



States Greffe

Chief Executive  
**BY EMAIL**

1 March 2020

Dear Chief Executive,

**Follow-Up Questions from Quarterly Hearing**

Following your Quarterly Public Hearing with the Committee on Monday 8 February, please find a number of follow-up questions, alongside those relating Performance Management and Estate Management, to which the PAC would be grateful for a response by 12 noon on **Monday 8 March 2021**.

**Estate Management**

1. Can you provide us with a written assessment as to where and how the implementation of this Strategy addresses the recommendations expressed in the [2018 C&AG Report on Operational Land and Buildings](#)?
2. Now that the Island's Public Estate Strategy is in place, would you provide a written assessment of the specific implementation plans for all elements of this Strategy, including all individual elements such as completion dates for all the Asset Management Plans, use and tracking of KPIs, and other key elements as outlined in the Island Public Estate Strategy 2021-35?
3. Please could you provide the audit report on Disability Compliance Legislation prepared by the Chief Internal Auditor and the action plan developed as a result of it?
4. Please could you provide a report on the figures for disability legislation compliance that reflects the current extent of compliance and anticipated extent of compliance through approved capital projects, the estimated cost of securing full compliance?
5. Can you provide a list of property/land within the Office of the Chief Executive's remit, including:
  - Rental
  - Unused/closed/disused
  - Outside the purview of the Property Division
6. Please indicate which properties within the Office of the Chief Executive, if any, have a completed:
  - Asset Management Plan

- Condition survey
  - Risk/cost benefit analysis (for use/disposal/repurpose)
  - Maintenance programme?
7. Which properties, if any have undergone a survey on disability legislation compliance, and what was the result?
8. How did you consult with your Director Generals on the development of the Public Estate Strategy 2021-2035? What strategy was in place?
- a. Do you consider it 'fit for purpose' – if not, what are the issues with any of the land/property you utilise not addressed by the Strategy?
9. Have you undertaken an assessment of what land/property the Office of the Chief Executive will need:
- In one year
  - In 5-10 years
  - In the longer term?
10. How much was spent in 2020 on property maintenance across the Government of Jersey and who undertakes that maintenance?
11. Which recommendations on the Recommendations Tracker relate to property under the Office of the Chief Executive, what are the blockages to implementing those recommendations, and what is your plan for progressing their implementation?

## Performance Management

12. When you arrived 3 years ago you said in a speech to the Chamber of Commerce that *"We'll be much more transparent and accountable – in our decision-making and performance. Benchmarking – measuring and regularly reporting on our service performance – will be prominent. At present, we don't know what good looks like in many areas"* – Can you please give us some examples of benchmarking that you have carried out and how it compares to those you benchmarked against us?
13. In your second 6-monthly report to States Members ([page 4](#)) you said the following:
- "Having taken the terms and conditions elements out of the 2018-19 pay offers for most groups, in November we announced – with the approval of SEB – that we would run a collaborative process with all key stakeholders in the first three months of 2019, to agree the priorities to achieve revised terms and conditions that are fit for purpose and will address pay comparability issues across the public sector. We will then negotiate with our union colleagues, with a view to implementing any changes by no later than 1 January 2020."*
- Was this work completed by January 2020? If not, why not?
- a. Are you still working on the revised terms and conditions for staff?

- b. When can we expect this work to be completed?
14. In the event of illness, who would deputise for you as Principal Accountable Officer? If the information is public, whether can it be found?
- a. What do you understand the deputization process to be? Was this considered as part of your succession planning?
15. Is the Target Operating Model for your department complete and has it been implemented? If not, when?
16. How do you assess its effectiveness in improving performance for:
- Individual officers
  - Divisions within your department
  - Your department(s) as a whole
17. How do you align its implementation with that of the Corporate TOM and Common Strategic Priorities?
18. How many recommendations on the Recommendations Tracker relate to your Department?
19. How do you implement the recommendations, what are the main blockages and what are your plans to address them?
20. How do you monitor, report on, and review the success or otherwise of, your performance management methods?
21. How do you incorporate the lessons learnt by other departments in improving your performance management?
22. How do you integrate the Jersey Performance Framework in your Performance appraisals and assessments?
23. Please give examples of how you have implemented, monitored and determined the success or otherwise of performance measures such as:
- Succession planning
  - Long-term illness cover
  - Deputising responsibilities
  - Emergency contingency planning
24. Could you please provide comments on how Performance Management in the Office of the Chief Executive could be improved?

## Handling and Learning from Complaints

25. Could you please update us on the development of a corporate process for the handling of complaints, which is listed for completion in Q1 2021 in the Executive Response to the C&AG's report on Handling and Learning from Complaints?

- a. Can we expect the Customer Feedback Quality Assurance Framework to be delivered in Q1 2021? What remaining items of work are left before this is introduced?

26. What Key Performance Indicators have been developed for the handling of complaints? When can we expect these to be rolled out?

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Inna Gardiner', written over a light blue horizontal line.

**Deputy Inna Gardiner, Chair, Public Accounts Committee**