

Chief Minister of Jersey
Cyril Le Marquand House
St Helier, Jersey, JE4 8QT
Tel: +44 (0)1534 440636



Senator Kristina Moore
Corporate Services Scrutiny Panel
States Greffe
Morier House
St Helier
JE1 1DD

Oct 9 2018

Dear Chairman *Kristina*

Response to the CSSP information request

Thank you for your letter dated 3rd October 2018.

You raise a number of detailed questions, which I have considered with the Chief Executive. I am pleased to respond as follows:

- 1. In his six-month report, the Chief Executive stated that “*the initial ‘lift and shift’ restructuring will be complete by the end of 2018*”. What is the progress on the restructuring of the States of Jersey and will it be complete in this timeframe?**

All employees have now been mapped to the new structure and are being welcomed to their new departments by their Director General.

As highlighted by the Chief Executive, the “lift and shift” process will be completed by the end of 2018, as planned.

Work is ongoing to also realign staff headcount and budgets to our HR and Finance systems, to ensure that the new financial year will commence with budgets aligned to the new department structures.

- 2. The Chief Executive also stated that “*the review of roles at every level will be completed by March 2019*”. Is this still on track?**

As part of the ongoing restructure, Departments are on track to have reviewed all roles by March 2019. Departments will have clear plans in place for their relevant service redesign where necessary, together with specific role and team integrations. In addition, the headcount and budget implications of the changes will be complete by March 2019.

Directors General are engaged with the redesign of their departments, preparing to implement the changes required to deliver the One Government design principles by the end of March 2019. However, they are anticipating that some of the recruitment and selection processes may extend beyond the end of March 2019 date. This is not unexpected given the volume of internal recruitment.

3. What is being done to assist officers who are undertaking additional duties during this period of restructure and have they been given clear timeframes for the process?

In the majority of cases, departments have formed project teams to deliver the necessary changes in their areas. Sometimes these teams have included internal resource, and external resource dedicated to the change. Some colleagues are being temporarily seconded to work in the teams and others, such as HR, are working on the project full time, as part of their normal working duties.

4. How are concerns regarding job security being managed and supported during this time of uncertainty?

The internal communications team is working closely with Employee Relations and the Departmental senior leadership teams to ensure all staff understand what is happening, why it is happening and when. This includes signposting to the "BeSupported" helpline, which is available to staff 24/7, and 1:1 support is available for staff where necessary.

Notwithstanding this, there are a number of safeguards in place for those staff who may consider themselves to be adversely affected, such as redeployment, outplacement support and training, and the voluntary redundancy scheme is now being extended to March 2019.

5. We are following with interest the appointment of senior management within the Civil Service (i.e. Director Generals and Group Directors/ Directors). How many posts remain to be filled and what steps are you taking to ensure a gender balance across these groups?

All Tier 1 Director General posts have been filled, with the exception of the Director General Health and Community Services which will be advertised in the week commencing 15 October.

Of the eight Director General posts, four were internal appointments and three were external appointments through an open recruitment and selection process.

There were thirty-two Tier 2 posts, which have been progressed as follows:

- Fourteen internal appointments were made;
- Seven external appointments with start dates during the autumn and January have been made;
- Two are fixed term contracts with a recruitment plan in place;
- One role is currently under offer.
- A further eight roles will start to be recruited to during the autumn and will be completed by the New Year.

Our recruitment partner, Penna, conducted an in-depth search exercise to identify and engage with suitably qualified candidates for the roles. This entailed a market mapping exercise in Jersey to identify if potential candidates were already on island with the required skills and experience, in parallel to an equivalent mapping exercise in the UK and in some instances across Europe. This has also included ensuring that all long lists and short lists contain a suitable gender balance.

As part of supporting internal candidates through this process, the roles were also advertised internally within SOJ for existing employees to apply. Additionally, two briefing and preparation workshops were delivered to all senior managers to expand on the application process, the assessment and engagement stages; and to provide support in crafting their CVs and supporting statements. A number of individual one to one briefing sessions were arranged with Penna consultants and employees.

The Jersey appointments Commission (JAC) oversaw the full selection process. This included chairing the initial long listing, short listing and final selection of candidates to be taken forward for final interview. All of the above stages were attended by a full panel, which included; a JAC Commissioner, a Jersey independent panel member and a specialist Independent technical assessor in the subject field plus relevant SOJ officers.

Of the twenty-four posts recruited to date at Tier 2, thirteen have been male and eleven female.

- 6. You told us that you were expecting the profiling on the savings arising out of the One Government programme to be given to you in September. The Chief Executive also told us that the broader efficiencies arising out of the One Government programme should be clearer in the autumn. Can you now provide us with these figures?**

We have been finalising and verifying these figures. The final size of the broader efficiencies from One Government depend on decisions that will be made by the Council of Ministers and the States Employment Board (SEB) over the next few months as the Government Plan is developed. Nonetheless, Ministers will be making announcements in due course about the level of efficiencies that they expect to be delivered over the coming year 2019 and the proposed range of savings for 2020-2023.

- 7. What political oversight is dedicated the One Government restructuring programme? How is this being supported?**

As you know in your time as a government minister there are regular updates provided to the Council of Ministers on key initiatives. The One Government Programme is no exception, and we have had a number of verbal updates and presentations to date.

In addition, SEB has been receiving updates and that will continue on behalf of the States as the employing body.

Going forward I expect to have formal reports on the programme regarding the introduction of the Target Operating Model (TOM); and specific initiatives that form part of the modernisation of public services.

8. **Under the Public Finances (Jersey) Law 2005, the Chief Executive Officer (as Principle Accountable Officer) is “accountable to the Council of Ministers” for the exercise of his functions. We would like to understand what structures the Council of Ministers has in place to ensure the accountability of the Chief Executive; and what objectives or key performance indicators have been set in relation to his employment.**

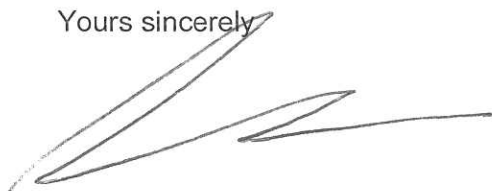
The Chief Executive and I meet on a weekly basis to discuss a range of issues including, where necessary, key priorities.

I am currently finalising a performance framework with the help of an independent assessor for the Chief Executive. Once complete this will be published as necessary and regular updates as appropriate provided.

The Chief Executive will also continue to provide six monthly reports through to the summer 2019 once the Government Plan has been finalised. After that, he will produce an annual report. In the meantime, he will continue to produce regular updates to the Council of Ministers in order for them to monitor progress.

I hope the above is welcome as an outline of our position and progress.

Yours sincerely



Senator John Le Fondré
Chief Minister