

States  
of Jersey

**SHAPING**  
OUR **FUTURE**



# Public Sector Reform

Progress update:  
**2012 to quarter one 2016**



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## Reforming the public sector

Public services play a fundamental role in Jersey's future success, but they must adapt if we are to successfully meet the challenges that lie ahead.

Public sector reform is about enabling change in the way the States of Jersey provides services. We have to ensure the organisation is working at its optimum level and rethink how we provide what customers need. We need to deliver the long term goals, while at the same time being agile enough to deploy resources and effort to respond to short term priorities.

Reform sits within the wider context of the Strategic Plan, which concentrates on the key priorities that the current Council of Ministers believes will help build solid foundations for the future.

The purpose of this document is to look back at progress since 2012, when the reform programme began, and to provide updates on what we can expect to see between 2016 and 2019.

### Progress summary

#### 2012

In 2012, we focused on planning the reform programme, undertaking research and beginning to engage employees.

#### 2013

Four main workstreams were mobilised during 2013 to deliver the overall programme. These were:

- ▶ Lean (continuous improvement)
- ▶ workforce modernisation
- ▶ eGovernment
- ▶ people, culture and values

Workstreams were designed to help us build capability to drive change and redesign the way we work, as well as deliver services in new ways.

We intensified our focus on involving employees through events and communication.

#### 2014

- ▶ The office modernisation project was assimilated into the reform programme as it has a direct link to, and impact on, how we provide services to customers, use technology and organise ourselves internally.
- ▶ We continued to drive the work that began in 2013. In particular, the job evaluation project got into full swing.
- ▶ The focus on Lean and continuous improvement also continued, with employees across departments leading service improvement projects.

#### 2015

- ▶ We added a regulation workstream to the programme, to help us challenge and change laws that inhibit innovation and modernisation.

The identified gap in finances between now and 2019 means we need to reprioritise our spending and focus on finding new ways of delivering services.

Continuing with public sector reform will help ensure value for money and, in some cases, support spending priorities initiatives.

The reform programme continues with its original purpose unchanged, but has evolved to remain relevant to our changing needs.

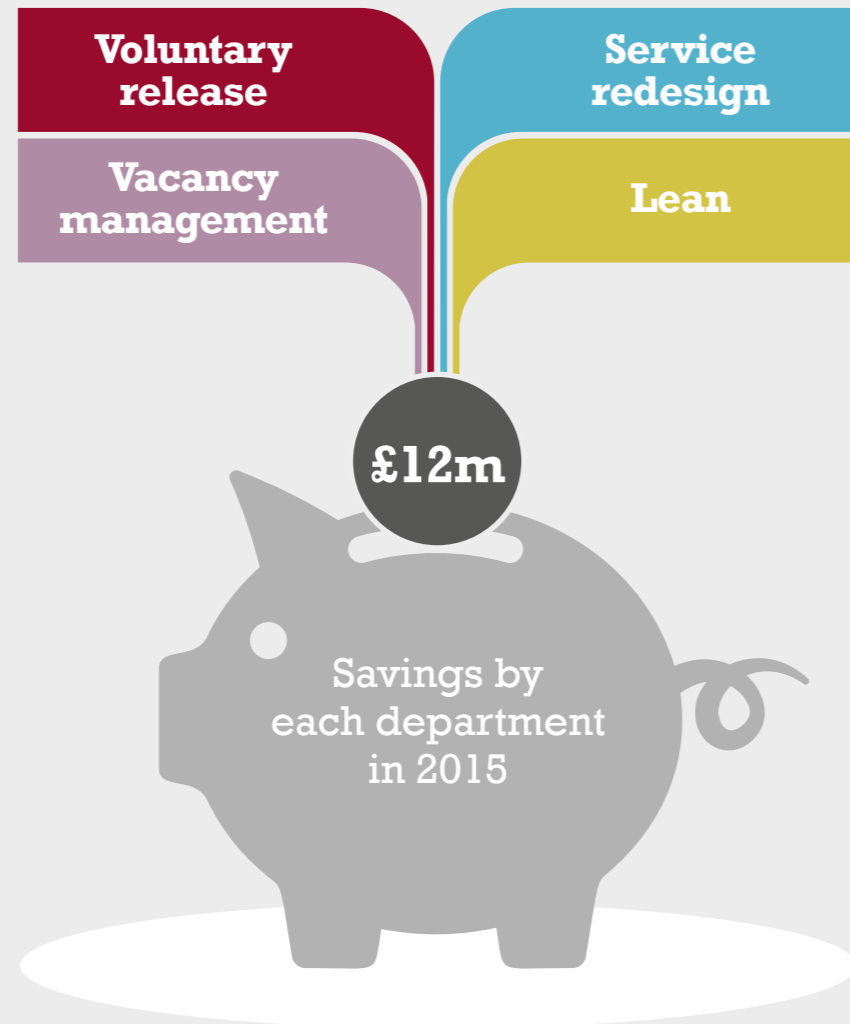
# Savings and efficiencies across the States of Jersey

## Savings

During 2015 departments reduced their spend by £12 million.

These savings were made through:

- ▶ the voluntary release programme
- ▶ stringent vacancy management
- ▶ service redesign
- ▶ Lean



By the end of 2016, the States is projected to save a total of

# £33.6m

## Staff related savings 2015

### Voluntary release schemes outcomes

The 2015 voluntary release schemes opened on 1 June. Employees were invited to apply for voluntary redundancy, voluntary severance or voluntary early retirement.

The scheme closed for applications on 30 June.

Another voluntary release programme opened in January 2016 and will remain open until further notice to support ongoing service redesign across the States.

### Number of voluntary release applications received and approved

The take up of the scheme was:

- ▶ 329 employees expressed an interest in applying
- ▶ 129 employees submitted applications for the voluntary release panel to consider
- ▶ 104 applications were approved by the panel

### Approved applications: costs and savings

The cost of releasing 104 employees was £4.9 million and the total ongoing savings will be £4.1 million per year.

### Types of roles employees left

The table below shows which types of roles employees left and shows them as a proportion of the total number of people in each job category.

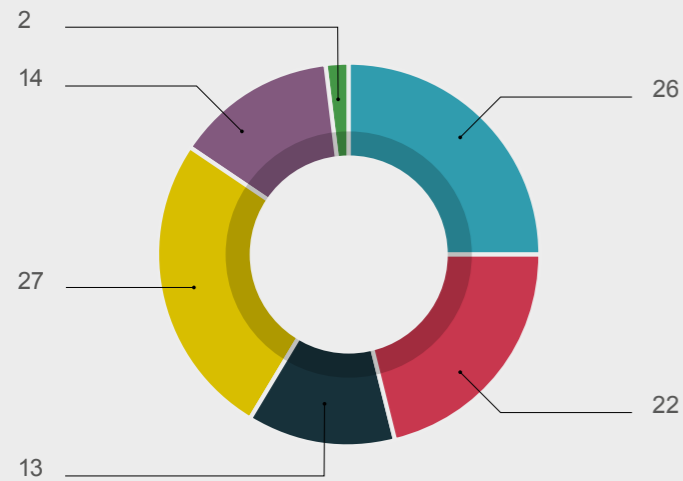
Job category	Total number of staff	Number approved	% of this category approved
Direct service provision (e.g. nurses, doctors and teachers)	3,528	26	0.74%
Supporting provision (e.g. school and medical secretaries, school IT and scientists)	849	22	2.59%
Operational support service (e.g. cleaners, catering, labourers)	704	13	1.85%
Admin and business support	662	27	4.08%
Management	300	14	4.67%
Government support (e.g. officials of the Greffe, judiciary, Scrutiny)	94	2	2.13%

### Applied vs approved

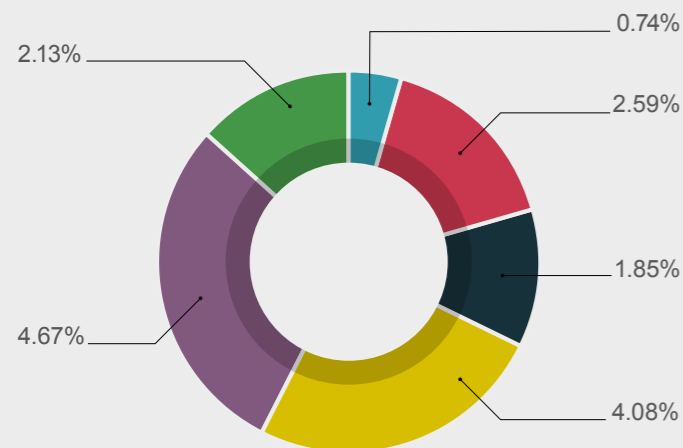


# Savings and efficiencies across the States of Jersey *cont.*

## Number of applications approved



## Percentage of each category approved



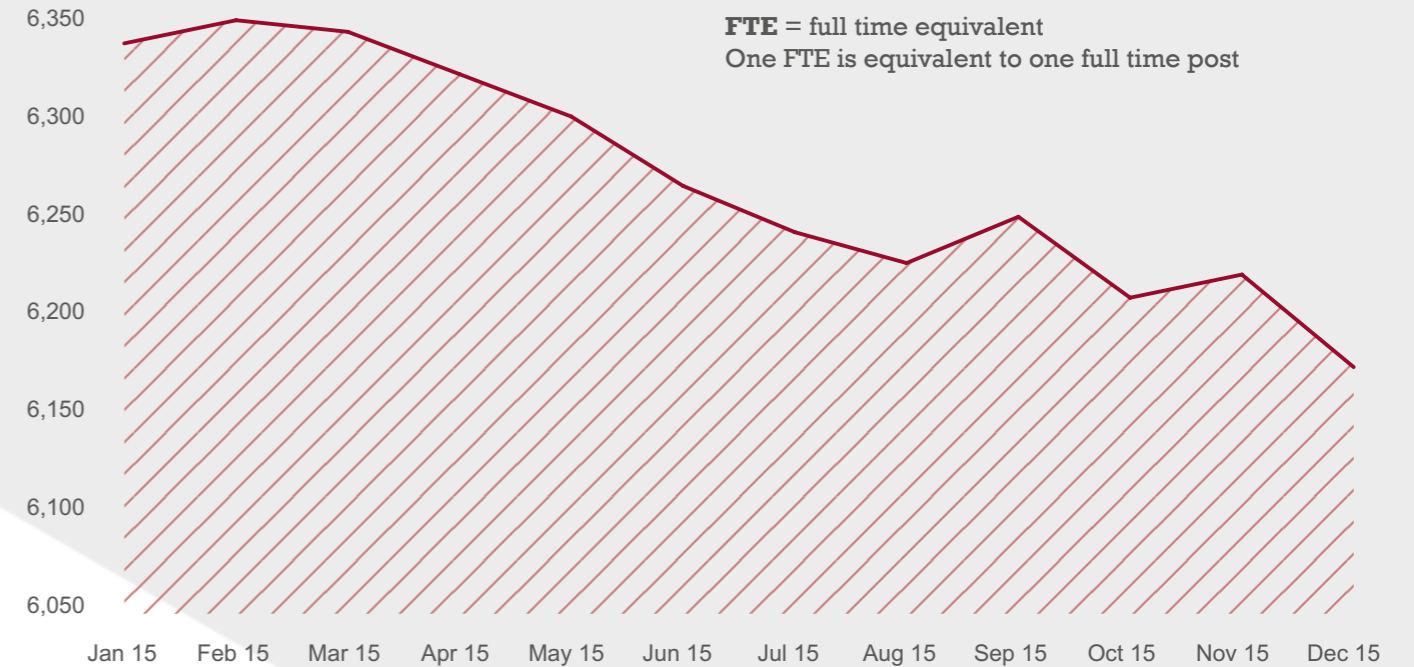
- Direct service provision (e.g. nurses, doctors and teachers)
- Supporting provision (e.g. school and medical secretaries, school IT and scientists)
- Operational support service (e.g. cleaners, catering, labourers)
- Admin and business support
- Management
- Government support (e.g. officials of the Greffe, judiciary, Scrutiny)

## Approved voluntary release applications by salary range

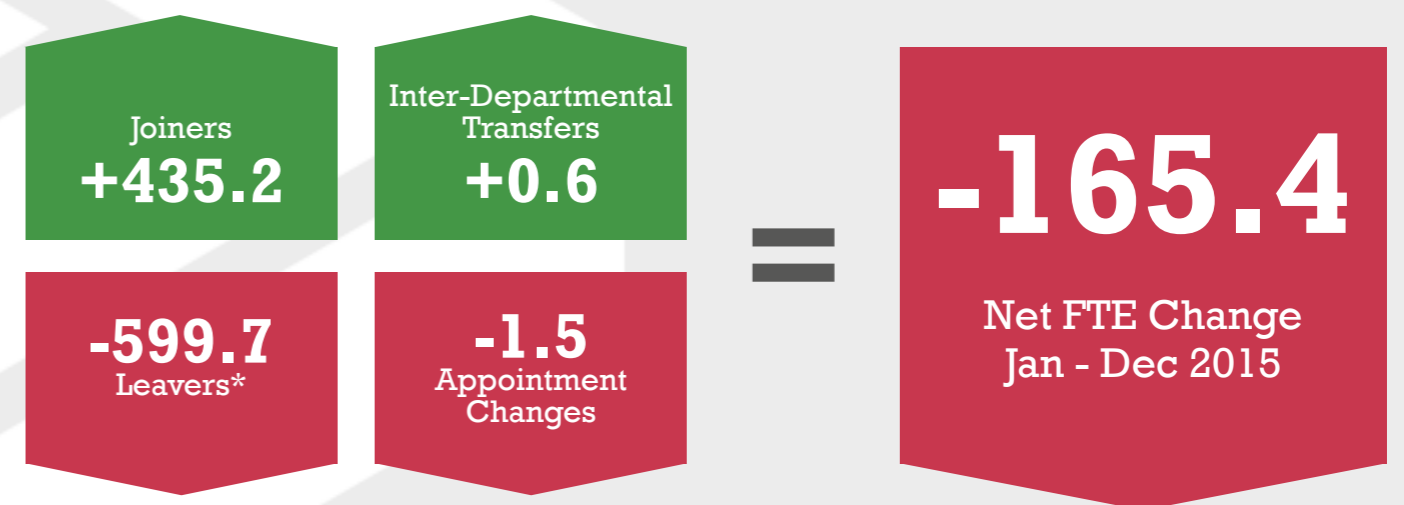
The table below shows the number of employees leaving in different salary ranges.

Salary range	Panel approved
0 to 25k	22
25 to 50k	59
50 to 75k	20
75 to 100k	3

## Vacancy management during 2015



## 2015 FTE Changes



\*Leavers split between  
- 61.4 voluntary redundancy  
- 538.3 all other reasons



# People, culture and values

## Purpose

An organisation is only as strong as its people. Jersey's public services should be the place for people who share a passion for their Island to work. We should have the right mindset and work together to get results for the people of Jersey.

## Values

Refreshing our values means we have been able to collate a revised set of overarching statements about how we work together for the benefit of customers:

### ► Customer focus

We should never forget that we are here to serve the public, develop services to meet their needs efficiently, and provide value for money.

### ► Constantly improving

We should always aim to be better, challenge habits and learn from mistakes.

### ► Better together

We should work across boundaries and departments to deliver a better future for Jersey.

### ► Always respectful

We should care about people as individuals and always treat them with respect.

### ► We deliver

We should take responsibility, act responsibly and always do what we say.

We developed these values in recognition of the need to have the right behaviours to meet the challenges of reform. They were co-created during workshops involving around 1,000 employees and a group of senior managers from across the organisation.

Refreshing our values also supports our drive for continuous improvement and encouraging people to work together across the organisation, rather than in separate departments. We are encouraging employees to work to shared values across all services, as well as individual departments.

## Leadership

To succeed, we need leaders who are skilled at driving change. A new leadership development programme has been created to equip managers with the skills required to address future challenges and to be confident in delivering high quality public services.

These essential leadership principles are grouped into five areas:

### ► Inspiring connectors

Leaders should be engaging, great communicators and listeners, authentic and open, and respectful to others.

### ► Ambassadors for change

Leaders should advocate change, be resilient and agile, drive continuous improvement, and be courageous and bold.

### ► Agile decision makers

Leaders should do things for the right reasons, empower others to make independent decisions, and be accountable.

### ► People leaders

Leaders should motivate and support others, nurture talent, and be aware of their own strengths and areas needing development.

### ► Performance driver

Leaders should be focused on outcomes, effective and efficient, work smarter not harder, and set and deliver ambitious goals for themselves and others.

## Achievements

Following elections in 2014, we created opportunities for the new Council of Ministers and Corporate Management Board to work together. Through workshops and specific events, they developed shared strategic priorities and worked through challenges.

We have also held a number of events where our leaders could come together, hear updates and plan together for the future.

78% of employees felt more positive as a result of attending the Shaping Our Future event

# People, culture and values *cont.*

## Employee voice (engagement)

We know our culture needs to change if we are to achieve the necessary transformation of the public sector. An important aspect of this is enabling front line autonomy and employee ownership.

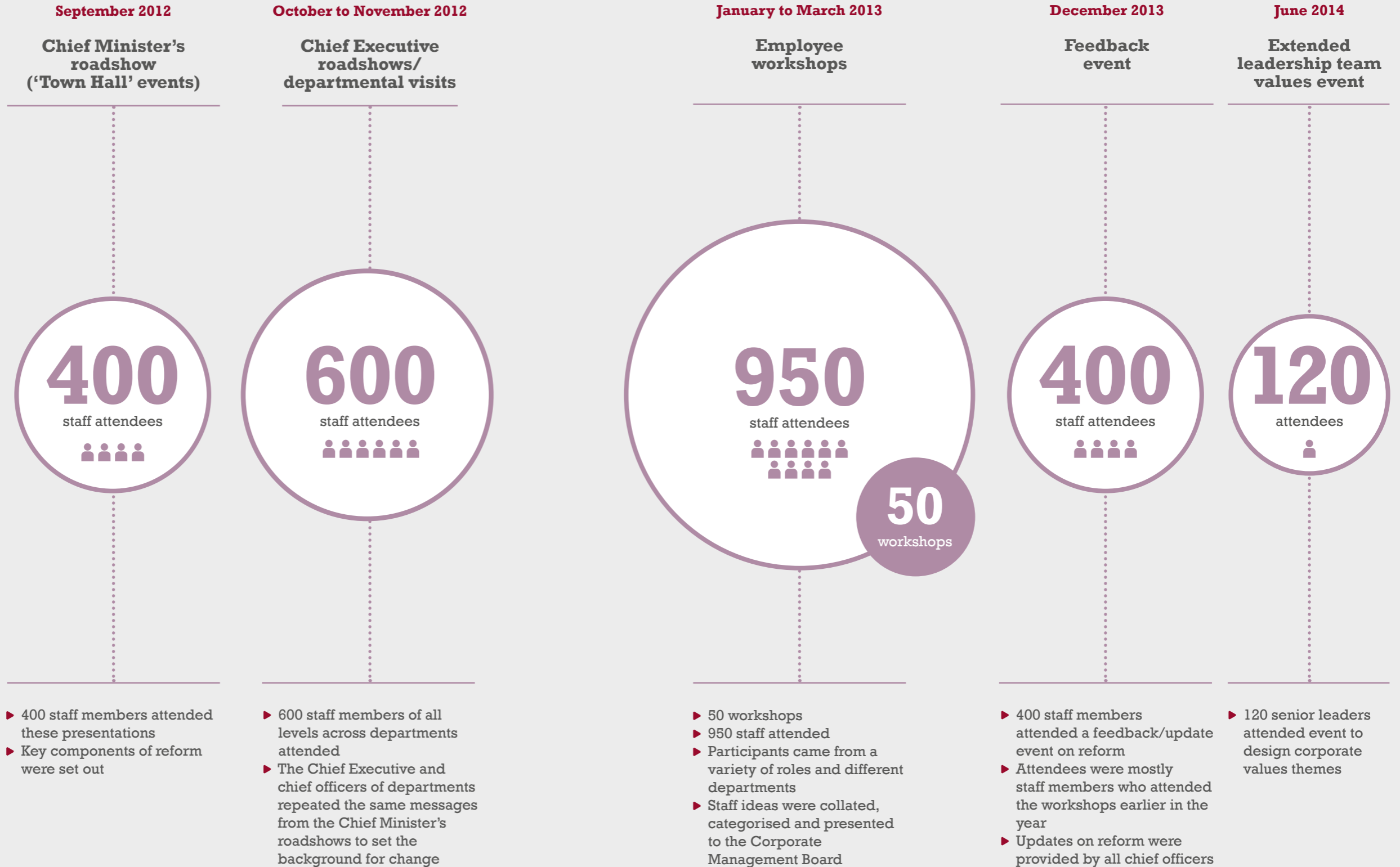
The extent to which our employees are involved in service transformation activities and engaged with new ways of working will decide whether sustainable change is achievable.

We are using a wide range of channels to communicate with employees and receive feedback through surveys, focus groups, briefings with groups of staff, consultation sessions and staff events.

Developing and nurturing positive union relationships is also a key component of engagement.

To ensure employees feel valued and part of the change we are running a programme of events.

As well as holding workshops to encourage creative thinking, we continue to develop online forums where people can collaborate and share ideas.



- ▶ 400 staff members attended these presentations
- ▶ Key components of reform were set out

- ▶ 600 staff members of all levels across departments attended
- ▶ The Chief Executive and chief officers of departments repeated the same messages from the Chief Minister's roadshows to set the background for change

- ▶ 50 workshops
- ▶ 950 staff attended
- ▶ Participants came from a variety of roles and different departments
- ▶ Staff ideas were collated, categorised and presented to the Corporate Management Board

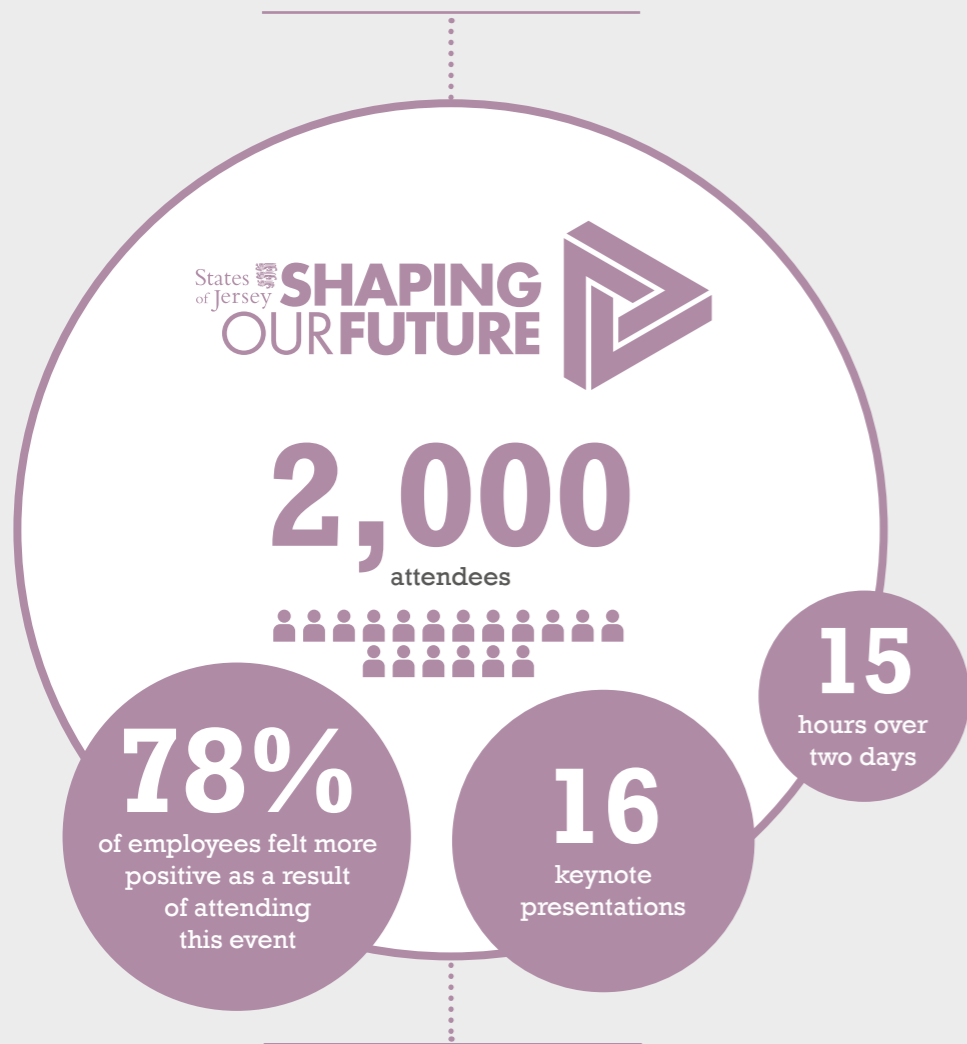
- ▶ 400 staff members attended a feedback/update event on reform
- ▶ Attendees were mostly staff members who attended the workshops earlier in the year
- ▶ Updates on reform were provided by all chief officers

- ▶ 120 senior leaders attended event to design corporate values themes

# People, culture and values *cont.*

July 2014

Shaping Our Future event



- ▶ 15 hours over two days
- ▶ 16 keynote presentation sessions
- ▶ Examples of change all in one place, all at the same time
- ▶ Employees canvassed on their views using voting pads - 78% of employees felt more positive as a result of attending the event

April 2015

Extended leadership team event



- ▶ 120 senior leaders came together to develop a shared organisational vision

June 2015

Extended leadership team event



- ▶ 120 senior leaders met to generate ideas for savings, efficiencies and customer benefits
- ▶ Volunteers signed up to get involved in public sector reform and organisational redesign work

November 2015

Senior leaders' event



- ▶ 400 senior leaders and managers attended to hear an update on reform and how it fits into the wider context and strategy

As well as holding workshops to encourage creative thinking, we continue to develop online forums where people can collaborate and share ideas

# Workforce modernisation

Creating a fairer and more unified way to recognise and reward employees is one of the fundamental aims of the workforce modernisation programme. It also seeks to create a framework which will support organisational redesign and, ultimately, a workforce that has the employment conditions to support excellent public services. It affects all employees, except uniformed services and teachers, whose workforce modernisation programme will follow.

This is a significant and broad piece of work spanning five main projects, which has been led by the Workforce Modernisation Board, made up of a partnership between management and trade unions.

The five projects are:

## 1. Job evaluation

- ▶ Establishing a single method for evaluating jobs and assessing the majority of States job roles. This job evaluation system ensures that we meet our statutory obligations under the discrimination law and will facilitate service redesign.

**Executive review:** civil servants at grade 15 or equivalent pay are being considered within the executive workforce modernisation programme.

## 2. Pay and reward

- ▶ Designing a new pay structure to integrate the variations in employee pay and terms and conditions which result from our current multiple pay structures.
- ▶ To fit employees, from a variety of occupations, onto the new pay structure to ensure they are paid fairly in relation to each other.
- ▶ The job evaluation process will provide information that will help design this fairer and simpler pay and reward structure with linked terms and conditions.

## 3. Policies and terms & conditions

- ▶ Simplifying policies for all staff, eliminating any outdated practices and variations between pay groups.
- ▶ Streamlining 70 policies down to 35.
- ▶ The updated policies and terms and conditions will be linked to the new pay structure to provide a modern, harmonised framework for employee remuneration.
- ▶ Having most employees on the same terms and conditions will enable people to work across departments which will support the States efforts in redesigning services.

## 4. Performance management

- ▶ Implementing a merit-based performance management scheme which will inform progression through the pay structure.

## 5. Partnership with the trade unions (employee relations framework)

In 2014, all unions signed up to a pilot framework agreement, which means negotiations and consultations can take place in one forum rather than separately with individual unions.

Previously, the employer negotiated on pay and terms and conditions separately with each of the 12 main trade unions to determine the outcome for 23 pay groups.

The framework is a key enabler of the other workforce modernisation workstreams and is enabling the employer and unions to work together and address the key strategic issues, including pay and terms and conditions of service that affect public sector employees.

## Job evaluation progress

2013	Preparatory work including research and planning the programme	>	Piloted the NHS Agenda for Change job matching scheme in Health and Social Services	>	The Workforce Modernisation Board agreed to adopt the job evaluation scheme for Health and Social Services	>	New scheme agreed following extensive research and consultation and agreement with the trade unions and Workforce Modernisation Board	>	Reward modelling (design) began
2014	Job information collection in Health and Social Services	>	Jobs matched to the new scheme for Health and Social Services roles (at job matching panels)	>	Pilot for other States services to see if the same scheme was suitable for areas outside Health	>	Scheme agreed for States services		
2015	Job information collection in States services	>	Reward design continues	>	Job matching panels began for States services	>	Reward model independently verified	>	Consistency checking and validation of results
2016	Information received for more than 98% of roles	>	Final job matching panels (March 2016)	>	Continued validation of results				

Information about job roles is gathered from departments through job information templates (JITs), which then go to job matching panels for evaluation by trained job matching panel members

## Job evaluation results so far

- ▶ More than 98% of jobs within scope of the project have been evaluated.
- ▶ The job evaluation team are focusing on consistency checking results and reviewing results with departments.
- ▶ We developed some innovative tools which have been described as 'cutting edge' by similar parties in the UK.



# Workforce modernisation *cont.*

## Executive review progress

- ▶ More than 80% of roles have been evaluated.
- ▶ Working to finalise policies and procedures around executive remuneration.
- ▶ New reward framework in place.

## Policies progress

- ▶ Working jointly with unions to deliver new/ updated policies (33 consultation meetings taken place and 172 drafts of policies produced).
- ▶ Policies completed, including maternity, adoption, paternity, special leave, discipline, grievance, capability, organisational change and redundancy (70% of the work complete).
- ▶ Policies rolled out with face-to-face meetings with departments and pay groups.
- ▶ Guidelines and FAQs produced for each revised policy.
- ▶ Consistent managing absence policy has enabled States-wide campaign.
- ▶ Policies are updated in reader-friendly format and made available online as they are released.

## Terms & conditions progress

- ▶ Research conducted into best practice in local private sector as well as UK and other jurisdictions' public sectors (including Guernsey) for working hours, shift, overtime, standby and annual leave.
- ▶ Consultation with line managers to understand service needs.
- ▶ Ongoing discussions with senior HR professionals.
- ▶ Focusing on the most significant/high cost terms and conditions (hours of work, shift/unsocial hours, overtime, standby/callout etc.).
- ▶ Held more than 10 meetings with trade unions to discuss research findings and to identify main points and concerns to be addressed in the proposals for negotiation.
- ▶ Held three large meetings with departments and unions to discuss outline package proposals for terms and conditions.

## Performance management progress

- ▶ New electronic template created which allows for automatic emailing and information storage.
- ▶ Two pilots developed for Human Resources and Social Security to test the new process.
- ▶ Work underway on managers' toolkit on performance management.
- ▶ Cross-departmental performance analysis will be possible for the first time.

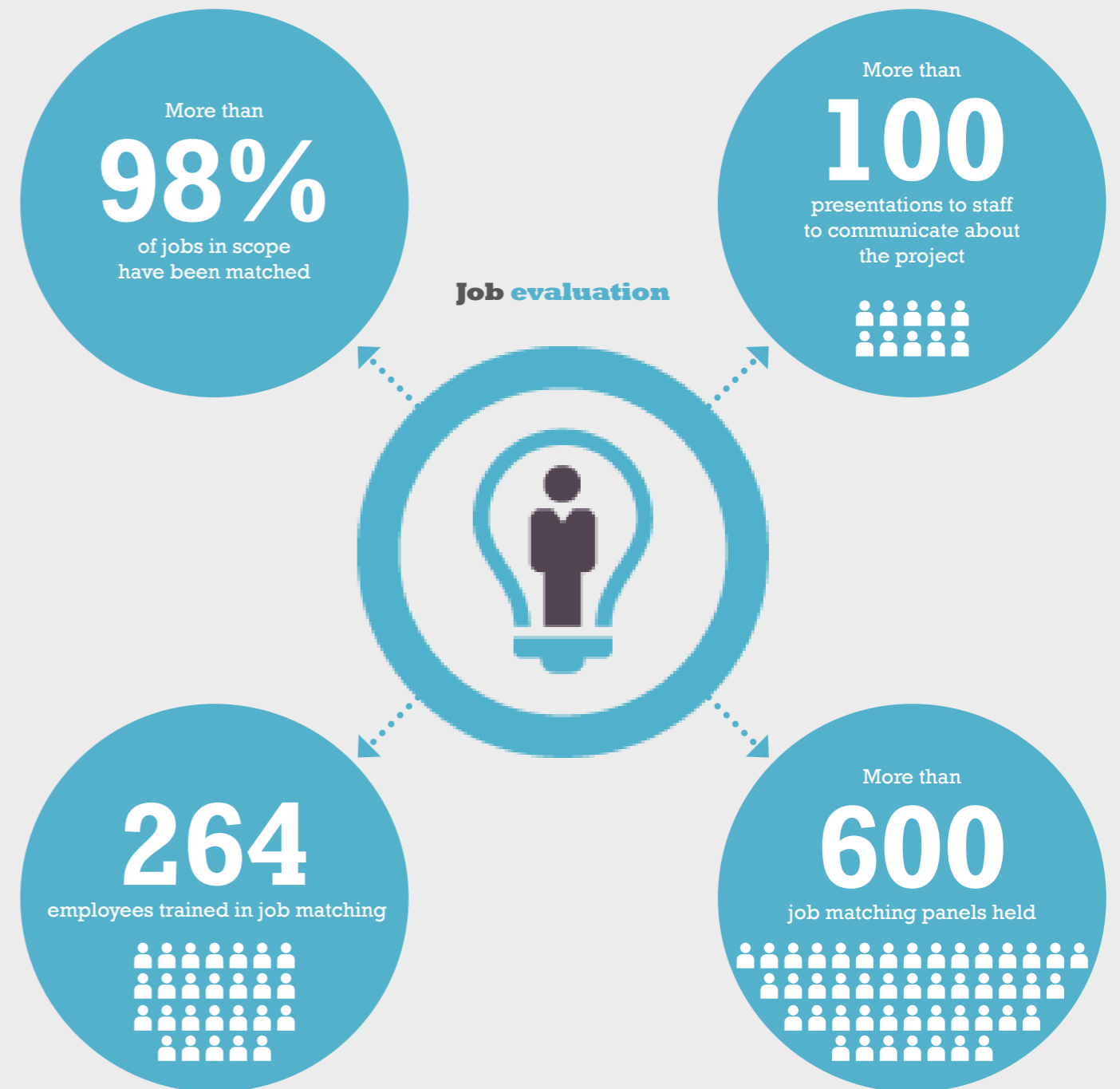
## Overview of progress

Job evaluation is a highly complex project which has taken longer to complete than originally anticipated. We have invested a significant amount of time in our partnership approach with the trade unions, taking the time for ongoing discussions and designing the project collaboratively. We have also spent considerable time and effort engaging with employees across the diverse spectrum of roles within scope of the project.

It is an important piece of work necessitating attention to detail and precision to accurately analyse and evaluate roles that cover more than 5,000 employees. Our approach has focused on quality and consistency to ensure we get it right first time.

On the back of this essential preparatory work we are now on track to deliver the new pay and reward system for the States of Jersey in January 2017, subject to trade union negotiations. This is a significant milestone for the States of Jersey as it will bring greater unity across the public sector. This simpler, fairer and more consistent reward framework will deliver the agility and flexibility to enable employees to move more freely around the States in response to changing customer and service needs.

## Workforce modernisation progress in numbers





# Office modernisation

## Aims

We have been reviewing how we configure our offices to ensure we are best set up to support the ongoing delivery of services to Islanders.

Modernising our working environment is an essential part of reform as it will enable us to transform the way we deliver services and create a more seamless customer experience.

Providing a modern and flexible environment and bringing more teams together will be crucial to this transformation process.

The office modernisation project aims to:

- ▶ reduce the number of office buildings and amount of space we use
- ▶ increase our occupation and usage of space
- ▶ enable improved ways of working through fit for purpose, flexible accommodation
- ▶ improve facilities for employees and customers
- ▶ make it easier for teams and departments to work together
- ▶ enable departmental administration efficiencies
- ▶ improve our environmental performance

## Progress

Since February 2014, a comprehensive approach has been taken to developing an overall strategy for the consolidation and modernisation of the States of Jersey office portfolio. This 18 month project has reviewed the existing office estate, considered the future requirements of departments, developed a range of options and scenarios for the future and developed a preferred option for the way forward, along with a supporting business case.

Crucial to this work has been developing an understanding of the needs of departments and their customers. The early phases of work involved extensive engagement with individuals and senior managers from the departments in scope.

This information enabled the development of a Statement of Business Needs and key principles and space standards which formed the basis for the evaluation of a range of options and scenarios for the future use of our offices.

In July 2015 the Council of Ministers agreed the overall strategy for the consolidation and modernisation of the States of Jersey's office portfolio. The agreed way forward identifies a programme of work to modernise the estate, centred on a consolidating c.750 office users and customer services into a 90,000 sq ft central administration building (CAB).

The development of the CAB and the associated other projects will enable the re-designation or disposal of 11 buildings (from 23 to 12 in scope), significantly reduce the overall demand for the portfolio (by c.90,000 sq ft) and provide an enhanced, modern environment for staff and customers.

The Council of Ministers has agreed that detailed planning activity for the early stages of the project should begin and a programme of feasibility activity has been initiated for:

- ▶ the central administration building
- ▶ Department for Infrastructure relocation
- ▶ the development of a funding model

This feasibility activity is expected to be completed by summer 2016.

## Central administration building

A central building will help us maximise efficiencies and support flexible working so we can reduce costs and improve services for Islanders.

Following a comprehensive assessment process, Cyril Le Marquand House and Philip Le Feuvre House/La Motte Street had been shortlisted as potential sites for the development.

The Council of Ministers has recently agreed that the preferred site for the development of the building is likely to be the Philip Le Feuvre House/La Motte Street site. This site would provide an efficient modern office at lower cost and with less disruption to services than Cyril Le Marquand House.

A full feasibility study is now underway for this site, which is expected to be completed in the summer of 2016.

A vision statement for the future building has been developed, which sets out the main features of the building and the main aspirations in terms of the **environment** and **experience** it should provide for employees and customers.

## Achievements so far

- ▶ Full engagement and development of Statement of Business Needs, including standards and principles for the future.
- ▶ Completed review of the current office estate.
- ▶ Completed a Strategic Business Case identifying options and scenarios considered and the costs and benefits of the implementation programme.
- ▶ Completed the modern office project which has provided a blueprint for all future office design within the States of Jersey.
- ▶ Overall agreement of a future strategy for the States of Jersey office estate which will enable the consolidation the majority of office-based employees into one centralised administration building.
- ▶ Developed a standards document which will be used to guide all future office projects.
- ▶ Completion of concept scheme and site assessment process and agreement of the preferred site for the central administration building.
- ▶ Developed vision statement and overall statement of requirements for the new building and appointed architects to undertake feasibility study.

Alongside this, we have developed a comprehensive set of standards, which will guide all future office accommodation projects and reflect modern best practice, support flexible working and provide improved facilities for customers and staff.

## Modern office project

Implemented in 2013, the modern office project was conceived as a template for how States of Jersey offices should be configured in the future and showcased the benefits that could be achieved from a new approach to office design.

Jersey Property Holdings (JPH) moved from three sites into fully open plan accommodation at Maritime House, which provided a modern and flexible working environment, while at the same time reducing the area they occupied.

# Office modernisation *cont.*

This was part of a series of moves which led to the release of existing office space for alternative use and disposal:

- ▶ space occupied by JPH reduced by around half
- ▶ space occupied by Customs and Immigration reduced by 3,000 sq ft
- ▶ the release of Picquet House (4,745 sq ft) for disposal (the States Assembly subsequently decided the building should be retained and reused)
- ▶ occupancy of Maritime House increased from c.110 to 147 people
- ▶ other vacated space (at d'Hautree and South Hill) used to meet critical business need and generate income

A number of internal moves and relocations within our office buildings has enabled us to make better use of existing space and position some teams to be closer to colleagues they work with

## Ongoing activity: 2013 - 2015

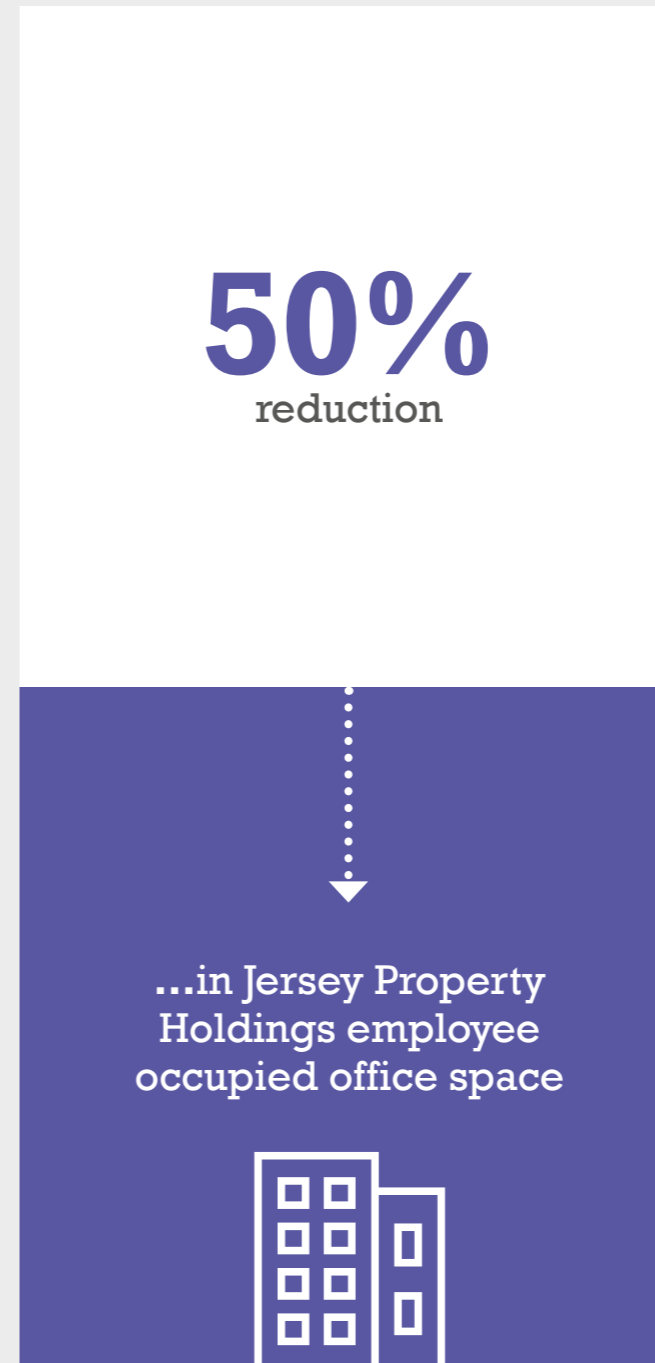
A number of internal moves and relocations within our office buildings has enabled us to make better use of existing space and position some teams to be closer to colleagues they work with.

These include:

- ▶ relocating the Human Resources Business Support Team to d'Hautree to provide space for the public sector reform team at Cyril le Marquand House (Nov 2014)
- ▶ internal moves within Morier House and the creation of shared meeting rooms, which has freed up space within the building for alternative use (throughout 2014)
- ▶ relocating Home Affairs to Cyril Le Marquand House (May 2015), leading to the freeing up of 23 Hill Street
- ▶ the temporary decant of Information Services from Cyril le Marquand House to Jubilee Wharf (November 2015)

As a result of the move of Information Services to Jubilee Wharf, a series of moves involving the co-location and reconfiguration of teams across five floors of Cyril Le Marquand House has been undertaken which has implemented many of the key office modernisation project principles and standards.

## Office Modernisation



# Lean and continuous improvement

Continuous improvement means we consistently seek and strive to better our services, how we do things and the customer experience.

Lean is a methodology which gives us tools to drive change and puts the customer at the heart of service design. It creates a culture of continuous improvement, enabling employees to drive change from the bottom up.

Lastly, but most importantly, wherever we can reduce administration, waiting and turnaround times, customers benefit through better services and higher levels of satisfaction.

Lean helps us identify and remove non-value adding steps from processes in order to provide slicker, more punctual and cost effective services with the minimum of waiting or queuing.

As the people who know those services inside out and the ones using them day in-day out, it's essential that employees are able to initiate change in slow or cumbersome processes.

### Purpose

Learning Lean techniques has been a catalyst for change and improvement. It has helped instil new ways of working and a culture of continuous improvement. We have noticed that successful, employee-led change, whether using just a few or many Lean techniques, leads to an increased sense of pride and appetite for further improvements.

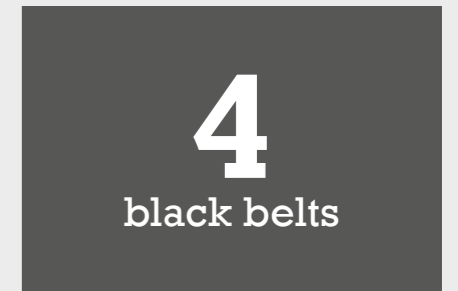
When processes are streamlined, the time savings create capacity for employees to focus on core tasks which are most valued by customers or to spend time on further improving services. This creation of spare capacity also supports our drive to reduce unnecessary recruitment, as vacant roles may not always need to be filled.

Project benefits are recorded by each department, including increased customer satisfaction, time savings and value. Many other benefits are difficult to track; increased employee morale, goodwill and engagement are often observed but hard to quantify.

### Progress so far: Return on investment



### Trained staff



### Lean training levels

**Yellow belt:** a two-day course to learn how to apply Lean with simple tools. Attendees are tasked to return to the workplace with ideas for improvement.

**Green belt:** a one-week course to learn more complex Lean tools. Attendees are expected to lead or participate in a Lean project on their return to work.

**Black belt:** an additional one-week course that enables attendees to build upon their green belt knowledge to cover the full range of Lean Six Sigma tools and techniques required to facilitate and lead change.



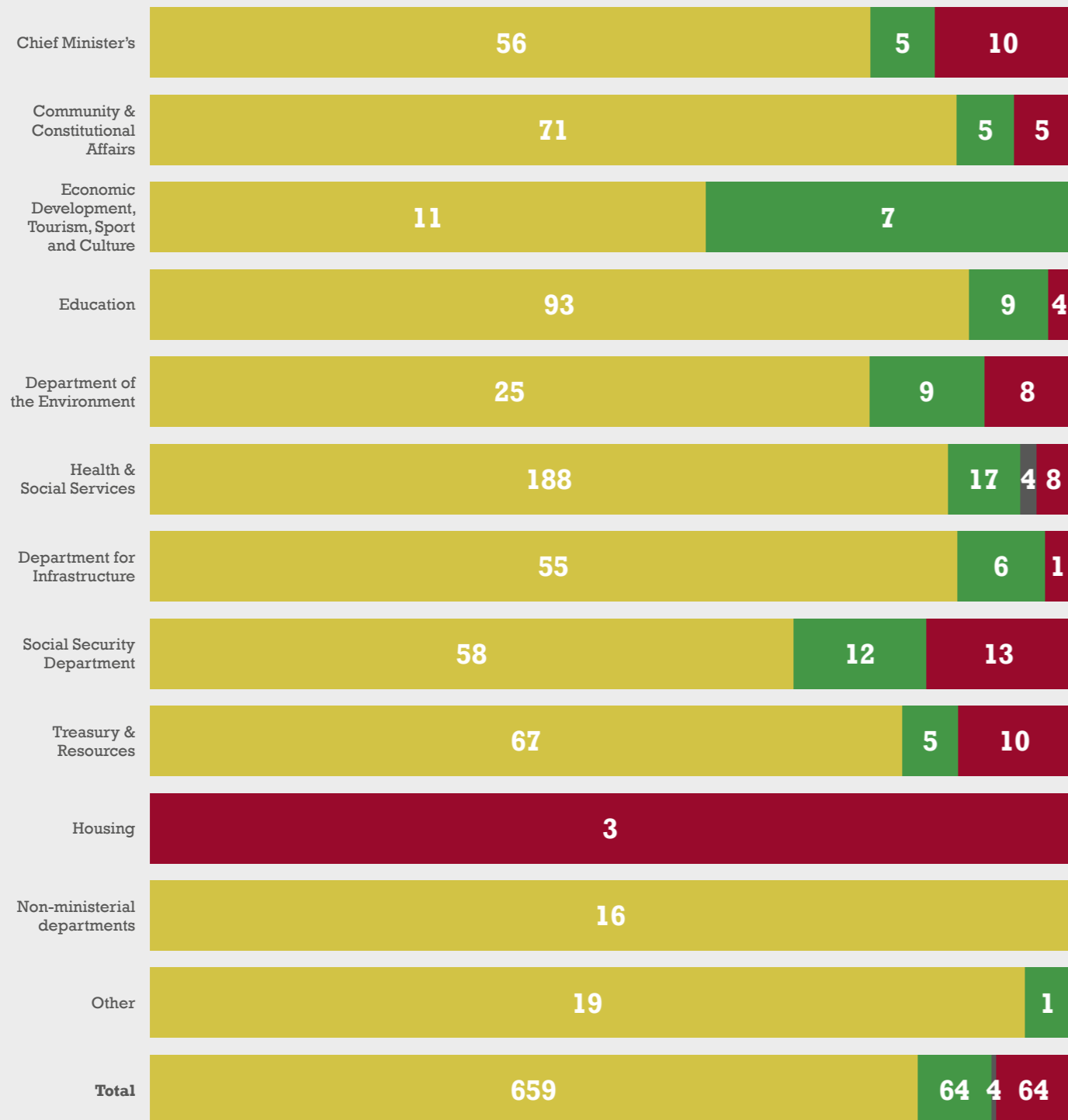
- ▶ Developed in-house capability to train yellow belts
- ▶ Additional training offered to practitioners in conjunction with Health (sponsorship, Obeya\* and rapid improvement)

\*Obeya rooms help with faster communication and decision making about improvement projects.

# Lean and continuous improvement *cont.*

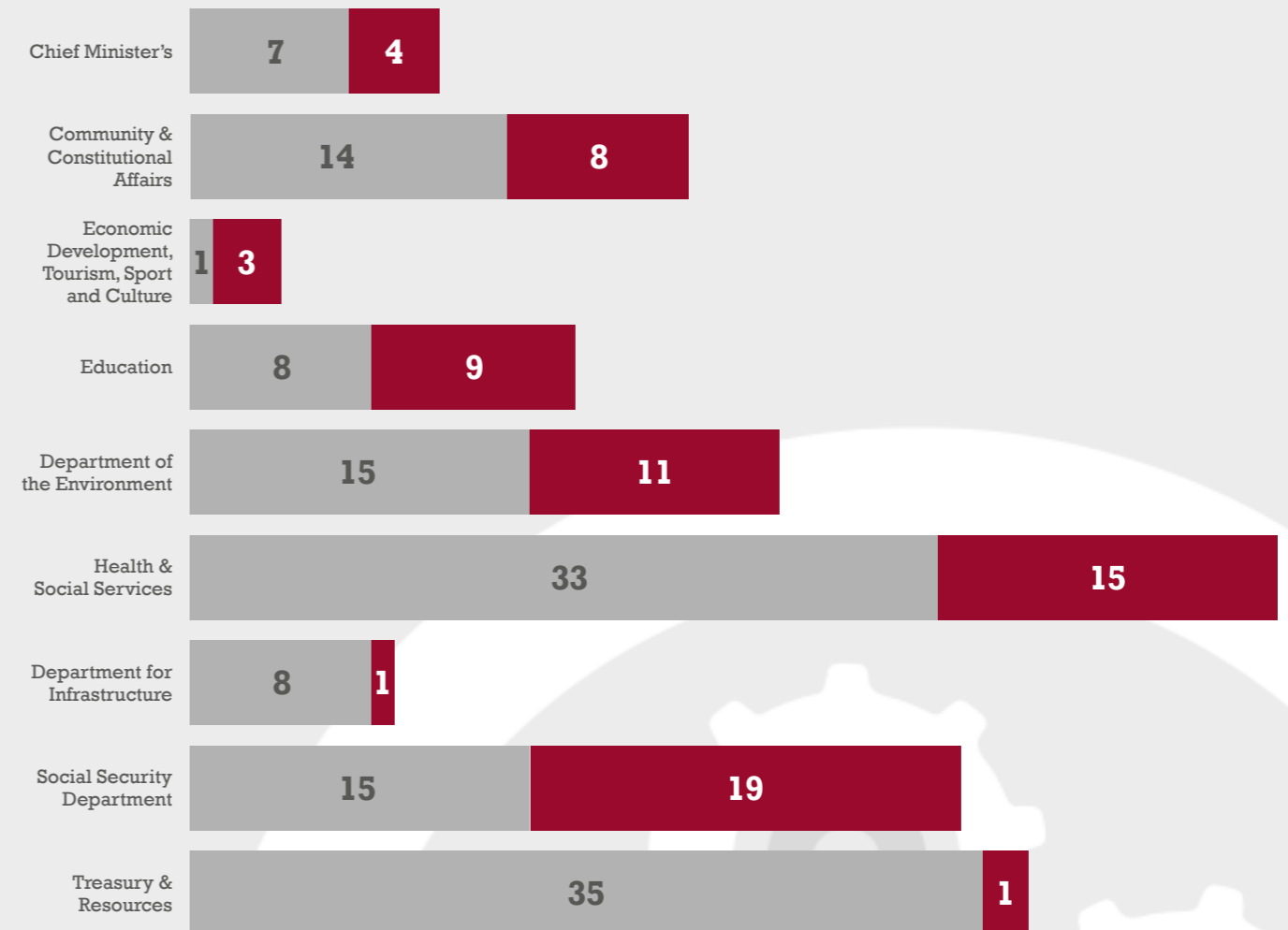
## Lean trainees (by department) as of Q1 2016

Staff trained by level: ■ yellow ■ green ■ black ■ left SoJ



## Lean projects (by department) as of Q1 2016

Projects: ■ live ■ completed





# Lean events

## Driving continuous improvement

Many Lean trained employees are now involved in the service reviews currently taking place in departments.

Departments are working towards savings targets using Lean principles to maintain service quality while taking costs out of the system. These reviews are not monitored as Lean projects but show how the organisation is changing its approach to change and making improvements.

Changing organisational culture remains one of our objectives in deploying Lean. This aspect of change is more difficult to measure, but there is tangible evidence across the organisation, from the way that service reviews are being carried out, to using visual management techniques to track progress against objectives and designated project spaces to create a clear line of sight between objectives and outcomes.

Health and Social Services and Social Security have also established dedicated departmental Lean teams to drive continuous improvement.

## Lean events and feedback

### ► 2013 Lean conference (health focus): 150 attendees

Guest speakers from Royal Surrey County Hospital NHS Foundation Trust, South Tyneside NHS Foundation Trust, City Hospitals Sunderland NHS Foundation Trust, Central Surrey Health and Airedale NHS Foundation Trust.

#### Delegate feedback:

“presentations were inspirational”

“great opportunity to share Lean success stories to a wider audience”

“I particularly enjoyed the inputs from Health and Social Services and Social Security and the case studies as the methodology was brought to life”

### ► 2014 Lean conference: 270 attendees

Guest speakers from Calderdale and Huddersfield NHS Foundation Trust, Solihull Metropolitan Borough Council, Tees Esk and Wear Valleys NHS Foundation Trust, Surrey County Council and Ashford and St Peter's Hospitals.

#### Delegate feedback:

“Overall a really useful event”

“This conference has given me the drive to be part of the next Lean project”

“I think there was so much positivity from the events and we need to keep the Lean momentum going”

### ► 2015 Lean conference: 500 attendees over two days

Guest speakers from HM Courts and Tribunals Service, The Lean Enterprise Academy, RR Donnelley - Global Document Solutions and RBSI Jersey.

#### Delegate feedback:

“overall it did give me more to think about and made me more determined to make Lean a success in my role”

“I found the whole day motivating, great to mix with colleagues from other States departments, always very productive, there are great staff working for the States with a real can do attitude”

### ► Several networking events for Lean practitioners

## Projects and achievements

Projects are monitored by the Lean Service Improvement Group with senior representatives from across the States.

**As at quarter one 2016,  
136 projects were  
underway and 72 had  
been completed**

Example projects include:

Project	Benefits
Review of recruitment and employment process	Faster customer service, reduction in complaints, release of staff time, saved money in recruitment advertising (c. £55,000 per year)
Review of timber exchange programme	Reduced spend on equipment, improved stock control
Postal seizures review (Customs and Immigration)	Reduction in investigation time for postal seizures, improved prioritisation and decision making, more efficient use of resources
Jersey Fire and Rescue Service equipment management review	Reduced costs, rationalisation of systems to streamline the process
Jersey Youth Service review of sessional payment process	Increased accuracy, reduction in process steps and therefore administration requirements, quicker processing time (31% reduction for Youth Service and 66% reduction for Payroll)
Review of cashiering of tax office receipts	Reduction in complaints, increased capacity of team, reduced queuing for customer, reduced staffing requirement
Memory clinic – information and access review	Improved information to clients, implementation of self-service reduced direct questions from clients
Review in Phlebotomy	Reduction in waiting times for patients (43% reduction in patients waiting more than 45 minutes for blood tests), increased patient satisfaction, more effective use of resources
Patient transport service review – aborted journeys	Reduction in backlog of journeys for patients, costs containment of service, increased communication with staff and more effective use of resources
General Hospital restaurant review	Increase in income (68%), menus responsive to customer requirements, extended opening hours (at no extra cost)
Review of inpatient priority medication	Reduction in delivery time (40%), increase in patients being counselled by pharmacy staff (6.8% to 19%), increase in amount of time pharmacists have to spend with patients (from 3.4 to 5.7 minutes)
Review of procedure for updating customer circumstances for income support recipients	Significant reduction in time taken to process change of circumstances details, increased customer satisfaction
Review of process for allocating Social Security contributions paid by BACS	Reduction in time taken (30%) to allocate BACS payments (contributions) to the correct team, increased customer satisfaction
Customs and Immigration review of analysis patterns in passenger arrivals and staff shift patterns	Increase in postal interceptions, reduction in overtime (nearly 44%)
Review of nursing and midwifery appraisal process	Streamlined system based on most valued information, increased satisfaction for staff and managers

# Lean and continuous improvement feedback

## How Lean makes a difference

*"I find the visual aspects of Lean, such as the mapping exercises, useful in getting staff on board with changes"*

Lean practitioner

*"Perfect way of working, so much quicker"*

Social Security customer feedback about the change of circumstances process improvements

*"there's a real sense of enthusiasm among the team"*

Lean practitioner

*"A lot faster, much, much better. It was so much easier"*

Social Security customer feedback about the change of circumstances process improvements

*"By streamlining the paperwork and aligning the priorities, we are now able to focus the appraisal on what's most important: the personal, professional, operational and strategic agenda. The initial feedback from my staff has been overwhelmingly positive"*

Chief Nurse's feedback on the nursing and midwifery appraisal improvements

*"Lean stopped us jumping to solutions"*

Lean practitioner

*"Lean asks you to put customers at the heart of what you do, so we made sure we listened to and acted on the feedback we were given"*

Lean practitioner

*"...we've created an appetite for improvement"*

Lean practitioner

*"The new appraisal documentation is proving a vital addition to supporting the personal development of nurses helping to improve the delivery of quality and safe care. The inclusion of business plans with six key quality themes has provided every nurse with a clear vision of the hospital's objectives and how they are valued in being a part of improving the patient's experience"*

Deputy Director of Operations talking about the nursing and midwifery appraisal improvements

*"Lean made us feel in control of our own destiny"*

Lean practitioner





# eGovernment

## Purpose

The eGov programme moves the States of Jersey towards a model of delivering services that are customer-led and use technology for a better user experience.

Although technology is a key feature of eGovernment, it is about fundamentally redesigning how we deliver our services. It also encourages inter-departmental working and will help position the States as a progressive and forward-thinking government.

The programme objectives are:

- ▶ enhanced customer services
- ▶ a more efficient public sector

In pursuing these aims, we also aim to stimulate the local digital industry.

## Achievements

There are approximately 20 projects running across the States which are focusing on service redesign and the application of technology. Work on the more complex elements of eGov, like online authentication and data management, are also underway.

Other areas of work underway include:

- ▶ design authority
- ▶ online authentication
- ▶ data management
- ▶ Tell Us Once

## Design authority

In February 2016, the eGovernment programme entered a period of negotiations with the preferred supplier for the design authority contract.

The design authority will provide the design and governance mechanism for all our future service redesign and technology decisions, enabling a common approach across departments and improving our strategic decision-making.

The design authority's mandate covers:

- ▶ service design
- ▶ information and data management
- ▶ systems
- ▶ technology
- ▶ security

The design authority will be expected to:

- ▶ quickly establish an understanding of current state
- ▶ establish the vision and design future state target models
- ▶ set frameworks to enable projects to move towards these target models
- ▶ support the procurement of products and services required as a consequence of its decisions

## Online authentication

Also referred to as digital ID, the project to introduce a States-wide system for identifying people when they deal with government online is in the research stage.

We need to know who a customer is when we are dealing with them, so to be able to help them departments often ask for proof of identity. A States department can't talk to a customer about the problem they're experiencing and look up details on their screen until they're sure who they are speaking with.

## Data management

Data is currently collected and held multiple times in multiple places and rarely shared. Legislation, regulation and operating culture create actual or perceived barriers which prevent data sharing.

The eGovernment programme will establish and implement a data management strategy and framework, which is fundamental to delivery of the broader public sector reform programme. Key appointments have been made and a data governance council has been established.

Work to create a 'People Directory' has identified common data sets for our customers and a pilot to test the concept of a single customer database started in January 2016.

## Tell Us Once

The objective of Tell Us Once is that when we ask customers and partners for any piece of information, we share that information appropriately so that we never have to ask them again.

The "Us" includes all parts of the States of Jersey administration (States departments, parishes, agencies) and private entities where appropriate.

Tell Us Once has already delivered four new processes, bringing together different parts of the States and parishes along with the private sector (e.g. doctors) for:

- ▶ new resident registration
- ▶ new business registration
- ▶ registration of births
- ▶ registration of deaths

Now customers only go to one place to register these events and the information is shared with all relevant parties behind the scenes.

Tell Us Once is now in its second phase, which will further improve the first four processes and address the combined return (tax, Social Security and Manpower) and change of details (name, address, contact details and preferences).

**The eGov team often posts blogs with more detailed information on progress. Check [blog.gov.je](http://blog.gov.je) to find out more**





# eGovernment *cont.*

# Tell Us Once

## The Goal:



## Will:

Improve customer service

Improve efficiency across the States

Reduce the number of interactions customers have with the States

### Example 1: **New Business Registration**

#### Then:

**Old process not efficient**

- government departments not sharing information
- 4 different government departments asking for the same information



#### Now:

**A new customer focused process**

- reduced customer contact points from 4 to 1
- clear and easy process for customers
- accurate data held in the 4 departments/organisations



### The Future: **A customer hub online**



### Example 2: **New Residents**

#### Before:

- customers had to come to Social Security to get a registration card
- customers had to visit the tax office and provide proofs again
- customers had to go and register at the hospital



#### Now:

**a 10 minute process**



### The Future: **Online registration**



**Example 3: Deaths**

**Why a priority?**

- Inconsistent communications were adding to the stress of an already emotional time

*“I notified the department two days after my father died. Over a month later we received a letter addressed to him regarding cold weather bonus, this was extremely upsetting.”*

**Before:**

- there was no central log of up to date on Island details

**Now:**

**A new customer focused process**

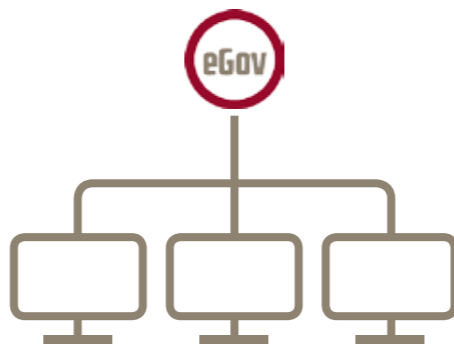
When a death occurs it is input in to the system by either:

- Mortuary staff
- Social Security staff
- Parish registrars

This information is then shared across various departments who no longer require death certificates

**The Future:**

- Process automation reduces the time it takes to register deaths on the system.
- Get more departments to sign up for death notifications



**Online forms**

We need to be able to deliver more services online once they have been simplified (by applying Lean processes).

The eforms team has implemented nearly 40 new forms including:

- ▶ submit an FOI enquiry
- ▶ register your craft with the Coastguard Safety Identification Scheme
- ▶ apply for long term care
- ▶ electronic invoicing – Ports of Jersey
- ▶ report a defective vehicle
- ▶ Supply Jersey supplier registration
- ▶ paying Social Security contributions and instalments online

**What else has been delivered?**

In addition to the new Tell Us Once services, the Health and Social Services Department has initiated work on online bookings, starting with breast screening. This has a number of benefits including best use of data (to invite the appropriate group of customers) and improving attendance rates at screening programmes.

- ▶ Customers can now pay Social Security contributions online.
- ▶ An Open Government Data site ([opendata.gov.je](http://opendata.gov.je)) was launched in November 2015 and emphasis now moves to the publication of more data sets.
- ▶ A car park availability mobile site (like an app, but more flexible) launched in December 2015.

This shows the good progress being made within and across departments and another 10 projects have been initiated to ensure the programme continues to deliver improved online services to customers.

The intention is that in 2016 all departments have a full 'digital plan' which focuses on service redesign and online delivery and good progress is being made towards this.

**Early deliverables in 2016**

We will launch some new services which impact only a small number of customers, for example online applications for new pensioners. This approach enables us to test new processes and technology ahead of using them on higher volume activities.

In the first six months of 2016, we are targeting the following service enhancements.

Quarter 1	Quarter 2
GST payments	Pensions applications
eGazette launch in tandem with current Gazette	Sports bookings
Bus Tracker	Further Tell Us Once services

**Working with the parishes**

The parishes, under the leadership of the Comité des Connétables, are making great progress with their eParish agenda and in 2015 delivered online rate payments and rate returns. The eGov team will continue to work closely with the parishes across a number of different services including Tell Us Once and Fault Reporting, and on the big developments such as data management and online authentication.

# Looking ahead: 2016 to 2019

Reforming public services will continue to be of increasing importance over the next four years.

Reform will mean departments working together - as one organisation - to make Islanders' lives better, with an emphasis on online access and more seamless service provision.

We are now firmly in the phase of redesigning services. Changes we are making are now beginning to touch customers - whether that's through the Tell Us Once programme; more online forms, or improved internal processes which allow staff more time; or more effective contact with customers.

Taking the public service and the Island forward in the longer term means focusing on meeting the demands that demographic changes bring, meeting increasing pressures in health and education and delivering services using appropriate technology.

Investment will continue in infrastructure, the buildings which accommodate public services and the technology platforms being used.

Ensuring that services are designed to meet the demands of today and increasing pressures will be vital, as will the challenge to ensure that services are relevant for today's society.

A longer term discussion on the role of government and the appropriate level of public services will be required over the next 10 to 15 years.

## Service redesign

All areas of public services will be expected to meet the challenges of the financial, technological and demographic climate in the next four years.

Sustainable public finances is a key government priority and the delivery of the Medium Term Financial Plan to 2019 is the key platform to ensure this challenge is met.

However, looking ahead with long term planning means that services will need to be redesigned to be cost effective, and to meet the appropriate needs of today's Island.

One such redesign is regulation.

## Regulation

The regulation workstream was set up in 2015 to challenge and change laws that inhibit innovation and modernisation.

Regulation ensures that an environment exists which allows decisions to be made with confidence and properly protects our community. Regulation, however, should be appropriate and not overly cumbersome.

There should always be a discussion as to what is regulated, the level of regulation, and how that regulation occurs.

We are in the process of asking questions such as what do we regulate, can we reduce regulation or regulate differently, and how can we remove duplication to benefit the customer and reduce cost?

Clustering of similar services together in the key themes of people, finance, and places will form the platform for future service efficiencies.

## Other service redesign in action

Enabled by the workstreams, we have an opportunity to also try to improve through innovation and transforming traditional methods of service delivery around the needs of people.

We need to explore a range of alternative business models, such as integration, shared services and joint ventures, as well as developing new commissioning and procurement tools.

Another key part of service redesign is how we use, deliver and interpret technology and data.

We also have to be continually forward thinking and identify the skills we need both now and in the future.

A new primary care model has been set out for Health and Social Services. Its main aim is to get more services out into the community and to ensure that people only come into hospital if they really need to. This means linking up more formally with service providers, such as local charities, as we recognise their specialist knowledge in many areas.

We also need a sustainable funding mechanism and a solution to our longer term health needs.

The Ports of Jersey have been incorporated, allowing greater commercial freedom to drive revenue growth from new initiatives. This will guarantee their long term sustainability without the need for States subsidy.

We have transformed social housing with the incorporation of the housing department and its housing stock into Andium Homes; a financially sustainable model providing enough social housing for those in need.

Further service reviews will take place across:

- ▶ secondary education
- ▶ policing
- ▶ infrastructure
- ▶ sports and culture
- ▶ social security and tax
- ▶ justice
- ▶ support services
- ▶ economic development, external relations and financial services
- ▶ environmental services

## Moving forward

Reforming public services is a longer term journey and one which will be present in the Island for some years to come.

Regular updates to this document will be provided on a six monthly basis to show progress against reform areas and to show how services are being made cost effective and relevant for the Island moving forward.

## Notes

