

# ONE GOV | ONE YEAR ON

April 2019

## 1. Foreword



## Foreword

In March 2018, in '[One island, one community, one government, one future](#)' I set out a long-term vision and ambition for modernising and improving Jersey's public services.

"Our ambition as the public service is for all islanders to enjoy a good quality of life, in a fair and balanced society, sustained by a prosperous economy and outstanding, modern public services."

To support this ambition, we embarked on a five-year programme of transformation for our public services. The 'One Government' reforms aim to modernise how we are structured and organised, in order to improve the quality, efficiency, effectiveness and value for money of our services for islanders.

This is essential, because inefficient and out-dated practices and infrastructure undermine the ability of our employees to do their jobs and to provide modern, quality public services. It is a testament to the commitment of our employees that they are able to serve our island so well despite being hobbled by inadequate systems and processes.

The reforms also aim to ensure that we can continue to reap the benefits of our island's unique advantages, and protect ourselves against economic, social, political and environmental threats, both within Jersey and from outside. These threats include global financial risks, declining productivity, Brexit, and attempts by UK parliamentarians to impose public registers of beneficial ownership on Jersey's financial services.

The One Government initiatives need to support the ambitions of Ministers (as set out in the [Common Strategic Policy](#)) and the expectations of islanders for better services, at lower cost. So the changes we are making are equipping our employees with the capability and capacity to plan for the long term and to deliver public services at a quality, cost and convenience that islanders expect and demand from the Government.

Our employees are committed to serving our island community, and they do a good job in often difficult circumstances. Modernising government will empower them to be even more effective; it will also make our public service a better and more rewarding place to work – an organisation where their skills and ambitions can be harnessed for the good of our island.

When I announced One Government, I said that this would be a five-year project, and that it would be in three phases. The first phase was 'stabilisation', in which we undertook a programme of due diligence to identify the issues that were causing greatest risks and on which the most urgent interventions were needed to create a stable platform to build on. At the same time, we have been trying to get more operational discipline, rigour and structure into how we deliver business as usual.

This phase is now coming to an end, and we are starting the 'recovery' phase, where we will progressively deliver the identified improvements over the next two to three years, both for islanders and for our own workforce, before we enter the 'repositioning' phase from late 2021 onwards. This is where the organisation and our services will have improved to such an extent that there will be a step-change in how the Government of Jersey is perceived, both within the island and externally.

I said last March that I would be accountable for delivery against my proposals and that I would give an update on progress in a year's time. One year on, this report provides that progress update.

**Charlie Parker**  
Chief Executive Officer

## 2. One Government – the foundations



In 'One island, one community, one government, one future', we set out the core elements of our programme to transform public services in Jersey:

- a long-term strategic approach
- a new organisational framework and structure for government
- early wins and urgent priorities.

This 'One Year On' report provides an update on what we have achieved against what we set out to do, and where we are in our five-year transformation programme.

### A long-term strategic approach

The Council of Ministers has agreed that Jersey needs to pursue a long-term strategic approach that stretches 20-30 years into the future. This will ensure that decisions taken in the short and medium term work towards creating a sustainable society, a sustainable economy and a strong partnership between a modern government, responsible businesses, Jersey's stakeholders and islanders.

This is important, because many of the changes that Jersey needs to make will only bear fruit over a long-term time-frame. Decisions on whether, when and where to invest in infrastructure, for instance, will benefit islanders over decades, not just years.

This long-term approach has five critical components:

1. **Economy** – establishing the necessary infrastructure to support housing, planning, regeneration and regulation activity, combined with equipping people and businesses with the insight, skills and support to build and grow a prosperous, environmentally-sustainable, internationally-competitive economy
2. **Customers** – designing our policies, operations, services and supporting infrastructure with a customer focus, so that all islanders see, feel and benefit from what government is doing for them
3. **People** – the education and skills to support the delivery of government services, meet our island's employment needs and improve the life chances of all islanders
4. **Services** – modern, quality, value-for-money public services for all islanders, protecting and improving their health and well-being, in a fair and balanced society
5. **Place** – the institutional and legislative framework to support our society, with clear, transparent and responsive national governance, policies and processes, a culture of civic leadership and accountability, and a position and reputation in the world that supports our economy and society.

We outlined our proposals to reorganise the public services to become One Government, to join up and integrate how we deliver Ministerial priorities and modern, effective, value-for-money services for customers.

Learning from due diligence work and from independent reviews, we explained the need to break down institutional silos and create a collaborative, customer-focused culture, and with the appropriate governance and financial accountabilities. We highlighted the need for government to work more closely with business and civic society, with the voluntary sector, with Parishes and with the States Assembly. And we set out some guiding principles for how public services should be designed:

Principles	Purpose
<b>Customer-focused</b>	To all islanders and stakeholders will benefit from, see and feel what the government is doing for them.
<b>One Government</b>	To facilitate collaborative working to a common purpose.
<b>Simple structures</b>	To make government easier to understand and to navigate, connected at all levels and providing sufficient flexibility.
<b>Cross-cutting and agile</b>	To consolidate activities and teams to support cross-government activities, achieve economies of scale and minimise duplication; develop cross-island arrangements in the interests of residents, businesses and deliver value for money; and ensure we have the capability and flexibility to respond at pace to changing demands and priorities.
<b>Digital</b>	To use cutting-edge technology to help simplify internal processes and speed up how customers access our services.
<b>Integrated financial control</b>	To ensure clear visibility, control and measurement of all finances and risks.
<b>Clear, transparent and accountable</b>	To simplify, clarify and embed better governance, decision-making and use of information to improve performance and accountability; to benchmark, measure, monitor and report our service performance.
<b>Commercial</b>	To become more business-like in challenging our suppliers' pricing models, develop our own commercial behaviours, drive efficiency and value for money, and eliminate duplication; to identify opportunities for the Government to provide commercial services to generate income to benefit the island.

### Early wins and urgent priorities

We also identified a range of early wins and urgent priorities on which we needed to take rapid action. These were:

Early wins and urgent priorities	Purpose
<b>Leadership</b>	To ensure that we have the right leaders at senior and middle management levels with the necessary leadership and professional capabilities to run their operations, and the motivation and inspirational qualities to lead and inspire others, both in their day-to-day performance and through the process of transformation.
<b>Culture</b>	To develop a culture based on teamwork and collaboration, openness and transparency, learning, innovation and appropriate risk-taking, combined with respect for customers and for each other.
<b>Digital-by-default services</b>	To accelerate the move from paper-based, telephone and face-to-face services to digital self-service for the vast majority our customers, so they can access the services they need at a time, convenience and device of their choosing.
<b>Modern IT</b>	To invest in modern IT infrastructure to support modern fit-for-purpose services, including digital-by-default services for the public via the one.gov.je online service portal.
<b>The Jersey Standard</b>	To design a set of performance standards for all of our services to the public, benchmark them against the standard of services provided by high-performing public sectors elsewhere in the world, and to create a right-first-time culture.
<b>Location</b>	To consolidate our office estate into a single administrative headquarters, where all non-frontline staff will work, combined with a number of operational sites, such as the hospital, schools and other frontline and local services, based in Parishes.
<b>Single financial system</b>	To replace our outdated finance system, integrating finance, commercial and HR/payroll data, to ensure that government resources are managed effectively and that money is spent well on the right priorities.

Early wins and urgent priorities	Purpose.
<b>Management information</b>	To replace the outdated and disconnected legacy information systems that exist across government, with new, integrated information platforms, to provide the necessary business intelligence to help modernise our services.
<b>Joined-up operations</b>	To establish a seamless front-office operation for services to customers, through a new integrated customer hub, and a seamless back-office operation to support and enable frontline services to function effectively and efficiently at every customer touch point.
<b>Understanding our customers</b>	To widen and deepen our insights into customer needs, expectations and behaviours, for both islanders and businesses, in order to inform improvements to our service delivery.
<b>Building the capability and capacity of Team Jersey</b>	To ensure we have the right people, doing the right work, at the right level, in the right place and in the right way.
<b>Streamlined governance and better performance management</b>	To improve the arrangements that support and include our Parishes, the States Assembly and Council of Ministers, and make improvements that help them to do their different jobs.

ONE GOV | ONE YEAR ON

### 3. One Year On



The following section summarises what we have achieved against our 'One Gov' ambition and how far we have progressed with our early wins and urgent priorities.

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## Long-term strategic approach

We have made significant progress in supporting and setting a strategic framework, which brings together the relationship between the ambitions of a new long-term Island Plan and practical actions that will be set out in the medium-term Government Plan.

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A **Common Strategic Policy**, setting out the Council of Ministers' five strategic priorities of this Government's term of office, was agreed unanimously by the States Assembly in December 2018.

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A **Government Plan 2020-23**, is currently being developed by Ministers supported by officers, to be lodged and consulted on in the summer. It is a rolling four-year plan, and will be updated annually.

The Government Plan integrates business planning with the necessary funding framework, and replaces the Medium-Term Financial Plan. It sets out how public money will be spent to deliver the day-to-day business of government and the strategic priorities and areas for improvement as set out in the Common Strategic Policy.

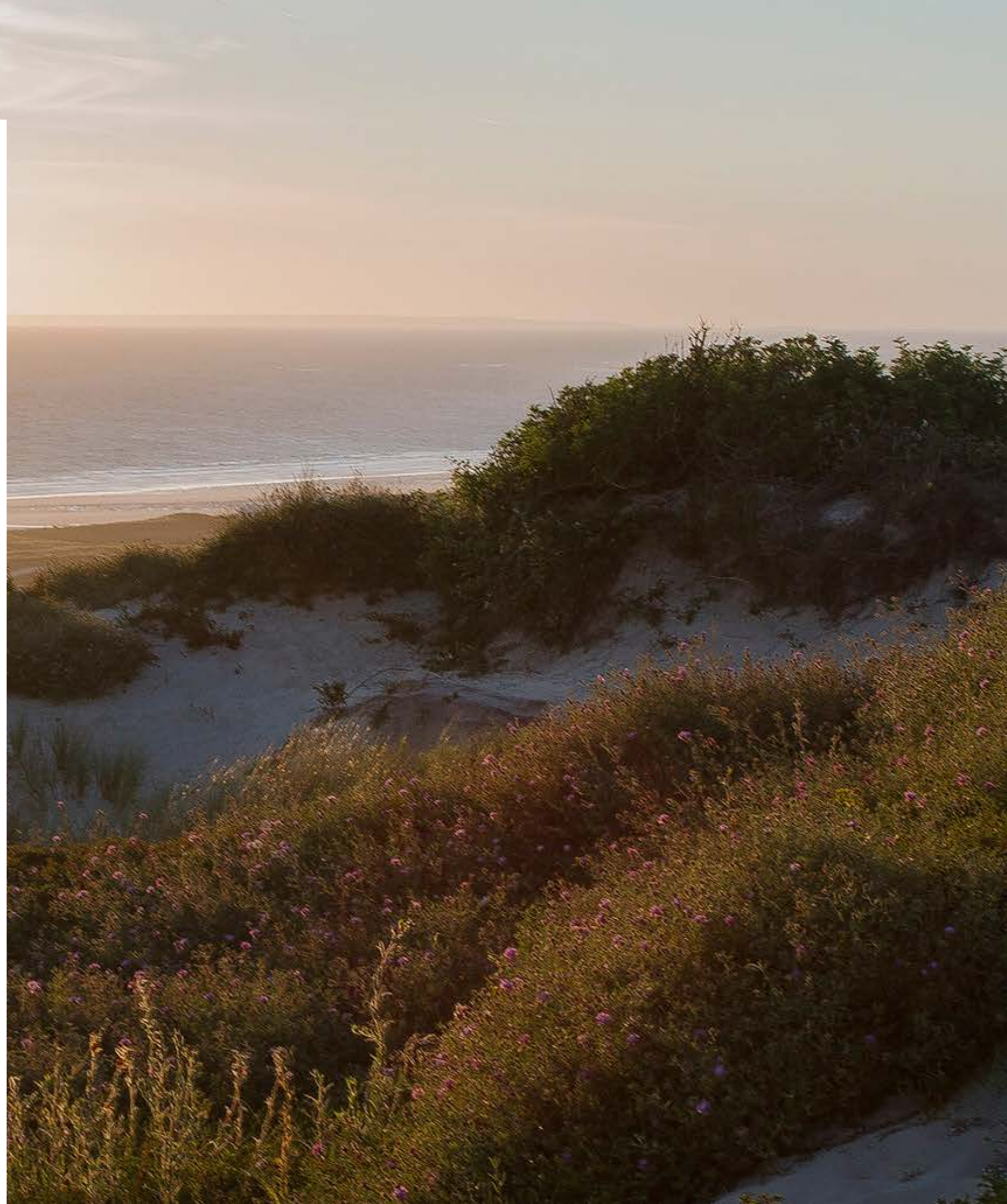
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Preparation has begun on the new **Island Plan 2021-30**, which will be developed during 2020. It will replace the current Island Plan, which is predominantly a spatial land-use plan, guiding planning decisions. The new Island Plan will set out an agreed single, integrated, strategic, and spatial approach to the longer-term challenges and opportunities faced by our island. It will look at combining a range of physical, social and community issues which need to be dealt with beyond a single term of government.

We are measuring our performance against the **Future Jersey** community vision, published in March 2018, across ten social, environment and economic areas, and have based the 2018 Annual Report and Accounts on this framework.

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## New organisational framework and structure

We have made significant progress in restructuring our organisation and improving its governance.

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In April 2018, P1 Machinery of Government changes were approved by the States Assembly, making the Chief Executive the **Principal Accounting Officer** for public service finances. This gives the post the necessary levers and accountability across departmental spending to ensure that government funding is appropriately allocated to deliver Ministerial priorities, and to improve transparency and value for money to islanders and the States Assembly.

The change has enabled new arrangements to be put in place to strengthen the governance and accountability of public spending. The Chief Executive has delegated Accountable Officer responsibilities to a number of senior officers, including all Directors General, to ensure the smooth running of their departments. A new Public Finance Law is to be lodged to enable better financial governance, as well as a new Employment of the States of Jersey Employees (Jersey) Law to enhance accountability.

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The Chief Executive has replaced the monthly Corporate Management Board with **three new senior leadership forums**, to ensure that key policies, proposals, operations and issues are discussed and decisions are taken in an effective and timely manner. This also ensures that senior leaders take responsibility to account for and check on the progress of strategic priorities.

The new forums are:

**Corporate Strategy Board (CSB)**, which provides strategic oversight of the public service and develops a pipeline of proposals, which are reviewed, challenged and refined before submission to Ministers

**Executive Management Team (EMT)**, which reviews operational business and performance matters in more detail, including finance, risk and workforce issues

**One Government Board**, which provides senior officer oversight of the modernisation agenda.

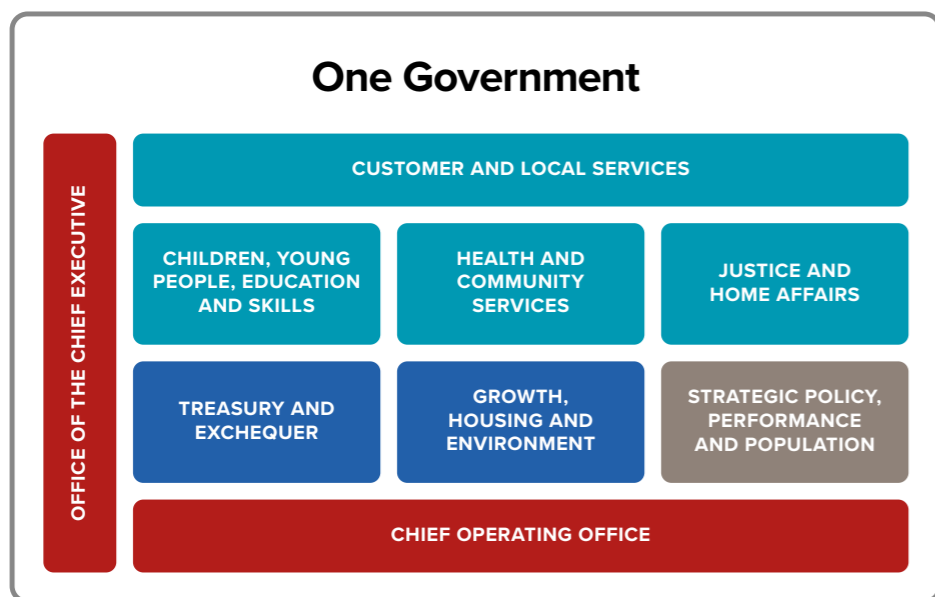
Several sub-committees, comprising members of the executive team, also meet to deal with specific programmes, including the Office Modernisation Programme Board. Alongside these, we have also

strengthened our approach to risk, through the new Risk and Audit Committee, and the appointment of a new Director of Risk and Audit.



We consulted formally for 90 days on our One Government proposals, and made changes as a result of the feedback. We announced the final One Government structure in June 2018, following which we started the process of developing detailed departmental structures and migrating teams to them.

We have reduced the number of departments from 11 to nine. The final structure includes an Office of the Chief Executive, seven new departments and a Chief Operating Office, as illustrated below.



The changes to deliver this new structure are well underway (see the next two sub-sections).



In the first stage of creating the new departments, we proposed a **new structure for the top two tiers of senior leadership**, on which we consulted for 45 days. Over the past year, we have reduced the top two tiers of departmental and directorate senior leadership below the Chief Executive from 66 posts to 40. This has achieved a flatter senior management structure, and this principle is now being applied in the design and implementation of the next two tiers of management.

The new [senior leadership structure](#) comprises the Chief Executive, eight Directors General and 32 Group Directors and Directors.

Following a rigorous appointments process, involving technical, leadership and subject matter assessments, we have made permanent appointments to:

- 8 Director General roles – 5 internal and 3 off-island appointments
- 24 Group Director and Director roles – 15 internal and 9 off-island appointments, including one Jersey returner
- 8 Director roles are currently under active recruitment or in planning, with interim arrangements in place in the meantime.

The senior leadership structure remains under review, and might change in response to the outcome of departmental consultations.



We recognised that we should not try to change everything at once, because we need to ensure continuity of services to our customers while we restructure and modernise. So we are taking a phased approach, the first of which includes making swift progress in delivering some early wins and urgent priorities. These include making some significant changes to the **structure of the Government at departmental, group and functional levels.**

Since June 2018, Directors General and their senior teams have worked to design their departmental structures, using the One Government design principles. Each of the departments are at a slightly different stage in the process, depending on their size and complexity and the extent of the changes involved from the previous governmental structure.

DGs are taking their detailed proposals to both the Council of Ministers, the States Employment Board, and Scrutiny, and have been conducting formal consultations with their employees. These will conclude by early summer, although implementation of the new structures will continue throughout 2019.




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## Early wins and urgent priorities


We have accomplished a lot over the past year. We have registered some early wins and have made progress against every priority, although some more than others.

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 We have not just reduced the size of the most **senior two tiers of leadership** below the Chief Executive from 66 to 40, but we have reviewed capability needs and made permanent appointments to all but a handful of roles. Many are internal appointments, but some are external, bringing in experience, expertise and fresh perspectives to strengthen the overall leadership of the public service.

A similar process is being undertaken at the tier 3 and 4 senior management level, although we expect that the majority of appointments at this level will be among internal candidates.

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 **Culture** doesn't change overnight. But we have embarked on a long-term programme to develop the positive aspects of our culture in line with our needs and ambitions for the public service, and to make the Government a great place to work for our employees.

We appointed a strategic partner to lead the **Team Jersey Programme**, who have just completed the first 'discovery' phase of their programme, holding 40 focus groups, workshops and ten larger events to learn from our employees what it's like to work in the government, and what needs to change. This represents more than 720 people being involved in our Big Conversation.

They have also interviewed a wide range of external stakeholders, including Ministers, States Members, islanders, businesses, media and third-sector organisations to get their views too. The partner is due to publish a candid, independent assessment of the government environment and the lessons we need to learn to better co-create a culture change programme.

The aim of the programme is to establish an environment where colleagues are able to do their best work and feel valued, included, inspired and focused. Over the next 12 months, the programme will provide five leadership development sessions for all of our people managers and embark on the first of the colleague engagement sessions for all 6,700 employees. These are high-quality interactive sessions inspiring colleagues to support the development of our desired culture.

We also developed and published new policies on Bullying and Harassment and Whistleblowing, and have been holding mandatory training sessions for managers on the policies and how to ensure we abide by them. This will



help us to address the legacy culture of bullying, in which many employees reported that they did not feel that it was safe to challenge.



The intensive assessments of existing senior leaders has been used in appointing staff into tiers 1 and 2 roles. It has also provided deeper insights for senior leaders into their own strengths and areas for development. This investment in leaders and senior managers is critical for **building the capability and capacity of Team Jersey**.

We launched a new government-wide process in January 2019 that encourages regular discussions about performance and development goals between team members and their line managers. **'My Conversation – My Goals'** is an interim process for 2019, which will establish a new rhythm of discussions and feedback, ahead of a new performance appraisal system, which will be implemented in 2020.

We have established a resourcing team in People and Corporate Services, which is responsible for four important areas of work:

- Managing senior recruitment, under the oversight of the Jersey Appointments Commission
- Managing larger-scale specialist recruitment exercises, such as for nurses and social workers
- Creating and managing vacancies and a redeployment pool, to provide opportunities for colleagues displaced from roles to move into new roles, rather than leave the organisation
- Developing a succession planning process, both to ensure that there is adequate cover for key roles and that employees can develop career paths.

We have also developed an online **Career Development Portal**, which will soon be launched across government. The portal will provide opportunities for our colleagues to write impactful CVs and create stand-out applications, prepare for interviews, presentation skills, career planning and advice on job search and applications. A key feature are the self-assessment tools, which can be used for skills assessment and career planning.



Progress in developing and **delivering digital services** to islanders has been slower than we would have liked. Funding, capability, capacity and structural issues have all been barriers to progress. While more than 100 paper forms have been digitised, allowing islanders to interact more digitally with government, the integration across government is not complete and has been too slow.

Nonetheless, there have been some positive steps forward. The integration platform has been implemented and the digital identity service (through a partnership with YOTI) is in place, which means that end-to-end service digitisation will now be possible.

We have also made significant progress on delivering the online tax system, while the first phase of users have adopted Office 365, enabling enhanced security and collaboration across teams.

In Justice and Home Affairs, the Police have adopted agile delivery methods, which place both the user and the Police Officer at the centre of their design and delivery. We have digitised 11 manual Police processes, and five more are planned over the next four months. Police data is fully integrated at the point of the officer, so that instant assessments and on-the-spot statements can be collected, including using body camera footage.



Digital services depend on **modern IT hardware and systems**. The government's legacy systems are some way off from the necessary standard. We have been effectively running analogue systems in a gigabit island, and this holds back our digital aspirations.

We are still far from establishing a single information platform (enterprise hub) for effective finance, HR, payroll and information management systems. Projects to modernise these systems were largely running as independent, standalone activities, when we needed to take a more holistic, system-wide approach across the whole of government.

As a consequence, towards the end of 2018 we appointed EY as a partner to assist our Modernisation and Digital Directorate with its extensive programme of work. This has brought in expertise and capacity, working alongside internal teams and some specialist consultants, to support us in restructuring the directorate, reviewing relevant systems and processes. The focus is on delivering the foundations required to deliver the Modernisation and Digital vision of enabling and protecting government services.

These foundations centre on the need to implement rigorous governance across all programmes to ensure that there is effective prioritisation, that projects are properly managed to deliver against agreed benefits cases, and that they are designed to make use of agreed system architect standards. Common capabilities need to be reused, rationalised and shared across departments, rather than being redesigned each time a new initiative is developed. The partner is also working alongside us to design and implement the new workflow processes and organisational structure, which will work alongside necessary systems to deliver the digital government needs.

A full portfolio review is also underway to ensure programmes are being delivered against relevant business cases, in line with agreed methodologies and standards and against common architectural principles.

We have also made significant progress in the area of data protection, which was a major risk a year ago, in order to ensure that the Government of Jersey is GDPR compliant. Work is still ongoing on processes to ensure that further protection of our financial, government and islander data is completed in 2019/20.



Our work on establishing the **Jersey Standard for performance** is in its infancy. The appointment of a new Corporate Planning and Performance Director in early 2019 has seen a renewed focus on this important area. Her team has started to create a new performance framework, which will enable us to report on our progress against the key priorities in the Common Strategic Policy.

The team is now designing the performance standards and establishing the right benchmarks across all service areas. In turn, this is dependent on having the appropriate information and IT systems in place.

We will continue to become more transparent about the service standards we provide by integrating performance measures into the Government Plan. We are also embarking on a journey to create a common understanding and use of performance measures across government and the Voluntary and Community Sector and external philanthropists, ensuring that we can all better understand the contributions we make to improving outcomes for islanders.



We moved into an **interim HQ in Broad Street** in February 2019, and have now closed Cyril Le Marquand House to staff and South Hill and Maritime House are closed to customers. We have also moved a range of customer-facing services into La Motte Street from various locations.

Ultimately, we want to consolidate our office estate into a single, permanent administrative HQ, where all non-frontline colleagues will work, combined with a number of operational sites, such as the hospital, schools, the Energy from Waste plant, the Sewage Works and a range of frontline and local services based in Parishes.

Work is currently underway to identify and develop proposals for a future site which, for commercial reasons, we cannot currently disclose.



We have not yet been able to replace our outdated **finance management system**. An integrated finance, payroll, procurement and people system is at the outline business case stage and will form part of the Modernisation and Digital investment case referred to above. This will enable accurate real-time integrated reporting. It will deliver benefits against the multiple legacy systems, which often duplicate functionality and present inconsistent data.

We will soon have a recommended option which is backed by detailed analysis. Nonetheless, it will require significant technical and management oversight to transform the existing data, process and ways of working, as well as significant support in the capability and capacity of staff to deliver successfully.



We have not yet been able to replace the outdated and disconnected legacy **management information systems** with new, integrated information platforms, or to move from hosting such information in our own data centres, to secure, cloud-based services.





We have made a lot of progress in establishing a **seamless front-office operation for services** to customers, through the One Front Door initiative.

In October 2018, the One Front Door service went live in La Motte Street, with customer-facing colleagues from Taxes Office, Treasury Cashiers, Passports, Customs, Planning and Building Control moving from their former offices to work operationally alongside Social Security teams, while remaining part of their individual departments.

A key aspect of the Customer and Local Services Department's new brief is to establish a stronger and more integrated local services offering, working with relevant stakeholders. As part of this, work has been ongoing to strengthen the relationship between the Government of Jersey and the voluntary and community sector (VCS). In September, we held a successful workshop with representatives from the VCS, service users and government officers, and agreed a number of actions that will help to ensure a more co-ordinated approach to working and funding arrangements and establish stronger partnerships.

In autumn 2018, we appointed a Director of **Local Services**, who has provided a much-needed focal point for the engagement of stakeholders and government departments, and will ensure both better co-ordination with the community and voluntary sector and a more joined-up approach within the Government.

Alongside work with external parties, we have been developing how services and activities could be delivered more locally across the island. Following initial discussions with Parish Constables regarding existing service provision, and the opportunities for more local service activity across the island, we have just launched a pilot to test out a more local and effective delivery of public services and VCS activity in one place.

Located at Communicare in the west of the island, a busy and effective community centre has been further transformed, through the offer of a range of government and VCS services and activities, targeted at particular cohorts of the community when they are already using the centre. Under the banner 'Closer to Home', the approach will not only ensure more accessible service provision for residents, but also provide community health facilities closer to people's homes, which should help to reduce attendance at the hospital and GPs.

Depending on the success of the pilot, a similar offer will be developed in the east of the island and work will be undertaken to see how a further pilot could be delivered in St Helier. A variant on the model will then be developed for the smaller, more northerly Parishes.



We have done a lot of work to **improve our insights** into customers, and into how they interact with services. We visited public and private-sector organisations in the UK to learn from them, and have used what we have learned to develop our new model for Customer and Local Services –



most notably by designing services around customer life events – such as births, marriages, unemployment and deaths – rather than around our own administrative processes above.



A lot of work has been done to **modernise and strengthen the governance arrangements** for our public services, while being respectful of Jersey's history and heritage. The new senior leadership forums described above have improved executive decision-making, ensuring that we have appropriate oversight and can intervene in a timely manner where necessary. This has also improved the quality and preparedness of work before it is presented to the Council of Ministers for consideration and decision.

The P1 Machinery of Government changes have strengthened financial accountability, and the establishment of an Investment Appraisal Board improved how funding applications were evaluated in 2018. These arrangements are being further developed in order to be more transparent as we go through 2019.

The establishment of the Ministerial Support Unit has started to help the dedicated support that Ministers receive, to enable them to govern effectively. This is still in its infancy, but will continue to develop in 2019/20.

And the emphasis on long-term strategic planning has established a robust rhythm of priority setting and work planning.

We have not yet secured better support and facilities for States Members, although we are working closely with the States Greffe in developing plans to provide better space for both Members and officers. Additional funding has, however, been allocated to the States Greffe by the Treasury Minister, to deliver more support and advice for States Members, and work is underway to replace outdated systems and enhance cross-departmental processes, such as Ministerial Decisions and States Questions. This is a priority area for 2019.



A major objective of One Government transformation is to deliver **better value for money** for islanders. Securing efficiencies is the right thing to do in any event, but this objective was given additional impetus with the announcement by the Treasury Minister in autumn 2018 that a £30-40 million budget deficit is forecast from 2020. The Chief Minister swiftly asked the public service to start to prepare how to deliver £30 million of sustainable efficiencies from 2020 to bridge that deficit.

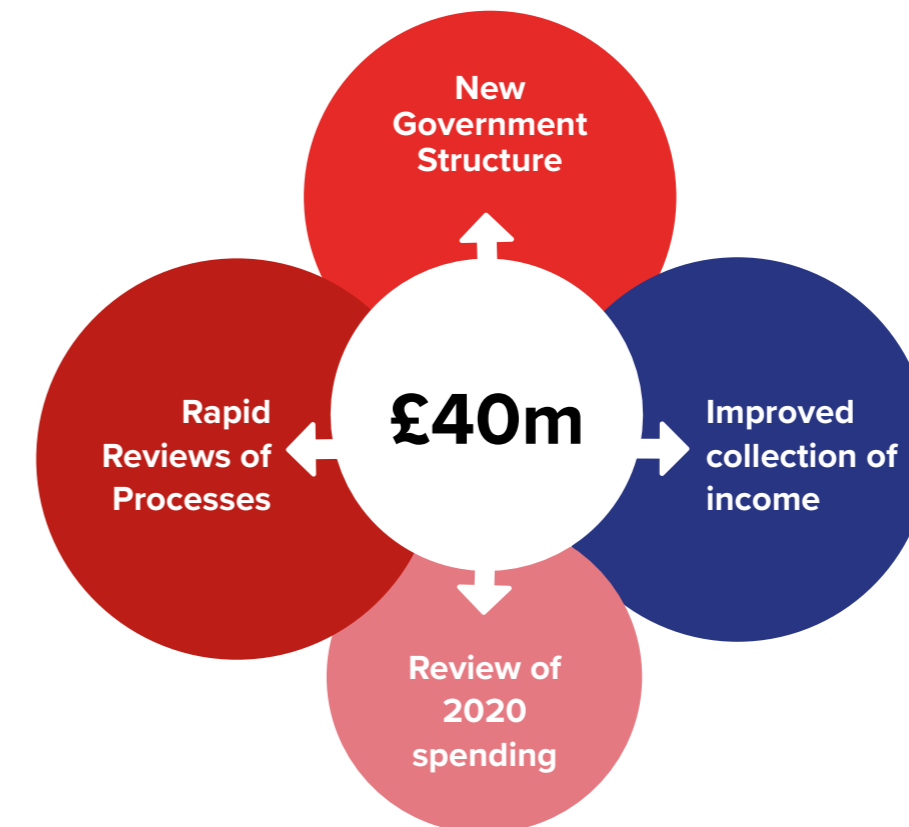
During late 2018 and the early part of 2019, senior leaders in every department have worked closely to identify how to deliver those sustainable efficiencies by the end of 2019. The focus is on actions that will enable the Government to deliver the same or better services, but at a lower cost. This is not about reducing the level of services, but about eliminating waste and inefficiency.



#### Four core areas for efficiencies

The programme has identified four core areas where efficiencies can be made, and the Council of Ministers have discussed and agreed to proceed with delivering them. Three of the areas are derived from step changes delivered by the One Government modernisation initiative and one is derived from enhanced continuous improvement activities.

The programme has set itself a stretch efficiency target of £40 million, which will be delivered between the four areas in the graphic opposite.



The Efficiencies Programme has been working with departments, together with colleagues from Finance, Commercial and People Services, and Modernisation and Digital, to define the portfolio of individual projects in each area that can be delivered through a series of 'sprints' – short, intensive periods of team collaboration – looking at how better to undertake services.

This work has been evidence-based, reviewing financial and operational data, and it has drawn on the expertise of people who really know their business areas.

An important element of this work is the elimination of waste – whether through inefficient processes and procedures, or through duplication, or through paying more than we should for the goods and services we buy from external suppliers.

## 4. Priorities for 2019



### 4. Priorities for 2019

During the remainder of 2019, we still have work to do on the 2018 priorities, and on some new ones too. Our focus for the rest of the year will be on the following priorities:

Priority	Purpose.
Restructuring	To complete the restructuring of departments at tiers 2, 3 and 4, and where appropriate also at tiers 5 and 6. This includes consultations, role matching and any internal and external recruitment required.
Team Jersey rollout	Alongside the restructuring, to support the rollout of the Team Jersey programme across government, building on what has been learned in the discovery phase, in order to build the new One Government culture and rebuild trust between the organisation and our colleagues.
Efficiencies	To complete the work required to deliver the first phase of efficiencies ahead of 2020, and to plan where further efficiencies can be derived from continuous improvement and step-change modernisation beyond 2020.
Long-term planning	To develop, consult on and publish the Government Plan 2020 and deliver Common Strategic Policy ambitions.
Economic framework	To establish a long-term economic framework, which supports the continued prosperity of our current sectors, while developing opportunities to grow emerging and new sectors.
Service improvements	<p>To continue to deliver improvements in how and where islanders access services – including through local delivery partnerships in Parishes – and the quality and responsiveness of those services.</p> <p>To deliver the improvements in services set out in the Children’s Services Improvement Plan and the Mental Health Improvement Plan.</p> <p>To deliver internal service improvements, especially in people processes, to help employees to do their jobs more efficiently and make the government a better place to work.</p> <p>To develop a new employees performance appraisal and development system for 2020.</p>

Modern IT	<p>To agree the key systems needed to enable government services to operate in a cyber-safe environment, including a new, integrated finance, payroll, procurement and people system. To then develop the relevant full business cases to secure the necessary funding.</p> <p>To create a common front-end (CRM) capability, to be used across all government departments, which would ultimately replace the current Customer and Local Services systems.</p> <p>To deliver a cyber security initiative to ensure that we have the capability to withstand a significant cyber-attack and that the government has appropriate threat detection and protection methods in place.</p>
The Jersey Standard	<p>To deliver the new performance measurement and reporting framework, to enable both internal and external visibility of service delivery levels against benchmarked standards.</p>
Investment funds	<p>To develop partnerships with international finance that establish a new Investment Fund for the Government of Jersey, which helps to fund modern infrastructure for islanders.</p>
Partnership with arms-length bodies	<p>To strengthen the governance of and effective delivery of island interests by arms-length bodies, including those where the Government has either a shareholder or grant-giving interest.</p>
Building the capability and capacity of Team Jersey	<p>To ensure we have the right people, doing the right work, at the right level, in the right place and in the right way.</p>
Streamlined governance and better performance management	<p>To improve the arrangements that support and include our Parishes, the States Assembly and Council of Ministers, and make improvements that help them to better deliver their different jobs.</p>
Housing	<p>To develop and implement plans to improve the quality, quantity and availability of housing in Jersey, especially of social housing and housing for key workers.</p>
Hospital	<p>To establish and progress a new approach for delivering a new hospital for Jersey, supported by public and States Assembly engagement, to give the identified site the best chance of being delivered, at the best price and in the best timeframe.</p>

