

MC/MH/246

**CONFIDENTIAL**STATES EMPLOYMENT BOARD

(2nd Meeting)

23rd July 2018**PART B (Exempt)**

Note: The Minutes of this meeting comprise Part A and Part B.

**Confidential**  
**QE Article 39**  
 Election of  
 Vice-Chairman  
 and  
 Employment  
 of States of  
 Jersey  
 Employees  
 (Jersey) Law  
 2005:  
 delegation of  
 functions.  
 688/2(2)  
 688/99(1)

B1. The Board, having considered the appointment of a Vice-Chairman and, given her previous experience as a Member of the Board, agreed that Connétable D.W. Mezbourian of St. Lawrence should be appointed. The Chairman undertook to raise the matter with the Connétable at the earliest opportunity.

The Board recalled that, under the terms of Article 10(1) of the Employment of States of Jersey Employees (Jersey) Law 2005 (the Law), there existed a provision for the Board to delegate certain functions to individual Members or to the Chief Executive Officer (CEO); where such powers had been delegated to the CEO, he or she was permitted, with the Board's approval, to further delegate these powers to a person or a member of a class of persons approved by the Board.

The Board decided to delegate its statutory functions, as set out in Article 8 of the Law, to the CEO, with the exception of Article 8(1)(a) which concerned policy matters with significant resource implications and Article 8(5), which addressed remuneration and other related matters.

The Board considered, and subsequently approved, the following further delegations from the CEO to other approved individuals (or members of a class of individuals approved by the Board) as follows:

First Delegation

In accordance with Article 8(1)(b-e) of the Employment of States of Jersey Employees (Jersey) Law 2005 and Article 5 of the Health and Safety at Work (Jersey) Law 1989, the CEO delegated to his direct reports with responsibility for a particular department (or the relevant head of administration of the States in the case of a non-executive department) the following functions:

- to ensure that the public service conducts itself with economy, efficiency, probity and effectiveness;
- to ensure the health, safety and well-being of States' employees;
- to determine any other matter that may reasonably be considered necessary for the proper administration and management of States' employees; and
- to discharge any other function conferred on it by or under any enactment.

Second Delegation

In accordance with Article 8(2)(a) of the Employment of States of Jersey Employees (Jersey) Law 2005, the CEO delegated to the Group Director of People and Corporate Services the following function:

- to give directions regarding consultation or negotiation with States' employees, or with representatives of States' employees, concerning the terms and conditions of employment of States' employees.

#### Third Delegation

In accordance with Articles 8(2)(b)(i) and 8(2)(b)(iii) of the Employment of States of Jersey Employees (Jersey) Law 2005, the CEO delegated to the Group Director of People and Corporate Services the following functions:

- to issue codes of practice concerning the training and development needs of States' employees; and
- to issue codes of practice concerning the procedures for appraisal of the performance of States' employees.

#### Fourth Delegation

In accordance with Article 8(2)(b)(iv) of the Employment of States of Jersey Employees (Jersey) Law 2005, the CEO delegated to his direct reports with responsibility for a particular department (or the relevant head of administration of the States in the case of a non-executive department) the following function:

- to issue codes of practice concerning the procedures for disciplining, suspending and terminating the employment of States' employees.

#### Fifth Delegation

In accordance with Article 8(3) of the Employment of States of Jersey Employees (Jersey) Law 2005, the CEO delegated to the Group Director of People and Corporate Services the following function:

- to issue codes of practice concerning any other matter relating to the employment of States' employees.

The Board agreed that any action taken as a result of the aforementioned Delegations made by the CEO should fall within the scope of any States of Jersey policies, guidelines and procedures in force at the time, and any action taken by the Group Director of People and Corporate Services in respect of the Second Delegation should be in accordance with any instruction issued by the Board in connection therewith.

Having approved the aforementioned Delegations the Board agreed that any officer, to whom such powers and functions had been delegated, should be required to report to the Board on request in relation to the manner in which delegated powers and functions had been exercised on its behalf.

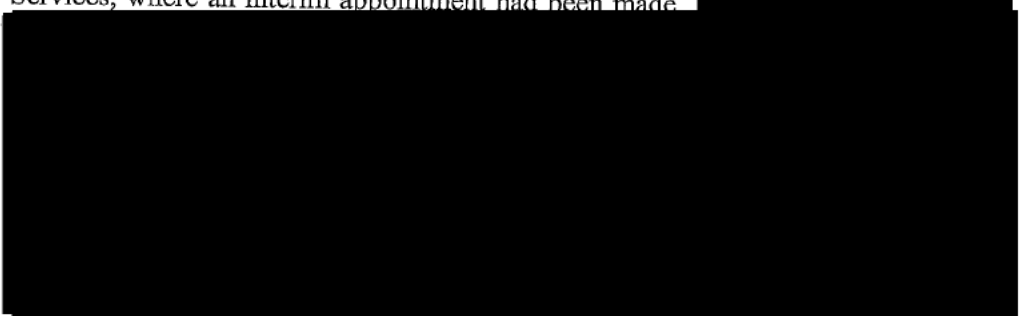
It was resolved that the above-mentioned scheme of Delegations should be presented to the States Assembly for information at the earliest opportunity.

Officers were directed to take the necessary action.


Model (TOM),  
States of  
Jersey.  
688/2(94)

The Board recalled that the One Government vision consultation, involving staff at all levels, had taken place between March and June 2018. The public sector unions had also been briefed on the reorganisation proposals as part of the consultation process.

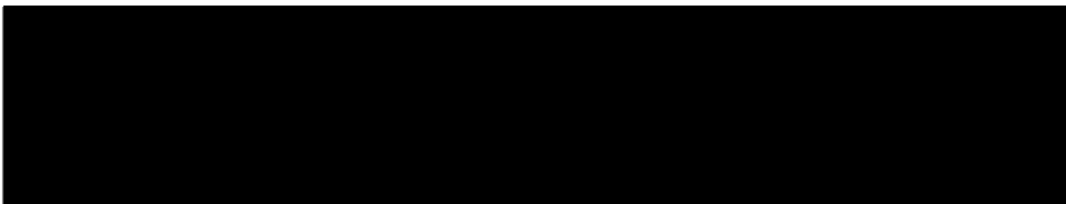
Ms. McGeachie outlined the appointments made at senior levels across all directorates; the Board noted that the Tier 1 Director General positions had been filled with the exception of the Director General for Health and Community Services, where an interim appointment had been made.



The Board heard that a 'recruitment pause' had been implemented to ensure that, wherever possible, vacancies could be filled by redeploying existing staff members. All candidates had been offered interview coaching and other support to assist with the application process. The Board was also content to note that all posts had been externally evaluated to ensure fairness and consistency throughout the appointment process.



The next stage would involve the respective Directors General leading the internal restructuring within their own directorates to ensure that the structure adhered to the Target Operating Model. The Treasury and Exchequer had already embarked upon its restructuring and the Human Resources Department was working closely with officers to build guidelines and processes to inform subsequent restructuring.



The Board was informed that all non-customer facing departments would move to a single, new location in St. Helier, to be announced at the end of July 2018.

The Independent Advisor enquired as to what qualitative feedback had been sought from employees as the restructuring progressed. Ms. McGeachie advised that concerned staff members had been offered support including workshops and individual interviews, which had enabled employees to discuss their concerns and plan their future career progression if appropriate.

It was also noted that the results from the staff survey had been built into the restructuring model and that seeking staff feedback was an ongoing process and a further survey would be undertaken in due course.

The Board noted the position accordingly.

**Confidential**  
**QE Article 39**

Pay

688/2(94)

688/2(48)

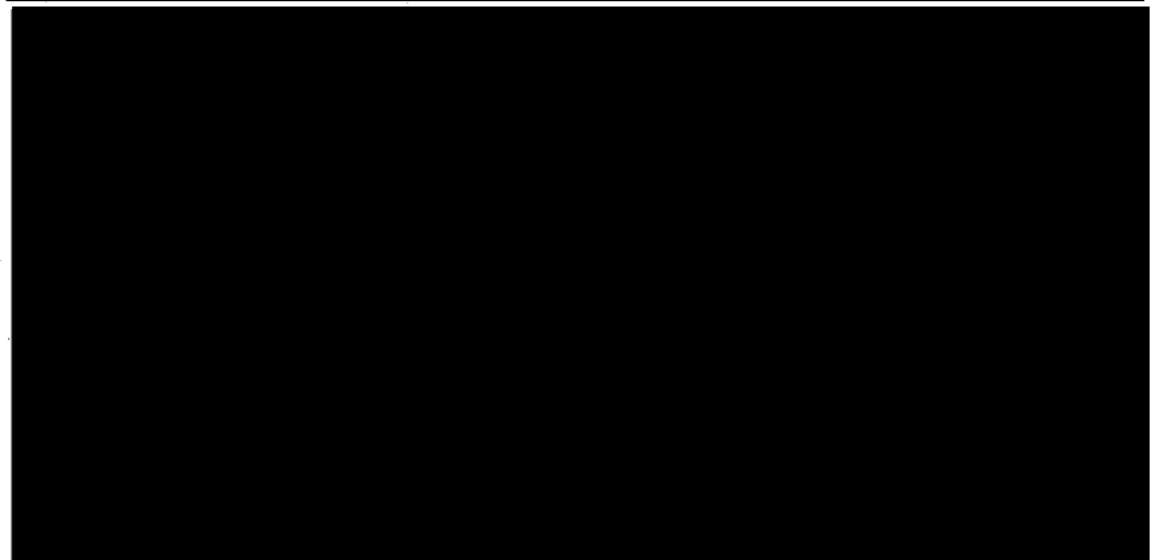
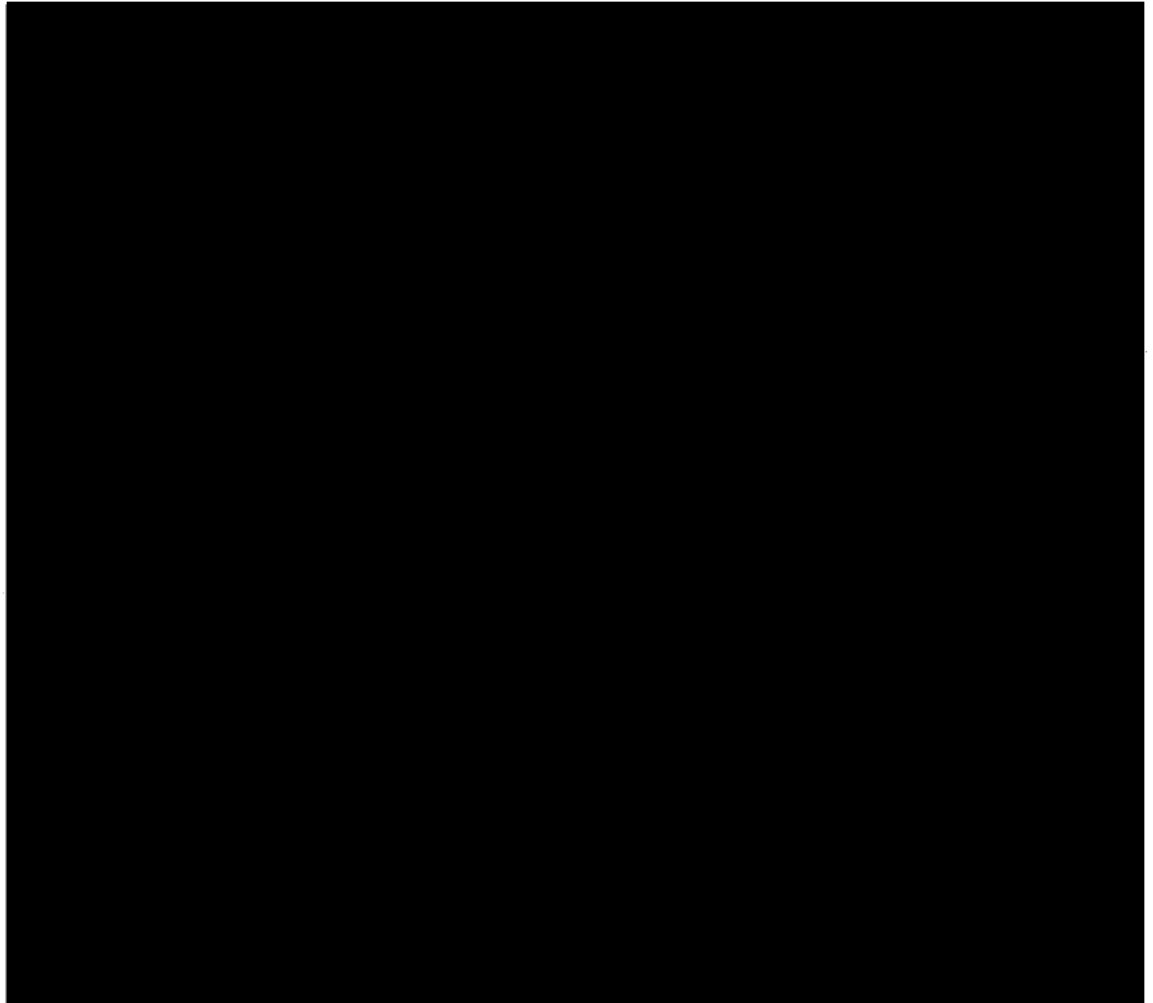
688/2(71)

B3. The Board, with reference to Minute No. B1 of 2nd March 2018 of the Board as previously constituted, received a presentation from [REDACTED] Senior Employment Relations Manager which sought the Board's approval to a proposed negotiating strategy for the public sector pay review covering the years 2018 and 2019, and approval to the Employer's proposed approach to the roll out of the Target Operating Model in Tiers 3 and 4 of the Finance Function.

[REDACTED]

[REDACTED]

[REDACTED]



**Confidential**  
**QE Article 39**  
Bullying and  
Harassment  
Report –  
Action Plan.  
792(31)

B4. The Board considered a Bullying and Harassment Report and Action Plan which detailed the actions considered necessary to ensure compliance with the recommendations of the recent Bullying and Harassment review undertaken by HR Lounge, and included a timetable for the completion of each action.

The Board recalled that it had commissioned the Bullying and Harassment review in October 2017, in response to concerns expressed by individuals, trade union representatives and States Members. HR Lounge had reported its findings to the Board in April 2018; endorsing these findings the Board (as previously constituted) had directed that an action plan should be prepared to address the issues identified in the report.

The Board noted that HR Lounge had made 29 separate recommendations which had been prioritised according to their importance. A project team had been established within the Human Resources department to address the most critical recommendations and after ongoing dialogue with HR Lounge the following actions were currently being progressed:

- (1) Policy Review: this was noted to comprise a full review and updating of relevant policies and would involve consultation with employees and union representatives. Exemplar policies and processes from other organisations had been identified and these would be used in the redesign and embedding of the new and revised policies;
- (2) Whistleblowing / Bullying and Harassment independent advice line: following a procurement process Expolink had been identified as the preferred provider and would be in a position to deliver a fully functional service [REDACTED] by the end of September 2018; and
- (3) Investigations: HR Lounge had recommended that the Case Management Unit should not carry out investigations, other than in the most exceptional circumstances, to avoid conflicts arising. Their report had recommended creating a pool of trained internal investigators to review routine matters, with external investigators appointed where serious sensitivities arose. The Board supported this approach. [REDACTED]

The Board was advised that the Organisational Development team had commenced a culture change programme which sought to address the longer term recommendations made by HR Lounge and it was also proposed that all new policies would be independently validated before implementation.

[REDACTED]

The Board was content to note the progress made and approved the proposed action plan including the detailed resource requirements contained therein. It was also agreed that the Chairman, on behalf of the Board, would make a statement to the Assembly at the next sitting to update States Members on progress towards compliance with the recommendations of the HR Lounge report.

Officers were directed to take the necessary action.

B5. The Board, with the Project Director, Pensions in attendance, considered a paper proposing changes to regulations dealing with the operation of the Public Employees Pension Scheme (PEPS) and the Jersey Teachers' Superannuation Fund (JTSF), a paper relating to pension provisions for Crown Officers and a paper updating the Board on the status of the ongoing pension dispute with the Fire and Rescue Service Association.



1479/99(4)  
1479/99(6)  
1479/99(4)  
93/99(6)

Changes to PEPS and JTSF legislation.

The Board recalled that a new Career Average pension scheme had been implemented on 1st January 2016. New employees had been automatically added to the new scheme and transition arrangements had been put in place to deal with existing employees. During the period since implementation of the new scheme, a number of minor technical changes had been identified which would both improve clarity and ensure that pension legislation remained consistent with the Income Tax (Jersey) Law 1961, as amended (the Income Tax Law).

Amendments were therefore proposed to specific pension regulations as follows:

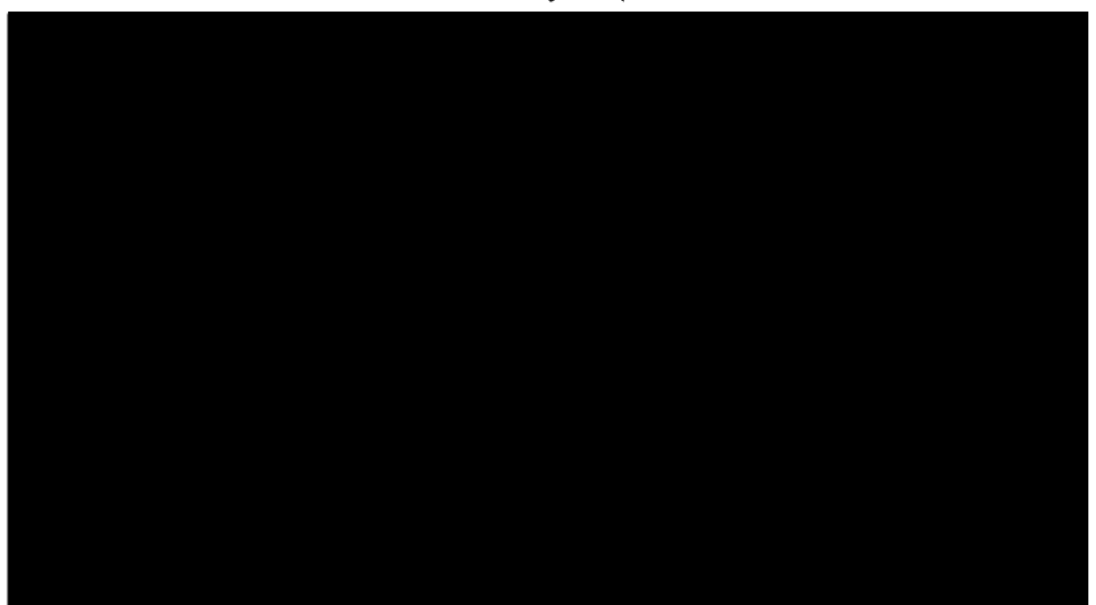
- (1) the Public Employees (Pension Scheme) (Membership and Benefits) (Jersey) Regulations 2015;
- (2) the Public Employees (Pension Scheme) (Transitional Provisions, Savings and Consequential Amendments) (Jersey) Regulations 2015; and
- (3) the Public Employees (Pension Scheme) (Funding and Valuation) (Jersey) Regulations 2015.

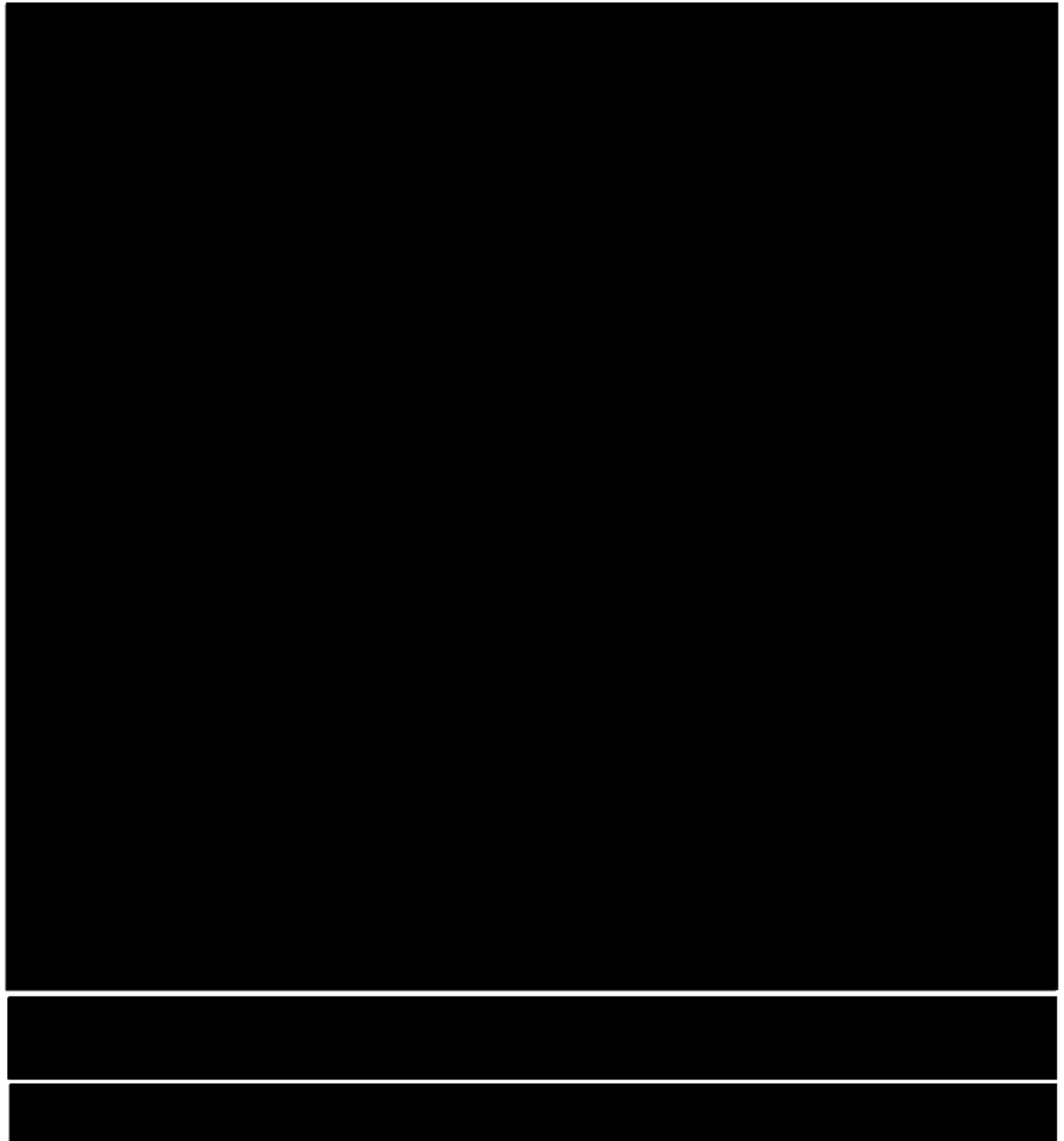
The Board also noted the consequential amendments required to be made to pension Regulations following changes to the Income Tax Law in connection with the conversion of retirement benefits into a lump sum payment.

The Board therefore agreed:

- (a) that pension Regulations should be amended to improve clarity on the operation of the scheme in the areas identified;
- (b) that pension Regulations of the public service pension schemes should be amended to bring all relevant legislation in line with the changes to Income Tax (Jersey) Law; and
- (c) that drafting instructions should be provided to the Legislative Drafting Office, following which a final version would be presented to the Board for its agreement prior to being lodged 'au Greffe' for consideration by the States Assembly.

Officers were directed to take the necessary action.





**Confidential**  
**QE Article 39**  
Health and  
Safety  
688/2(28)

B6. The Board received an update from the Senior Manager, Wellbeing and Employment Relations, on Health and Safety issues, particularly concerning the protection of employees against acts of violence and aggression, and the long term health effects of exposure to asbestos in the workplace.

The Board acknowledged the importance of maintaining an appropriately safe working environment for all employees and, with reference to item B1 of the present Minutes, recalled that responsibility for the health, safety and well-being of States' employees and other persons visiting States buildings had been delegated to the Chief Executive Officer. The Board requested that a report, considering health and safety issues in general and protection of employees against violence and aggression in particular, be presented at a subsequent meeting.

The Board noted the circumstances of a particular case concerning a former States employee who had been diagnosed with mesothelioma (a terminal condition associated with exposure to asbestos) which had recently been reported in the media. It was acknowledged that there had been no claim made against the Employer and it was by no means certain that his exposure to asbestos had arisen during his employment by the States of Jersey, but, noting that no compensation scheme



existed to assist affected individuals, the Board agreed to request the Social Security Department to investigate the issue further and bring forward proposals to the Board in due course.

Officers were directed to take the necessary action.

**Confidential**  
**QE Article 39**  
Control and  
monitoring of  
senior salaries:  
P.59/2011.  
688/2(42)  
688/2(94)

B7. The Board, with [REDACTED] Interim Head of Resourcing, Chief Operating Office and Ms. J. McGeachie, member of the Transition Team in attendance, considered a report proposing the creation or extension of various senior appointments.

The Board recalled that, under the terms of P.59/2011, the Board's approval was required prior to recruitment in cases where the salary or daily rates paid to senior staff and interims equated to £100,000 per annum or greater.

[REDACTED] abled a spreadsheet detailing all existing interim positions in order to provide context for the discussion, and explained that the areas requiring the recruitment of additional (particularly interim) staff in senior roles included, *inter alia*, the following:

- (a) Health and Community Services: to give effect to the matters agreed by the Assembly in P.82/2012, 'Health And Social Services - a New Way Forward' including the provision of a new Hospital;
- (b) Human Resources: to build capability and support for line managers to enable delivery of the Target Operating Model;
- (c) Children's Services: to enable the States to comply with the recommendations of the Independent Jersey Care Inquiry report; and
- (d) Chief Operating Office: a need had been identified for specialists in certain areas such as cyber security and matters relating to the General Data Protection Regulations.

The Board was content to note that all requests for interims and the creation of senior posts were now subject to oversight by the central Human Resources (HR) team; a comprehensive business case and justification for the request were required in each case before the application could be recommended to the Board.

The Board reviewed the following applications:

- (1) Interim Head of Reward: noted to be an existing position;
- (2) Interim Business Modernisation Change Manager: a new appointment in the Chief Operating Office;
- (3) Interim User Experience Manager: a new appointment in the Information Services Department (ISD);
- (4) 8 further interim positions in ISD: programming, website and intranet appointments;
- (5) extension to the current temporary appointments of 4 senior HR consultants;
- (6) extension to the interim contract for [REDACTED] (Ms. McGeachie presented this item to the Board);

(7) extension to the contract for the Interim Chief Operating Officer: this would cover a period of approximately 2 months until the permanent appointee commenced work and would include an element of handover; and

(8) Chief Economic Advisor: this was noted to be a permanent, existing post and

The Board was advised that interim staff were assessed regularly against predetermined performance objectives, and their contracts terminated immediately (at no additional cost to the Employer) should these targets not be met. The Board was also content to note the focus of the HR Team on the transfer of knowledge from interims to permanent members of staff in order to achieve, ultimately, a stable and effective workforce.

The Board unanimously approved the applications tabled and directed officers to take the necessary action.

The Interim Head of Resourcing, having been thanked for his presentation, withdrew from the meeting.

**Confidential**  
**QE Article 39**  
Jersey  
Appointments  
Commission –  
re-appointment  
of Chair.  
1519/99(1)

B8. The Board, with Ms. J. McGeachie, member of the Transition Team in attendance, considered a proposal to re-appoint the Right Honourable Dame Janet Paraskeva, D.B.E. as Chairman of the Jersey Appointments Commission (JAC) for a further 3 years on expiry of her current term of office on 23rd September 2018.

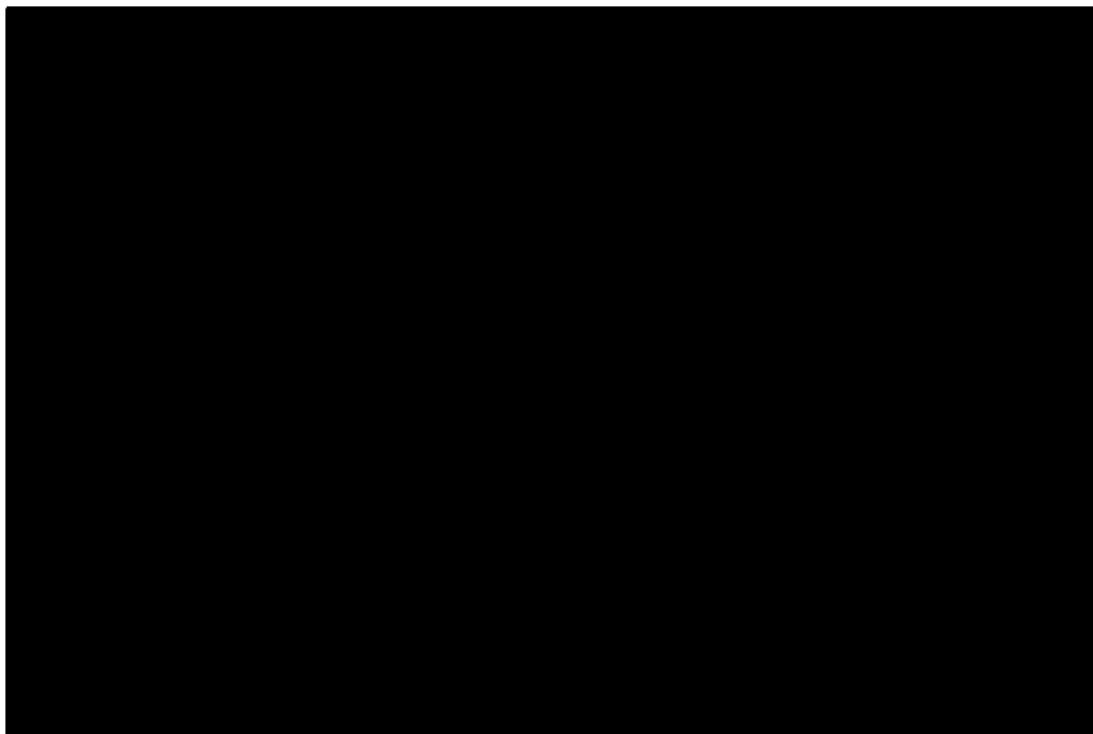
The Board recalled that Dame Janet had served as Chairman of the JAC, currently leading a team of 5 Commissioners, since her initial appointment in September 2014.

Throughout her tenure Dame Janet was considered to have been an effective Chairman; as well as issuing formal guidance and overseeing the appointment processes for senior States employees and appointees as required by law, she had provided comprehensive reports to the Board on JAC's activities (introducing the concept of a half-yearly report) and had worked to improve recruitment and governance processes within States departments, subsidiaries and States funded arms-length bodies.

The Board unanimously approved the proposal and agreed that the Chief Minister, in accordance with the provisions of the Employment of States of Jersey Employees (Jersey) Law 2005, should report to the States Assembly, giving the required 2 weeks' notice of his intention to re-appoint Dame Janet as Chairman of the JAC for a further 3 years until 23rd September 2021.

Officers were instructed to take the necessary action.

**Confidential**  
**QE Article 39**



MC/MH/292

CONFIDENTIAL

STATES EMPLOYMENT BOARD

(3rd Meeting)

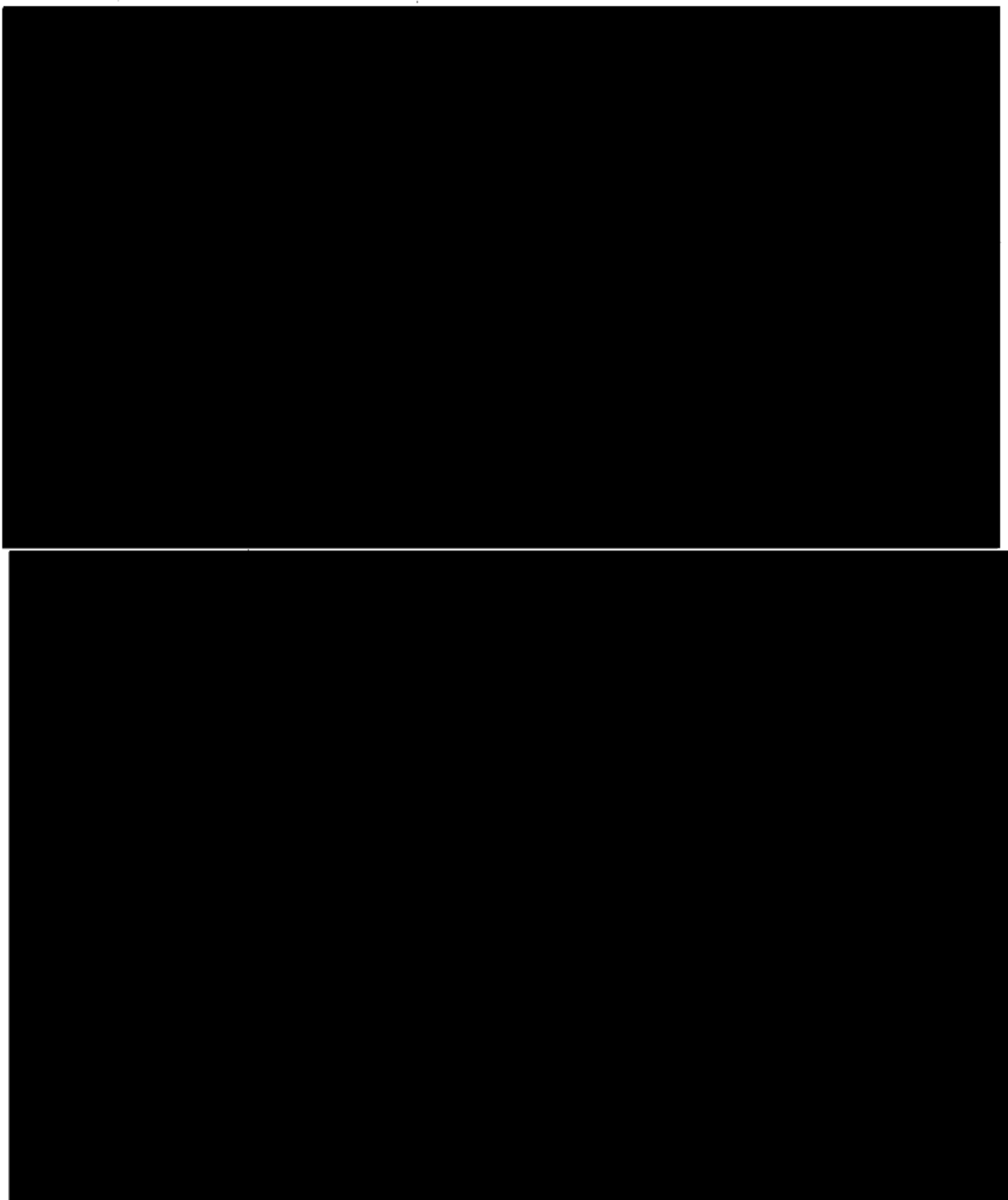
4th September 2018**PART B (Exempt)**

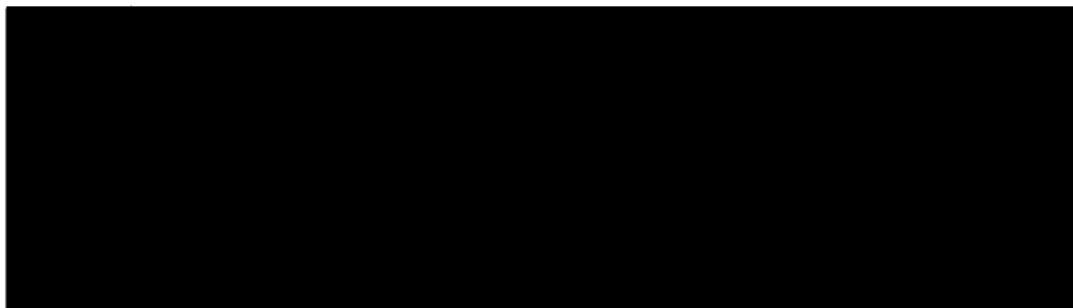
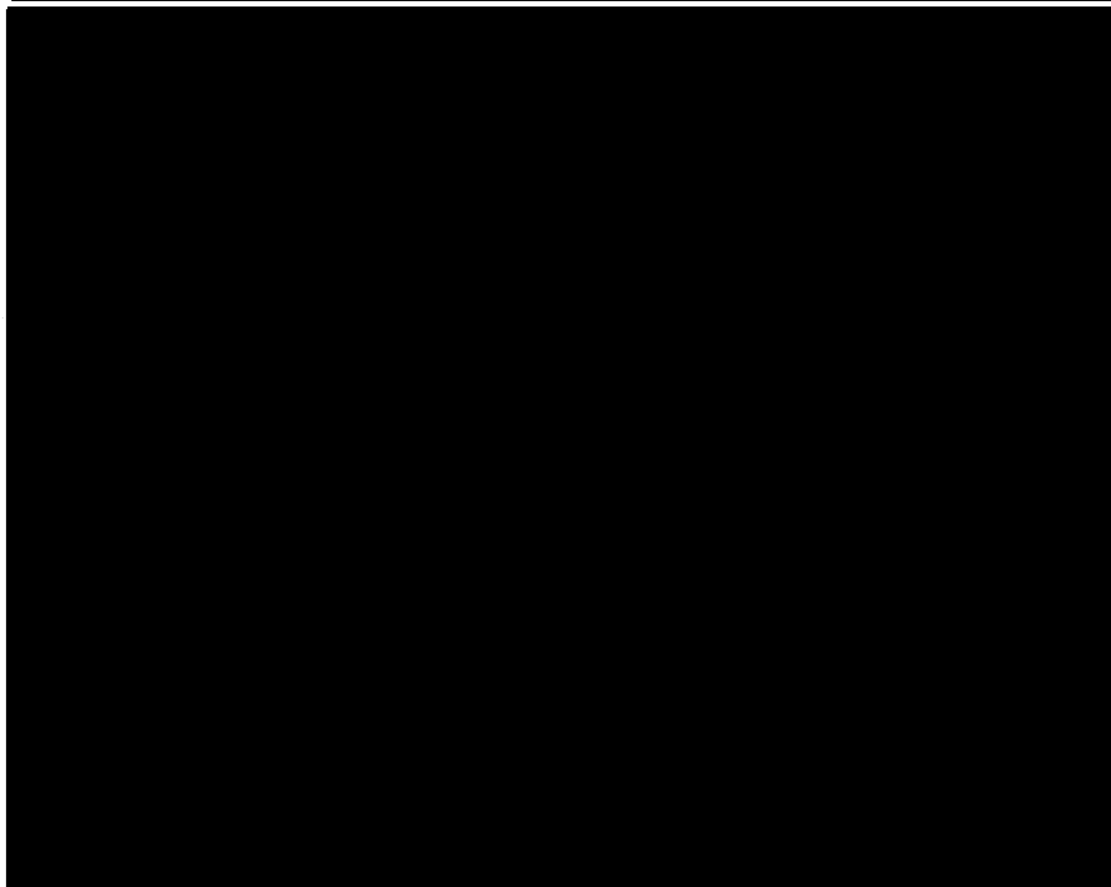
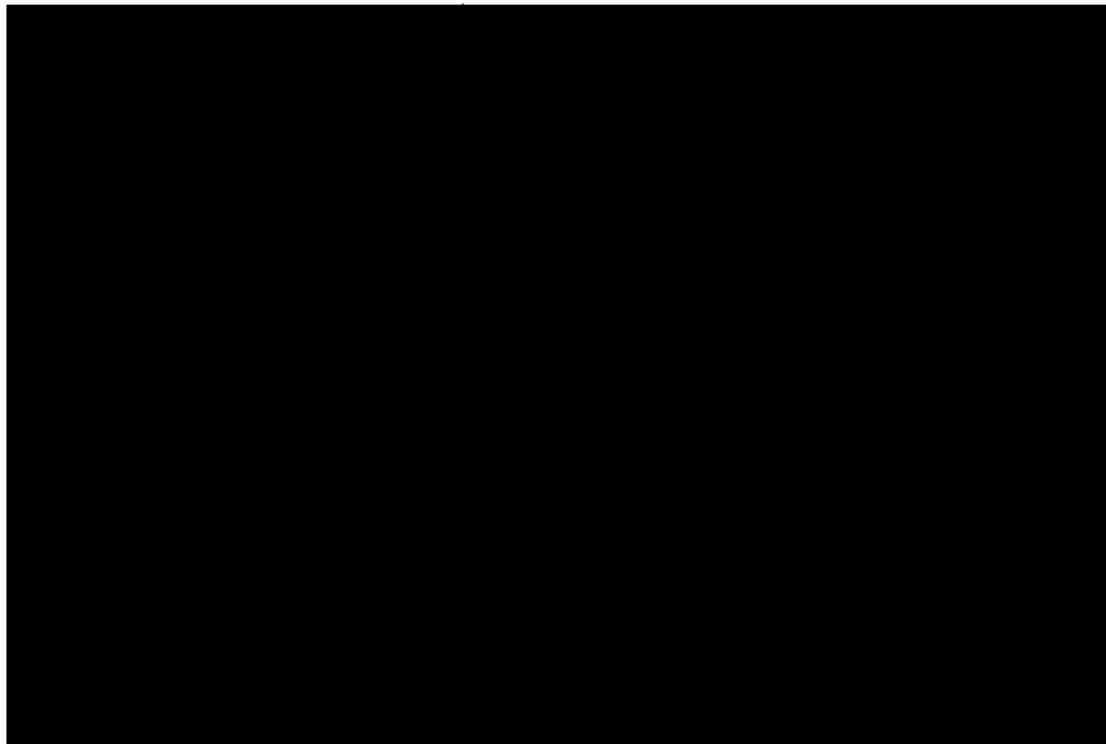
Note: The Minutes of this meeting comprise Part A and Part B.

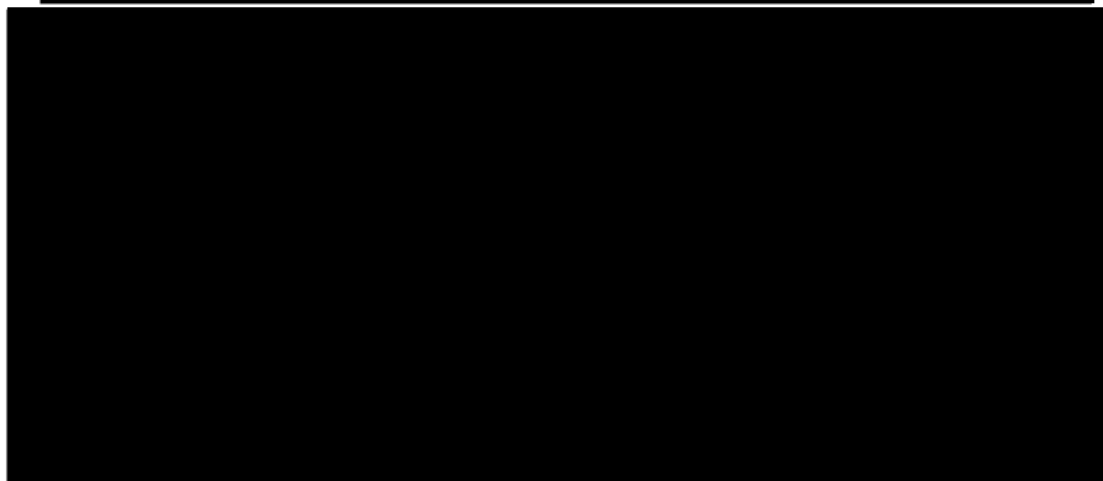
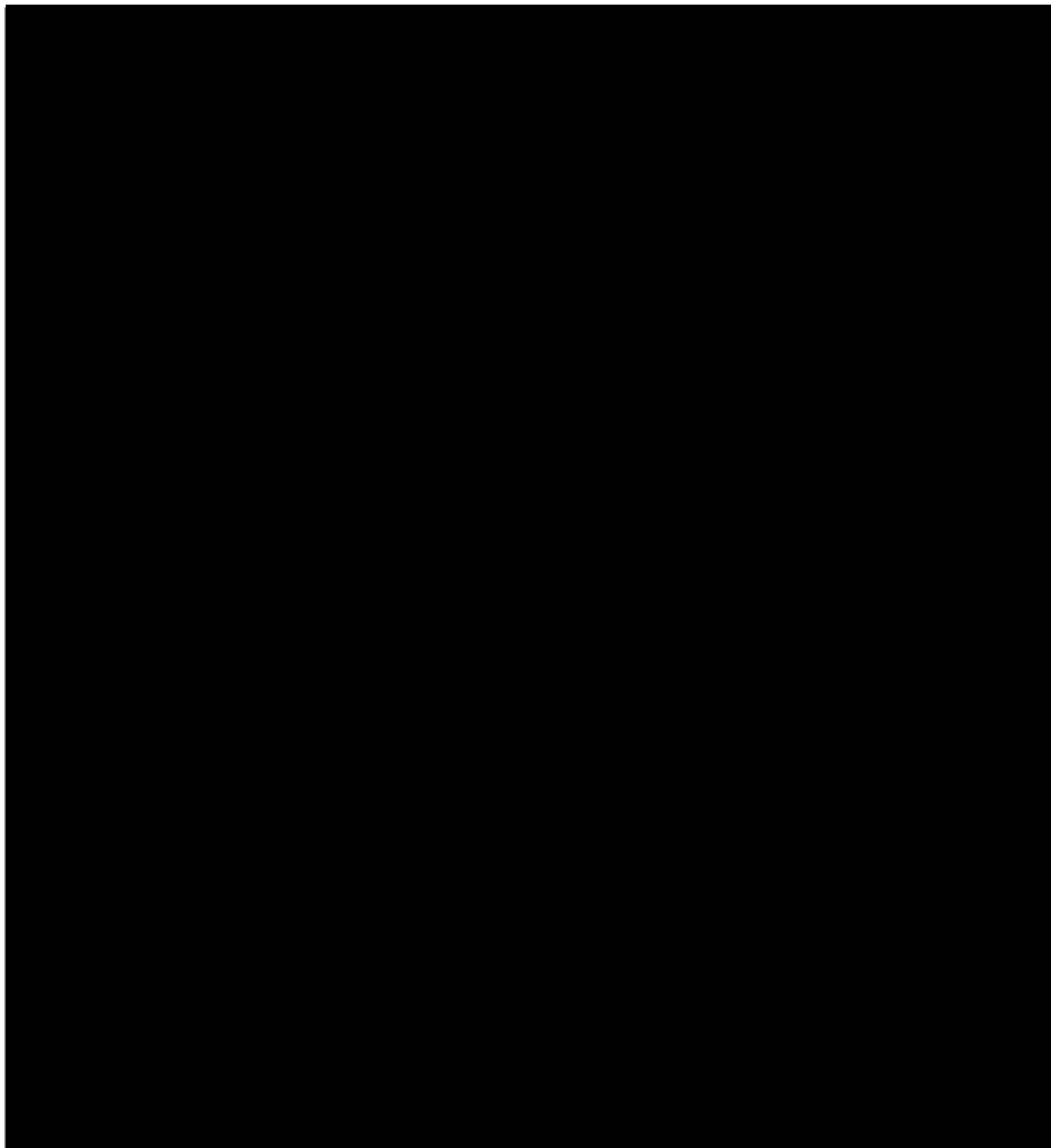
**Confidential**  
**QE Article 39**  
Public Sector  
Pay Review  
2018/2019  
688/2(48)

B1. The Board, with reference to its Minute No. B3 of 23rd July 2018, received a briefing from the Director of People Services and the Interim Head of Reward regarding the 2018/2019 public sector pay review.

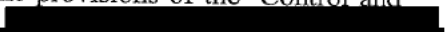
The Board recalled that it had agreed the Employer's approach to the pay review in July 2018 and that an offer had subsequently been communicated to union representatives.

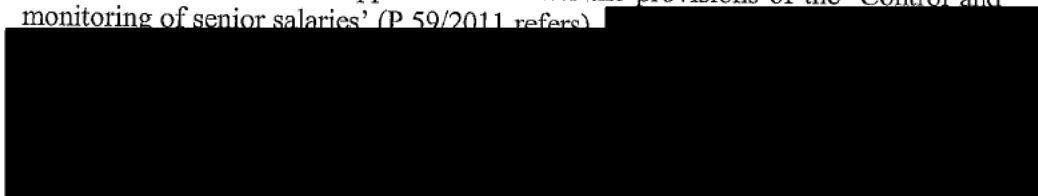






**Confidential:**  
**QE Article 39**  
Control and  
monitoring of  
senior salaries  
(P.59/2011) -  
688/2(42)

B3. The Board discussed with the Director of Employment Relations applications for the approval of senior appointments under the provisions of the 'Control and monitoring of senior salaries' (P.59/2011 refers) 



(1) Information Management and Compliance Programme Director

The Board noted that this application requested a 3-month extension to an existing interim position, which included responsibility for General Data Protection Regulation (GDPR) and Cyber-Security matters. The Board was advised that, whilst not graded, the role was considered a Tier 2 post, remunerated at [REDACTED]

[REDACTED]

The Board approved the application.

(2) Interim Head of Digital Strategy and Delivery

[REDACTED] which was required to enable the development of a digital strategy and ensure its delivery across the States of Jersey, including all frontline customer services and back-office functions. Reporting to the Interim Chief Information Officer, the post would be remunerated at a [REDACTED]

The Board approved the application.

(3) Family Division Registrar

The Board noted that this was an existing, permanent post, the present incumbent being about to retire. One full-time Family Division Registrar already existed; this post was part-time (0.6 full-time equivalent) and the current full-time salary was [REDACTED]. The post had been advertised locally and in the U.K. and interviews would take place on 27th September 2018, with details of the successful candidate advised to the Board in due course.

The Board approved the application.

Officers were directed to take the necessary action.

PM/MH/277

**CONFIDENTIAL**STATES EMPLOYMENT BOARD

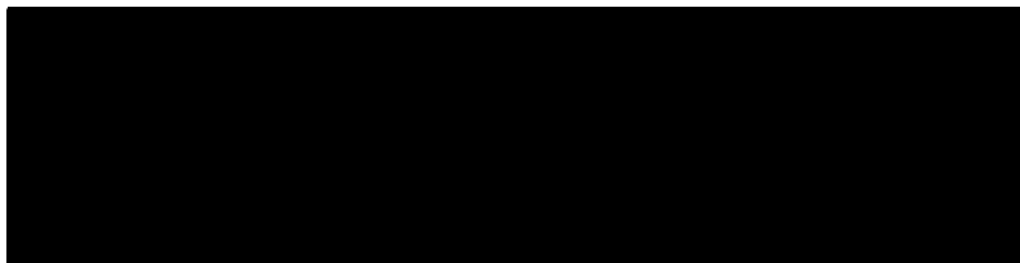
(4th Meeting)

17th September 2018**PART B (Exempt)**

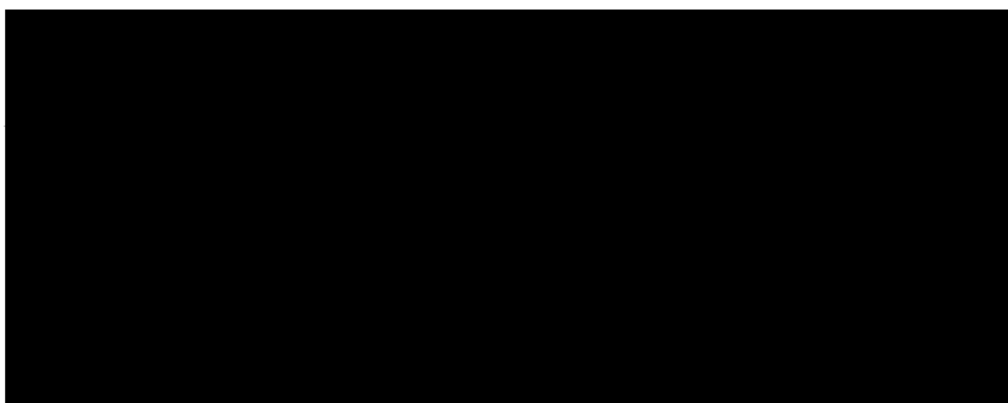
Note: The Minutes of this meeting comprise Part A and Part B.

**Confidential:**  
**QE Article 39**  
 States  
 Employment  
 Board  
 Business  
 Framework/  
 Governance.  
 688/2(1)

B1. The Board recalled that members had met informally on 11th September 2018 for discussion of members' reflections on the initial meetings of the Board held to date.



It was considered that the Board should concentrate its focus on organisation-wide strategic policies, with a number of 'standing items' to appear on each agenda, including such matters as quarterly reporting on the status of health and safety throughout the States administration. It was agreed that whereas the 'performance framework' fell to the Board to determine, performance management throughout the organisation was a matter for the Corporate Management Team. The Board, having noted that the performance appraisal of the Chief Executive would in future be made public, agreed that it would welcome the presentation to it of summaries of the performance appraisals of Director Generals and equivalent posts.



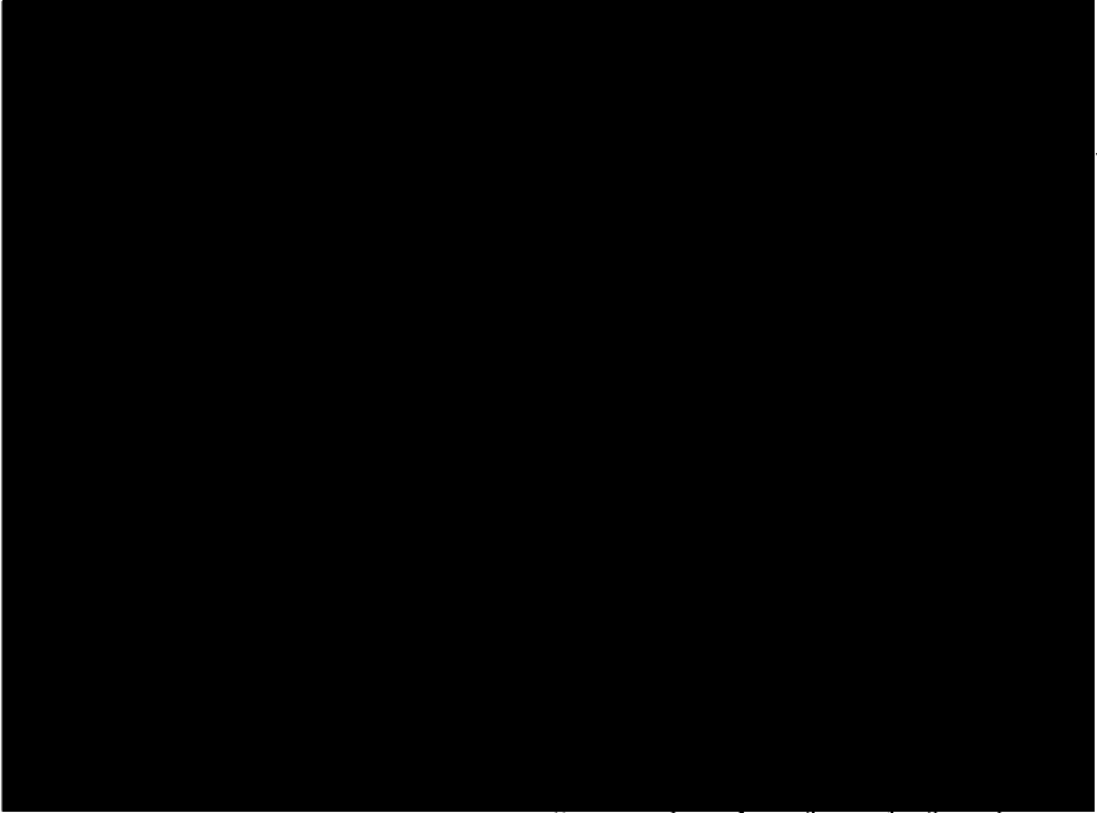
The Board was apprised by the Chief Executive that the longstop date for implementation of the Target Operating Model (TOM) for Jersey's public service was March 2019, although earlier completion would be welcomed. It was noted that a project manager was to be appointed in order to lead on and develop the TOM framework.

The Board concluded that its role would be to determine the principles by which the public sector workforce would be governed, and to monitor progress on the various policies and initiatives it implemented.



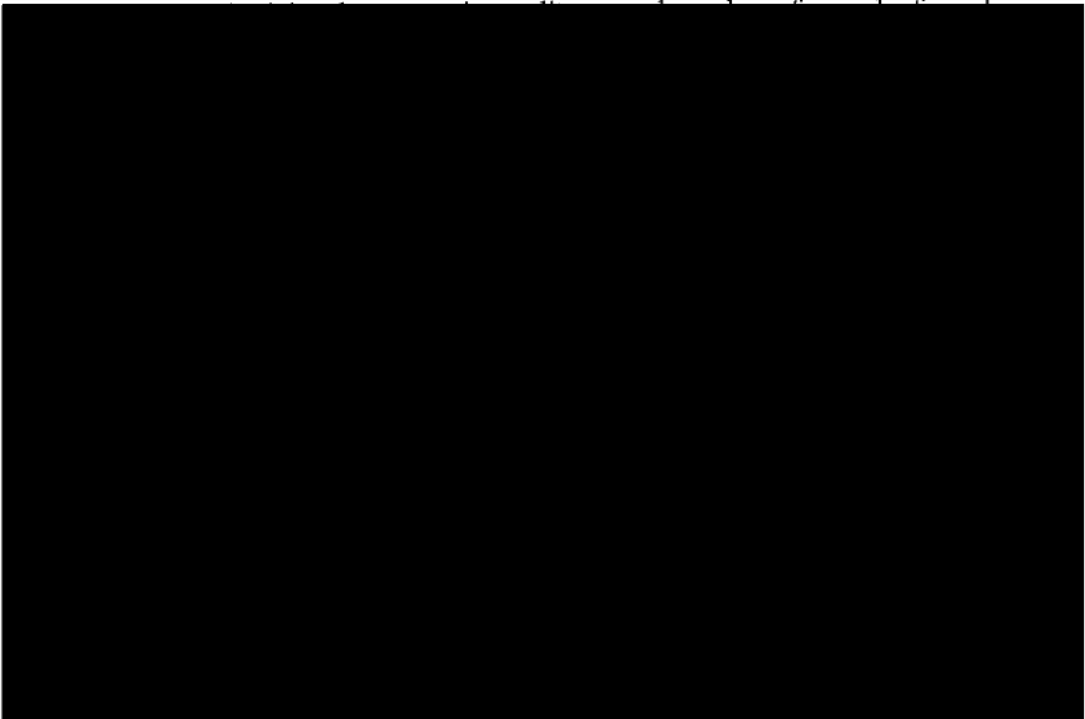
**Confidential**  
**QE Article 39**  
Public Sector  
Pay Review  
2018/2019  
688/2(48)

B2. The Board, with reference to its Minute No. B1 of 4th September 2018, discussed with the Interim Head of Employment Relations and the Senior Employment Relations Manager an update on the 2018/2019 Public Sector Pay Review and the proposed roll-out of the Target Operating Model (TOM) to civil servants.



**Confidential:**  
**QE Article 39**  
Health and  
Safety: role  
and  
responsibilities

B3. The Board, with reference to its Minute No. B6 of 23rd July 2018, discussed with the Senior Manager, Well-being and Employment Relations and the Director, Health and Safety Inspectorate the Board's role and responsibilities under the Health and Safety at Work (Jersey) Law 1989.



4h Meeting  
17.09.18

of the States  
Employment  
Board.  
688/2(28)

The Board received a presentation which: outlined the delegation of its health and safety (H&S) responsibilities to the Chief Executive Officer; reviewed the H&S performance by the States of Jersey over the past 10 years; and referred to the regulatory report prepared by the H&S Inspectorate for H.M. Attorney General, which recorded the regulatory or administrative action taken against States' departments by the Inspectorate.

The Board noted that the States of Jersey was considered to be a long-standing poor performer in respect of H&S. The Inspectorate considered that there was –

- (a) no visible commitment or leadership from the Board or from senior leaders;
- (b) little, if any, evidence of cross-organisational learning;
- (c) little, if any, evidence of acknowledgement of failings to employees, their families or reassurance that action would be taken to prevent similar failings in the future.

The Director, H&S Inspectorate outlined that the consequences of non-compliance included impact on individuals, their families and colleagues, as well as significant financial and reputational risks. It was suggested that the current redesign of the States organisation provided a critical opportunity to develop an effective H&S management system with the appropriate level of corporate oversight and monitoring. The Board noted that H&S management was considered to be no different to all other aspects of good management; and that H&S should be managed as a key business risk and not treated as a regulatory burden.

The Board agreed that 'Health and Safety' should be added to the list of matters to be considered at each of its Workshops, with regular reporting of management information on at least a quarterly basis, to enable the Board to discharge its H&S responsibilities.

The Director, H&S Inspectorate, together with the Senior Manager, Well-being and Employment Relations, were thanked for their attendance and they withdrew from the meeting.

**Confidential:**  
**QE Article 39**  
Team Jersey:

B4. The Board, with reference to Minute No. B9 of 6th April 2018 of the Board as previously constituted, discussed with the Head of People Services the proposed States of Jersey Culture Programme.

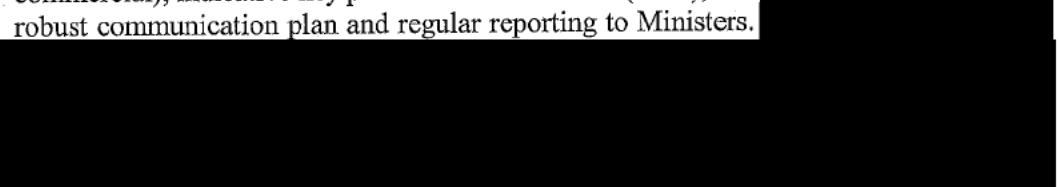
appointment of  
culture change  
consultants.  
688/2(94)

The Board welcomed to the meeting Mr. A. Bell, Managing Partner of TDP, the firm of consultants which had been appointed through a procurement process as a partner to assist in the provision of a culture change programme.

Under the contract awarded to TDP, a 4-phase programme would be implemented which would –

- (1) diagnose and develop solutions, through co-design and co-creation;
- (2) develop 'Team Jersey' leadership and cultural orientation, through 'all team' workshops and 'At my place' workshops;
- (3) build capability, engage, involve and imbed the changes proposed; and
- (4) (upon completion of Phase 2) develop corporate social responsibility and civic leadership.

The Board noted that Programme Governance would be achieved by means of a Programme Board, Programme Board sub-groups (operational, design and commercial), indicative key performance indicators (KPIs), States of Jersey KPIs, a robust communication plan and regular reporting to Ministers.

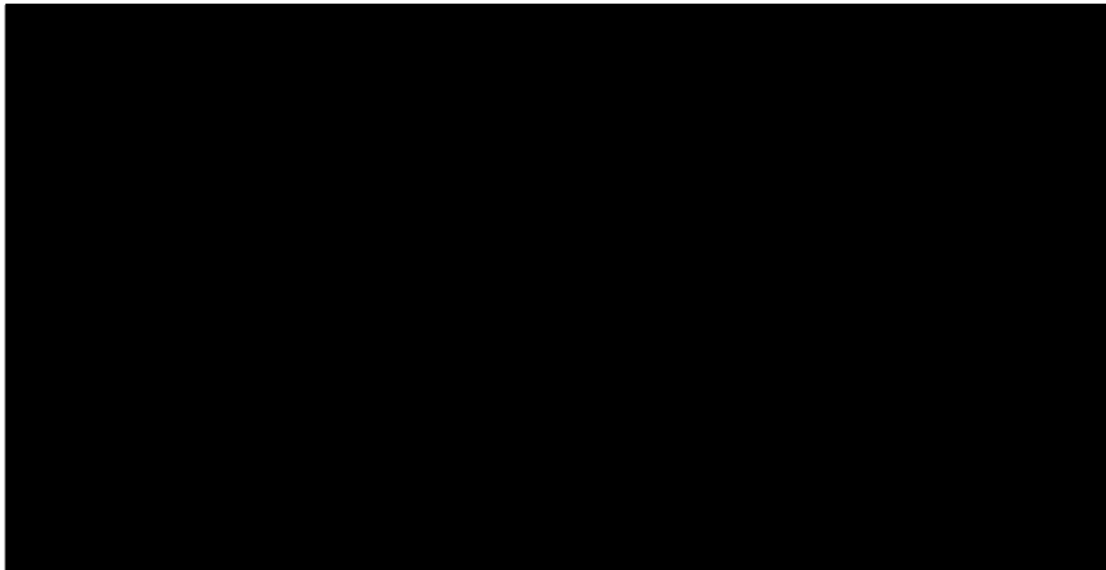


Mr. Bell indicated that a Jersey company was to be established shortly, to employ local staff, and that a lasting legacy would be created over a period of work between 2½ and 3 years duration. The Board noted the proposal that TDP might assist in facilitating the Board's proposed forthcoming workshops.

The Board thanked Mr. Bell for his attendance and he withdrew from the meeting.

**Confidential:**  
**OE Article 39**





**Confidential:**  
**QE Article 39**  
Control and  
monitoring of  
senior salaries  
(P.59/2011) -  
688/2(42)

B6. The Board, with reference to its Minute No. B3 of 4th September 2018, discussed with the Director of Employment Relations and Organisational Management 2 applications for the approval of senior appointments under the provisions of the 'Control and monitoring of senior salaries' (P.59/2011 refers).

(1) Consultant in Dermatology, Health and Social Services (Medicine)

The Board noted that this application requested a permanent appointment to a vacant post, the focus of which was to provide comprehensive specialist outpatient services in general dermatology and the management of all age groups in respect of medical and paediatric dermatology. Dermatology referrals would emanate from General Practitioners, other consultants within the hospital or specialist nurses. It was also noted that the Dermatology Department liaised closely with Southampton General Hospital with regard to advice and onward referral for the treatment of skin cancers. The post holder would also be expected to take part in management and audit activities and represent the service at Hospital meetings, as agreed with colleagues. Additionally, the post holder would be expected to be fully involved in a Risk Management programme and to support the Governance agenda; and also to participate in the annual appraisal and review process implemented for all consultants in line with General Medical Council guidelines for the revalidation process.

The Board approved the application.

(2) Consultant in Emergency Medicine, Emergency Department

The Board noted that this application requested a permanent appointment to an existing post, the focus of which was to be the Senior Decision Maker with GP/Acute Medicine interest, to provide leadership/supervision in Emergency Care, working with 4 other Emergency Medicine Consultants, on the basis that performance would be measured against National Health Service Benchmarking Metrics.

The Board approved the application.

The officers were directed to take the necessary action.

**Confidential:**  
**QE Article 39**  
Matters noted.

B7. The Board noted the following matter –

that, with reference to its Minute No. B9 of 23rd July 2018, the legal proceedings brought against the Board by Mr. A. Alwitry would be heard in the Royal Court, commencing on 19th September 2018.

PM/MH/338

**CONFIDENTIAL**STATES EMPLOYMENT BOARD

(5th Meeting)

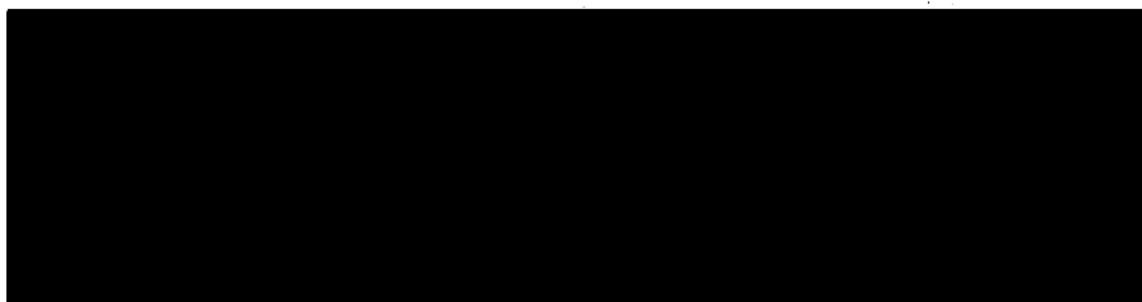
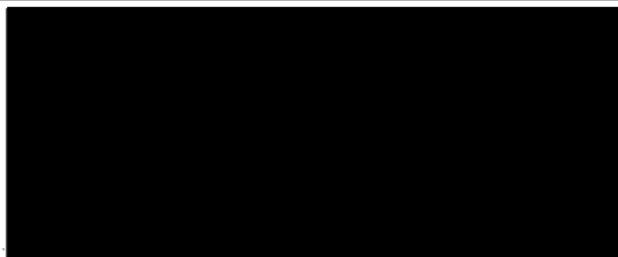
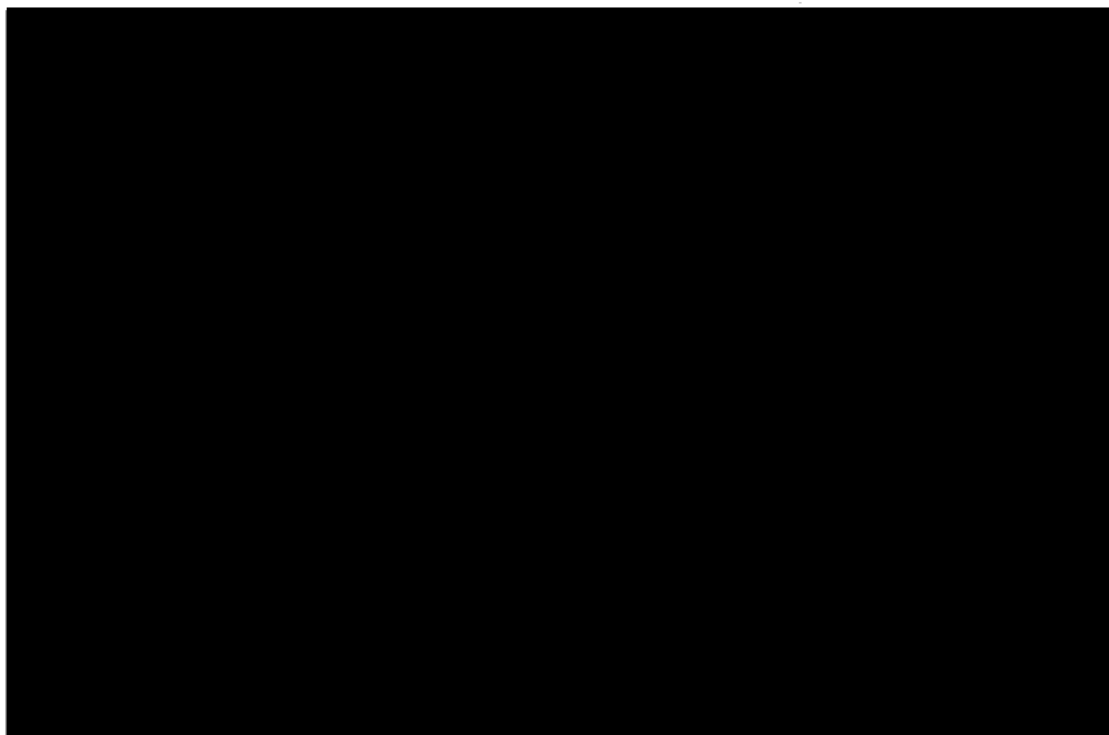
8th October 2018**PART B (Exempt)**

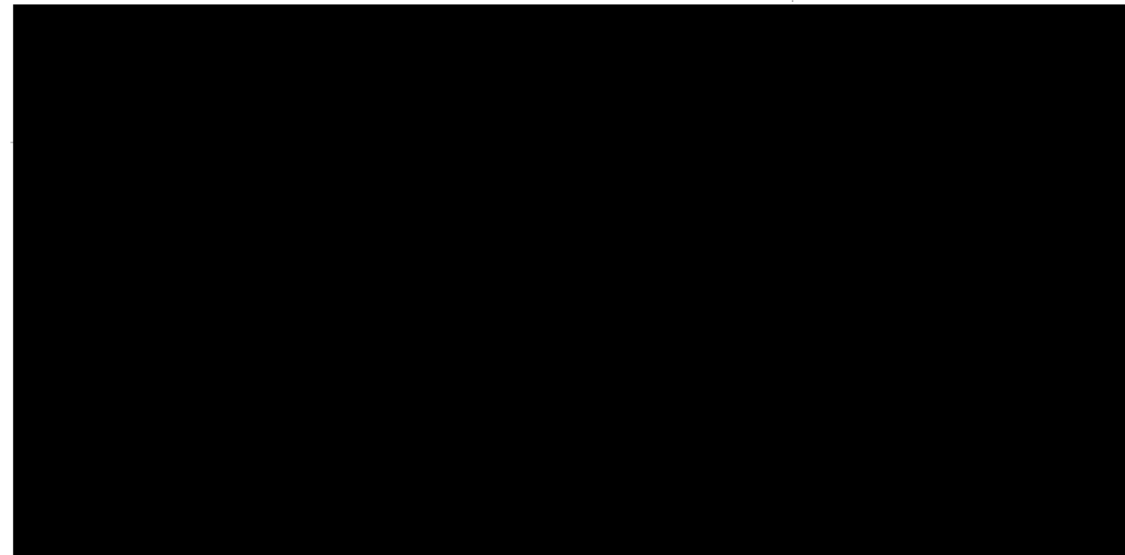
C. Parker, Chief Executive, States of Jersey  
C. Stephenson, Director of Employment Relations  
B. Shears, Independent Advisor to the States Employment Board  
Jacquie McGeachie

[REDACTED]  
Clerk to the States Employment Board

Note: The Minutes of this meeting comprise Part A and Part B.

**Confidential:**  
**QE Article 39**  
Health and  
Social Care:  
Consultants  
and SAS  
Doctors – job  
planning.  
688/2(100)

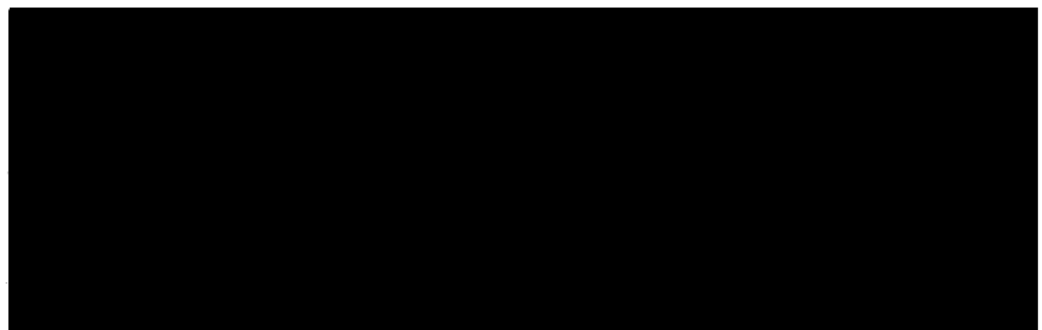




**Confidential:**  
**QE Article 39**  
Jersey  
Appointments  
Commission:  
half-year  
review 2018.  
1452(3)



B2. The Board discussed with the Right Honourable Dame Janet Paraskeva, Chairman of the Jersey Appointments Commission her report, dated 1st October 2018, on the half-year review of the Commission's activities for 2018.

The Board recognised that 2018 had been an exceptionally busy year for the Commission as recruitment to posts in the Target Operating Model had progressed, with there inevitably having been a considerable number of appointments made to interim posts. It was noted that within the sphere of the public sector, the Commission had had full oversight of the recruitment to Tier 1 and Tier 2 roles, with all appointment panels for open recruitment and ring-fenced recruitment having been chaired by a Commissioner. An area of concern for the Commission was noted as being the need to ensure the involvement of 'local' Jersey people in the recruitment to these key roles, with Commissioners having provided a list of individuals to participate in panels, considered to be a valuable addition to the appointment process.



Having noted a number of issues which remained of concern to the Chairman of the Jersey Appointments Commission, the Board noted in particular that the appointment of the Chairman of the Board of Andium Homes had been notified to the Commission after the decision had been made, without open competition having been held and with the appointment being made from among the existing Non-Executive Directors. A detailed report on the matter had been requested from the

Board of Andium Homes for consideration by the States Employment Board and the Comptroller and Auditor General.

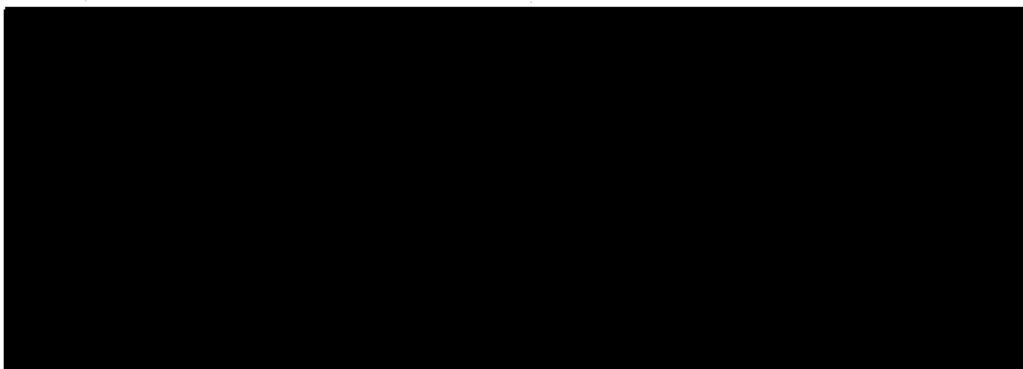


The Board noted that Dame Janet had been invited by His Excellency The Lieutenant Governor to chair the panel to appoint the Bailiff following the announcement by Sir William Bailhache of his retirement in October 2019.

Other activity undertaken by the Commission had been in respect of—

- (a) interim appointments;
- (b) independent bodies;
- (c) relationship with wholly-owned bodies;
- (d) diversity issues;
- (e) issues identified which remained a concern;
- (f) progress on these matters; and
- (g) appointment of Commissioners.

The Board noted that Dame Janet had been delighted to accept the reappointment to the role of Chairman of the Jersey Appointments Commission for a 3-year period to 23rd September 2021.



The Board recognised the significant amount of work undertaken by the Jersey Appointments Commissioners and noted the difficulties experienced in recruiting to those posts, with consideration being given to the matter by the Head of People Services, including the possibility of an amendment to the Employment of States of Jersey Employees (Jersey) Law 2005 to increase the permitted number of Commissioners

**Confidential:**  
**QE Article 39**  
Policy  
Framework:  
update.  
792(31)

The Board accordingly thanked Dame Janet and her Commissioners for the work they undertook on its behalf.

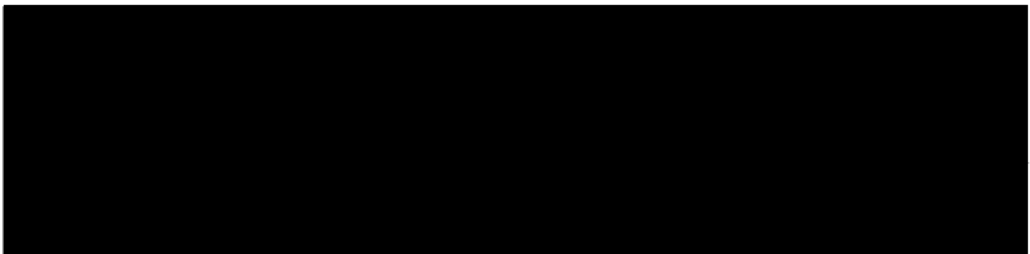
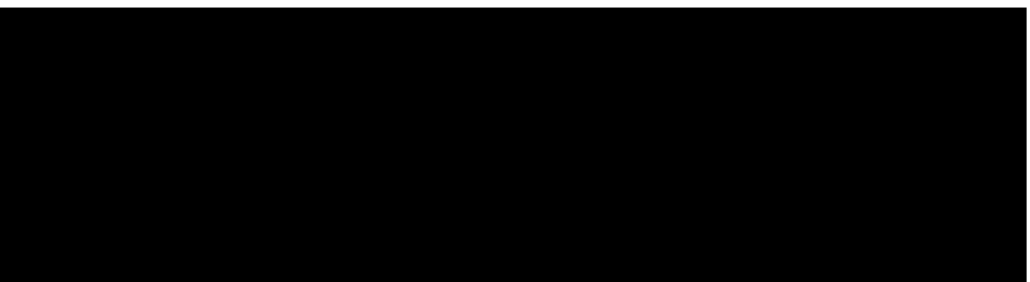
B3. The Board received a presentation from the Senior Employee Relations Manager and the Senior Manager, Employment Relations regarding proposed changes to the existing policy framework.

The Board noted that the opportunity had been taken to look afresh at what worked, or what did not work, within the policy framework, aiming to achieve a 'One Government' policy which incorporated guidelines for a consistent approach throughout in terms of language and style. The Chief Executive emphasised the importance of achieving standardisation across the States of Jersey, which would assist in providing transparency to all concerned.

Initially, as a result of the report commissioned from The HR Lounge - which had suggested that the recent changes in leadership provided an opportunity to alter existing policies - focus had been on the 'Whistle-blowing' and 'Bullying and Harassment' policies, with particular emphasis on seeking to minimise the delays within the process which featured in the present arrangements, principally through the removal of the 'disciplinary hearing' step. It was noted that 'families' would be created in order to provide a framework for all Codes of Practices and policies to be developed. The policies would be closely aligned to the Codes of Practice and it would be easier to see precisely how policies sat in relation to the Codes, and how different policies linked with one another. Better search functionality would be provided and coherence would be achieved for the benefit of those using the policies and to facilitate better drafting.

The Board noted an explanation from the Senior Manager, Employment Relations of the 'EXPOLINK' confidential case reporting system which, *inter alia*, would enable detailed reports to be provided to the Board.

Having considered the proposed timeline towards implementation of the Bullying and Harassment, and Whistle-blowing policies on 1st January 2019, the Board accordingly approved the ongoing work on the existing policy framework and expressed its appreciation to the officers for the development work undertaken to date.



The officers were directed to take the necessary action.



**Confidential:**  
**QE Article 39**  
Bullying and  
Harassment  
Policy:  
replacement of  
guidelines.  
792(31)

B4. The Board, with reference to Minute No. B8 of 6th April 2018 of the Board as previously constituted, and also to its Minute No. B4 of 23rd July 2018 and Minute No. B3 of this meeting, discussed with the Senior Employee Relations Manager and the Senior Manager, Employment Relations, a report dated 2nd October 2018 from Employment Relations concerning a new Bullying and Harassment Policy intended to replace the existing guidelines and which would form part of the States of Jersey policies and procedures.

Having recalled the background to the present position, the Board recognised that it had become apparent that within the States of Jersey there was a significant level of complaints of bullying and harassment which required attention. The report commissioned from The HR Lounge had suggested that the recent changes in leadership provided an opportunity to alter the Employer's current response to bullying and harassment as part of a redefined organisational set of values and behaviours.

The Board noted that the new policy aimed to address the concerns expressed, and to clearly establish the Board's policy position in respect of bullying and harassment, providing a clear procedure to be followed by all staff in the event that they were to be affected either personally, or as a witness to unacceptable behaviour.

The Board accordingly approved the new policy and directed the officers to take the necessary action to achieve its implementation from 1st January 2019.

**Confidential:**  
**QE Article 39**  
Whistle-  
blowing  
Policy:  
replacement of  
Serious  
Concerns  
Policy.  
792(31)  
688/2(21)

B5. The Board, with reference to its Minute No. B3 of this meeting, discussed with the Senior Employee Relations Manager and the Senior Manager, Employment Relations a report, dated 2nd October 2018, from Employment Relations concerning a new Whistle-blowing Policy intended to replace the existing Serious Concerns Policy and which would form part of the States of Jersey policies and procedures.

Having recalled the conclusion of the report commissioned from The HR Lounge which had reviewed cases of bullying within the States of Jersey, the Board recognised that it had become apparent that States' employees did not feel that their Employer provided an environment in which they could raise serious concerns without fear of recrimination, with the existing Serious Concerns Policy providing insufficient protection, leading to concerns being raised externally, or not at all.

The Board noted that The HR Lounge had suggested that the recent changes in leadership provided an opportunity to alter the Employer's current response to whistle-blowing as part of a redefined organisational set of values and behaviours.

The Board noted that the revised policy aimed to address the concerns expressed, and to clearly establish the Board's policy position in respect of whistle-blowing, providing a clear procedure to be followed by all staff in the event that they were to have a serious concern.

The Board accordingly approved the new policy and directed the officers to take the necessary action to achieve its implementation from 1st January 2019.

**Confidential:**  
**QE Article 39**  
Public Sector  
Pay Review  
2018/2019 and  
implement-  
ation of Target  
Operating

B6. The Board, with reference to its Minute No. B2 of 17th September 2018, discussed with the Interim Head of Employment Relations and Reward, and the Senior Employment Relations Manager a report, dated 2nd October 2018, from Employment Relations which provided an update on the Public Sector Pay Review 2018/2019 and the implementation of the Target Operating Model (TOM). The Chief Executive recommended that the 2 issues should be separated, on the basis that the Pay Review should be finalised without delay; with new terms and conditions under TOM being discussed separately.

31

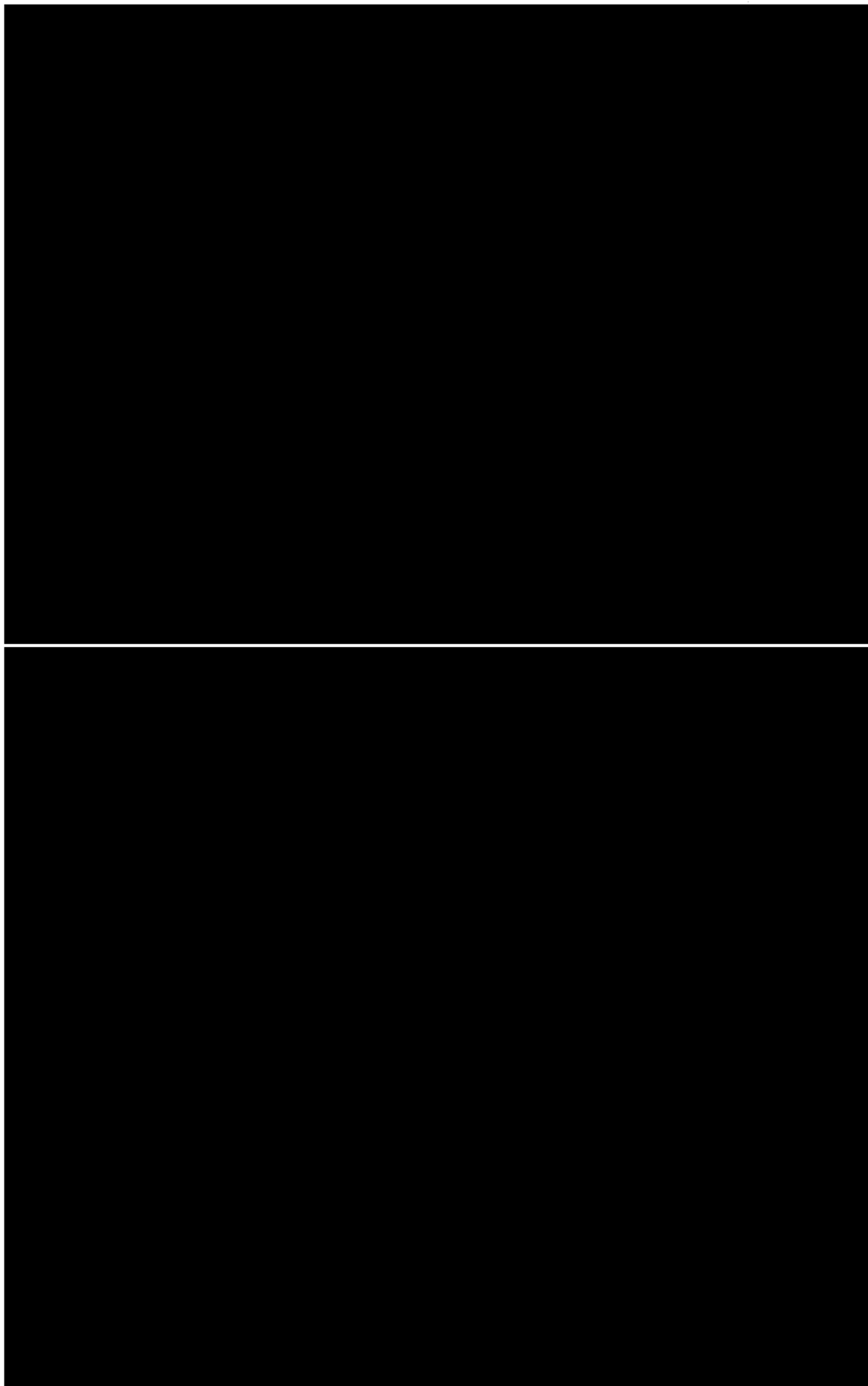
5th Meeting

08.10.18

Model.

688/2(48)

688/2(94)



PM/MH/338

CONFIDENTIAL

STATES EMPLOYMENT BOARD

(6th Meeting)

22nd October 2018PART B (Exempt)

Note: The Minutes of this meeting comprise Part A and Part B.

**Confidential:**  
**QE Article 39**  
 Control and  
 monitoring of  
 senior salaries  
 (P.59/2011) –  
 Interim  
 Finance  
 Director for  
 Health and  
 Community  
 Services.  
 688/2(42)

B1. The Board, with reference to its Minute No. B6 of 17th September 2018, discussed with the Director of Employment Relations and Organisational Development, together with the Treasurer of the States, an application for the approval of a senior appointment under the provisions of the 'Control and monitoring of senior salaries' (P.59/2011 referred).

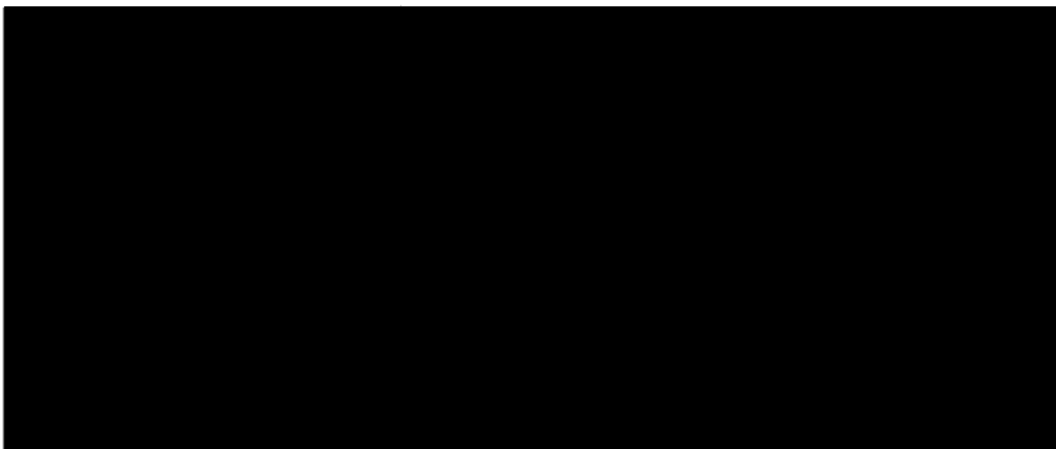
The Board noted that the application for an interim appointment to the existing post of Finance Director for Health and Community Services, arose from the resignation of the post-holder, with an interim appointment being necessary to bridge a period of up to 6 months until the role in the new organisational structure could be recruited to.

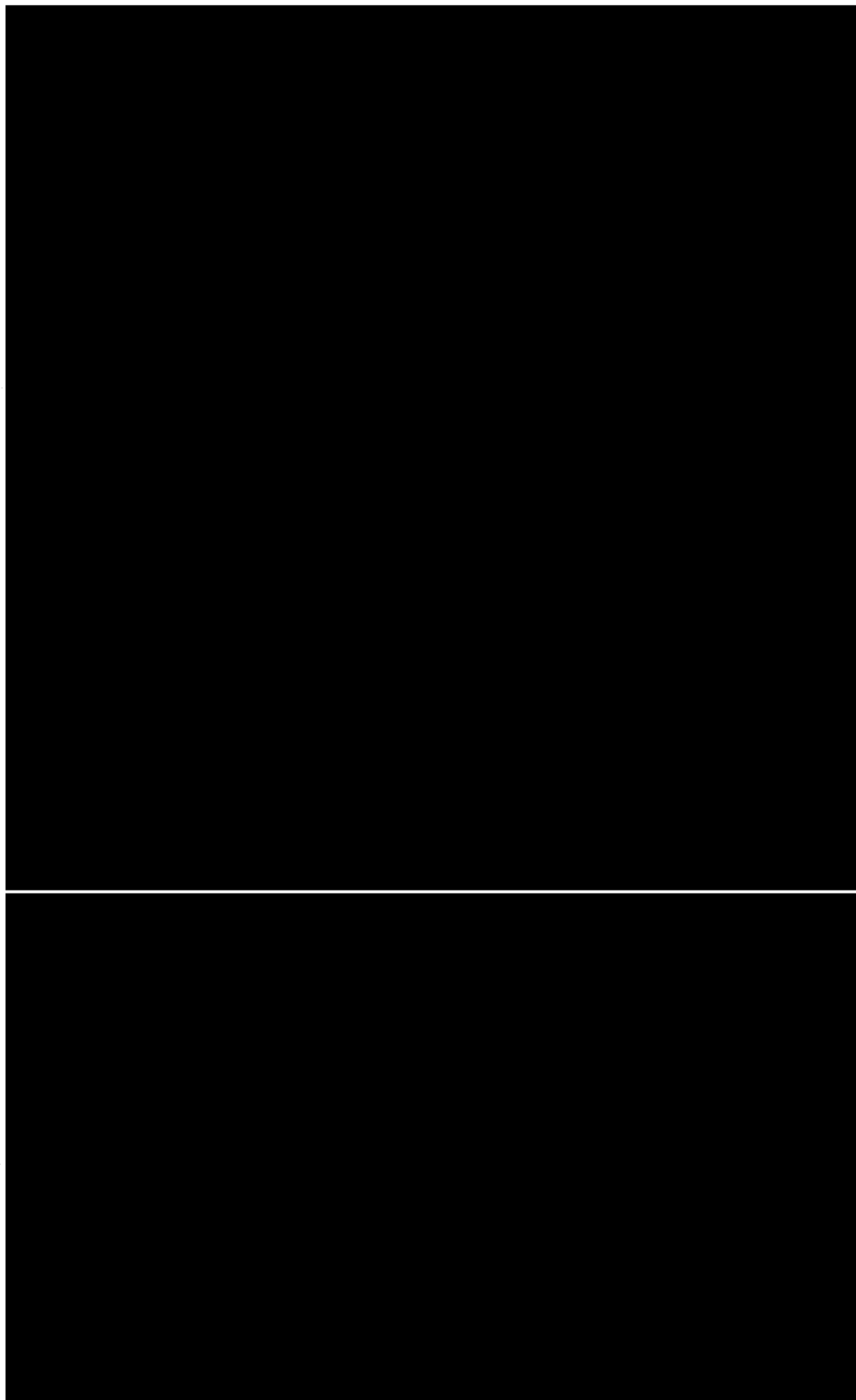
It was recognised that as part of the transformation of the finance department a new Tier 3 role had been created, which would be recruited to once ongoing consultation had been completed, the timescale for which was estimated to be early 2019 in the event of internal recruitment, or during quarter 2 of 2019 if external recruitment were to be necessary. The Board noted that an experienced finance professional was required in order to provide leadership to the existing team, with 3 priority areas being the transformation of Health and Community Services (HCS); the delivery of a core HCS finance service; and finance transformation. The post-holder would be expected to have a proven track record of leading and transforming a finance function within health and community services.

Having noted the Job Purpose for the role of Interim Finance Director for Health and Community Services, the Board accordingly approved the application and directed the officers to take the necessary action.

**Confidential:**  
**QE Article 39**  
 Public Sector  
 Pay Review  
 2018/2019.  
 688/2(48)

B2. The Board, with reference to its Minute No. B6 of 8th October 2018, considered a note dated 19th October 2018 prepared by the Employment Relations Specialist – Human Resources regarding an update on the public sector pay review 2018/2019 and potential options for the next steps.





6th Meeting  
22.10.18

**Confidential:**  
**QE Article 39**  
Target  
Operating  
Model:  
implement-  
ation.  
688/2(94)

B3. The Board, with reference to its Minutes Nos. B6 of 8th October 2018 and B2 of this meeting, gave further consideration to a note dated 19th October 2018 prepared by the Employment Relations Specialist – Human Resources regarding the Target Operating Model (TOM) and potential options for the next steps.

The Board received from the Head of People Services and the Senior Human Resources Manager a presentation on the move towards implementation of the future TOM for the States of Jersey.

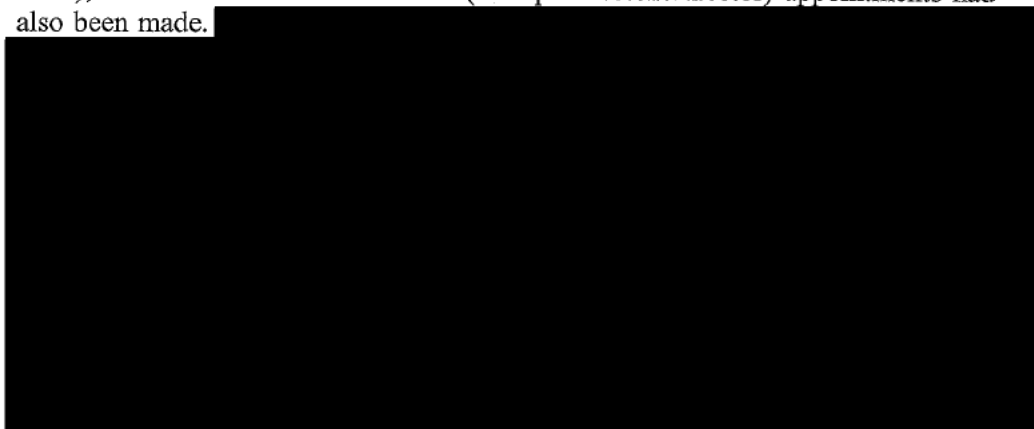
Having recalled the background to the present position, from the initial sharing of the One Government vision for the public sector with all staff in an open consultation process which had commenced on 6th March 2018, the Board noted the guiding principles which had been adopted for restructuring the States. The Board recognised the early priorities which the Chief Executive had outlined to staff in March 2018 and noted how the One Government structure had evolved following consultation with staff.

The current proposed structure (to which staff budgets would be moved with effect from 1st January 2019) was as follows –

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

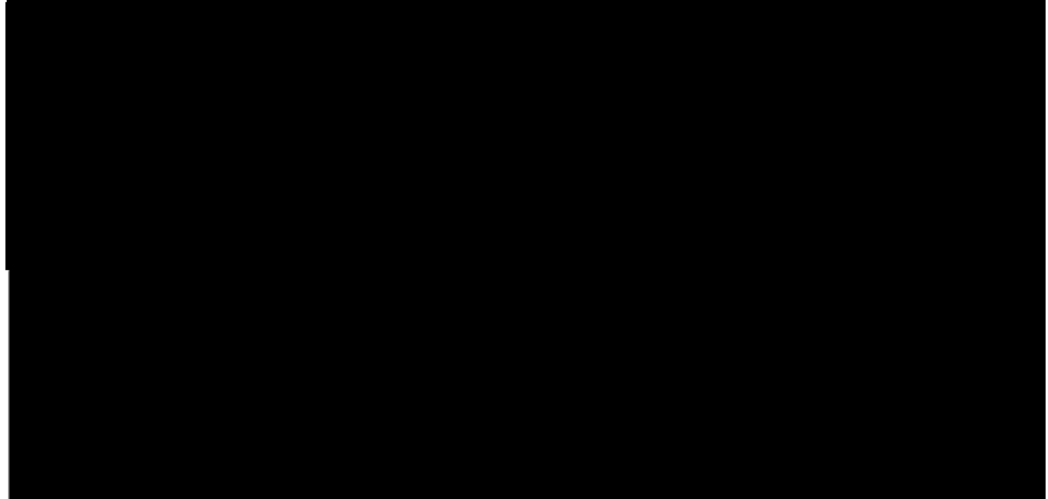
It was envisaged that the move to the new One Government structure should be completed by March 2019.

The Board noted the new leadership standards and corporate accountabilities, and also the phased approach to be adopted. Whereas all Tier 1 Director General posts had been filled (with an interim appointment having been made for Health and Community Services, pending permanent recruitment commencing in October 2018), it was noted that most Tier 2 (Group Director/Director) appointments had also been made.



The Board considered that the One Government governance model being adopted for Jersey, which followed review of such models used in other jurisdictions, appeared to be suited for the Island's needs. It was suggested that consideration should be given to the designation of an overall Programme Director, so that all programmes throughout the organisation could be co-ordinated.

The Board noted that all Directors General would be meeting on 23rd October 2018 as the Corporate Strategy Board and Executive Management Team in order to review progress within their respective areas, with the proposed way forward in each case to be subject to 'peer challenge.'



The officers were directed to take the necessary action.

**Confidential:**  
**QE Article 39**  
States  
Employment  
Board Sub-  
Committee for  
Organisational  
Change: re-  
activation.  
688/2/1(1)

B4. The Board considered that it would be appropriate to re-activate its Sub-Committee for Organisational Change which, under the Board as previously constituted, had considered organisational change, including outsourcing and compulsory redundancy, so as to provide a broad view and advice and support for recommendations to be made to the Board (P.63/2016 – 'Outsourcing policy: safeguards' referred).

The Board, having recalled that membership of the Sub-Committee had previously comprised the Board's 2 non-ministerial members together with 2 other Members of the States, noted that it had considered all redundancy proposals exceeding 12 public servants (13 and above), and also all proposals to outsource to either private, third sector or 'arms-length' public bodies.

The Board agreed to consider this matter further at a subsequent meeting.

**Confidential:**  
**QE Article 39**  
States  
Employment  
Board  
Business  
Framework/  
Governance.  
688/2(1)

B5. The Board, with reference to its Minute No. B1 of 17th September 2018, received a briefing from the Director of Employment Relations and Organisational Management in relation to the governance of the States Employment Board in order to provide members with context to the existing policy position.

The Board noted that a review of the States Employment Board was currently being undertaken by the Comptroller and Auditor General (CAG), the publication of the findings from which was expected shortly. The review would evaluate –

- the effectiveness of the design of arrangements for appointment and employment of States of Jersey employees;
- the effectiveness of the States Employment Board in discharging its functions;
- the effectiveness of arrangements for securing compliance with the codes of practice issued by the States Employment Board; and
- progress in implementation of the CAG's previous recommendations on human resources management.

The Board agreed that it would wish to give detailed consideration to the findings of the CAG review in due course.

It was agreed that it would be helpful for a number of 'standing' items to appear regularly on the Board's agenda for its information and/or robust discussion, such as the status of Health and Safety throughout the States administration, updates on staff suspensions, compliance with codes of practice, etcetera with a view to monitoring the achievement of relevant milestones.

The Board asked to be presented with a matrix of its responsibilities, from which terms of reference for the way ahead could be developed. As part of its review mechanism, the Board welcomed the opportunity for 6-monthly reviews of the way it had worked in the preceding period. The Board undertook to be business-like at meetings, on the basis that decisions would be guided by relevant reports from officers which presented clear recommendations.

Subject to its agreement to a schedule of meeting dates throughout 2019, the Board indicated that it was minded to meet on a monthly basis on Tuesdays which alternated with meetings of the States, and which also took into account Planning Committee site visits to be held on Tuesday mornings.

MC/MH/306

**CONFIDENTIAL**STATES EMPLOYMENT BOARD

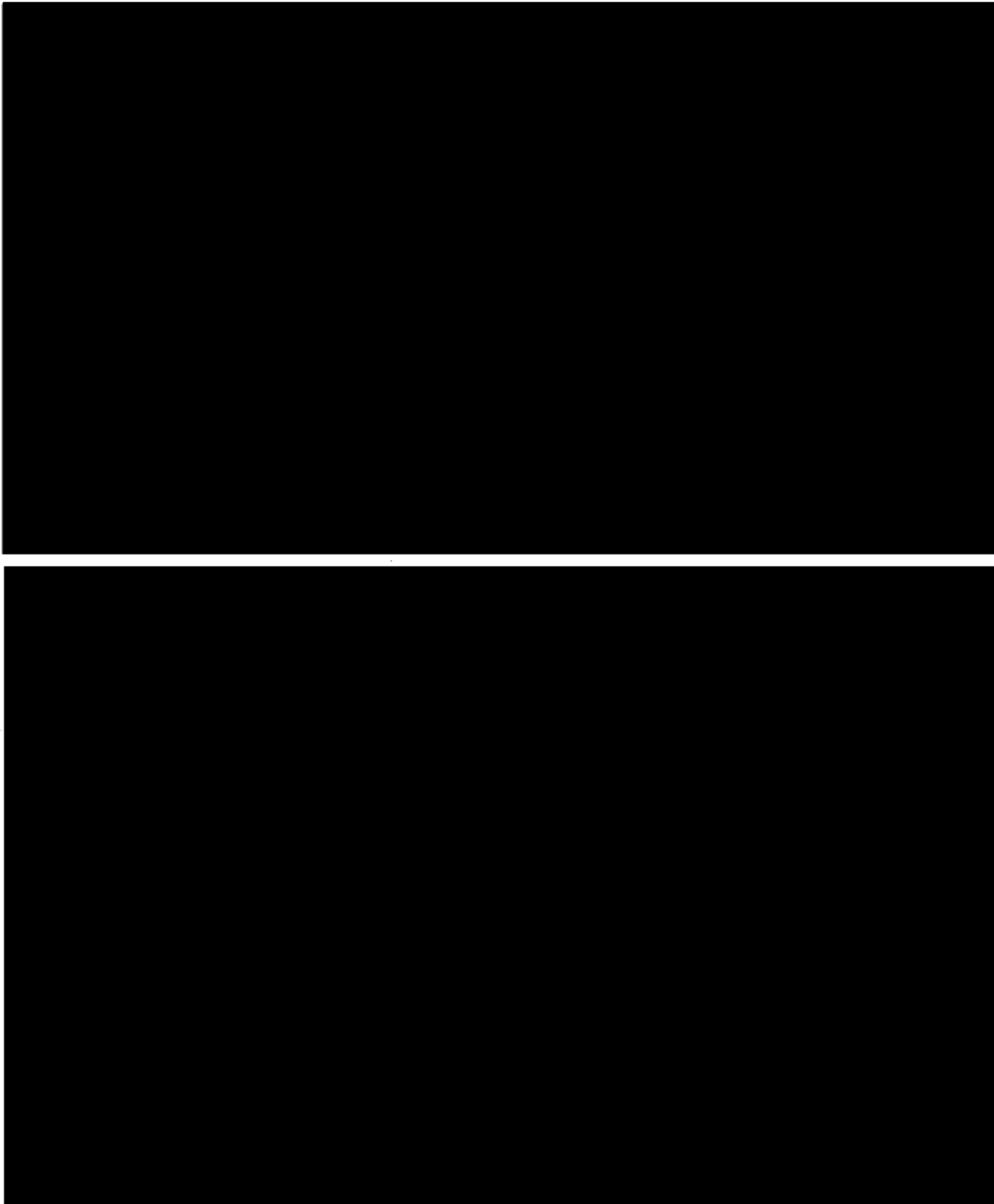
(7th Meeting)

25th October 2018**PART B (Exempt)**

Note: The Minutes of this meeting comprise Part A and Part B.

**Confidential:**  
**QE Article 39**  
Public Sector  
Pay Review  
2018/2019.  
Discussion  
with Public  
Sector Union  
representatives  
688/2(48)

B1. The Board, with reference to its Minute No. B2 of 22nd October 2018, received an oral update from the Interim Head of Employment Relations and Reward and the Senior Employment Relations Manager concerning the 2018/2019 public sector pay award, ahead of the Board's meeting (to be recorded under Part A of the present Minutes) with trade union representatives.





**Confidential:**  
**QE Article 39**  
Public Sector  
Pay Review  
2018/2019.  
Discussion  
with Public  
Sector Union  
representatives  
688/2(48)

B2. The Board, with reference to item A1 of the present minutes, reflected on discussions with the representatives of the public sector unions.

The Board agreed that the Chairman should write to union representatives immediately, thanking them for their attendance at that day's meeting and expressing the Board's willingness to consider all options available to it in order to resolve the current issues surrounding the 2018/2019 pay award.



PM/MH/338

CONFIDENTIAL

STATES EMPLOYMENT BOARD

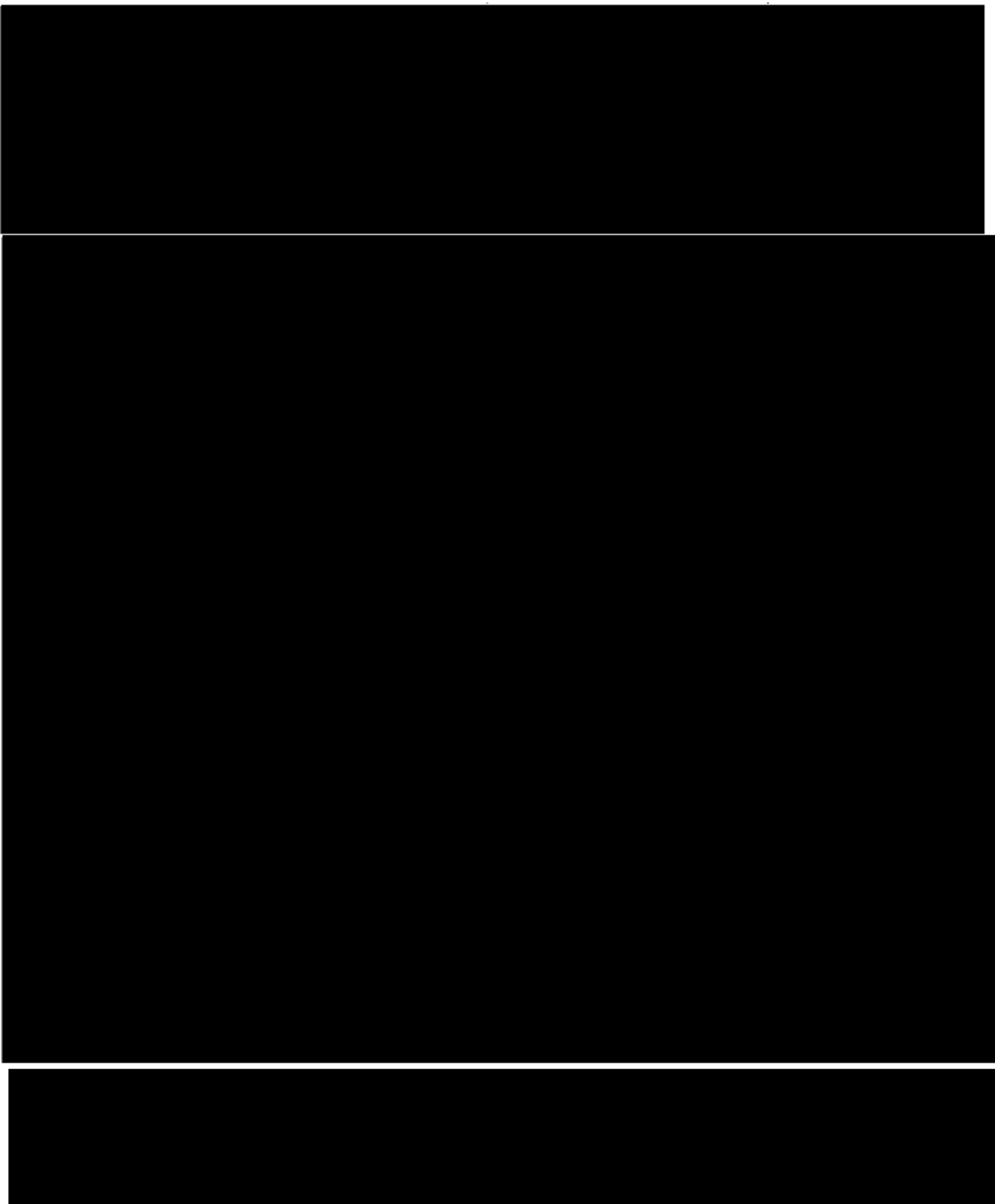
(8th Meeting)

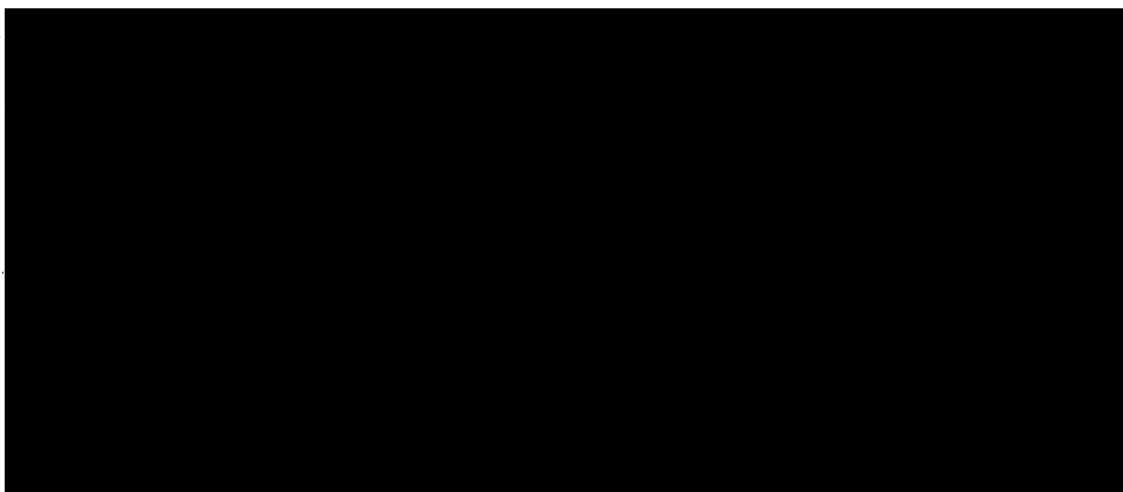
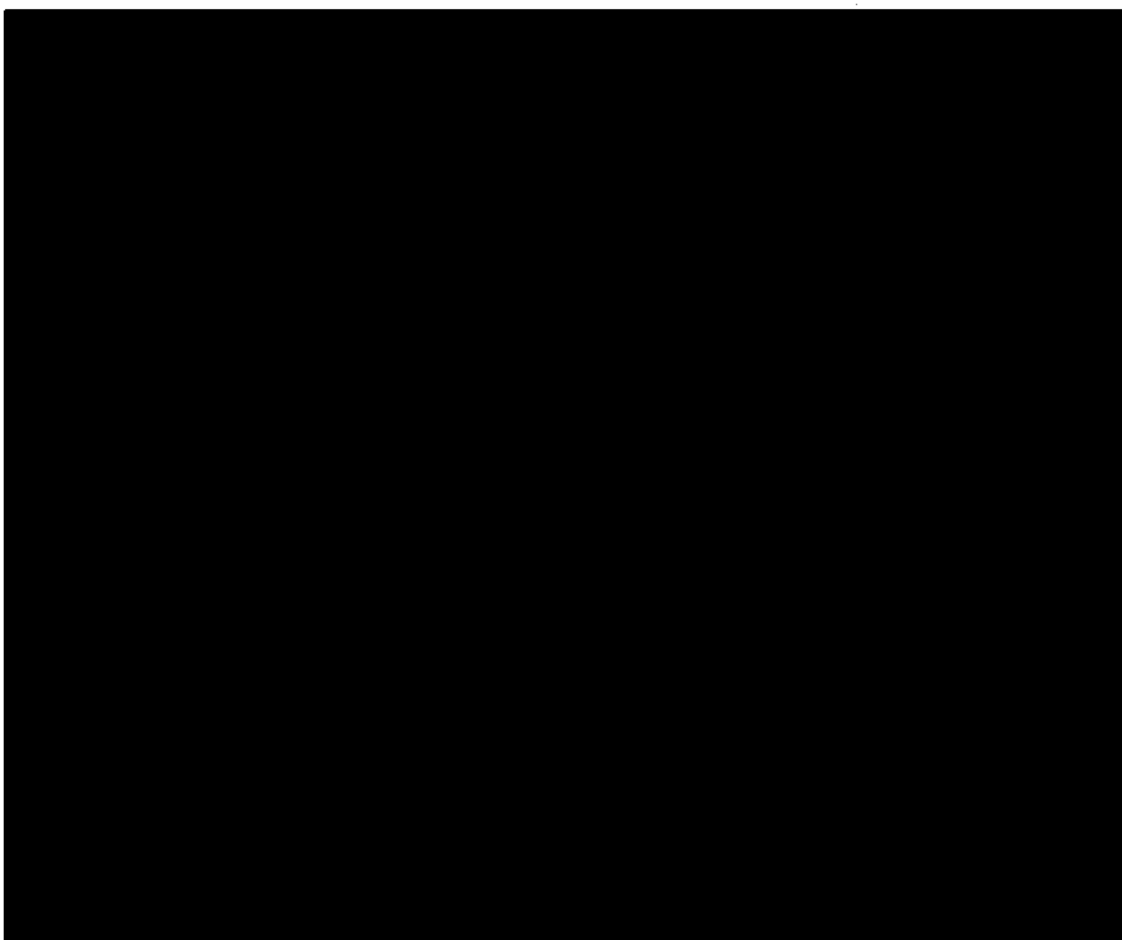
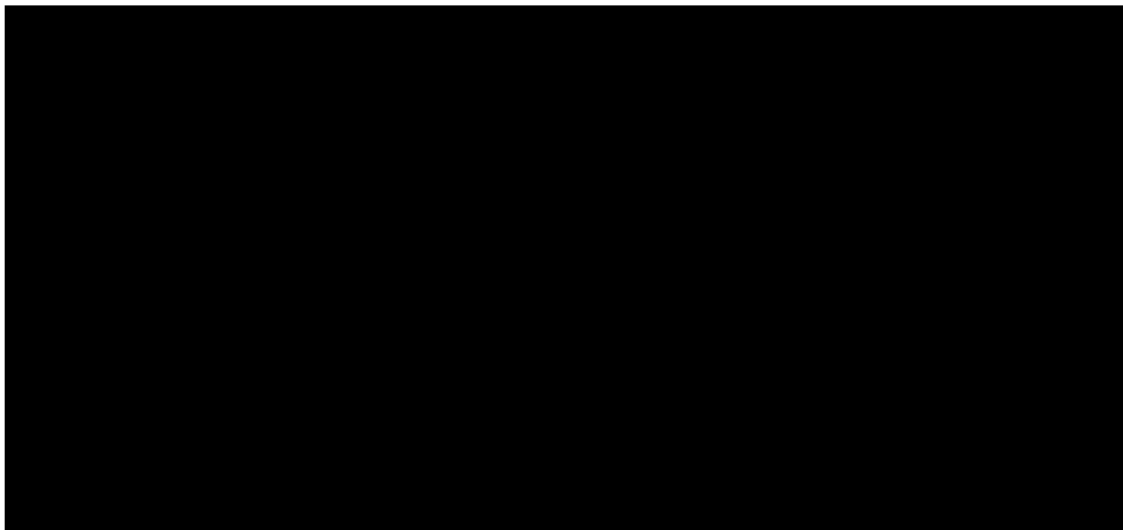
5th November 2018**PART B (Exempt)**

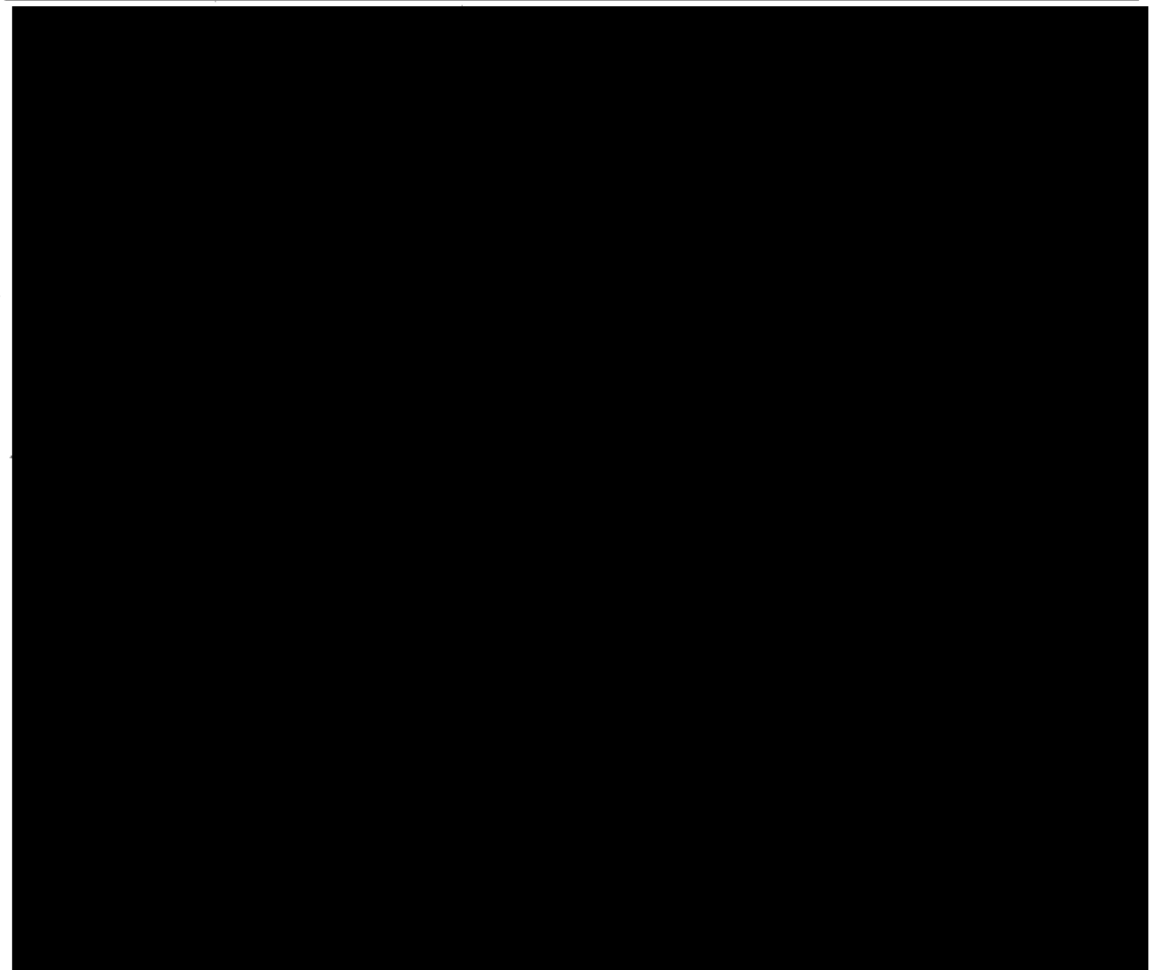
Note: The Minutes of this meeting comprise Part A and Part B.

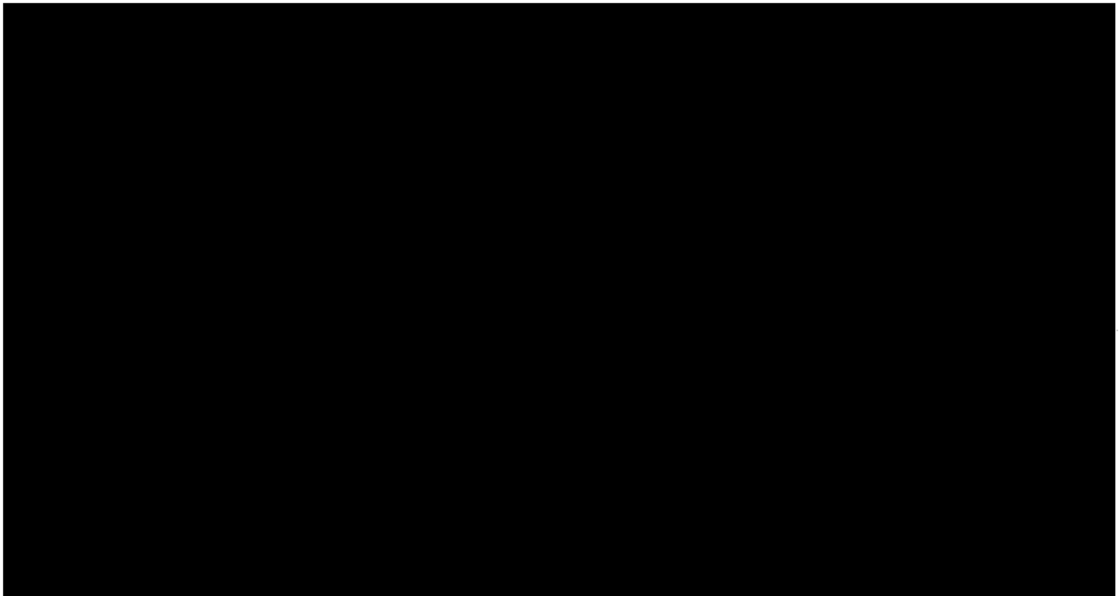
**Confidential:**  
**QE Article 39**  
Public Sector  
Pay Review  
2018/2019:  
688/2(48)  
688/2(94)

B1. The Board, with reference to its Minute No. A1 of 25th October 2018, and recalling that it had then met representatives of a number of public sector unions, considered further the 2018/2019 Pay Review.









**Confidential:**  
**QE Article 39**  
Control and  
monitoring of  
senior salaries  
(P.59/2011) –  
Interim  
Information  
Management  
and  
Compliance  
Programme  
Director, Chief  
Operating  
Office – 6-  
month  
extension.  
688/2(42)

B2. The Board, with reference to its Minute No. B1 of 22nd October 2018, discussed with the Director of Employment Relations and Organisational Development, together with the Chief Operating Officer, an application for the approval of a senior appointment under the provisions of the 'Control and monitoring of senior salaries' (P.59/2011 referred).

The Board noted that the application for the 6-month extension to May 2019 of the existing Interim post of Information Management (General Data Protection Regulation (GDPR)) and Compliance (Cyber Security) Programme Director, Chief Operating Office arose from the need to ensure the delivery of critical work-packages to bring those programmes to a close at the end of May 2019. Due to the complexity of the programmes, and also the risk of significant reputational damage to the States of Jersey in the event of non-compliance with the new Data Protection Law, ongoing direction from an experienced Programme Director was required.

The Board noted that as part of the design of Modernisation and Digital Target Operating Model, a permanent role to undertake responsibility for the 'business as usual' operations resulting from the programme would be implemented in due course, the process for such appointment to be determined by organisational change policy and process. It was recognised that a business case for additional funding had been submitted to the Treasury and the Exchequer for this compliance programme of work, with funding currently awaiting approval by the Investment and Appraisal Board accordingly.

Having noted the position regarding current succession planning for the permanent post of Information Management and Compliance Programme Director, and also the mandating by the States' Chief Executive of GDPR/Data Protection and Cyber Security as non-negotiable programmes of works, the Board accordingly approved the application and directed the officers to take the necessary action.

PM/MH/341

CONFIDENTIAL

STATES EMPLOYMENT BOARD

(9th Meeting)

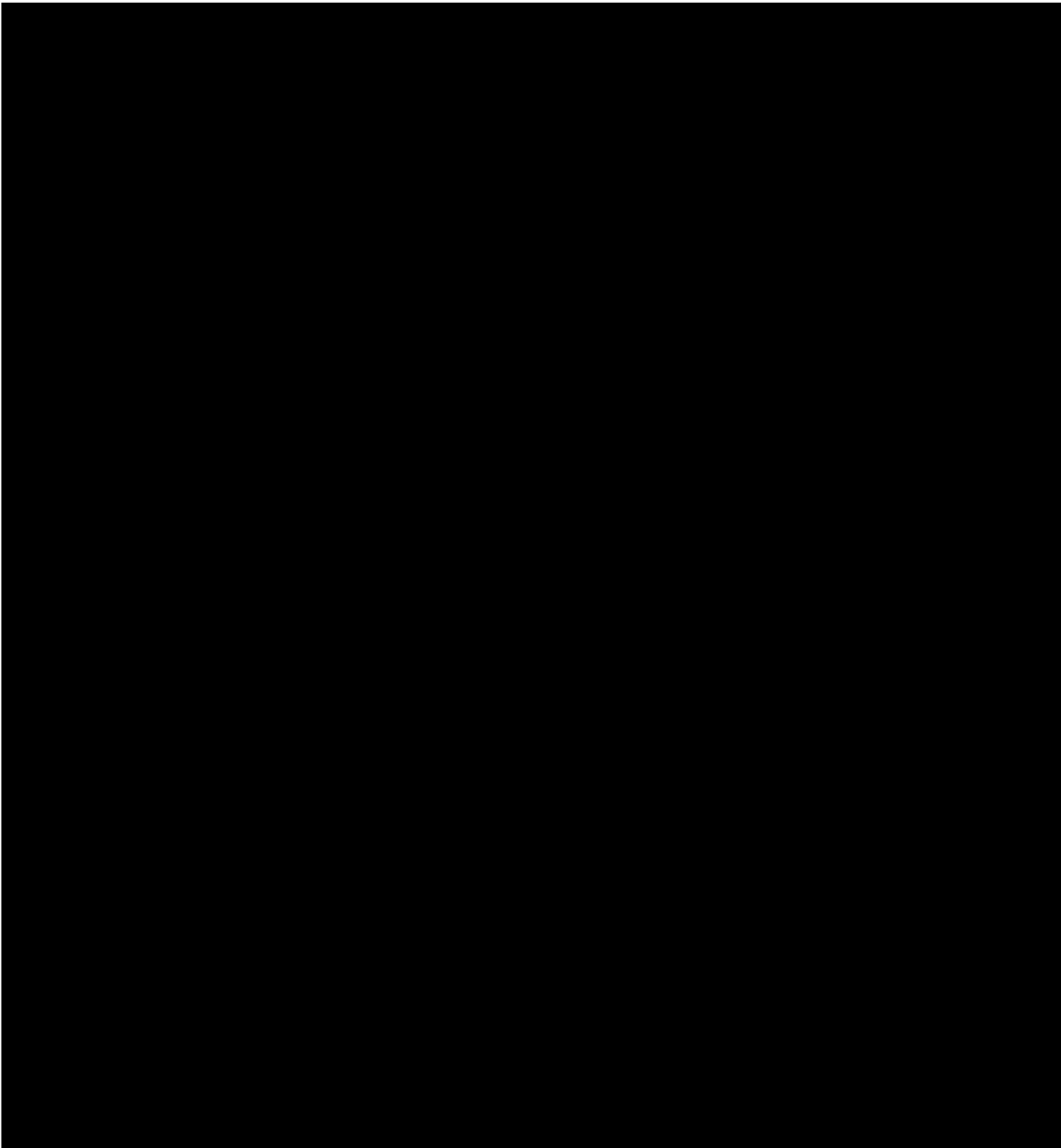
19th November 2018**PART B (Exempt)**

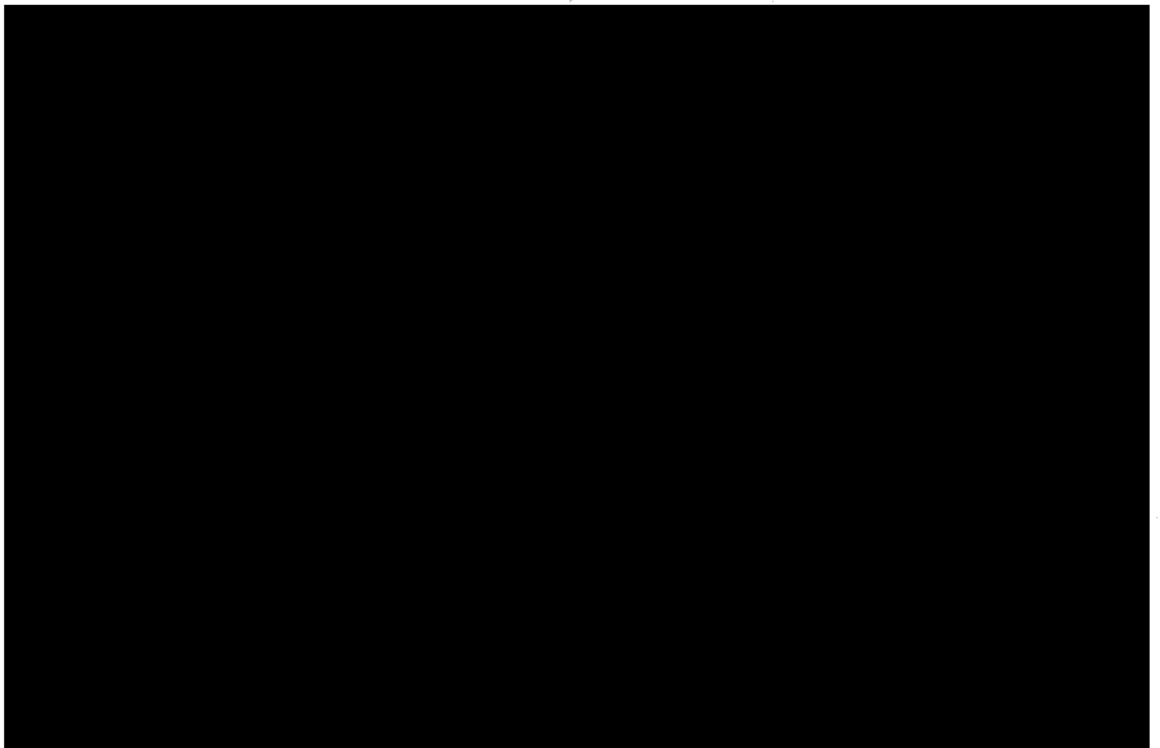
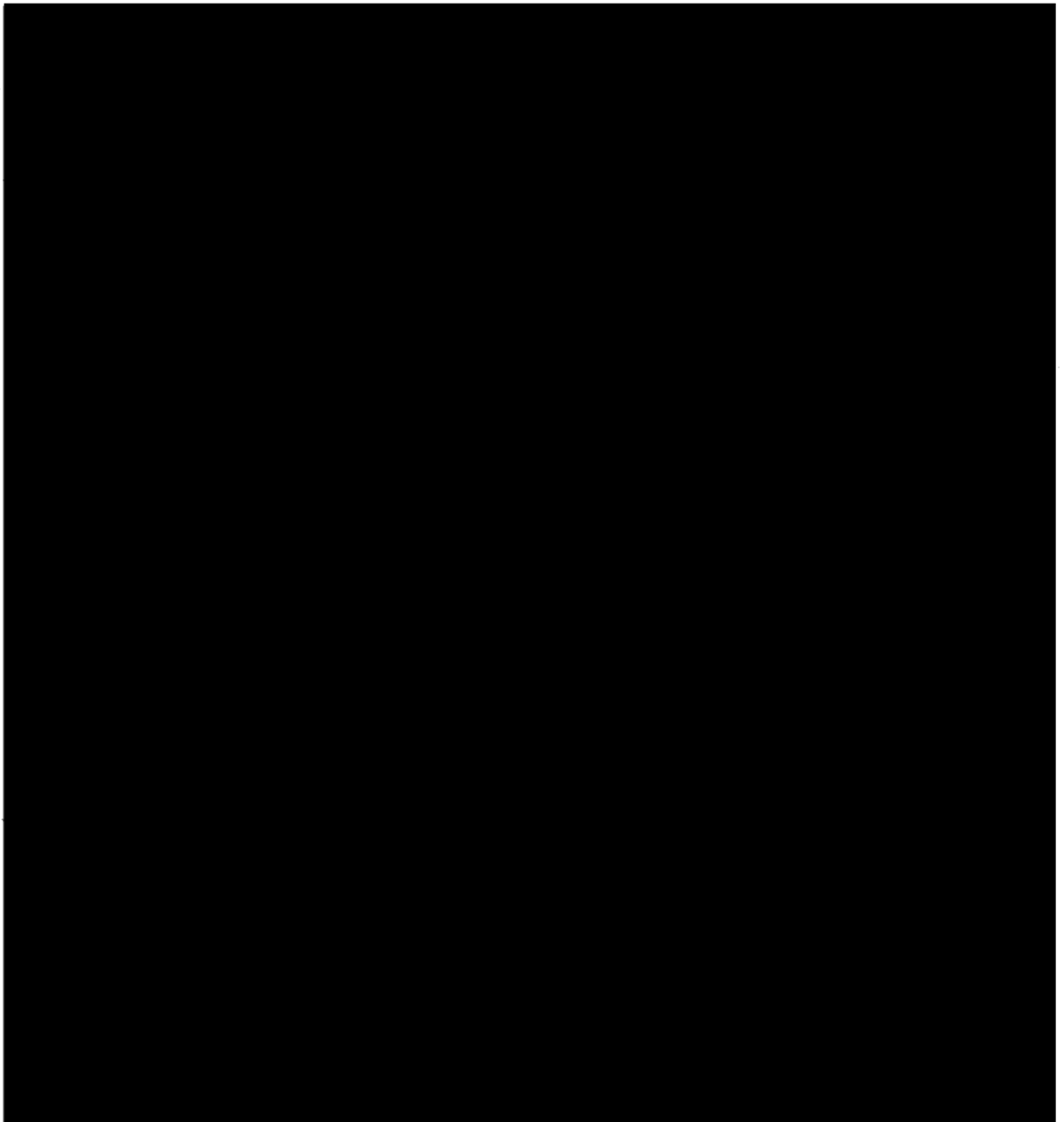
Note: The Minutes of this meeting comprise Part A and Part B.

**Confidential:**  
**QE Article 39**  
Public Sector  
Pay Review  
2018/2019:  
update.  
688/2(48)

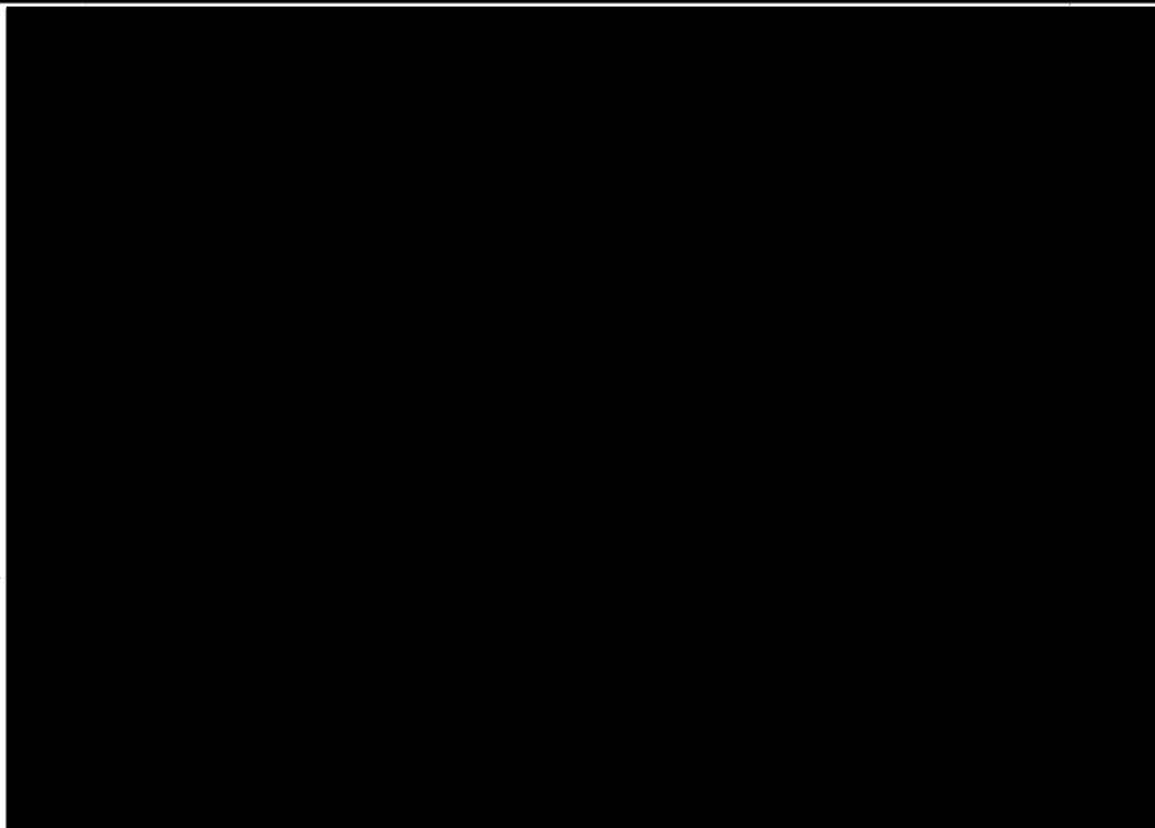
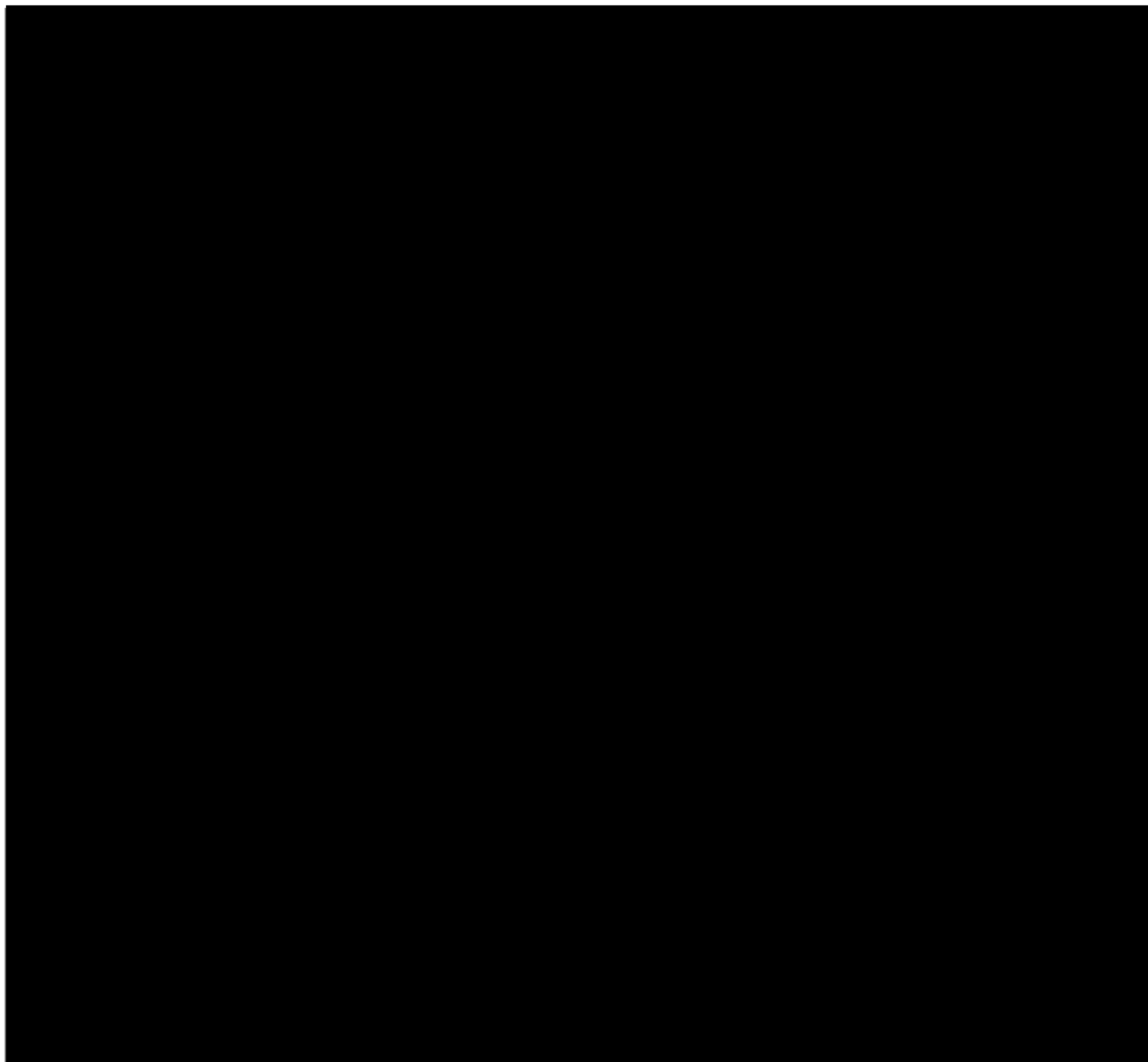
B1. The Board, with reference to its Minute No. B1 of 5th November 2018, and with the Treasurer of the States and the Director General - Strategic Policy, Performance and Population in attendance, considered further the 2018/2019 Pay Review:

The Board discussed with the Head of Pay and Reward and Employment Relations a number of matters associated with the ongoing public sector pay review for 2018 and 2019. The Board was advised that the Council of Ministers had noted the then current position at its meeting on 14th November 2018.









57

9th Meeting

19.11.18

**Confidential:**

**QE Article 39**

Public Sector

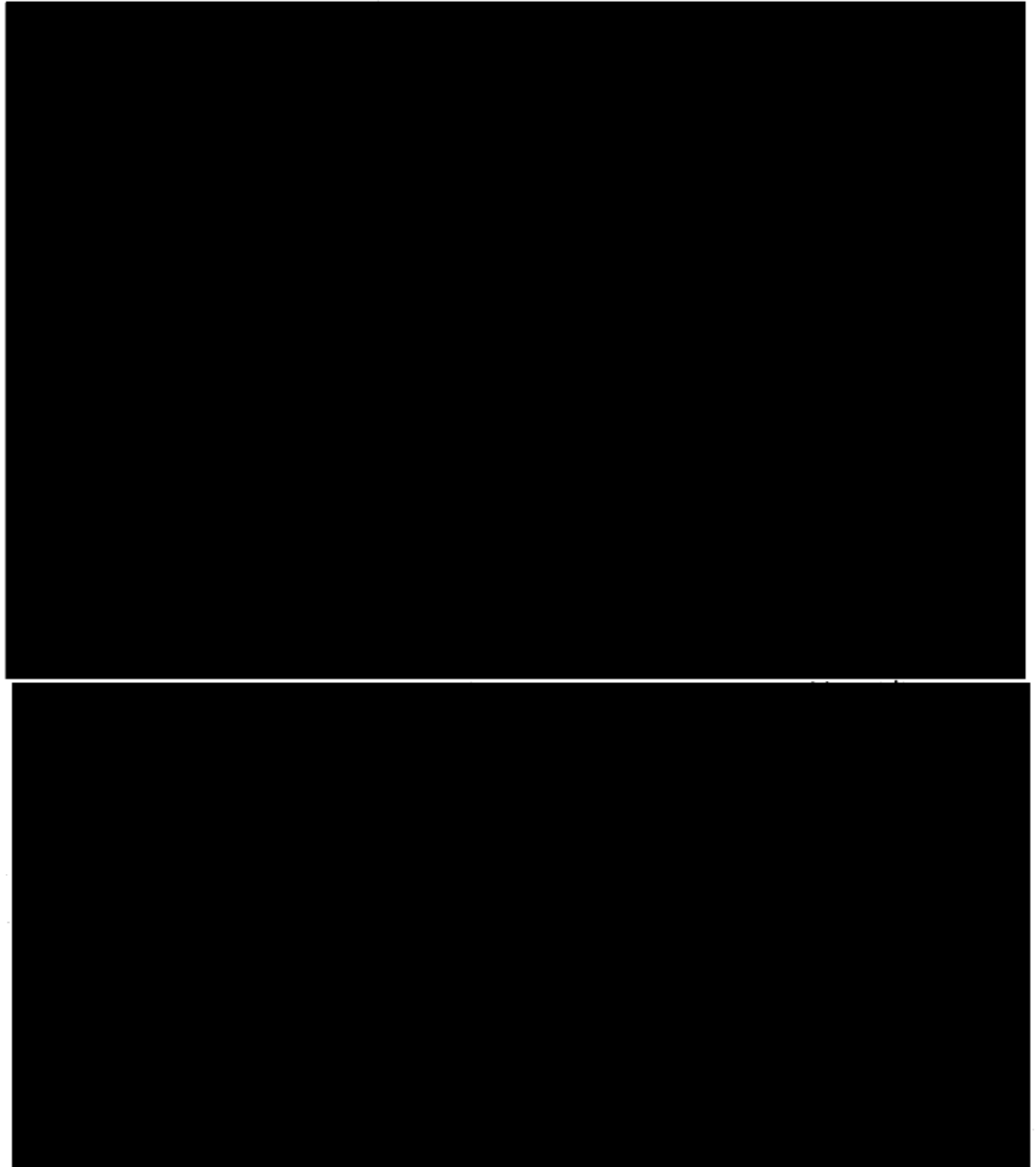
Pay Review

2018/2019:

Allied Health

Professionals.

688/2(48)



PM/MH/351

**CONFIDENTIAL**STATES EMPLOYMENT BOARD

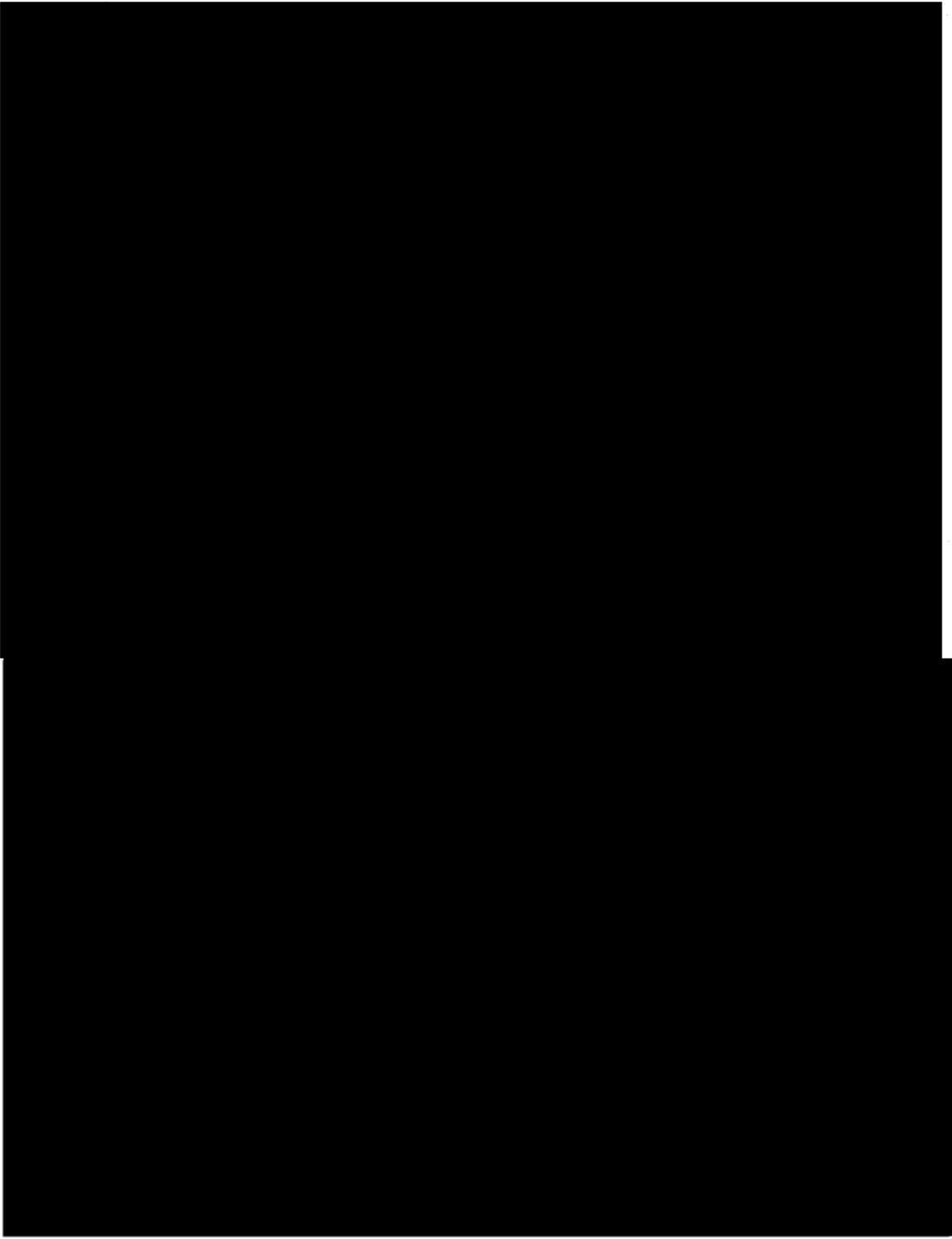
(10th Meeting)

29th November 2018**PART B (Exempt)**

Note: The Minutes of this meeting comprise Part A and Part B.

**Confidential:**  
**QE Article 39**  
Public Sector  
Pay Review  
2018/2019:  
update.  
688/2(48)

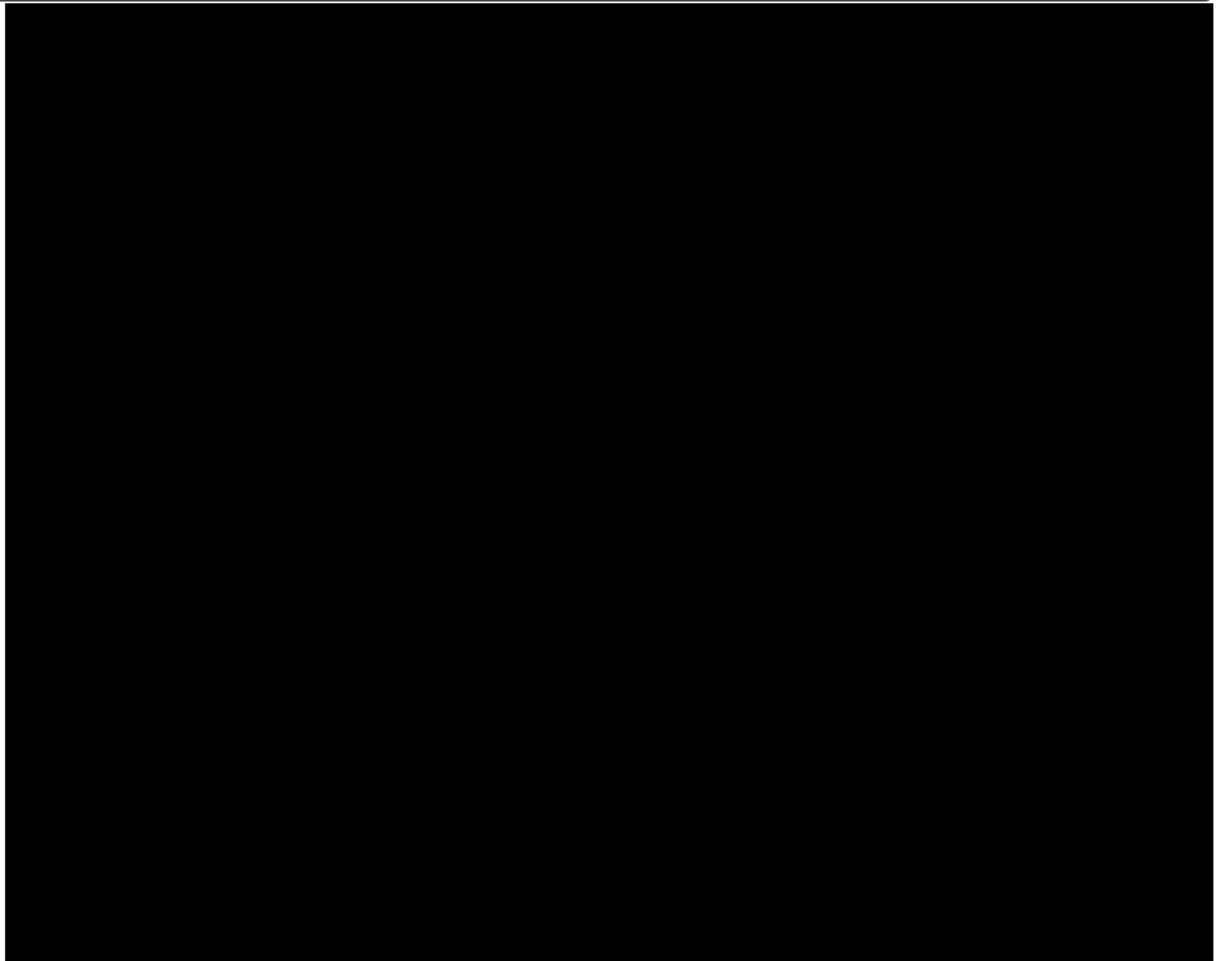
B1: The Board, with reference to its Minute No. B1 of 19th November 2018, considered an undated paper prepared by the Interim Head of Employment Relations and Reward which provided an update on the current position relative to the public sector pay review 2018/2019.



60

10th Meeting

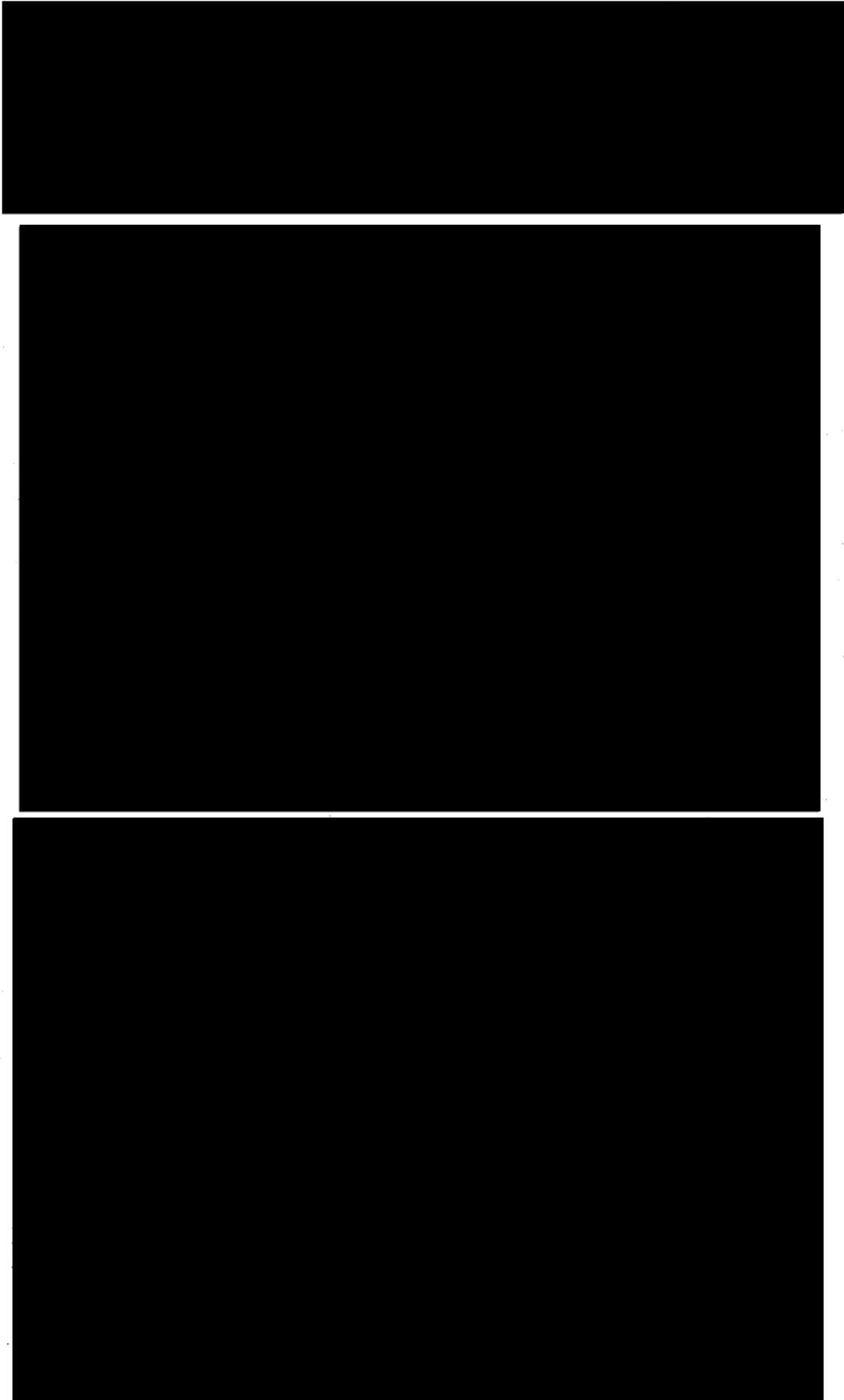
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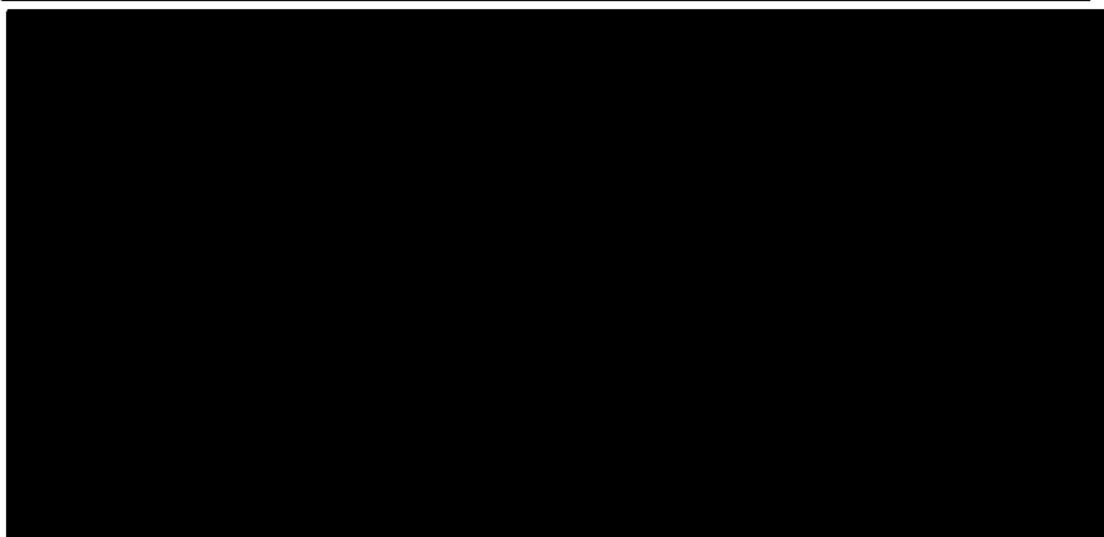
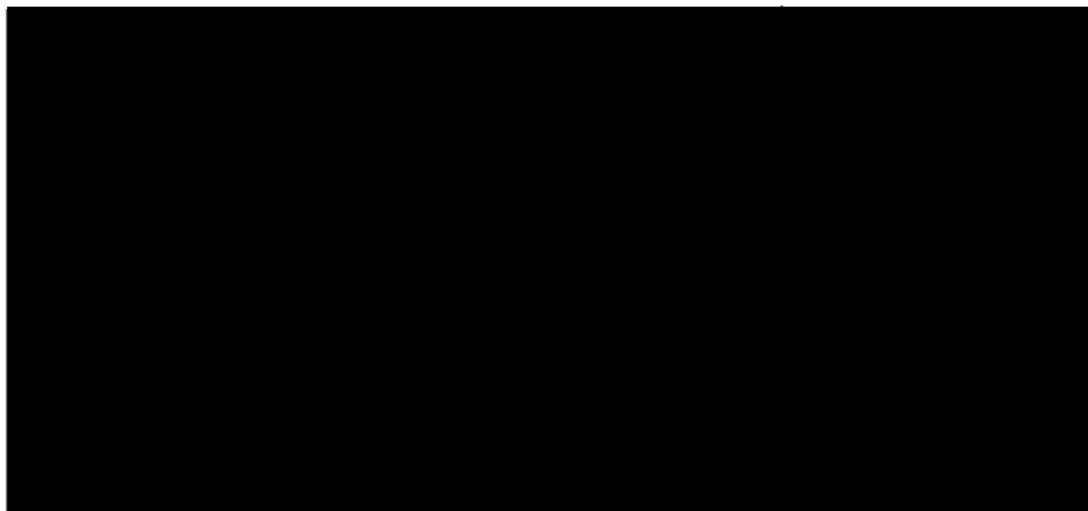


10th Meeting  
29.11.18

**Confidential:**  
**QE Article 39**  
Health and  
Community  
Services:  
reorganisation  
- consultation.  
688/2(102)

B2. The Board, with reference to its Minute No. B7 of 23rd July 2018, noted a report which provided an overview of the Target Operating Model (TOM) by way of background to proposals for consultation on the reorganisation of Health and Community Services.





**Confidential:**  
**QE Article 39**  
Target  
Operating  
Model:  
implement-  
ation.  
688/2(94)

B3. The Board, with reference to its Minute No. B3 of 22nd October 2018, received a presentation from the Chief Executive, States of Jersey which updated the Board on the implementation of the Target Operating Model (TOM).

It was noted that implementation was currently at phase 2, due for completion in March 2019. This involved review of Tier 3 roles, with all Directors General undertaking a review of their respective areas, including possible headcount reductions. New design principles agreed upon would be incorporated into the operating model, and the move of departments and teams would be planned and executed.



Having outlined the design rules for the operating model, including the hierarchy and spans of control, the Chief Executive confirmed that permanent appointments had been made in respect of –

- 7 Director General roles, being 5 internal on-Island appointments and 2 off-Island appointments, with the role of Director General, Health and Community Services currently under active recruitment;

- 22 Group Director and Director roles, being 13 internal on-Island appointments and 9 off-Island appointments, including one person returning to Jersey. It was noted that 6 Director roles were currently under active recruitment and that 4 Director roles were in a recruitment planning phase, of which 3 Director roles were currently filled by off-Island appointments on fixed-term contracts.



The Independent Adviser to the Board emphasised the importance of demonstrating that all existing and potential synergies within the States organisation had been maximised under the new arrangements, with regular relevant reporting to the Board undertaken in a timely manner.

The Board further noted that whilst the Chief Executive would remain on overall control of the implementation of TOM, the Chief Operating Officer would be responsible for providing the Board with the updates it required.

The officers were directed to take the necessary action.

**Confidential:**  
**QE Article 39**  
Zero-hours  
contracts:  
688/2(101)

B4. The Board, with reference to its Minute No. B3 of 19th November 2018, noted that a written question regarding zero-hours contracts issued by the States of Jersey had been submitted to the Chairman of the States Employment Board for the tabling of an answer on 20th November 2018 by Deputy G.P. Southern of St. Helier.

The Board considered the answer which had been provided by the Vice-Chairman (in the Chairman's absence on 20th November 2018) and recalled that the Social Security ministerial team was scheduled to attend upon the Board for discussion on 22nd January 2019. The Board noted that there were a number of definitions of 'zero-hours contracts', some of which might not necessarily involve zero-hours, and that within the States administration it was recognised that zero-hours contracts might be eminently suited to some session workers and/or bank nurses, etcetera.

The Board agreed that it might be helpful, in the first instance, for Deputy Southern to be invited to attend upon the Human Resources Department in order to afford him the opportunity of articulating the precise nature of his concerns. The Director of Employment Relations and Industrial Relations undertook to take the necessary action in this regard.

**STAFF – IN**  
**CONFIDENCE**  
**Confidential:**  
**QE Article 39**  
Control and  
monitoring of  
senior salaries  
(P.59/2011) –  
Chief  
Operating

B5. The Board, with reference to its Minute No. B2 of 5th November 2018, discussed with the Senior Resourcing Specialist – Head of Resourcing, together with the Chief Operating Officer, applications for the approval of senior appointments under the provisions of the 'Control and monitoring of senior salaries' (P.59/2011 referred) in respect of the Chief Operating Office.

Senior Resourcing Specialist – Head of Resourcing

Office;  
Customer and  
Local Services.  
688/2(42)

[REDACTED]

The Independent Adviser to the Board emphasised the importance that for the purposes of talent development, Jersey employees should be provided with the opportunity and encouragement to work off-Island for a period of time in order to develop the skills necessary to benefit the Island community.

Interim Human Resources Director (Health)

[REDACTED] the Interim appointment was required in order to complete a number of critical pay and policy issues within Health and Community Services to support the modernisation programme working directly with the Interim Director General Health and Community Services and other senior colleagues. [REDACTED]

Interim Head of Organisational Development

The Board noted that it would be key for the role to deliver activity which supported improvement in key areas previously identified in the Legacy Report 2014 to 2018 of the Public Accounts Committee. Subject to business case approval and substantiation of the role, it was envisaged that permanent recruitment for this role would commence in February 2019.

Head of Employee Relations, Pay and Reward  
Reward Manager  
Employee Relations Manager  
Job Evaluation Manager

The Board noted that 2019 was considered to be a pivotal time for the Pay and Reward and Employee Relations teams, [REDACTED]

[REDACTED] The Board, having noted the recruitment and/or proposed extensions to temporary contracts envisaged, recognised that permanent recruitment to these 4 posts was currently under consideration.

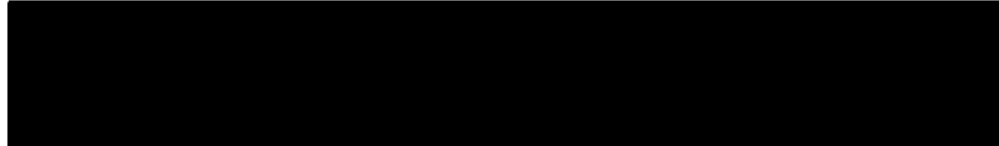
Director of Employment Relations/Industrial Relations/Human Resources

[REDACTED]

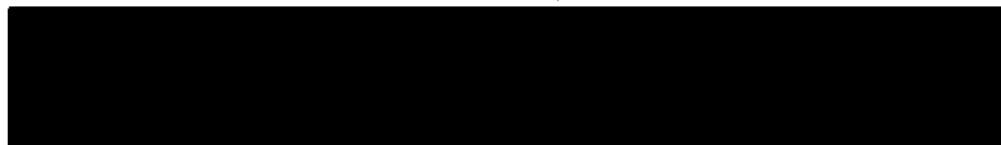
The Vice-Chairman emphasised the desirability wherever possible to achieve consistency in the officers which supported the Board in its work.



Senior Security Project Manager

 It was recognised that at the end of May 2019 the Programme would be transitioned into business as usual.

Senior Security Business Analyst

 It was recognised that at the end of May 2019 the Programme would also be transitioned into business as usual.

The Board accordingly approved all the above-mentioned applications and directed the officers to take the necessary action.

**Confidential:**  
**QE Article 39**  
Control and  
monitoring of  
senior salaries  
(P.59/2011) –  
Customer and  
Local Services.  
688/2(42)

B6. The Board, with reference to its Minute No. B2 of 5th November 2018, discussed with the Senior Resourcing Specialist – Head of Resourcing, together with the Chief Operating Officer, an application for the approval of a senior appointment under the provisions of the ‘Control and monitoring of senior salaries’ (P.59/2011 referred) in respect of Customer and Local Services

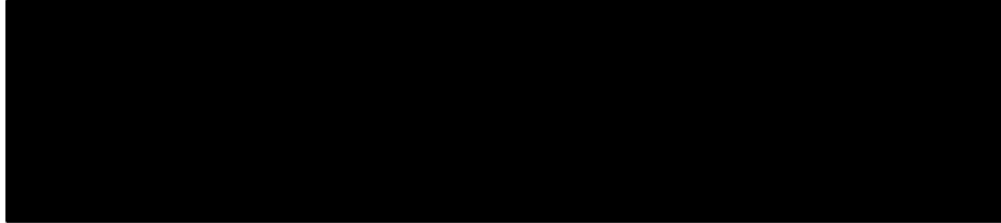
The Board noted that specialist human resources project management services were required to implement the Target Operating Model for Customer and Local Services and that, given the complexity of the scope of the project, it was considered necessary to appoint an Interim Senior Human Resources Project Manager to manage the consultation and implementation of the new staff structure.

The Board accordingly approved the above-mentioned application and directed the officers to take the necessary action.

**Confidential:**  
**QE Article 39**  
Control and  
monitoring of  
senior salaries  
(P.59/2011) –  
Legislative  
Drafting  
Office.  
688/2(42)

B7. The Board, with reference to its Minute No. B2 of 5th November 2018, discussed with the Senior Resourcing Specialist – Head of Resourcing, together with the Chief Operating Officer, an application for the approval of a senior appointment under the provisions of the ‘Control and monitoring of senior salaries’ (P.59/2011 referred) in respect of the Legislative Drafting Office.

The Board noted that the specialist role of Legislative Drafter was required for a fixed period of 6 months and required significant legislative drafting expertise. A



The Chief Executive, States of Jersey apprised the Board that the Minister for Treasury and Resources was shortly due to consider funding requests for a further 3 Legislative Drafters in order to bring the Legislative Drafting team to full strength given the significant workload ahead in the months to come.

**Confidential:**  
**QE Article 39**  
Control and  
monitoring of  
senior salaries  
(P.59/2011) –  
Health and  
Community  
Services.  
688/2(42)

The Board accordingly approved the above-mentioned application and directed the officers to take the necessary action.

B8. The Board, with reference to its Minute No. B2 of 5th November 2018, discussed with the Senior Resourcing Specialist – Head of Resourcing, together with the Chief Operating Officer, applications for the approval of senior appointments under the provisions of the 'Control and monitoring of senior salaries' (P.59/2011 referred) in respect of Health and Community Services.

#### Interim Director of Community and Adult Services

The Board noted that [REDACTED] Interim appointment was required to provide senior leadership cover within Community and Adult Services for the very high risk areas of Adult Social Care, Mental Health, and Child and Adult Mental Health Services (CAMHS) – up to its transition to Children, Young People, Education and Skills (CYPES). It was recognised that the post holder had been required to develop and implement a Mental Health Implementation Plan and to address estates issues within Mental Health, as well as oversight of day-to-day service delivery within Adult Social Care Services and Mental Health Services.

The Board further recognised that the role would cease to exist under the proposed new structure in Health and Community Services from March 2019.

#### Interim Director General

The Board noted that the [REDACTED] Interim appointment was required to provide effective and continuity of leadership until the successful appointment of a substantive Director General for Health and Community Services had been made. It was recognised that the department was currently undergoing significant change, development and remodelling in order to provide effective care to Jersey residents. The Board noted that the department also had some significant challenges with the delivery of care within Mental Health, Adult Social Care, and that it was about to undergo significant consultation and organisational change under the proposals for the Target Operating Model.

#### Director of Quality, Improvement, Policy and Performance

The Board noted that [REDACTED] an Interim appointment was required to provide senior leadership cover within Community and Adult Services for the very high risk areas of Adult Social Care, Mental Health, and Child and Adult Mental Health Services (CAMHS) – up to its transition to Children, Young People, Education and Skills (CYPES). It was recognised that the post holder had been required to work with the Interim Director of Community and Adult Services to implement a Mental Health Implementation Plan and address estates issues within Mental Health, as well as oversight of day-to-day service delivery within Adult Social Care Services and Mental Health Services.

The Board further recognised that the role would cease to exist under the proposed new structure in Health and Community Services from March 2019.

The Board accordingly approved the above-mentioned applications and directed the officers to take the necessary action.

PM/MH/023

**CONFIDENTIAL**STATES EMPLOYMENT BOARD

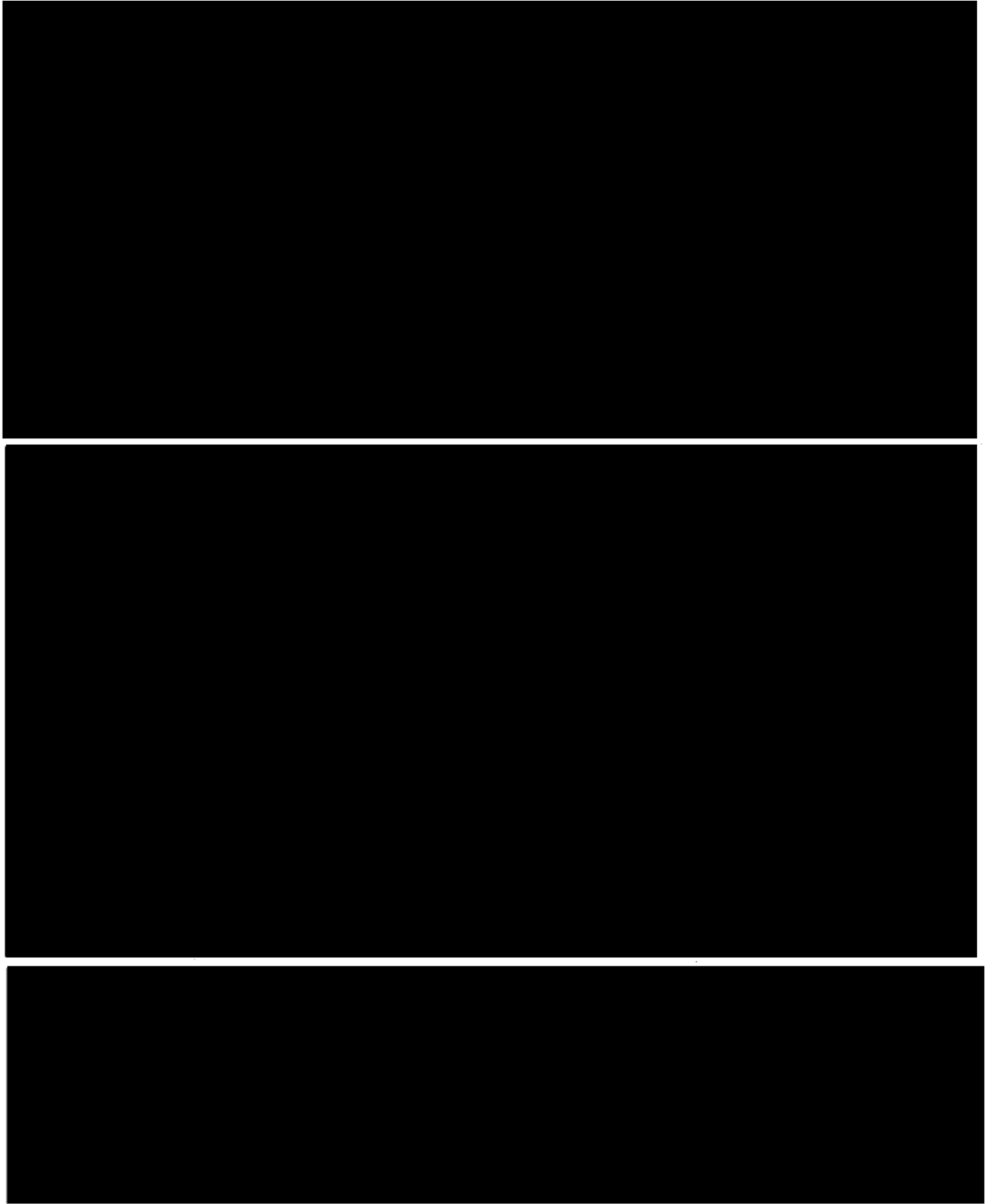
(11th Meeting)

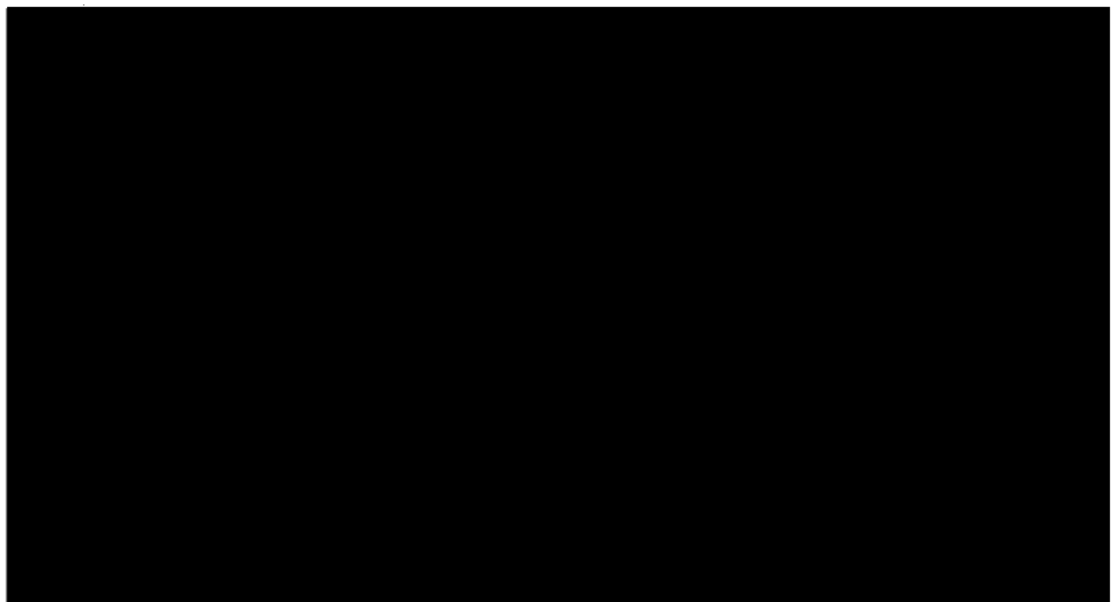
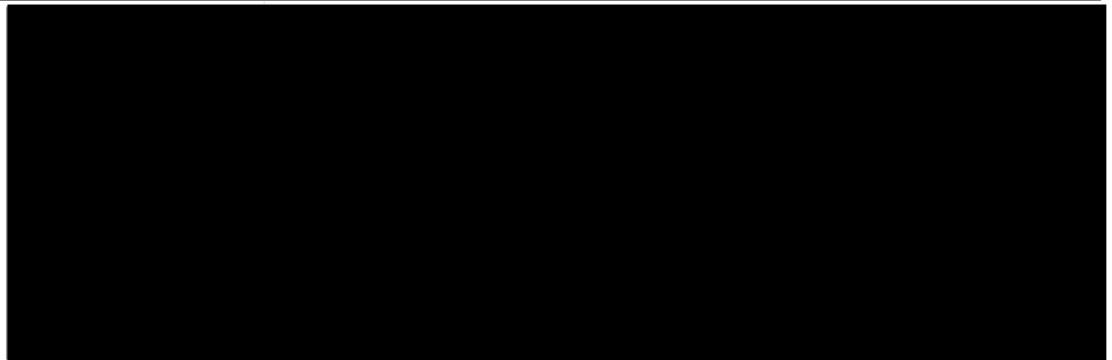
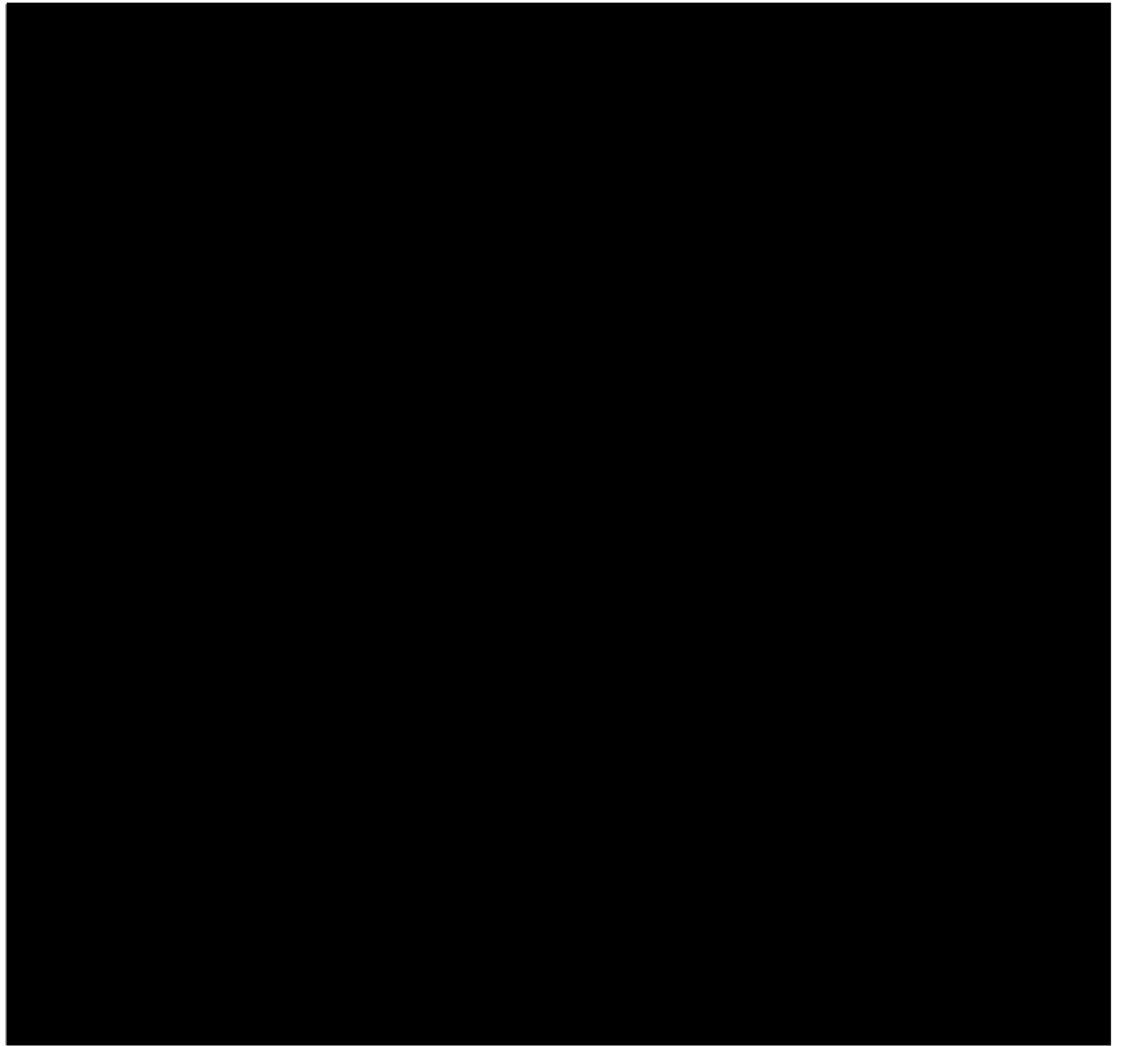
20th December 2018**PART B (Exempt)**

Note: The Minutes of this meeting comprise Part A and Part B.

**Confidential:**  
**QE Article 39**  
Public Sector  
Pay Review  
2018/2019:  
update.  
688/2(48)

B1. The Board, with reference to its Minute No. B1 of 29th November 2018, discussed with the Head of Employment Relations and Reward an undated paper which provided an update on the current position relative to the public sector pay review 2018/2019.





**Confidential:**  
**QE Article 39**  
Health and  
Safety:  
prosecution for  
incident at  
HSSD laundry.  
688/2(28)

B2. The Board discussed with the Group Managing Director, Health and Community Services, together with a representative of Lacey Advocates, a prosecution being brought against the Board under the Health and Safety at Work (Jersey) Law 1989 arising from an injury which an employee had suffered whilst unblocking a laundry waste pump at the Health and Social Services Department Central Laundry Facility on 22nd December 2017.

The Board noted that the accident had occurred when the employee [REDACTED] had attempted to clear one of 2 pumps which were part of the foul water pumping system and the pump had suddenly activated, seriously lacerating [REDACTED] finger – which injury had required surgery to repair it. It had later transpired that the pumps had been incorrectly labelled, following their replacement and rewiring in July 2017; and also that the pumping control panel had not been isolated. Additionally, there was no documented safe system of work in relation to the pumps, or generally in relation to the isolation of powered machinery prior to working on it.

Having considered the 3 particulars of the alleged contravention of the Health and Safety at Work (Jersey) Law, the Board noted the legal advice provided by Lacey Advocates, which included a summary of recent previous fines imposed for contraventions of the Law on various defendants.

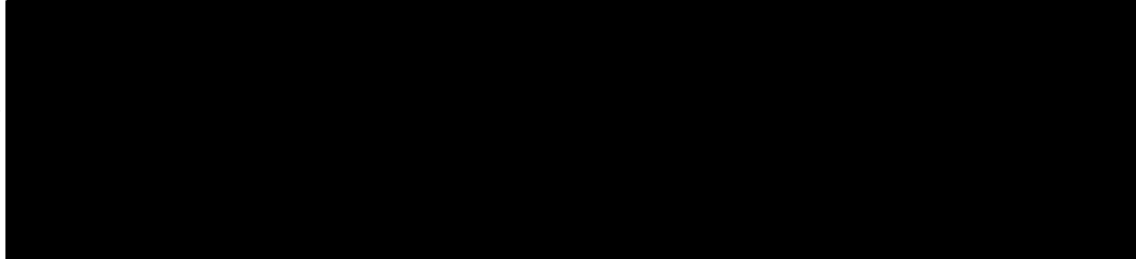
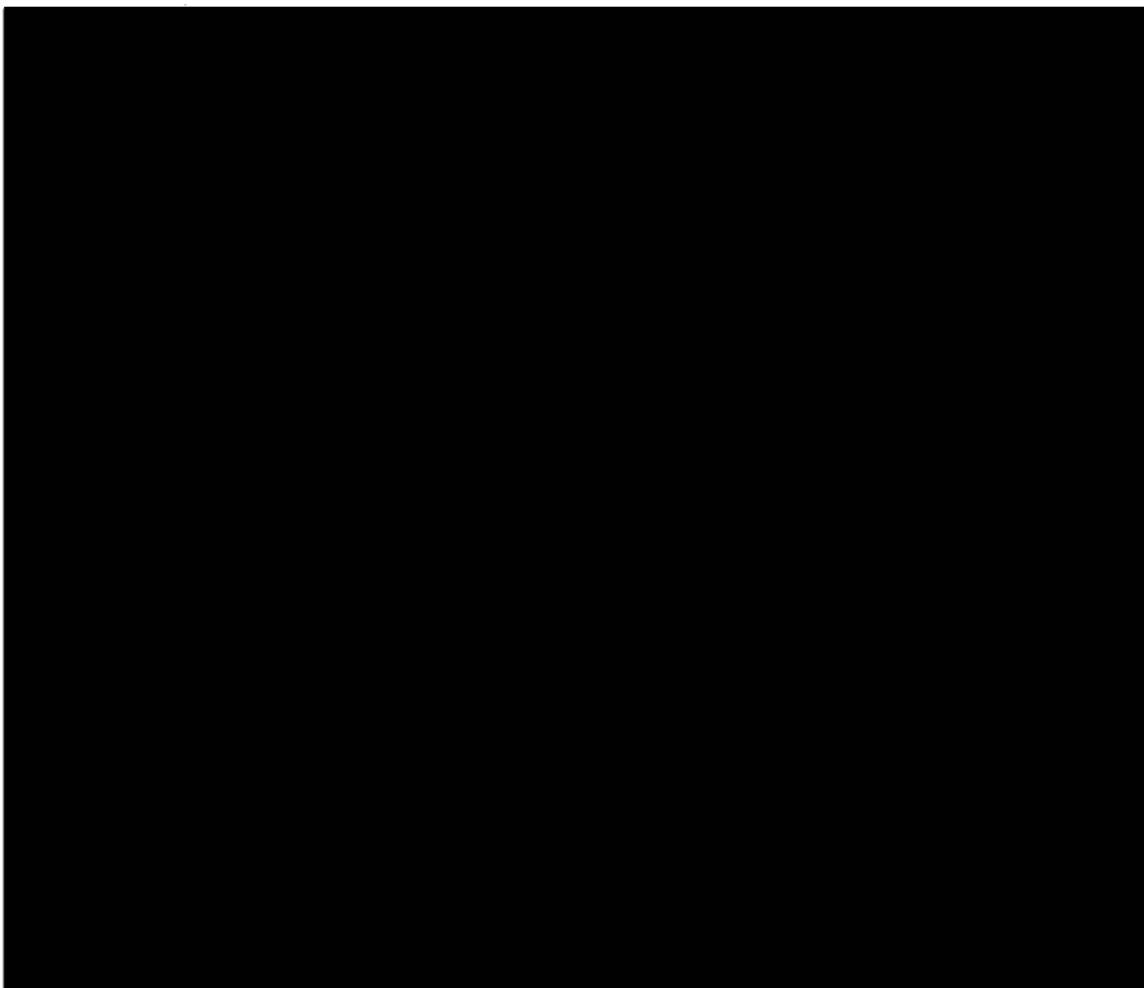
The Board, having further considered the circumstances around each element of the alleged contravention and also the extent to which the injured employee might himself have contributed to the accident, decided that the charge should not be defended and that a guilty plea should be entered on its behalf, noting the possibility that credit would be given by the Court for an early guilty plea. The Board agreed that whilst some of the factors considered to have contributed to the accident should be briefly mentioned in mitigation, emphasis was to be given to the important lessons learned from the accident and how processes had subsequently changed, both at the Laundry and also generally across the States administration.

The Board urged the management at Health and Community Services (HCS) to review all matters relating to health and safety at work throughout the organisation and, in particular, to notify to all HSC employees the circumstances of the incident under reference and to ensure that their respective responsibilities under the Law were clearly understood.

The officers were directed to take the necessary action in conjunction with Lacey Advocates.

**Confidential:**  
**QE Article 39**  
Justice and  
Home Affairs:  
Target  
Operating  
Model (TOM)  
proposals.  
688/2(94)

B3. The Board discussed with the Director General, Justice and Home Affairs the proposed Target Operating Model (TOM) for the Justice and Home Affairs Department based on the guiding principles of the 'One Government' proposals.



**Confidential:**  
**QE Article 39**  
Control and  
monitoring of

B4. The Board, with reference to its Minute No. B6 of 29th November 2018, discussed with the Director of Employment Relations and Industrial Relations, together with the Chief Operating Officer, an application for the approval of a senior appointment under the provisions of the 'Control and monitoring of senior salaries'

11th Meeting  
20.12.18

senior salaries  
(P.59/2011) –  
Chief  
Operating  
Office.  
688/2(42)

(P.59/2011 referred) in respect of the Chief Operating Office.

The Board noted that the existing Interim post of Senior Security Business Analyst was critical to identifying and deriving the security/technical requirements from the Data Protection (Jersey) Law 2018, particularly as the programme was to be transitioned into business as usual at the end of May 2019. It was recognised that the budget necessary to fund the programme had now been approved by the Investment Appraisal Board and the Minister for Treasury and Resources.

The Board, subject to signature of the form of approval by the Minister for the Department concerned (in this instance the Chief Minister), accordingly approved the above-mentioned application and directed the officers to take the necessary action.

**Confidential:**  
**QE Article 39**  
Control and  
monitoring of  
senior salaries  
(P.59/2011) –  
Health and  
Community  
Services.  
688/2(42)

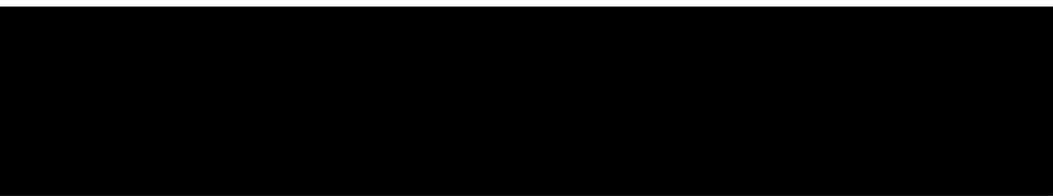
B5. The Board, with reference to its Minute No. B6 of 29th November 2018, discussed with the Director of Employment Relations and Industrial Relations, together with the Chief Operating Officer, 2 applications for the approval of senior appointments under the provisions of the 'Control and monitoring of senior salaries' (P.59/2011 referred) in respect of Health and Community Services

#### Consultant Radiologist

The Board noted that the new permanent post of Consultant Radiologist was a necessary part of the Radiology Department's strategic development. The post would support the changing workflow in the acute transformation programme, given ongoing changes to imaging technologies and delivery of the service. It was reported that the demand on imaging services was increasing internationally, and the Board recognised that Jersey had also seen an increase in such requests.

#### Consultant Physician in Acute and General Medicine

The Board noted that as part of Jersey's Acute Care Service strategy, unplanned hospital care was being reconfigured with the development of an 'Acute Floor' which received unselected acute admissions for a period of up to 48 hours. It was recognised that this involved close collaboration between Emergency Medicine and Acute Medicine. Following the completion of Phase 2 of the strategy, the team would be led by 6 Emergency Medicine Consultants and 3 Acute Medicine Consultants. Middle-Grade and junior staffing levels were to be expanded so as to develop a fully-equipped team able to deliver high quality care. Within the Acute Floor Team, services would be developed including Ambulatory Emergency Care, Rapid Access clinics and Acute Medicine review clinics. As part of the team, the post holder would be encouraged to further develop skills and audit/research/teaching interests.



The Board accordingly approved the above-mentioned applications and directed the officers to take the necessary action.