

# Engagement and Information Improvement Update - May 2023



As part of Action 2 of the Government's 100 Day plan, I led an Engagement and Information Review which was [published](#) earlier this year.

The Review looked into how Islanders can better engage with government, what information is available to the public and how government can improve.

The report included recommendations in the following areas:

- Ministerial decisions
- Policy related information
- Statistics and analytics
- Communications activities
- Website/IT








There were 37 main recommendations, some of which were broken into parts. Of the 44 detailed recommendations:





- 16 have been completed
- 27 are Amber – action is outstanding, but on track
- 1 is Red – actions are outstanding
  - This is on pause due to considerations around the Cabinet Office







Actions have been progressed within existing resources, although redevelopment of the website would require Government Plan funding. The following tables provide detailed updates on all actions to date.





Deputy Stephenson, Assistant Chief Minister for Communications











Owner	No	Action	Status	RAG
Ministerial Office	A1	<ul style="list-style-type: none"> <li>The volume of publicly available Council of Ministers 'A minutes' should increase so that a fuller record of their discussions is in the public domain.</li> <li>minutes should be published monthly and as soon as possible following approval (rather than annually or periodically as previous).</li> </ul>	<b>Complete</b> <ul style="list-style-type: none"> <li>Amount of business included in 'A minutes' has been increased to provide a fuller record in the public domain.</li> <li>All approved minutes are published.</li> </ul>	
	A2	The Ministerial Decision page on gov.je should be updated to provide Islanders with a simple explanation of what MDs are and how they are made.	<ul style="list-style-type: none"> <li>An updated webpage is under development, including analysing MDs consistently by Ministries (not Departments) and clearer explanations.</li> <li>New MD guidance under development, including when an MD is needed, and expectations for MD content.</li> </ul>	
	A2.1	The aim should be to publish Ministerial Decisions within three days of when they are made.	<ul style="list-style-type: none"> <li>MDs are not being published within 3 days consistently (they are being prioritised alongside other work)</li> </ul>	
	A2.2	There should be a presumption that reports accompanying Ministerial Decisions. Summaries should be published unless to do so would be prejudicial to the Island as a whole.	<b>Completed:</b> <ul style="list-style-type: none"> <li>A sample of the 2023 Ministerial Decisions on <a href="#">Ministerial Decisions Page</a> shows the overwhelming majority have reports attached</li> </ul>	
	A3	All key areas of Government policy should have a dedicated page on gov.je containing relevant information, policy documents and public announcements. These pages should be organised by area of ministerial accountability.	<ul style="list-style-type: none"> <li>Agreed with the Minister that webpages will be primarily structured as per the Jersey Performance Framework Outcomes (although tagged with Departmental and Ministerial responsibilities).</li> <li>Policy webpage content and structure has been drafted and checked with policy officers. Upload should take place by end of June 2023.</li> </ul>	
Strategic Policy	A3.1	All significant reports produced by the Government in future should be published on gov.je. This applies to reports which have been provided to the States Assembly and which also appear on the Assembly's website.	<ul style="list-style-type: none"> <li>Delivered via A3 above</li> <li>Links to relevant reports have been included in the policy webpages content.</li> </ul>	
	A4	There should be a facility to view policies which are part of the Government's Common Strategic Policy (CSP) and/or Government Plan on gov.je so that Islanders can get an overview of progress on all CSP priorities. Ongoing work on key policy initiatives which fall under the CSP/Government Plan, should be documented and kept up to date on gov.je. This should include links from these	<ul style="list-style-type: none"> <li>To be delivered via A3</li> </ul>	

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		overarching Government strategies to the relevant web page for key policy initiatives, which are simple to navigate.		
	A4.1	The feasibility of producing hard copies of key Government policy documents and presenting these in a dedicated section of the Jersey Library should be explored.	<ul style="list-style-type: none"> <li>• The Director of Communications is in discussion with the Chief Librarian to create a repository section of the Library that holds government documents</li> <li>• Also being explored is creation of an events space to launch key government documents.</li> </ul>	
Ministerial Office	A5	Once Ministers have committed to the States Assembly that information will be published, such an action should be added to a new internal log of commitments. This is particularly needed when Ministers agree to publish information in the future because it is not presently available. Ministers commit to publish the details of ministerial travel expenses within 20 days of each trip.	<ul style="list-style-type: none"> <li>• A tracker for States Assembly decisions is being developed by the States Greffe,</li> <li>• A tracker for Scrutiny Recommendations is in place, and is provided to SLC periodically (intention is monthly)</li> <li>• Travel expenses will <i>not</i> be published 20 days after a trip – instead, a new report will be produced every six-months summarizing all ministerial travel costs, expenses, and purchase card expenditure.</li> </ul>	
	A6	Information on Ministerial Groups supporting the development of policy, or the oversight of services, should be clearly available on gov.je, and a new web page will be created to support this.	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>• All approved Ministerial Groups now published together with short explanation: <a href="https://www.gov.je/How-the-Council-of-Ministers-works">How the Council of Ministers works (gov.je)</a></li> <li>• Webpage to be circulated to States Members for information.</li> </ul>	
Strategic Policy	A7	<p>The Government should adopt a more cohesive, structured approach to engagement to ensure that it engages more effectively with the public to develop policy solutions which are more responsive to Islanders' concerns. It is recommended that this is called the Policy Inclusion Framework which should include guidance on:</p> <ul style="list-style-type: none"> <li>• Scope – clear internal and external guidance on when and how to involve Islanders in the development of policy</li> <li>• Structure - who to involve from within those groups, the establishment of standing groups such as the Old Person's Living Forum and the development of criteria for whether to set up standing groups in the future</li> <li>• Processes – a consistent set of methodologies that are easy to understand and to implement</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation <b>completed</b> in February 2023 – involved stakeholder groups and the public, including underrepresented groups such as the Portuguese community.</li> <li>• Framework finalised and consultation report written. Will be published as a report in the States Assembly by June 2023</li> <li>• A supplier is developing e-learning which will embed the principles of the Framework. It will be available to all staff and will launch in autumn 2023.</li> </ul>	






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		<ul style="list-style-type: none"> <li>• Products - the use of simple, short documents written in plain English; and when it would be appropriate to use non-English languages, as well as products for people with disabilities.</li> </ul>		
Strategic Policy	A8	<p>The Policy Inclusion Framework should include guidance on the structured participation and inclusion of various groups in policy development processes across the Government, including:</p> <ul style="list-style-type: none"> <li>• Children and young people</li> <li>• Older people</li> <li>• Other less heard groups, including Islanders with disabilities, ethnic minorities and individuals for whom English is a second language.</li> </ul>	<ul style="list-style-type: none"> <li>• Delivered via A7 above.</li> </ul>	
Strategic Policy	A9	Robust diversity monitoring should be introduced as standard across all Government engagement exercises.	<ul style="list-style-type: none"> <li>• Delivered via A7</li> <li>• Questionnaire and method for carrying out diversity monitoring has been completed. DPIA has been completed and is awaiting approval.</li> <li>• View to begin diversity monitoring in June 2023, starting with SPPP as a pilot</li> </ul>	
Communications	A10	A structured centralised approach to observing public opinion should be implemented to provide Ministers with information about current issues that matter most to Islanders.	<ul style="list-style-type: none"> <li>• Proposal from 4Insight sought for discussions with Greffe and Ministers. A follow up meeting is occurring shortly.</li> <li>• Assumption is that there would be benefit to at least annual quantitative assessment of key things that matter to islanders and whether or not Government is seen to be affecting them.</li> <li>• Needs to be traded against the cost and optics of doing so.</li> </ul>	
Strategic Policy	A10.1	Explore the potential to mainstream, beyond 2023, the qualitative researchers working on Covid Health Recovery to improve how qualitative information is collected and shared across Government teams.	<ul style="list-style-type: none"> <li>• This has been considered but will not be taken forward</li> </ul>	
Comms	A10.2	Explore the costs of outsourcing polling to a private polling service for conducting regular Island-wide polling.	<ul style="list-style-type: none"> <li>• As above A10</li> </ul>	
Strategic Policy	A11	The Policy Inclusion Framework should include a toolkit to aid Ministers and officials to help identify the most suitable form of deliberative body to use for each respective policy issue.	<ul style="list-style-type: none"> <li>• To be delivered via A7</li> </ul>	




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	A12	The number of standing public fora, such as an Older Persons Living Forum, which are representative of Jersey's communities should be increased. This will help ensure that communities are included in Government decision-making, enabling them to have their say on matters that affect them and the Island as a whole. The purpose of these fora should be to identify common issues and improve engagement with lesser heard communities.	<ul style="list-style-type: none"> <li>No new fora have been set up but contact details of representative bodies are being collated as part of A7.</li> <li>The Cultural Centre has been approached to assist with outreach in the Portuguese / Polish community going forward. They are keen to be involved but this is still at an early stage</li> </ul>	
	A13	Research ethics principles should be included in the Policy Inclusion Framework guidance.	<ul style="list-style-type: none"> <li>Covered in the Policy Inclusion Framework guidance – A7</li> <li>Policy Inclusion Framework guidance is being finalised, will be completed shortly – can be shared in draft form. It will be signed off by ELT/CoM</li> <li>The ethics principles will form a section in the 'engagement good practice guide'</li> <li>At this stage, unlikely to recommend a Standing Ethics Board, but a set of principles that encourages ethical thinking on sensitive subject matters in the future</li> </ul>	
Statistics and Analytics	A14	Statistics and data should be findable in a single location on gov.je. Consider redesigning the existing statistics/data web pages so that there is a clear path from the front page of gov.je to 'Statistics and data'. Under 'Statistics and data' a full range of data and statistics should be available, regardless of public authority producer.	<ul style="list-style-type: none"> <li>Work has progressed with aim to have Initial update (including link from front page) complete by end June. May require further iterations with other stakeholders to achieve satisfactory final web page layout.</li> <li>This work is being run in conjunction with other work to update Government Policy pages on the website.</li> </ul>	
	A15	<p>Consider implementing the following paths to finding statistics/data:</p> <ul style="list-style-type: none"> <li>A 'single-stop shop' master publication schedule for public authorities, which can be filtered by the department/division, showing both published reports and release dates for future reports</li> <li>Thematically based, for example community, environment, economy as top headings: under each should be further subheadings, and links to relevant contributing departmental pages, visualisation of relevant Island Outcome Indicators, relevant service performance measures, and relevant contextual data</li> <li>By department - to include: <ul style="list-style-type: none"> <li>Their service performance measures</li> </ul> </li> </ul>	<p><b>Complete</b></p> <ul style="list-style-type: none"> <li>Publication now live - <a href="#">Statistical publications (gov.je)</a></li> </ul>	






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		<ul style="list-style-type: none"> <li>o A link to the master publication schedule</li> <li>o Other contextual data such as charts and narrative.</li> </ul>		
Statistics and Analytics	A16	Review the feasibility of introducing a consistent look and feel to Government data, including consistent software (for example, embedded Power-BI Charts and dashboards) to present chart information, and consistent storing of the underlying data so the data is stored once, in one place, but may be accessed in different locations.	<ul style="list-style-type: none"> <li>• Proposals for standards and tools for publishing data on the web to be developed with Statistics and Analytics Departmental leads by end-July.</li> <li>• Implementation will be a long-term process via Statistics Jersey's Analytic and Statistical Enablement Team (ASET) and the wider Analytic Network, along with input and liaison with Modernisation and Digital (M&amp;D). Long term plan to be produced by ASET</li> </ul>	
	A17	Where time series exist, seek to store all data in a format allowing trends over time to be shown, and be presented as trends over time.	<ul style="list-style-type: none"> <li>• Time series data is already available for Statistics Jersey data.</li> <li>• Service Performance Measures dashboards which contain time series <b>complete</b></li> <li>• New presentation dashboards are being developed for Island Outcomes Indicators</li> <li>• Wider recommendations for all data and statistics (cross government) will be included in the long-term data standards process referred to in A16.</li> </ul>	
	A18	For all data, where 'good' and 'poor' thresholds exist, explore storing data in a format allowing their status to be shown, and to be presented in context with those thresholds.	<ul style="list-style-type: none"> <li>• Ensure clarity exists of 'good' and 'poor' performance for Island Outcome Indicators (IOIs) and Service Performance Measures. This is on track to complete by end July.</li> <li>• Include wider recommendations for all data and statistics published on gov.je in A16 proposal above.</li> </ul>	
	A19	Evaluate improving the visual presentation of the Island Outcome Indicators to maximise their accessibility, comparability over time and between sections, and to enable clear presentation of success or otherwise in each area.	<ul style="list-style-type: none"> <li>• New dashboards being developed in PowerBI</li> <li>• Dashboard will be included in updated IOI page in 'Statistics and data' webpages (as per A15)</li> <li>• Plan to have functioning dashboard embedded in new webpage by June.</li> </ul>	
	A20	Conduct a review of departmental Service Performance Measures to ensure that the published measures are relevant to Islanders and understandable. Any	<ul style="list-style-type: none"> <li>• <b>Complete</b></li> <li>• Service Performance Measures reduced from 223 in 2022 to 127 in 2023.</li> </ul>	


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		measures relating to internal management and not of wider interest to the public should be monitored at the team or departmental level.	<ul style="list-style-type: none"> <li>The agreed measures have been included in the 2023 ministerial delivery plans.</li> </ul>	
Statistics and Analytics	A21	Pilot a review of the relevance, comprehensiveness, and comparability of each section of the Island Outcome Indicators, including work to identify what represents 'good' and 'poor' for each indicator.	<ul style="list-style-type: none"> <li>The suite of Island Outcome Indicators (IOIs) has been reviewed and initially pared back to the original indicators developed through the Future Jersey project in 2018.</li> <li>Several additional indicators have been added to this initial suite to give a total of 71 Indicators spread over the 10 Outcomes themes</li> <li>The 71 Indicators have been included in a prototype Island Outcome Indicator visual (see A19) – produced but not yet published</li> <li>Further review of the IOIs will continue with wider group of cross government stakeholders throughout 2023 ready for implementation in 2024.</li> </ul>	
	A22	Review the range of other statistics reported on gov.je pages to ensure they reflect a meaningful and comprehensive view of the community, economy, and environmental context in Jersey.	<ul style="list-style-type: none"> <li>This will require a large-scale consultation with other Government Departments involved in producing Statistics (CYPES, HCS, T&amp;E etc)</li> <li>ASET team of Statistics Jersey to produce a plan for consultation across Government end-July 2023 (reviewing current content, highlighting gaps and agreeing work plan to update data pages).</li> <li>Aim to have completed consultation and produce a work plan by end 2023.</li> </ul>	
Modernisation and Digital	A23	M&D should seek to resource a project to review the options to improve the presentation of information throughout gov.je.	<ul style="list-style-type: none"> <li>This is dependent on the acceptance of a GP24 business case in A26 to update the technical framework underpinning the GoJ website. This was not accepted for GP24 expenditure, but may be considered for 2025</li> <li>If the business case is funded, a new framework will be implemented and a new design system adopted.</li> <li>In the meantime, M&amp;D will continue to improve the presentation as much as possible with existing limited resources.</li> </ul>	



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Modernisation and Digital	A24	M&D should consider creating and publishing a Service Design Manual and design system that prescribes minimum standards for presenting information on Government services through gov.je.	<ul style="list-style-type: none"> <li>• <b>Completed.</b></li> <li>• <a href="http://www.gov.je/servicemanual">www.gov.je/servicemanual</a> has been published. Additional contributions will be made such as design patterns references as other projects are delivered.</li> </ul>	
	A25	It is recommended that M&D and Communications identify support to review the content publishing process, including the role of the Communications unit, heads of business areas and the Web Services team, and consider a community of web editors to share best practice and develop skills.	<ul style="list-style-type: none"> <li>• <b>Completed.</b></li> <li>• A review has taken place and best practice process agreed.</li> <li>• In summary, GoJ web editors apply the 'four eyes' approach. Training supports this.</li> <li>• The comms team which updates the news page (where 4 eyes approach is not enforced by the system) have local procedures to ensure a 4 eyes check is still completed.</li> </ul>	
	A26	M&D to establish a project to review the options and assess the costs and implementation effort of a more modern technical framework for gov.je, including content management systems and front-end frameworks, which would provide the Government of Jersey with an online presence that meets the expectations of Islanders.	<ul style="list-style-type: none"> <li>• GP24 Business case for project prepared May 2023.</li> <li>• Project rejected for 2024 spending, rephased for submission for 2025</li> </ul>	
	A27	To ensure stability over the medium-term gov.je, statesassembly.gov.je and jerseylaw.je websites should be upgraded from SharePoint 2013 to the latest version (SharePoint 2019).	<ul style="list-style-type: none"> <li>• Delivery is subject to successful testing by GOJ, States Greffe and Judicial Greffe.</li> <li>• Scheduling a deployment date will be subject to prioritisation of other deliverables and stakeholder resources but implementation is expected by end July 2023.</li> </ul>	
	A28	To comply with generally accepted web accessibility standards, it is recommended that with the support of external input and business areas, M&D manages a project to review the current PDF documents used across gov.je and agree with the business owner a strategy to replace PDFs with HTML content, retain the PDF or remove it.	<ul style="list-style-type: none"> <li>• Currently the creation of HTML formats is dependent on availability of web editor resource within departments. As it is more resource intensive, this is not a priority for departments.</li> <li>• If funded, a new Content Management System (A26) would support publishing HTML by default. Proposed for submission to Government Plan 2025</li> <li>• Approximately 1,000 (outdated) PDFs were removed from gov.je in Jan 2023. However, there is currently no strategy or resource available to convert existing PDF content to HTML.</li> </ul>	

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			<ul style="list-style-type: none"> <li>• Approximately 10,000 PDFs remain published on the Gov.je website which would require significant business resource to convert to HTML.</li> <li>•</li> </ul>	
Modernisation and Digital	A29	In future, it is recommended that all Government information is published through gov.je and that the domain policy is enforced.	<ul style="list-style-type: none"> <li>• <b>Completed.</b></li> <li>• Business Architecture (BA) within M&amp;D will own the corporate policy on new websites and domain names. This policy is available on the <a href="#">intranet</a>.</li> <li>• Departments will default to putting information onto the gov.je domain. Any department requesting a new domain must seek approval from the M&amp;D Business Architecture and justify why government content and/or services should not site under the *gov.je domain without a justifiable business case.</li> <li>• New domains must satisfy the minimum requirements for any element of enterprise architecture.</li> </ul>	
	A29.1	It is proposed that a review is undertaken of all current domain names and a proposal made for each to retain it or migrate the information held under a domain to gov.je.	<ul style="list-style-type: none"> <li>• A review into existing domain names has been started.</li> <li>• M&amp;D are allocating resource needed to liaise with owners of non *gov.je domains and identify ones that could migrate to gov.je.</li> <li>• This work is expected to take until end 2023</li> <li>• There may be some ongoing expenditure (though this will be nominal) associated with these non-gov.je domains – some of which are defunct</li> <li>• Ask Chief Officers to identify possible other web domains still in use that can be shut down.</li> </ul>	
Modernisation and Digital	A30	Government should commit to regularly reviewing gov.je against web accessibility standards and implement changes in the future to ensure it remains compliant.	<p><b>Complete</b></p> <ul style="list-style-type: none"> <li>• Accessibility monitoring takes place daily, weekly, monthly and quarterly on a manual and automated basis.</li> <li>• Full site, external reviews are commissioned every 2 years. The next paid review to be commissioned in 2024.</li> </ul>	

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	A30.1	M&D should develop a plan to implement the recommendations made in the 2022 accessibility audit.	<b>On going</b> <ul style="list-style-type: none"> <li>This action is dependent on A26 and the replacement of SharePoint as the Content Management System.</li> </ul>	
Communications	A32	Heads of Communications to produce regular 'key messages' and 'reactive Q&A' documents for Ministers that support them in delivering clear, coherent and consistent messages to Islanders.	<ul style="list-style-type: none"> <li>Complete</li> <li>This is carried out by the various Heads of Communications, along with spot checks.</li> <li>We have also developed a new Comms Handling Plan template, together with the Heads of Communication, to include 'key messages' and 'reactive Q&amp;A'</li> <li>Since November 2022 we have completed 47 handling plans which contain these key messages and reactive Q&amp;A.</li> </ul>	
	A33	Director of Communications to research other jurisdictions and how they approach effectiveness of Ministerial Support Units, the Communications function, and Policy development in the staging of communication from development to publication.	<ul style="list-style-type: none"> <li><b>Paused</b></li> <li>Contact details obtained for relevant departments across Guernsey, Wales, the UK (central) and Scotland (devolved).</li> <li>Knowledge of the Scottish and UK systems shared with the ELT but cannot follow up until there is more clarity on the formation of Jersey's Cabinet Office under the new interim-CEO.</li> </ul>	
	A34	MSU, Policy, and Communications to meet regularly to discuss upcoming initiatives, developments, diaries, and pipelines of work.	<ul style="list-style-type: none"> <li><b>Complete</b></li> <li>Fortnightly meetings began in February between MSU, Policy, Communications</li> </ul>	
	A35	Head of Strategic Communications to produce guidance on ensuring how Government priorities are communicated consistently in all communications, engagement activity, and campaigns.	<ul style="list-style-type: none"> <li><b>Complete</b></li> <li>The 6x Gov stories (strategic) have been agreed by COM in a comms workshop and major campaigns are hung against these stories with campaign planning is in progress for the next Government Plan.</li> <li>There is written guidance and templates for all Media Handling Plans (operational) and Comms Campaigns (tactical)</li> <li>The 6 Government Stories have been detailed in a <a href="#">high level plan</a>.</li> </ul>	

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			<ul style="list-style-type: none"> <li>○ Supporting Islanders through the cost-of-living crisis</li> <li>○ Creating the places Islanders want to see</li> <li>○ Restoring trust in Government</li> <li>○ Shaping the Island's workforce</li> <li>○ Influencing behavioural change in the community</li> <li>○ Driving the Assembly Agenda</li> </ul>	
Communications	A36	Where press releases on gov.je refer to a published report the press release should include a link to the relevant documents to make them more readily available to Islanders.	<ul style="list-style-type: none"> <li>● <b>Complete</b></li> <li>● M&amp;D trained the press office team in March, support is on-going</li> <li>● A sample of news stories on gov.je between 1 – 15 February 2023 shows out of 21 stories, 12 had links to reports / webpages, 7 did not require links and only 2 lacked links where they would have been helpful)</li> </ul>	
	A37	Head of Communications to produce 2023 Communications and Engagement strategies based on the Ministerial Plans to promote greater transparency and engagement from Ministers with the public on key priorities and programmes of work.	<ul style="list-style-type: none"> <li>● <b>Complete</b></li> <li>● All Communication Strategies based on the Ministerial Priorities for each Minister have been completed by the respective Heads of Communications and are being actioned.</li> </ul>	