

Chief Executive proposes restructuring of States of Jersey

States Chief Executive, Charlie Parker, today announced proposals for a comprehensive restructuring and modernising of the States of Jersey public services.

At the same time, he responded to the rejection of the workforce modernisation pay and conditions offer.

Charlie Parker has set out his ambition to create one government service, which is relentlessly focused on the needs of customers, with clear accountability for both decision-making and performance, with modern services and a right-first-time culture at its core.

The restructuring aims to reorganise the public services to better join up and integrate how we deliver to islanders, and to provide coherence and clarity about how our structure works, what the accountabilities are and what performance levels are expected, to staff.

The proposals also aim to reduce duplication, promote collaboration, increase productivity, and ensure better value for money for the taxpayer.

As a result of the reorganisation, a number of functions will move between a reduced number of departments. Some new departments will be created and some departments will cease to exist in their current form.

Overall, there will be three fewer administrative departments and 22 fewer senior roles in the first phase of the restructuring. The initial reduction in senior roles alone will reduce staff costs by more than £1 million a year.

Charlie Parker said: "This restructuring is a vital step in modernising the States of Jersey, so we can meet the aspirations of Ministers and islanders to develop an effective, efficient and responsive public sector, which has outstanding public services at its core.

"The changes I have proposed won't happen overnight, since some of the things that we need to change, such as the silo culture, are deeply-entrenched.

"We also can't change everything at once, because we need to ensure a continuity of services to our customers while we restructure and introduce new systems, processes, technology and ways of working.

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

"For the majority of colleagues, there won't be immediate changes to the work they do or the part of government that they work for. Further changes will come, but this phase will initially be through some shifts in management arrangements and, more

importantly, modernising and improving the way they work, collaborate and deliver services.

“For some colleagues though, and especially at the most senior levels of the organisation, there will be more immediate and significant changes, as we move services and activities between departments and functions – and create new and fewer departments out of the existing structure.”

The proposals were approved by the States Employment Board last week, shared with the Council of Ministers and endorsed by the Chief Minister.

The proposed new structure



Office of the Chief Executive – initially responsible for keeping oversight of two critical areas of activity: Brexit and trade, plus the impact of changes on financial services. It is also responsible for the effective coordination of the government’s relations with Ministers, islanders, island stakeholders and international governments, financial regulators, partners and stakeholders.

Department for the States Treasurer and Exchequer – will ensure that the financial responsibilities of public servants are properly discharged and that public service administration finances are better managed. It will give greater emphasis to the strategic finances of the island, with a focus on the organisation’s longer-term goals and improved value for money.

Department for Customer and Local Services – will put customers at the heart of the new government structure. It will be the front door to all of our frontline customer services, except health and education. At present, islanders have to deal with multiple teams in multiple departments in lots of different ways – face to face, by post, by phone and online – and in most cases they have to provide the same information to us each time.

This new department will establish a single, streamlined service for all those direct interactions that islanders have with government, from applying for income support to filing taxes. We'll also seek to integrate this front door approach with closer working arrangements with the Parishes.

Department for Children, Young People, Education and Skills – will put the care, welfare, education and whole life chances of children and young people absolutely at its heart. The pace of reform, and the scale of cultural and service change we need to ensure that our children and young people are protected and enabled to flourish, is currently too slow.

This new department will be responsible for putting children first, completing the urgent Care Inquiry reforms and adopting worldwide best practice in the care of children and young people. It will also modernise and improve the standards of academic education and vocational skills in Jersey.

And it will strengthen the links between Jersey's businesses and our schools and colleges, so that our young people have better opportunities to build careers in the island, reducing our reliance on skilled migrants, and improved whole life chances.

Department for Health and Community Services – will be responsible for health matters from the cradle to the grave, and will coordinate the wide range of frontline health services, whether in the community or in hospital.

We need to ensure that not only are our medical services of the highest standard, but that the services we provide in the community to vulnerable groups – the elderly, the disabled and those suffering from mental ill health – also meet the high standards of care that they deserve.

The department will retain most of the functions of the current Health and Social Services Department, but will place a greater emphasis on community care for vulnerable groups and stronger preventative services.

Department for Justice and Home Affairs – will integrate the elements of public protection that in bigger countries are too cumbersome to bring together. It will provide more effective and co-ordinated management of the services that keep islanders safe, including the bringing together of key blue light and emergency services, including Police, Fire and Rescue, Ambulance Service, Customs and Immigration, Field Squadron, Emergency Planning and Coastguard.

Department for Growth, Housing and Island Environment – will bring together all the elements we need to provide the right environment for economic growth and business competitiveness – from the smallest start-up to the largest multinational.

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

It will ensure that the environment and economy are not competing forces, but are complementary partners in developing our island's future, and it will also include a stronger focus on special infrastructure projects and partnership with our arm's length organisations.

Department for Strategic Policy, Performance and Population – will bring together the long-term strategy and the policy and performance framework that underpins the effective functioning of government in delivering for our island. It will also help improve the oversight of Future Jersey.

Chief Operating Office – will bring together the many internal and back office services that support and enable the effective functioning of our public service, and will be a “hub and spoke” operation. It will have centrally-provided and co-ordinated ‘hub’ services, partnered with the ‘spoke’ departments that include HR and IT activities.

It will also host a new Commercial Division, which will create a more rigorous approach to contract management, procurement and commercial negotiations for services, on behalf of the States of Jersey.

The consultation

There will be a 45-day consultation among the most senior leaders on the changes that directly affect them (tier 1 and 2 managers), which will include consulting on changes to terms and conditions as part of the reshaping of the public service.

There will also be a 90-day consultation on the overall restructuring proposals, starting today and ending on 4 June 2018. In addition, we intend to launch a further consultation for tier 3 managers during the 90 days, on a date to be determined, because we recognise that the changes at tiers 1 and 2 will have an impact on tier 3, so we will need to consult on the consequences of those impacts.

The full consultation document, which shows how the proposed changes affect teams in the existing departmental structure, as well as show details of the how the new structure, is here.

For further information, also see:

Group and structure charts

One Island, one community, one government, one future document

Team by team tables