Deputy Raluca Kovacs
Lead Member
States Annual Reports and Accounts 2023 Review
c/o States Greffe
Morier House
Halkett Place
St Helier
Jersey
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20 June 2024

Dear Deputy Kovacs,

I&E Responses – June 2024

States Annual Report and Accounts 2023

Further to your letter 3 June 2024, please find below the answers for the Infrastructure & Environment Department to the Public Accounts Committee (PAC) questions as part of its review int the States Annual Report and Accounts for 2023.

1. Can you please explain what the 50% increase (£18m) in the IHE budget for 2023 relates to? And what outcomes- delivery?

The increase of £18m to the I&E budgets for 2023 relates to responding to inflation cost pressures, fiscal stimulus funding, the 2023 pay awards, and growth funding.

Analysis of NRE £18m budget Increase for 2023 from 2022		
Infrastructure & Environment	One off Revenue Budget Transfer to Projects 2022	3,100,000.00
Infrastructure & Environment	Wage pay award 2022	1,221,764.01
Infrastructure	Net Fiscal Stimulus funding 2022	2,159,792.99
Environment	Wage pay award 2023	1,113,189.00
Infrastructure	C/Fwd for Westaway Court Refurbishment	1,576,119.00
Infrastructure	Cost Pressures funding 2023	3,951,000.00
Infrastructure	Wage pay award 2023	1,914,135.00
Infrastructure	Growth 2023	2,964,000.00
		18,000,000.00

2023 Cost Pressure Funding	
Hydrocarbons and Fuels	836,000.00
Process Chemicals for ERF and STW	460,000.00
Aquasplash Contract Renewal	300,000.00
Infrastructure Maintenance Costs	595,000.00
Outsourced contracts e.g. Cleaning Contracts	450,000.00
Property Estate Maintenance	550,000.00
Rent and rates for Property Estate	760,000.00
	3,951,000.00

2023 Growth Funding	
Under 19 Bus contract funding	1,283,000.00
Property Estate Condition Survey Funding	600,000.00
Additional staff for Enterprise Asset Management	250,000.00
Reduction in Sports Income budget	500,000.00
Countryside Biodiversity, Water and Air Quality	331,000.00
	2,964,000.00

Fiscal Stimulus Funding 2022 (Income)	
2022 Jersey Cricket Granville Capital Funding	1,685,306.68
2022 IHE Coronation Park Capital Funding	474,486.31
	2,159,792.99

Digital Technology

1. What significant steps did the department take in 2023 regarding Enterprise Asset Management for the Government of Jersey?

   One significant step was the formation of the Enterprise Asset Management (EAM) Office. This shows that Government recognises it needs a centralised function to ensure we work towards a joint framework, supported by a common set of processes, if it is to better manage the Island's assets.

   The EAM Office also successfully implemented the single solution for management of Government assets, reducing the number of legacy solutions, which went live in May 2023 with over 400 users in I&E and JHA (Prison). It has enabled departments to work in a more "mobile device enabled" environment, improving the data we capture against our assets, and is intrinsically linked with finance modules to capture the full costs of maintaining GoJ assets.

The EAM Office has also developed reporting dashboards which can demonstrate the delivery performance for I&E, with a particular focus on Statutory Maintenance activities against the critical operational assets within Operations and Transport.

2. What is the purpose of the new Enterprise Asset Management team formed by the department?

The purpose of the EAM is to create a centre-led asset management function, which will strive to ensure assets are managed in the most cost effective, safe and efficient way. It will strive to ensure GoJ has defined frameworks, standard processes and common ways of working across the business.

It will seek to address the historic decentralised nature of asset management across GoJ, with an aim to not only improve the performance of Government assets, but to also benefit Islanders who rely on our services. It is vital GoJ further strengthen its asset management capabilities.

Asset management is vitally important for GoJ, as the assets we manage and maintain have a direct impact on the citizens of Jersey. Infrastructure assets such as highways, coastal structures, solid waste, foul and surface drainage, pumping and treatment works, buildings, and a wide range of other assets are directly controlled and maintained by GoJ, which could severely impact our reputation if not managed robustly. Without action, GoJ will continue to be exposed to uncontrolled asset failures and risks, impacting the critical services we deliver to the Islanders.

The EAM Office will also have a holistic view of GoJ assets and will develop robust management reporting with good data, and ensure GoJ are legally compliant, report risks upwards to Senior Management and work with departments to address gaps and reduce risk.

3. When did the Enterprise Asset Management team go live?

The EAM Office has a team of four employees. The first appointment was made in April 2022 to support the implementation ITS Solution for Release 3, and the team was fully formed by September 2023.

4. What is the RIDA project, and what improvements will it bring to Islanders interacting with the Regulation team?

The Regulation Improvement of Digital Assets (RIDA) project is driving digitalisation and transition to a cloud based system, in order realise benefits across service delivery and to ensure a robust and digitally secure directorate. Essentially this extends to the delivery of critical and essential, new set of software systems, to the Regulation Directorate within the Infrastructure and Environment Department.

The ability to deliver the objectives of the teams within Development and Land, and Environmental and Consumer Protection is managed via a suite of business application

systems. Without these systems, Regulation would not be able to meet strategic objectives. Furthermore, the necessity for an efficient, effective, and operational application management system is not only strategic, but is also statutory, as the regulatory services delivered have a statutory genesis through various laws and orders.

In Development and Land the principle statutory requirement is the Register of Planning and Building Applications under the Planning and Building (Jersey) Law 2002 (the Law), which is achieved through the suite of planning and building application systems. Without these systems, the Minister for the Environment would be in breach of the Law. The Minister is also required by Law to maintain a List of Sites of Special Interest under Article 51. This List exists to protect the Island's important historic and ecological sites. This List is maintained and made available for public inspection through the same application systems.

This in turn, supports the economy and local construction industry. The Law requires all development and building work to have permission and without said permission, no development or building work could be undertaken. This would put a halt on all development throughout the Island. Without an effective and efficient regulatory service, a whole section of the economy would see a significant downturn. This would also directly impact the property management and development programme of other departments such Municipal Services and Property and Special Projects who are required to obtain planning and building permissions for major public projects, such as hospitals, schools, spaces improvements and cycle paths etc.

The Law also requires applications for the development of land and building work to be considered and determined. The validation, management, consideration and determination of Planning and Building applications, listed Sites of Special Interest, and compliance of those functions, is only possible through an effective and efficient application management system. Many of the pieces of legislation include licencing, permitting and schemes of regulatory activities. For example, places of refreshment, food business registration, Eat Safe, Rent Safe and tourism accommodation.

The said applications and peripheral systems are complex, outdated and heavily customised technology that has not been strategically reviewed in many years. Albeit, fulfilling critical needs, there are indicators that the legacy software is not resilient, and failing. Furthermore, the systems are at the end of operational and system support, remain stagnant and are unable to be integrated with new technology. They are, therefore, more susceptible to data breaches, legal and security risks, and increased crashes. There is a time criticality and urgency to mitigating the risk of a total systems failure. An essential requirement for a vital update and consolidation of the Regulation Directorate's critical software applications, is paramount. The risk is visible to external stakeholders and has an impact to the economy: this being discussed at Construction Industry Response Team (CIRT), Planning Working Group (JCC); Economy recovery impact risk and a risk to the Construction Industry.

The justification for the RIDA project is to replace this line of business software applications with an up to date, reliable, stable and more efficient systems architecture that can be more easily supported by both Modernisation and Digital and any (local) agreed vendors. This mandate remains the principal requirement for RIDA; to replace the identified systems with up to date, supported, stable, and compliant systems.

Hence, it has become crucial to migrate, upgrade and modernise to a modern technology instance which, responds to the evolving, modern demands of key industries in Jersey and the ongoing wellbeing of Islanders.

5. How has the RIDA project progressed towards its launch?

To date, the RIDA Project has begun to consolidate systems across the regulation department into a much simpler, up to date systems architecture. In May 2023 the first RIDA software installation took place in Environmental and Consumer Protection, with the Trading Standards team. This was quickly followed by the successful installation of Microsoft Dynamics within Environmental and Consumer Protection for Housing and Nuisance, Food and Public Health and Food and Plant Security.

This year, Environmental and Consumer Protection, has also seen the successful implementation of Release 1 of the Rented Dwellings Licensing scheme, which is covered by the Licensing and the Housing & Nuisance teams.

The end of Quarter 2 - 2024 will see the successful deployment of Release 2 of Rented Dwellings Licensing which includes the bulk upload facility.

Pollution Control will be onboarded to Microsoft Dynamics in Quarter 3.

The implementations continue through 2024 with the Document Management upgrade for Development and Land to be fully upgraded by August 24. The existing system 'Information at work' albeit functional, was installed in 2011 and is out of date. The new Document Management Upgrade will provide a fast, secure and economic ECM documentation system for the planning, building control, tribunals, technical support officers, compliance, listed sites and scanning departments. This extends to a full documentation, scanning, distribution, and processing functionality, which will improve service delivery to the Jersey Public and relevant business sectors.

The rationalisation and introduction of new systems has begun, but effort is required to successfully implement a replacement suite of Microsoft Dynamics and Power Applications to replace the legacy iLAP system across Regulation and any peripheral Departments involved with integrations/processes, and to perform basic decommissioning tasks of the legacy applications.

The project aims to consolidate Regulation's desktop software into an up to date, robust, supported software architecture and remove dependencies on 'out of support', archaic, unreliable software applications, and poor performing vendors. RIDA is to ensure the continuous flow of architecture, analysis, design, build and deployment to drive consistent and focused migration of data, integrations and processes to remove dependency on ILAP by end of Quarter 4 2024.

The Development and Land project has gone through the business case, justification, definition, and is looking to achieve the following objectives:

- Replicate the features provided by ILap into Dynamics 365

- Remove any dependency on ILap over time and in a controlled manner and the design and build of certain core features

In conclusion, by the end of 2024, the RIDA team migrations should be around 80% complete. Essentially some components of the legacy systems will still be in operation as the process of decommissioning and the decoupling from the legacy system process will continue into 2025.

6. What benefits are expected from the RIDA project once it is launched?

The future state outcome of the RIDA project and the benefits to Regulation and the public sector can be consolidated as follows:

- Support a fair, consistent, and transparent customer service, that interacts with all relevant parties
- Promote predictable, consistent, and reusable processing
- Enable self-service and support to ensure new applications are 'right first time'
- Enhance the collaboration, communication and coordination between multiple teams and the customers/agents
- Rationalise and consolidate the existing application portfolio
- Fewer system outages and system downtime (qualitive) affecting the Public, industry stakeholder and internal staff. Fewer invocations of emergency business continuity process
- The software rollout is completed to all teams, and they can operate using only the new platform
- All data is migrated to the new software platform
- Protection can be decommissioned, reducing the risks associated with running those
- The costs of running dual platforms will be removed (NEC and Microsoft)
- Services provided to local industries, stakeholders and the Public will be robust, reliable, more efficient, with increased capabilities for customer self-service
- The minister's risk of being in breach of regulation will have greatly reduced
- The amount of business transformation within Regulation remains manageable
- Shorter overall timeline will reduce the risk of further scope creep due to new legislation being required
- Reduction in administrative requirements, work arounds of manual and forced processing
- Reduction of keyperson (knowledge) dependencies of the legacy systems (qualitive)
- Reduction in Customer and local services support due to digital self-services for all Islanders
- Fewer negatives impact to multiple Island industries system service level measurement. Fewer system outages. Fewer invocations of emergency business continuity process
- Improved system supports few delays in resolution of system issues, more efficient internal processes, better trained and equipped staff, less impact due to absence of key personnel
- Improved system support, fewer delay in resolution of system issues, ability to purchase support and development services from any agreed supplier on the Island

Înfrastructuthe et Envithonnement   Gouvèrnément d'Jèrri

- Extra online channels open to Islanders to efficiently log requests, check statuses, provide essential information and at different stages of the processes and generally interact with staff more efficiently

7. How will the new Enterprise Asset Management team contribute to the efficiency and effectiveness of Government operations in Jersey?

   The EAM Office will work to ensure GoJ standardises its processes and utilises technology to drive efficiencies. It will champion the use of the corporate asset management solution (Connect Assets) to move away from the historic decentralised nature of asset management across the business.

   However, more importantly, the EAM Office will strive to reduce the risk GoJ are currently exposed to in not being able to demonstrate our statutory, or regulatory maintenance responsibilities, leaving us exposed to losing insurance claims, or worse, a liability claim.

   It will provide robust management data to allow the business to make data led decisions, to better understand and balance the risk of possible failures across all GoJ assets, ensuring capital is prioritised in a method that best mitigates the risk and ensures we remain legally compliant.

8. What challenges, if any, were encountered during the implementation of release 3, "Connect Assets"?

   As with any large-scale business change project like the 'ITS Programme' you will encounter challenges. Not all departments have accepted the new ways of working and remain on legacy systems. Their lack of 'real' engagement, early on in the design phase of the project, resulted in specific user requirements not being delivered.

   However, the ethos of the ITS programme was to ensure departments used the single standard 'out of the box' solution, which meant they would need to 'adapt their ways of working, to adopt the new solution' and leadership have not enforced this strongly enough to ensure the whole business moved to the single solution for managing Government assets.

   Early on after 'go live' we encountered resistance to the new ways of working. Users didn't really use the Knowledge Portal for training materials, which resulted in increased workload for the EAM Office. We experienced network issues, impacting the performance of the SAP Asset Manager app for mobile users, resulting in system errors and duplicated time confirmations, which in turn affected the financial postings to cost centres across I&E.

   However, roll forward to 2024, the EAM Office have worked hard to migrate other areas within Operations and Transport to using Connect Assets. They have addressed the issues with work order postings and have daily integrity checks set up in reporting to quickly identify potential issues with the process, before it becomes a wider problem.

Users are gaining confidence, the more they use the system, and now understand the new processes for managing maintenance activities. The financials linked to maintenance activities have improved, and the EAM Office have developed a full suite of management reports for operational teams/asset managers/leadership, which allows I&E and JHA to monitor the performance and cost of managing its assets.

9. Can you elaborate on the significance of the RIDA project for improving systems for Islanders interacting with the Regulation team?

   To support a fair, consistent, and transparent customer service, that interacts with all relevant parties:

   • Enable self-service and support to ensure new applications are 'right first time'
   • Enhance the collaboration, communication and coordination between multiple teams and the customers/agents
   • Fewer system outages and system downtime (qualitive) affecting the Public, industry stakeholder and internal staff. Fewer invocations of emergency business continuity process
   • Services provided to local industries, stakeholders and the Public will be robust, reliable, more efficient, with increased capabilities for customer self-service

10. What specific features or functionalities are included in release 3, "Connect Assets"?

    SAP Asset Manager and S4HANA Asset Management is a predictive asset management application that allows you to manage various aspects related to assets. Here are some of its specific features:

    • Work Orders: Create, manage, and track work orders efficiently
    • Notifications: Handle notifications related to asset maintenance and issues
    • Predictive Maintenance: Prevent equipment failure by analysing data and predicting maintenance needs
    • Resource Scheduling: Optimize resource allocation for maintenance activities
    • Plant Maintenance: Facilitates planning, forecasting, and execution of maintenance operations
    • Condition Monitoring: Monitor asset conditions and receive alerts for potential problems
    • Material Consumption: Keep track of material usage during maintenance tasks
    • Time Management: Manage work hours and labour associated with asset maintenance
    • Failure Analysis: Investigate asset failures and analyse root causes
    • Integration with Finance and Procurement: Seamlessly integrates with other SAP S/4HANA functions, providing a unified view of asset-related financial impact

    Connect Assets streamlines asset management processes, providing technicians with essential tools for maintaining sustainable and risk-resilient operations. These features collectively contribute to improved asset performance, reduced downtime, and lower service costs.

11. How does the department plan to ensure a smooth transition to the new Enterprise Asset Management system for the Government of Jersey?

Following the learning we have developed over the past year, we are much better prepared to transition new users on to the Connect solution. However, the EAM Office is only capable of supporting small additional groups of users (up to 10 users) on implementation and/or roll-out, now that ongoing daily support is being provided to 400+ "live" system users. If GoJ want to progress with switching to Connect for JPH, CYPES and HCS, there will need to be additional support brought in to help with Change Management, Comms, Training etc, because the EAM Office simply does not have the capacity to support an implementation with 100's of new users now that the ITS Programme team has left Government.

12. What feedback, if any, has the department received regarding the progress and impact of release 3, "Connect Assets"?

There's no denying that user adoption has been challenging throughout 2023. This issue extends beyond Connect Assets to the broader GoJ Connect platform. In certain areas, employees have encountered a sub-par experience during the implementation of releases 1 and 2. Unfortunately, this has led to negative associations inadvertently tied to Connect Assets. However, upon closer examination, the root cause seems to be employee change fatigue. They feel unheard and unsupported when encountering problems and escalating them.

Additionally, some users fail to recognise the benefits that an integrated ERP solution can offer to the wider business, and the leadership team need to ensure we continue to deliver the principles they signed up to around the business case for change, and the capital investment in to the Connect solution.

13. What measures are in place to monitor and evaluate the effectiveness of the new Enterprise Asset Management system after its launch?

Within Operations and Transport, we have a series of sessions set up to review the management reports driven from the data in Connect. Some examples of these are:

- Quarterly asset manager sessions to look at delivery of maintenance activities against their respective assets
- Annual review and sign off of maintainable assets and linked maintenance strategies
- Quarterly review with Group Director on asset performance, cost analysis and service delivery

The EAM Office in partnership with Treasury and Project leads, have drafted a process to control the additions/omissions for maintainable assets. This will ensure we have one version of the truth for our master asset register. The next step is to align this data with the asset data held by the States insurance inspectors (BES) British Engineering

Services and implement controls into this contract to ensure the master asset data is maintained correctly, and GoJ drive this, rather than being led by the supplier.

The EAM Office have also developed daily data integrity reports, to identify if users are not adhering to the agreed process in the system. An example of the daily checks are:

- Missing settlement rules
- High time confirmations
- Manually created Planned Maintenance (PPM) tasks
- Statutory PPM dates moved
- Missing activity rates
- Missing Technical Object on new request
- Jobs not released

One of the EAM Objectives for 2024 is to develop our master asset data to include items such as:

- Asset purchase value
- Asset replacement value
- Asset replacement date
- Asset condition
- Asset criticality

Once we have this information captured in the asset register, we can leverage analytics from the transactional data in Connect to develop reports. These reports will help identify trends that can inform the capital business cases for the replacement or upgrades of GoJ infrastructure assets.

Sewage Treatment Works

1. What was the status of the new Sewage Treatment Works (STW) by the end of 2023?

   The new STW was completed on 18 December 2023 and officially handed over with the Completion Certificate. An Opening Ceremony was held for the Media on site on the same date.

   The new sewage treatment process is more robust and efficient than the old sewage treatment process and is designed to cope with the Island's increasing population. The maximum population it can cope with is equivalent to 141,600 people and therefore there is plenty of capacity for the future. The plant is designed to treat waste to the standards currently agreed with the Environment Regulator and provision has been made to allow enhancement of the process should standards need to change.

2. How does the completion of the new Sewage Treatment Works (STW) reflect on the performance of the I&E department?

Completion of the STW is a major success for the I&E department and reflects well on the department and the Government of Jersey as a whole. Despite the exceptional circumstances of the pandemic, financial crisis and the failure of the main Contractor, the project was completed in line with the appointed contractor's programme and within the allocated budget.

I&E delivered the project 'in-house' after the main Contractor went into Administration. Following the successful completion of the new STW project in 2023, I&E will continue to act as Principal Contractor for projects on the Bellozanne site. First of these will be the Biosolids Storage Facilities in 2024 using the same Direct Delivery Model with the established STW Project Management Team.

3. What were the key factors contributing to the success of the new Sewage Treatment Works project?

Having the right team members with the required skills in place and then building strong working relationships both internally and externally were the key factors. This was a project delivered under difficult circumstances and we had to make sure that all phases were carefully co-ordinated.

4. What are the implications of completing the new Sewage Treatment Works project on time and within budget for the Island's infrastructure development?

As was set out in the Bridging Liquid Waste Strategy (BLWS), having the new STW complete is the first step in providing for the planned growth that was set out in the Island Plan. I&E are now moving on to increasing the network capacity so we can transport the ever increasing flows to Bellozanne.

If there had been any delays or overspends on the new STW then there would have been significant knock-on effects to the upcoming capital programme as additional funding was secured.

5. How will the liquid waste capacity projects feeding into the STW contribute to the overall infrastructure development of the Island?

Increasing the network capacity is critical to delivering the Island Plan. Reinforcing and extending the network will allow housing development in areas which would previously have been unacceptable due to the local network being at full capacity.

6. What benefits are expected from the liquid waste capacity projects in terms of environmental impact and Public Health?

The new STW is able to treat more flow to a more reliable standard and it also has additional storm storage capacity with UV treatment. By integrating the operation of this new storm facility with the Cavern, the likelihood of an untreated spill to sea during higher rainfall events has been mitigated. This protects both our Island's bathing water quality and reduces the risk of local flooding inland.

7. What challenges, if any, were faced during the construction of the new Sewage Treatment Works, and how were they addressed?

This was an extraordinary contract to deliver, not particularly difficult in a technical sense, but more so because once construction began on site, almost anything that could have gone wrong did. Primarily in relation to the performance of the main contractor and the MEICA subcontractor, but also challenging ground conditions on site and the effects of the global pandemic, which greatly hindered the progress of the works.

The main contractor was appointed in 2018 but went into Administration in October 2021 due to insolvency. Having learned lessons from a similar situation during construction of the Sludge Digester Platform, the I&E Project Management Team adopted the Principal Contractor role in order to complete the remaining works with a minimum of delay and additional cost. This approach also ensured continuity of construction which was essential to retain the original sub-contractors.

Completing the project in-house was considered the most appropriate solution as re-tendering the whole of the remaining works would incur significant delay and cost, assuming that a contractor willing to take on the scheme could be found. The I&E department have carried out the role of Principal Contractor on many smaller schemes before but this was the first large capital project.

A copy of the 'Lessons Learnt' document is attached for further information.

8. What measures are in place to ensure the long-term sustainability and functionality of the new Sewage Treatment Works and related projects?

The new STW was designed to use the best available technology to be operationally efficient and use less power. This design philosophy was incorporated into the earliest feasibility and concept works for the new STW and the procurement of energy saving Mechanical and Electrical (M&E) equipment was a key part of the tendering process. One example is the new high efficiency air blowers, on the previous plant the old blowers were one of the most energy intensive assets on the site and so these were given particular attention for the new installation.

9. Planned budget and final spend?

The planned STW project budget was £83,653,603 with the final spend being £83,216,241, thus generating a saving of £437,362. A further amount of £1,916,964 was recovered from the original main Contractor's Performance Bond, thereby resulting in an overall saving of £2,354,326.

This saving is now being utilised as part of the funding for the new Biosolids Storage Facilities Project at the Bellozanne STW site.

The new STW project also included significant hillside removal and stabilisation, sludge digester demolition, a new Tanker Import Facility and re-location of an aging Clinical Waste Incinerator to La Collette.

Service Performance Vacancies

1. What efforts have the department made to address the recruitment pressures which remain at around 18%?

The department has employed various targeted recruitment measures to improve the vacancy rate, which have proven successful in reducing the vacancy rate from an initial figure of over 30% in 2022 to 18% currently.

These measures have included advertising both on and off-Island for key specialist roles, using alternative methods of job advertising to suit different labour market demographics, such as advertising on the radio for Manual Worker roles, using social medial platforms as well as banners in areas of high traffic to increase visibility. We have also worked closely with our HR colleagues to set up a critical resourcing taskforce to provide 1 to 1 recruitment support to managers, and to monitor our vacancy rates closely.

Other measures have involved developing 'always on' recruitment campaigns and improving and refining our own new starters induction based on employee feedback.

In addition to recruitment, the department have also been focusing efforts on other key areas as part of our People & Culture Plan, including attracting talent, early in careers and talent development. We work in partnership, closely aligned with the Central Organisational Development Talent Team and Skills Jersey to raise awareness of our career opportunities. Following a successful Pilot of our Bursary Scheme for Engineering and Natural Environment in 2023, this is now part of our business as usual, and applications have recently opened for 2024. Regular attendance at careers fairs, Internships, Trident and involvement with supporting STEM sessions in schools, further promote the many career pathways within the department.

Moreover, the department have been working on improving our employee engagement and workplace culture to support employee retention and improve the Government's reputation as an employer of choice. We have been further developing our People and Culture plan based on employee feedback gathered periodically as part of the Government Be Heard programme, and various pulse surveys initiated at departmental and directorate level. Key relevant initiatives and workstreams include making our Leaders more visible to all levels of the organisation, implementing recognition schemes and Thank You's campaigns, encouraging and supporting staff participation in various volunteering activities, as staff have told us that giving back is important to them.

Other live workstreams involve improving colleague perception of a fair deal, as referenced in the Be Heard survey. In addition to escalating feedback and suggestions on the substantive elements of pay, terms and conditions, we are raising awareness of other elements of the total reward package which colleagues may not be aware of or have little knowledge of, such as pension or discounts available to Government of Jersey employees. This has been achieved through departmental wide online brunch n learn presentations and one to one sessions in the workplace with a member of the pensions team.

We are continuing to review the effectiveness of our initiatives and workstreams as part of our People and Culture plan based on staff feedback. We are currently in the process of closing and analysing findings from our 'How are we doing?' survey, run at departmental level in May/June, and will follow-up again with the Government Be Heard pulse survey in September 2024. The findings of these surveys help to inform us on the areas we need to improve upon, developing a better workplace culture.

2. What impact have the recruitment pressures had on the department's ability to deliver services to the Island?

Measures have been taken to mitigate against these recruitment pressures affecting service delivery as much as possible. In addition to focusing our efforts on active recruitment and employing various tactics to attract and retain talent, these measures have included consideration and engagement of temporary contingent labour and re-hiring retired members of staff with key specialist skills. These measures have allowed the department to provide uninterrupted services to the Island in key professional areas affected by high vacancy rates, both in the Infrastructure and Environment teams.

3. How has the department adapted its strategies or operations to mitigate the effects of recruitment pressures?

In addition to the mitigations described above (see questions 1 and 2), the department has been focusing on uninterrupted provision of business-as-usual services. Our aim has been to ensure that we continue to improve our customer satisfaction scores and our efforts have allowed us to reach our 80% target in May 2024, which we are keen to continue working on with an aim to exceed.

Also, it has been important to us to support and retain existing talent by reprioritising workloads to mitigate against overloading existing staff in teams affected by high numbers of vacancies to prevent burnout.

4. What measures are being considered or implemented to further reduce recruitment pressures in the future?

In addition to continuing the targeted recruitment campaigns and progressing with our People & Culture Plan, we are focusing efforts on preventing further recruitment pressures by undertaking succession planning with HR working with Directorates to define identified hard to recruit posts and full support and training will be provided in line with GOJ guidance and toolkits.

Furthermore, a programme of training on Recruitment Selection and Interviewing has been delivered and available for Hiring Managers in Infrastructure and Environment, with more sessions planned later this year.

Early in careers (detailed in point 1 above) will continue to develop as part of our People and Culture action plans to improve culture, retention and the reputation of working within I&E, with the aim to be seen as an employer of choice.

I&E are official adopters at Grainville school for the Design Engineer Construct (DEC) programme and the Property Team lead on this for Years 9, 10 and 11. By working in partnership, dedicating financial support and dedicated time to teach, this results in students gaining a GCSE equivalent qualification. By working with students at varying ages in schools, we are reaching those who are potentially our future workforce.

We are looking forward to welcoming our 11 confirmed Interns in July 2024, as part of the GOJ Summer Internship programme, offering six-week placements across all Directorates. As in previous years we will bring together all our Interns for a bespoke I & E event to showcase what we offer in terms of career opportunities. We have previous Interns that return for further work placements, which we see as positive and potential for future roles.

We have commenced Coaching training with a Pilot group of managers, which could lead to dedicated internal coaches gaining ICF credentials. An ICF Credential is a professional certification indicating that colleagues have met specific standards and requirements designed to develop and refine coaching skills. It is an indication of being dedicated to upholding strong principles of ethical behaviour in coaching.

During recent focus groups held for new starters, Diversity and Inclusion scored highly and praise given to open days and managers onboard new recruits. Our dedication to having a diverse and flexible workforce, supports talent attraction. Our colleagues are our biggest endorsement that working for I&E comes recommended and a happy workforce is vital for us delivering high quality experience, improving productivity and reducing turnover.

I trust this provides you with all the information you need, but please let me know if there is anything additional you require.

Yours sincerely,

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Enc: Lessons Learnt document re STW Project

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