



States Greffe

Chief Executive Officer
Cc Treasurer of the States
BY EMAIL

10 November 2021

Dear Chief Executive Officer,

Target Operating Models

Since 2018 Government departments have undergone huge restructuring programmes in the form of Target Operating Models (TOMs). A [Freedom of Information request](#) seeking the cost of Consultants / Professional fees, by department, employed for assistance with the transition to the new States of Jersey Target Operating Model was denied, citing that *'the information required to answer this part of the request is not held in a reportable format'*, and further, that, *'To retrieve and extract the information in reference to your request would exceed the cost limit provisions allowed under Article 16 of the Freedom of Information (Jersey) Law 2011 (the FOI Law) and the 12.5 hours maximum allowed under regulation 2 (1) of the Freedom of Information (Costs) (Jersey) Regulations 2014, as it would require the review of all ledger positions and business units.'*

The former C&AG presented a report entitled [Governance: A Thinkpiece](#) in December 2019 shortly before her end of tenure, which considered, in part, the coming into force of [Part 4 of the Machinery of Government \(Miscellaneous Amendments\) \(Jersey\) Law 2018](#). . As you are aware the legislation set out to amend the allocation of Ministerial responsibilities in the context of the revised structure of Ministerial departments. She advised that the Government should consider carefully the impact of all the sizeable pieces of legislation and review how they would fit together. The PAC has not been made aware of any such revision.

The PAC is aware that since the former CEO set out his vision for Target Operating Models in [2018](#), there have been further changes which were not envisaged at the outset, including the change of Infrastructure Housing and Environment from Growth Housing Environment, the development of the Department for the Economy, the changes to Customer and Local Services and the Chief Operating Office to name a few. In addition, the PAC has heard from senior Government officials that the TOMs already implemented do not take account of key planned developments such as the Integrated Technology Solution project.

1. Given that a TOM is expected to align operating capacities and strategic objectives, the PAC is enquiring as to the current status of the implementation of TOMs and when the implementation of new TOMs will be completed across the States.
2. The PAC would like to understand the status of any plans that you have to review the effectiveness of the programme to implement revised TOMs, both the overarching Government Target Operating Model and for its departments. This would include a cost benefit analysis, an overview of the core business capabilities, internal factors, and external drivers, strategic and operational levers, organisational and functional structure, technology, and information improvements since their introduction.

3. In addition to the information requested above, the PAC requests information as to the cost of the TOM programme to date. This should include the cost of redundancies resulting from the implementation of TOMs together with the costs of the new posts created by the implementation of TOMs. It should also include information as to the number and cost of any posts that have been created but remain vacant.

As you are aware, the PAC is undertaking a [review](#) into performance management in the public sector, including investigating how performance management initiatives provide value for money, for example, by leading to better outcomes and improved services for the public. We would be grateful for a detailed response **by 30 November 2021** which we will publish as part of that review.

Yours sincerely



Deputy Inna Gardiner, Chair, Public Accounts Committee