

MC/SC/045

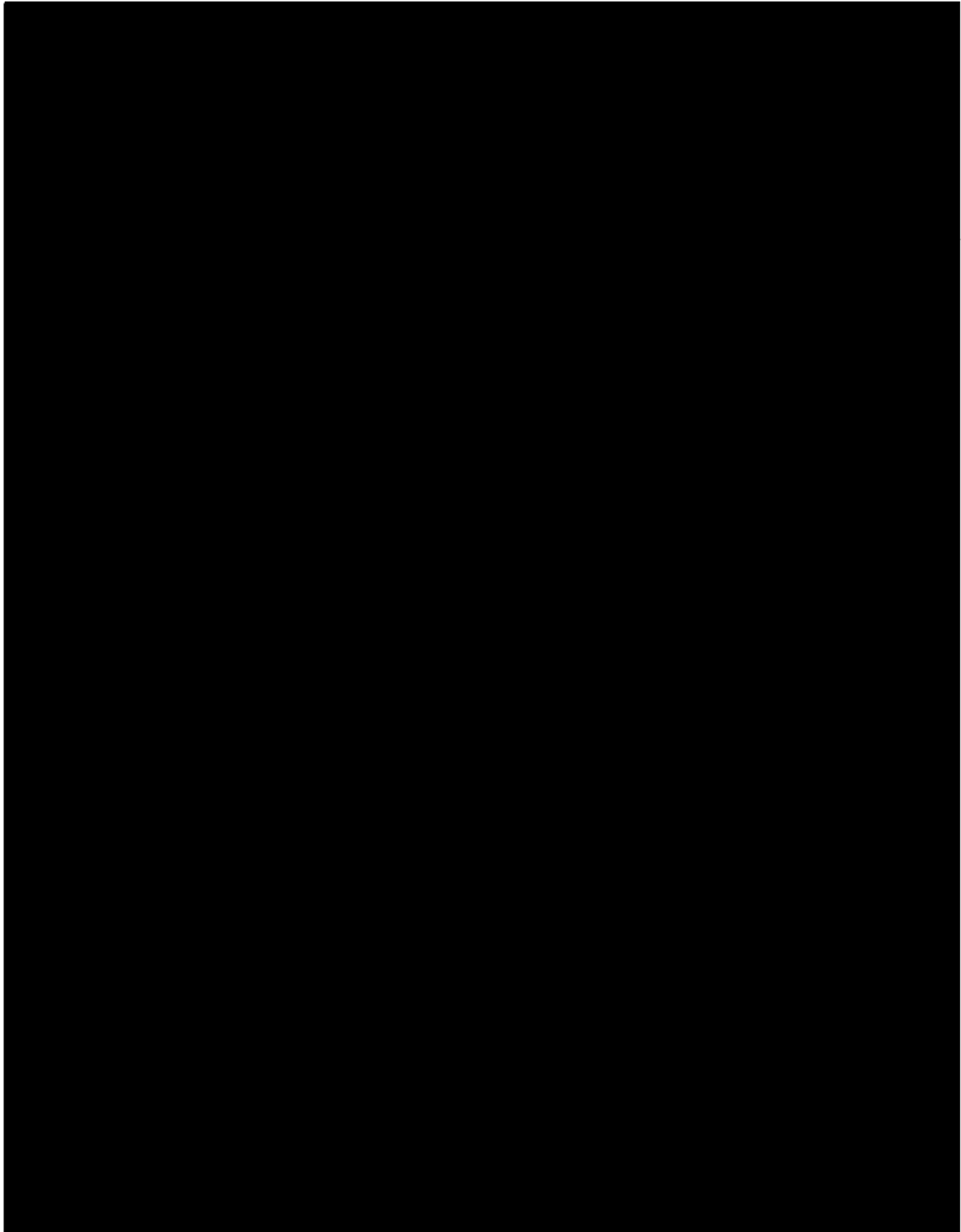
**CONFIDENTIAL**STATES EMPLOYMENT BOARD

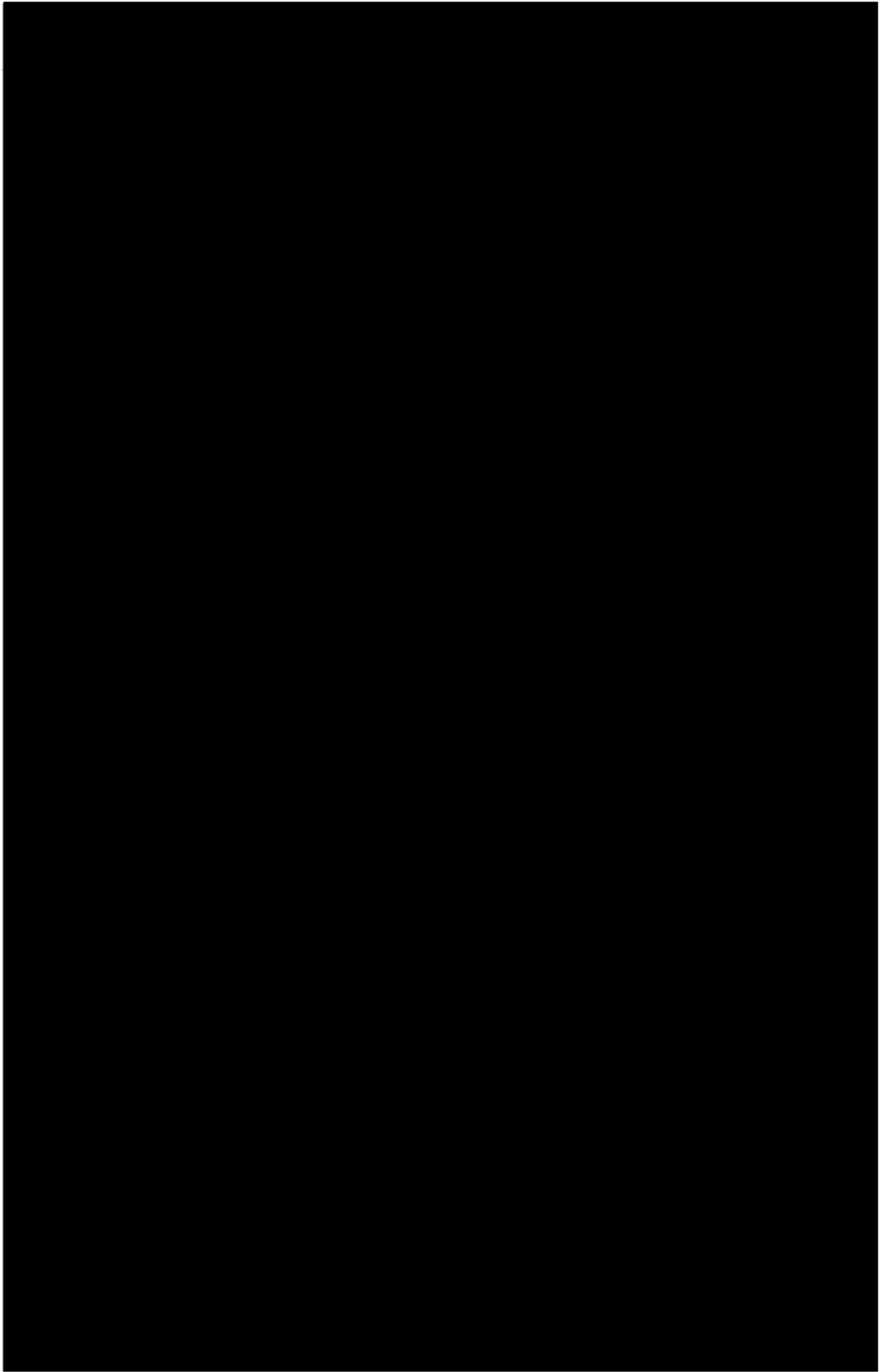
(87th Meeting)

11th January 2018**PART B (Exempt)**

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

**Confidential**  
**QE Article 39**  
Workforce  
Modernisation  
(‘WFM’) –  
update.  
688/2(71)





Officers were directed to take the necessary action.

87th Meeting  
11.01.18

**Confidential**  
**QE Article 35**  
Public  
Employees'  
Contributory  
Retirement  
Scheme  
(PECRS):  
Voluntary  
Early  
Retirement  
provisions.  
93/99(4)

B2. The Board discussed with the Director and Project Director - Pensions, Treasury and Resources Department, the Voluntary Early Retirement (VER) provisions applicable to members of the Public Employees Contributory Retirement Scheme (PECRS).

The Board recalled that a member of PECRS was able to request VER under certain circumstances, and, having elected to take their pension before their anticipated retirement age, a capital liability cost was created to the Scheme which required the Employer to introduce additional funding.

The Board acknowledged that in accordance with the Public Employees (Contributory Retirement Scheme) (General) (Jersey) Regulations 1989 (the Regulations), the Employer would have been required to make a contribution in respect of the VER pension of an employee at age 61.5 or the age at which VER was taken, whichever was lower. The Regulations had been amended with effect from 1st January 2016 (to take account of the fact that most people worked beyond the age of 61.5) to reflect the normal retirement age of 65.

Furthermore, whilst under current policy VER would only be agreed if the cost thereof was lower than that payable if the employee was made redundant, the change to the Regulations had reduced the number of individuals likely to be eligible for VER.

It was therefore proposed by the Treasury and Resources Department and the Scheme Actuary that the legislation should be further amended to provide for the calculation of VER on a cost neutral basis, which would neither disadvantage the Employer nor Scheme members.

The Board recognised that adopting an actuarially cost neutral approach would be beneficial in the longer-term as individuals on average tended to work longer.

It was also proposed to make the amendment to the legislation retrospective to 1st January 2016, when the original change to the Regulations had been implemented. The Law Officers Department had advised that this should not cause any difficulty as the change would not impact upon the rights of any individual.

The Board accordingly agreed:

- (1) that the legislation should be amended to a 'cost neutral' basis;
- (2) that this be applied retrospectively to 1st January 2016; and

(3) that the Law Draftsman be instructed as appropriate.

Officers were requested to take the necessary action.

**Confidential**  
**QE Article 35**  
Jersey  
Teachers'  
Super-  
annuation  
Fund:  
1030/99(3)  
1030/99(4)

B3. The Board, with reference to its Minute No. B2 of 11th July 2017, considered, with the Director and Project Director - Pensions, Treasury and Resources Department present, the draft Jersey Teachers' Superannuation (Refund of Contributions, Deferred Pensions and Transfer Value Payments) (Miscellaneous Amendments) (Jersey) Order 2018 (the draft Order):

The Board recalled its previous decision that amendments should be made to the Jersey Teachers' Superannuation (Existing Members) Order 1986 (Existing Members Order) and the Jersey Teachers' Superannuation (New Members) Order 2007 (New Members Order), in order to align the provisions of the Jersey Teachers Superannuation Fund with current income tax legislation and the provisions of the Public Employees' Pension Scheme.

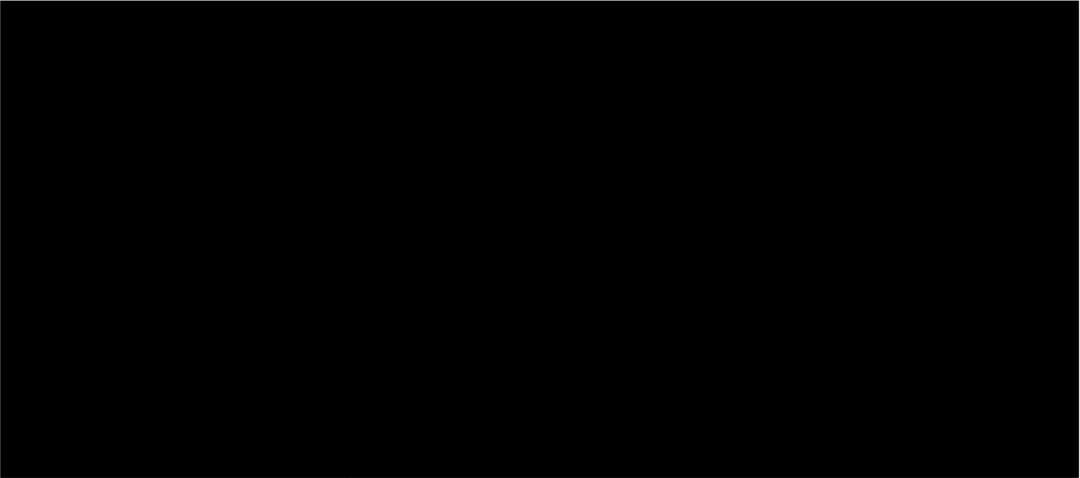
The Board recognised that the draft Order would give effect to its previous decision as follows:

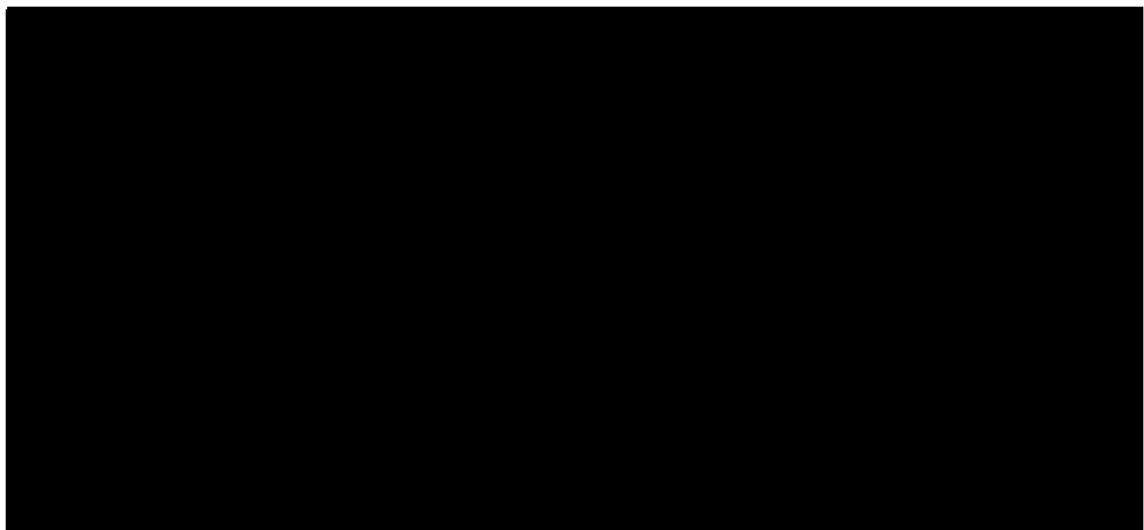
- (1) enabling a teacher who ceased to be employed, having completed less than 5 years' reckonable service and who had chosen not to apply for a deferred pension or transfer out, to take the option of a refund of his or her pension contributions;
- (2) permitting a teacher to choose a deferred pension regardless of the length of reckonable service at age 60 under the Existing Members Order and at normal retirement age under the New Members Order, provided he or she had not applied for a refund of contributions or a transfer out; and
- (3) allowing a teacher, who had ceased employment for the purposes of the JTSF, the option of receiving a transfer value payment, provided he or she had not applied for a refund of contributions or a deferred pension.

The Board accordingly approved the draft Order and noted that it would be signed by the Chief Minister in due course.

**Confidential**  
**QE Article 39**  
2017 Pay  
Status --  
update.  
688/2(48)

B4. The Board, with reference to its Minute No. B2 of 4th December 2017, received an oral update from the Senior Employment Relations Manager regarding the 2017 Public Sector Pay Review.





PM/SC/043

**CONFIDENTIAL**STATES EMPLOYMENT BOARD

(88th Meeting)

7th February 2018

(Business conducted by electronic mail)

**PART B (Exempt)**

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

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

2017 Pay

Status: award  
of 2 per cent to

Teachers and

Prison

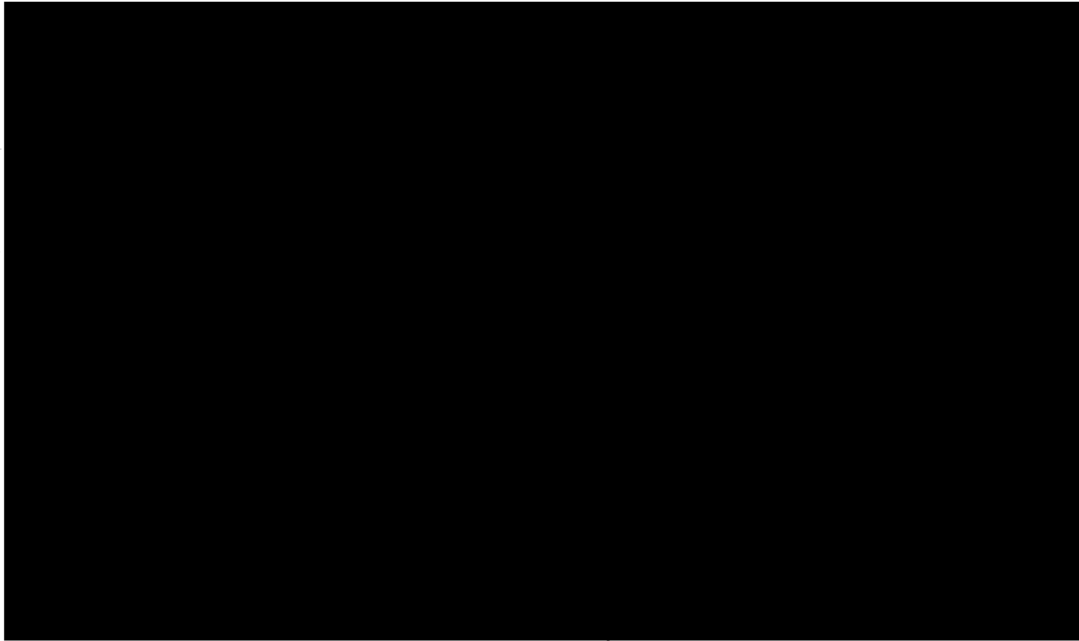
Officers –

implement-

ation.

688/2(48)

B1. The Board, with reference to its Minute No. B2 of 4th December 2017, noted that, other than the Teachers and Prison Officers, all pay groups out of scope for Workforce Modernisation (WFM) which had been offered a 2 per cent pay consolidated increase for 2017, had accepted that offer.



PM/MH/072

**CONFIDENTIAL**

STATES EMPLOYMENT BOARD

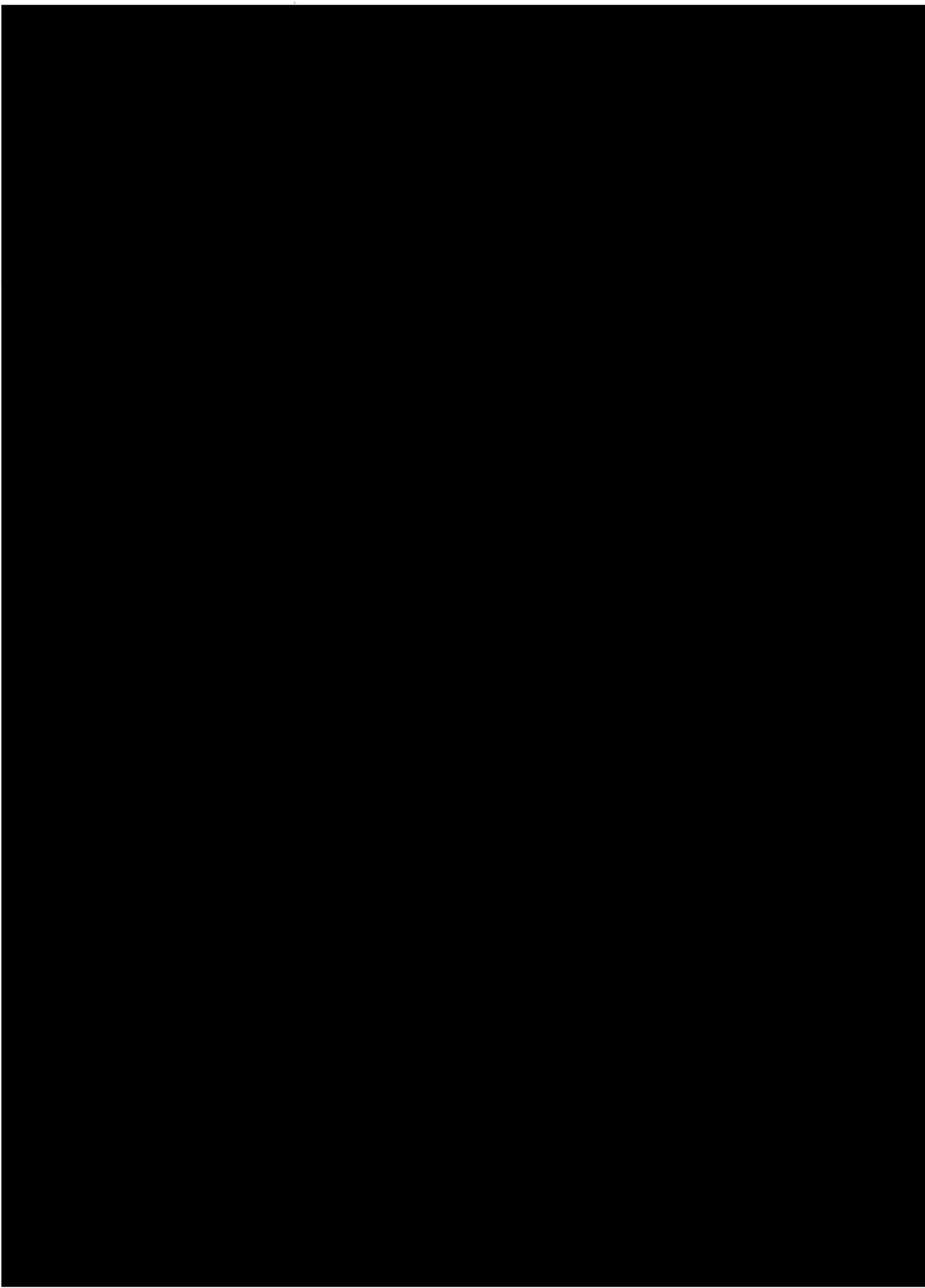
(89th Meeting)

14th February 2018

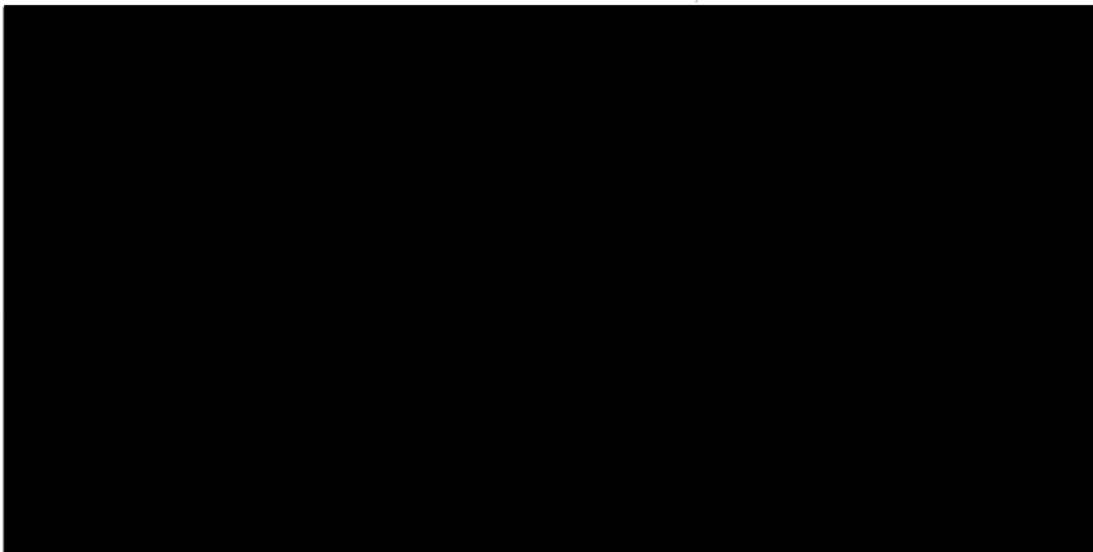
**PART B (Exempt)**

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

**Confidential:**  
**QE Article 39**  
2017 Pay  
Status –  
update.  
688/2(48)



89th Meeting  
14.02.18



The Chairman undertook to ensure that the Chief Minister was apprised of the direction of travel envisaged for the resolution of the 2017 pay review and a possible alternative to WFM.

**Confidential:**  
**QE Article 39**  
Bullying and  
harassment:  
independent  
review.  
792(31)

B2. The Board, with reference to its Minute No. B4 of 4th December 2017, received an oral report from the Director of Employment Relations and Organisational Development regarding the report which had been commissioned from HR Lounge on its independent review of bullying and harassment within the States of Jersey.

The Board noted that the review work had been completed and the first draft of the report arising therefrom delivered to the Human Resources Department, with officers to undertake initial discussion with the author prior to their visit to Jersey on 2nd March 2018.



It was recognised that the development of a new policy (rather than revision of that which currently existed) as to how the States of Jersey would in future handle such important and sensitive issues would be a substantial piece of work and might not be able to be completed prior to the elections to be held on 16th May 2018. The Board, whilst noting that much information was in the process of being accumulated and would require to be assimilated in order to produce the new policy, expressed the view that a firm timetable should be prepared shortly so that the way ahead could be established in early course.

The Independent Advisor to the Board, who had overseen the review which had been commissioned, confirmed that she had seen a draft of the HR Lounge report and – whilst disappointed, though not surprised, by its conclusions – opined that it was apparent that the States of Jersey would need to invest further in the development of skills in this area for its employees.

The officers were directed to make the necessary arrangements.



**Confidential:**  
**QE Article 39**  
States of  
Jersey  
Complaints  
Board Report  
R.53/2017.

1386/2/1/22(2)

B3. The Board, with reference to its Minute No. B4 of 29th September 2017, received an oral report from the Director of Employment Relations and Organisational Management regarding the annual Report for 2017 of the States Complaints Board (R.12/2018), with particular reference therein to the complaint of 'Mrs. X' against the decision not to grant Ill-Health Retirement.

Having noted that a substantial period of time had elapsed since publication of the Complaints Board's original report (R.53/2017 – presented to the States on 18th May 2017), the Board concluded that little was to be gained by pursuing the matter and agreed not to seek a meeting with the Greffier of the States, as previously considered, to discuss the process which led to the Complaints Board agreeing to investigate a complaint.

The Board noted with interest that Senator P.F.C. Ozouf had lodged 'au Greffe' on 12th February 2018 a proposition entitled: 'Public Services Ombudsman: establishment of office' (P.32/2018) which sought, *inter alia*, to the agreement of the States that the recommendations from the Clothier Report on the Machinery of Government in Jersey and the Jersey Law Commission that "An Ombudsman should be appointed to hear and determine complaints of maladministration" should be progressed as a matter of priority." The Board also noted that the proposition sought the replacement by the Ombudsman of the States of Jersey Complaints Board as soon as practicable. The Board asked that further consideration be given as to whether it might in due course present to the States a comment on the proposition.

The Board, with reference to its Minute No. B12 of 4th December 2017, noted that a defamation hearing, brought at the behest of the Ophthalmic Consultant from whom an offer of employment by the Health and Social Services Department had been withdrawn in 2012, was due to be held in the Royal Court of Justice on 22nd February 2018. The Board recalled that this was also a matter upon which the Complaints Board had previously reported (R.75/2016 referred).

MC/SC/072

**CONFIDENTIAL**STATES EMPLOYMENT BOARD

(90th Meeting)

27th February 2018**PART B (Exempt)**

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

**Confidential:**  
**QE Article 39**  
 Jersey  
 Appointments  
 Commission –  
 Annual Report  
 2017  
 1452(3)

B1. The Board, with reference to its Minute No. B1 of 6th November 2017, welcomed the Rt. Hon. Dame Janet Paraskeva, D.B.E., Chair of the Jersey Appointments Commission (JAC) to the meeting, and reviewed the draft report of the JAC for the year to 31st December 2017.

Dame Janet reminded the Board that this was her fourth report as Chair, and remarked that 2017 had been busy for the JAC, leading to the appointment during the year of one additional Commissioner, and had also included the recruitment processes for the Chief Executive and the Children's Commissioner.

Approximately half of the JAC's work during 2017 had been connected to independent bodies, [REDACTED]

Dame Janet alerted the Board to the following new matters which had come to the attention of the JAC during 2017:

- [REDACTED]
- (2) the appointment of the Chair and Chief Executive of Jersey Post had been confirmed without any identifiable process;
  - (3) JAC had been approached regarding the number of board appointments that a single individual could hold at one time, with particular concern having been expressed about the number of Board Chair roles. Dame Janet advised that this matter had been raised with the Shareholder Executive, who was drafting guidance on parameters for the wholly-owned bodies given that conflicts of interest, both actual and perceived, were of concern to the Island community. The Board acknowledged the merits of looking outside of Jersey for board appointees and agreed that this issue should be tabled for further discussion at a future meeting;
- [REDACTED]

[REDACTED]

Dame Janet advised that the JAC would look to progress the matters raised in the report during 2018 and would continue to work closely with the Shareholder Executive on issues relating to wholly-owned bodies. [REDACTED]

[REDACTED]

The Board decided to write to the boards of all organisations wholly-owned by the States of Jersey to remind them of their obligations to follow the recruitment processes established by the JAC.

The Board also noted that the JAC would be producing guidance on succession planning for departments and organisations during 2018, as well as a 'red/amber/green' system for rating the recruitment practices of all States' departments.

The Board was content to note that, following additional support provided by the JAC, recruitment processes within the Health and Social Services Department had progressed smoothly and the JAC would be reviewing whether additional support would continue to be necessary throughout 2018.

The Board noted that the Chief Minister was obliged, under Article 28(5) of the Employment of States of Jersey Employees (Jersey) Law 2005, to present a copy of the JAC Annual Report to the States Assembly for its information within 30 days.

The Board expressed its appreciation to Dame Janet for her report and participation in the meeting, and directed officers to take the necessary action.

**Confidential:**  
**QE Article 35**  
States of  
Jersey: Target  
Operating  
Model –  
presentation by  
Chief  
Executive.  
688/2(94)

B2. The Board received a presentation from the Chief Executive regarding a proposed new Target Operating Model (TOM) for the Public Service.

The Chief Executive introduced Mr. A. Templeman, member of the Transition Team, who outlined the scope of the due diligence completed by the Team, and its headline findings. These would be presented to the Council of Ministers in a workshop on 28th February 2018, prior to the TOM being submitted to the Board for final approval at its meeting scheduled for 2nd March 2018.

The Board noted that the Transition Team had examined, *inter alia*, the following areas of the Public Service:

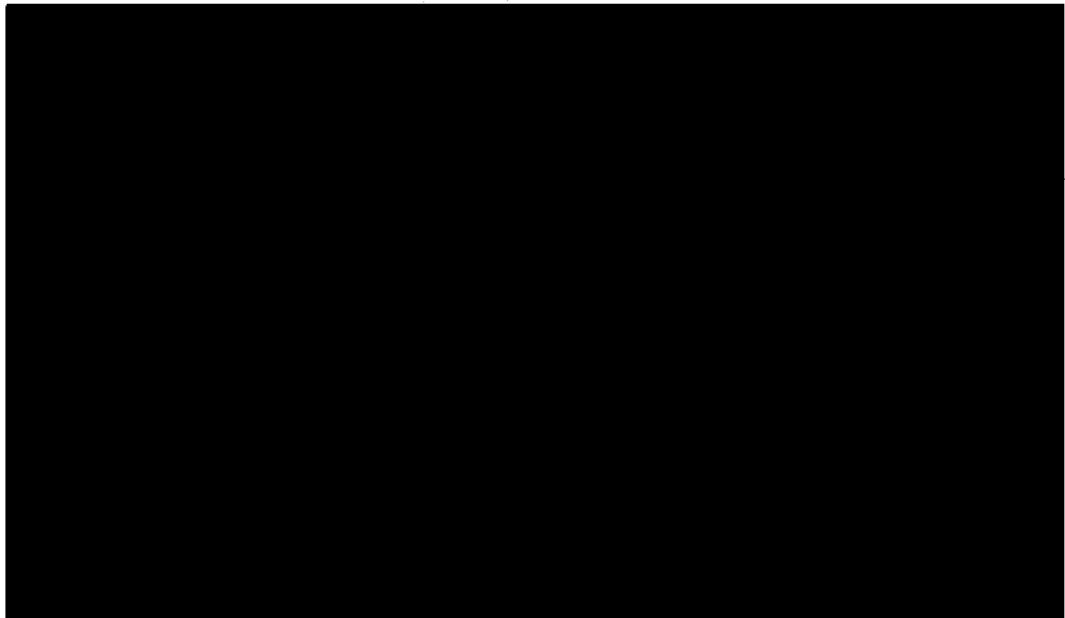
- (1) Policy and Governance;
- (2) Corporate Performance Management;
- (3) Money: planning, spending and managing;
- (4) Human Resources: people and processes;

- (5) Communications: internal and external; and
- (6) Enabling and cross-cutting activities, which included consideration of information services, procurement, audit, public sector reform and the operation of customer facing departments.

Information had been gathered through document reviews, face to face interviews, questionnaires (which it was noted had been anonymised), observations and workshops. KPMG had also been retained to conduct financial due diligence activities. The Board understood that the data had been obtained primarily from individuals employed by the States of Jersey, and that the Team had also consulted with arms-length bodies such as Andium Homes, Ports of Jersey, Visit Jersey and Locate Jersey.

Having completed the due diligence process, the Transition Team had concluded that the Jersey Public Service was comprised primarily of dedicated and hardworking individuals, who had expressed the wish to work more collaboratively and strategically together and were open to the possibility of change.

The headline findings of the due diligence process could be divided into 2 principal areas:



The Chief Executive pointed out that Jersey enjoyed many advantages: a well-developed economy, low and stable tax system, good average standard of living and a clean, protected environment. Equally, Jersey faced significant external challenges in the shape of global financial instability, falling productivity and Brexit. Within the Island there existed inequalities in wealth, income and opportunity, the challenges of an ageing population, outdated infrastructure and pressures of growth on town and countryside.

The Chief Executive proposed a long-term approach to address the issues identified by the due diligence process, which envisaged a Public Service which would be restructured in accordance with 8 'Guiding Principles':

- Customer-focussed
- One Government
- Simple Structures

- Cross-cutting and agile
- Digital
- Transparent and accountable
- Commercial
- Rigorous financial control

The Chief Executive outlined his early-stage priorities, which would include supporting leaders who were well motivated and visible, and who subscribed to a corporate ethos of teamwork and collaboration. It was acknowledged that a wholesale change of culture would take time to embed within the organisation and the Chief Executive explained that a further, more detailed proposition would follow in order that the Board could understand how such change was achievable in practice.

The replacement of outdated information technology (IT) and finance systems by modern, 'digital by default' services would increase efficiency across the organisation and render it better placed to cope with the challenges already identified.

The establishment of a 'Jersey Standard' would introduce the concept of benchmarking within the Public Service, rating performance not just to comparable standards in the U.K., but worldwide.

The office estate of the States of Jersey, which currently operated in over 20 separate locations in the Island, would be consolidated, and both front and back office operations would be streamlined.

The Chief Executive undertook to ensure that the States invested appropriately in workforce capacity and capability, which would include a de-layering of management and promote clear accountability.

In a change to the current structure, the Chief Executive proposed that he would no longer run the Chief Minister's Department, although he would retain oversight of Financial Services and the Digital Economy, Communications, External Affairs, Ministerial Support and Brexit.

The departments which currently existed within the States of Jersey would be consolidated into 7 areas, as follows:

States Treasurer and Exchequer would retain responsibility for Strategic Finance, Risk and Audit, Performance Accounting and Reporting, Investment Management and Taxation functions. The Chief Executive explained that improvements were needed across multiple accounting processes, which currently took too long, in many instances relied on manual journal entries and did not provide any meaningful management information.

Customer and Local Services would improve accessibility to the range of services offered to its customers by the States of Jersey; services would be digitally led and a central portal would be created for applications in connection with social security, planning, registrar services and the People Hub. Local and parish services would also be integrated into the offering.

Children, Young People, Education and Skills recognised the importance of putting children first, and would encompass Further Education, Skills and Learning; Children's Services, Young People and Education. The Chief Executive stressed that this was not a 'takeover' of the Education Department, but rather an opportunity to integrate services and ensure relevant skills were included in the curriculum, as well as to improve specific areas such as vocational training.

Health and Community Services sought to bring all healthcare and associated provision under one umbrella, with a view to addressing the significant existing challenges in a coordinated manner. It was recognised that the current healthcare model in Jersey, as in the U.K., would be unsustainable in future due to the ageing population, and changes were needed to ensure that the delivery of care was both more proactive and community based in order to optimise resources.

Justice and Home Affairs would bring together all Public Protection and Law Enforcement agencies, alongside Criminal Justice and Offender Management. The Chief Executive welcomed the current work being undertaken by the Comptroller and Auditor General, who would shortly issue a report entitled 'Governance in the States of Jersey Police' which he anticipated would be a useful resource. It was envisaged that this department would also include the Probation and After Care Service and Foster Carers.

Growth, Housing and Island Environment would encompass the Economy, the Natural Environment, Operations and Transport, Regulation, Special Projects and Partnerships. The Board challenged the rationale for combining such diverse areas of operations, which it considered did not appear to be natural partners. The Chief Executive confirmed, based on his own experience, that growth, housing and environmental divisions would function well and derive mutual benefit from operating alongside one other. Tourism, sport and the economy would be significant drivers in this department, which it was envisaged would also develop operational partnerships with Visit Jersey, Digital Jersey and Locate Jersey amongst others.

Strategic Policy, Performance and Population brought together Future Island Strategy and Planning, Public Policy and Performance Information and Statistics, creating a central hub for all strategic planning and public policy initiatives across the States of Jersey.

The Chief Executive reminded the Board that his role would no longer include day to day management of the Chief Minister's Department, which would be overseen by the Chief Operating Officer, who would assume responsibility for People and Corporate Services, Modernisation and Digital, and Commercial Services. This new service would be known as the Chief Operating Office and would comprise, *inter alia*, Human Resources, Standards, IT, eGov, Data Protection, Procurement, and States' contractual and subsidy arrangements.

The Chief Executive informed the Board that the Target Operating Model represented a 5-year plan, but progress towards achieving its objectives would be reassessed after 3 years. It was agreed that the Draft Machinery of Government (Miscellaneous Amendments) (Jersey) Law 201- (P.1/2018) represented an important step in enabling the restructuring to take place as envisaged.

Connétable M.P.S. Le Troquer of St. Martin reflected on the challenges faced by the Board in the context of the recent Workforce Modernisation programme, and commented that the support of the States of Jersey workforce, including the Public Sector unions, would also be critical to the success of the programme.

The Board was supportive of the new Target Operating Model for the States of Jersey as outlined by the Chief Executive and noted that a more detailed presentation would be provided to the Council of Ministers at a forthcoming all-day workshop, following which the Board would be asked to formally approve the proposals.

Mr. Templeman and Ms. McGeachie, having been thanked by the Board for their participation, then withdrew from the meeting.

**Confidential:**  
**AE Article 25**  
Control and  
monitoring of  
senior salaries  
(P.59/2011):  
Transition  
Team.  
688/2(43)

B3. The Board, with reference to its Minute No. B1 of 3rd October 2017, discussed, with the Chief Executive, a paper dated 24th February 2018 concerning the Transition Team.

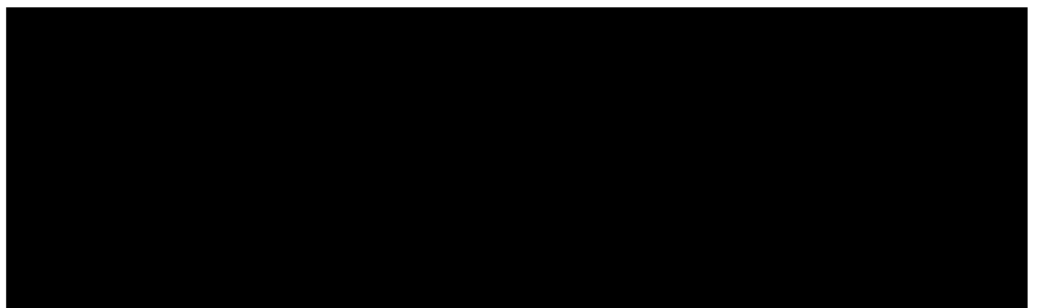
The Board recalled that it had approved the creation of 4 key interim roles for the Transition Team; the individuals concerned were to be remunerated at a daily rate until 31st March 2018, with an option to extend until 30th June 2018:

- (a) Chief Operating Officer;
- (b) Communications Consultant;
- (c) Human Resources and Organisational Development Consultant; and
- (d) Finance Consultant.


The Board further recalled that, in accordance with P.59/2011 - '*Salaries over £100,000: process for review and scrutiny*' - as agreed by the States Assembly on 8th June 2011, it was required to approve all posts remunerated at the equivalent to Civil Service Grade 15 and those at a rate of £100,000 per annum and above. The aforementioned posts, given the relevant daily rate applicable to each, required the Board's approval in accordance with P.59/2011.

The Board acknowledged that that Transition Team had been working actively since their arrival and had provided the Chief Executive with the necessary due diligence and support to enable the preparation of the proposed Target Operating Model (TOM) which would be launched for consultation on 6th March 2018, subject to approval by the Council of Ministers.

The proposed consultation on the TOM was scheduled to run for 90 days, completing on 4th June 2018. The consultation outcomes would inform the design of the final version of the TOM, which would be implemented during the latter half of 2018 and the first quarter of 2019. During the period covering the consultation and implementation phases, the Chief Executive indicated that he would require the support of the Transition Team in areas such as improving financial management, embedding the communications methodology, and delivering the cultural and people management changes that underpinned the TOM, although the process to establish a new permanent leadership team would run concurrently during this period.



The Board accordingly agreed that the aforementioned 4 interim Transition Team positions be extended in their current format until 30th June 2018, and further extended (if deemed necessary by the Chief Executive) by way of equivalent fixed term contract positions from 1st July 2018 until 31st March 2019, subject to:

- 
- (ii) submission of the appropriate P.59 application forms, to include any variations to contractual arrangements, for consideration by the Board.

Officers were directed to take the necessary action.



PM/MH/093

**CONFIDENTIAL**STATES EMPLOYMENT BOARD

(91st Meeting)

2nd March 2018**PART B (Exempt)**

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

**Confidential:**  
**QE Article 39**  
 States of  
 Jersey: Target  
 Operating  
 Model (TOM):  
 consultation –  
 briefing.

688/2(94)

B1. The Board, with reference to its Minute No. B2 of 27th February 2018, received an oral briefing from the Chief Executive, together with Ms. J. McGeachie, Member of the Transition Team, regarding the ongoing consultation on the proposed Target Operating Model (TOM).

The Board recalled that the proposed restructuring aimed to reorganise the Island's public services to better join-up and integrate delivery to Islanders, as well as providing coherence and clarity to staff about how the structure worked, what the accountabilities were and what performance levels were expected. It was noted that the proposals also aimed to reduce duplication, to promote collaboration, to increase productivity and ensure better value for money for the taxpayer.

The Board recognised that, as a result of the proposed reorganisation, a number of functions would move between a reduced number of departments, with some new departments being created and others ceasing to exist in their current form. It was noted that, overall, there would be 3 fewer administrative departments and 22 fewer senior roles in the first phase of the restructuring. It was estimated that the initial reduction in senior roles would reduce staff costs by more than £1 million a year.

The proposed new structure was, as follows -

- Office of the Chief Executive: which would initially be responsible for keeping oversight of 2 critical areas of activity – Brexit and trade – plus the impact of changes on financial services. It would also be responsible for the effective co-ordination 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: which would ensure that the financial responsibilities of public servants were properly discharged and that public service administration finances were better managed. It would 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: which would put customers at the heart of the new government structure and would be the 'front door' to all front line customer services, except health and education. It was considered that this arrangement would avoid Islanders having to deal with multiple teams in multiple departments in lots of different ways, and no longer having to provide the same information each time. The new department would establish a single, streamlined service for all direct interactions with government, whilst seeking to integrate this approach

with closer working arrangements with the Parishes;

- Department for Children, Young People, Education and Skills: which would put the care, welfare, education and whole-life opportunities of children and young people at its heart, being responsible for putting children first, completing the urgent Independent Jersey Care Inquiry reforms and adopting worldwide best practice in the care of children and young people, including the modernisation and improvement of standards of academic education and vocational skills in Jersey. The department would strengthen the links between Jersey businesses and the Island's schools and colleges, providing better opportunities to build careers in Jersey and to reduce the Island's reliance upon skilled migrants, through improved whole-life opportunities;
- Department for Health and Community Services: which would have responsibility for health matters throughout an individual's life, co-ordinating the wide range of front line health services, whether delivered in the community or in hospital. Medical services would be of the highest standard, and those provided in the community to vulnerable groups would meet the high standards they deserved;
- Department for Justice and Home Affairs: which would integrate elements of public protection, providing more effective and co-ordinated management of the services which kept Islanders safe, including bringing together key blue light and emergency services;
- Department for Growth, Housing and Island Environment: which would bring together all the elements needed to provide the right environment for economic growth and business competitiveness – from the smallest start-up business to large multinationals. The department would be responsible for ensuring that the Island continued to develop in a sustainable way, with urban planning enhancing rather than undermining Jersey's natural and cultural heritage. It would also enforce regulations, encompassing consumer protection and biodiversity, and protect the quality of life in the Island's unique environment. The department would ensure that the environment and the economy were not competing forces, but rather were complementary partners in developing Jersey's future, including a stronger focus on special infrastructure projects and partnership with the Island's arm's length organisations;
- Department for Strategic Policy, Performance and Population: which would bring together long-term strategy and the policy and performance framework which underpinned the effective functioning of government in delivering for the Island. It would also assist in improving the oversight of Future Jersey; and
- Chief Operating Office: which would bring together the many internal and back-office services which supported and enabled the effective functioning of Jersey's public service. The Office would have centrally-provided and co-ordinated 'hub' services, partnered with the 'spoke' departments, including Human Resources and Information Technology. The Office would also host a new Commercial Division, which would create a more rigorous approach to contract management, procurement and commercial negotiations for services, on behalf of the States.

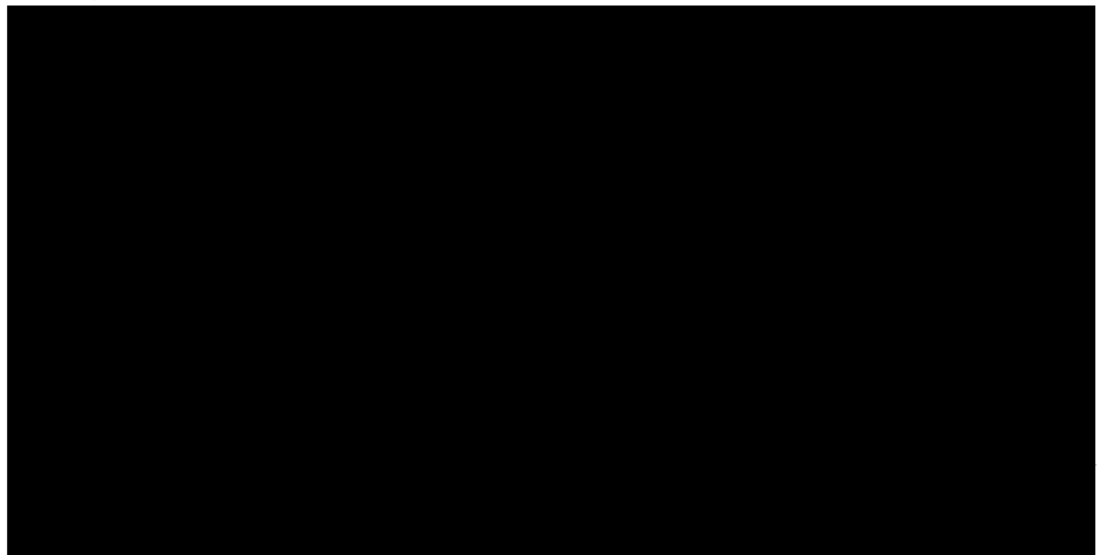
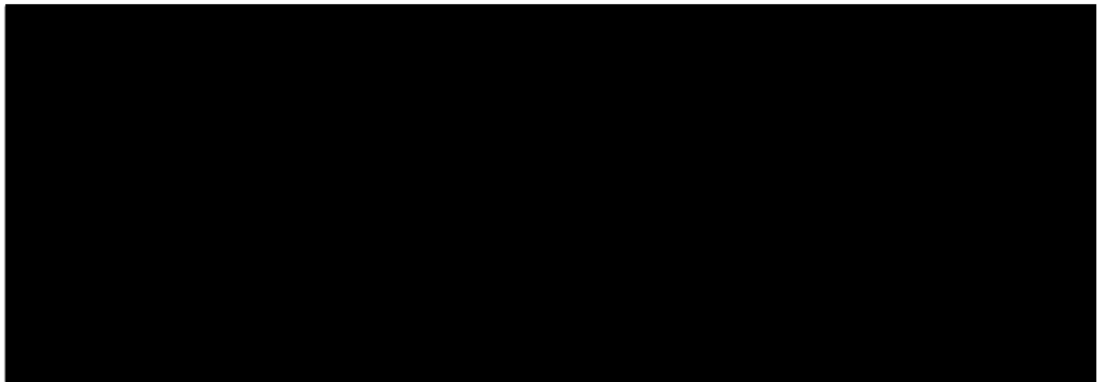
The Board noted that it was envisaged that there would be a 45-day consultation period amongst the most senior leaders (Tier 1 and Tier 2) regarding those changes which directly affected them, which consultation would also include prospective changes to terms and conditions as part of the re-shaping of the Island's public service. Additionally, there was to be a 90-day consultation on the overall restructuring proposals, ending on 4th June 2018; and a further consultation during that 90-day period for Tier 3 managers, in recognition that the changes at Tiers 1 and 2 would also have some impact on Tier 3.

The Board accordingly approved the proposed restructuring proposals, together with the arrangements to be made for periods of consultation, and directed the officers to take the necessary action.

**Confidential:**  
**QE Article 39**  
Post-WFM Pay  
Strategy:  
briefing.

B2. The Board, with reference to its Minute No. B1 of 14th February 2018, received a briefing from the Director – Employment Relations and Organisational Development, together with the Senior Employment Relations Manager, regarding post-Workforce Modernisation (WFM) Pay Strategy.

688/2(48)



**Confidential:**  
**QE Article 39**  
Public  
Employees  
Pension Fund  
(PEPF):  
Actuarial  
Valuation as at  
31.12.2016.

B3. The Board discussed with the Director, Treasury and Resources Department, a report dated 20th February 2018, concerning the Actuarial Valuation of the Public Employees Pension Fund (PEPF) as at 31st December 2016.

The Board noted that –

- (a) the Chief Minister would proceed to present the Actuarial Valuation at 31st December 2016 to the States;

1479/99(4)

- (b) the deficit in the Public Employees Contributory Retirement Scheme (PECRS) as at 31st December 2016 (£68.5 million) would be carried forward as it fell within the funding corridor prescribed in the relevant Regulations;
- (c) the small Public Employees Pension Scheme (PEPS) deficit (£0.44 million) would also, in accordance with the transitional arrangements set out in the Funding and Valuation regulations, be carried forward; and
- (d) since the valuation date, the funding position of the PECRS had improved to around 100 per cent, and that the funding position of PEPS had improved to over 100 per cent.

The Board accordingly endorsed the action to be taken by the Chief Minister in presenting the Actuarial Valuation to the States for their information.

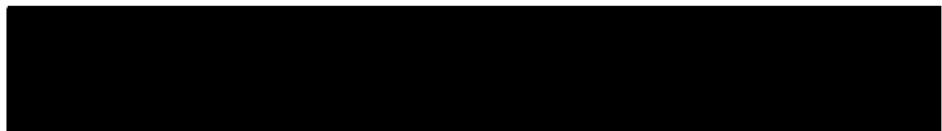
**Confidential:**  
**QE Article 39**  
Jersey  
Teachers  
Super-  
annuation  
Fund (JTSF):  
Actuarial  
Review as at  
31.12.2016.

B4. The Board discussed with the Director, Treasury and Resources Department a report dated 20th February 2018, concerning the Actuarial Valuation of the Jersey Teachers Superannuation Fund (JTSF) as at 31st December 2018.

The Board noted that –

1030/99(1)

- (a) the Chief Minister would proceed to present the Actuarial Valuation at 31st December 2016 to the States;
- (b) the surplus in the Jersey Teachers Superannuation Fund (JTSF) as at 31st December 2016 (£35.1 million) would be retained in the Scheme as a prudent reserve against future adverse experience;
- (c) the formalisation of repayment of the Pension Increase Debt would be considered as part of the review of the Scheme; and



The Board accordingly endorsed the action to be taken by the Chief Minister in presenting the Actuarial Valuation to the States for their information.

**Confidential:**  
**QE Article 39**  
Draft Public  
Employees  
(Contributory  
Retirement  
Scheme)  
(General)  
(Amendment  
No. 12)  
(Jersey)  
Regulations  
201-:  
Voluntary  
Early

B5. The Board, with reference to its Minute No. B2 of 11th January 2018, discussed with the Director, Treasury and Resources Department a report dated February 2018, concerning the draft Public Employees (Contributory Retirement Scheme) (General) (Amendment No. 12) (Jersey) Regulations 201-, which would –

- provide for calculation of Voluntary Early Retirement (VER) on a 'cost neutral' basis; and
- apply the amendments retrospectively to 1st January 2016.

Having recalled that following consultation with the Employers' Actuary it had been concluded that the Regulations should be amended, the Board accordingly approved the draft Regulations and, subject to the preparation of an explanatory report to accompany the projet – the finalisation of which was delegated to the Chairman, in conjunction with the Chief Minister - approved them for lodging 'au Greffe' in the name of the Chief Minister at the earliest possible date.

91st Meeting  
02.03.18

Retirement  
provisions.  
93/99(4)

The officers were directed to take the necessary action.

**Confidential:**  
**QE Article 39**  
PEPF:  
amendment of  
Regulations re.  
'Added Years.'  
688/2(71)

B6. The Board, with reference to its Minute No. B1 of 11th January 2018, discussed with the Director, Treasury and Resources Department a proposal to amend the relevant Public Employee Pension Fund (PEPF) Regulations. [REDACTED]

The officers were directed to take the necessary action.

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

B7. The Board, with reference to its Minute No. B3 of 27th February 2018, discussed with Ms. J. McGeachie, Member of the Transition Team, an undated report which outlined the rationale for recruitment under the procedure for the control and monitoring of senior salaries (P.59/2011 referred) to 5 new roles which would form part of the organisation's new Target Operating Model (TOM) within Tier 1 and Tier 2 of the new leadership teams.

Having recalled the background to the proposed reorganisation of the new structure, the Board recognised that the initial focus was on senior roles. Whereas a period of consultation was ongoing, the Board agreed the need for active recruitment to run in parallel to these mission-critical roles given that the recruitment period could take up to 6 months from initiation to induction of the successful candidate.

The Board recognised that all senior role recruitment campaigns would be overseen by the Jersey Appointments Commission with candidates being sought from both on-Island and off-Island sources, with the recruitment of individuals with sufficient knowledge and experience to support key areas of the new structure being crucial to its success. It was accepted that such individuals would need to have the specialist skills required to enable the delivery of the strategic objectives of the organisation team, with internal candidates to be considered as part of the Consultation and Selection process.

The Board noted that the beginning of the proposed organisational changes would be represented by the introduction of the following 5 new senior roles –

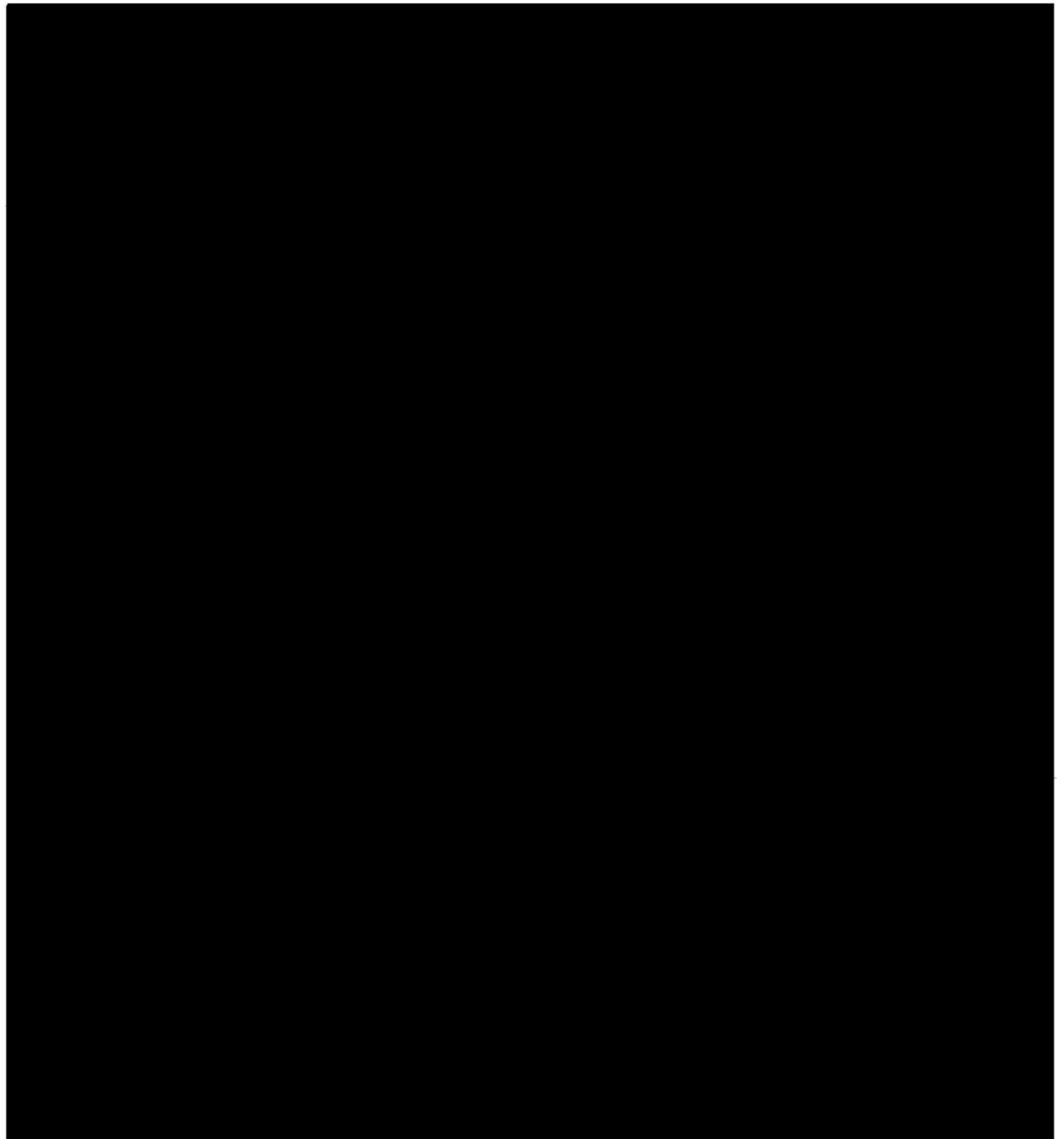
- (1) Chief Operating Officer: initially introduced on an interim basis, and although not intended to pre-empt the outcome of the consultation, the role was considered to be critical to achieving the core principle of creating one organisation;
- (2) Chief of Staff: the introduction of the role would formalise the establishment of the Chief Executive's office which would serve to support both the Chief Executive and the Chief Minister;
- (3) Director of Commercial Services: the introduction of the role was to create a more rigorous approach to contract management, procurement and commercial negotiations for services on behalf of the States;

- (4) Director Performance, Information and Statistics: the introduction of the role was to drive performance management across the organisation through effective corporate and scenario planning using data insight and intelligence and continuous monitoring against organisational key performance indicators; and
- (5) Chief of Information Services: the introduction of the role was to drive the performance, development and implementation of robust digital information infrastructure complementary to the corporate plan of the States.

The Board agreed that recruitment to the above roles was critical to the success of the proposed transition and its associated changes, with the roles focussing on the delivery of key government services, projects and initiatives such as the integration of customer-facing activity, and key to supporting and strengthening the move to the new structure.

The Board accordingly approved the proposed recruitment to the new roles, in line with the P.59/2011 documentation provided and the Chairman was authorised to sign the 'Approval of Senior Appointments' forms, confirming the Board's approval.

**STAFF –  
Confidential:  
OE Article 39**





The officers were directed to take the necessary action.

PM/MH/093

**CONFIDENTIAL**STATES EMPLOYMENT BOARD

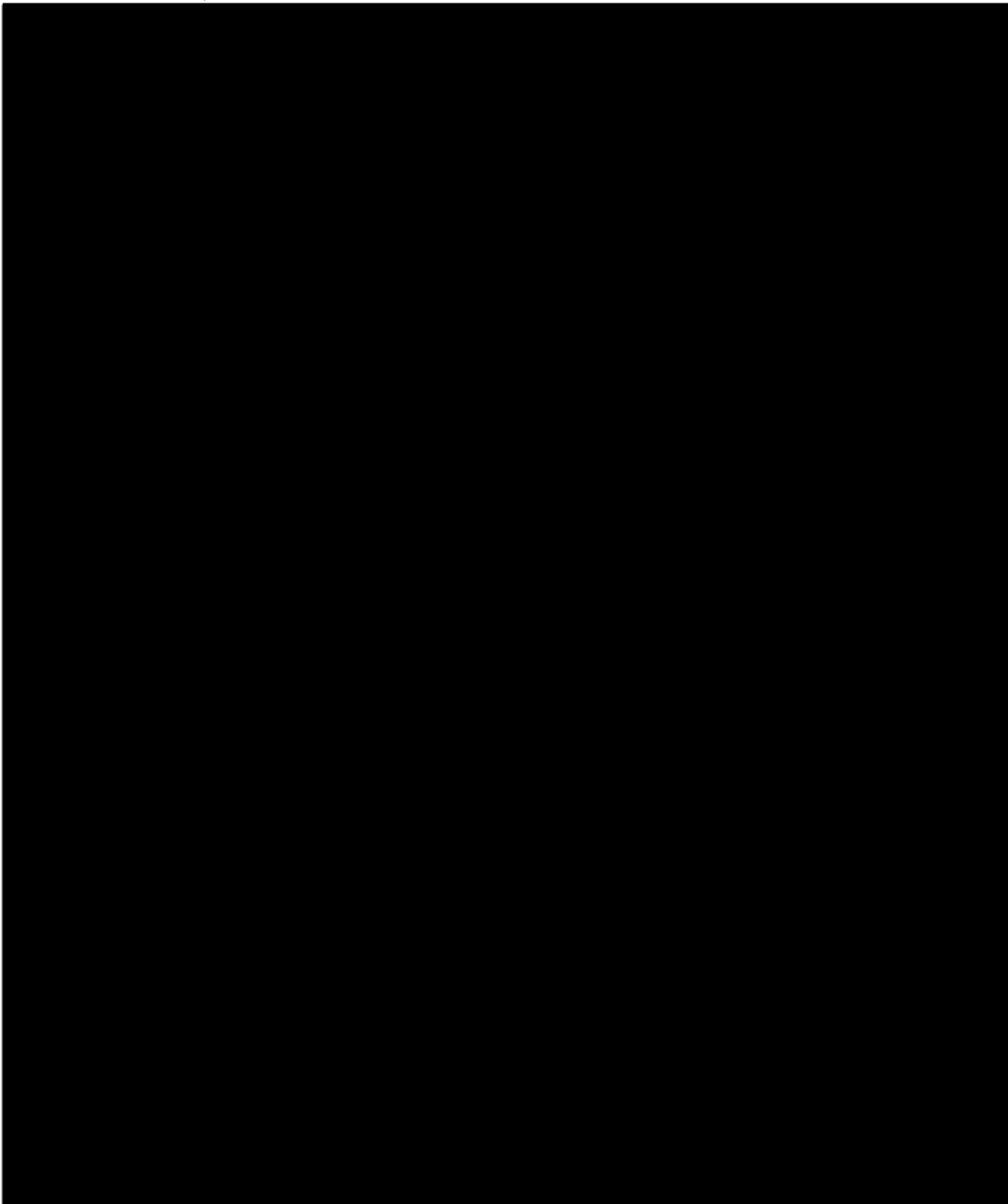
(92nd Meeting)

7th March 2018**PART B (Exempt)**

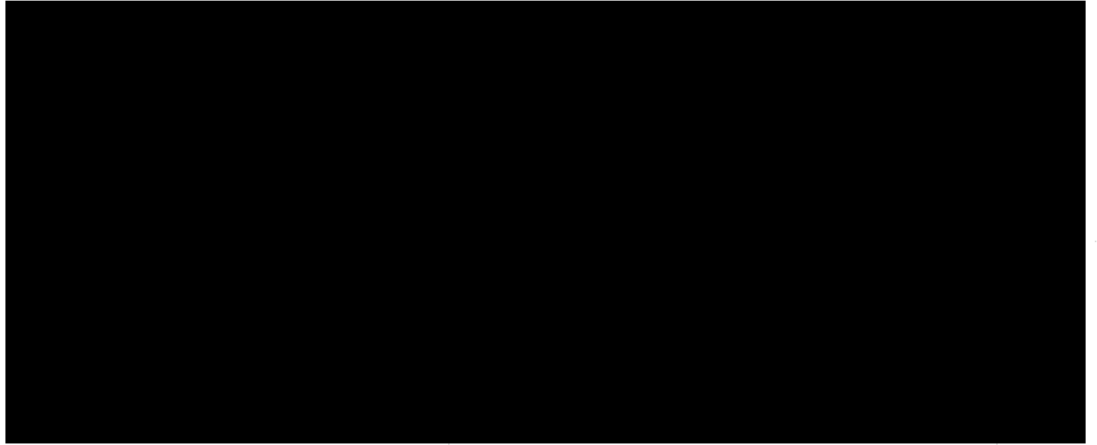
Note: The Minutes of this meeting comprise Part A and Part B.

**Confidential;**  
**QE Article 39**  
Health and  
Social Services  
Department:  
withdrawal of  
offer of  
employment to  
Consultant,  
1064/4(19)

B1. The Board, with reference to its Minute No. B12 of 4th December 2017, discussed with H.M. Solicitor General, together with the Legal Adviser, Law Officers' Department, ongoing legal proceedings in relation to the withdrawal of an offer of employment to a Consultant by the Health and Social Services Department in 2012.







The officers were directed to take the necessary action.

PM/MH/093

**CONFIDENTIAL**STATES EMPLOYMENT BOARD

(93rd Meeting)

22nd March 2018**PART B (Exempt)**

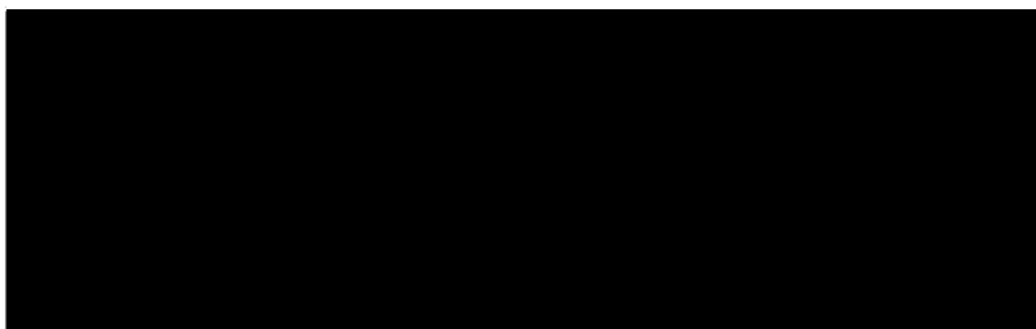
Note: The Minutes of this meeting comprise Part A and Part B.

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

B1. The Board, with reference to its Minute No. B7 of 2nd March 2018, discussed an application for the approval of interim Senior Appointments for a period of up to 12 months in respect of the posts of –

- (a) Interim Head of Service - Looked After Children;
- (b) Interim Head of Service - Multi-Agency Safeguarding Hub (MASH); and
- (c) Interim Director of Children's Services.

The Board noted that following the publication of the findings and recommendations of the Independent Jersey Care Inquiry (IJCI), it was considered that the current Children's Service needed to be transformed in order to be able to change the way in which care to children and families in Jersey was provided. It was recognised that Ofsted (Office for Standards in Education) would be carrying out a review of the Service and that the above 2 senior posts would provide the senior experience and robust leadership to the 2 most vulnerable parts of the Service in need of improvement.

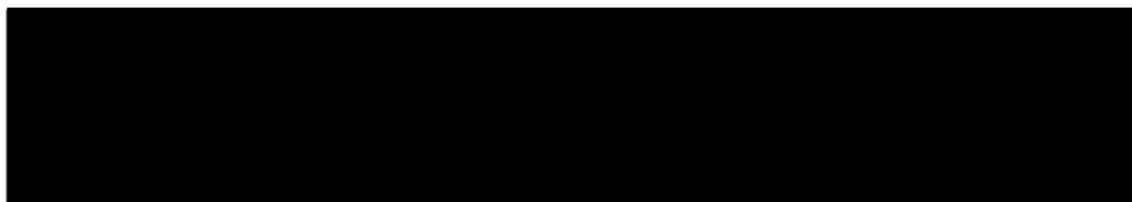


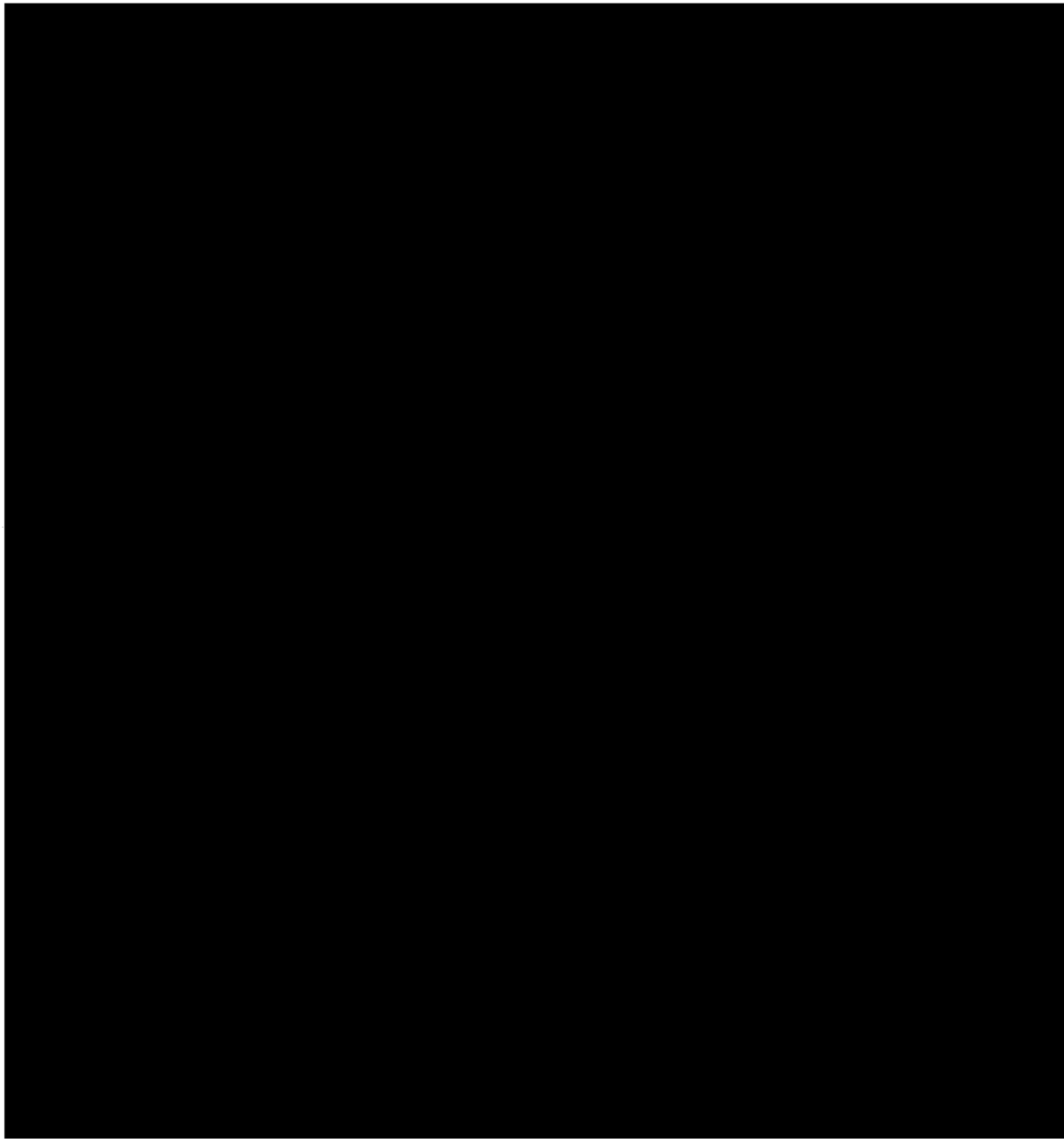
The Board accordingly approved the above-mentioned 3 senior appointments, which it recognised was subject to confirmation by the Council of Ministers, which was to consider the matter at its forthcoming meeting.

The officers were directed to take the necessary action.

**Confidential:**  
**QE Articles**  
**35 and 39:**  
 Doctors' Pay  
 2017-2019.  
 688/2(80)

B2. The Board, with reference to its Minute No. B2 of 29th September 2018, considered an undated report concerning Doctors' Pay Awards 2017-2019.





**Confidential:**  
**QE Article 39**  
States  
Employment  
Board Annual  
Report 2017.  
688/2(23)

B3. The Board, with reference to its Minute No. A2 of 17th May 2017, considered a draft of its Annual Report 2017.

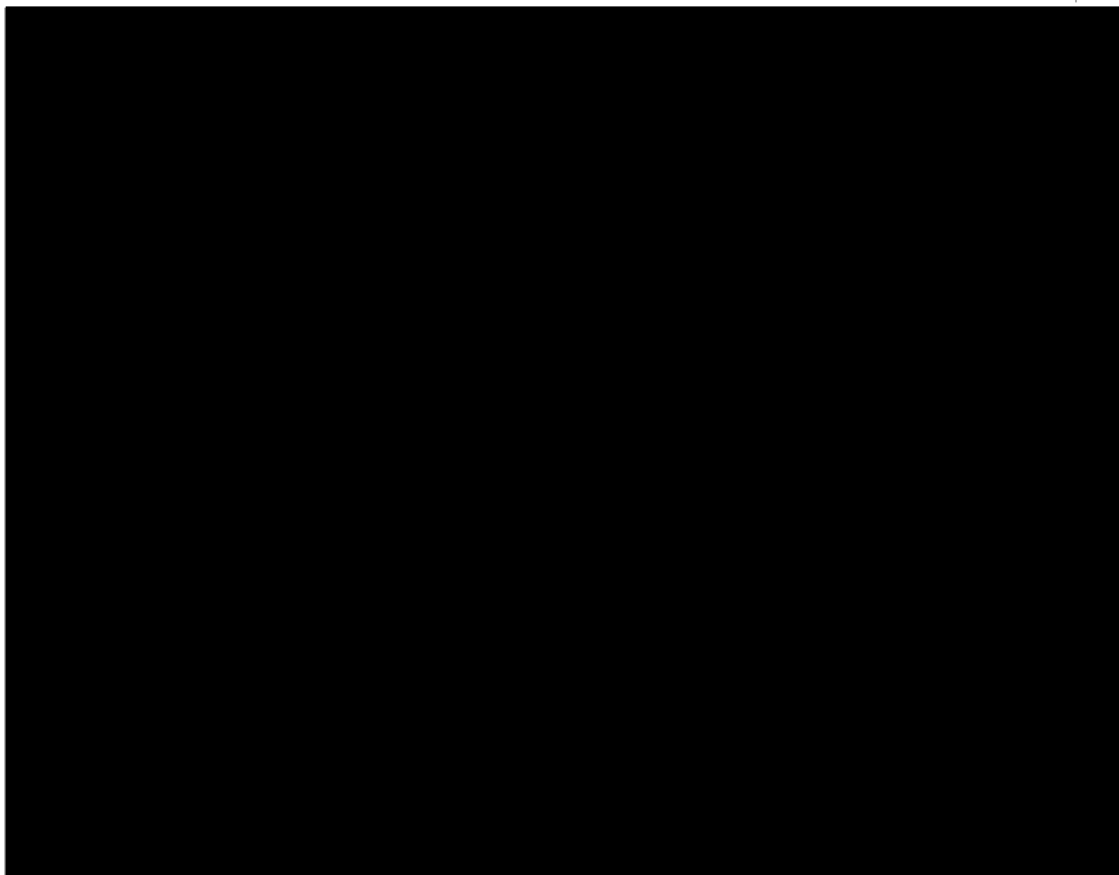
The Board noted that the Annual Report outlined the constitution of the Board during 2017, as well as the number of meetings held, a summary of key matters considered and miscellaneous matters, together with appendices detailing key manpower statistics and a report to the States on activity during 2017 under the provisions of P.59/2011, which required the control and monitoring of senior salaries.

Having noted the detailed information regarding departmental job titles and salary ranges set out in Appendix 2 of the draft Annual Report, the Board directed that the salary ranges should be indicated, wherever possible, in bands of £5,000 so as to preclude the identification of individual officers.

The Board asked that the revised Annual Report be presented to it for final approval at its meeting scheduled for 6th April 2018.

93rd Meeting  
22.03.18

**Confidential:**  
**QE Article 39**  
Jersey  
Judiciary;  
reward and  
grading  
review.  
688/2(95)



The officers were directed to take the necessary action.

PM/SC/113

**CONFIDENTIAL**STATES EMPLOYMENT BOARD

(94th Meeting)

6th April 2018**PART B (Exempt)**

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

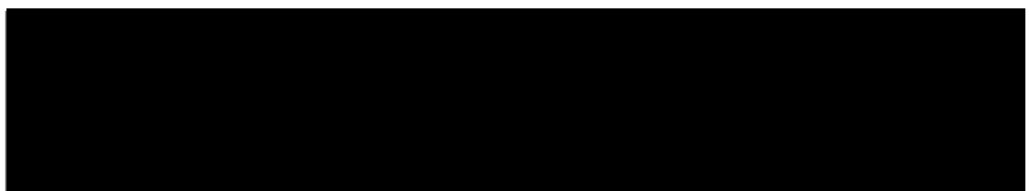
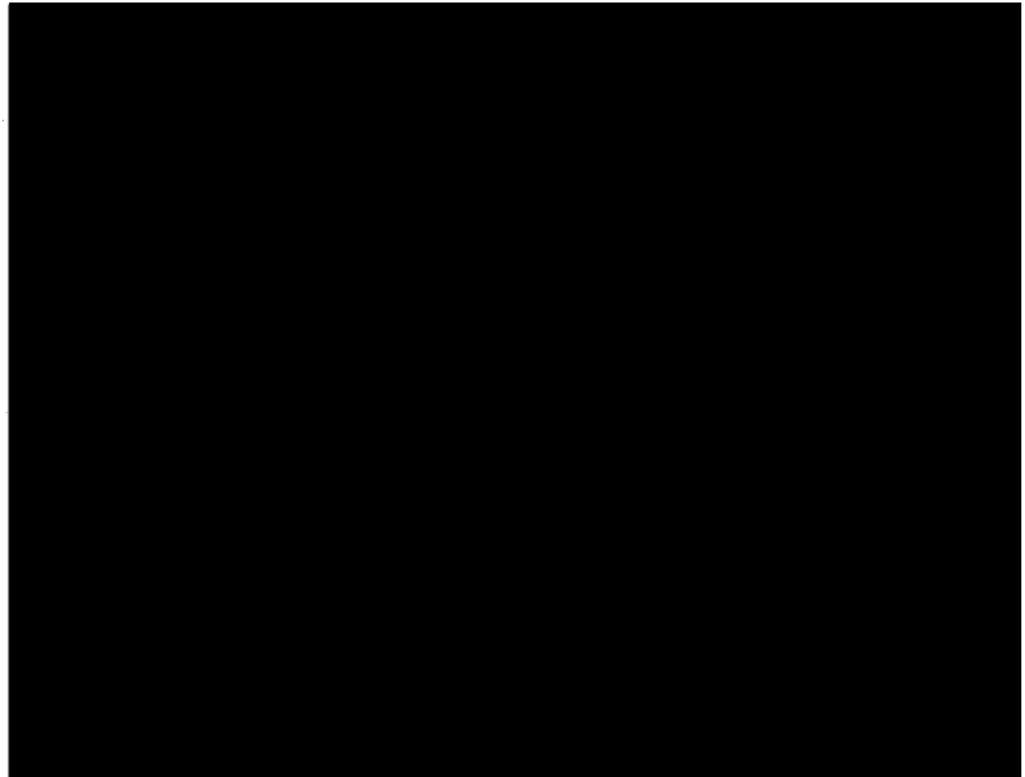
**Confidential:**  
**QE Article 39**  
 States of  
 Jersey: Target  
 Operating  
 Model  
 (TOM) 45-day  
 consultation.  
 688/2(94)

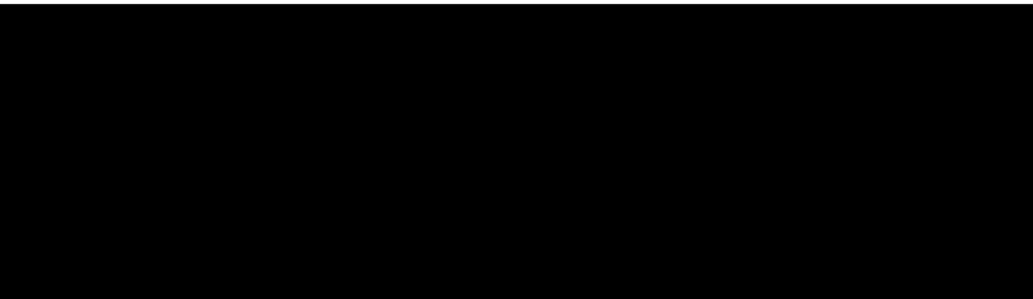
B1. The Board, with reference to its Minute No. B1 of 2nd March 2018, considered an undated report concerning an ongoing 45-day consultation period leading to the introduction of the implementation of the proposed new Target Operating Model (TOM) for the States of Jersey.

The Board noted that Tier 1 and Tier 2 employees were in scope of the 45-day consultation and that those tiers had been determined by applying the following criteria –

Tier 1: all employees with a direct reporting line to the Chief Executive. For the avoidance of doubt, the Director of Human Resources (HR) and the Director of Information Services were included in Tier 1 due to their reporting line in the existing structure;

Tier 2: all employees with a direct reporting line to a Tier 1 employee.





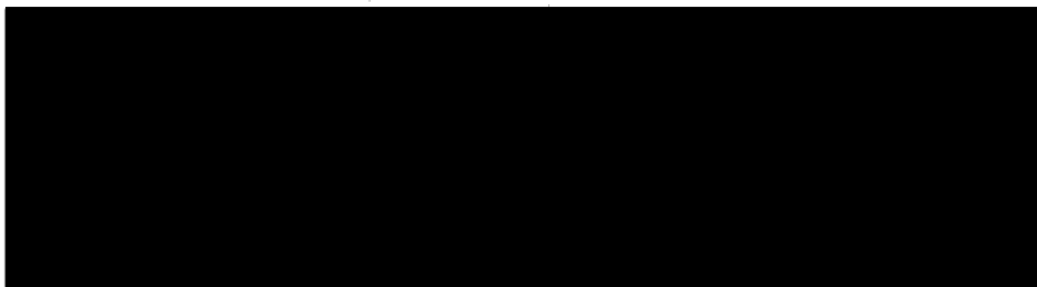
The Board noted that the themes arising from the ongoing consultation from 91 one-to-one meetings were generally positive, with the change being welcomed by staff and considered to be needed. It was apparent that the direction of travel for change was clear and concise and that the principles and outcomes articulated to staff were generally understood and supported, although the early provision of a greater level of information had been requested by consultees.

The Chief Executive outlined the 3 meetings with staff which had been held recently at Fort Regent where he had outlined the 'One Island, One Community, One Government, One Future' approach being adopted and the reorganisation of departments proposed under the new arrangements. It was noted that the large number of staff attending those meetings had also been addressed by the Chief Officer of the Social Security Department, the Children's Commissioner and the Managing Director – Community and Social Services, Health and Social Services Department.

The Board endorsed the approach being adopted.

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

B2. The Board, with reference to its Minute No. B1 of 22nd March 2018, discussed with the Director of Employment Relations and Organisational Development an undated report concerning applications for the approval of Senior Appointments under the provisions of the 'Control and monitoring of senior salaries' (P.59/2011 refers).



the [redacted] post holder would lead, direct and manage the alignment of the technology vision with business strategy by integrating business processes with appropriate IT solutions. A Full-Time Equivalent (FTE) appointment would be made in due course.

2. Senior Project Manager – Data Protection Implementation: the post holder would manage the effective and timely delivery of a portfolio of projects related to the implementation of the new Data Protection (Jersey) Law within the States of Jersey. They would manage and coordinate highly integrated business projects across all States departments and functions, typically involving a minimum of one representative by Line of Business.

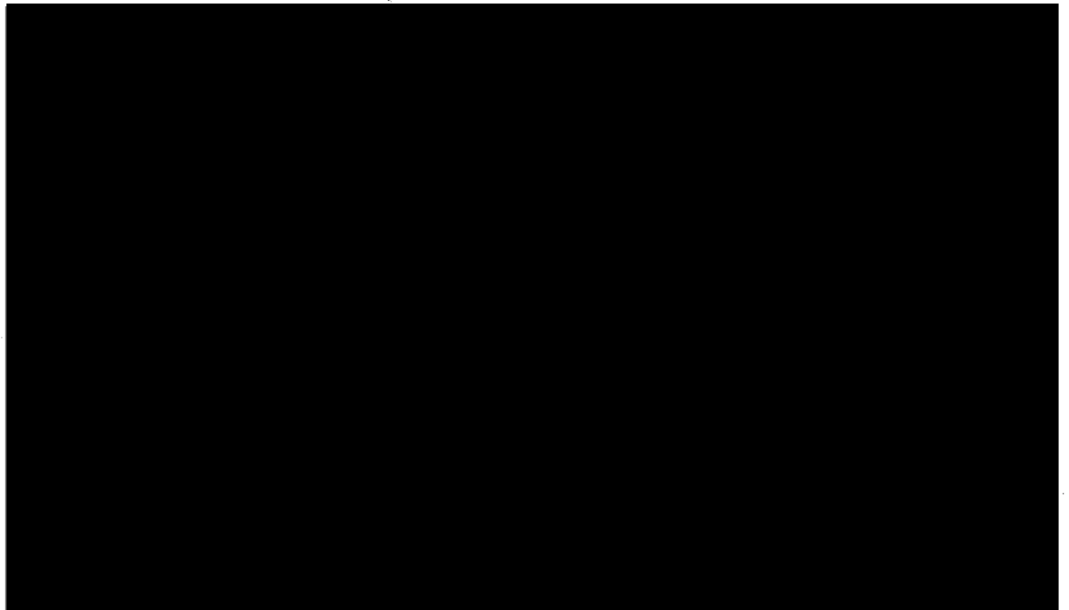
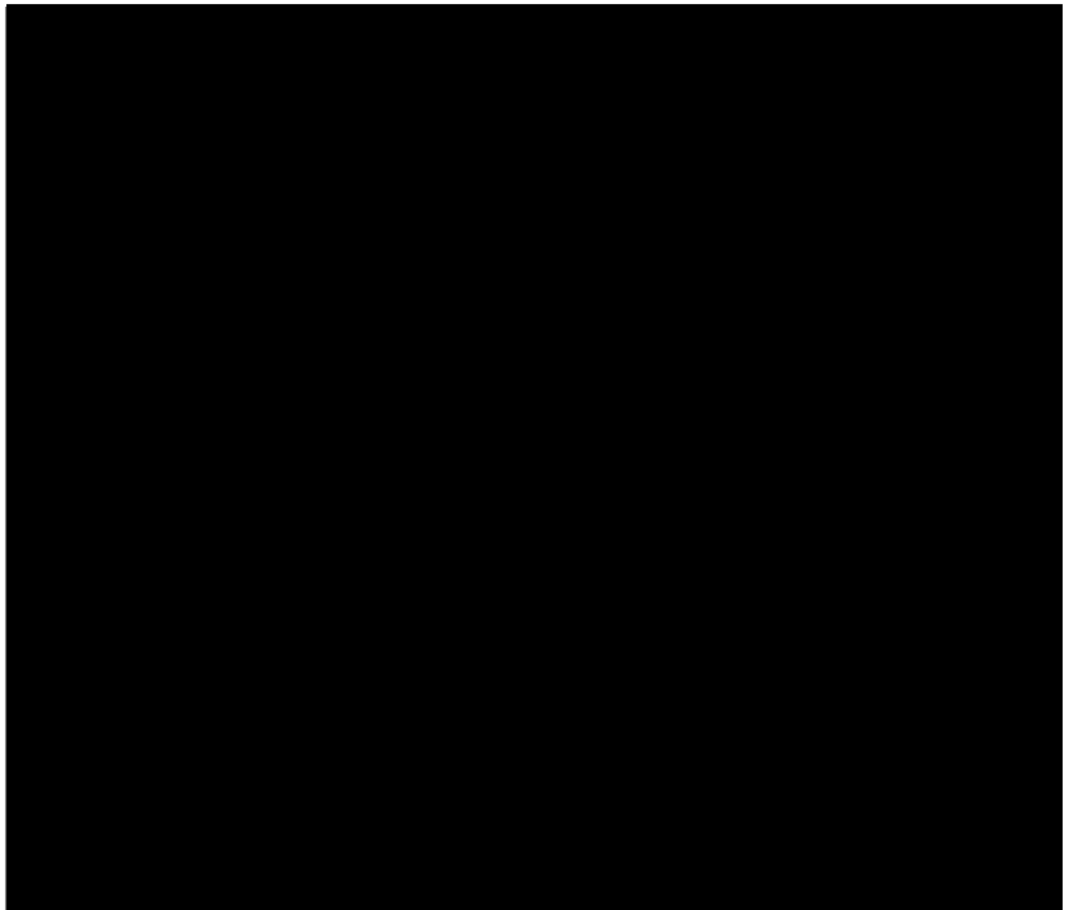
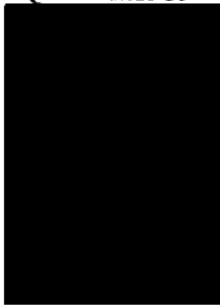
The Board also considered an application for an interim post of Workforce Planning Manager within the Human Resources function of the Chief Minister's Department.

It was noted that the post would provide immediate support to Health and Social Services in the production of a workforce plan (by September 2018) for the directorate and also for the new hospital.

The Board considered a further application, namely the interim post of Category Manager, Procurement, currently within the Treasury and Resources Department although scheduled to move in due course to the Chief Operating Officer's Department. It was noted that the post would provide additional procurement support during a period of change as the TOM was implemented.

The Board accordingly approved the above-mentioned 4 senior appointments and directed the officers to take the necessary action.

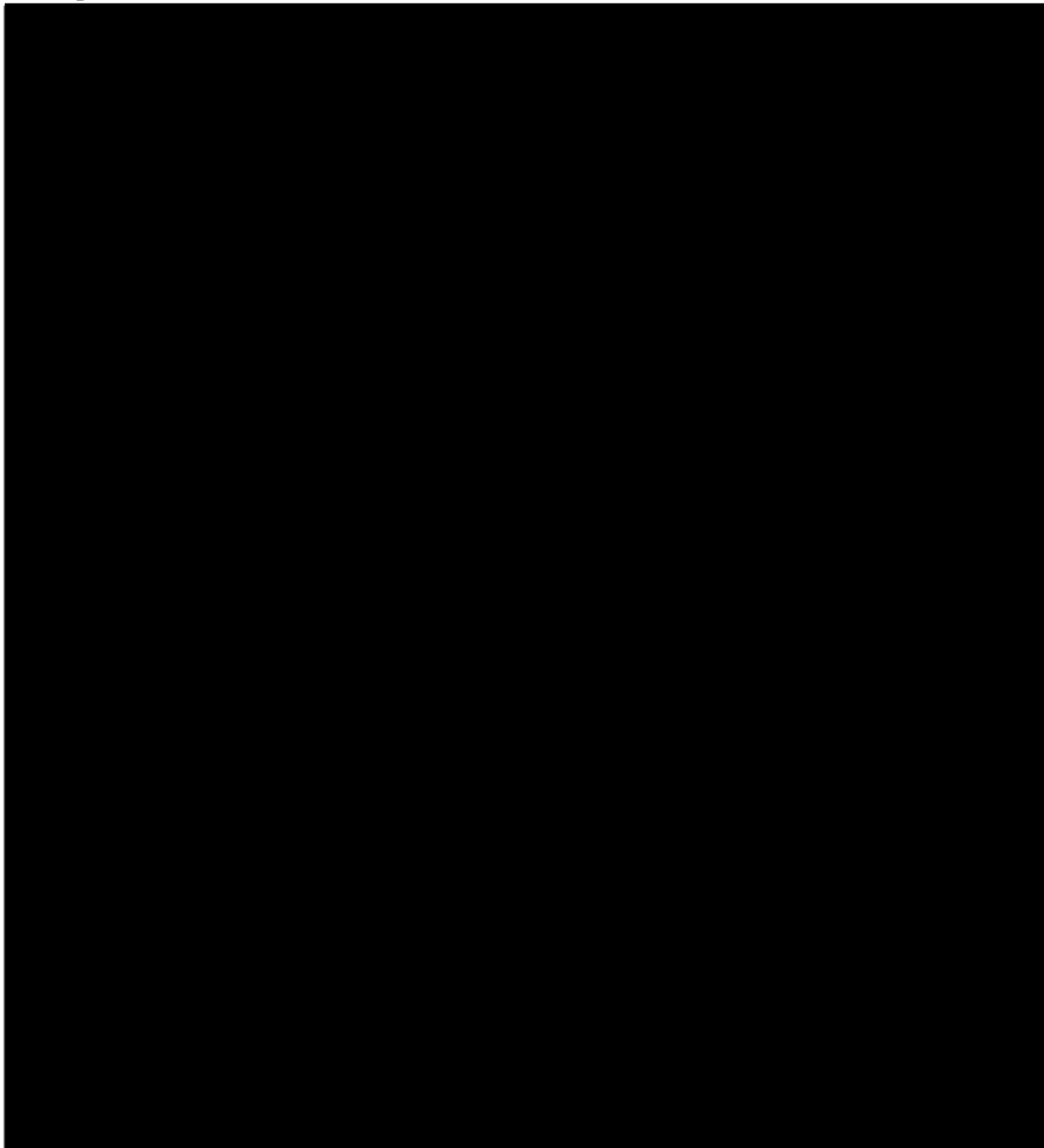
**Confidential:  
OE Article 39**





**Confidential:**  
**QE Article 39**  
Health and  
Social Services  
Department:  
withdrawal of  
offer of  
employment to  
Consultant.  
1064/4(19)

B4 The Board, with reference to its Minute No. B1 of 7th March 2018, discussed with the Director of Employment Relations and Organisational Development an email, dated 31st March 2018, from the Legal Adviser, Law Officers' Department concerning ongoing legal proceedings in relation to the withdrawal of an offer of employment to a Consultant by the Health and Social Services Department in 2012.



The officers were directed to take the necessary action.



94th Meeting  
06.04.18

**Confidential:**  
**QE Article 39**  
Complaints  
Board:  
findings in  
case of Mr. X  
against the  
Education  
Department.  
1386/2/1/22  
(3)

B5. The Board discussed with the Head of Case Management – Human Resources the Report of the Jersey Complaints Board concerning the complaint of Mr. X against the Education Department regarding the way in which a referral to the Disclosure and Barring Service (DBS) had been handled, following his dismissal from the Youth Service in 2014.

The Board noted that the Complaints Board was of the view that: *“the Education Department should have made it clear to Mr. X at the commencement of the disciplinary process that a possible outcome of the proceedings could be a barring referral to the DBS, which would, of course, have a material detrimental effect on Mr. X’s opportunities for re-employment in a sector in which he had previously led an unblemished career.”* The Complaints Board suggested that: *“it should be a matter of standard practice in any disciplinary proceedings involving an employee’s behaviour with children, or vulnerable adults, which might result in dismissal, to notify the employee at the outset of disciplinary processes that the employee might, in such event, be liable to be referred to the DBS.”*

The Board recognised that a new policy in relation to dismissal over a safeguarding issue had been introduced throughout the public service in 2016, as a result of a recommendation for greater diligence with regard to risk-taking in that area.

The Board accordingly accepted the findings of the Complaints Board and agreed that it was prepared to take the actions recommended thereby.

The officers were directed to take the necessary action to respond to the Complaints Board.

**Confidential:**  
**QE Article 39**  
Orchard  
House:  
Health and  
Safety  
Enforcement  
Notice.  
688/2(97)

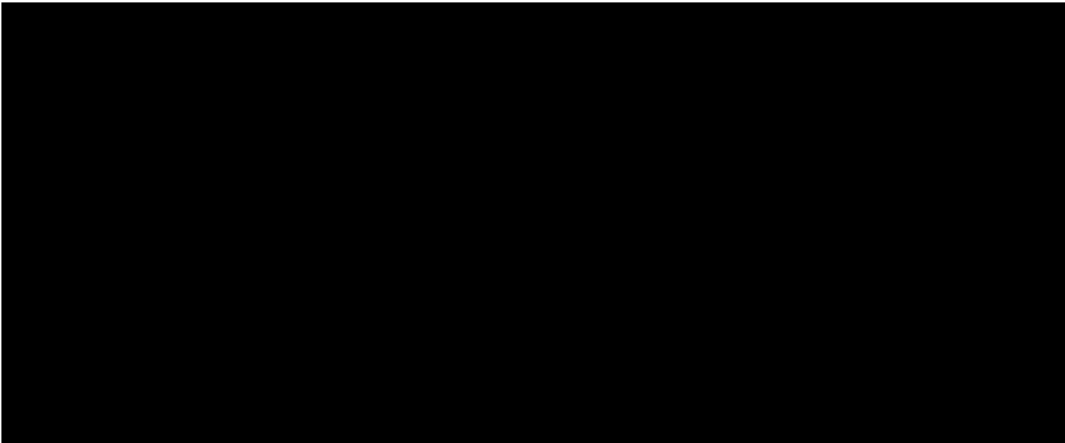
B6. The Board received an oral report from [REDACTED] regarding a Health and Safety Improvement Notice which had been served on the H&SS Department in respect of the Orchard House Acute Admission Unit under the Acute Community Mental Health Team.

The Board noted that training had been provided to staff in respect of handling aggression by patients, which met the requirements detailed in the Enforcement Notice. However, it was agreed that the action taken in this area had to be sustainable and that there was a need to address the wider implications which had given rise to the Enforcement Notice. It was noted that, consequently, the staff training provision had been extended and an issue with the effectiveness of the existing alarm system was currently being addressed.

The Board noted the present position.

**Confidential:**  
**QE Article 39**  
Post-WFM Pay  
Strategy:  
Nurses and  
Midwives  
dispute.  
688/2(48)

B7. The Board, with reference to its Minute No. B2 of 2nd March 2018, received an oral report from the Senior Employment Relations Manager regarding a dispute which had been declared by the Jersey Nurses Association (JNA) in respect of the pay award for 2017.



**Confidential:**  
**QE Article 39**  
Bullying and  
harassment;  
independent  
review.  
792(31)

B8. The Board, with reference to its Minute No. B2 of 14th February 2018, together with Deputy T.A. Vallois of St. John, the Head of Case Management – Human Resources and the Director, Health and Social Services in attendance, considered a report, dated 21st February 2018, which had been commissioned from HR Lounge on its independent review of bullying and harassment within the States of Jersey, and received a presentation thereon from Mr. M. Tiplady and Ms. E. Fearon of HR Lounge. The Board also noted a report, dated 26th February 2018, prepared by the Head of Case Management.

Mr. Tiplady outlined the approach which had been adopted in undertaking the review and compiling the report, it being noted that approximately 200 public sector employees had been consulted with or interviewed during the process. The overall conclusions of the review were noted, with particular regard to the finding that there was a significant level of bullying and harassment within the States of Jersey which required attention. It was suggested that there was significant scope for the employer to deal with issues and/or complaints which arose, whilst recognising that there were also some pockets of good management within the organisation.

The Board accordingly noted the outcomes of the desktop analysis and other fieldwork undertaken, and also the recommendations arising therefrom, including a proposed second stage of work to draft new processes and guidance, consultation thereon and the development of an implementation plan, including training and briefing. It was recommended that the proposed programme should be launched via an organisation-wide training programme utilising the work already undertaken. It was suggested that new Bullying and Harassment, and Whistle-blowing policies were required (including a new independent whistle-blowing hotline), as well as the publication of management guidance and clear statements outlining the expectations of managers.

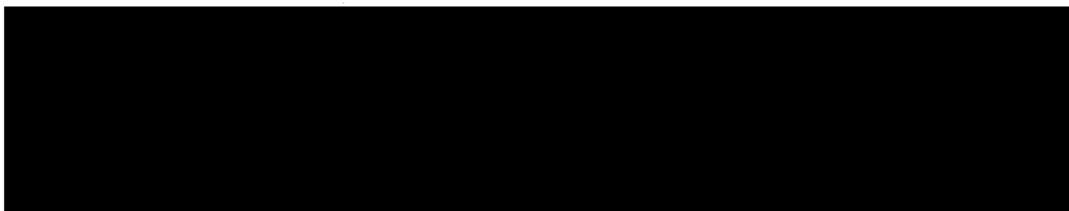
The Board recognised that HR Lounge had concluded that the programme of training to be embarked upon should be spread over a period of up to 3 years, enabling all managers to be briefed on dealing with bullying and harassment incidents, so that they understood the States of Jersey's expectations and requirements around nil tolerance. It was further recommended that the States' investigation resources be upgraded so as to create a pool of properly trained investigators amongst the workforce. It was suggested that the existing Case Management Unit should not ordinarily be directly involved in investigation, but rather be responsible for operating a case triage system, to oversee the quality, speed and emphasis of investigation, early resolution and policing the progress of complaints, as well as providing advice and guidance more generally.

The review strongly advocated the introduction of a 14-day managerial intervention period before any other process was triggered so as to enable local resolution to be

discovered. It was considered that there should be a number of conflict resolution tools available, including mediation. A new case-tracking system was recommended, so that chasing, tracking and reporting could be progressed more easily. It was suggested that there should be regular reporting by the Case Management Unit to both departmental and central leadership, including post-incident debriefing and the organisation learning process. Finally, the review recommended the introduction of a 'friend' system with the appointment in each confirmed case of bullying under investigation of a friend to both the complainant and the respondent.

The Board noted that the review considered that most of the recommendations made would be inexpensive or at nil-cost, although requiring detailed cost assessment overall.

In considering the desirability of publishing the HR Lounge report, the Board noted the intention that it should be incorporated into the proposed induction of all Tier 1 employees, whilst recognising that a briefing was in any event to be provided to the relevant Trade Unions later on 6th April 2018. Having noted the foregoing, the Board invited the Chief Executive to comment on the way forward regarding publication of the report – including a suggestion that a synopsis of the report might be provided to all public sector employees, accompanied by a letter from the Chief Executive.



The delegation, having been thanked by the Board for its attendance, withdrew from the meeting.

**Confidential:**  
**QE Article 39**  
Culture  
Change  
Programme:  
invitation to  
tender.  
688/2(94)

B9. The Board discussed with the Head of Leadership and Development, Human Resources Department a report, dated 3rd April 2018, concerning proposals for an invitation to tender for the provision of a major culture change programme for the States of Jersey. The Board also noted a draft 'Invitation to Tender' document for the provision of a Culture Change Programme.

The Board recognised that a vital strand of the government's ambition for transformation to a position where all Islanders would '*enjoy a good quality of life, in a fair and balanced society, sustained by a prosperous economy and outstanding, modern public services*' was the creation of 'Team Jersey.' It was envisaged that this programme of work would stretch over the next 4 years and would define and deliver how teams developed, worked together and performed for Jersey. This would involve embedding the right behaviours and values to enable public sector staff to be confident and energised and deliver excellent service to Islanders.

It was apparent that a number of issues had emerged over recent years which pointed to a problem with the culture of the States organisation. Evidence pointed strongly to the need for a whole system approach, and it was recognised that the recent Independent Jersey Care Inquiry and the Bullying and Harassment Report had similarities with regard to behaviours and the values expressed by the organisation and the issues these caused.

The Board recognised that the development of Team Jersey would seek to encompass co-designing with Island residents the right culture and behaviours,

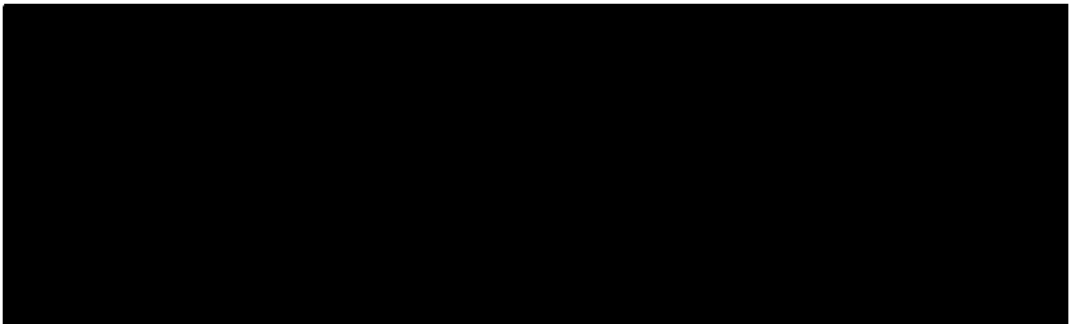
enabling collective responsibility, and demonstrating these in everything that was done and said. It was noted that early work had started to shape what the desired culture might include; namely teamwork and collaboration, openness and transparency, learning, innovation and risk-taking, and respect of customers and for each other. The ambition for the States of Jersey was for it to become a learning organisation, with the right values that positively influenced attitudes and behaviours.

The Board noted that the initial procurement envisaged tendering for all of the stages of the culture change programme, but divided into 3 phases –

- Phase 1 - definition and design;
- Phase 2 – delivery; and
- Phase 3 (in parallel) - sustainability.

A programme manager would be appointed and the contract monitored as part of the terms of reference for the Board, with programme progress and any contractual issues discussed regularly, and a full review and report completed at each stage.

The Board noted that the duration of the contract period would be agreed with the selected supplier, although it was envisaged that the programme of work would be for approximately 4 years. Delivery dates and milestones would also be agreed within the contract and measurement taken against them. Qualitative and quantitative key programme indicators (KPIs) would be developed as part of the change programme itself.



It was noted that the tender process would ask potential suppliers to outline internal resource requirements, including the need for programme management and building capacity within the Organisation Development team.

The Board accordingly endorsed the approach being adopted and directed the officers to take the necessary action.

PM/KS/MH/157

**CONFIDENTIAL**STATES EMPLOYMENT BOARD

(95th Meeting)

11th May 2018**PART B (Exempt)**

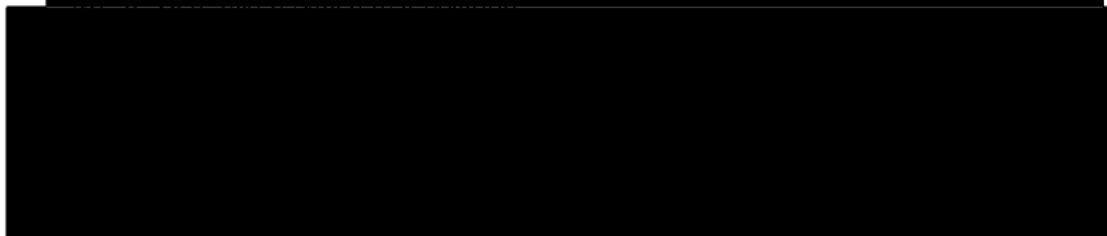
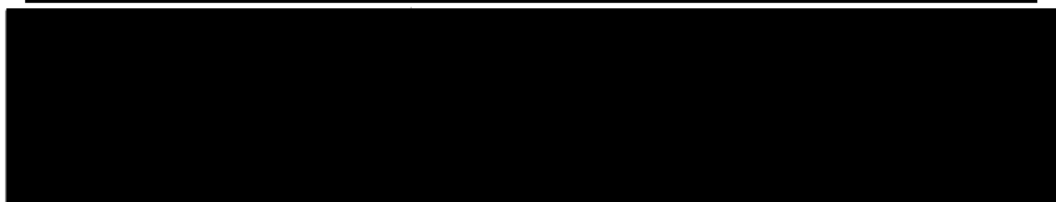
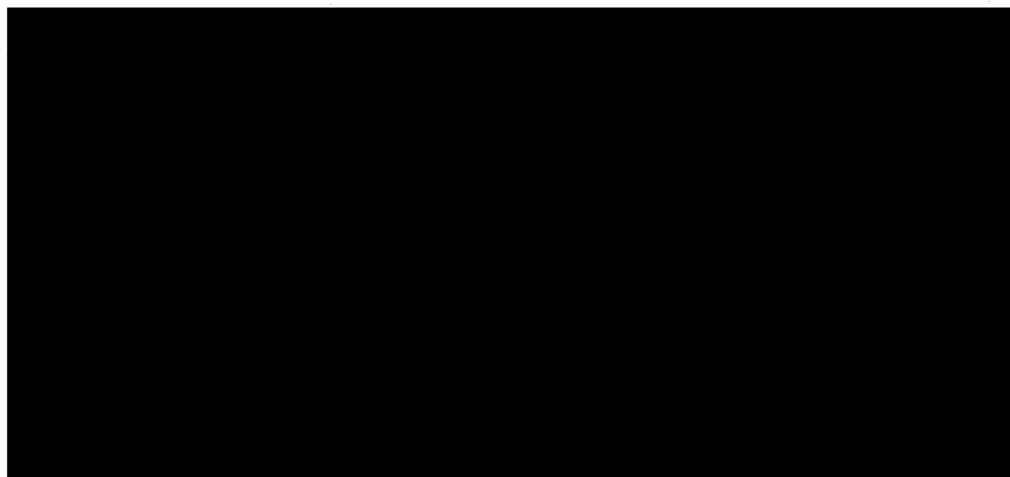
Note: The Minutes of this meeting comprise Part A and Part B.

**Confidential:**  
**QE Article 39**  
 States of  
 Jersey: Target  
 Operating  
 Model  
 (TOM) –  
 outcome of 45-  
 day  
 consultation  
 (appointments  
 and potential  
 exits).  
 688/2(94)

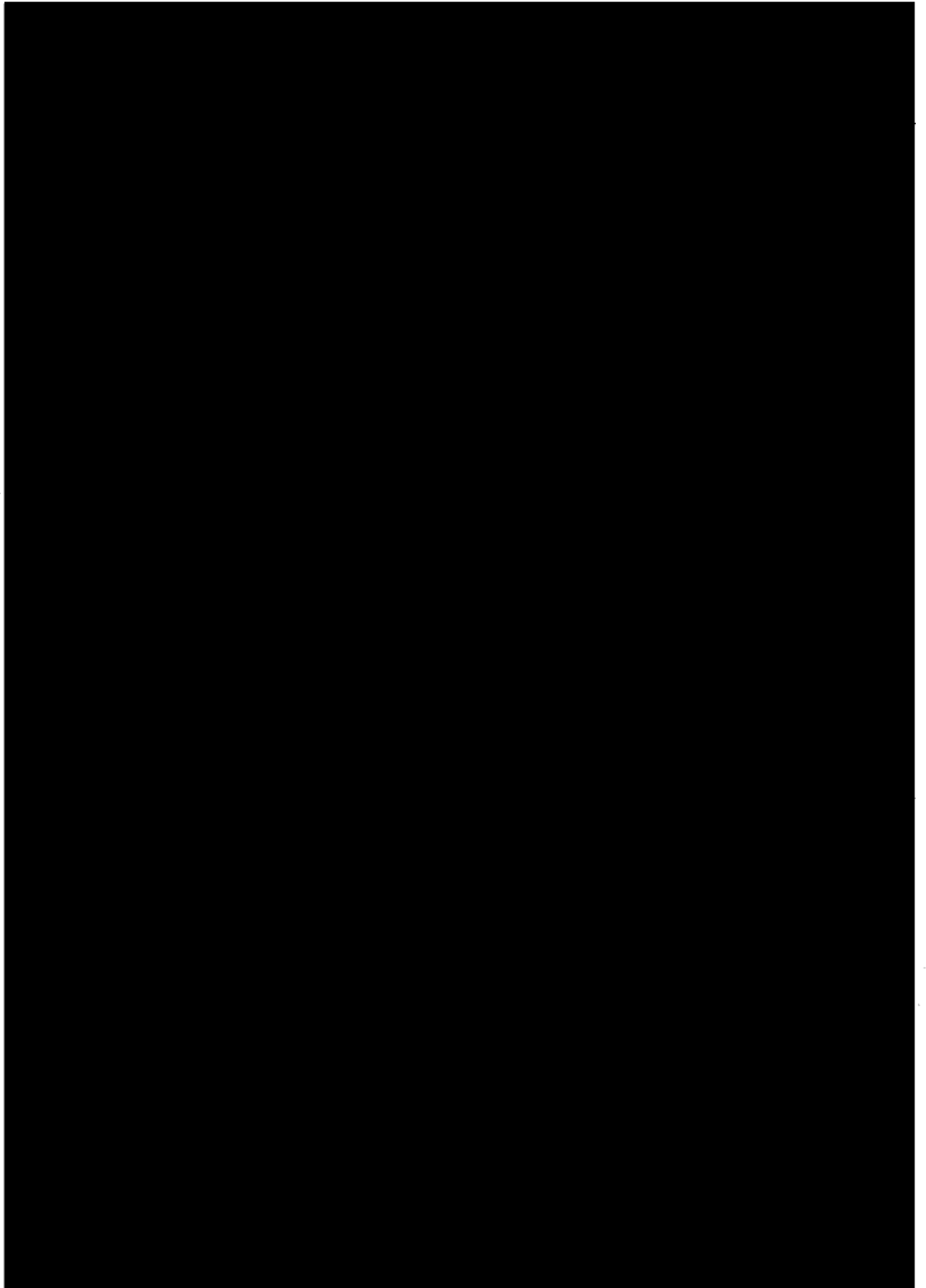
B1. The Board, with reference to its Minute No. B1 of 6th April 2018, received an oral report from the Chief Executive, States of Jersey, regarding senior management appointments and the potential exit from the public service of certain senior staff.

The Chief Executive informed the Board that in cases where employees could demonstrate an 80 *per cent*, or greater, assimilation between their expertise and a Tier 1 or 2 post under the new structure, it was possible to 'slot' them into that post. Where the level of assimilation was greater than 50 *per cent*, a thorough and rigorous process would take place, involving technical assessments, interviews with recruitment consultants, aptitude tests and a final interview with a panel comprising the Chief Executive, the Chairman of the Appointments Commission and an independent member.

The Board was notified that recruitment for the following positions had taken place: Director General for Growth, Housing and Island Infrastructure; Director General for Customer and Local Services; Director General for Strategic Policy, Performance and Population and Group Director for Economy.



453  
95th Meeting  
11.05.18



95th Meeting  
11.05.18

**Confidential:**  
**QE Article 39**  
Post-WFM Pay  
Strategy:  
Nurses and  
Midwives  
dispute.  
688/2(48)

B2. The Board, with reference to its Minute No. B7 of 6th April 2018, received an oral report from the Director of Employment Relations, regarding the dispute which had previously been declared by the Jersey Nursing Association ('JNA') in respect of the pay award for 2017.

**Confidential:**  
**QE Article 39**  
Children's  
Services:  
appointment of  
social workers  
– business  
case.  
688/2(98)

B3. The Board, with reference to its Minute No. B1 of 22nd March 2018, received and considered a report regarding the business case for the appointment of social workers to the Island's Children's Services.

It was recognised that the high cost of accommodation in Jersey played a significant part in individuals not accepting job offers, or resigning very early into their employment. Relocation costs were also noted as being a relevant factor. The Director of Employment Relations informed the Board that social workers were entitled to relocation costs of up to £8,000, which aligned with the sum payable to nurses and midwives. However, approximately 4 years ago it had been agreed that nurses and midwives could receive £3,000 from that allowance 'up front' to assist in their relocation to the Island. The Chairman notified his colleagues that this worked well and no issues had arisen.

The Board was informed that the Health and Social Services Department and Children's Service were keen that the same model as applied to nurses and midwives should be extended to social workers and gave its approval for this proposal.

**Confidential:**  
**QE Article 39**  
Control and  
monitoring of  
senior salaries  
(P.59/2011):  
Health and  
Social  
Services, and  
Law Drafting  
departments,  
and Judicial  
Greffé.  
688/2(42)

B4. The Board discussed with the Director of Employment Relations undated reports concerning applications for the approval of senior appointments under the provisions of the 'Control and monitoring of senior salaries' (P.59/2011 refers).

1. Project Manager – Community and Social Services, Health and Social Services Department: a new temporary post at an agency grade rate of approximately [REDACTED]. The Board noted that the post was required for a short period in order to provide senior project management support for the implementation of the Community and Social Services restructuring. Although restructuring had commenced, it had become apparent at an early stage that a full-time senior Project Manager was required to ensure that milestones were being met.

The Board gave its approval for this post.

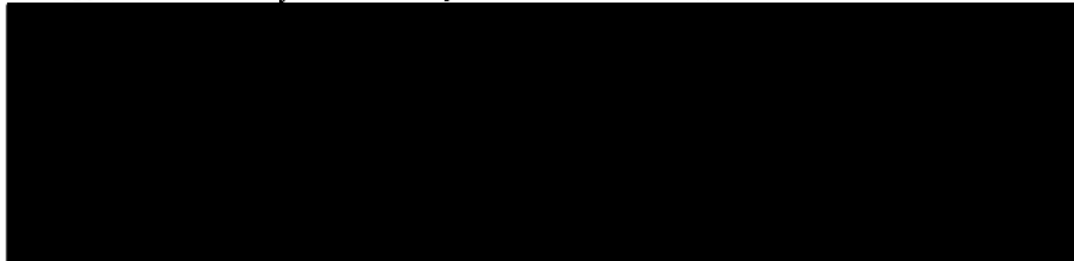
2. Adult Principal Social Worker – Community and Social Services, Health and Social Services Department: a new temporary post at an agency grade rate of approximately [REDACTED]. The Board noted that the post was required initially for a short period in order to establish the role, develop the job description and determine future need due to the change in structure involving the move of Children's Social Work. The role would provide social work leadership and develop a local permanent role with Community and Social Services. It was anticipated that this would ensure improved quality in adult social work provision and provide support and direction to staff whilst CPD (continuing professional development) requirements were reviewed.

The Board gave its approval for this post.

3. Assistant Law Draftsman (shortly to be renamed 'Legislative Drafter'), States Greffe: a new 2-year contract post within a salary band of [REDACTED] *per annum*, as at 1st January 2017 pay scales. An appointment was required to this specialist role for a fixed period in order to prepare enabling legislation on 'Brexit'. It was considered vital that Jersey should have the appropriate legislation, agreements and international relationships in place to enable it to be in a position to benefit from the global opportunities that would arise.



4. Family Division Registrar, Judicial Greffe (0.6 Full-Time Equivalent): an existing permanent post at a rate of [REDACTED] *per annum*, which was under negotiation. The current incumbent was due to retire and it was intended to replace her on a 'like for like' basis. The Board noted that the primary function of Family Division Registrars was to hear contested cases and to make orders in relation to the distribution of matrimonial or civil partnership assets, maintenance and other financial orders, as well as orders concerning contact with children of the family and child maintenance. It was considered that the role was necessary for the timely and effective delivery of justice.



The Board gave its in principle agreement to the post.

The Board directed officers to take the necessary action.

Appreciation.

B5. Mindful that a general election was due to be held on 16th May 2018 and that Senator A.K.F. Green, M.B.E., Chairman, Senator A.J.H. Maclean and Connétable M. Le Troquer of St. Martin had decided not to seek re-election, the Director of Employment Relations expressed his gratitude to them and the other members of the Board for their assistance and support over the previous 4 years. This appreciation was echoed by the Chief Executive, States of Jersey, who thanked the Board for its wisdom and thoughtfulness.



The Chairman added his thanks to his colleagues for the difficult role that they had fulfilled and expressed regret that he would not be in post to witness first-hand the positive changes that he anticipated being made by the new Chief Executive.