Children and Young People's Strategic Framework did not deliver the level of joint planning previously envisaged.
- The panel felt it was important to understand 'what has changed' if a revised plan was to have a better outcome for children.

3. Discussion of Recommendation 8 – Legacy Issue

- The Officer gave an overview of the Care Inquiry's recommendation
- The panel endorsed the Care Inquiry recommendations to Archiving
- The panel felt that it was important that an open and participative approach should be used to identify a lasting memorial
- The panel were supportive of a Public Consultation regarding the future of Haut de la Garenne

4. Review of draft Report in response to the IJCI

- Panel members reviewed the report, made a number of amendments, and suggest clarifications to the reports contents.
- The panel were able to endorse the content so the draft report
- The panel agreed to attend the forth-coming Council of Ministers to discuss the report.
- The Chair thanked the panel for their deliberations and formally closed the panel as it
- had completed the task as set out in its terms of reference

**Independent Jersey Care Inquiry – Chief Minister Advisory Panel
Notes of Meeting Friday 23rd October 2017**

Attendance

Senator Paul Routier (Chair), Deputy Judy Martin, Deputy Jeremy Maçon

Apologies:

Constable Michel Le Trocquer

Agenda Item

1. Welcome

- The Chairperson welcomed attendees.

2. Final Amendments – Care Inquiry Response

- Following the Council of Ministers meeting on the 18th October the panel reviewed the Care Inquiry Response and the proposed amendments.
- Amendments to Recommendations 2, 6 and 8 were approved by the panel
- Amendments to Recommendation 7 were altered to reflect the onus on government to address the underlying challenges of public perception which include openness, transparency and accountability across government

3. Future Meetings

- The Chief Minister requested the panel to continue to advise him on the response to the Care Inquiry on an ongoing basis.
- The panel agreed in principle to continue to provide an advisory role to the Chief Minister on the response to the Care Inquiry. The panel Chairperson agreed to review the terms of reference of the group and circulate revised meeting dates following the States Assembly debate on the Inquiry response.

Appendix 3: Separation of Powers Advisory Panel – Terms of Reference

Independent Jersey Care Inquiry – Recommendations Advisory Panel

Separation of Powers

Terms of Reference

In response to the Final Report of the Independent Jersey Care Inquiry, the Chief Minister has established an Advisory Panel ('the Panel') to support the development of detailed responses to the Inquiry's Recommendation 7. This refers to recommendations made in the Clothier and Carswell Reports with respect to, for example, the separation of powers and establishment of an Ombudsman to hear and determine complaints of maladministration by Departments. Responses are to be brought forward for consideration by the States Assembly by the end of October 2017.

The Chair of the Panel will be the Deputy Chief Minister, Senator Andrew Green MBE. The Membership of the Panel is:

- Senator Philip Ozouf
- Deputy Montfort Tadier, Deputy for St Brelade No.2
- Deputy Simon Bree, Deputy for St Clement
- Deputy David Johnson, Deputy of St Mary

The Panel will provide:

- advice to the Chief Minister on the actions to be taken in order to implement Recommendation 7;
- a constructive check and challenge to officers on proposed draft responses to the recommendations.

The Panel will generally meet monthly. Minutes will be taken and circulated to the Panel within one week of the meeting.

The secretariat to the Panel will be provided by the Department for Community and Constitutional Affairs.

Appendix 4: Council of Ministers Community Policy Sub-Group: Terms of Reference

The Ministerial Community Policy Sub-Group is established by the Council of Minister as a sub-group of the Council of Minister. Its roles and responsibilities are delegated to it by the Council of Ministers.

Aim

The Ministerial Community Policy Sub-Group will seek to ensure that Jersey is great community in which to live, grow up and belong¹⁷

Function

The Ministerial Community Policy Sub-Group will provide and support clear leadership and decision making across, and amongst, Departments, agencies and other States funded services. In particular, the Group will provide:

1. oversight of the development of relevant policy, strategy and legislation;
2. oversight and review of implementation of relevant policy, strategy and legislation.

Relevant policy, strategy and legislation includes which will impact on the well-being or quality of life of people living in our community (i.e. social policy) where:

- that policy, strategy or legislation has an impact on the official responsibilities of more than one Minister; or
- that policy, strategy or legislation does not accord with the policy objectives of another Minister.

The Ministerial Community Policy Sub-Group will also provide a forum through which any Minister considering that a matter is brought before COM can discuss that matter with relevant Ministers, in advance of COM, in order to resolve any policy tensions, trade-offs or similar challenges. This is regardless of whether the proposing Minister is a member of the Group (Para 7, Code of Conduct).

Role and responsibilities of members

Ministers and Assistant Ministers who are members of the Ministerial Community Policy Sub-Group will have joint ownership of the ministerial policy group agenda. They will work together to:

1. make decisions about social policy, strategy and legislation matters, including setting the goals
2. solve problems and remove obstacles that affect the ability of others to:
 - deliver against agreed goals
 - ensure cohesive and effective services

¹⁷ The long term vision sets out the Jersey should be a great place in which to live, grow up and belong. The Community Ministerial group will have specific responsibility for focusing on that delivery of the overarching aim of the long term vision, in relation to community matters as opposed to matters which would more readily fall with the Environment or Economy strands of the long term vision.

- deliver the aspirations and commitments of key plans, strategies and treaties¹⁸
3. ensure they are informed about what is happening and why through questioning, constructive challenge and seeking information and advice from internal and external experts;
 4. ensure others are informed about what is needed and why by, for example, providing information and advice and responding to consultations and proposals;
 5. consider external reviews, inquiries or inspections that impact on agreed goals. Where a government response is required, as distinct from a departmental response, provide an appropriate response on behalf of the Council of Ministers
 6. support the establishment of plans, timelines and milestones and stocktake to ensure continued momentum;
 7. ensure that public services and Departments operate in a way which continues to support agreed implementation of relevant policy, strategy and legislation;
 8. make funding allocation decisions, on behalf of the Council of Ministers, where the Council or States Assembly have agreed to make funding available for relevant multi-departmental initiatives¹⁹. Ensure appropriate governance of such funding. (note: this does not include making decisions on operational or funding matters which are the responsibility of others in the executive.)
 9. ensure they act as corporate parents.

Whilst Ministers will act collaboratively to discharge their role and responsibilities as a member of the Ministerial Community Policy Sub-Group, each Minister still retains their own statutory obligations as set out in Law.

Sub-groups

The Ministerial Community Policy Sub-Group will be responsible for establishing relevant sub-groups (standing and/or start-finish groups) in order to address particular issues or areas of work. The sub-groups, which will span the social policy agenda, will provide a mechanism through which detailed scrutiny or consideration can be provided to a particular issue, prior to consideration and decision making by the core Ministerial Community Policy Sub-Group.

Sub-group members can include Ministers and/or officers and/or external experts and advisors as required by Ministers. Sub-groups may then have associated working groups.

Each sub-group will have its own terms of reference clearly setting out its aim, roles and responsibilities and intended outcomes.

The outline structure, as set out above, provides examples of those sub-groups which will include, for example:

- Children's Plan policy group with responsibility for political oversight of the development and delivery of a Children's Plan for Jersey. The Children's Plan:

¹⁸ To include, for example: Jersey Independent Care Inquiry, Children and Young Persons plan, UNCRC,

¹⁹ For example, the release of £1.65 million contingency monies in MTFP2 for vulnerable children's initiatives.

- will underpin our strategic objectives for children and young people
 - incorporate the Care Inquiry recommendations
 - be developed in partnership with all relevant stakeholders
- b) child and adult protection oversight sub-group with responsibility for ensuring political oversight with regard to protection and safeguarding, including:
- formally receiving Serious Case Reviews (SCR)
 - considering and adopting relevant recommendations
 - holding services to account for delivery of recommendations
 - holding the multi-agency safeguarding partnership board to account for delivery against agreed priorities, as set out in the board’s annual report.

The Child and adult protection sub-group will include a Constable as a representative of the Comité.

- c) Early years and childhood partnership group (tbc)
- d) Drugs and Alcohol Action Team

Agenda and agenda planning

Ministers and their Chief Officers will be responsible for bringing forward matters which are relevant to the aim and functions of the ministerial group and/or its sub-groups.

The Chief Minister, as Chair:

- may, in consultation with the relevant Minister decide that a proposed agenda item should, or should not be, considered at the Ministerial Policy Group;
- may request any Minister, regardless of whether they are a member of the Ministerial Policy Group, to bring forward any particular item which the Chief Minister believes should be considered at the Ministerial Policy Group

Membership

Ministerial members

- Chief Minister (Chair)
- Minister for Health and Social Services
- Minister for Home Affairs
- Minister for Housing
- Minister for Social Security
- Minister for Education
- Assistant Chief Minister with special responsibility for social policy

Where a Minister cannot attend an Assistant Minister can attend in their place.

(Note: CoM will be asked whether a representative of the Comité de Connetable should be a member of the Community Group. Any decision in regard to Comite representation should be reflected in CoM membership and membership of other CoM subgroups)

Officer attendees

- CO, Health and Social Services
- CO, Education
- CO Community Constitution Affairs
- CO Social Security

Where officers cannot attend, a delegate will attend in their place.

Non-members but with right to address when relevant matters arise

- Children's Commissioner (note: pending recommendations and decisions regarding role)
- Chair, Jersey Care Commission
- Chair, Safeguarding Boards
- Charity Commissioner

Note: Both the Children's Commissioner and the Chair of the Jersey Care Commission , as part of their terms of reference, will be required to ensure that they listen to the voices of children and the voices of service users, families and friends. Their contribution to the Ministerial group will include championing those voices.

Others to be invited to attend for specific items as required. This will include, for example: key advisors such as the Medical Officer for Health and Chair Safeguarding Partnership Boards

- States of Jersey Police; Jersey Probation and After Care Service, Departmental operational and policy officers.
- In addition to attendees for specific items,

Executive Officer and secretariat function

Director, Social Policy, Department for Community and Constitutional Affairs.

Meeting cycle

- It is anticipated that, in the initial post-Care Inquiry reporting stages, the Community Ministerial Group may be required to meet on a 6 weekly basis, however, at the point at which key post-Care Inquiry planning has been undertaken, Ministerial meetings should not be required more than bi-monthly (2 hours with meetings to be cancelled if no substantive agenda items)
- Key officers will meet approximately two weeks prior to each meeting in order to discuss proposed agenda items and matters arising.

Appendix 5. Care of Children in Jersey Scrutiny Review Panel PRESS RELEASE

The Chairman's Committee has established a Review Panel to examine the policies, legislation and actions of the Council of Ministers as a result of the recommendations made in the Independent Jersey Care Inquiry (IJCI).

The report by the IJCI Panel into the abuse of children in the Island's care system over many years was presented on Monday, 3 July 2017.

The Inquiry's 15 Terms of Reference dealt with matters between 1945 and the present day. As relayed on the Inquiry website, evidence was heard from more than 450 people who had lived in the care system or were otherwise connected to it. The Panel held 149 days of public hearings and also saw more than 200 witnesses. It considered more than 136,000 documents. The experience of children within the care system was at the heart of the Inquiry's work.

The final report identified individual and systemic failings and made 8 core recommendations for the future management and operation of Jersey's residential and foster homes to ensure the island provides a safe and secure environment for the children in its care. Furthermore it relayed (and backed) 659 recommendations put forward by individuals or stakeholder organisations in Jersey, which it grouped into 11 themed categories. The Review Panel has been established to ensure that these recommendations are implemented fully and that any proposals put forward to achieve them are adequately examined.

The Panel's Terms of Reference for the review are as follows:

1. To examine the policy of the Council of Ministers in relation to the eight core recommendations made by the Independent Jersey Care Inquiry Panel (IJCI).
2. To consider the recommendations contributed to the Care Inquiry by members of the public and stakeholder organisations in Jersey (659 individual recommendations grouped into 11 categories by the Care Inquiry Panel) and examine the policy of the Council of Ministers to those matters.
3. To scrutinise all legislation arising from the recommendations made by the Independent Jersey Care Inquiry.

Deputy Sam Mézec, Chairman of the Panel, said: "Ensuring that the recommendations put forward in the Independent Jersey Care Inquiry are implemented is a major priority for both current and future States Assemblies. The Review Panel will examine policy, legislation and other actions of the

Council of Ministers as a result of the recommendations to ensure that what is being proposed is fit for purpose and helps to improve the care of children in Jersey."

Appendix 6: Council of Ministers Contingency Made Available for Immediate Costs

Department	Cost	Purpose
SoJ Depts.	£400,000	Legal costs which may be incurred by individuals or departments in relation to the contents of the inquiry report, including costs of public defense advice as necessary.
Law Officers'	£35,000	Legal costs which may be incurred by individuals or departments in relation to the contents of the inquiry report
Community and Constitutional Affairs Department	<u>2017:</u> £61,000 <u>2018:</u> £81,000 <u>2019:</u> £81,000 = £223,000	Provision of essential service to meet public information needs arising from publication of report and phased response to recommendations, which are expected to be significant
Health & Social Services	£35,000	Reader designation and employment of temporary staff to ensure sufficient operational management particularly in Children's Services
Additional unforeseen costs	£107,000	-
Total	£800,000	

Appendix 7: Financial Summary Indicative Costs – Initial Response to the Care Inquiry

Department	Proposal	2017	2018	2019	Recurring	FTE
Recommendation 1 – Commissioner for Children						
Community Constitutional Affairs	Appointment of a Children’s Commissioner.	Central Contingency funding of up to £675,000 in 2017 and up to £590,000 in each of the years 2018 and 2019 approved in July 2017 MD-TR-2017-0091				3
Recommendation 2 – Children’s Voice						
Children’s Services	Develop a children’s rights service reporting directly to MD of CSS. (including social media app)	£16,000	£158,837	£207,475	£207,475	3
Children’s Service	To develop a Looked After Children Advocacy Worker	£10,000	£60,000	£60,000	£60,000	1
Youth Service	Explore options for a Youth Council with young people and bring forward to a Children’s Plan	Monies already allocated from previous MD £79,000 (2017) £16,500 (2018) MD-TR-2017-0090				-
Recommendation 3 – Inspection of Services						
Children’s Service	Children’s social work require 2 FTE practice improvement officers to work on practice improvement, performance and quality	£2,000	£134,000	£134,000	£134,000	2
Jersey Care Commission	Appoint a Children’s Care Inspector for Children’s Homes		£74,450			1 FTE
Jersey Care Commission	Commission an independent review of services for children as request by Chief Minister	£15,000	£175,650	£52,500		2 FTE (Temp)
Recommendation 4 – Sustainable Workforce						
Children’s Service	Employ dedicated HR professional grade to develop a dedicated recruitment and retention plan for children’s social work	£1,500	£111,910	£111,910	£111,910	2

Children's Service	Deliver accredited training in systemic practice for all children's services staff, initial programme to roll over 3 years then continue for all new recruits.	£10,000	£70,000	£70,000	£30,000	-
Children's Service	Multi-disciplinary training to support the implementation of Jersey Practice Model	£9,598	£128,679			1 (temp)
Children's Service	Commission a review of Fostering Service	£30,000				-
Safeguarding Partnership Board	Increase specialist Level 3 and 4 training on child sexual abuse, working together, voice of the child, looked after children, new sexual offences legislation etc.	-	£9,000	£65,261	£65,261	1
Recommendation 5 – Legislation						
Children's Services	Review operating model at Greenfields	£20,000	£50,000	-	-	-
Community Constitution & Home Affairs	On completion of Children's Plan - scope, consult and deliver a Children's Policy & Legislative programme.	£50,993	£390,943	£390,943	£390,943	4.4
Community Constitution & Home Affairs	Commission a review of Youth Justice System	-	£50,000	-	-	-
Recommendation 6 - Corporate Parent						
Community & Constitutional Affairs	Develop a Children's Plan for Jersey. To note the costs attached here are to develop the Children's Plan. A costed implementation plan will be developed once key priorities, outcomes and governance structures have been agreed in May 2018	Monies already allocated from previous MD £79,000 (2017) £16,500 (2018) MD-TR-2017-0090				-
Recommendation 7 – The Jersey Way						

Community & Constitutional Affairs	Reviewing recommendations of the Jersey Law Commission Review on administrative redress and developing and implementing improvements to Jersey's administrative justice system by which the public sector is held to account. Reviewing international approaches to improving transparency and openness in government and testing and developing models of public engagement, which promote civic engagement and engagement with government.	-	£197,686	£197,686	£197,686	2
Recommendation 8 – Legacy						
States Greffe / Jersey Archive	Begin the Archiving process led by the Director of the Jersey Archive in partnership with the States Greffe and the Inquiry Panel.	COM decision in March 2017 to allocate £200,000 one off monies to the forecast costs of the original Independent Jersey Care Inquiry				-
Community & Constitutional Affairs	Public Memorial - Citizen Panel is commissioned to develop preferred options for a memorial, which will ensure survivors can be respected and honored in decades to come.	Monies already allocated from previous MD £79,000 (2017) £16,500 (2018) MD-TR-2017-0090				-
Community & Constitutional Affairs	Public Consultation on the demolition of Haut de la Garrene	Monies already allocated from previous MD £79,000 (2017) £16,500 (2018) MD-TR-2017-0090				-

Appendix 8: Balance Score Card

Responding to Care Inquiry– Monthly Progress Report

Actions by progress

Total Number of Actions	43
Actions completed	2
Actions started	19
Actions pending	22

Actions by recommendation and progress

	Completed	Started	Pending
Recommendation 1	0	2	4
Recommendation 2	0	2	4
Recommendation 3	0	2	1
Recommendation 4	0	4	7
Recommendation 5	0	2	2
Recommendation 6	0	3	0
Recommendation 7	2	2	2
Recommendation 8	0	3	2
Total	2	20	22

Progress on actions for each recommendation

Recommendation 1: Children's Commissioner				
	Proposed Action	Pending	Started	Completed
1	Children's Commissioner and officers in post by January 2018		✓	
2	Explore inter-island collaboration with Guernsey counterparts by December 2018		✓	
3	Children's Commissioner to report to the States Assembly on the desirability of incorporation of UNCRC into domestic and necessary legislative changes by April 2018	✓		
4	Children's Commissioner Regulations lodged by December 2018	✓		
5	Children's Commissioner to identify a plan to ensure every States of Jersey employee receives a copy of the UNCRC and is familiar with it - by December 2018	✓		
6	Establish links with the British and Irish Network of Children Commissioners by Dec 2018	✓		
Recommendation 2: Children's Voice				
	Proposed Actions	Pending	Started	Completed
1	Establish a Young Person Panel to explore approaches to Youth Councils by November 2017		✓	
2	Develop a plan to deliver a school-based participation strategy by January 2018		✓	
3	Establish a Children's Rights Officer Role by February 2018	✓		

4	Children's Rights Officer to begin work with children in care to review the complaints system available to looked-after children by March 2018	✓		
5	Children's Rights Officer to start developing a programme of regular contact between children in care and the Chief Minister by March 2018	✓		
6	Establish a looked-after children advocacy service by March 2018	✓		
Recommendation 3 – Inspection		Pending	Started	Completed
Proposed Actions				
1	Agree terms of reference for an Independent Review of Children's Service by December 2017		✓	
2	Develop a plan to phase out the Independent Visitors for Young People	✓		
3	Start annual Inspection of Children's Residential Services by June 2018		✓	
Recommendation 4 - Sustainable Workforce				
Proposed Actions		Pending	Started	Completed
1	Council of Ministers' decision on future use of Jersey Property Holdings existing stock by December 2017	✓		
2	Policy decision from Housing Minister on future use of existing Andium stock for key worker accommodation and assisted purchase scheme by December 2017		✓	
3	Establish a recruitment and retention plan for Children's Social Work by January 2018	✓		
4	Establish an accredited training programme for front line social work staff by January 2018		✓	

5	Deliver more training sessions on specialist safeguarding by January 2018		✓	
6	Establish training programme to support delivery of Jersey Practice Model which incorporates key learning from 'Hackney' experience of service transformation by January 2018		✓	
7	Commission and publish Strategic Housing Market Assessment Report by December 2018	✓		
8	Complete Ministerial Decision to transfer JPH housing stock to Andium Homes for key worker accommodation by December 2018	✓		
9	Publish review as part of migration policy, exploring impact of public policies on treatment of migrants in Jersey, by December 2018	✓		
10	Complete refurbishment of Andium stock for use by key workers completed by December 2019	✓		
11	Limes site redevelopment commenced for affordable and key worker accommodation by December 2020	✓		
Recommendation 5 –Legislation				
	Proposed Actions	Pending	Started	Completed
1	Agree scope and identify a suitable provider for an independent review of Youth Justice System by December 2017		✓	
2	Establish a schedule of children's policy and legislation to support the revised Children's Plan by June 2018	✓		
3	Review operating model of Greenfields Secure Residential Service by December 2018	✓		
	Recommendation 6 - Corporate Parent	Pending	Started	Completed
	Proposed Actions			

1	Develop and consult the public on a revised Children's Plan by March 2018		✓	
2	Privileges & Procedures Committee to bring forward proposals on roles and responsibilities of States Members in January 2018		✓	
3	Scope and progress policy development to better describe the role of the Corporate Parent in Jersey by December 2018		✓	
Recommendation 7 –The Jersey Way				
	Proposed Actions	Pending	Started	Completed
1	Start Chief Minister Advisory Group on the Separation of Powers by August 2017			✓
2	States Assembly debate on P.84/2017 ' <i>Elected Speaker and Deputy Speaker of the States Assembly: selection and appointment</i> '			✓
3	Complete scoping exercise and planning for projects on: (i) public engagement; (ii) openness, transparency, checks and balances, accountability and confidence in our system of governance; (iii) administrative redress and the administrative justice system by September 2018		✓	
4	Initial response to the Jersey Law Commission Report on Improving Administrative Redress in Jersey by December 2017		✓	
5	Obtain Ministerial approval for project implementation by December 2018	✓		
6	Begin phased project implementation by January 2019	✓		
Recommendation 8 – Legacy				
	Proposed Actions	Pending	Started	Completed

1	Begin first phase of the archiving by November 2017	✓		
2	Start a Public Consultation on Haut de la Garenne by February 2018	✓		
3	Convene a Citizens Panel to consider and identify recommendations for a lasting memorial with recommendations presented to Council of Ministers by June 2018	✓		
4	Develop accessible services that meet the different recovery needs of survivors. Review services annually with statutory and community voluntary sector service providers.		✓	
5	Further develop the range of services that work with children who have disclosed experiences of sexual abuse, to ensure timely therapeutic support to achieve recovery.		✓	

Appendix 9: Actions against Inquiry '10 Fundamental Failings' and '8 Lessons to be learnt'

Proposed Action	Addressing Fundamental Failings	Addressing Lessons to be Learned
Children's Commissioner and officers in post by January 2018	<ul style="list-style-type: none"> <input type="checkbox"/> Failure to value children in the care system <input type="checkbox"/> Failure to keep pace with advances in the developed world <input type="checkbox"/> Failure to achieve positive, measurable outcomes for children <input type="checkbox"/> Failure to mitigate negative effects of small island culture and its challenges 	<ul style="list-style-type: none"> <input type="checkbox"/> The welfare and interests of children are paramount and trump all other considerations <input type="checkbox"/> Give children a voice and then listen to it <input type="checkbox"/> Independent scrutiny is essential <input type="checkbox"/> Stay connected <input type="checkbox"/> Openness and transparency must characterise the culture of public services
Children's Commissioner Regulations lodged by December 2018	<ul style="list-style-type: none"> <input type="checkbox"/> Failure to adopt adequate legislative framework <input type="checkbox"/> Failure to mitigate negative effects of small island culture and its challenges 	<ul style="list-style-type: none"> <input type="checkbox"/> Independent scrutiny is essential <input type="checkbox"/> Stay connected
Children's Commissioner to report back to the States Assembly on the desirability of incorporation of UNCRC into domestic and necessary legislative changes by April 2018	<ul style="list-style-type: none"> <input type="checkbox"/> Failure to adopt adequate legislative framework <input type="checkbox"/> Failure to keep pace with advances in the developed world <input type="checkbox"/> Failure to mitigate negative effects of small island culture and its challenges 	<ul style="list-style-type: none"> <input type="checkbox"/> The welfare and interests of children are paramount and trump all other considerations <input type="checkbox"/> Independent scrutiny is essential <input type="checkbox"/> Stay connected
Children's Commissioner identify a plan to ensure every States of Jersey employee receives a copy and is familiar with the UNCRC by December 2018	<ul style="list-style-type: none"> <input type="checkbox"/> Failure to tackle silo mentality among public sector agencies 	<ul style="list-style-type: none"> <input type="checkbox"/> The welfare and interests of children are paramount and trump all other considerations
Proposed Action	Addressing Fundamental Failings	Addressing Lessons to be Learned
Establish a Children's Rights Officer Role by	<ul style="list-style-type: none"> <input type="checkbox"/> Failure to value children in the care system <input type="checkbox"/> Failure to mitigate negative effects of small island culture and its challenges <input type="checkbox"/> Failure to tackle silo mentality among public sector agencies 	<ul style="list-style-type: none"> <input type="checkbox"/> The welfare and interests of children are paramount and trump all other considerations <input type="checkbox"/> Give children a voice and then listen to it <input type="checkbox"/> Quality leadership & professionalism <input type="checkbox"/> Openness and transparency must characterise the culture of public services

Establish a Looked After Children Advocacy by	<input type="checkbox"/> Failure to value children in the care system <input type="checkbox"/> Failure to mitigate negative effects of small island culture and its challenges	<input type="checkbox"/> The welfare and interests of children are paramount and trump all other considerations <input type="checkbox"/> Give children a voice and then listen to it <input type="checkbox"/> Openness and transparency must characterise the culture of public services
Commence a Young Person Panel to explore approaches to Youth Councils by November 2018	<input type="checkbox"/> Failure to value children in the care system <input type="checkbox"/> Failure to tackle silo mentality among public sector agencies	<input type="checkbox"/> Give children a voice and then listen to it
Proposed Action	Addressing Fundamental Failings	Addressing Lessons to be Learned
Commence annual Inspection of Children's Homes by June 2018	<input type="checkbox"/> Failure to value children in the care system <input type="checkbox"/> Failure to keep pace with advances in the developed world <input type="checkbox"/> Failure to mitigate negative effects of small island culture and its challenges	<input type="checkbox"/> The welfare and interests of children are paramount and trump all other considerations <input type="checkbox"/> Give children a voice and then listen to it <input type="checkbox"/> Be clear about what services are trying to do and the standards which they should attain <input type="checkbox"/> Independent scrutiny is essential <input type="checkbox"/> Stay connected <input type="checkbox"/> Quality leadership & professionalism <input type="checkbox"/> Openness and transparency must characterise the culture of public services
Agree scope of an additional review of Jersey Jersey Care Commission work plan by December 2017	<input type="checkbox"/> Failure to value children in the care system <input type="checkbox"/> Failure to keep pace with advances in the developed world <input type="checkbox"/> Failure to mitigate negative effects of small island culture and its challenges	<input type="checkbox"/> The welfare and interests of children are paramount and trump all other considerations <input type="checkbox"/> Be clear about what services are trying to do and the standards which they should attain <input type="checkbox"/> Independent scrutiny is essential <input type="checkbox"/> Quality leadership & professionalism <input type="checkbox"/> Openness and transparency must characterise the culture of public services

Review of Youth Justice	<input type="checkbox"/> Failure to adopt adequate legislative framework <input type="checkbox"/> Failure to keep pace with advances in the developed world	<input type="checkbox"/> Be clear about what services are trying to do and the standards which they should attain <input type="checkbox"/> Independent scrutiny is essential <input type="checkbox"/> Stay connected <input type="checkbox"/> Quality leadership & professionalism <input type="checkbox"/> Openness and transparency must characterise the culture of public services
Proposed Action	Addressing Fundamental Failings	Addressing Lessons to be Learned
Establish a recruitment and retention plan for Children's Social Work	<input type="checkbox"/> Failure to make sufficient investment in staff development and training <input type="checkbox"/> Failure to adopt policies which promote recruitment and retention of staff	<input type="checkbox"/> Investment is essential
Establish an accredited training programme for front line social work staff on systemic practice by	<input type="checkbox"/> Failure to keep pace with advances in the developed world <input type="checkbox"/> Failure to make sufficient investment in staff development and training	<input type="checkbox"/> Be clear about what services are trying to do and the standards which they should attain <input type="checkbox"/> Quality leadership & professionalism
Deliver increased number of training sessions on specialist safeguarding	<input type="checkbox"/> Failure to keep pace with advances in the developed world <input type="checkbox"/> Failure to make sufficient investment in staff development and training <input type="checkbox"/> Failure to tackle silo mentality among public sector agencies	<input type="checkbox"/> Be clear about what services are trying to do and the standards which they should attain <input type="checkbox"/> Stay connected <input type="checkbox"/> Quality leadership & professionalism
Establish training programme to support delivery of Jersey Practice Model	<input type="checkbox"/> Failure to keep pace with advances in the developed world <input type="checkbox"/> Failure to make sufficient investment in staff development and training <input type="checkbox"/> Failure to tackle silo mentality among public sector agencies	<input type="checkbox"/> Be clear about what services are trying to do and the standards which they should attain <input type="checkbox"/> Stay connected <input type="checkbox"/> Quality leadership & professionalism
Policy decision from Housing Minister regarding future use of existing Andium stock for key worker accommodation by end of 2017	<input type="checkbox"/> Failure to adopt policies which promote recruitment and retention of staff	<input type="checkbox"/> Investment is essential

Council of Ministers decision of future use of existing stock by end of 2017	<input type="checkbox"/> Failure to adopt policies which promote recruitment and retention of staff	<input type="checkbox"/> Investment is essential
Strategic Housing Market Assessment Report commissioned by Dec 2017 and published by August 2018	<input type="checkbox"/> Failure to adopt policies which promote recruitment and retention of staff	<input type="checkbox"/> Investment is essential
Ministerial Decision to transfer housing stock to Andium Homes for key worker accommodation by end 2018	<input type="checkbox"/> Failure to adopt policies which promote recruitment and retention of staff	<input type="checkbox"/> Investment is essential
Integration review as part of migration policy exploring impact of public policies on treatment of migrants in Jersey published December 2018	<input type="checkbox"/> Failure to adopt policies which promote recruitment and retention of staff	<input type="checkbox"/> Investment is essential
Refurbishment of Andium stock for use by Key Worker completed by December 2019	<input type="checkbox"/> Failure to adopt policies which promote recruitment and retention of staff	<input type="checkbox"/> Investment is essential
Redevelopment completed of the Limes site for affordable and key worker accommodation by 2020	<input type="checkbox"/> Failure to adopt policies which promote recruitment and retention of staff	<input type="checkbox"/> Investment is essential
Proposed Action	Addressing Fundamental Failings	Addressing Lessons to be Learned
Establish a schedule of children's policy and legislative programme to support the revised Children's Plan	<input type="checkbox"/> Failure to adopt adequate legislative framework <input type="checkbox"/> Failure to keep pace with advances in the developed world <input type="checkbox"/> Failure to achieve positive, measurable outcomes for children <input type="checkbox"/> Failure to tackle silo mentality among public sector agencies	<input type="checkbox"/> The welfare and interests of children are paramount and trump all other considerations <input type="checkbox"/> Investment is essential <input type="checkbox"/> Quality leadership & professionalism <input type="checkbox"/> Openness and transparency must characterise the culture of public services

Review operating model of Greenfields by	<input type="checkbox"/> Failure to adopt adequate legislative framework <input type="checkbox"/> Failure to keep pace with advances in the developed world	<input type="checkbox"/> Be clear about what services are trying to do and the standards which they should attain
Proposed Action	Addressing Fundamental Failings	Addressing Lessons to be Learned
Privileges & Procedures Committee to report on Corporate Parenting by	<input type="checkbox"/> Failure to keep pace with advances in the developed world <input type="checkbox"/> Failure of SOJ to understand and fulfil corporate parenting responsibilities	<input type="checkbox"/> The welfare and interests of children are paramount and trump all other considerations
Develop a revised Children's Plan by March 2018	<input type="checkbox"/> Failure of SOJ to understand and fulfil corporate parenting responsibilities <input type="checkbox"/> Failure to tackle silo mentality among public sector agencies	<input type="checkbox"/> Investment is essential
Consult the Public on a revised Children's Plan by May 2018	<input type="checkbox"/> Failure to value children in the care system <input type="checkbox"/> Failure of SOJ to understand and fulfil corporate parenting responsibilities <input type="checkbox"/> Failure to tackle silo mentality among public sector agencies	<input type="checkbox"/> Give children a voice and then listen to it <input type="checkbox"/> Investment is essential <input type="checkbox"/> Quality leadership & professionalism <input type="checkbox"/> Openness and transparency must characterise the culture of public services
Proposed Action	Addressing Fundamental Failings	Addressing Lessons to be Learned
Commence Chief Minister Advisory Group on the Separation of Powers by August 2017	<input type="checkbox"/> Failure to establish a culture of openness and transparency <input type="checkbox"/> Failure to tackle silo mentality among public sector agencies	<input type="checkbox"/> The welfare and interests of children are paramount and trump all other considerations
Complete scoping exercise and planning for projects on (i) improving government administrative redress (ii) transparency and openness in government	<input type="checkbox"/> Failure to establish a culture of openness and transparency <input type="checkbox"/> Failure to mitigate negative effects of small island culture and its challenges <input type="checkbox"/> Failure to tackle silo mentality among public sector agencies	<input type="checkbox"/> Openness and transparency must characterise the culture of public services

Obtain Ministerial approval of project implementation by December 2018.	<input type="checkbox"/> Failure to establish a culture of openness and transparency <input type="checkbox"/> Failure to mitigate negative effects of small island culture and its challenges	<input type="checkbox"/> Openness and transparency must characterise the culture of public services
Proposed Action	Addressing Fundamental Failings	Addressing Lessons to be Learned
Small team led by the States Greffier and the Director of the Archive continue to liaise with the Care Inquiry Panel in order to develop and publish an archiving plan	<input type="checkbox"/> Failure to establish a culture of openness and transparency	<input type="checkbox"/> Openness and transparency must characterise the culture of public services
Commission a Citizen Panel to develop preferred options for a memorial	<input type="checkbox"/> Failure to mitigate negative effects of small island culture and its challenges	<input type="checkbox"/> Openness and transparency must characterise the culture of public services
Island-wide public consultation is undertaken to gather views regarding the proposal for the building's demolition.	<input type="checkbox"/> Failure to mitigate negative effects of small island culture and its challenges	

Appendix 10: Quick Reference to Proposed Actions

Recommendation 1 – Proposed Actions – Children’s Commissioner	Key Milestone	Lead Agency
Children’s Commissioner and officers in post by January 2018	January 2018	Community & Constitutional Affairs
Continue dialogue with Guernsey counterparts to explore Inter-Island collaboration	January 2018	Children’s Commissioner
Children’s Commissioner to report back to the States Assembly on the desirability of incorporation of UNCRC into domestic and necessary legislative changes by April 2018	April 2018	Children’s Commissioner
Children’s Commissioner Regulations lodged by December 2018	December 2018	Community & Constitutional Affairs
Children’s Commissioner to identify a plan to ensure every States of Jersey employee receives a copy and is familiar with the UNCRC by December 2018	December 2018	Children’s Commissioner
Establish links with the British and Irish Network of Children Commissioners by Dec 2018	December 2018	Children’s Commissioner
Recommendation 2 – Proposed Actions – Children’s Voice	Key Milestone	Lead Agency
Commence a Young Person Panel to explore approaches to Youth Councils by November 2017	January 2017	Jersey Youth Service
Develop a plan to deliver a school-based participation strategy by January 2018	January 2018	Education Department

Establish a Children's Rights Officer Role by February 2018	February 2018	Health & Social Services
Children's Rights Officer will begin work with children in care to review the complaints system available to looked-after children by March 2018	March 2018	Health & Social Services
Children's Rights Officer will begin work to develop a programme of regular contact between children in care and the Chief Minister by March 2018	March 2018	Health & Social Services
Establish a looked-after children advocacy service by March 2018	March 2018	Health & Social Services
Recommendation 3 – Proposed Actions - Inspection	Key Milestone	Lead Agency
Agree terms of reference for an Independent review of Children's Service by December 2017	December 2017	Jersey Care Commission
Develop a plan which describes a phasing out of the Independent Visitors for Young People	March 2018	Jersey Care Commission
Commence annual Inspection of Children's Residential Services by June 2018	June 2018	Jersey Care Commission
Recommendation 4 – Proposed Actions – Sustainable Workforce	Key Milestone	Lead Agency
Council of Ministers decision of future use of JPH existing stock by December 2017	December 2017	Strategic Housing Unit
Policy decision from Housing Minister regarding future use of existing Andium stock for key worker accommodation and assisted purchase scheme by December 2017	December 2017	Strategic Housing Unit
Establish a recruitment and retention plan for Children's Social Work by January 2018	January 2018	Health & Social Services

Establish an accredited training programme for front line social work staff on systemic practice by January 2018	January 2018	Health & Social Services
Deliver increased number of training sessions on specialist safeguarding by January 2018	January 2018	Health & Social Services
Establish training programme to support delivery of Jersey Practice Model which incorporates key learning from 'Hackney' experience of service transformation by January 2018	January 2018	Health & Social Services
Commission and publish Strategic Housing Market Assessment Report by December 2018	December 2018	Strategic Housing Unit
Complete Ministerial Decision to transfer JPH housing stock to Andium Homes for key worker accommodation by December 2018	December 2018	Strategic Housing Unit
Publish integration review as part of migration policy exploring impact of public policies on treatment of migrants in Jersey by December 2018	December 2018	Chief Ministers Department
Complete refurbishment of Andium stock for use by Key Worker completed by December 2019	December 2019	Andium Homes
Complete redevelopment completed of the Limes site for affordable and key worker accommodation by December 2020	December 2020	Andium Homes
Recommendation 5 – Proposed Actions - Legislation	Key Milestone	Lead Agency
Agree the scope and identify a suitable provider for an independent review of Youth Justice by December 2017	December 2017	Probation and After Care Service
Establish a schedule of children's policy and legislative programme to support the revised Children's Plan by June 2018	June 2018	Community & Constitutional Affairs

Review operating model of Greenfields Secure Residential Service by December 2018	December 2018	Health & Social Services
Recommendation 6 – Proposed Actions – Corporate Parent	Key Milestone	Lead Agency
Develop and consult the public on a revised Children’s Plan by March 2018	March 2018	Community & Constitutional Affairs
Privileges & Procedures Committee to bring forward proposals in response to Care Inquiry recommendations on roles and responsibilities of States Members in January 2018	January 2108	Greffe States (Privileges and Procedures Committee)
Scope and progress policy development to better describe the role of the Corporate Parent in Jersey by December 2018	Dec 2018	Community & Constitutional Affairs
Recommendation 7 – Proposed Actions – The Jersey Way	Key Milestone	Lead Agency
Commence Chief Minister Advisory Group on the Separation of Powers by August 2017	August 2017	Community & Constitutional Affairs
States Assembly debate on P.84/2017 <i>‘Elected Speaker and Deputy Speaker of the States Assembly: selection and appointment’</i>	14 th November 2017	Community & Constitutional Affairs
Complete scoping exercise and planning for projects on: (i) public engagement; (ii) openness, transparency, checks and balances, accountability and confidence in our system of governance; (iii) administrative redress and the administrative justice system by September 2018	September 2018	Community & Constitutional Affairs
Initial response to the Jersey Law Commission Report on Improving Administrative Redress in Jersey by December 2017	December 2017	Community & Constitutional Affairs

Obtain Ministerial approval for project implementation by December 2018	December 2018	Community & Constitutional Affairs
Begin phased project implementation by January 2019	January 2019	Community & Constitutional Affairs
Recommendation 8 – Proposed Actions - Legacy	Key Milestone	Lead Agency
Begin the first phase of the Archiving by November 2017	November 2017	Jersey Archive
Commence a Public Consultation on Haut de la Garenne by February 2018	February 2018	Community & Constitutional Affairs
Convene a Citizens Panel to consider and identify recommendations for a lasting memorial with recommendations presented to Council of Ministers by June 2018	June 2018	Community & Constitutional Affairs
Further develop accessible services that meets the different recovery needs of survivors. Review the service offer on an annual basis with statutory and community voluntary sector service providers.	July 2018	Health & Social Services
Further develop the range of services that work with children who have disclosed experiences of sexual abuse to ensure timely therapeutic support to achieve recovery.	July 2018	Health & Social Services