

# **STATES OF JERSEY**



## **PUBLIC SECTOR RE-ORGANISATION: FIVE YEAR VISION FOR THE PUBLIC SECTOR**

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**Lodged au Greffe on 20th April 2004  
by the Policy and Resources Committee**

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**STATES GREFFE**

## PROPOSITION

**THE STATES are asked to decide whether they are of opinion –**

- (a) to approve the Five Year Vision for the Public Sector dated March 2004 (attached as an Appendix) in order to deliver overall improvements to the public sector and make savings of £20 million per annum and make value improvements of £9 million per annum, without cutting services;
- (b) to require all Committees to work with the Policy and Resources Committee in order to implement the Vision within the timescales defined;
- (c) to request the Finance and Economics Committee to identify the source of the £9.4 million funding required to implement the necessary changes; and
- (d) to request the Policy and Resources Committee to ensure that human resources policies across the States are sufficient to enable the reduction of 300 posts to be achieved by managing turnover, redeployment, voluntary redundancy or early retirement.

### POLICY AND RESOURCES COMMITTEE

Notes: The Finance and Economics Committee supports the Report and Proposition on the basis that it will provide ongoing savings of £20 million per annum for an initial investment of £9.4 million. This saving will undoubtedly aid the future financial position of the States and deliver the efficiencies within the public sector that have been notably demanded from the Public in recent consultation exercises.

The Finance and Economics Committee will require that analysis of the related expenditure and savings will be amalgamated within the Fundamental Spending Review process, the Annual States Business Plan and subsequently the annual States' Budget, in order that the costs and savings are transparent and that targets are endorsed by the States.

The Finance and Economics Committee has identified unspent balances from 2003 which the Committee intends will be made available for the express purpose of funding the Visioning Strategy should the States approve this Report and Proposition.

Such funding will be ring-fenced within the cash limit of the Policy and Resources Committee and released only with the express approval of the Finance and Economics Committee further to the consideration of detailed business cases

# REPORT

## Introduction

1. This Report provides the background to the Proposition and in particular explains the proposals contained in the 5 year Vision for the Public Sector, March 2004.
2. During the latter half of 2003, the Corporate Management Board, at the request of the Policy and Resources Committee, brought together a group of senior officers from across the public sector to consider radical change in response to growing political and public unease about the efficiency and the cost of the organisation. This group of officers, called the Visioning Team, were asked:
  - to develop a high-level vision for the Public Sector;
  - to produce a high-level cost benefit, implementation and resource plans; and
  - to ensure that the plans will reduce costs by £20 million over 5 years.
3. Some of the key issues identified were to:
  - 3.1 Put the customer first;
  - 3.2 Reduce the chronic departmentalism;
  - 3.3 Encourage “Joined up” policy settings and strategy;
  - 3.4 Reduce duplication through consolidation and efficiency;
  - 3.5 Develop a flexible workforce;
  - 3.6 Develop an agile organisation that takes timely and effective decisions;
  - 3.7 Enable a “horizontal” flow of information;
  - 3.8 Implement one way of doing things;
  - 3.9 Deliver better services at lower cost.
4. The results of this work are proposals which put the customer first and deliver better, cheaper and simpler services without the necessity for any cuts in those services. This is achieved through a combination of approaches which for the first time looks across the boundaries which currently exist in the public sector administration. As a consequence of these proposals, and in order to make the savings, it is expected that the public sector will reduce by approximately 300 posts over a 5 year period. This will be carefully managed by the Corporate Management Board answering to the Policy and Resources Committee. The timescale and scale of change should ensure that the reduction will be achieved by turnover and redeployment, with voluntary redundancy or voluntary early retirement where necessary. If staff and their representatives actively engage in the changes there should be no need for compulsory redundancy.
5. On 6th February, 2004, the Visioning Team presented the vision to the Corporate Management Board, which, following a detailed workshop on the 2nd March 2004, agreed the proposals.
6. During March 2004 the proposals were presented to the meeting of Presidents, to States members, to senior managers and to employee group representatives. In addition, the report was considered and supported by the Policy and Resources Committee and the Finance and Economics Committee.

## Main themes

7. The key messages in the five year vision for the public sector are as follows:

The Customer will be at the heart of everything we do

- 7.1 The vision describes how the customer can access services through one point of contact, called the Customer Services Unit, and that they can do this in a number of ways. They can telephone the call centre which would also have evening working hours to improve access. They could drop into a contact centre and deal with an assistant face to face, again this would be open beyond normal working hours to suit customer demand, and finally, there would be increasing use of e-mail contact which would be available 24 hours a day 7 days a week.
- 7.2 The customer access model would be supported by information held electronically in a robust database, which is kept up-to-date and accurate, and which allows cross departmental issues to be handled by one assistant. Front line employees would have as a target the satisfactory resolution of 80 per cent of all enquiries, the remaining 20 per cent being passed to an appropriate professional for action.
- 7.3 The Customer Services Unit handles not only enquiries from the public, the external customer, but also deals with enquiries from members of staff or other service areas of the States, or internal customers, who wished to access the common support services of Human Resources, ICT, Property and Finance. In order to achieve further economies, these support services are grouped together in a Support Services Centre as part of the Customer Services Unit. External and internal calls will be handled through the same processes. For example, in relation to HR, this might mean that a member of staff might call the Customer Services Unit in order to find out about maternity leave for example or other policies, or to pass on details of training courses attended, or leave of absence for recording.
- 7.4 Very often the experience of the customer in the past has been that they have to approach a number of departments to try and discover which department can answer a particular enquiry. Because individual departments do not have detailed knowledge of the workings of other departments, they may not be able to provide the correct information in order to direct the customer to the correct department. The proposals describe how the customer would ring one number and speak to one assistant, who would be able to access information for the customer and advise him or her how to go about making an application for any number of functions, would be able to forward any application forms necessary in respect of any department or service area, and also would be able to make bookings and check the status of transactions. The end result would be the customer being impressed by the service received and feeling that they had had a good experience.
- 7.5 It is not proposed to remove the direct dial facilities by which customers, both internal and external, can contact an individual employee as this may not be perceived to be an improvement to the service where working relationships between customers and officers are already be in place. However, it is anticipated that as customers experience the levels and quality of service from calling the Customer Services Unit the number of calls that are made directly to individual employees will decrease.
- 7.6 As a result of this the States of Jersey will be recognised as providing a cost effective first class service, modern in our outlook and valued by our community as a whole.

We all work together for the benefit of all concerned

- 7.7 In order to combat competition, barriers to progress and the silo mentality that currently exist between departments the vision describes how the Corporate Management Board and all service areas will work together in a new structure. The whole organisation will act seamlessly to deliver one set of prioritised aims which has been agreed by the States in a single unified strategic plan.

The Corporate Management Team will be responsible for breaking down barriers to improve performance. They will be supported by a Change Management Team which will drive the process forward.

- 7.8 It is proposed that in between the service delivery areas and the Corporate Management Board there should be an Integrated Policy Network unit responsible to the Corporate Management Board. The unit works by seconding staff with particular expertise from other service areas to work on projects or policies, after which these officers return to their usual employment. A major benefit of policy being developed in a central unit is to ensure that policy making across the States of Jersey is 'joined up', and that policy developed for one service area neither conflicts with that of another service area, nor allows the development of gaps in provision between service areas. This 'joined up' thinking ensures that criticism, such as that levelled in the Kathy Bull Report (2003), should not happen again.
- 7.9 The Corporate Management Board will also need to take the lead on integrating and rationalising the States property portfolio. This will be in accordance with the decision of the States in July 2002 to approve the report and proposition "Machinery of Government: Proposed Departmental Structure and Transitional Arrangements (P.70/2002), with regard to the transfer of the management of the States property portfolio to the Treasury and Resources Department. This would include policy responsibility for all the fragmented arrangements across departments for property maintenance, design and procurement.

#### Culture Change

- 7.10 Underpinning the change is the culture for both employees and the organisation as whole. Comprehensive training will be provided to our managers and employees to develop a way of working that is fast moving, forward thinking, customer serving and flexible. By means of training and assessment all employees will be allowed to develop a 'can do' mentality and work to shared principles and goals. As a result of this all will feel a sense of pride and achievement in what they do.

#### Business Process Re-engineering

- 7.11 Business process re-engineering (BPR) is fundamental to making savings across the organisation, particularly in the areas of customer access and support services. The public sector currently has many different processes and ways of working. Business process re-engineering ensures that, where possible, only one method or process is adopted for similar business processes and that the selected process is based on best practice.

#### Intelligence Led Government

- 7.12 The proposals describe how the States Strategic Plan, supporting plans, operational work and employees will all be subject to ongoing performance measurement, review and improvement in order to deliver services in better, simpler and cheaper ways. This approach will ensure resources are coordinated to work together efficiently and effectively across the whole organisation. The employees in the organisation will be trained, developed and held accountable for delivery of service and each employee will be clear through service level action plans how their own work and the work of the service area contributes to the overall strategic aims. Managers at every level will be accountable against clearly defined outcomes. This will result in economies of scale, less bureaucracy, cost and post savings and resources being focussed on where they are most needed.

#### **Benefits**

8. The Policy and Resources Committee believes that this approach can succeed in improving services and reducing States of Jersey costs in order to meet the overall objective of saving £20 million per year whilst delivering a visible and measurable improvement in service levels.

9. Despite the best efforts of fellow officers to assist, much of the information requested by the Vision Team is simply not held at present. This lack of available information across the States makes it difficult to predict accurately the savings that will be realised and further work is planned to consolidate these figures. However, initial estimates, which have erred on the side of caution, suggest that savings of at least £20 million per year (after 5 years), with improvements in customer service and service delivery valued at a further £9 million, and approximately 300 post savings are achievable if this vision is supported and implemented enthusiastically.
10. The Corporate Management Board, working to the Policy and Resources Committee, will manage the loss of jobs by natural turnover, redeployment, retraining, voluntary redundancy (including seeking volunteers for redundancy from those unaffected by the changes) and voluntary early retirement.
11. The estimates of improvements and cost savings are based on a high level analysis of current staffing and volumes (e.g. telephone call numbers). Then, a conservative estimate of the level of saving has been based on the experiences of other similar organisations. Thus Business Process Engineering will be fundamental to releasing savings across the organisation, particularly in the areas of customer access and support services. The objective will be to move the organisation from one of disparate and fragmented methods of working and delivery to an integrated organisation.

### **Costs**

12. In order to make this vision a reality a significant investment, estimated at £9.4 million, will be required, mainly in years 2 – 5 of the plan, in order to provide the required technology, staff, consultancy, premises and training.
13. It should be noted that this is significantly less than investments made by similar sized local government organisations for their change programmes. This reflects the investments we have already made, or are currently making, in such initiatives as the JD Edwards system, network infrastructures and other corporate ICT projects. In addition it is planned that the implementation will be largely effected using existing staff and training them where necessary.
14. In March 2004 the Finance and Economics Committee endorsed the visioning arrangements and agreed in principle that it would be prepared to provide the necessary funding from a source yet to be identified.

### **Implementation Plan**

15. With this in mind, the first stage of the implementation plan is to refine the high level business case for each project by means of a series of proof of concept projects in order to justify further investment. Sufficient funding for this first stage will need to be made available by the Finance and Economics Committee. To achieve change of this nature requires a new approach to management rather than the continuous analysis and review which is currently the norm. Having made the decision we must take the lead and all work together to implement the change.
16. In order to test this approach, it is proposed to review and integrate the processes, document and information flows associated with the Human Resource function for all departments in order to design and implement more streamlined and less bureaucratic ways of working.
17. It is planned that the following projects will be completed by December 2004:
  - 17.1 Investigate feasibility and develop business case for Customer Call Centre and Contact Centre;
  - 17.2 Develop a strategy for the Public Sector;
  - 17.3 Integrate Pilot dept(s) into Customer Services Unit;
  - 17.4 Develop or refine HR, IT, Finance, Property and Purchasing Strategies;

- 17.5 Develop and agree Core Values;
  - 17.6 Review capability and gap analysis of IT (with regard to vision);
  - 17.7 Develop management training requirements (including culture change);
  - 17.8 Undertake a Staff survey;
  - 17.9 Develop Performance Management proof of concept based on benchmarking project;
  - 17.10 Proof of Concept of Business Process Re-engineering across HR function;
  - 17.11 Develop External and Internal Communications Strategy;
  - 17.12 Undertake a Customer Survey.
18. Based on the information gained during the proof of concept process a detailed business case will be made in order to release funding for the full implementation of the vision by 2009.
19. This approach will provide an opportunity to review the contribution each project makes to the overall programme and amending plans to produce the most beneficial return.

### **Manpower**

20. For the programme to succeed all Committees will be asked to demonstrate commitment to the change project and project teams. The first major task in the change programme is the establishment of a fully resourced Change programme office staffed by full time secondments and contract roles where required. The Change team will consist of people with project management, BPR, HR, communication, IT, finance and performance management skills and will take responsibility for coordinating and leading the work sub-project groups.
21. The staff resource requirements do not, in the main, relate to new permanent posts as they can be resourced by internal secondments, temporary contracts where specific skills and expertise are required, and offset against savings realised through the change programme. This approach will require the full support of the Corporate Management Board if it is to succeed. The implementation programme for the change process runs for 5 years.

### **Summary**

22. The States are asked to request the Finance and Economics Committee to identify the source of the £9.4 million funding required to implement the necessary changes which will deliver overall improvements of some £28 million each year and will reduce the size of the public sector by approximately 300 posts. A conservative estimate of the cash savings is £20 million per annum made up of £15 million running costs and an additional £5 million per annum capital receipts. These savings will be realised whilst improving the service provided to our customers.
23. Savings will be achieved by breaking down boundaries, all working together towards common agreed objectives, continually measuring and improving performance and, for the first time, cutting across the organisation in order to simplify and improve processes.
24. The use of a consistent Business Re-engineering approach will be used to identify actual improvements and savings.
25. The Corporate Management Board believes that the vision, although radical, will revolutionise both the way the States of Jersey works and the way services are provided to the island. Such an approach requires

a significant commitment both in terms of leadership, working together and funding and in return will deliver better services at a cheaper cost.

26. The successful implementation of the vision will mean that by 2009:

26.1 Customers will find it easy to access services and obtain reliable information and advice;

26.2 Departments have no boundaries but work together for the benefit of all concerned in the most cost effective way;

26.3 All staff are working to shared principles and goals and feel a sense of pride and achievement in all they do;

26.4 We are recognised as a first class service, modern in our outlook and valued by our community as a whole.



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# 1 Summary

The aim of this document is to provide an overview of the Five Year Vision for the Public Sector ('the Vision'). The Vision is a plan, developed by a team of senior staff from across the States that aims to improve service, achieve annual savings of £20 million within five years and as a consequence reduce the public sector workforce.

By putting people at the heart of everything the public sector does, the Vision aims to deliver:

- customer focused delivery;
- a united, flexible organisation;
- performance and efficiency.

There are four fundamental parts or cornerstones to the Vision:

- **Customer Focus:** This cornerstone enshrines our overall objective of providing '*customer focused delivery*.' The most visible sign of Customer Focus will be a Customer Services Unit which will handle all contacts from the public whether in person, or by telephone, email or letter. It will aim to deal with 80 per cent of all enquiries at the first point of contact and will open outside of normal business hours to meet customer needs. The Unit will also respond to all internal public sector staff queries. Efficiency will be improved by standardising everyday processes so that, where workable, there will be only one way for a common process to be carried out across the public sector, based on best practice.
- **Working Together:** This cornerstone delivers '*a united, flexible organisation*'. Key to its success is the restructure of the public sector. Areas of responsibility will be based around the ten newly created ministries. Common services such as Human Resources, ICT, Property and Finance will be provided centrally and form the basis of the new Support Services Centre (located within the Customer Services Unit). Cross cutting policies will be developed centrally. This will ensure that policy developed for one area does not conflict with other areas and that there are no 'gaps' between service areas.
- **Intelligence-led Government:** This cornerstone delivers '*performance and efficiency*'. It necessitates a clear and unifying strategy for the public sector so everyone is aware of and aiming to achieve the same goals. People will work to a clear set of objectives, and progress and individual and area performance will be measured.
- **Culture:** This cornerstone is pivotal to the success of the Vision as a whole. In order for it to work, everyone in the public sector must support a new way of working, underpinned by new values. To achieve this objective, each public sector staff member must understand the strategic vision, their role within it and the importance of their own performance.

Achieving the Vision will require strong leadership, commitment from all stakeholders and significant investment. The estimated one-off cost of the changes proposed is **£9 million**

The Vision will deliver financial, quantifiable and observable benefits. The annual financial savings generated by the end of the fifth year are estimated as **£20 million**.

The plan has been approved by the Corporate Management Board and this document is designed to inform States members and staff about the proposals.

# 2 Introduction

During the latter half of 2003, the Corporate Management Board brought together a group of senior officers from across the public sector (the 'Visioning team') to consider change in response to growing political and public unease about the efficiency and the cost of the organisation. This team was asked to develop a vision for the

States and produce a plan for how the organisation might move from the current state to the future one, while ensuring that those plans would lead to savings rather than additional expenditure.

The Corporate Management Board described its broad vision as "... better, cheaper, simpler...". These became the team's principal terms of reference. In short, the vision was to be focused around three fundamental principles

–

- customer focused delivery;
- a united, flexible organisation;
- performance and efficiency.

The overall task was to –

- improve service; and
- reduce costs by £20 million over five years.

The team made a presentation to the Corporate Management Board on 6 February 2004. This document builds upon that presentation, outlining the business case for structural, cultural, business process, performance-based and customer focused change and providing more detail about how that change might be implemented.

### 3 Scope

The Visioning team was given 20 days to produce the Vision and carry out the first level of planning – in effect to draft the roadmap which gets us from where we are to where we want to be. A lot more detailed work needs to be done within the various work streams before implementation starts. The project scope might be described as peeling back the first two layers of the onion – there are several more to go.

The timescale given, and the size, range and diversity of services provided by the States of Jersey, means that the group could only produce a report to a certain level of detail. It is also worth noting that despite the best efforts of fellow officers to assist, the information requested is simply not held at present. Therefore, both the expenditure and savings estimates must be viewed in that light. This information deficit, however, is in itself another reason for change.

### 4 Drivers for change

The need for change in the public sector is being driven by major external changes and a general political unease generated by poor public perception of the States of Jersey and the public sector.

This can be summarised by the following fundamental drivers for change: –

- **Machinery of Government Reforms** – the States of Jersey has approved the transition from a committee system of government to a ministerial and cabinet style of government;
- **Fiscal issues** – competition in the finance industry is likely to lead to a loss in tax revenue of £80 million a year from 2009. An increase in the basic rate of income tax is not contemplated, and therefore genuine efficiencies need to be achieved in the provision of services to contribute towards reducing the deficit;
- **Public perception** – the people of Jersey enjoy high quality services but are critical of what they see as a burgeoning public sector, the increasing costs of the provision of these services and the fragmented organisation that delivers them;
- **Public expectation** – the people of Jersey want continued access to high quality public sector services in

a way that is more convenient to them, not the organisation;

- **Political unease** – there is a disconnection between the electorate, politicians and the public sector in Jersey that is unhealthy and breeds frustration and mistrust throughout the community;
- **Employee feedback** – staff experience much frustration with the workings of the States of Jersey. Operational practices often hamper the response to customer needs. Employees need to feel that the organisation they work for values their skills, ideas and attributes, and provides opportunities for development and progression.

All this means that much good work carried out by public sector staff is overshadowed by frustrations experienced by customers – both internal and external. Too often, the public sector is viewed as unresponsive, inaccessible, uncaring and expensive.

A further driver for change is the fact that although the number of services delivered to the public has increased, these services have been added in an *ad hoc* way without re-thinking the way we do things to improve efficiency. Together, all these factors make a compelling case for a one off, effective step change, rather than the tweaking of parts of the public sector, which would not result in the productivity gains and service improvements that are now required. To do nothing is not an option.

## 5 The Vision – where we will be in 2009

In the future, the customer or user will be at the heart of everything the public sector does. Services are designed around the customer's needs. Everyone, whether they are a member of the public (external customer), or a member of staff (internal customer) is treated efficiently, fairly and without prejudice.

When a customer contacts the public sector ('the States'), in person, by telephone, email or by letter, every effort is made to meet the customer's needs in the initial contact. If this is not possible, the customer request is automatically transferred to the appropriate area for action. The creation of shared common services, such as HR, Property, Finance and ICT, together with an updated computer system which shares common data across the public sector, means the customer is directed to the person they need as effortlessly and straightforwardly as possible. Importantly, the onus for resolution has shifted from the customer to the staff member. If, for example, the customer has a request or a problem which cuts across several departments, all these separate elements will be handled by the front line staff member until the issue is resolved satisfactorily. The customer is not contacted unnecessarily until their request has been concluded. The system tracks and monitors the service provided, allowing managers to monitor and improve performance.

With the benefit of accurate, automatically generated management information for analysis, the public sector develops integrated strategy, policy and plans to meet individual, service delivery and organisational targets. Every member of staff understands the importance of their position within the public sector, reinforced by effective performance review and appraisal.

The public sector is outward looking and seeks views and opinions from customers, citizens and businesses which use the public sector service. Citizens and staff feel connected with, and are proud of their public service, and customer satisfaction and positive perception of the public service go hand in hand.

The Vision rests on four essential elements, or cornerstones –

**Customer Focus;**

**Working Together;**

**Intelligence-led Government;**

## **Culture.**

### **5.1 Cornerstone 1: Customer Focus**

The customer is at the heart of the organisation: services are organised around the needs of the customer in a consistent manner and at times to suit. The customer is informed of and understands, the help available.

#### Customer access model

The customer chooses how to access services - they may telephone or call in at a Customer Services Unit where enquiries are handled over extended office hours. Alternatively, they may access the interactive web site 24 hours a day, where they can find out information, pay bills, submit requests for action, etc., or call at kiosks located Island-wide to help. Access to most services is also available through partnerships developed with other agencies and based at, for example, post offices and parish halls, and a customer may still write and expect a speedy response.

Staff in the Customer Services Unit are trained to answer many of the queries received from customers, supported by information held on a computer database. This database enables the staff member handling the problem or query to investigate cross-departmental issues. The target for front line employees is to resolve 80 per cent of all enquiries satisfactorily; the remaining 20 per cent are passed to an appropriate professional for action.

The Customer Services Unit handles enquiries from the public and deals with queries from public sector staff who wish to access the common support services of Human Resources, ICT, Property and Finance. This enables the professionals in these areas to concentrate on what they are best at, releasing further staff savings as a result. In order to achieve further economies, these support services are grouped together in a Support Services Centre, as part of the Customer Services Unit.

All common support service processes have been standardised to ensure that there is only one way (based on best practice) for a common process to be carried out across the public sector. The States intranet infrastructure has been developed and improved to allow it to become the preferred method of doing business with Support Services.

The Customer Services Unit, together with the integrated Support Services, delivers the fundamental principle laid down in the vision of the Corporate Management Board for *customer focused delivery*.

### **5.2 Cornerstone 2: Working Together**

The public sector is one employer, there is one culture across the organisation and employees carry out common functions in different areas in the same way using common information systems.

The structure of the organisation has changed in order to break down the artificial boundaries that existed between departments. In the new structure, shown in figure 5.2 below, the customer is the main focus, and there is a single customer contact point through the Customer Services Unit. Linked to this Unit is the Support Services Centre which hosts corporate services such as HR, ICT, Finance and Property. Calls for these areas also come through to the Customer Service Unit.

Behind the Customer Services Unit are the various different 'service delivery areas', formerly departments, which make up the public sector. These areas are aligned to ten executive directors, who report to ten States Ministries (as set out in the report and proposition, as amended, approved by the States entitled 'Machinery of Government: proposed departmental structure and transitional arrangements', P.70/2002). These executive directors are members of the Corporate Management Board, and are responsible and accountable both for the delivery of services in their area, and any strategic aims of the States allocated to them by the Chief Executive as head of the Public Service. Two additional directors have been appointed to the Corporate Management Board to look after responsibilities which affect all or most areas – such as Customer Services.

In between the service delivery areas and the Corporate Management Board sits the Integrated Policy Network responsible to the Corporate Management Board. The unit works by seconding staff with particular expertise from other service areas to work on projects or policies, after which these officers return to their usual employment. A major benefit of policy being developed in a central unit is to ensure that policy making across the States of Jersey is 'joined up', and that policy developed for one service area neither conflicts with that of another service area, nor allows the development of gaps in provision between service areas. This 'joined up' thinking ensures that criticism, such as that levelled in the Kathy Bull Report (2003), cannot happen again.

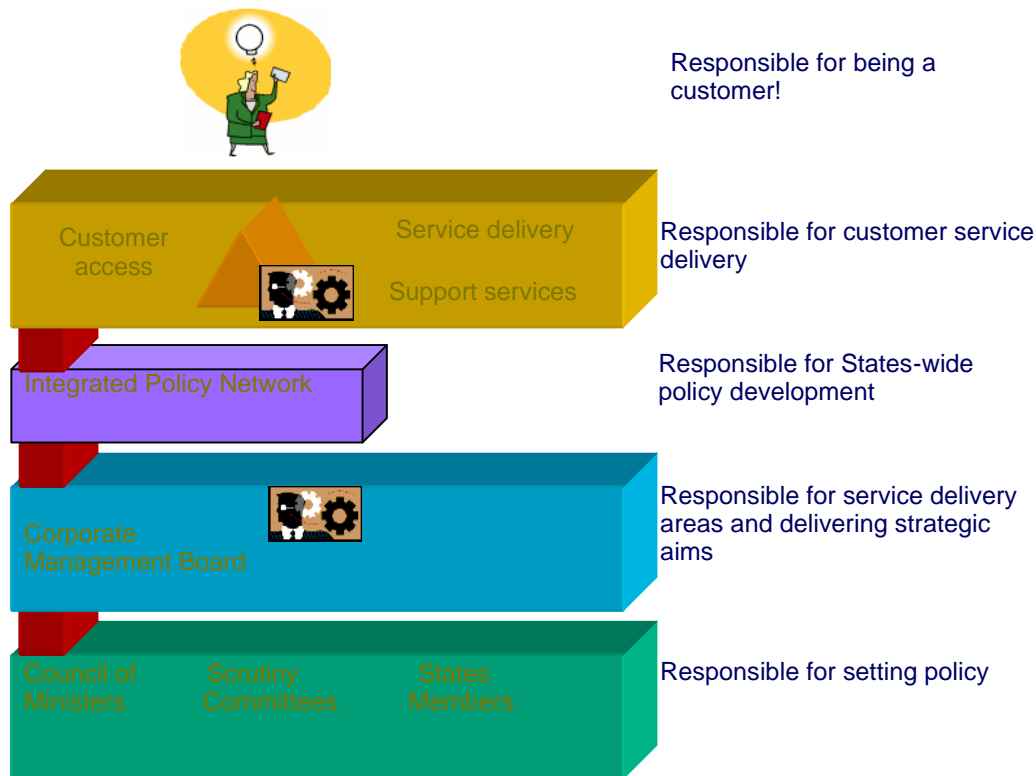


Figure 5.2 Proposed organisational structure

The revised structure provides a model which breaks down the risk of chronic departmentalism, or 'silo approach'. Combined with the realignment of services around the customer and the single, standard way of doing things, this delivers the second fundamental principle of a *united, flexible organisation*.

### 5.3 Cornerstone 3: Intelligenced Government

Intelligence-led government means that the public sector is informed by customer feedback and responds to good practice elsewhere. Decisions are made on the basis of valid and timely information from service delivery areas. The public sector has a clear set of aims and objectives and measures its progress towards them. Behaviour is driven by relevant performance measures and continuous improvement at all levels.

The public sector has strong leadership and every member of the organisation works to achieve the same goals. The needs and expectations of customers drive the Vision and Strategy. A five year Island Strategic Vision, created by the Council of Ministers and approved by the States is put into meaningful practice by the Corporate Management Board through the development of a Public Sector Strategy. This is translated into Service Delivery Action Plans for each service area. Employees in the different service delivery areas work towards delivering the overall strategy thanks to a culture of continuous improvement and accountability. Staff development is fostered by an improved performance management system with individual targets and objectives (see fig 5.3).

As a result, efficiency savings are achieved by a better, more effective way of working, rather than by cuts in service. The public sector continuously improves the service it offers and achieves its high level aims and objectives by ensuring that everything done by the service delivery areas is in line with the overall Public Sector Strategy. This is reviewed and assessed regularly.

There has been a fundamental change in culture since the public sector started to define clear objectives, develop effective monitoring systems and hold managers to account for delivery.

This has been achieved because –

- a clear distinction has been drawn between the role of the political sector and that of the public sector in defining and delivering government strategy. The political Island Strategic Vision sets out the desired economic, social and environmental vision of Jersey as a place to live, to visit and to do business, and defines the financial parameters within which public sector services must be delivered. This is underpinned by a Public Sector Strategy which describes what the public sector will do in order to deliver the overall vision;
- there is an integrated planning and review process and cycle. This is based on stakeholder needs, information from performance measurement, benchmarking and research. The planning process is owned by the Corporate Management Board;
- the Public Sector Strategy provides a reference point against which policy decisions, performance and resource deployment can be reviewed by the Corporate Management Board. It is underpinned by action plans, developed at service level, which set out how individual services will contribute to overall strategic aims, through direct and shared objectives;
- the Public Sector Strategy sets meaningful aims and targets which, where necessary, cut across service boundaries. Accountability is driven at all levels through a corporate performance management system informed by dynamic performance data;
- managers at every level are held accountable against clearly defined outcomes. Competing resource demands can be evaluated against strategic aims and objectives and value judgements can be made based on timely performance data.

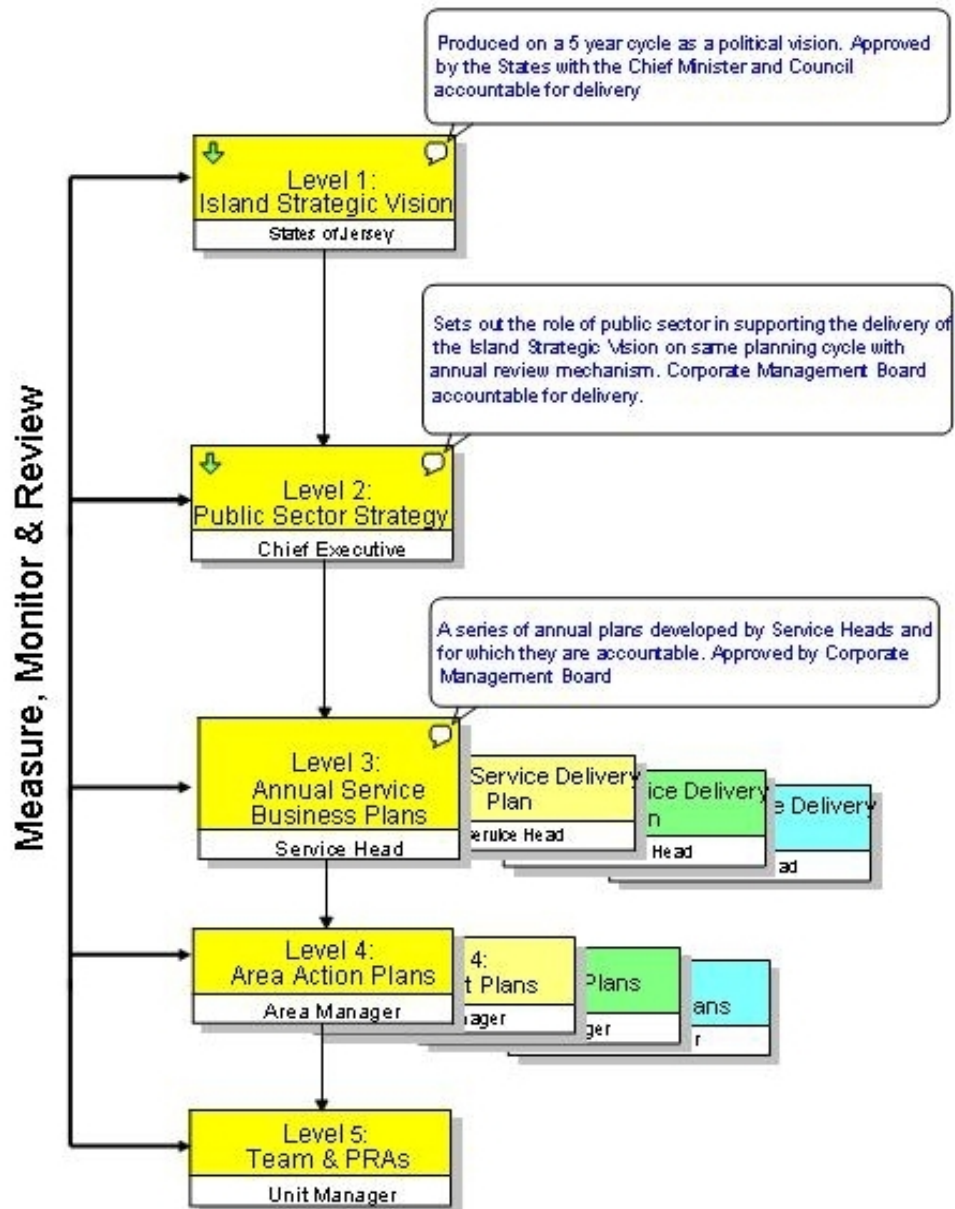


Figure 5.3 Strategic planning and performance management framework

Together with the improvements to processes and procedures, and the simplification of service delivery, this cornerstone delivers the fundamental principle of *performance and efficiency*.

#### 5.4 Cornerstone 4: Culture

The culture of the public sector reflects a transformation in the way in which things are done. Public sector workers understand and share the Five Year Vision for the Public Sector and support the organisation's core values. Everyone understands their role and performance is managed effectively.

There has been a significant investment by people across the public sector to help transform the organisation into one which is customer serving, fast moving, responsive, flexible, innovative and value for money.

In order to show the importance placed on this transformation, considerable effort is made to make staff aware of



the guiding principles that reflect the core values of the organisation:

By working together we: –

- Treat our customers and each other as individuals, with respect, dignity and courtesy;
- Provide a publicly accountable service that is responsive, listens and learns and acts in the best interest of Jersey;
- Act with integrity, professionalism and respect confidentiality;
- Provide choice and added value, making a difference and taking pride in all that we do;
- Respond in an appropriate, honest and trustworthy manner; be reliable, consistent and fair;
- Demonstrate the power of teams, working creatively and innovatively;
- Feel valued and appreciated, as do our customers.

All members of staff are encouraged to embrace the core values. Communications strategy and HR policies work together to make sure the customer is at the heart of the organisation.

## **6 Common themes**

As the Vision developed it became clear that there were a number of themes that cut across the service delivery areas. These are important factors in improving service and reducing costs. (Culture also appears as a cornerstone, given its importance as a part of the vision.)

### **6.1 Theme 1: Culture**

Support for a set of shared values across the public sector is essential. The organisation needs to be ‘singing from the same song sheet’ in order to deliver this plan. Furthermore, the necessary cultural change will require the following seven levers for change to be applied.

#### **6.1.1 Structure and role of Human Resources**

The HR service is pivotal in achieving any change in public sector culture. The HR role must be to act as change agents, to motivate and support senior management and to be dynamic in delivering policies and services that support strategic aims.

#### **6.1.2 Establishing and communicating a clear strategic vision and goals**

Many of the gaps between current and desired cultures stem from the absence of a clear strategic direction for the public sector, understood and owned by its members, against which decisions can be made, personal and team goals can be aligned, and performance can be managed.

Employees at all levels need to see that:

- Clear strategic direction exists, consistently supported by the Corporate Management Board;
- Actions and decisions are taken in line with that direction;
- They have a pivotal role to play in delivering those strategic goals;
- They are recognised for contributing to success;
- Progress is measured and feedback provided.

### **6.1.3 Identifying and embedding a set of values for the States of Jersey**

A set of core values already identified (paragraph 5.4) must be promoted by the Corporate Management Board and should inform all activities, interactions and exchanges, both internal and external.

### **6.1.4 Customer service**

Customer focus is one of the cornerstones of the Vision and it is recognised that changing to a customer-focused organisation will require cultural change.

### **6.1.5 Communication**

The Vision proposes considerable cultural change which will affect staff in different ways. Excellent communication within the public sector is essential. Employees need to be informed of plans for change, and to be given opportunity to ask questions, find out more about proposed changes, and to feedback their views. There is no single public sector communications network that reaches all employees. In order for change to be effective and sustainable, the organisation needs an effective communications network to be established.

It should: –

- Be a primary source of relevant and timely information about proposed public sector changes;
- Emphasise and invigorate two way face-to-face communication;
- Give line managers the tools to help drive change through the organisation;
- Excellent internal communication should be a priority. It should be regarded as a core management responsibility and senior managers should lead by example in consulting staff, disseminating information and seeking feedback.

### **6.1.6 Performance management;**

Effective performance management is as much about culture as it is about processes and management style (see paragraph below). Good management is fostered by a clear sense of overall direction, and management buy-in to that direction. The comments made earlier about establishing and communicating a clear and consistent set of strategic goals and values are fundamental to improving performance management.

### **6.1.7 Management style**

The scale of change necessary to deliver the vision requires a massive shift in culture. This in turn is dependent on the Corporate Management Board adopting a style of management which is consistent with the vision and identifies them as leaders and role-models in this process.

Best practice shows that training for the top team and senior managers on leading and managing effective change produces significant benefits. It is proposed that the initial management training effort should be focused here.

## **6.2 Theme 2: Human Resources**

Good staff management is the key to delivering the vision. It drives the culture change required, and it provides the necessary tools to secure, involve, reward, train, develop and retain staff. The HR team will need to positively support and actively work with managers to provide high quality, customer-driven services and ensure best practice measures are in place. Human Resources staff are often the champions of change who lead by example. This approach might be described as follows; “The HR team creates and manages the soft glue which not only binds and aligns, but also motivates”, (Bahrami H and Evans S 1997).

HR policies, like training, need to be able to support the fundamental cultural changes which arise from the reorganisation of the public service to become a customer-focused service. The HR strategy must be reviewed and updated, where necessary, and key HR performance measures identified, in order to address cultural and

structural changes.

The Human Resources service both underpins and drives this vision of a more efficient and effective service structured around the customers' needs.

In any change process, the role of the HR team is pivotal in achieving success. This is even more important where cultural change is being carried out as part of the same process as is the case here. In order to deliver this vision, the HR service needs to shift in emphasis from –

- operational to strategic;
- policing to partnering;
- short-term to long-term;
- functionally orientated to business orientated;
- internally focused to externally and customer-focused;
- reactive to proactive; and
- activity-focused to solutions focused.

### **6.3 Theme 3: Information and Communication Technology**

In the course of researching and developing the Vision the team heard two consistent messages; companies and public administrations are reorganising around the customer, and this reorganisation is enabled by the use of technology.

Reorganisation of the ICT function will ensure better delivery of service and more efficient use of resources. For the customer access model to work, ICT needs to deliver two main services: it must provide the infrastructure and ongoing support to States employees to allow appropriate access to customer information and it must provide the mixture of shared and specialist applications used in delivering the service.

ICT will be organised in a manner that allows delivery of a “local service” where it is needed, but from a team that has responsibility across the organisation. Using the customer access model, the IT team will become non-departmental and will comprise a range of specialists including technical, hardware and software infrastructure specialists, those with application specific skills and those with business analysis and project management skills.

The Vision requires significant investment in technology, but it builds upon investment and implementation already underway over a number of years. The Vision is intended to achieve a public sector organisation that puts the customer first, is united and flexible, and measures and manages its performance.

### **6.4 Theme 4: Business process reengineering**

Business process re-engineering (BPR) is fundamental to making savings across the organisation, particularly in the areas of customer access and support services. The public sector currently has many different processes and ways of working. Business process re-engineering ensures that, wherever possible, only one method or process is adopted for similar business processes and that the selected process is based on best practice.

A project to re-engineer public sector business processes must be led by a well trained and focused unit, supported where appropriate by facilitators with commercial experience of BPR, who will work with staff to map current processes and determine customer needs. This team should be able to call on other experts to carry out training and development for managers, including change management and, importantly, support for front line staff in their changing roles. Common cross cutting functions should be identified for BPR, e.g. application handling for external customers (benefits, licenses and leave, expenses etc.). BPR itself should be carried out in a consistent way, with a detailed planning and design phase which takes account of all aspects of the change from current to future processes.

## **7 Costs and benefits**

The four cornerstones of change together with the themes identified above will succeed in delivering up to £29 million of annual improvement in the value of Public Sector services. This is made up of £9 million of service improvements and £20 million of cash savings achieved through £5 million in capital receipts and £15 million savings in running costs.

These benefits and savings achieve the overall objectives of *improving service* and *reducing annual costs* by £20 million within five years

## 7.1 Cost / benefit analysis

A summary of the costs of each theme, both initial and ongoing and their associated savings is shown in Table 7.1 below.

<b>Project Theme</b>	<b>Estimated Investment £000's</b>	<b>Estimated Net Annual Savings £000's</b>	<b>Estimated Post Savings FTE's</b>
Programme Management	600	0	0
Customer Focus <i>Provision of Call Centre, One Stop Shop, transactional website and associated integrated information system and re-engineered processes (BPR)</i>	5,900	5,600	110
Working Together			
Organisational Structure	0	200	5
Integrated Support Services - <i>Human Resources, ICT, Finance, and Property</i>	1,800	9,500	65
Intelligence Led Government <i>Strategic planning and Performance Management Systems</i>	800	4,800	120
Culture	300	(100)	
<b>Total</b>	<b>9,400</b>	<b>20,000</b>	<b>300</b>

Table 7.1 Cost/benefit analysis

### Savings

This shows that five years after the introduction of the Vision, net annual savings of approximately **£20 million** should be achieved, with an associated loss of approximately **300 posts**. These savings will come from the following: –

**Customer Focus & BPR** Significant customer improvement will result from the integration of all customer contact staff across the States. Using evidence from Employment & Social Security, IBM and others, estimates have been extrapolated to predict the benefits that

could be achieved. New technology and BPR to both reduce and improve processes is key to reducing staff and administration costs. Allowance has been made for a 10% increase in demand from the improved customer focus with 10% of transactions coming through the web site. All processes across the States will benefit from being re-engineered around modern ways of working and technology. Evidence suggests that performance improvements of 40% – 60% and staff savings of between 10% – 20% can be made from just the re-engineering process. A conservative 30% saving in administration costs and associated back office staff savings of 5% have been used to produce the estimated £5.6 million saving.

### **Working Together**

By reorganising the structure around the customer (both internal and external) the support services functions of departments will be removed and reorganised within the Customer Services Unit. This will provide the opportunity to reduce costs resulting in a saving of £4.5 million. The strategic management of the States property portfolio will release another £5 million each year.

### **Intelligence-led Government**

The introduction of co-ordinated strategic and action planning and performance management will result in significant savings. Evidence suggests that performance management systems can save 10% per annum from gross costs. A 2% per annum performance improvement saving has been used here.

### **Culture**

Whilst culture change on its own will not produce any direct savings it has quantifiable and observable benefits and is key to enabling the other savings identified above.

To achieve these savings it is essential that an investment is made of approximately **£9 million**. This investment will be in new systems and technology as well as management and staff capability. These costs are discussed further in section 9.3. Based on the high level analysis completed, and the assumptions below, payback could be achieved in four years.

The loss of posts, whilst extremely regrettable, is a necessary part of becoming more efficient. However, staff losses will be as a result of working together more effectively with improved business processes and not due to a reduction in services. The Corporate Management Board will attempt to manage the loss of jobs by natural turnover, redeployment, retraining, voluntary redundancy (including seeking volunteers for redundancy from those unaffected by the changes), voluntary early retirement and only if absolutely necessary compulsory redundancy.

A large part of the savings will come from the introduction of performance management and business process re-engineering. Whilst not all savings will be directly realised through post savings (e.g. performance management may save a member of staff half an hour a day) it is still recommended that these savings are taken from budgets. This performance improvement will also enable the organisation to increase its capacity to absorb growth in demand for its services.

The lack of available information across the States makes it difficult to predict accurately the savings that can be made. However, even if the savings have been overestimated and the costs underestimated, there is still compelling evidence that this Vision will both improve performance and reduce cost.

## **7.2 Benefits**

In making the case for this major shift in public sector operations, other measurable benefits which may be less tangible have been identified across the different streams of work. There has been a great deal of overlap within

these streams and the benefits have been classified for simplicity into three categories; customer, organisational and financial. Further work could be done to research these benefits in more detail to turn observable and quantifiable benefits into more tangible benefits. It is estimated that there is up to £9 million of added value from these improvements in service.

### Customer benefits

- |                          |   |
|--------------------------|---|
| <b>Access and choice</b> | The customer will be able to access the services of the public sector by whatever means suits them, at the times and places convenient to them.   |
| <b>Quality and speed</b> | Customer (internal and external), will receive a high quality, faster service, resulting in savings for individuals and businesses.   |
| <b>Look and feel</b>     | The customer experience will be improved through purpose designed facilities.   |
| <b>Accountability</b>    | The people of Jersey will be better informed about the operation of the public sector service on a day to day basis. There will be transparency, and the citizen will appreciate and value the service. |

### Organisational benefits

- |                                 |   |
|---------------------------------|---|
| <b>Focus on customer</b>        | The organisation will focus on the customer at the highest level through a Customer Services Director on the Corporate Management Board.  |
| <b>Improved decision making</b> | The organisation will make the appropriate decision at the appropriate level because function, strategy and policy are all aligned.   |
| <b>Increased staff morale</b>   | Staff will want to belong to an organisation which offers improved career paths and prospects, job satisfaction and better, consistent management of performance issues such as sickness absence. |
| <b>Employer of choice</b>       | The organisation as a whole will benefit from better public perception as an efficient, diverse and challenging place to work.  |

### Financial benefits

- |                           |  |
|---------------------------|--|
| <b>Procurement</b>        | Savings will be made through better procurement across the whole public sector service including ICT.  |
| <b>Efficiency</b>         | Business process re-engineering of all central and other processes will result in large efficiency gains through cost reductions, removal of duplication and the release of staff energy to focus on service delivery and the promotion of change. |
| <b>Resource direction</b> | A clear focus on strategy and planning, with the customer in mind, will allow the Corporate Management Board to help direct resources to priority areas.   |

**Strategic management of property portfolio** A specific review of property will release savings through rationalisation, improved maintenance resulting in less reactive spend and a reduction in storage and vacant accommodation.

## 8 Risks

In any change management programme it is important to identify the risks associated with the specific change and to plan ahead to reduce both the chance of failure and the negative forces acting against the change. The Visioning team has spent some time identifying the ways in which risks for this project could be minimised or eliminated.

### Organisational risks

**Cultural reluctance to change** Countered by an early involvement with interested bodies and the development of a culture change programme aligned to a communication strategy. A robust and realistic plan directs the project.

**Insufficient buy-in to change** Countered by a strong Corporate Management Board leading by example with some cross cutting executive responsibilities. Willingness of Corporate Management Board to release staff on secondment. Core values promoted with a Performance, Review and Appraisal (PRA) system underpinning a focused HR service which works with managers to carry out a programme of consultation, awareness-raising and training.

**Ineffective implementation of strategy** Countered by a clearly developed strategic and business planning process owned by the organisation which is supported by an HR strategy which puts the right people in the right place. The HR team motivates and drives the HR strategy in support of the change programme.

**Wider benefits unrealised** Countered by clearly defined roles within the Corporate Management Board which resolves conflicting issues with speed and clarity. Involvement with potential partners is explored at an early stage.

### Business risks

**Benefits are not realised** Countered by a robust business case with a strong marketing strategy which unequivocally sets out the benefits of change and in particular ensures overall political support. Data protection and security issues are addressed to ensure appropriate information sharing.

**Business performance not measured** Countered by robust strategic aims, a benchmarking process and performance indicators linked to outcomes. Investment in performance measurement systems is made to help deliver a performance culture.

**Project unjustifiable** Countered by undertaking a feasibility study on service areas where core functions could be adversely affected to ensure

that all possible benefits from integration will be achieved without adversely affecting services.

### **Implementation risks**

<b>Release of resources</b>	The Corporate Management Board will need to demonstrate commitment to the change project, project teams, and the Integrated Policy Unit for the programme to succeed. It is proposed that officers are seconded to these projects without backfilling of posts, except in the most extreme circumstances.
<b>Additional demand generated</b>	Countered by ensuring that the implementation plan takes account of increased demand and has sufficient focus on priority areas by adopting a phased approach.
<b>Reduction in quality of service</b>	Countered by a robust, comprehensive communications strategy which opens honest and effective channels with the organisation's stakeholders. Training programmes are developed which promote the core values and instil appropriate behaviour in the way business is done.
<b>Benefits are delayed</b>	Countered by monitoring of the performance of the implementation plan and speedy identification of initiatives needing additional internal and external resources, or impetus to complete.

### **Technical risks**

<b>Technology is inadequate or fails</b>	Countered by developing robust 'leading edge' not 'bleeding edge' solutions backed up by reliable business continuity plans. Bespoke systems with legacy data are integrated where appropriate with customer needs always in sharp focus. ICT policies are flexible and do not compromise efficiency or hinder front line business needs.
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## **9 Implementation**

The implementation programme for the change process runs for five years. The first major task in the change programme is the establishment of a fully resourced Change programme office staffed by full time secondments and contract roles where required. The Change team is made up of people with project management, BPR, HR, communication, IT, finance and performance management skills and will take responsibility for coordinating and leading the work of the sub-project groups identified below.

Planning for these project groups and communication of the Vision to all stakeholders will be carried out early in the project.

### **9.1 Outline implementation plan**

The Vision has been agreed by the Corporate Management Board. The following timetable assumes that the programme will start on 1 May 2004. At the same time a number of preliminary planning tasks can be carried out in preparation for the projects that will follow.

### **Completion by July 2004 (project start + 3 months)**



1. Organisational structure agreed by Corporate Management Board
2. Change Project team established
3. Project groups created for:
  - Customer Services Unit
  - Integration of Support Services (HR, IT, Finance, Property)
  - Communications
  - Stakeholder engagement
  - Culture change and training
4. BPR and Performance Management teams formed and contractors appointed
5. Core values developed in open and consultative process
6. Completion of customer and staff survey
7. Communications Strategy developed

**Completion by December 2004 (project start + 6 months)**

1. Island Strategic Vision completed and approved
2. Public Sector Strategy developed
3. Strategies completed by Support Services implementation groups and pilot department(s) staff redeployed
4. Business Case for Customer Services Unit completed
5. Core Values rolled out to all members of staff
6. ICT capability review, gap analysis and plans developed
7. Proof of concept BPR and performance management completed
8. Management training in place

**Completion by April 2005 (project start + 12 months)**

1. Public Sector Strategy in place
2. All integration project groups complete
3. Pilot One Stop Shop and Call Centre in Cyril Le Marquand House opens
4. BPR and Performance Management established across the States
5. All finance processes reengineered and IT systems consolidated
6. All managers completed Management Academy Training

**Completion by April 2006 (project start + 24 months)**

1. Monitoring and review processes for Public Sector Strategy and BPR in place
2. Monitor and review Support Services project groups, culture and communications
3. All financial processes across the States carried out on JDEdwards
4. Continued integration of service areas into Customer Service Centre
5. Integrated Policy Unit continuing policy and project work

**Completion by 2009 (project start + 5 years)**

1. Reduction in corporate property portfolio
2. All States Accounts GAAP compliant
3. All customers use Customer Service Centre
4. 80% of calls resolved at first point of contact

## **9.2 Resource requirements**

The Visioning team worked through the cornerstones and across the common themes to identify the resources needed to deliver the vision. These requirements are classified under ICT, staff consultancy, premises and training. The staff resource requirements identified in this section do not necessarily relate to new posts as they can be resourced by internal secondments, temporary contracts where specific skills and expertise are required, and offset against savings realised through the change programme. Similarly, significant IT and accommodation needs may be mitigated by use of existing resources bearing in mind that ultimately there will be a net decrease in the demand for these resources in future.

If the process is to be successful, there is a need for external professional input to provide expertise and guidance. It is proposed that a number of professionals with specialist skills are employed on a contract basis to assist the Change Project team during the change process. Costing does not provide for backfilling any temporary secondments.

### 9.3 Costs

Significant investment is required to achieve this Vision and the savings that will result from the improved way of working. It has been estimated that approximately £9 million will be required over the five year period. This can be broken down as follows:

Description of Cost	Costs £000's
Information and Communication Technology <i>Call centre systems, transactional website, middleware and performance management systems</i>	5,800
Staff <i>Contract staff for programme management</i>	700
Consultancy <i>Cultural change, systems development, initial BPR and performance management</i>	1,300
Premises <i>Alterations to existing office accommodation</i>	1,100
Training <i>Customer service training. All other training to be covered by refocusing existing annual £2.5 m spend on training</i>	500
<b>Total Investment</b>	<b>9,400</b>

It should be noted that this is significantly less than investments made by similar sized local government organisations for their change programmes, but this reflects the investments we have already made, or are currently making, in such things as the JD Edwards financial system, network infrastructures and other corporate ICT projects, and because the implementation will be largely effected using existing staff.

The majority of this investment will be required during years two – five of the implementation plan. The projects identified during the first year will involve the release of staff from within departments and the start of the communications and cultural change programme. This will require significant training and some external consultancy will obviously be needed. Any consultants employed to assist with delivering the vision must also be able to pass on their skills to internal staff to ensure that staff can take ownership of the change process and that continuing change programmes can be resourced in house.

The estimated cash flow requirement is as follows –

0 – 6 months	6 – 12 months	2 – 5 Years
£600,000	£700,000	£8,100,000

Part of the initial six months of work will also refine the high level business cases for each project, developing the costs and benefits in much more detail. This will then provide an opportunity to review the contribution each project makes to the overall programme, amending plans as necessary to produce the most beneficial return. Funding will be required for the necessary early development of ICT. However, this will not all be additional cost as funds have already been provided, but will need to be reallocated and brought forward to the current year.

### 9.4 Engagement strategy

In order for the Five Year Vision for the Public Sector to succeed, people need to be aware of it and understand it. The Vision team are planning a series of events and consultation meetings aimed at providing information for a number of different stakeholders. These are citizens, politicians, public sector staff, the union groups, HR and the media.

## 10 Measures of success

One of the key ‘cornerstones’ of the Vision – Intelligence-led government – requires the monitoring and measurement of performance so that aims and objectives can be met, and recognised as achieved.

The Visioning team has identified some common key measures of success, among them, staff and customer surveys.

### Customer

<b>Customer satisfaction</b>	Establish a regular customer survey as soon as possible. Following the first survey, set targets to monitor and improve the level of customer satisfaction.
<b>Point of Contact</b>	80 per cent of all contacts answered satisfactorily at the first point of contact.

### Organisation

<b>Staff morale</b>	Establish a regular staff survey as soon as possible. Following the first survey, set targets to monitor and improve the level of staff satisfaction. Other measures will include turnover and absence rates.
<b>Performance</b>	Key Performance Indicators concerning outputs and outcomes should be agreed as soon as possible, and targets established, monitored and reviewed.

### Financial

<b>Efficiency</b>	Savings identified from the strategic planning and performance management initiatives are realised.
<b>Transaction Costs</b>	Savings identified from the BPR initiatives are realised.
<b>Rationalisation</b>	Savings identified from the sharing of services relating to Property, Finance, IT and HR are realised.  Realisation of projected post savings.

## 11 Next steps

### Telling people about the Vision

<u>Milestone</u>	<u>Deadline</u>
Approval of Vision by CMB	End of Feb 2004

CMB agree to release staff and funding	End of Feb 2004
Presentation to Presidents	8 March 2004
Presentation to P&R	11 March 2004
Presentation to all states members	15 March 2004
Presentation to managers and staff	15 March 2004
Information released to staff, media, unions and the public	15 March 2004
Communication of high level vision direct to all staff	Middle of March 2004
Messenger engagement events	End of April 2004
Cascade engagement events	End of April 2004

**Pre-planning for implementation**

<b><u>Milestone</u></b>	<b><u>Latest date for completion</u></b>
Establishment of Change Project team	End of March 2004
Planning for project groups	End of April 2004
Set up BPR group	End of April 2004
CMB to agree core values	End of April 2004
Carry out customer and staff surveys	End of April 2004

## 12 The Five Year Vision for the Public Sector team

Anora Belhomme	Economic Development
Stephen Chiang	Policy & Resources
Paul Every	States Treasury
Ian Gallichan	Housing
Tom Gales	Employment & Social Security
Anne Harris	States Greffe
Mick Heald	Education, Sport & Culture
James Le Feuvre	Health & Social Services
Steve Le Marquand	Customs & Immigration
Elaine Monkhouse	KPMG
Kevin Pilley	Planning & Environment
Chris Sampson	Public Services
Ian Skinner	Police
Kimon Wilkinson	Policy & Resources

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Paul Milmore	KPMG UK Call Centre Specialist
Dr. Robina Chatham	
Geoff Barnsley	Total Quality Management International
Jon Sparkes	Cambridgeshire County Council
Philip Taylor	Pricewaterhouse Coopers
IBM	
Microsoft UK	
Jersey Electricity Telecoms	
Mark Littler	States Human Resources Department
Stuart Lusby	States Treasury
Ray Foster	States Treasury
Paul Tucker	Property Services Department
Emma Martins	Data Protection Registrar
Computer Services Department	
Corporate Management Board	

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