

Social Security Department

Business Plan 2015

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Foreword

I am very pleased to present the Social Security 2015 Business Plan at the start of my first full year as Minister for Social Security. The first year of the political cycle is always busy with existing projects being brought to a conclusion at the same time as a new Strategic Plan and Medium-Term Financial Plan are being developed. The need for substantial changes to public spending over the next few years has added further pressure, and we will need to prioritise and balance our resources carefully during 2015 and onwards.

The Department's 2015 business plan sees the culmination of an ambitious programme of change within the 2013-5 Medium Term Financial Plan.

My priority is to continue the Department's work to maintain the downward trend in the rate of registered unemployment and to help local people back into employment. The Back to Work Team's activities in 2015 will spread across the whole range of labour market sectors, providing training, working with employers and supporting jobseekers. Following its success in 2014 BTW will extend its scope to include a greater number of current Income Support claimants, such as parents and individuals with long term health conditions.

I am also looking forward to introducing Sex Discrimination legislation in 2015, alongside "family friendly" employment law changes, as well as initiating research into age-related discrimination issues.

The continuation of the Department's work in adopting customer-focussed Lean principles to streamline and improve processes, coupled with its contribution to the eGov programme will make it a key participant in forthcoming States reforms.

There will be difficult decisions during 2015 - all departments are facing challenging savings targets over the next Medium Term Financial Plan. As Minister for Social Security, I will also be investigating options to maintain the sustainability of the Social Security Fund. The current level of contributions is not sufficient to meet the increasing cost of old-age pensions in coming years and action will need to be taken to address this in the near future.

I have been extremely impressed by the level of dedication and professionalism shown by the Departmental staff during my past three years as Assistant Minister, and I look forward to working with them again during this important year.



Deputy Susie Pinel
Minister for Social Security

Introduction

Our strategic aim is to help people to achieve and maintain financial independence and to provide social benefits to those unable to support themselves.

Our purpose is to offer Support, Opportunity and Service by:

- Supporting people to achieve and maintain an acceptable standard of living
- Helping employers and employees to work well together for their mutual benefit and the economy of the Island
- Planning for an ageing population
- Delivering benefits and high quality services now and in the future.

This document sets out details of the key business change initiatives that we plan to undertake during 2015 in order to maintain and develop the services we provide.

We will continue to provide support to individuals seeking employment during 2015. The Back to Work team will provide both short and long term assistance to local jobseekers as well as working closely with employers, Skills Jersey, and the Economic Development and Education, Sport and Culture Departments. As employment conditions improve, the scope of Back to Work will be extended to include a greater number of current Income Support claimants, such as parents and individuals with long term health conditions. We will also deliver the results of research into living wages and zero hours contracts.

As well as encouraging individuals into work, we play a key role in protecting individuals in the workplace. Sex discrimination legislation will be lodged for States debate. Family friendly legislation will come into effect and research into age-related discrimination issues will commence. Changes to Health and Safety legislation for the construction industry will also be prepared.

During 2015 we will continue to support the Health and Social Services Department in the review of primary care health services and the development of a new model for the future. In addition, the two departments continue to develop the Primary Care Governance function. We will also review options to improve support for GP costs within low income groups, in line with the development of the overall Primary Care strategy.

2015 is the final year of the current Medium Term Financial Plan, under which the States Assembly set spending limits for a three-year period. We have agreed to identify annual savings of 2% within our staff and non-staff budgets and these proposals will be finalised and implemented during the year.

We will continue to plan for the challenges of supporting an ageing population, and will undertake long-term planning activities to secure the financial stability of both the Social Security and Health Insurance funds.

The Department administers a wide range of contributory and tax funded benefits. Claims are processed and paid throughout the year, with claimants receiving a high level of customer service including easy access to accurate information and advice. In 2015, we will continue to identify and deliver significant changes and improvements to our customer facing services and processes by building on the solid foundation of Lean principles that we established in the previous 18 months. We plan to initiate a greater number of cross-departmental projects in our drive to deliver these improvements.

Towards the end of 2014, the operational teams from the Population Office moved to the Social Security Department and we will continue to work together in 2015 to provide a seamless service to customers and to improve operational processes.

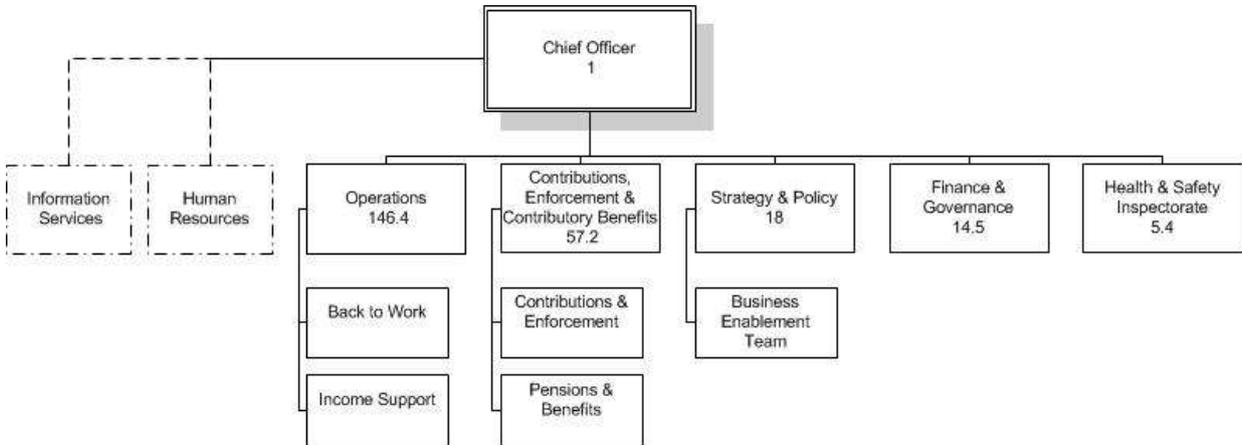
We will also play a significant part in the States of Jersey eGov programme, contributing to plans for a major integration of the Social Security and Tax business systems, sponsoring a number of 'Tell Us Once' initiatives, and providing on-line access to frequently used services.

Further information about the Department's work is published in its annual report; the 2013 report is available at <http://www.gov.je/Government/Pages/StatesReports.aspx?ReportID=1097>

Structure

The Minister for Social Security is Deputy Susie Pinel and the Assistant Minister is Deputy Graham Truscott.

At the beginning of 2015, the Department had a budgeted full-time equivalent (FTE) of 242.5 permanent posts to deliver services.



SUMMARY OF KEY OBJECTIVES AND SUCCESS CRITERIA AS PUBLISHED IN THE MEDIUM TERM FINANCIAL PLAN FOR 2013 TO 2015

AIM

Help people to achieve and maintain financial independence and provide social benefits to protect those unable to support themselves.

Key Objective 1: Back to work, keep people in work.

Provide support for people to gain and retain employment in order to support themselves and their families.

Success criteria:

- (i) Policies, schemes and services developed and implemented to assist, in particular the long term unemployed and the young to access the workplace, through the back to work initiative.
- (ii) Services are further developed and introduced to improve the employment opportunities for those with long term health conditions
- (iii) The Skills Strategy is successful in providing local residents with the skills required by employers to facilitate a reduced dependency on imported labour
- (iv) Income Support scheme continues to encourage and incentivise work, such that work always pays
- (v) Modifications to the Trainee Minimum Wage are effective in encouraging a growth in the employment and training of young adults.

Strategic Plan References:

- **Priorities:** *Get people into work; Promote family and community values; Develop sustainable long-term planning*

Key Objective 2: Protect Islanders from the impacts of low income.

Success criteria:

- (i) Income Support scheme and other tax funded benefits continue to provide targeted financial support to low income households, appropriate and flexible to their individual needs.
- (ii) Income Support scheme continues to encourage and incentivise work such that work always pays.
- (iii) Income Support scheme successfully adapted to provide appropriate assistance to tenants in both social and private housing sectors.
- (iv) Health Service reforms include support to low income groups and those with long term conditions to enable them to access health services, including Primary Care.

Strategic Plan References:

- **Priorities:** *Get people into work; House our community; Promote family and community values; Reform government and the public sector*

Key Objective 3: Adequate income for old age, affordable for our children. Assist older Islanders to maintain standards of living by means that are financially sustainable for future generations.

Success criteria:

- (i) Strategy developed ensuring the medium to long term sustainability of pension funding.
- (ii) The Skills Strategy ensures that older residents have the current skills and opportunities necessary to continue to be productive members of the Island's workforce.
- (iii) Discrimination and Employment Law protects older workers from discrimination and exclusion from the workplace
- (iv) Long-term care funding scheme successfully introduced.
- (v) Increasing number of individuals benefiting from care packages provided in their own home.
- (vi) Health Service reforms include support to low income groups and those with long term conditions to enable them to access health services, including Primary Care.
- (vii) Income Support and other tax funded schemes provide targeted financial support to low income households.

Strategic Plan References:

- **Priorities:** *Get people into work; Reform Health and Social Services; Reform government & the public sector; Promote family and community values; Develop sustainable long-term planning*

Key Objective 4: Improving our Customer Service. Maintain and build upon current service standards, improving ease of use, efficiency and effectiveness.**Success criteria:**

- Improving the information accessible in respect of benefits available, to ensure customers are better informed
- Increased transparency of Social Welfare expenditure through the publication of a comprehensive annual report
- Reduced levels of fraud and error within the benefit system
- Increased use of electronic payments
- New Long Term Care contribution collected by the Income Tax Department
- Services of other Departments accessible through the facilities at the Department, particularly where synergies exist.

Strategic Plan References:

- **Priorities:** *Reform government & the public sector; Develop sustainable long-term planning*

Key Objective 5: Delivering the Strategic Plan. Contribute fully to other initiatives of the Council of Ministers, where success requires our participation.**Success criteria:**

- Development of Primary Health Care Strategy, including effective governance
- Sustainable and appropriate funding of Primary Care Services
- Implementation and delivery of changes to Income Support to sustain the Housing Transformation Programme
- Integrated service to deliver administration of Names and Addresses Register on behalf of Population Office
- Delivery of integrated Social Policy Framework and joint working with Health and Social Services and the Housing Department in relation to the older adults agenda.

Strategic Plan References:

- **Priorities:** *Get people into work; House our community; Reform Health and Social Services; Reform government & the public sector; Promote family and community values; Manage population growth/migration; Develop sustainable long-term planning*

KEY INITIATIVES AND TARGETS FOR 2015

Back to work, keep people in work		
Description		Target
1	Continue and extend the range of Back To Work initiatives in line with recovering economy	Effective, targeted and timely reactive and proactive support is provided to jobseekers through a range of both short-term projects and ongoing schemes throughout the year. In 2015, specific initiatives will include projects targeted at individuals with long-term health conditions and parents of younger children.
2	Prepare and introduce updated health and safety regulations for the construction industry.	Complete consultation by the end of June 2015, with final draft Regulations presented to the States by December 2015.
3	Monitor the introduction of the discrimination law (race characteristic) and the extended employment and discrimination tribunal.	Extended tribunal successfully deals with any race discrimination complaints.
4	Prepare and seek approval of regulations to extend the discrimination law to include gender issues.	Regulations are approved and in force by September 2015.
5	Prepare for the implementation of the first phase of family friendly legislation.	Legislation is in force by September 2015.
6	Continue to refine and extend employment legislation in line with local economic and labour market conditions.	Any necessary proposals to amend employment legislation are approved by the States Assembly.

Protect Islanders from the impacts of low income		
Description		Target
7	Complete the planned living wage report.	Review of living wage report published by end of June 2015.
8	Support the completion of research into impact of zero hour contracts in Jersey.	Review of use of zero hour contracts published by end of June 2015.
9	Consider results of the Household income and expenditure surveys, research in respect of living wage and use of zero hours contracts.	Project is commenced in the fourth quarter of 2015 and preparatory work is completed by year end.
10	Complete the review of dental services and benefits, in conjunction with HSSD.	Report is published and initial recommendations are acted upon, subject to budget constraints, by September 2015.
11	Review options to improve support for GP costs within low income groups, within existing budget, in line with development of overall primary care health strategy.	Improved support provided for the cost of GP visits to low income residents in care homes and low income families in the community by the end of 2015.

Adequate income for old age, affordable for our children		
Description		Target
12	Consolidate LTC operations for both contribution collection and benefit administration.	All transitional processes and arrangements successfully incorporated into business as usual by the end of 2015.
13	Commence research in respect of extension of discrimination law to age-related issues.	Project is commenced in the fourth quarter of 2015 and preparatory work is completed by year end.

14	Prepare options on the actions needed to maintain the Social Security Fund in the medium to longer term and implement associated short term actions.	By the end of 2015, significant progress has been made to identify a range of options to improve the sustainability of the Social Security Fund. Significant progress has also been made to amend Social Security legislation to improve business processes and / or facilitate long term aims.
15	Identify and implement short-term actions to improve the sustainability of current funding for primary care services.	By the end of 2015, significant progress has been made to identify a range of actions to improve the sustainability of current funding for primary care services. Short-term actions are fully aligned with the overall direction of the emerging primary-care strategy.

Improving our customer service		
Description		Target
16	Develop and use Lean management techniques to support continuous improvement throughout departmental processes and customer services.	Deliver a variety of Lean projects throughout 2015 across a range of operational areas, creating tangible improvements in customer service and removing waste from existing processes.
17	Maintain and extend business systems, business processes and communication channels to enable the Department to continue to provide cost effective services that are valued by the public.	Systems, processes and communications are maintained and updated to sustain a high level of service which fully supports the statutory and non-statutory services provided by the Department.
18	Complete the integration of population office staff into the Social Security Department.	All Control of Housing and Work Law processes are fully integrated into the Department by June 2015.
19	Support major SoJ change initiatives within the eGov programme, specifically plans to work more closely with the Taxes Office, including the development of shared processes, teams and core systems.	Significant progress achieved against overall eGov programme targets during 2015.
20	Sponsor and provide significant contribution to the 'Tell Us Once' (TUU) eGov programme in order to implement cross-departmental processes and data flows which will provide customers with a simpler way of engaging with SoJ.	Maintain significant progress in the adoption of Tell Us Once process changes. Complete and implement TUO Phase 1 activities (registration of new citizen, new business, births, deaths). Provide input to selection of Phase 2 activities.
21	Identify Social Security processes to re-engineer and move online, as part of the eGov programme.	Deliver initial improvements to three key customer-facing processes, in alignment with overall eGov programme.
22	Work with the Taxes Office to identify and implement options to increase co-operation and co-ordination between the two departments.	Further opportunities for data sharing identified and implementation commenced by year end.
23	Compile and publish the department's 2014 annual report.	Report published by end July 2015.
Delivering the Strategic Plan		
Description		Target
24	Support the Treasury and Resources Department and the Health and Social Services Department in the preparation of a strategy for sustainable health funding and identify the impact on the Health Insurance Fund.	Significant progress achieved against agreed targets during 2015.
25	Continue to support the Health and Social Services Department to develop a primary care strategy as identified in P.82/2012.	Support development activities in line with HSSD-driven targets.

26	Continue to work with the Health and Social Services Department and the Primary Care Governance Team to monitor governance of primary care providers.	Initial quality indicator framework (JQIF) successfully introduced for 2015; good progress made on developing JQIF for 2016 to include medium term indicators.
27	Support development of disability strategy including implementation of changes approved by the States in respect of disability benefits for children.	Support development of disability strategy in line with CMD-driven targets. All new child disability benefit applications are processed and all successful claims are in payment by July 2015.
28	Support other departments in the development of social policy.	Significant progress made in line with lead departments' targets.
29	Identify and implement 2% savings in staff and non-staff 2015 budgets.	2015 savings target is achieved without reduction in customer service.
30	Support the development of the new States of Jersey strategic plan and long term vision.	Department participates fully in development of Strategic Plan which is approved by the States Assembly.
31	Support and participate in Public Sector workforce modernisation initiatives.	Department successfully introduces workforce modernisation initiatives to agreed timetable.
32	Support the build of the 2nd Medium-Term Financial Plan and Long-Term Revenue Plan and implement actions in line with agreed timescales.	Department participates fully in development and implementation of MTFP2 which is approved by the States.
33	Review records management system in line with FOI principles.	Review completed and implementation of agreed changes in progress by end of 2015.
34	Formulate and deliver a departmental Eco-Active action plan.	Complete planned activities in line with the SoJ Eco Active plan by year end.

Net Revenue Expenditure – Detailed Service Analysis

The table below refers only to the Tax Funded element of the Social Security Department's budget, which is subject to States Approval.

Net Revenue Expenditure - Service Analysis			
2014 Final Approved Budget		2015 MTFP As Amended	2015 FTE
£		£	
63,700,000	States Contribution to Social Security Fund	65,300,000	-
	Income Support		-
80,846,600	Weekly Benefit	82,676,435	
1,447,600	Special Payments	1,504,813	
19,413,700	Residential Care	20,093,134	
697,000	Winter Fuel	724,540	
682,700	Transitional Relief	532,678	
556,400	Health and Safety at Work	563,422	5.0
11,165,700	Employment Services	11,112,300	95.0
	Other Benefits		
1,468,900	Christmas Bonus	1,541,716	
396,400	Food Costs Bonus*	453,234	
408,600	Cold Weather Bonus*	391,779	
328,800	Jersey 65+ Health Plan	345,097	
252,100	TV Licence	264,598	
18,800	Non Contributory Death Grant	19,704	
53,600	Social Fund	56,297	
53,600	Child Care Support	56,297	
101,500	Dental Benefit Scheme	106,578	
8,037,700	Staff Costs and Administration	7,596,420	142.5
1,033,200	Contingency	1,061,500	-
(4,043,500)	Social Security and Health Funds Payroll	(3,937,500)	
186,619,400	Net Revenue Expenditure	190,463,042	242.5

*Food Costs Bonus and Cold Weather Bonus have been split above, but are shown together under Food Costs Bonus in the MTFP.

The Department has 242.5 FTE approved in 2015. Of these, 81.9 FTE are recharged to the Social Security, Health Insurance and Long-Term Care Funds to reflect the work carried out by staff.