

Delivery Plan

Minister for Children and Education

Deputy

Inna Gardiner

Assistant Ministers

Deputy Louise Doublet;
Connétable Richard Vibert



Introduction

The Minister for Children and Education's priorities for 2023 were published in her [Ministerial Plan](#), in October 2022.

This Delivery Plan now sets out the activities that government departments will undertake in 2023 to deliver on the Minister for Children and Education's priorities. The plan is structured in four parts:

- 1) Detailed actions to deliver on Ministerial Priorities
- 2) Projects and Programmes
- 3) Legislative Programme
- 4) Service Performance Measures

The plan focusses on delivery of the Minister for Children and Education's priorities and therefore does not detail all 'business as usual' undertaken by ministers or departments. The full list of functions discharged by the Minister and Assistant Ministers can be found at [Article 30A – Ministerial Responsibilities](#).

The Minister for Children and Education is politically accountable for the [Children, Young People, Education and Skills Department](#). The [Cabinet Office](#) and the [Infrastructure, Housing and Environment](#) departments also deliver services, projects or programmes on behalf of the Minister for Children and Education. Further information on both departments can be found using the links here.

Full budget information for 2023 can be found in the approved [Government Plan 2023-26](#).

A guide on how to use the Delivery Plan tables can be found at Appendix 1.

Ministerial Priorities

This section details the actions that will be taken during 2023 to deliver the commitments made in the Minister for Children and Education's published Ministerial Plan, plus further work on the Council of Ministers' 100-Day Actions, where responsibility lies directly with the Minister for Children and Education:

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P1	Ensuring all children and young people have the best education available to them, from early years through to adulthood, by:							
MCE P1.1	Ensuring that education is shaped around children, their needs and their human rights and that children and young people are listened to at every level of the Education system and where possible their views are taken into account and acted on.	<p>We will continue to implement the recommendations of the Independent Review of Inclusive Education and Early Years, supported by Government Plan investment. Through this we will increasingly shape educational provision to the needs of individual children and young people.</p> <p>The Education Reform Programme will continue to invest further money into teaching and learning with the aim of improving excellence in schools and raising standards.</p> <p>As the Minister's Jersey Curriculum Council considers changes to the curriculum, these reviews will take an increasing account of the views of children and young people.</p> <p>We will continue to roll-out the newly developed participation standards and training toolkits in schools and across CYPES services, ensuring that children and young people, who choose to have a say, are listened to, their views are included, and their contribution is respected and acted upon.</p> <p><i>Continues onto next page...</i></p>	Children and Families	Children, Young People, Education and Skills	Education	Business as usual		Q4 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
		<p><i>Continued...</i></p> <p>We will work with Departments across Government, partners, charities and third sector stakeholders to encourage the use of the Participation Standards to ensure there is a consistent approach, across the Island, when engaging children and young people in decision making.</p> <p>The use of Child Rights Impact Assessments (CRIAs) for future Government Plan bids and significant change programmes will ensure the voice of the child is listened to and considered.</p>						
MCE P1.2	Using the Council of Ministers' mission commitment to put schools at the heart of an inclusive community approach to innovate and establish the best leadership and partnership models for schools, which have children, their families and communities as their focus.	<p>We will identify pilot schools in different contexts (primary, secondary, rural, urban) to understand how the community schools' model can be developed to deliver the ambitions of the Council of Ministers.</p> <p>We will work with partners across Government and the third sector to develop partnerships across health, care and community service for the benefit of children, young people and their families. These partnerships will be modelled across different schools and begin to be delivered.</p>	Community	Children, Young People, Education and Skills	Chief Officer Directorate	Pipeline project to be established		2025

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P1.3	Continuing to modernise and enrich the Jersey curriculum to reflect the challenges of the modern-day world so that all children and young people are happy to learn and can go on to succeed and be the best that they can be, whatever their background or individual needs.	<p>The Physical Education (PE) curriculum will be replaced by a Physical Literacy Curriculum. Initial consultations and suggested updates will be considered throughout 2023.</p> <p>The Personal, Social, Health Education (PSHE) curriculum will be reviewed, updated and supported by additional resources and guidance. Changes will be implemented by the end of 2023.</p> <p>A new revised syllabus for Religious Education (RE) will be adopted, and curriculum guidance devised and shared taking account of the views of children and young people, RE teachers, and the members of faith and belief groups, including those represented at the Religious Education Advisory Council (REAC).</p> <p>It is anticipated changes will be made to the History curriculum in 2024 and a pilot framework (Key Stages 1 and 2) for reviewing and amending will be established in 2023.</p> <p>Climate change and the UN Sustainable Goals will be promoted throughout the Jersey Curriculum in response to the COP 26 Education Pledge (Carbon Neutral Roadmap) by the end of 2023.</p> <p>We will continue to build a response to the 'Arts, Education and Personal Development' strand of the Creative Arts Strategy in 2023, by working towards the development of a Jersey Music Strategy and by completing the two-year Health and Social Recovery project, targeted to use art and design to support the wellbeing of pupils.</p> <p><i>Continues onto next page</i></p>	Children and Families	Children, Young People, Education and Skills	Education	Business as usual		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
		<p><i>Continued...</i></p> <p>Following the publication of the Digital Education Strategy, work will commence to review and develop a new skills and competencies digital learning framework. This curriculum plan will be built around an equity and inclusivity of access for all children.</p>						
MCE P1.4	Offering evidence-based approaches that support families and children who need early help and support within an outward looking education and support system.	<p>The Children and Families Hub team will further build early help capacity across the whole system by providing mentoring support to practitioners from partner agencies who are undertaking the lead worker role for the first time.</p> <p>The Children and Families Hub will increase staff capacity to provide for increased numbers of referrals for children with additional needs.</p> <p>The Children and Families Hub will link key Senior Practitioners to clusters of schools to provide consultation on early help work and run a series of road shows in schools and other community venues to offer families drop-in opportunities for advice and signposting.</p> <p>The Jersey Children’s First Practice model, used across all agencies to ensure consistent effective practice and support for children and families in Jersey will be refreshed and relaunched in 2023. Online training will be updated to show how Jersey’s Children First supports practitioners to meet their responsibilities under the new Children and Young People (Jersey) Law 2022 for promoting the wellbeing and safeguarding the welfare of children and young people.</p> <p><i>Continues onto next page...</i></p>	Children and Families	Children, Young People, Education and Skills	Integrated Services and Commissioning	Business as usual		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
		<p><i>Continued...</i></p> <p>In Early Years there will be increased capacity to continue and expand the delivery of our current programmes such as Making it Real and Wellcome through the Covid recovery funding. We will increase capacity within the Early Years Inclusion Team to allow us to offer support to more children with additional needs and support to their families and the nursery settings.</p>						
MCE P1.5	<p>Providing new ways of including and supporting learners with particular needs, better supporting children and young people who are multi-lingual learners, further development to the schools' funding formula and further upskilling the teaching workforce through the rollout of continuous professional development programmes.</p>	<p>We will embed the new Multilingual Learner provisions across early years, primary and secondary schools, the Jersey Youth Service and Highlands College.</p> <p>Targeted funding to support learners with a Record of Need, Special Educational Need, are entitled to Jersey Premium or have Low Prior Attainment (LPA) will continue to raise outcomes for children and young people. This will include the expansion of LPA to y1, 2, 3, 7, 8, & 9.</p> <p>Following the publication of the 2023 edition of Funding Formula for Schools further work will be undertaken with Government of Jersey fee charging schools and grant funded schools in relation to inclusion funding.</p>	Children and Families	Children, Young People, Education and Skills	Education	Programme		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P1.6	Recruiting more specialist staff to work with children to access the curriculum and continuing to develop our workforce to improve how we teach and support children and better target support where it is needed across inclusive schools.	<p>We will establish recruitment and retention capabilities for Education to ensure we maximise all opportunities and approaches for candidate identification, recruitment and on-boarding into schools. This will include the development and implementation of models for central resource management and deployment and induction programmes.</p> <p>We will build upon the early work at the end of 2022 to extend the Learning Support Assistant recruitment programme to match to job roles across school.</p> <p>We will be extending the Graduate teacher training to include Social and Emotional Mental Health (SEMH) teacher training providing specialist staff for our SEMH provisions. We will review the provision of Teaching Assistants and Learning Support Assistants all-year contracts to provide consistency for pupils with Special Educational Needs and/or Disabilities (SEN/D) at Jersey's specialist schools. In addition, there will be active recruitment to increase both TA's and teaching staff who have a 2nd language to support our wider school community.</p> <p>We will continue the training programme for specialist Reading Recovery and mathematics teachers to July 2023.</p>	Children and Families	Children, Young People, Education and Skills	Education	Project		Q4 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P1.7	Developing plans for legal reform of the Education Law that will promote inclusion, autonomy of schools, and clear systems of governance and accountability, whilst continuing to promote inclusive communities and support for all children and families to access the highest quality education.	<p>The Minister will consider the policy position in relation to autonomy and governance of schools.</p> <p>The updated Governance handbook will be rolled out in 2023.</p> <p>Further work will be undertaken to raise the participation age with a corresponding entitlement for all young people to be in full-time education, or employment with training.</p>	Children and Families	Children, Young People, Education and Skills	Education	Pipeline project to be established		2024
MCE P1.8	Identifying and implementing a model of early years services that is child-centred, equitable, efficient, and affordable that can deliver very good outcomes for all children and families.	<p>We will continue the work to consider provider architecture, sustainable funding models and workforce implications for Early Years. This will include financial implications in Government Plan 2024 - 27 and to assess how early years funding is spent and how well this supports the outcomes for children.</p> <p>Our Best Start Programme of work will focus on Communication, Language and Literacy and Workforce support and development to positively impact on children's health, learning, development and enjoyment of books. We will continue to build this integrated working approach that involves all sectors and considers more widely, the voice and participation of children and the needs of all groups of parents.</p>	Children and Families	Children, Young People, Education and Skills	Education	Programme		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P1.9	Engaging with families to understand how parenting support services can be improved and better accessed, including designing, and piloting an integrated progress check at age 3 during 2022/3.	<p>A Review will be undertaken to assess how best to coordinate and deliver Parent and family support Services with a clear action plan for delivery produced.</p> <p>There will be an increased focus on delivering evidence-based programmes for early years, including Government of Jersey supporting targeted childcare support for 2–3year-old and an integrated development review for 3 years olds. The most appropriate way to commission and deliver these programmes will be explored and developed to ensure sustainability across the early years sector.</p> <p>We will make ensure that information is both accessible and available for families in a Family Information Hub using social media, the Best Start website and through various partnership associations to ensure that families are able to access the information they are seeking at the right time and in the most appropriate way.</p> <p>We will develop plans to outline what summer and holiday period activities and support services are in place.</p>	Children and Families	Children, Young People, Education and Skills	Education	Programme		Q4 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P1.10	<p>Recognising the importance of communication and language in the early years and beyond, and working in partnership with Jersey Library and Every Child Our Future (ECOF) to increase literacy levels and enjoyment through all ages of our population.</p>	<p>We will continued to train volunteers for reading and numeracy and build collaborative approach through use of volunteers.</p> <p>We will seek to strengthen our partnership with the library, including supporting pupils through library visits and building upon the work of the Learning from Home (website)</p> <p>There will be a focus of work for Jersey Premium pupils. This will include training and support for staff to deliver a range of evidence-based literacy intervention programmes.</p> <p>We will continue to improve pupils' oracy skills through the implementation of the Voice 21 partnership. This will deliver high-quality teacher development raising standards of teaching and learning across the curriculum with positive impact for all and a disproportionately positive impact for disadvantaged pupils.</p> <p>We will put in place a model for automatic universal library membership for children that removes barriers to accessing library resources and developing literacy skills. This will include:</p> <ul style="list-style-type: none"> - Supporting Public Health messaging to communicate the importance of high talk families and sharing books from an early age. (supported through the universal roll-out of Bookstart book gifting programmes for children at 8 month, 3 years and Reception). <p><i>Continues onto next page...</i></p>	Children and Families	Children, Young People, Education and Skills	Education	Business as usual		Q4 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
		<p><i>Continued...</i></p> <ul style="list-style-type: none"> - Ensuring that the Children's Library is truly child-centred with appropriate resources and activities for all ages, looking to best practice in other jurisdictions. - Reviewing and improving the provision of library resources and related activities within schools delivered through services based in the Town Library. - Developing library provision for children in care to ensure they have access to the same service as all children. 						
MCE P1.11	Reviewing and delivering on the capital programme, including the production of a roadmap for the re-development of schools in Town, and explore models of community integration for schools in Jersey.	<p>The minister will make available plans for capital expenditure in Q1 2023.</p> <p>Feasibility work will commence on the development of a new primary school at the Gas place site in St Helier.</p>	Children and Families	Children, Young People, Education and Skills	Chief Officer Directorate	Programme		2026
MCE P1.12	Publishing and delivering the next phase of delivery of the school meals programme to States schools in Jersey.	The Minister will publish the roll-out plan for extending primary school meals by the end of Q1 2023.	Children and Families	Children, Young People, Education and Skills	Education	Project		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P1.13	Recognising that all children need regular and frequent access to green space and nature in order to flourish, and search for and act on opportunities to increase access to these wherever children and young people are accessing education.	<p>Additional shading solutions will be introduced across schools from early 2023.</p> <p>Work will continue to provide outside space solutions for both St John's and First Tower schools.</p> <p>Forest schools will continue to support outdoor play and learning, focusing on sustainability and looking after nature.</p>	Children and Families	Children, Young People, Education and Skills	Education	Project		2024
MCE P2	Implementing the Children and Young People's Emotional Wellbeing and Mental Health Strategy 2022-25 and delivering improved health and wellbeing outcomes for children and young people, by:							
MCE P2.1	Continuing to reduce CAMHS waiting times for ADHD neuro-developmental assessments and to maintain within target waiting times post-Children and Family Hub triage, for initial assessments, therapy, and autism assessments.	<p>A new Neuro Developmental pathway and Service will be in place in 2023 with recruitment for key roles being concluded at the end of 2022 and the beginning of 2023.</p> <p>The pathways and operations of the new Neuro Developmental service will be concluded by the end of 2022 and put into operation for the beginning of 2023. Additional psychiatrists are expected to commence work with the team 2023.</p> <p>The ADHD offer has been expanded to include New Forest parenting support, decider skills for children, school adaptations, and signposting to the ADHD parents support group.</p> <p>Work is ongoing to create a shared prescribing scheme with GP's to take over prescribing of ADHD medication to free CAMHS Clinicians for diagnostic work.</p>	Health and Wellbeing	Children, Young People, Education and Skills	Integrated Services and Commissioning	Business as usual		Q1 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P2.2	Implementing new data and recording systems to improve measurement, monitoring, and improvement to performance standards, towards an annual report from 2023.	<p>Work is set to be completed in Q2 2023 on a new CAMHS dashboard.</p> <p>The Quality and Assurance Manager will produce the first CAMHS annual report in January 2023 summarising data, feedback and key issues from the preceding year. This will help inform annual action plans and targets.</p> <p>Work was completed in 2022 with the Child Outcome Research Consortium (CORC) to develop performance and feedback measures for CAMHS. Standardised Routine outcome Measures are now in place and will be used in 2023.</p>	How we will deliver	Children, Young People, Education and Skills	Integrated Services and Commissioning	Business as usual		Q2 2023
MCE P2.3	Launching the now fully recruited to Early Intervention Service, in September 2022, providing mental health support earlier, in the right environments including schools, and aligning and organising Tier 2 support approaches.	The Early Intervention service is live and operational, with a CAMHS Practitioner attached to each cluster of schools. Ongoing work with school will continue into 2023 to develop effective partnerships and processes. The Early Intervention Team will offer consultations to schools, provide advice and training, deliver group work and brief therapeutic input for pupils.	Children and Families	Children, Young People, Education and Skills	Integrated Services and Commissioning	Business as usual		Q4 2023
MCE P2.4	Recruiting to and launching our new Neuro-Developmental Service in 2023.	The Service manager was appointed in November 2022 and is due to start at the end of February 2023. Additional job roles are currently advertised and will be delivered in 2023. The service will be live in Spring 2023.	Health and Wellbeing	Children, Young People, Education and Skills	Integrated Services and Commissioning	Business as usual		Q2 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P2.5	Extending our Duty and Assessment Service in 2023 and providing an out of hours crisis support service for children, young people, and families.	The aim is to extend the hours of the Duty and assessment service from 9am to 5pm Monday to Friday, to 8am to 8pm seven days per week. Funding is now in place and adverts are live for these roles. Recruitment will be concluded in early 2023 for this extension of hours to take place.	Children and Families	Children, Young People, Education and Skills	Integrated Services and Commissioning	Business as usual		Q3 2023
MCE P2.6	Addressing and implementing forthcoming recommendations from the C&AG Review Report.	An action plan is in place for all 32 recommendations. All recommendations will be completed Q3 2023.	How we will deliver	Children, Young People, Education and Skills	Integrated Services and Commissioning	Business as usual		Q3 2023
MCE P2.7	Continuing to update the CYPES estate ensuring disability accessibility and safeguarding requirements are addressed.	The Minister will produce a schedule of work for 2023 in Q1 2023 to address both disability and safeguarding requirements across the CYPES estate.	Health and Wellbeing	Children, Young People, Education and Skills	Chief Officer Directorate	Programme		Q1 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
<p>MCE P3 Improving our social care services for children and building on the Jersey Care Inquiry recommendations, by:</p>								
<p>MCE P3.1</p>	<p>Working across Government to deliver our corporate parenting responsibilities. This will mean children in care of the Minister, and care leavers, will be supported by Government to thrive and prepare to move to adulthood.</p>	<p>We will launch a Corporate Parenting Campaign and roll-out Corporate Parent Training across the Government in line with the new legislation being introduced in mid-2023. Working closely with our partner agencies we will ensure that all concerned are aware of and meeting their Corporate Parenting Obligations.</p> <p>We will update and refresh the work of the Corporate Parenting Board, ensuring Corporate Parents, named in the Children & Young Peoples law are able to realise their duties under the law and are not only aware of their responsibilities but are actively seeking to improve the lives of children in the care system and the young people leaving care.</p> <p>We will work with social housing providers and third sector organisation to commission and provide a range of supported semi-independent living accommodation and permanent housing options for care leavers. In addition, we will look at community services including leaving care providers to offer independent living skills and embed models of homelessness prevention. This will include establishing a shared lives scheme to allow our young people to live with families and individuals to develop life skills.</p> <p>We will refurbish, to meet care standards, a government owned property to provide communal living for young people leaving care and preparing for independence.</p> <p>Appropriately resource will be put in place for the 'staying put offer' for young people 18-24 years old living with foster carers.</p>	<p>Children and Families</p>	<p>Children, Young People, Education and Skills</p>	<p>Integrated Services and Commissioning</p>	<p>Programme</p>		<p>2026</p>

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P3.2	Working with partners to improve continuity in care, early identification of need and better co-ordination of services.	<p>We will use existing intelligence to plan a new model of care and involve partner agencies as appropriate. This will include understanding the effectiveness of services supporting children's families by undertaking service audits, customer feedback and public reporting of performance.</p> <p>We will invest in services to prevent children and young people entering the care system.</p> <p>We will develop and implement an evidence-based trauma model of care.</p> <p>We will increase assessment and support for children in need in line with new legislative requirements.</p> <p>We will recruit a permanent, quality, competent, and resourced workforce including social workers and family support workers.</p>	Children and Families	Children, Young People, Education and Skills	Integrated Services and Commissioning	Programme		2024
MCE P3.3	Ensuring our services are safeguarding children and young people with targeted focus on the most vulnerable.	<p>We will ensure each child and young person has a plan with co-designed goals and outcome measures.</p> <p>We will ensure the voice of the child and family is captured in every review – promoting the use of MOMO – Mind of my Own.</p> <p>We will review the provision of advocacy on island ensuring needs are met in line with the new statutory requirement.</p> <p>We will improve and expand our residential homes, developing more options for those children and young people who cannot remain at home.</p>	Children and Families	Children, Young People, Education and Skills	Integrated Services and Commissioning	Programme		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P3.4	Delivering system change so that we better support and care for our children. This will include delivering programmes which aim to keep children safely with their families and where this is not possible to provide a loving home for them. Our promise will be to ensure we all thrive together.	<p>We are undertaking a significant first phase of a reform programme, working closely with our partners and using co production to ensure the voices of our children families and workforce are central to the changes being made. We will use existing intelligence to plan a new model of care.</p> <p>Work will continue to ensure ongoing placement evaluation and reviews are undertaken for reunification or return to Jersey.</p> <p>We will place our children in a wide range of quality and therapeutically led homes with connected carers, shared care arrangements, foster placements or residential care that meet their requirements using robust needs assessments.</p>	Children and Families	Children, Young People, Education and Skills	Integrated Services and Commissioning	Programme		2024
MCE P3.5	Developing a Community Partnership Group, involving CYPES, Health and Community Services, Housing, States of Jersey Police, Customer and Local Services, the parishes and honorary police. This would be a proportionate, focussed, evidence-based approach with partners to address issues of antisocial and offending behaviour.	We will use the newly formed Community Safety Partnership Group in addition other partnership arrangements to ensure we are working collaboratively across services and maintaining the principles of Corporate Parenting to ensure we are all putting children and families first.	Children and Families	Children, Young People, Education and Skills	Integrated Services and Commissioning	Project		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P3.6	Ensuring we have enough capacity to support our most vulnerable children and families, for those either in care or through preventative work and continuing to work with children and families to improve the quality of our services.	<p>We will promote support for extended families to look after children.</p> <p>We will recruit a permanent, quality, competent, and resourced workforce including family support workers to ensure family's needs are met at the earliest opportunity.</p>	Children and Families	Children, Young People, Education and Skills	Integrated Services and Commissioning	Programme		2025
MCE P3.7	Delivering improvements in our residential care services including developing and enhancing therapeutic support working closely with the range of services.	<p>We will establish a therapeutic children's home.</p> <p>We will investment in attachment and behavioural support work with families.</p>	Health and Wellbeing	Children, Young People, Education and Skills	Integrated Services and Commissioning	Programme		2026
MCE P3.8	Delivering sustainable improvements within the Greenfields Secure Unit and developing long term strategic plans for the unit through engagement and participation with service users, the public and system partners.	<p>We will develop a future model of care and specification of service and engage with stakeholders on those options.</p> <p>The service specification and staffing model will be agreed.</p> <p>We will ensure appropriate competent and trained staff working in secure care.</p> <p>The education and learning offer to any child placed will be enhanced.</p>	Health and Wellbeing	Children, Young People, Education and Skills	Integrated Services and Commissioning	Project		2025

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P3.9	Increasing support across Fostering and Adoption Services to ensure our parents and carers are getting the right help when needed.	<p>We will recruit an additional six intensive foster carers and an additional 17 foster carers.</p> <p>We will review the foster care system including best practice, evidence-based payment models, communications and removing barriers to fostering.</p> <p>We will develop the on-island workforce and invest in training and workforce development.</p>	Children and Families	Children, Young People, Education and Skills	Integrated Services and Commissioning	Programme		2026
MCE P4	Working in partnership to deliver a range of services for children and young people, by:							
MCE P4.1	Launching the new Integrated and Intensive Support Service, which will provide targeted extra intensive support for young people to enable them to achieve and be safely cared for in their families and as an alternative care.	<p>The Integrated and Intensive Youth Support service will begin to deliver a full programme of services from early 2023. The premises will be completed, and the staffing recruited. This will include three additional teachers to be recruited to support this cohort of young people when and where required. Trauma informed training will be delivered to the new staff team.</p> <p>The referral pathway and criteria for the service will be implemented.</p>	Children and Families	Children, Young People, Education and Skills	Integrated Services and Commissioning	Project		Q4 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P4.2	Developing relationships and support for multilingual young people into community-based provision.	<p>Central advisors will be in place for Jèrriais, French, Multilingual Learners to support practice in schools.</p> <p>The continued implementation of Languages Policies will celebrate local communities in schools with further work being undertaken by the Youth Service with the Multilingual Learner project within the local community.</p> <p>For Early Years provision, the Making it Real programme will have material translated and delivered in different languages to ensure support can be provided to families with other first languages that are not English. The Best Start Communication and Language work package will support the delivery of a whole system wide approach to supporting children's speech, language and communication.</p>	Community	Children, Young People, Education and Skills	Education	Business as usual		Q4 2023
MCE P4.3	Continuing to deliver on the Youth Service Improvement Programme.	<p>We will complete the development and implementation of a new Youth Work Curriculum.</p> <p>We will begin to deliver in partnership with Highlands College a level 3 Youth Work apprenticeship programme.</p> <p>The Youth Service will work towards the implementation of the National Youth Agencies Quality Assurance Framework.</p> <p>We will continue to develop and implement a Youth Voice processes with JYS.</p>	Children and Families	Children, Young People, Education and Skills	Integrated Services and Commissioning	Business as usual		Q4 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P4.4	Delivering on the capital programme to provide young people with fit for purpose community-based provision in St Helier and Le Squez.	<p>The project to redevelop the Le Squez Youth and Community Centre will move to full feasibility in 2023.</p> <p>The Minister will continue to work with local Deputies and the Connétable of St Helier to identify a suitable site for a Youth and Community Centre in central St Helier.</p>	Children and Families	Children, Young People, Education and Skills	Chief Officer Directorate	Project		Q4 2023
MCE P4.5	Establishing ways to meaningfully involve and engage children and young people in delivering improvements to services by developing participation standards across CYPES and introducing accountability and governance structures.	<p>The Participation standards will be developed for and with the Early Childhood sector to ensure that the voices of all children, including those who are pre-verbal or non-verbal are listened to by adults who care for them, enabling them to respond appropriately to how babies and young children are feeling. A toolkit to support the early years sector will be developed and implemented.</p> <p>Every Jersey School Review will listen to children's views about their school. This is also included in the school's annual safeguarding check.</p>	Children and Families	Children, Young People, Education and Skills	Chief Officer Directorate	Business as usual		2024
MCE P4.6	Ensuring all front-facing CYPES services to children and young people are rights respecting.	<p>Schools to continue to use Voice of Children in recruitment.</p> <p>Continue to work with the Office of the Children's Commissioner to deliver Children's Rights Approach training to CYPES and on the Rights Respecting School Awards programme.</p> <p>Ensure all new colleagues in CYPES complete the mandatory Children's Rights Awareness training on the internal Government of Jersey channel and continue to promote the training to all front-facing CYPES services.</p>	Children and Families	Children, Young People, Education and Skills	Chief Officer Directorate	Business as usual		2025

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P4.7	Continuing to develop the work of the Youth Parliament and school councils to ensure children and young people have an active voice in their schools, colleges and community.	<p>Jersey Youth Parliament (JYP) members to identify and work on three issues that they have highlighted and voted on as a group. JYP members to report back findings to relevant Ministers. Recommendations will be implemented through active engagement with the new parliament.</p> <p>To promote JYP in all Island secondary schools and Youth Projects.</p>	Children and Families	Children, Young People, Education and Skills	Integrated Services and Commissioning	Business as usual		2024
MCE P5	Establishing a strong, engaged and valued workforce working on behalf of children, young people and their families and ensure services are delivered safely and effectively, by:							
MCE P5.1	Addressing the acute recruitment challenges faced in nurseries, childcare settings, schools, Children’s Social Work, Residential Care and CAMHS. To develop bespoke campaigns and improve processes to attract future colleagues to work for our services.	<p>We will continue to work with the Delivery Unit to establish a recruitment management function to assist with the current recruitment issues and challenges for education and the overall improvement of candidate management and support.</p> <p>Review the availability of accommodation and other enabling propositions for key workers across CYPES.</p> <p>Improve the quality and availability of induction training for new unqualified teaching assistants.</p> <p>A new microsite and recruitment campaign will be launched specifically targeting new staff to schools and social workers.</p> <p>A new cohort of newly qualified social workers will graduate from Highlands College with the ambition of them joining the local workforce. In addition, a new cohort of 20+ Early Career Teachers will be trained on island.</p> <p>Four new Assistant Psychologists will work alongside Educational Psychologists following graduation from university.</p>	Children and Families	Children, Young People, Education and Skills	Chief Officer Directorate	Business as usual		2025

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P5.2	Engaging with early years providers to understand and address the challenges of workforce pressures.	<p>CYPES will work with partner early years services and organisations to develop and deliver bespoke and joint training and development opportunities aimed at growing and retaining a highly skilled and confident early years workforce.</p> <p>Trackers will support young people to be upskilled from a Level 2 to a Level 3 qualification in Childcare and Early Years studies through Highlands College apprenticeship programme.</p> <p>CYPES will explore, where required, if licences can be obtained to enable difficult to recruit to roles are advertised in other jurisdictions.</p>	Children and Families	Children, Young People, Education and Skills	Education	Business as usual		2025

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P5.3	Addressing staff wellbeing by listening to the needs of the workforce, addressing day-to-day work challenges, for example workload, and providing opportunities for colleagues to grow with the organisation.	<p>There will be continued development of mental health and wellbeing awareness in schools through the establishment of trained mental health leads in schools and targeted development sessions in schools carried out by Anna Freud.</p> <p>We will improve communication and involvement and engagement of staff that will assist in creating a culture where the contribution of every member of staff is respected and where colleagues are treated fairly, and everyone is valued for their individuality and diversity.</p> <p>We will develop retention activities to ensure that workforce groups are stabilised and grown to meet demand. This will include an increase in resources, a focus on staff wellbeing, increased learning and development and better-defined career paths aimed to support and develop activity already under way.</p> <p>We will introduce role and service specific career pathways and progression plans, management development initiatives, talent and training schemes that allows for better opportunities for promotion, to move across the service and for career changes.</p> <p>We will introduce a leadership development offering for all senior and middle managers ensuring that they take ownership and opportunities for developing own potential</p> <p>A wellbeing survey will be completed across the Early Years workforce in 2023 to support future change.</p>	How we will deliver	Children, Young People, Education and Skills	Chief Officer Directorate	Business as usual		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P5.4	Ensuring robust governance, safeguarding and quality assurance frameworks are in place across CYPES and schools, ensuring children and young people are protected and service operate effectively.	<p>The annual safeguarding audit will be aligned with School Review (KCSIE).</p> <p>The Governance Team will undertake a programme of health and safety, risk and data security audits across schools, identifying service and system wide areas for improvement.</p> <p>A new approach will be piloted for the relationship with the non-provided schools, including a Jersey Standard for Independent Schools for the grant-aided schools, and the offer of the extension of School Reviews.</p>	Children and Families	Children, Young People, Education and Skills	Education	Business as usual		2024
MCE P6	Enhancing Jersey's skills system to ensure it is responsive to the evolving needs of the economy and Islanders' aspirations, by:							
MCE P6.1	Continuing to build strong partnerships between Government, industry, and employers to ensure that local education and training fully prepares learners for the workplace.	<p>There will be increasing engagement with the Island's employers via forums such as: Jersey Employers Group, professional and sector-specific bodies. This will enable the newly formed Population and Skills Ministerial Group to push forward the skills agenda on island.</p> <p>Highlands College and Skills Jersey will collaborate with the Isle of Man and Guernsey to explore and utilise joint digital blended learning for Higher Education, student exchanges and skills development in the workforce.</p> <p>We will develop a mix of short courses supported by skills funding streams in line with local labour market intelligence data and consultation with the Jersey Employers Group.</p> <p>We will commence the implementation plan to deliver the Key Recommendations in the Digital Education Strategy 2022.</p>	Children and Families	Children, Young People, Education and Skills	Skills	Programme		2026

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P6.2	Confirming an agreed approach to upgrading the teaching and learning facilities at Highlands College to ensure they mirror high-quality contemporary workplaces.	<p>Feasibility money will be available in 2023 to create the requirements specification for a new further education campus. This will incorporate the findings of the current campus condition survey, previous work undertaken on the requirements for a new College and clear pathways for post-16 education.</p> <p>Highlands College will further develop a series of branded 'offers' corresponding to particular industry sectors.</p>	Economy and Skills	Children, Young People, Education and Skills	Skills	Programme		2024
MCE P6.3	Ensuring Islanders of all ages can access training opportunities which support them to develop new and additional skills required by our changing economy.	<p>A Jersey Skills Development Fund will be created following the recommendation of the Further Education and Skills Actionable Agenda report. This will include a business case to be developed for the 2024 Government Plan and any required updates to legislation.</p> <p>CYPES, the Cabinet Office and Statistics Jersey will support the Economy Department to work towards establishing a Skills Barometer tool to project the Island's supply and demand of skills and identify future skills gaps in line with the economic horizon.</p>	Economy and Skills	Children, Young People, Education and Skills	Skills	Programme		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MCE P6.4	Taking forward the actions recommended in the recent Further Education and Skills actionable agenda and proposed changes to higher education funding.	<p>We will establish the timeline and prioritise the 37 recommendations identified in the report. This will require collaboration with stakeholders across the Island to action the exploration of the top priority recommendations.</p> <p>Progress an amendment to the Higher Education Order to set the amount of grant payable for the 2023-24 academic year, introduce differing levels of grant based on a student's location of study and align prior attainment requirements for independent and dependent students.</p>	Economy and Skills	Children, Young People, Education and Skills	Skills	Programme		2025
MCE P6.5	Working with ministerial colleagues, and the People and Skills Ministerial Group, to ensure skills policy and delivery is coordinated across Government.	We will deliver gateway proposals on the FE and Skills Actionable Agenda to ensure co-ordination across government on all points. This will include permanent skills representation at the Population and Skills Ministerial Group.	Economy and Skills	Children, Young People, Education and Skills	Skills	Programme		2025
MCE P6.6	Promoting individual and employer investment in lifelong learning by developing strong and visible culture and raise awareness of the importance and benefits of lifelong learning.	<p>Review funding options for Adult and Community Education in conjunction with other Departments.</p> <p>Build on the current provision of community education being delivered via Jersey Library and similar community centres.</p>	Economy and Skills	Children, Young People, Education and Skills	Skills	Programme		2025

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
CM 100 Day Plan Action 3	<ul style="list-style-type: none"> - Bring forward proposals to involve young people in policy formulation and decision making. - Work will continue to create online toolkits for children, young people and all those who work with them as well as planning to create a children and young people’s council. Online Training for all those who work with children and young people with a toolkit for how to engage with children and young people in policy formulation and decision making. - Online Training for children and young people for when they are asked to engage with government - Proposal to establish a new children and young people’s council 	Children and Families						
CM 100 Day Plan Action 11	Introduce funding to ensure that school children have access to one meal a day in school.	Children and Families						

Projects and Programmes

The Minister for Children and Education is politically responsible for the following projects and programmes that had already commenced before 2023:

REF #	PROJECT NAME	LEAD DEPARTMENT	LEAD SERVICE	TYPE	SIZE	CURRENT STAGE	NEXT STAGE	NEXT STAGE DATE	END DATE
PRO27281	Mont a L'Abbe (MAL) School Extension	Children, Young People, Education and Skills	Infrastructure, Housing and Environment	Capital	Major	Technical Design	Building & Construction	23/01/2023	31/08/2023
GP21-CSP1-2-05	Education Reform Programme	Children, Young People, Education and Skills	N/A	Programme	Strategic	Implementation	Transition (Embed Outcomes)	31/12/2023	30/04/2024
GP21-CSP1-2-05B	Learning & Teaching Programme (ERP)	Children, Young People, Education and Skills	N/A	Project (in Programme)	Key	Delivery	Closure	30/08/2023	30/12/2023
GP21-CSP1-2-05C	Low prior attainment & MLL (ERP)	Children, Young People, Education and Skills	N/A	Project (in Programme)	Key	Delivery	Closure	30/08/2023	31/12/2023
GP21-CSP1-2-05D	Transformational Policy Development (ERP)	Children, Young People, Education and Skills	N/A	Project (in Programme)	Strategic	Delivery	Closure	30/06/2023	31/12/2023
GP21-CSP1-2-05E	Schools Funding Formula (ERP)	Children, Young People, Education and Skills	N/A	Project (in Programme)	Strategic	Delivery	Transition & Embed outcomes	30/06/2023	30/04/2024

REF #	PROJECT NAME	LEAD DEPARTMENT	LEAD SERVICE	TYPE	SIZE	CURRENT STAGE	NEXT STAGE	NEXT STAGE DATE	END DATE
PRO28290	ERP Supplementary Allowance Points Review	Children, Young People, Education and Skills	N/A	Project (Stand-Alone)	Local Initiative	Business Justification	Planning & Design	31/12/2022	31/12/2023
PRO28291	ERP Teaching Assistants Framework Review	Children, Young People, Education and Skills	N/A	Project (Stand-Alone)	Local Initiative	Business Justification	Planning & Design	31/12/2022	28/02/2024
PRO27958	St John – School Field & Play Space	Children, Young People, Education and Skills	Infrastructure, Housing and Environment	Capital	Key	Devilery	Closure	09/02/2021	30/09/2023
PRO27803	UNCRC Indirect Incorporation	Strategic Policy, Planning and Performance	N/A	Policy	Key	Policy Implementation	Policy Monitoring	29/02/2024	30/03/2024
GP20-PFV-02-N	VCP Replacement School	Children, Young People, Education and Skills	N/A	Capital	Major	Policy Development and finalising the scope ahead of Pre-Feasibility	1b Pre-Feasibility Study	29/09/2023	31/12/2026
PRO29062	Best Start	Children, Young People, Education and Skills	N/A	Project (in Programme)	Key	Planning & Design	Delivery	29/01/2023	31/12/2023
PRO29122	Inclusion Review Implementation	Children, Young People, Education and Skills	N/A	Project (in Programme)	Key	Planning & Design	Delivery	30/09/2023	28/04/2025

REF #	PROJECT NAME	LEAD DEPARTMENT	LEAD SERVICE	TYPE	SIZE	CURRENT STAGE	NEXT STAGE	NEXT STAGE DATE	END DATE
PRO28282	Le Squez	Children, Young People, Education and Skills	N/A	Capital	Major	1c Feasibility Study	1d Procurement & ODC	31/12/2023	31/12/2024
PRO28284	St Aubins Fort	Children, Young People, Education and Skills	N/A	Capital	Major	1c Feasibility Study	1d Procurement & ODC	31/12/2023	31/12/2024
GP20-PFV-05-N	St Helier Schools East and West	Children, Young People, Education and Skills	N/A	Capital	Major	1c Feasibility Study	1d Procurement & ODC	30/03/2024	01/08/2026
	FE Campus	Children, Young People, Education and Skills	N/A	Capital	Major	On Hold	Planning & Design	30/06/2023	31/12/2028
	First Tower School Playfield	Children, Young People, Education and Skills	N/A	Capital	Strategic	Pipeline	Business Justification	31/08/2023	31/12/2024
	Sufficiency Stratgey (including all Childrens Residential Units)	Children, Young People, Education and Skills	N/A	Project (Stand-Alone)	Major	Pipeline	Business Justification	01/03/2023	31/12/2028
	School Meals	Children, Young People, Education and Skills	N/A	Project (Stand-Alone)	Strategic	Planning and Design	Delivery	01/04/2023	31/12/2024
	Music Facilities	Children, Young People, Education and Skills	N/A	Policy Development	Key	Business Justification	Planning and Design	30/09/2023	31/12/2027

REF #	PROJECT NAME	LEAD DEPARTMENT	LEAD SERVICE	TYPE	SIZE	CURRENT STAGE	NEXT STAGE	NEXT STAGE DATE	END DATE
	Shading for Schools	Children, Young People, Education and Skills	N/A	Capital	Key	1c Feasibility Study	1d Procurement & ODC	31/03/2023	30/06/2024
	FE & Skills Actionable Agenda inc Skills development fund	Children, Young People, Education and Skills	N/A	Project (Stand-Alone)	Strategic	Pipeline	Business Justification	01/03/2023	31/12/2027
	Implementation of Digital Education Strategy	Children, Young People, Education and Skills	N/A	Project (Stand-Alone)	Key	Action Plan	Business Justification	01/03/2023	31/12/2027
	Higher Education Grant Policy	Children, Young People, Education and Skills	N/A	Project (Stand-Alone)	Local Initiative	Delivery	Closure	31/12/2023	31/12/2023
	Community Schools	Children, Young People, Education and Skills	N/A	Project (Stand-Alone)	Key	Pipeline	Business Justification	01/06/2023	31/12/2028
	St Helier Community Centre (NOSHH)	Children, Young People, Education and Skills	N/A	Capital	Major	Pipeline	1a Concept (Project) Brief	01/06/2023	31/12/2027

Legislative Programme

The Minister for Children and Education is directly responsible for the following legislative programme during 2023:

MINISTER	LEGISLATION	BRIEF DESCRIPTION	ESTIMATED LODGING PERIOD
Children and Education	Regulations for independent advocacy	Bring forward regulations that describe clear legal parameters for independent advocacy	Q3 2023
Children and Education	Children and Young People Amendment Law	Amending law with revised wording to replace drafting error	Lodged and passed Q4 2022
Children and Education	Higher Education Order	<p>Updated description:</p> <ol style="list-style-type: none"> Education (Grants and Allowances) (Jersey) Order 2018 – first round of amendments <p>Set the amount of grant payable for the 2023-24 academic year, introduce differing levels of grant based on a student's location of study and align prior attainment requirements for independent and dependent students.</p> <p>Lodging estimate: Q2 2023</p> <ol style="list-style-type: none"> Education (Grants and Allowances) (Jersey) Order 2018 - second round of amendments <p>Revisions to the basis for calculating the grant and determination of eligibility criteria for the grant and allowances provided for in the Order.</p> <p>Lodging estimate Q1 2024</p>	Q1 2023
Children and Education	Children's Law	<p>Enactment of the Children's (Convention Rights) (Jersey) Law 2022</p> <p>Enactment of the Children and Young People (Jersey) Law 2022</p>	

MINISTER	LEGISLATION	BRIEF DESCRIPTION	ESTIMATED LODGING PERIOD
Children and Education	Children (Jersey) Law 2002 and Marriage and Civil Status (Jersey) Law 2001	<ul style="list-style-type: none"> - Enable same sex parents to both be registered as a child's legal parents and therefore named on a Jersey birth certificate - Enable as far as possible, same sex parents to be automatically conferred parental responsibility - Provide appropriate legal recognition to enable parents, whose child is born to a surrogate mother, to become legal parents in Jersey - Provide for the acquisition of parental responsibility by a stepparent by agreement - Enable a child whose parents are of the same sex and who are married/in civil partnership with each other to be recognised as legitimate - Enable a child whose parents are of the opposite sex and who are in a civil partnership to be recognised as legitimate - Enable opposite sex civil partners to acquire legal parent status and parental responsibility in the same way as a married couple 	

Service Performance Measures

The performance measures listed below indicate how key services are performing. They will be published in [Jersey's Performance Framework](#), updated regularly, and will be used to identify where we need to improve so that appropriate action can be taken.

Please note that **Island Outcomes and Indicators** are published separately and updated regularly as part of the Jersey Performance Framework; of these, key indicators important to the delivery of the Common Strategic Policy 2023-26 (CSP) are also shown in the CSP annex.

LEAD SERVICE	PERFORMANCE MEASURES DESCRIPTION	DATA AVAILABILITY	REPORTING FREQUENCY	BASELINE	WHAT WE WANT TO ACHIEVE	INTERNATIONAL BENCHMARKING POSSIBLE
CAMHS	Average waiting time for CAMHS assessment (CAMHS generic)	2021	Quarterly	25.2 days	<36 days	Yes
CAMHS	Average waiting time for CAMHS assessment (neurodevelopmental), weeks	2021	Quarterly	28.7 weeks	<13 weeks	
Children's Social Care	% re-referrals to Children's Social Care in 12 months	2018	Quarterly	28.60%	<17.14% green 17.14 - 24.5% amber >24.5% red	Yes
Children's Social Care	% MASH enquiries completed within 24 hours	2018	Quarterly	92.77%	>95% green 90-95% amber <90% red	
Children's Social Care	% Child and Family Assessments completed within 45 days	2018	Quarterly	87%	>95% green 90-95% amber <90% red	Yes
Children's Social Care	% of children who have a repeat Child Protection Plan within two years	2019	Quarterly	21.60%	<10% green 10-15% amber >15% red	

LEAD SERVICE	PERFORMANCE MEASURES DESCRIPTION	DATA AVAILABILITY	REPORTING FREQUENCY	BASELINE	WHAT WE WANT TO ACHIEVE	INTERNATIONAL BENCHMARKING POSSIBLE
Children's Social Care	% of children who have been looked after for 2.5 years or more and have been in the same placement for 2 years (long term placement stability)	2019	Quarterly	74.75%	>74.75% green <74.75% red	
Children's Social Care	% Care Leavers in Education, Employment or Training	2018	Quarterly	50.80%	>53% green <53% red	Yes
Children's Social Care	% Care Leavers living in suitable accommodation	2021	Quarterly	82.60%	>86% green <86% red	Yes
Early Help	% of children referred to Early Help by Children's Social Care who are allocated a lead worker	2022	Quarterly	85%	>85% green 80-85% amber <80% red	
Education	Average rate of exclusions from school	2018	Quarterly (Qs 2-4)	6.20%	TBC	
Education	% of pupils persistently absent from school (ie missed 10% or more sessions)	2021	Quarterly (Qs 2-4)	26%	TBC	
Education	% of reception children who attended government schools achieving expected level of development	2016	Annually	61.10%	TBC	
Education	% of pupils who attended Government of Jersey schools assessed as reaching age-related expectations in reading, writing and mathematics at end of KS1	2017	Annually	81.50%	TBC	
Education	% of pupils who attended government of Jersey schools assessed as reaching age-related expectations in reading, writing and mathematics at end of KS2	2017	Annually	78.70%	TBC	

LEAD SERVICE	PERFORMANCE MEASURES DESCRIPTION	DATA AVAILABILITY	REPORTING FREQUENCY	BASELINE	WHAT WE WANT TO ACHIEVE	INTERNATIONAL BENCHMARKING POSSIBLE
Education	% of pupils achieving an English and mathematics GCSE (or equivalent) – at grades 4 and above	2016	Annually	66.8% (3 yr baseline pre-Covid)	TBC	Yes
Education	Average Point Score at Key Stage 5	2016	Annually	35.9 (3 yr baseline pre-Covid)	TBC	Yes
JYS	% of school pupils aged 10-16 using Jersey Youth Service projects	2017	Annually	33.4% (3 yr baseline pre-Covid)	>33% green 30-33% amber <30% red	
Skills	% of students engaged in coaching and mentoring who achieve a positive destination	2021	Annually	77%	>80% green 77-80% amber <77% red	
Skills	% of apprentices who complete their apprenticeship	2016	Annually	96%	>90% green 85-90% amber <85% red	
Highlands	% of Highlands College graduates in employment, training or further study 2 months after finishing their course	2018	Annually	88.75%	>80% green 70-80% amber <70% red	

Appendix 1

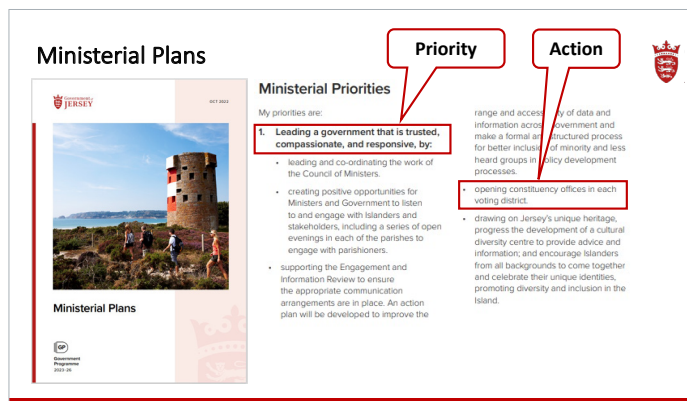
How to use the Delivery Plan tables

The Delivery Plan tables set out detailed information on what Ministers and Departments will do in 2023.

This guide is provided to help you to use and understand the information provided.

Ministerial Priorities

This table sets out the specific activity which will take place in 2023 to deliver the Priorities and Actions set out in the [Ministerial Plans](#).



A description of the information provided in the table is set out below:

COLUMN TITLE	EXPLANATION
ID	An identification number referring to the: Minister (i.e., CM for Chief Minister), Priority (i.e., CM P1) and Action (i.e. CM P1.1)
PRIORITY	The Priorities, as set out in the Ministerial Plans, are set out in a grey box under which the Actions are set out
ACTION	Describes the Action as set out in the Ministerial Plans
WHAT WE WILL DO IN 2023?	Describes the activity that will be completed in 2023 to deliver the Action.
CSP 2023	The Priority for Change set out in the Common Strategic Policy 23-26 that the Action contributes towards
LEAD DEPT	The Department responsible for delivering the activity

COLUMN TITLE	EXPLANATION
LEAD SERVICE	The Service or Directorate responsible for delivering the activity
TYPE	<ul style="list-style-type: none"> • Business as Usual - the activity will take place as part of the ordinary business of the Department • Pipeline to be established - the activity will take place by way of a new Project or Programme to be started in 2023 • Programme - the activity will take place as part of an existing Programme that started before 2023 (see REF # for link to the Programme on the Projects and Programmes Table) • Project - the activity will take place as part of an existing Project that started before 2023 (see REF # for link to the Project on the Projects and Programmes Table)
REF#	The reference number for existing Projects and Programmes that started before 2023. This reference can be used to link to the Project or Programme on the Projects and Programmes Table.
BY WHEN	<ul style="list-style-type: none"> • Date by which the Ministerial Action will be completed. • 'Ongoing' refers to Ministerial Actions which will continue to be delivered on an ongoing basis.

Projects and Programmes

This table contains information on Projects and Programmes that had already commenced prior to 2023.

The table sets out information on the stage the Project or Programme is currently at, the next stage it is expected to reach, when it is expected to reach that next stage and when the Project or Programme is expected to end.

During the year the table can be used to track whether Projects or Programmes are being delivered on time.

A description of the information provided in the table is set out below:

COLUMN TITLE	EXPLANATION
REF#	Reference Number assigned to the Project or Programme
PROJECT NAME	Name of the Project or Programme
LEAD DEPT	Department responsible for delivery of the Project or Programme
LEAD SERVICE	Service or Directorate responsible for delivery of the Project or Programme

COLUMN TITLE	EXPLANATION
TYPE	<p>The type of Project or Programme:</p> <ul style="list-style-type: none"> • <u>Project</u> - A project is defined as “a temporary organization that is created for the purpose of delivering one or more business products according to an agreed Business Case. Each Project will have agreed and unique objectives as well as its own project plan, budget, timescale, deliverables and tasks. Projects have an end and aren’t designed to last very long. The project manager ensures the project delivers the intended goal, within a defined timeframe and budget. • <u>Programme</u> - A Programme is a temporary arrangement, defined as a group of related projects managed in a coordinated way, to obtain outcomes and benefits and control not available from managing them individually. Programmes are usually long term, sometimes spanning years, and don’t have a fixed deadline. A programme is a framework of related projects aligned in a specific sequence. They have predictable and repeatable elements to minimise or even eliminate risks. Programmes deal with outcomes; projects deal with outputs. Programme management and project management are complementary approaches. During a programme lifecycle, projects are initiated, run and closed. Programmes provide an umbrella under which such projects can be coordinated. • <u>Capital (Buildings)</u> - The Capital (Building) Projects Delivery Framework is a continuation of the Project and Programme Delivery Frameworks and applies to all new builds, refurbishments and extensions to existing structures, external works as well as demolitions. • <u>Capital (Infrastructure)</u> – The Capital (Infrastructure) Project Delivery Framework is a standardised process for delivering successful engineering projects such as sewer & drainage repairs, road maintenance, supplying water, electricity & telecommunications etc. • <u>Policy</u> - The Policy Projects Delivery Framework provides a structured process covering how policy projects are started, managed, controlled, and delivered. It’s designed to improve policy delivery by helping project and/or policy managers address each element of the project at the right time and to the right level of detail for the size and complexity of their particular policy project.
SIZE	<p>The size of the Project or Programme:</p> <ul style="list-style-type: none"> • Key: A total estimated expenditure in excess of £250K OR in or involvement of other departments. Significant change to business as usual (BAU). • Local: A total estimated expenditure between £25K and £250K. No contributions from other departments. Minor change to business as usual (BAU). • Mini: The smallest of the project types it has a total estimated expenditure of less than £25K. No contributions from other departments. • Major: The largest of the project types is identified as a Major Project in the Government Plan. Total estimated expenditure of over £5 Million. Has a duration of more than 12 months. • Strategic: Projects which meet more than 2 of the below criteria will be considered strategic: <ul style="list-style-type: none"> • Strategic objective alignment is very high or high • Budget is in excess of £2 Million • High Complexity and • Community or Corporate level risk

COLUMN TITLE	EXPLANATION
CURRENT STAGE	<p>The stage the Project and Programme is currently at:</p> <ul style="list-style-type: none"> • Stage 0 – Pipeline: In this stage, the idea for a project is being formalised including the case for change, what will be delivered, who will be involved and how the project will realise its objectives. This stage produces the Strategic Outline Case which is the initial business case which will seek funding for either the full project or the next stage of the project. • Stage 1 – Business justification: In this stage, the project will be conducting discovery works, current state and feasibility assessments to understand what the various options are available to the project to deliver on its objectives. The project will conclude this stage by producing an Outline Business Case, which will set out the options considered along with the recommended option to take forward to the next stage. • Stage 2 – Planning and design: In this stage, the project will be carrying out detailed planning and design. This will include specifying the end product of the project, how will it look, work and what are the steps required to implement it, given constraints identified to date. The detailed planning in this stage will include task orientated schedule planning as well as the creation of other relevant plans such as communications plans and training plans, for example. At the end of this stage, the project will have a clear future state, detailed requirements and designs and a plan to execute the delivery. • Stage 3 – Delivery: In this stage, the project executes the designs and plans specified in the previous stage against the approved project plan. This stage will involve testing new processes and/or systems to ensure the end product of the project is fit for purpose. This stage concludes when the product produced as part of the project has been successfully implemented. • Stage 4 – Closure: When the project has been executed, the closure process begins. Before the project can be closed, a review is conducted to confirm it has delivered on its objectives and to identify lessons learned.
NEXT STAGE	The next stage the Project or Programme will reach (see above for Stage definitions)
NEXT STAGE DATE	The date that the Project or Programme is expected to reach the next stage
END DATE	The date on which the Project or Programme is expected to be completed

Legislative Programme

This table sets out the legislation that is expected to be lodged with the States Assembly during 2023. During the year it can be used to track whether legislation is being delivered on time.

A description of the information provided in the table is set out below:

COLUMN TITLE	EXPLANATION
MINISTER	The lead Minister for the legislation
LEGISLATION	The name or subject matter of the legislation
BRIEF DESCRIPTION	A brief description of the policy intent behind the legislation
ESTMATED LODGING DATE	The estimated date by which the legislation will be lodged with the States Assembly

Service Performance Measures

This table sets out the service performance measures for 2023 that will be used by services to monitor how key services are performing.

A description of the information provided in the table is set out below:

COLUMN TITLE	EXPLANATION
LEAD SERVICE	The public service that will use the service performance measure
PERFORMANCE MEASURES DESCRIPTION	A brief description of the service performance measure
DATA AVAILABILITY	Sets out whether the data is currently being collected, and if not, from when it will be collected
REPORTING FREQUENCY	How frequently the service performance measure data is available
BASELINE	What is the baseline for the service performance measure data
WHAT WE WANT TO ACHIEVE	The target for the service performance measure
INTERNATIONAL BENCHMARKING POSSIBLE	Whether it is possible to benchmark the service performance measure against other international comparators

