

[REDACTED]

From: CMD FOI
Sent: 07 May 2019 14:28
To: Catherine Madden; Carmel Booth
Cc: CMD FOI
Subject: FOI New request - 117540322 - Restructuring savings 2 (follow up to [REDACTED])
Attachments: FOI-117540322.pdf; Control Sheet - Single Question - 117540322.docx

Categories: Filed

Hi Catherine, Carmel

Please see attached new FOI request together with the associate Control Sheet for completion.

Are you able to provide the document(s) requested please?

Kind regards

[REDACTED]



Date and time of your submission 2019-05-07 - 12:48:13

How would you like us to reply to you? By email

FOI question

I refer you to response B of this FOI:

"The original £30m estimate cited was based upon a consideration of anticipated achievable efficiencies of approximately 4% of total costs. This was based upon a strategic assessment before the development of a detailed Efficiency Programme which is being developed (please refer to Response C(a))."

I would like a copy of the 'strategic assessment' referenced here. If this is a report/number of reports, please provide them.

Supporting documents

You may add documentation that supports your request, up to a total file size limit of 5 MB.

If your documentation is larger than 5 MB, send your request by post with photocopies of the supporting documentation. You'll need to quote the reference number you receive when you submit this request.

Central FOI Unit address

Do not submit .exe files or use zip files to condense file sizes as these are not accepted through the online FOI form, or on a disk, as they may be rejected by anti-virus software.

Data Protection statement

The personal information you provide will be processed by the Central Freedom of Information (FOI) Unit (Chief Minister's Department) of the States of Jersey in accordance with the Data Protection (Jersey) Law 2018 for all purposes associated with the administration of requests received under the Freedom of Information (Jersey) Law 2011, including monitoring of communications to check for compliance with any relevant policies and legislation.

The Central Freedom of Information Unit does not process right of access requests under the Data Protection (Jersey) Law 2018. The unit will contact any applicant who has submitted a right of access request and provide correct contact details. The personal details supplied in any such case will not be transferred to any third party without the written consent of the applicant.

The personal information you have supplied (such as your name, address, email, telephone number and any other free-text detail you volunteer) by submitting a request is required in order for us to ensure that your request is valid under the Freedom of Information (Jersey) Law 2011. The processing of your data is necessary for the performance of a public function. If you fail to provide adequate contact details we will not be able to ensure the full processing of your request.

Your request, including your personal information, will be passed to the Freedom of Information staff authorised to handle your request in the relevant States of Jersey department. In order to respond to your request, your request will then be anonymised to the extent possible (i.e. your name will be redacted) and passed to the relevant business area that may hold the information you have asked for.

In addition to the specific individual's rights which are set out below and in Part 6 of the Data Protection Law you also have the ability to withdraw your consent, when given, to the processing of your information at any time but in doing so must be aware that we will need to retain adequate contact information for you in order to process your request.

Your rights:

- You can ask us to stop processing your information
- You can withdraw your consent to the processing of your information
- You request that the processing of your personal data is restricted
- You can ask us to correct or amend information
- You can ask us for a copy of the information we hold about you

Information will not be passed to any other external third party without your prior consent except where we are required to do so by operation of law. The Central Freedom of Information Unit is only able to process requests for the following public authorities:

- Chief Minister's Department
- Community and Constitutional Affairs
- Treasury and Resources Department
- Department for Infrastructure
- States of Jersey Police
- Economic Development, Tourism, Sport and Culture Department
- States Assembly (including States Greffe)
- Education Department
- Ministers
- Health and Social Services Department
- Jersey Courts
- Social Security Department
- Viscount's Department
- External Relations Department
- Department of the Environment

Any other authorities which fall under the law need to be contacted directly.

The information you provide will also be used to generate management information that will enable us to continually improve our service to you.

The personal data you have provided will be kept in line with central and departmental data

retention schedules and, in any event, for no longer than is necessary. You can ask for a copy of our retention schedule.

After a request is answered, we may publish anonymised requests and responses on our online log of responses, as information issued to an applicant is then in the public domain. Information published on this log may be treated as exempt under Article 23 of the Freedom of Information (Jersey) Law 2011.

All personal information will be processed in accordance with the Data Protection (Jersey) Law 2018. If you have an enquiry or concern regarding the processing of your personal data by the Central Freedom of Information Unit you can contact us at foi@gov.je. You can also contact the Corporate Data Protection Officer at dataprotection2018@gov.je or by post to:

The Corporate Data Protection Officer,
Morier House,
St Helier,
Jersey,
JE1 1DD

You also have the right to complain directly to the Office of the Information Commissioner at enquiries@oicjersey.org or by post to:

The Office of the Information Commissioner,
One Liberty Place,
Liberty Wharf,
La Route De La Liberation,
St Helier,
Jersey
JE2 3NY

FOI REQUEST CONTROL SHEET

Date request received	20 working days date	Section	CFU reference	Cost (i.e hrs x Grade) (eg 2hrs x Grade 8)																																
07/05/19	06/06/19	OCE	117540322																																	
Details of the request																																				
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CFU – 15m log/file																																				
<table border="1"> <thead> <tr> <th>Validity</th> <th>Y</th> <th>N</th> <th>Notes</th> </tr> </thead> <tbody> <tr> <td>Is the request valid?</td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Do we hold the information?</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Is it held by another department?</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Is information in public domain? (where)</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Can we answer in under 12 ½ hours?</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td>Estimated: Actual:</td> </tr> <tr> <td>Is clarification needed?</td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td></td> </tr> <tr> <td colspan="4">Details of the relevant information we hold / draft response</td> </tr> </tbody> </table>					Validity	Y	N	Notes	Is the request valid?	<input checked="" type="checkbox"/>	<input type="checkbox"/>		Do we hold the information?	<input type="checkbox"/>	<input type="checkbox"/>		Is it held by another department?	<input type="checkbox"/>	<input type="checkbox"/>		Is information in public domain? (where)	<input type="checkbox"/>	<input type="checkbox"/>		Can we answer in under 12 ½ hours?	<input type="checkbox"/>	<input type="checkbox"/>	Estimated: Actual:	Is clarification needed?	<input type="checkbox"/>	<input type="checkbox"/>		Details of the relevant information we hold / draft response			
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What exemptions were considered?									
What exemptions were applied?									
Public Interest Test Justification – please provide details below									
Decision to release / refuse information Sign Off									
Name :	Signature:								
Date :									
Have the following been advised of the response?									
Director	<input type="checkbox"/>	Chief Officer / Director General	<input type="checkbox"/>	Ministerial Support Unit	<input type="checkbox"/>	Minister(s) (If required)	<input type="checkbox"/>	Comms contact	<input type="checkbox"/>

[REDACTED]

From: CMD FOI
Sent: 22 May 2019 13:20
To: Catherine Madden; Carmel Booth
Cc: CMD FOI
Subject: FOI request - 117540322 - Restructuring savings 2 (follow up to [REDACTED]) - 10 working day alert
Attachments: FOI-117540322.pdf; Control Sheet - Single Question - 117540322.docx
Categories: Filed

Good afternoon Catherine, Carmel

Please note today is Day 10 for the above request.

Kind regards

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Sent: 07 May 2019 14:28
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Cc: CMD FOI <CMDFOI@gov.je>
Subject: FOI New request - 117540322 - Restructuring savings 2 (follow up to [REDACTED])

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[REDACTED]

From: Carmel Booth
Sent: 29 May 2019 11:11
To: CMD FOI
Cc: Catherine Madden
Subject: Re: FOI request - 117540322 - Restructuring savings 2 (follow up to [REDACTED] - 10 working day alert

Categories: Filed

Apologies - back from holiday today. Anything actioned so far on this?

Thanks

Carmel

Sent from my iPhone - usual email caveats apply

Carmel Booth
Commercial Advisor

Mobile: [REDACTED]

On 22 May 2019, at 13:19, CMD FOI <CMDFOI@gov.ie> wrote:

Good afternoon Catherine, Carmel

Please note today is Day 10 for the above request.

Kind regards

[REDACTED]

From: CMD FOI

Sent: 07 May 2019 14:28

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<FOI-117540322.pdf>

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From: Catherine Madden
Sent: 29 May 2019 15:19
To: Carmel Booth; CMD FOI
Subject: RE: FOI request - 117540322 - Restructuring savings 2 (follow up to [REDACTED] - 10 working day alert

Categories: Filed

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Catherine

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[REDACTED]

From: CMD FOI
Sent: 04 June 2019 10:26
To: Catherine Madden; Carmel Booth
Cc: CMD FOI
Subject: FOI 15 working day alert for request - 117540322 - Restructuring savings 2 (follow up to [REDACTED]) - 10 working day alert

Importance: High

Categories: Filed

Good Morning Catherine, Carmel

Please note today is Day 15 for the above request. Please may we have your response asap?

Kind regards

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Sent: 29 May 2019 15:19
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From: Carmel Booth
Sent: 04 June 2019 10:40
To: CMD FOI; Catherine Madden
Cc: Alison Rogers
Subject: RE: FOI 15 working day alert for request - 117540322 - Restructuring savings 2 (follow up to [REDACTED]) - 10 working day alert

Categories: Filed

[REDACTED] - can you send the original question please. This was sent out to someone else in finance but I can follow up

Thanks
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Sent: 04 June 2019 10:26
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[REDACTED]

From: CMD FOI
Sent: 04 June 2019 11:04
To: Carmel Booth
Cc: Catherine Madden; Alison Rogers; CMD FOI
Subject: RE: FOI 15 working day alert for request - 117540322 - Restructuring savings 2 (follow up to [REDACTED] - 10 working day alert
Attachments: Freedom of Information response [REDACTED].pdf; FOI New request - 117540322 - Restructuring savings 2 (follow up to [REDACTED])
Categories: Filed

Hi Carmel

I have attached the response to [REDACTED] as well as the first email I sent out for 117540322. I am hoping these are what you require.

Kind regards

[REDACTED]

From: Carmel Booth
Sent: 04 June 2019 10:40
To: CMD FOI <CMDFOI@gov.je>; Catherine Madden <C.Madden@gov.je>
Cc: Alison Rogers <A.Rogers@gov.je>
Subject: RE: FOI 15 working day alert for request - 117540322 - Restructuring savings 2 (follow up to [REDACTED] - 10 working day alert

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[REDACTED]

<FOI-117540322.pdf>

<Control Sheet - Single Question - 117540322.docx>

██████████

May 2019

Request

Would the states release copies of any analysis, reports or data produced to date, that show how the States of Jersey is intending to monitor, or is monitoring, the savings being made from the civil service restructure.

Including in this please provide copies of any 'business cases', project documents or reports that have been created to inform how/where savings could be made via this restructure, and any estimates to date of the costs to taxpayers, including any 'return on investment' reports that shows the costs weighted against benefits and how long before savings will start to be made.

Clarification provided

Broadly speaking I am after copies of business cases or cost benefit analysis that informed how/where savings could be made via the states restructure.

On the 08/03/2018 there was this states news item put out that detailed staff savings and 9 new departments.

<https://www.gov.je/News/2018/Pages/PublicSectorRestructure.aspx>

presumably there would have been some research and cost benefit analysis carried out before the plan was put into action and consultation. I am interested in accessing that detailed information, that should have been conducted by treasury or HR that evidence the declared 1million in staff savings.

On the 10/10/2018 it was reported in the Bailiwick express and other media that in a speech given to members of the Chamber of Commerce that the states restructure would save about '£30 million' I would be interested in accessing copies of that speech and any presentation materials, or the copies of information that gave rise to that £30million estimate.

In December the 2019 treasury budget news on gov.je said
'So, in addition to the £30 million of savings that will be generated in 2019, the public service will have to reduce its costs further by 2022.

Public service modernisation will make a huge contribution to the development of sustainable public finances.

Effective modernisation of public services through managing the organisation as a single Government rather than a loose collection of federated departments will enable cross-cutting efficiencies to be delivered rather than the silo-based cuts to services of the past. However, further savings will necessitate considerable funding on a strict invest-to-save principle, particularly in our I.T. (information technology) infrastructure and services.'

There is reference to public service modernisation making contributions to savings – presumably there is some financial estimates determined by treasury and resources that

have been made to determine the 'scale' of the contribution that can come from service modernisation and/or estimates of the financial value of the efficiencies.

In addition there is reference to strict 'invest-to-save' principles – therefore 1 quarter into 2019 I would be interested to know if there are any government business cases that are making use of that principle, and if so would be interested in seeing a copies of such business cases that show how investment will lead to savings?

In other information requests there has been reference to the "Office Modernisation Project" in relation to having a states HQ built at Ann Court in town. Presumably this project is part of the states restructure or has aims that align with it, as part of that project surely there has been some study into determining the requirements of a new states HQ, and trying to reduce government costs? I would be interested in any documentary evidence about that project and its aims and any formal reports, recommendations or analysis produced within that project.

Response

Request A

On the 08/03/2018 there was this states news item put out that detailed staff savings and 9 new departments.

<https://www.gov.je/News/2018/Pages/PublicSectorRestructure.aspx>

presumably there would have been some research and cost benefit analysis carried out before the plan was put into action and consultation. I am interested in accessing that detailed information, that should have been conducted by treasury or HR that evidence the declared 1million in staff savings.

Response A

The new target operating model (TOM) was designed following the outcome of due diligence across the organisation in 2017 and underpinned by the following key principals:

- Customer Focus
- One Government
- Simple Structures
- Cross-cutting and agile
- Digital
- Integrated financial control
- Clear, transparent and accountable
- Commercial

Further details in relation to the applied principals is detailed within the attached One Gov document.

The £1 million in staff savings that is referred to within the above news release is a calculation based upon the reduction of senior staff roles. The following Freedom of Information response supports the financial impact of this decrease:

<https://www.gov.je/Government/Pages/StatesReports.aspx?ReportID=4454>

Request B

On the 10/10/2018 it was reported in the Bailiwick express and other media that in a speech given to members of the Chamber of Commerce that the states restructure would save about '£30 million' I would be interested in accessing copies of that speech and any presentation materials, or the copies of information that gave rise to that £30million estimate.

Response B

A copy of the speech of the Chief Minister to the Chamber of Commerce is accessible by other means at the following link
<https://www.gov.je/News/Speeches/ChiefMinisters/Pages/ChiefMinisterChamberofCommerce10October.aspx>

The original £30m estimate cited was based upon a consideration of anticipated achievable efficiencies of approximately 4% of total costs. This was based upon a strategic assessment before the development of a detailed Efficiency Programme which is being developed (please refer to 3(c)).

Request C

In December the 2019 treasury budget news on gov.je said
'So, in addition to the £30 million of savings that will be generated in 2019, the public service will have to reduce its costs further by 2022.

Public service modernisation will make a huge contribution to the development of sustainable public finances.

Effective modernisation of public services through managing the organisation as a single Government rather than a loose collection of federated departments will enable cross-cutting efficiencies to be delivered rather than the silo-based cuts to services of the past.

However, further savings will necessitate considerable funding on a strict invest-to-save principle, particularly in our I.T. (information technology) infrastructure and services.'

C(a)

There is reference to public service modernisation making contributions to savings – presumably there is some financial estimates determined by treasury and resources that have been made to determine the 'scale' of the contribution that can come from service modernisation and/or estimates of the financial value of the efficiencies.

Response C(a)

A major objective of One Government transformation is to deliver better value for money for islanders. Securing efficiencies and better outcomes for islanders is the right thing to do 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. An Efficiencies Programme is being created to support this objective and is focussed on delivery of sustainable efficiencies from the end of 2019 onwards.

Working across government the Efficiency Programme will identify a number of opportunities for efficiencies through a series of discovery phases. The intention is to deliver the same or

better services at lower costs and the opportunities are varied; they include eliminating waste, redesigning services, reviewing processes, enhancing commercial arrangements and reviewing spending.

Work in relation to the Efficiencies Programme is ongoing and will be agreed by Ministers as part of the new Government Plan in the last quarter of this financial year. The financial information to underpin this Programme is subject to ongoing due diligence before it is agreed by the Council of Ministers.

C(b)

In addition there is reference to strict 'invest-to-save' principles – therefore 1 quarter into 2019 I would be interested to know if there are any government business cases that are making use of that principle, and if so would be interested in seeing a copies of such business cases that show how investment will lead to savings?

Response C(b)

Draft invest to save business cases are being progressed. These are currently in a sensitive position and as yet no decisions have been taken in relation to them. These will be considered as part of the Government Plan.

Release of these business cases is exempt under Article 33 (Commercial Interests) and Article 35 (Formulation and development of policies) of the Freedom of Information (Jersey) Law 2011. Further explanation of the application of these exemptions is provided below:

Article 33(b) Commercial interests

Information is qualified exempt information if –

(a) the economic interests of Jersey; or

(b) its disclosure would, or would be likely to, prejudice the commercial interests of a person (including the scheduled public authority holding the information).

Article 33 (b) is a prejudice-based exemption. That means that in order to engage this exemption there must be a likelihood that disclosure would cause prejudice to the interest that the exemption protects. In addition, this is a qualified exemption and consideration must be given to the public interest in maintaining the exemption.

The Scheduled Public Authority (SPA) considers that information within the draft invest to save business cases could prejudice the commercial interests of both the Government of Jersey and third parties. There may be public interest in the commercial information however it was considered that this is outweighed by the potential for commercial and/or financial damage.

Article 35 Formulation and development of policies

Information is qualified exempt information if it relates to the formulation or development of any proposed policy by a public authority.

The SPA is withholding the release of any draft invest to save business cases as they relate to the formulation and development of policy by the public authority.

Article 35 is a qualified exemption, which means that a public interest test is required to be undertaken by the Scheduled Public Authority (SPA). It is therefore necessary for the scheduled public authority to carefully examine the circumstances of the case. Following assessment the SPA has to decide whether, on balance, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Although there is a need for transparency, accountability, financial and good decision making by public authorities this information relates to an ongoing situation and sensitive aspects of the ongoing transformation of the Government of Jersey. The SPA – and indeed good government, requires officials to be able to discuss and test proposed policies in a comprehensive way. Whilst the business cases remain in draft form, the Government and its officials need a safe space in which to develop and evolve options for savings and efficiencies.

The following considerations were taken into account:

Public interest considerations favouring disclosure

- Disclosure of the information would support transparency and promote accountability to the general public, providing confirmation that the necessary work has taken place
- Disclosure to the public fulfils an educative role about the early stages in policy development and illustrates how the policy may evolve from the original proposals

Public interest considerations favouring withholding the information

- Officials need a safe space in which free and frank discussion can take place. The need for this safe space is considered at its greatest during the live stages of a policy. The requested documents are drafts and therefore disclosure at a time when these views are still being considered would negatively impact the Department's ability to fully consider and incorporate options within the final policy
- Release of the information at this stage might generate misinformed debate in areas where future options have yet to be finalised. This would affect the ability of officials to consider and develop policy.

It should also be noted that once a policy is formulated and published, the public interest in withholding information relating to its formulation is diminished, however, the use of the exemption can be supported if it preserves sufficient freedom during the policy formulation phase to explore options without that process being hampered by some expectation of future publication.

Request D

In other information requests there has been reference to the "Office Modernisation Project" in relation to having a states HQ built at Ann Court in town. Presumably this project is part of the states restructure or has aims that align with it, as part of that project surely there has been some study into determining the requirements of a new states HQ, and trying to reduce government costs? I would be interested in any documentary evidence about that project and its aims and any formal reports, recommendations or analysis produced within that project.

Response D

Determination of the requirements of the final Government headquarters is under development. An outline business case is being developed which will include a range of options, aligned to the Government aims, and based on internal team structures and modern working practices. New team structures are subject to ongoing consultation with staff which are not yet completed.

A previous Freedom of Information request in relation to the Broad Street business case is accessible through the following link
<https://www.gov.je/Government/Pages/StatesReports.aspx?ReportID=4384>

Articles applied

Article 23 Information accessible to applicant by other means

- (1) Information is absolutely exempt information if it is reasonably available to the applicant, otherwise than under this Law, whether or not free of charge.
- (2) A scheduled public authority that refuses an application for information on this ground must make reasonable efforts to inform the applicant where the applicant may obtain the information.

Article 33(b) Commercial interests

Information is qualified exempt information if –

- (a) the economic interests of Jersey; or
- (b) its disclosure would, or would be likely to, prejudice the commercial interests of a person (including the scheduled public authority holding the information).

Article 35 Formulation and development of policies

Information is qualified exempt information if it relates to the formulation or development of any proposed policy by a public authority.

[REDACTED]

From: Carmel Booth
Sent: 04 June 2019 12:21
To: CMD FOI
Cc: Catherine Madden; Alison Rogers
Subject: RE: FOI 15 working day alert for request - 117540322 - Restructuring savings 2 (follow up to [REDACTED] - 10 working day alert

Categories: Filed

So are there two sets of questions

Article 35

1. Asking for "strategic assessment" of £30m. [REDACTED]
2. The detailed set of questions on monitoring and business cases to support the efficiency programme

Are they both from the same person?

Carmel

From: CMD FOI
Sent: 04 June 2019 11:04
To: Carmel Booth <C.Booth@gov.je>
Cc: Catherine Madden <C.Madden@gov.je>; Alison Rogers <A.Rogers@gov.je>; CMD FOI <CMDFOI@gov.je>
Subject: RE: FOI 15 working day alert for request - 117540322 - Restructuring savings 2 (follow up to [REDACTED] - 10 working day alert

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Cc: CMD FOI <CMDFOI@gov.je>

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Importance: High

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Sent: 29 May 2019 11:11

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Apologies - back from holiday today. Anything actioned so far on this?

Thanks

Carmel

Sent from my iPhone - usual email caveats apply

Carmel Booth

Commercial Advisor

Mobile [REDACTED]

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Kind regards

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Cc: CMD FOI <CMDFOI@gov.ie>

Subject: FOI New request - 117540322 - Restructuring savings 2 (follow up to [REDACTED])

Hi Catherine, Carmel

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Are you able to provide the document(s) requested please?

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<FOI-117540322.pdf>

<Control Sheet - Single Question - 117540322.docx>

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"The original £30m estimate cited was based upon a consideration of anticipated achievable efficiencies of approximately 4% of total costs. This was based upon a strategic assessment before the development of a detailed Efficiency Programme which is being developed (please refer to Response C(a))."

I would like a copy of the 'strategic assessment' referenced here. If this is a report/number of reports, please provide them.

2. The State of Jersey Medium Term Financial Plan identifies that budget savings will be made through 'efficiencies'. For each year of the current plan can it be identified how many 'efficiencies' have been identified and then made.

Can the figures be presented as efficiencies:

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- c. With a comparison to growth items in the years of the MTFP.
- d. The total savings of the efficiencies proposed since the appointment of the new Chief Executive broken down by service and proposal.
- e. The cost of carrying out the efficiencies since the new Chief Executive has been appointed and any banked savings to date.

Put simply - I would like a list of the money banked as a result of efficiencies made during the term of the MTFP and where those efficiencies were made. Where money has been spent to make efficiencies - how much has been spent and where and on what. What bankable efficiencies have we as a result of the appointment of the new Chief Executive and his team? Or is it costing?

This should be a matter of pulling it from the budget book - but I cannot find it on the website.

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Please take each of the questions in turn, rather than providing a paragraph response to all.

- Is this programme laid out in writing, such as in a document, report or handbook? If so, what format does it take? And which member(s) of staff authored this report/document/plan? Please provide their titles.
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- In whatever form it takes, please provide a copy of this Efficiency Programme Plan.

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Cc: Catherine Madden; Alison Rogers; Steven Mair
Subject: RE: FOI 15 working day alert for request - 117540322 - Restructuring savings 2 (follow up to [REDACTED] - 10 working day alert

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Sent: 05 June 2019 15:29
To: Carmel Booth
Cc: CMD FOI
Subject: RE: FOI 15 working day alert for request - 117540322 - Restructuring savings 2 (follow up to [REDACTED] - 10 working day alert
Attachments: Freedom of Information response [REDACTED].pdf; 180306 one island one community one government one future.pdf
Categories: Filed

Hi Carmel

Please see attached

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Hi Carmel

We had another recently, so there are now three – though 1. Is the most urgent. 1 and 3 are from the same person:

Chain removed as duplicate

Team Jersey

One island, one community, one government, one future

1. Introduction

Jersey has many of the advantages of a much bigger developed country, concentrated into our small island: an advanced economy, low taxes and high average standards of living, a safe and stable society, and a clean and protected environment.

But we also face similar challenges to bigger countries. Global financial risks, declining productivity and the uncertainties of Brexit threaten our continuing economic prosperity. Inequality in wealth, income and opportunity mean that not everyone enjoys the same good standards of living. Inefficient and out-dated practices and infrastructure undermine our public services, at a time when an ageing and growing population puts more demands on them. In addition, the balance between our natural and built environment faces pressure from growth.

As a small island, we do not have unlimited capacity to absorb these threats. We have limited physical space, limited financial reserves, a limited tax base, limits to the economies of scale we can achieve, and a shortage of both workers and skills in some sectors, which is forecast to become more pressing as Jersey's working population shrinks.

So if we are to continue to enjoy the advantages that we have gained over the decades, protect ourselves against the shocks and threats to our island's prosperity and way of life, we need to modernise and rapidly evolve the way that we do some things. We cannot rely on past successes to guarantee the unique dividend that living in our small island offers us.

What we propose, to support the ambitions of Ministers and the expectations of islanders, is a new, long-term strategic framework for Jersey, which will ensure a sustainable society, underpinned by a sustainable economy and delivered by a strong partnership between a modern government, responsible business and our islanders.

In order to deliver this, it is the responsibility of the administrative arm of government to organise itself and its activities so that it can discharge its duties effectively – to Ministers, to the States Assembly and to the public it serves.

This is a long-term approach for Team Jersey – one island, one community, one government and one future.

2. Our ambition

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.

3. A roadmap for Jersey's future

Delivering our ambition means setting and pursuing a long-term strategic approach for Jersey that stretches 30 years into the future, well beyond the four-year terms of Councils of Ministers.

A long-term approach is important, because many of the changes that Jersey needs to make to achieve the aspirations set out in Future Jersey will only bear fruit over such a timeframe. Indeed, some of the critical decisions that Ministers will take, such as whether, when and where to invest in infrastructure, will benefit islanders over decades and generations, not just years.

So the officers of government will need to ensure that it delivers the Ministerial priorities for their four-year terms within and aligned to a long-term approach, with each Council of Ministers term representing milestones on a roadmap towards our collective ambition for Jersey. This long-term approach has five critical components:

1. **Economy** – ensuring that we have the necessary infrastructure, housing, planning, regeneration and regulation to support all sectors, from small businesses to global financial services companies, so that we build and grow a prosperous, sustainable, internationally-competitive economy.
2. **Customers** – ensuring that we all design our policies, operations, services and infrastructure with a customer focus, so that all islanders benefit from, see and feel what government is doing for them.
3. **People** – ensuring that we have the education and skills to support our island's current and future employment needs and improve the life chances of all islanders, as well as enabling the government to have the right people, leadership and culture in place to deliver the necessary policies and services for Jersey.
4. **Services** – ensuring that we deliver 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** – ensuring that we have the institutional and legislative framework to support our society, with clear, transparent and responsive national governance, policies and processes, to establish a culture of civic leadership and accountability for the island's people and environment, and a position and reputation in the world that supports our economy and society.

The approach provides for flexibility in our public services, responsively adjusting priorities to take account of any changes in international and national circumstances, as well as possible threats and opportunities, but in doing so never loses sight of the ultimate ambition.

4. Delivering the approach

Delivering this long-term approach is primarily the responsibility of government, but it is not solely the government's responsibility. The government possesses most of the levers that can drive many of the changes that need to be made – legislation, regulation, taxation, ownership of property and infrastructure, provision of public services, and international relations – but these are not the only levers of change. Business and civic society have important roles too, and will need to work in close partnership with government in pursuit of a shared ambition.

It is clear from our detailed reviews of the governance, policies, operations, finances, capability and capacity of the island's public services – and combined with a raft of independent reviews of the structure, governance and culture of government – that significant changes are needed as to how the political and administrative arms of Jersey's government work in future.

Some changes to government have been made over recent years, such as the move from committee to Ministerial government, and the Chief Minister has proposed further reforms, including to the role of the presiding officer of the States Assembly and the need to strengthen the financial accountability of public services for the States of Jersey.

Making the Chief Executive the principal accounting officer for the finances of the States of Jersey will give the post the necessary levers and accountability over departmental spending to ensure the necessary funding of government and Ministerial priorities are delivered and ensure transparency and value for money to residents and the States Assembly. This is a critical change, but it is only one of a wide range of significant reforms that need to be made to the governance, operations and structure of public services in the States of Jersey.

5. Guiding principles behind the new organisation

The design of the organisation describes how we arrange our teams and activities to achieve our objectives. It is not simply about an organisation structure chart with reporting lines and boxes. So in designing our new organisation, we have adopted the following guiding principles:

Customer-focused – all islanders and key stakeholders will benefit from, see and feel what the government is doing for them. This means:

- We listen and gain insights into our customers, so we know and understand their needs and behaviours, and design services around them – including a clear and appropriate front-line service in every area of our organisation.
- Every role must have a benefit to islanders, and if it doesn't we won't need it.
- The changes we make are innovative, modern and affordable.
- We don't duplicate our activities or what we ask from customers – we do it once and get it right first time.
- We will collect and securely store data about our customers, capturing it only once, so they don't have to keep telling us things we should already know, and therefore serving them better.

One government – we will design the organisation as one government, facilitating and necessitating collaborative working to a common purpose. This means:

- It will be obvious to all our people why services have been grouped together.
- Services will be known and labelled for the specialist skills that they can contribute, whether customer services, social care or policy.
- Reporting lines will be there for management and performance purposes, not to enforce vertical hierarchies and constrain collaboration.
- Establishing a strong corporate centre, with the credibility to coordinate and support the organisation, to challenge, innovate and add value. However, we will adopt a 'hub and spoke' approach, to connect with departments, groups and teams, underpinned by a common approach to business discipline and partnering.

Simple structures – we will simplify structures so they are easier to understand and to navigate, connected at all levels and provide sufficient flexibility. This means:

- Establishing clear accountability, responsibility and decision-making at the right level in the organisation
- Ensuring that the right tasks are performed at the right level.
- Reducing the number of hierarchical layers in the organisation.
- Establishing 1:8 as the ideal span of control, and working towards this over the next year.
- Moving from task specific to more generic job design over the next year, achieving this through changes to our role profiles and job descriptions.
- Reducing the number of individual roles and moving towards job clusters which will improve development and job opportunities
- Developing more visible career paths.

Cross-cutting and agile – we will consolidate activities and teams where this can support or underpin multiple activities, such as through shared services to achieve economies of scale and minimise duplication. Where appropriate, we will also look at cross-island arrangements, where they are in the interests of residents, business and are value for money. We will have the capability and flexibility to respond at pace to changing demands and priorities. This means:

- We will create and deploy teams from across government to deliver initiatives and projects, which will enable moving people in and out of their home teams to meet future challenges, and creating the space for them to develop new skills and make a different contribution.
- Ensuring better deployment of human resources to meet supply and demand, by providing more flexibility for individuals to move roles, which will grow and strengthen the organisation's capability and knowledge.

Digital – we will use cutting-edge technology to help simplify internal processes and speed up how customers access our services.

Integrated financial control – we will integrate finance, business planning and risk management, ensuring clear visibility, control and measurement of all finances against planned outcomes.

Clear, transparent and accountable – we will simplify, clarify and embed a better understanding of governance, decision-making, use of information, to improve performance and accountability. We will benchmark our service performance against other services, as well as against those in other countries to whose standards we aspire, and we will regularly measure, monitor and report on key aspects of our performance.

Commercial – we will be much more business-like in the way we work, challenging our suppliers' pricing models at the same time as developing our own commercial behaviours as an organisation, to drive efficiency and value for money, and to eliminate unnecessary duplication. We will also identify what opportunities exist for the States to provide commercial services to generate income to benefit the island.

6. Early wins and urgent priorities

Arising from these guiding principles, we have identified the early wins and urgent priorities on which we need to take rapid action, as these will affect how quickly and effectively we can change the organisational practices, amend the structure and the culture of public services in order to demonstrate improvements to public services that Jersey needs.

These are:

Leadership

First and foremost, the senior leadership team will be corporate leaders who share responsibility for how well the government works for islanders. We will ensure that we have the right leaders at executive, director, 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.

In the first six to 12 months:

- The most senior levels of leaders in the organisation will participate in structured exercises, in order to identify collective and individual strengths and to support them, as leaders, to evaluate any gaps in their development.
- We will capture and codify revised leadership requirements as part of the new Jersey Standard, and we will start to cascade them to other leaders and managers via a similar process.
- We will require the executive leadership team to take on cross-government projects, to co-create and lead the one government organisation we need for Jersey.
- We will put in place a process that, in the long-term helps us to "grow our own capability", by better supporting and developing our talent with a view to reducing our reliance on off-island support for senior roles.

Culture

We will develop a culture that is based on teamwork and collaboration, openness and transparency, learning, innovation and appropriate risk-taking, combined with respect for customers and for each other.

To achieve this:

- We will become a learning organisation and procure a strategic partner to help develop our people to provide the right leadership, behaviours and culture for our public services.
- We will ensure that we embed the right values to positively influence our individual attitudes and behaviours, and our collective culture.
- We will empower teams and individuals to act and make decisions.

Digital by default services

We will accelerate the move from paper-based, telephone and face-to-face services to digital self-service for the vast majority of our customers, so they can access the services they need at a time, convenience and device of their choosing – from online tax returns to new car registrations. This will fundamentally change the way we design our structure to serve customers, putting them first.

We will continue to provide alternative ways of accessing services for the small minority of customers who genuinely need extra help, but this will be based on phone support and assistance in the community, rather than in dedicated customer centres.

We will collaborate with other organisations to work towards creating a Jersey centre of excellence for digital innovation service solutions and to develop these skills across the Island.

Modern IT

We will also invest in modern IT infrastructure to provide digital-by-default services for the public via the one.gov.je online service portal. This will be supported by digital identity verification, as well as in the hardware, systems and processes that the States of Jersey needs to operate on a single information platform (enterprise hub), for effective finance, HR, payroll and information management. We will also deliver a single intranet and content management system to bring all communications and information for staff together in one place.

The Jersey Standard

We will design a set of performance standards for all of our services to the public, and benchmark them against the standard of services provided by high-performing public sectors elsewhere in the world to create a right-first-time culture.

Location

We will ultimately 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. This 'hub and spoke' model will facilitate more cost-effective use of accommodation (and release sites for redevelopment for alternative uses, including housing) and promote better teamwork and collaboration across functions and departments.

Single financial system – we will replace our outdated finance system to provide the ability to integrate finance, commercial and HR/payroll data, to ensure that resources of the States are managed effectively and that money is spent well on the right priorities. This will also support the Chief Executive Officer in effectively carrying out the responsibility of principal accounting officer.

Management information

We will replace the outdated and disconnected legacy information systems that currently exist across government, with new, integrated information platforms. These will be secure, cloud-based and scalable, so that they deliver business-critical information for all users and can be evolved and grown over time.

Joined-up operations

We will 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. This will also enable us to build-in savings and improvements in process and structures, and apply corporate discipline with effective business management.

Understanding our customers

We need 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. This includes better understanding of how customers interact with specific services, understand their satisfaction and complaints, as well as their needs at different stages of their lives and in response to life events, such as births, marriages and deaths.

Building the capability and capacity of Team Jersey

We need the right people, doing the right work, at the right level, in the right place and in the right way. This means:

- We will make the most of our talent, investing in our own employees to build sustainable teams.
- We will establish proper workforce planning and resourcing so we know where our talent is, and when we don't have the expertise, we secure this from outside and build from there.
- We will create opportunities for people to become multi-skilled, through cross-team projects and organisation problem solving.

Streamlined governance and better corporate performance management

Jersey has developed a distinct model of governance that reflects our history and heritage. We need to be conscious of this in the way we are organised and the way we work for islanders. We need to retain and enhance the principle of direct democracy embodied in our parishes, but we cannot be trapped by ways of working that no longer support the good governance the island needs to flourish.

All too often, what we have been commissioned to do by Ministers is delayed by complicated processes and unwieldy governance procedures, long before the Assembly gets to decisions. Our public service and its officers must get much better at supporting our elected representatives across their different democratic roles.

To do this, we will improve the arrangements that support and include our Parishes, our elected States Assembly and the Council of Ministers. We will focus on improvements that help them to do the different jobs that they were elected to do and support them in their efforts to make and take good decisions on behalf of the islanders they represent.

This includes:

- Better policy options, supported by better evidence and options around implementation.
- Putting our customers' needs at the heart of how we design our policy, working with them rather than making assumptions about what they need and want.
- Better business cases that accurately reflect the requirements of islanders and customers, and which are clear on costs and benefits necessary to support decisions by elected politicians.
- Better support and facilities for both Assembly Members and the Council of Ministers, to assist them in their different roles and responsibilities, while also representing the islanders who elected them.
- Ensuring that the Assembly's scrutiny panels have the information and time they need to make an effective contribution to better policy and governance.
- More effective, efficient and compliant ways of organising and executing the Government's business and law making functions.

This also means that we must work better with the government as it establishes its priorities and programme for its time in office. This should drive a radically-overhauled corporate planning and performance management process which gives Ministers confidence that their programme is going to be delivered. This means we have to deliver:

- An integrated corporate planning process, which accurately ties resource allocation to agreed government priorities, and transparent scrutiny of the most important aspects of operational performance, the biggest projects, key risks and organisational health.
- A more transparent and open process of challenge and scrutiny of progress and performance, with a focus on identifying problems and resolving them, rather than allocating blame.

7. A new organisational structure for the States of Jersey

To help achieve these goals, we will reorganise the public services to become one government, to join up and integrate how we deliver services to islanders, and to provide coherence and clarity about our structure, accountabilities and performance.

We are doing this because it is the responsibility of the administrative arm of government to organise itself and its activities so that it can discharge its duties effectively – to Ministers, the States Assembly and to the public it serves.

This will not happen overnight, since some of the things that we need to change, such as the silo culture, are deeply-entrenched. We also cannot change everything at once, because we need to ensure a continuity of services to our customers while we restructure and introduce new systems, processes, technology and ways of working.

We are therefore taking a phased approach, which includes making swift progress in delivering some early wins and urgent priorities, and making some significant changes to the structure of the States at departmental, group and functional levels.

For the majority of our workforce, there will be no immediate changes to the work they do or the part of government that they work for. Further changes will come, but this phase will initially be through some shifts in management reporting and, more importantly, modernising and improving the way they work, collaborate and deliver services.

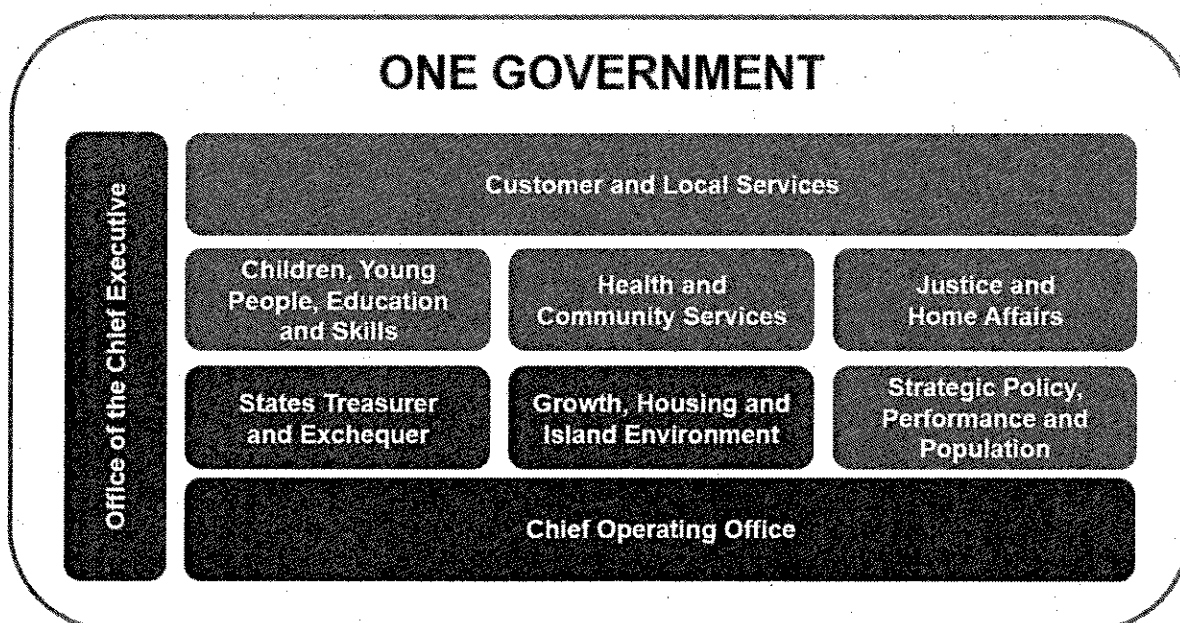
For some colleagues though, and especially at the most senior levels of the organisation, there will be more immediate and significant changes arising from the redistribution of services and activities between departments and functions – and indeed in the creation of new departments out of the existing structure. There will also be changes in what we expect of our senior leaders through this transition period.

As part of the restructuring, we will design a flatter management structure, with fewer roles at tiers 1 and 2. We will be introducing the term Director General for Chief Officers, Group Directors for large clusters of services and Directors for some operational areas. After that, there will be Heads of Service roles.

The proposed new structure comprises an **Office of the Chief Executive**, seven new departments, and a **Chief Operating Office**.

- Office of the Chief Executive
- Department for the States Treasurer and Exchequer
- Department for Customer and Local Services
- Department for Children, Young People, Education and Skills
- Department for Health and Community Services
- Department for Justice and Home Affairs
- Department for Growth, Housing and Island Environment
- Department for Strategic Policy, Performance and Population
- Chief Operating Office.

States of Jersey new organisational structure chart



Office of the Chief Executive

The Office of the Chief Executive is responsible for the effective coordination of the government's relations with Ministers, islanders, island stakeholders and international governments, financial regulators, partners and stakeholders.

The need to coordinate our international political and economic relations is of strategic importance to Jersey, especially while the UK is negotiating a Brexit deal with the European Union, and during the transition period thereafter, which is why these functions will be led from within the Office of the Chief Executive.

It comprises four groups:

- Financial Services and Digital Economy
- Communications
- External Affairs
- Government business and Ministerial support.

Department for the States Treasurer and Exchequer

Strong, transparent finances are key to excellent, good-value public services. The Department for the States Treasurer and Exchequer will be critical to the financial integrity of the States of Jersey. It will ensure the financial responsibilities of public servants are properly discharged and that public service administration finances are well managed.

The department will give greater emphasis to the strategic finances of the island, with a focus on the organisation's longer-term goals. It will ensure that policies are costed and affordable, and that the intended outcomes and benefits are delivered.

A centralised function will deliver specialised and transactional services for external and in-house customers. Financial business partners will enable departments to deliver medium-term objectives in line with the longer-term plan. Our internal audit function will be expanded to ensure that risk appetite is understood and risks are well-managed.

The new department will comprise the following groups:

- Strategic Finance – including long-term financial planning, the prioritisation of investment decisions and ensuring the financial stability of the States.
- Performance, Accounting and Reporting – including financial management, accounting, reporting and compliance. It will be a transactional hub and support to internal customers through business partnering.
- Treasury and Investment Management – to administer the financial assets and holdings of the States, optimise liquidity and mitigate financial risk, and fulfil the States' role as a shareholder in our partner organisations.
- Risk and Audit – to evaluate and improve the effectiveness of risk management, controls and governance processes.
- Revenue Jersey – the collection and compliance of taxes, duties and social security contributions, currently carried out by The Taxes Office, Social Security and Customs.

Department for Customer and Local Services

This new department puts customers at the heart of our new government structure. It brings together in one place the front door to all of our frontline customer services except health and education. At present, islanders have to deal with multiple teams in multiple departments in lots of different ways – face to face, by post, by phone and online – and in most cases they have to provide the same information to us each time.

This new department is responsible for establishing a single, streamlined service for all those direct interactions that islanders have with government, from applying for income support to filing taxes. Ultimately, most services will become digital by default, and islanders will be able to interact with us online via one.gov.je, at a time of their choosing and on a device of their choice. We will also seek to integrate this front door with the Parishes, much as one.gov.je does digitally.

But in a first step towards this, the new department will provide a new, single front desk for government services. It comprises the following customer activities:

- Customer Services – a wide range of direct customer contact, including Social Security applications and payments, tax forms and filing, planning applications, registration cards applications, business licencing, affordable housing applications, One Government call centre and States of Jersey HR People Hub.
- Customer Operations – State pensions and investment, Social Security (long-term care and income support) and Back to Work.
- Local Services – Parish liaison, community consultation, planning and grants, third sector liaison, registrar and libraries.

While the new department will be responsible for receiving forms and applications (such as tax returns and planning), the responsibility for considering the forms and applications will remain with the sponsoring department (Revenue Jersey within the States Treasurer and Exchequer Department for taxes, and regulation within the Growth, Housing and Built Environment Department for planning).

Department for Children, Young People, Education and Skills

This new department puts the care, welfare, education and whole life chances of children and young people absolutely at its heart. While there have been reforms of children's services, in response to the Independent Jersey Care Inquiry recommendations, the pace of implementation, and the scale of cultural and service change needed to ensure that our children and young people are protected and enabled to flourish, are too slow.

Our primary focus must be on our children, and not on established processes, so this new department will be responsible for putting children first, completing the urgent Care Inquiry reforms and adopting worldwide best practice in the care of children and young people.

It will also modernise and improve the standards of academic education and vocational skills in Jersey, strengthening the links between Jersey's businesses and our schools

and colleges, so that our young people have better opportunities to build careers in the island, reducing our reliance on skilled migrants, and improved whole life chances.

The department will therefore comprise the following groups:

- Children's Services – transferred from Health and Social Services, alongside health visitors and school nurses. Also includes commissioning and early years.
- Young People, Further Education, Skills and Learning – including the Youth Service, Skills Jersey, Higher and Further Education.
- Education – schools, standards and attainment.

Department for Health and Community Services

Public health from the cradle to the grave is a central responsibility of government, and the coordination of the wide range of frontline health services, whether in the community or in hospital, requires an integrated approach within a strong department.

But we need to ensure that not only are our medical services of the highest standard, whether in a GP's surgery or in a hospital operating theatre, but that the services we provide in the community to vulnerable groups – the elderly, the disabled and those suffering from mental ill health – also meet the high standards of care that they deserve.

The Department for Health and Community Services will retain most of the functions of the current Health and Social Services Department, but will place a greater emphasis on community care for vulnerable groups. It therefore comprises the following groups:

- General Hospital
- Nursing
- Adult Services – including social and community health care for adults and vulnerable people
- Commissioning and healthcare modernisation – including primary care and public health.

Department for Justice and Home Affairs

In our small island, we have the opportunity to integrate the elements of public protection that in bigger countries are too cumbersome to bring together. The new Department for Justice and Home Affairs does that, in order to provide more effective and co-ordinated management of the services that keep islanders safe. It comprises the following groups:

- Public Protection and Law Enforcement – Police (Police Authority), Fire and Rescue, Ambulance Service, Customs and Immigration, Field Squadron, Emergency Planning and Coastguard.
- Criminal Justice and Offender Management – Prison Service and Probation, including police complaints, the Independent Prison Monitoring Board, custody visitors and others.

Department for Growth, Housing and Island Environment

The strength and development of our national economy does not just depend on our international financial framework, but also on Jersey being a great place to do business, with the right physical and regulatory support from government. This new department brings those important elements together in one place, to ensure that we provide the right environment for those businesses – from the smallest start-up to the largest multinational – on which we rely for jobs and national wealth.

It will also ensure that we continue to develop sustainably, with urban planning that enhances, rather than undermines, our natural and cultural heritage, and that we enforce the many regulations – from consumer protection to biodiversity – that protect our quality of life in our unique island environment.

The new department will comprise the following groups:

- Economy – including business (SME) support, tourism strategy, sports, culture and the rural economy.
- Natural Environment – including the States Vet, Meteorological Service, rural environment, environmental ecology, marine and fisheries.
- Operations and Transport – the operational services of the former Environment and Infrastructure departments, municipal services, water, sewage, property car parks and fleet management.
- Regulation – economic, business, consumer, transport, building control, planning, agriculture and fishing, environmental health, food standards and water quality.
- Special Projects – large capital projects, such as the new hospital.
- Partnership – including the relationship management of Andium Homes, Ports of Jersey, Jersey Post, Jersey Electricity, Jersey Telecom, Jersey Water, Jersey Development Company and others.

Department for Strategic Policy, Performance and Population

This new department brings together the long-term strategy and the policy and performance framework that underpins the effective functioning of government in delivering for our island. It comprises the following groups:

- Future Island Strategy and Planning – including Future Jersey, the island plan, population planning, strategic and corporate planning.
- Public policy – including education policy, environment policy, sustainability policy, population policy, and health and social policy.
- Performance, Information and Statistics – including the oversight and development of organisational Key Performance Indicators, benchmarking, scenario planning and insight.

Chief Operating Office

The Chief Operating Office brings together the many internal services that support and enable the effective functioning of our public service, and will be a “hub and spoke” operation, with centrally-provided and co-ordinated ‘hub’ services, partnered with the ‘spoke’ departments. It will also host a new Commercial Division, which will create a more rigorous approach to contract management, procurement and commercial negotiations for services, on behalf of the States of Jersey. It comprises three groups:

- People and Corporate Services – including Human Resources, people change, business management, business continuity, compliance, facilities management and business administrative support for all of government
- Modernisation and Digital – including the transformation programmes currently part of Public Sector Reform, such as e-Government, digital services and the Design Authority, Chief Information Officer, IT and data protection
- Commercial Services – developing the market and third-party supplier management, commissioning and procurement.

[REDACTED]

From: Carmel Booth
Sent: 05 June 2019 17:02
To: CMD FOI
Cc: Catherine Madden; Alison Rogers; Steven Mair; Jonathan Williams
Subject: RE: FOI 15 working day alert for request - 117540322 - Restructuring savings 2 (follow up to [REDACTED] - 10 working day alert

Categories: Rebecca, Follow up, Filed

Steve – do you know if is someone in your team looking at efficiencies under the MTFP (Question 2) below.

In response to question 1:

This involved a calculation based upon : indicative Departmental expenditure £750m x 4% = £30m

In response to question 3:

The Efficiency Programme is currently in development and will be agreed as part of the approval of the Government Plan at the end of this financial year.

1. The Efficiency Programme will be outlined in a report which will have a Senior Responsible Officer attributable for it.
2. Not applicable – see above.
3. The Programme will have milestones and will focus on sustainable efficiencies starting in 2020.
4. The new Efficiency Programme will start from 2020. 2019 efficiencies are included in the Medium Term Financial Plan (MTFP).
5. This is not yet available

Please feel free to edit the responses to 1 and 3. Jonathan – I have copied you inin case you would like to edit. But we should not release any information on the current Efficiency Programme as it is in progress – this has been the line on previous FOIs.

Thanks
Carmel

From: Carmel Booth
Sent: 04 June 2019 13:01
To: CMD FOI <CMDFOI@gov.je>
Cc: Catherine Madden <C.Madden@gov.je>; Alison Rogers <A.Rogers@gov.je>; Steven Mair <S.Mair@health.gov.je>
Subject: RE: FOI 15 working day alert for request - 117540322 - Restructuring savings 2 (follow up to [REDACTED] - 10 working day alert

Ok. (2) and (3) should be done together then to ensure consistency. Question (1) is straight forward

What has been released so far by way of FOI responses on efficiencies?

We need to bottom out who should lead on (2) and (3). Steve – Alison should have forwarded something on this already? Has anything been done on this that you are aware of?

Thanks
Carmel

[REDACTED]

From: Paul Bradbury
Sent: 06 June 2019 11:28
To: CMD FOI
Subject: RE: ****URGENT**** FOI draft Final response - 117540322 - Restructuring savings 2 (follow up to [REDACTED])

Categories: Filed

This answer needs to be a lot better - they have asked for the strategic assessment and we have said nothing about that....

From: CMD FOI
Sent: 06 June 2019 10:05
To: Paul Bradbury <P.Bradbury@gov.je>
Cc: CMD FOI <CMDFOI@gov.je>
Subject: ****URGENT**** FOI draft Final response - 117540322 - Restructuring savings 2 (follow up to [REDACTED])
Importance: High

Hi Paul

Please see attached draft response for your approval. I must get this to CFU by 3pm today at the very latest.

Carmel provided the wording for it.

Kind regards

[REDACTED]

[REDACTED]

From: CMD FOI
Sent: 06 June 2019 13:37
To: Carmel Booth
Cc: CMD FOI
Subject: FW: ****URGENT**** FOI draft Final response - 117540322 - Restructuring savings 2 (follow up to [REDACTED])
Attachments: Draft Freedom of Information response 117540322 v1.docx
Importance: High
Categories: Filed

Hi Carmel

Paul has raised a number of issues in relation to this response – he also believes that there was a paper setting out the methodology? Would you be able to confirm if that is the case?

If there is no paper, I would propose amending the response as follows;

[REDACTED]

Article 35

I would note that I have not run the above by Paul as yet – therefore this may not be acceptable.

Many thanks
[REDACTED]

From: CMD FOI
Sent: 06 June 2019 10:05
To: Paul Bradbury <P.Bradbury@gov.je>
Cc: CMD FOI <CMDFOI@gov.je>
Subject: ****URGENT**** FOI draft Final response - 117540322 - Restructuring savings 2 (follow up to [REDACTED])
Importance: High

Hi Paul

Please see attached draft response for your approval. I must get this to CFU by 3pm today at the very latest.

Carmel provided the wording for it.

Kind regards
[REDACTED]

[REDACTED]

From: Carmel Booth
Sent: 06 June 2019 13:52
To: CMD FOI
Subject: Re: ****URGENT**** FOI draft Final response - 117540322 - Restructuring savings 2 (follow up to [REDACTED])

Categories: Filed

Sent from my iPhone - usual email caveats apply

Article 35

Carmel Booth
Commercial Advisor
Mobile: [REDACTED]

On 6 Jun 2019, at 13:36, CMD FOI <CMDFOI@gov.je> wrote:

Hi Carmel

Paul has raised a number of issues in relation to this response – he also believes that there was a paper setting out the methodology? Would you be able to confirm if that is the case?

If there is no paper, I would propose amending the response as follows;

Article 35

[REDACTED]

I would note that I have not run the above by Paul as yet – therefore this may not be acceptable.

Many thanks
[REDACTED]

From: CMD FOI
Sent: 06 June 2019 10:05
To: Paul Bradbury <P.Bradbury@gov.je>
Cc: CMD FOI <CMDFOI@gov.je>
Subject: ****URGENT**** FOI draft Final response - 117540322 - Restructuring savings 2 (follow up to [REDACTED])
Importance: High

Hi Paul

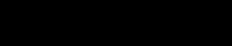
Please see attached draft response for your approval. I must get this to CFU by 3pm today at the very latest.

Carmel provided the wording for it.

Kind regards



<Draft Freedom of Information response 117540322 v1.docx>


From: Paul Bradbury
Sent: 13 June 2019 13:10
To: CMD FOI
Subject: Draft Freedom of Information response 117540322 v1
Attachments: Draft Freedom of Information response 117540322 v1.docx

Attachment removed under Article 35

Will come and discuss,

[REDACTED]

From: CMD FOI
Sent: 21 June 2019 14:28
To: Paul Bradbury
Cc: CMD FOI
Subject: Draft Freedom of Information response 117540322 v3
Attachments: Draft Freedom of Information response 117540322 v3.docx

Categories: Filed

Attachment removed under Article 35

As discussed, for approval

[REDACTED]

From: CMD FOI
Sent: 24 June 2019 15:27
To: Paul Bradbury
Cc: CMD FOI
Subject: 117540322 - restructuring
Attachments: Draft Freedom of Information response 117540322 v4.docx; FOI response on efficiencies 2.docx

Importance: High

Attachment removed under Article 35

Hi Paul

Draft attached.

Plus a TRY draft for reference purposes. The TRY draft is due out tomorrow but is with Richard for sign off.

Thanks
Rebecca

From: Paul Bradbury
Sent: 25 June 2019 10:41
To: CMD FOI
Subject: Draft Freedom of Information response 117540322 v4
Attachments: Draft Freedom of Information response 117540322 v4.docx

Attachment removed under Article 35

For discussion.

[REDACTED]

From: Paul Bradbury
Sent: 25 June 2019 11:40
To: CMD FOI
Subject: RE: 117540322 - restructuring
Attachments: Draft Freedom of Information response 117540322 v4 (002).docx

Updated as attached.

Paul

From: CMD FOI
Sent: 24 June 2019 15:27
To: Paul Bradbury <P.Bradbury@gov.je>
Cc: CMD FOI <CMDFOI@gov.je>
Subject: 117540322 - restructuring
Importance: High

Hi Paul

Draft attached.

Plus a TRY draft for reference purposes. The TRY draft is due out tomorrow but is with Richard for sign off.

Thanks
Rebecca

117540322

June 2019

Request

I refer you to response B of this FOI:

"The original £30m estimate cited was based upon a consideration of anticipated achievable efficiencies of approximately 4% of total costs. This was based upon a strategic assessment before the development of a detailed Efficiency Programme which is being developed (please refer to Response C(a))."

I would like a copy of the 'strategic assessment' referenced here. If this is a report/number of reports, please provide them.

Response

Any further information in relation to any strategic assessments underlying plans to deliver £30 million of savings in 2019 is exempt from release under Article 35 (Policy under Development) of the Freedom of Information (Jersey) Law 2011 and Article 36 (Information intended for future publication), noting, in particular, that the initial announcement (<https://www.gov.je/News/Speeches/ChiefMinisters/Pages/ChiefMinisterChamberofCommerce10October.aspx>) and inclusion in the 2019 Transition Report (<https://statesassembly.gov.je/assemblyreports/2018/r.155-2018.pdf>) explained the strategic issues, and that more detail will be included in the Government Plan around the efficiency programme, which is due to be lodged with the Assembly by the end of July.

Articles applied

Article 35 Formulation and development of policies

Information is qualified exempt information if it relates to the formulation or development of any proposed policy by a public authority.

Justification

Article 35 is a qualified exemption, which means that a public interest test is required to be undertaken by the Scheduled Public Authority (SPA). The SPA has reviewed the balancing arguments in relation to public interest favouring release versus public interest favouring withholding.

Although there is a need for transparency, accountability, financial and good decision making by public authorities this information relates to an ongoing situation and sensitive aspects of the ongoing transformation of the Government of Jersey, any assessment undertaken is being used to inform the efficiency programme and to drive change within the Government of Jersey.

In order to proceed effectively with the transformation process, the SPA needs a safe space in which to develop policy based on the work of officers. The SPA – and indeed good government, requires the possible impact of any proposed policy to be reviewed, and for Ministers and officials to be able to discuss and test those proposed policies in a comprehensive way, such testing including analysis of the underlying work undertaken.

Disclosure of relevant information would support transparency and promote accountability to the general public and potentially aid understanding in the methodology underlying the proposed financial savings. However the SPA needs the ability to consider and reconsider the assumptions and evaluations raised within any strategic assessment and related discussions for the purpose of good government.

Taking into account the various factors, the SPA believes that it is necessary to maintain this exemption at this time, though it is intended that a high level analysis will be included within the efficiencies programme that will form part of the government plan, explaining the strategic assessment that provides ground for planning for £30 million of savings in 2019, and building on that programme.

It should also be noted that once a policy is formulated and published, the public interest in withholding information relating to its formulation is diminished, however, the use of the exemption can be supported if it preserves sufficient freedom during the policy formulation phase to explore options without that process being hampered by some expectation of future publication.

Article 36 Information intended for future publication

(1) Information is qualified exempt information if, at the time when the request for the information is made, the information is being held by a public authority with a view to its being published within 12 weeks of the date of the request.

(2) A scheduled public authority that refuses an application for information on this ground must make reasonable efforts to inform the applicant –

- (a) of the date when the information will be published;
- (b) of the manner in which it will be published; and
- (c) by whom it will be published.

(3) In this Article, “published” means published –

- (a) by a public authority; or
- (b) by any other person.

From: Paul Bradbury
Sent: 25 June 2019 12:40
To: CMD FOI
Subject: RE: 117540322 - restructuring

I am .

From: CMD FOI
Sent: 25 June 2019 12:08
To: Paul Bradbury <P.Bradbury@gov.ie>
Subject: RE: 117540322 - restructuring

We happy with the exemption justification wording?

From: Paul Bradbury
Sent: 25 June 2019 11:40
To: CMD FOI <CMDFOI@gov.ie>
Subject: RE: 117540322 - restructuring

Updated as attached.

Paul

From: CMD FOI
Sent: 24 June 2019 15:27
To: Paul Bradbury <P.Bradbury@gov.ie>
Cc: CMD FOI <CMDFOI@gov.ie>
Subject: 117540322 - restructuring
Importance: High

Hi Paul

Draft attached.

Plus a TRY draft for reference purposes. The TRY draft is due out tomorrow but is with Richard for sign off.

Thanks
Rebecca

[REDACTED]

From: CMD FOI
Sent: 25 June 2019 13:29
To: Paul Bradbury
Cc: CMD FOI
Subject: 117540322 - restructuring savings - for approval
Attachments: Draft Freedom of Information response 117540322 v5.docx

Categories: Filed

Hi Paul

Please find attached the updated draft for approval.

Thanks
[REDACTED]

117540322

June 2019

Request

I refer you to response B of this FOI:

"The original £30m estimate cited was based upon a consideration of anticipated achievable efficiencies of approximately 4% of total costs. This was based upon a strategic assessment before the development of a detailed Efficiency Programme which is being developed (please refer to Response C(a))."

I would like a copy of the 'strategic assessment' referenced here. If this is a report/number of reports, please provide them.

Response

Any further information in relation to any strategic assessments underlying plans to deliver £30 million of savings in 2019 is exempt from release under Article 35 (Policy under Development) and Article 36 (Information intended for future publication) of the Freedom of Information (Jersey) Law 2011, noting, in particular, that the initial announcement (<https://www.gov.je/News/Speeches/ChiefMinisters/Pages/ChiefMinisterChamberofCommerce10October.aspx>) and inclusion in the 2019 Transition Report (<https://statesassembly.gov.je/assemblyreports/2018/r.155-2018.pdf>) explained the strategic issues, and that more detail around the efficiency programme will be included in the Government Plan, which is due to be lodged with the Assembly by the end of July.

Articles applied

Article 35 Formulation and development of policies

Information is qualified exempt information if it relates to the formulation or development of any proposed policy by a public authority.

Justification

Article 35 is a qualified exemption, which means that a public interest test is required to be undertaken by the Scheduled Public Authority (SPA). The SPA has reviewed the balancing arguments in relation to public interest favouring release versus public interest favouring withholding.

Although there is a need for transparency, accountability, financial and good decision making by public authorities this information relates to an ongoing situation and sensitive aspects of the ongoing transformation of the Government of Jersey, any assessment

undertaken is being used to inform the efficiency programme and to drive change within the Government of Jersey.

In order to proceed effectively with the transformation process, the SPA needs a safe space in which to develop policy based on the work of officers. The SPA – and indeed good government, requires the possible impact of any proposed policy to be reviewed, and for Ministers and officials to be able to discuss and test those proposed policies in a comprehensive way, such testing including analysis of the underlying work undertaken.

Disclosure of relevant information would support transparency and promote accountability to the general public and potentially aid understanding in the methodology underlying the proposed financial savings. However the SPA needs the ability to consider and reconsider the assumptions and evaluations raised within any strategic assessment and related discussions for the purpose of good government.

Taking into account the various factors, the SPA believes that it is necessary to maintain this exemption at this time, though it is intended that a high level analysis will be included within the efficiencies programme that will form part of the government plan, explaining the strategic assessment that provides ground for planning for £30 million of savings in 2019, and building on that programme.

It should also be noted that once a policy is formulated and published, the public interest in withholding information relating to its formulation is diminished, however, the use of the exemption can be supported if it preserves sufficient freedom during the policy formulation phase to explore options without that process being hampered by some expectation of future publication.

Article 36 Information intended for future publication

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(2) A scheduled public authority that refuses an application for information on this ground must make reasonable efforts to inform the applicant –

- (a) of the date when the information will be published;
- (b) of the manner in which it will be published; and
- (c) by whom it will be published.

(3) In this Article, “published” means published –

- (a) by a public authority; or
- (b) by any other person.

[REDACTED]

From: Paul Bradbury
Sent: 25 June 2019 15:28
To: CMD FOI
Subject: FW: 117540322 - restructuring savings - for approval
Attachments: Draft Freedom of Information response 117540322 v5.docx

Approved. thank you.

From: CMD FOI
Sent: 25 June 2019 13:29
To: Paul Bradbury <P.Bradbury@gov.je>
Cc: CMD FOI <CMDFOI@gov.je>
Subject: 117540322 - restructuring savings - for approval

Hi Paul

Please find attached the updated draft for approval.

Thanks
[REDACTED]