

# Annual Report 2021

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**Appendix 1: Workforce Strategic Risks**

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**Please note: All workforce statistics, remuneration reports and pay ratios are now included as part of the Annual Report and Accounts.**

## **OUR APPRECIATION TO ALL COLLEAGUES**

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The Members of the States Employment Board would like to take this opportunity to thank publicly all its employees for their hard work and dedication throughout the year, recognising the particularly difficult circumstances they have faced during the pandemic.

Public service is a vocation, and we are fortunate to have so many dedicated and skilled people working for us.

There are many unsung heroes who work every day to make a difference for Islanders and often they do not receive the recognition or the praise they deserve. We would like you to know that we are very proud of you.

## INTRODUCTION

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The States Employment Board is constituted by the Employment of States of Jersey Employees (Jersey) Law 2005. Our functions are wide ranging, covering matters of employment, pay, health and safety, the organisation of States employees, instructing and responding on legal matters that concern the Board.

We employ all public employees in Jersey and we are responsible for the setting of employees' terms and conditions of service. The Board is chaired by the Chief Minister (or a nominee) and brings together two States Members who are Ministers or Assistant Ministers, and two States Members who are nominated by the States Assembly and are not part of the Government.

To assist in the discharge of our function we issue Codes of Practice. It is the responsibility of each Accountable Officer in a States-funded body (including non-ministerial bodies) to comply with these Codes.

This report provides information about the work of the States Employment Board from 1 January 2021 to 31 December 2021.

# ACCOUNTABILITY REPORT

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## Constitution of the Board

### Members

- i. Senator J.A.N. Le Fondré, Chair (Executive Member)
- ii. Connétable R.A Buchanan of St. Ouen, Vice Chair. (Executive Member)
- iii. Connétable D.W. Mezbourian of St. Lawrence (Non-executive Member)
- iv. Deputy S.J. Pinel of St. Clement (Executive Member)
- v. Deputy G.J. Truscott of St. Brelade (Non-executive Member)

### Independent Advisers

The Board may appoint up to two independent advisers. In 2019 the Board recruited Mrs. Beverley Shears who continues in the role of independent adviser.

Mrs. Shears acted as the independent adviser to the Board throughout the year. She is an experienced executive and non-executive director across the public and private sectors, with expertise in strategic employment matters.

A vacancy for a second adviser remains. We considered recruiting a second adviser following the recommendation from the Corporate Services Scrutiny Panel. We have created a role profile and defined the recruitment process for the independent advisers. Given the remaining time in the political cycle for the current States Employment Board, it was agreed that the new Board formed in June/July 2022 should select its own independent adviser. Before doing so, they should understand the existing skills of the new Board and whether there is a need for an additional adviser to further strengthen their breadth of advice.

### Governance

The States Greffe provides administrative support and minute taking to the Board.

The Interim Chief Executive and Head of Public Service provided advice and guidance to the Board, supported by senior officers as required.

Legal advice is provided by the Law Officers Department.

People and Corporate Services provide secretariat and coordinating functions.

## Meetings of the Board

In 2021, there were 30 meetings of the Board, held primarily online due to social distancing requirements. Before each meeting a pack is circulated with background information and a summary sheet listing the decisions required. Decisions are recorded by the States Greffe as part of minute-taking.

The Board may create sub-committees to address specific areas, or to delegate decision-making. In 2021, there were no active sub-committees.

In 2021, attendance at the Board was as follows:

### Board member attendance

Member	Meetings Attended	Apologies received	Non-attendance
Senator J.A.N. Le Fondré, Chair	23	7	0
Connétable R.A Buchanan of St. Ouen, Vice Chair.	29	1	0
Connétable D.W. Mezbourian of St. Lawrence	27	3	0
Deputy S.J. Pinel of St. Clement	25	5	0
Deputy G.J. Truscott of St. Brelade	29	1	0

There were no occasions in 2021 where the Board was inquorate.

### Scheme of Delegation

Following a recommendation of the Comptroller and Auditor General, the Board reviewed and enhanced their Scheme of Delegation. In doing so, we consulted with Treasury and Exchequer to ensure compliance with the Public Finances Manual.

## Assurance

The Board has implemented the following areas to assure ourselves in the discharge of our duties:

- **People Management Dashboard:** Key figures about the workforce.
- **Risk Register:** Strategic risks linked to the People Strategy and operations across the public service. Local operational risks are reported through the Executive Leadership Team. Where these risks are serious, they are escalated to the Board.
- **Health and Safety:** Monthly reporting against the Health and Safety Plan implementation and key risks. Quarterly reporting from the Health and Safety Board chaired by the Chief Operating Officer.
- **Control of Establishment:** Proposed organisational restructures are agreed by the States Employment Board. The use of consultants and senior recruitment is controlled through the P.59 process, whereby the Board is requested to approve a business case to go to recruitment or for the use of external consultants and interim contractors. A six-monthly report is presented to the States Assembly detailing the use of interim and consultant contractors.
- **Audit Tracker:** Reports review the progress on audit actions and accepted Scrutiny recommendations.

## Audit Reports

The Comptroller and Auditor General carried out a review in March 2019 to evaluate performance in four areas:

- The effectiveness of the design of arrangements for appointment and employment of States of Jersey employees.
- The effectiveness of the States Employment Board in discharging our functions.
- The effectiveness of the arrangements for securing compliance with the Employment Codes of Practice issued by the States Employment Board and supporting policies.
- The effectiveness of the arrangements for monitoring progress in implementation of previous recommendations on human resources management.

The Comptroller and Auditor General made twenty recommendations to improve the role and operations of the States Employment Board, of those 18 are completed. Two recommendations (R.1 and R.2) require changes to the Employment of States of Jersey Employees (Law) 2005, which will be progressed by the next States Assembly.

The Comptroller and Auditor General issued one follow-up report for the States Employment Board in 2021: [States Employment Board – follow up: Employment of the former Chief Executive](#)

Of the eleven recommendations, nine are complete. One recommendation (R.8) requires the review of conflicts between the Public Finances (Jersey) Law 2019 and the Employment of States of Jersey Employees (Law) 2005. The second recommendation (R.11) was completed when the new Chief Executive took up her role on 1<sup>st</sup> February 2022.



In December 2021, significant progress had been made to address outstanding audit recommendations made in the remaining reports of the Comptroller and Auditor General. There are currently thirty-two outstanding recommendations, 7 of which are awaiting closure.

# PERFORMANCE REPORT

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## Strategy

The States Employment Board set out its initial strategy in relation to the following wide-ranging matters: Historical pay and conditions disputes, along with a few outstanding issues such as legal cases, health and safety compliance, addressing cultural and bullying allegations and the implementation of the new structure of Government following the new Machinery of Government legislation, including the implementation of the Target Operating Models.

As many of these matters were largely resolved, the Board turned its attention to setting an ambitious agenda for the future that we hope the next Board will continue to drive forward. This has culminated in the launch of 'Our People' setting out our forward-looking strategy.

In developing the strategy, we consulted and involved 400 employees and used evidence from the emerging People Dashboard and the BeHeard survey to inform our priorities. We will adopt the BeHeard metrics as the main measure of progress using a master-survey every two years, and continual mini-surveys.

Within the strategy, we have agreed four commitments which are intended to explain to employees what the future looks like through:

- Your experience
- Your development
- Our organisation
- Our future

The strategy also provides an opportunity to further address long-standing issues about future workforce planning, the performance and productivity of the workforce, employee engagement, talent management and our overall employment offer. Our plans for 2022 and beyond are set out in the strategy.

The strategy will also complement a number of major government projects, including:

**Our Hospital and the New Model for Care:** The new hospital and the New Model of health care requires the reconfiguration of the workforce. There are opportunities for clearer career paths, and for training and development to adopt the latest technologies which will result in greater capacity for on-island treatment and diagnosis.

**Integrated technology solution (ITS):** The replacement of old, legacy systems for finance, human resources, purchasing, and managing our assets, is a significant shift for our culture and the productivity of the organisation. The ITS programme, or Connect as it will be called, will enable employees to focus on their work, by removing many of the administrative tasks currently required.

**OneGov HQ:** The new Government Headquarters, on the site of the former Cyril Le Marquand House, provides an opportunity to further integrate the OneGov approach to joining up services. The building has been designed to allow greater flexibility and improve the adjacency of Government departments to provide more joined-up working. Along with

the more flexible approach to working (Flex-positive) we can better utilise the Government estate, reduce overheads and further improve the working environment. This is a key part of the recruitment and attraction strategy.

### **Risk management**

In 2021, the Board introduced a new approach to strategic risk management for the workforce. Operational risks are managed by departments through the new Enterprise Risk Management (ERM) system within Treasury and Exchequer. The Board has adopted this platform for the monitoring of strategic workforce risks and the platform allows the escalation of any operational risks to the Board. There are currently eleven risks (Appendix 1) rated as high or above within the corporate risk register, these are the strategic risks monitored by the Board.

### **Operations**

We have put in place a new scheme of delegation to allow the operational aspect of workforce management to be led by the Head of the Public Service (the Chief Executive Officer) and their management structures.

As part of our assurance of operational performance, the People and Corporate Services directorate has developed a People Management Dashboard and a separate Health and Safety Assurance Framework. The key statistics from these are reported in Appendix 1 – Workforce Profile of this report.

The Board retains operational control of the overall establishment and organisation structures, providing oversight of the changes and consultations with employees. In addition, we have retained responsibility for the approval of the use of consultants and interim contractors, and we require a business case for such engagements. The business case includes the reason for the use of the contractor and plans for recruitment, succession planning and development of internal talent to reduce the need for contractors for operational roles. When there are major projects, such as the new technology platform or the Our Hospital project, we accept the need for surge resourcing (increased number of employees) and specialist work, but we also look for internal secondments and opportunities on these projects.

### **Financial Report**

The Board does not have a budget. Any expenditure linked to a department is covered by that department. Administrative costs, where incurred, are the responsibility of the Chief Operating Office.

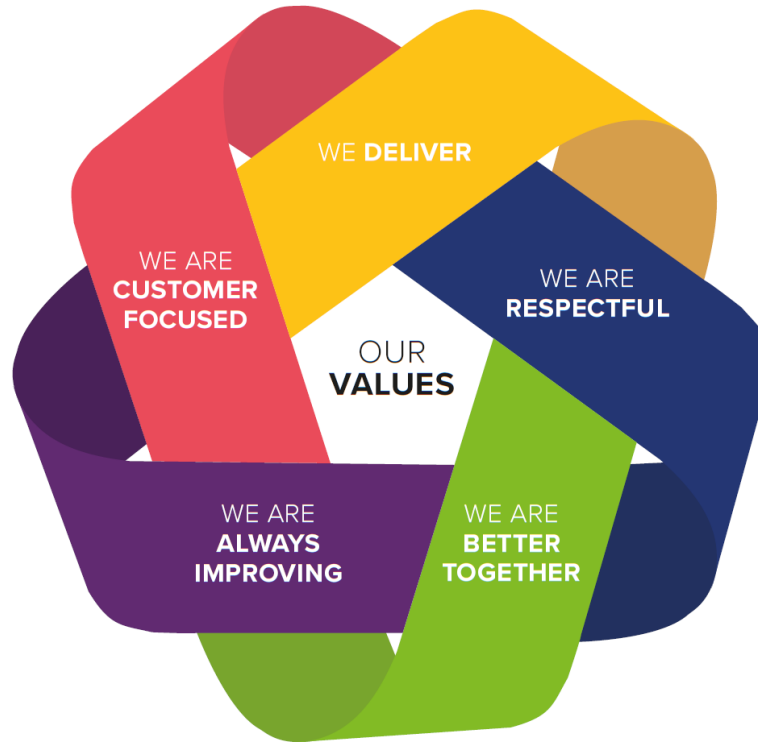
Members of the Board are remunerated as Members of the States Assembly. There are no additional allowances or expenses as a Member of the States Employment Board.

# ACTIVITY REPORTS

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## Our Values

The Board continues to embed our refreshed values throughout the public service.



The implementation of the People Strategy will further help to embed the values throughout the organisation by promoting what good looks like. We continue to implement our refreshed policy framework to embed the values and set out our expectations of employees. Our values are a core tenet of the corporate induction, the learning and skills offer, and the Team Jersey toolkits deployed by departments.

The BeHeard survey will be used to measure how well the values are embedded.

## People Strategy

In October 2021, we formally launched our forward-looking People Strategy. This was developed in collaboration with around 400 employees through engagement workshops that started in 2019, but which were interrupted by the crisis management response to the Covid 19 pandemic. The strategy provides a vision for the future state of Jersey's public service and sets out a roadmap of how we will create modern, efficient, and energetic public services with the right culture. This includes a greater focus on planning for our future workforce and connecting this to our on-island talent offer.

The People Strategy is anchored by four core commitments. Accessible to all, it includes a detailed delivery plan for prioritised efforts in 2022 with associated performance measures and metrics that are also captured in the Chief Operating Office Business Plan. Presentations on the People Strategy have been delivered to all departmental Senior Leadership Teams during quarter four of 2021 along with a concerted marketing and communications campaign to help bring the strategy to life. This included intranet articles on Our Gov, hard copy posters, hand-outs, flyers, a Vlog and a podcast series. Feedback has been positive throughout with employees commenting on the exciting and inspiring roadmap that lies ahead.



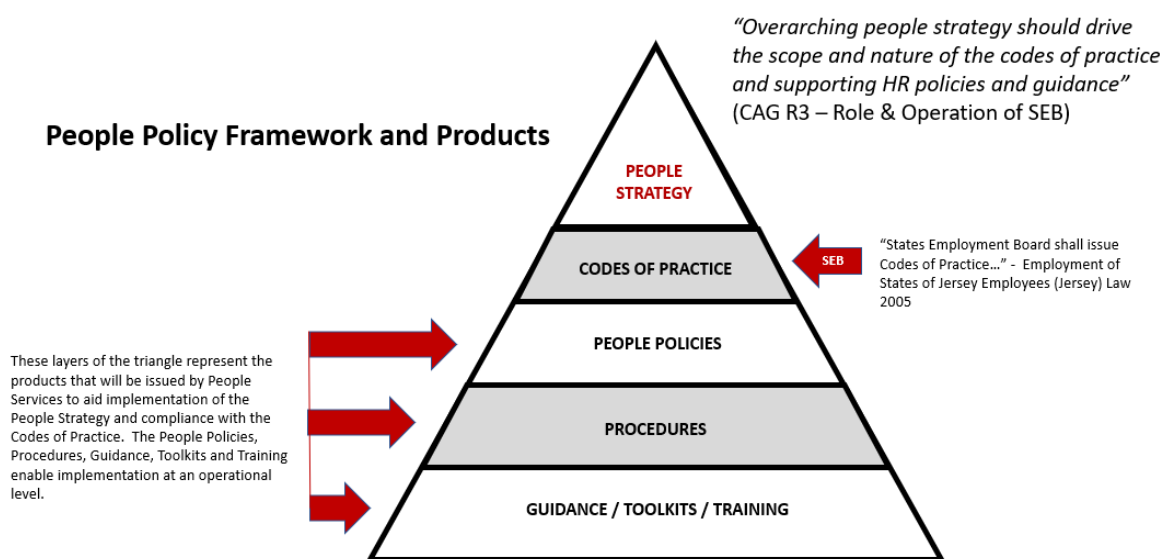
Performance metrics will be used to measure progress on the People Strategy, with the aim of increasing the overall employee engagement score by 10% from the 2020 BeHeard survey baseline of 53% by the end of 2022.

## Policy Framework

As part of the People Strategy, work began in early 2021 to simplify our people management policies. This project is reviewing more than 55 policies and revisiting the Codes of Practice which were published some years ago.

People and Corporate Services has used agile working throughout the year in order to deliver a number of key pieces of work. In 2022, we will see these pieces of work implemented, including the 'big six' policies – disciplinary, grievance, dignity at work, capability, managing attendance and whistleblowing.

Recommendations from the Comptroller and Auditor General on the Role and Operation of the States Employment Board were taken on board, and the following framework has been adopted:



We are pleased that there is connectivity between the People Strategy and the People and Corporate Services’ products. This will become more apparent in 2022 as products are rolled out.

People and Corporate Services have also worked on adopting standard design principles in our approach to policy drafting, particularly the stages of development, including engagement and co-production and ensuring that a ‘golden thread’ runs through all of our documents and products to enhance the user experience and make the documents easy to read, understand and apply.

People and Corporate Services have been working on finding a suitable interim location for these new policies and associated products to be published until the Integrated Technology Solution is implemented, to make them easy to navigate. This is expected to be delivered early in 2022.

## **Industrial Relations**

We believe relations with the trade unions are generally positive and there is ongoing open and honest dialogue with all unions, which genuinely seeks consensus to ensure good industrial relations. All trade unions are invited to a fortnightly informal meeting with the Head of Employee Relations.

In quarter four of 2021, Education, Health and Community Services and Infrastructure, Housing and Environment established quarterly director-led all-unions information and consultation meetings to routinely include health and safety reporting, learning and development, and recruitment updates, and to resolve outstanding local issues. Implementation across other Directorates is planned for 2022.

There have been separate organisational change meetings, as needed, with Civil Service and Manual Worker trade unions, and these are well attended both by the trades unions and by managers who are planning and implementing change in their departments.

An all-unions Covid working party for schools was set up in 2020 and continued to meet regularly with Officers. This is an extremely collaborative group who jointly agree and plan changes to schools Covid guidance and working practices to ensure Jersey schools remain open.

## **World Class Manager**

We were pleased to support the introduction of the 'World Class Manager' programme. This was introduced on a pilot basis at the start of 2021 as part of the People Strategy 'Your Development' commitment and in response to the BeHeard survey (2020) feedback where employees were clear that they wanted more opportunities for personal growth, training, and development. The Board acknowledges that employees have told us that they want to be confident and capable within their roles and be clear about what is expected of them. Employees have also told us that they will participate fully in professional and personal development opportunities, that they want to learn from others, diversify their experiences and share their knowledge with others.

Departments provided details through their respective HR Business Partners on which managers had been identified as suitable and ready to undertake the WCM programme. This enabled prioritised cohorts to be created that best met demand and aligned with individual professional development plans.

The WCM programme aimed to develop manager confidence and competence through 12 online digital learning modules that were augmented with 3 virtually facilitated Action Learning Sets (ALS). Applying a modern learner-led approach to professional development, the online modules could be completed at any time, any place and via any device, in the order and at a pace that suits the individual and their work/personal commitments.

The ALS sessions enabled managers to come together as part of the One Gov approach, build cross-organisation networks, share experiences, best practices, and identify common barriers and challenges within their group, and explore options for resolving them.

Managers from all departments participated in the pilot programme comprised of three cohorts. Two of the cohorts completed the programme in 2021 with 138 colleagues graduating. A further 77 will graduate from cohort three in Q1 this year (2022). Evaluations of the pilot programmes were undertaken at the mid-way points and at the completion of the programme. The average completion rate is 96% for each cohort. 91% of participants confirm they have already been able to put into practice what they learnt from the course. 77% 'agree' or 'strongly agree' that they feel more confident as a manager having completed the programme.

## **BeHeard**

We considered the results of the BeHeard Employee Engagement survey (2020) before they were released across the organisation at the start of 2021. It showed that 56% of employees had completed the survey. This was slightly lower than the 62% rate of 2018, but on par with benchmark organisations. It compared favourably with the around 7% lower participation rate of other organisations undertaking surveys during the Covid 19 pandemic period.

The Board acknowledged that 53% of those who completed the survey felt they were 'emotionally connected' to the organisation. This is 3% higher than in 2018. The Board also acknowledged that 14% of employees reported being in the 'neutral zone' and 25% in the 'anxious' zone – this means they wanted more information and support to enable them to be more engaged. We observed that 8% of those who completed the survey said they were 'disengaged'. This is an area that we have asked to focus on. to re-engage employees.

The BeHeard survey results were cascaded through the organisation and provided detailed information about how employees were feeling across eight categories and offered suggestions for where we need to focus improvement efforts. Each department produced their own action plan to work on during the year.

The three key corporate areas for attention were:

**Wellbeing:** More support and development was needed to help managers and staff establish a better health and wellbeing balance. A renewed contract with AXA, the Occupational Health Provider, has been renegotiated to include improved services and accessibility, including better promotion of the Thrive app, AXA Be Supported service and health checks. An internal Mental Health First Aiders network has been established. Work is ongoing to develop Wellbeing plans as part of departmental People and Culture Plans.

**Leadership and Managers' development:** Employees are seeking more clarity from leaders, especially in communicating a single and consistent message on our strategy and values. Team Jersey has worked with senior teams and provided leadership development, including the development of departmental People and Culture plans. The survey confirmed that managers are feeling the pressure from above and below, especially at Group Director and Head of Service level. Fresh training and support has been made available specifically for Managers. The 'World Class Manager' programme pilot has run throughout the year and a suite of 'Capable Manager Espresso Sessions' went live in March that covers all management essentials. Feedback for both programmes is positive across the organisation. These are in addition to the continued rollout of the Team Jersey programme of face to face workshops and online learning materials.



**Giving Something Back:** Employees reported that they want to see visible and tangible evidence of how the organisation is committed to the Island and the communities that we serve, with clear expectations of seeing more commitment to corporate and social responsibility. A number of departments undertook community and volunteering work during 2021, including beach cleans, tree planting and invasive species weeding. Increasing numbers of employees undertake informal volunteering and a new corporate volunteering policy has been developed and will be launched in 2022.

Three departments committed to undertake 'pulse surveys' during 2021 – Customer and Local Services, Chief Operating Office and Strategic Policy, Planning and Performance – to gather a snapshot of progress on the core 25 questions. Early analysis of the results from the surveys conducted in December 2021 indicated that all three departments achieved improvements across most of the engagement indicators. Detailed analysis is ongoing and will be considered by the respective departments in 2022.

A follow up BeHeard engagement survey for the whole organisation is scheduled for 2022, exact timing to be confirmed, where we will be able to see in full what progress has been made since the 2020 survey.

## **Team Jersey**

The Board welcomed the work of the Team Jersey programme to embed the Government of Jersey values and behaviours framework, to build a culture where employees feel valued, included, focused, and inspired.

Due to the pandemic, Team Jersey sessions were delivered online for the first quarter of 2021 before returning to face to face meetings from April 2021, with reduced capacity to allow for social distancing. Despite these constraints the programme has delivered 295 workshops to leaders and colleagues in 2021 and engaged more than 3000 employees.

Team Jersey have designed and delivered new content to build positive relationships, enhance psychological safety and encourage a balance of supportive and challenging behaviours within teams. The average satisfaction scores from participants for the quality of delivery across all workshops shows 86% of attendees rated their experience as good or very good. Team Jersey has focused on working directly with departments, supporting them to build and implement People and Culture plans that prioritise identified areas of need, and focusing on rebuilding teams and improving employee engagement and wellbeing following the pandemic response.

Work to sustain the Jersey Employers Group (JEG) continued and Team Jersey supported JEG in the delivery of a Strategic Workforce Plan for the island and the development and launch of an online Diversity and Inclusion toolkit for employers.

In addition, 2021 has seen the establishment of an internal team who have co-delivered the programme, building their capability to run the programme in-house from April 2022 after the contract with our delivery partner TDP ends. Team Jersey will continue as part of our business-as-usual activity, supporting the ongoing development of a positive culture and the implementation of a People Strategy.

**Table: Team Jersey programme attendance**

	<b>Number employees engaged in programme</b>	<b>Number of workshop attendances in 2021</b>	<b>Percentage of cohort engaged in TJ</b>
Leaders (8 workshops available in this programme)	938 of current employees  (969 total over whole programme)	900 attendances  484 individuals	74% of total employed in leadership roles
Colleagues (4 workshops available to colleagues)	2,038 of current employees  (2,368 total over whole programme)	1,290 attendances  944 individuals	48% of employees in scope
All staff (2 workshops available)	394 of current employees  (401 total over whole programme)	367 attendances  335 individuals	N/A
Team Jersey Leads	148 currently active in the role	N/A	N/A

## **Diversity and Inclusion**

We are pleased to report that good progress has been made on Diversity, Equality, and Inclusion (DEI). A change in policy development procedures means all employees are proactively invited to contribute to policy development as standard by the Employee Experience team in People and Corporate Services. This is to encourage greater ownership and to incorporate a wider perspective when shaping future-proof policies.

In addition to I WILL (Women in Leadership and Learning), several new employee-led networks have now been established so that the voices of employees with different experiences of working for government can BeHeard. Each of these groups can directly feed into policy development work. They include a new Black, Asian, Minority Ethnic (BAME) Group that was formally launched in October. There is a Neurodiversity network group, an LGBTQ+ network group; an on-line Menopause Café; and plans are advanced to create a Disability and Carers network group.

There is a dedicated Diversity, Equality and Inclusion Consultant role within the People and Corporate Services Talent team that has now been filled with an internal candidate, who is responsible for working with, and supporting, each of these employee-led networks.

Diversity, equality, and inclusion training is available through the Capable Manager ‘Espresso’ programme, which covers the basics and legislative requirements, and through the Team Jersey programme which focuses on Diversity, Equality and Inclusion behaviours, culture and creating a sense of inclusion.

A separate diversity, equality and inclusion diagnostic was undertaken across the organisation during quarter three and quarter four of 2021 by a specialist diversity, equality and inclusion consultant. This has resulted in a diversity, equality and inclusion framework being created.

We have committed to the on-going publication of our Gender Pay Gap report, and it will continue to be transparent about pay and pay parity across the Government. It reflects the ongoing commitment to be an employer of choice that delivers equal opportunities and protection against discrimination to our employees. We continue to work alongside the Jersey Appointments Commission to address both the pay gap and the under-representation of women in senior public sector roles, which is reflected in merited female appointments to senior roles.

We are continuously improving how we report our data. In preparing for our third annual Gender Pay Gap report, we have reviewed our reporting methodology.

## **Health and Safety**

The Board acknowledges that 2021 has been a year of building on the foundations of 2020 to enable Health and Safety to continue moving forward at pace during 2022.

People and Corporate Services invested in Health and Safety during 2021 to resolve several legacy issues, including new risk assessments for fire and water management (previously recorded as insufficient), and analysing radon gas levels, work that will continue and require further remediation during the coming years.

The Health and Safety Board, which is chaired by the Chief Operating Officer, continued to facilitate the sharing of information and to provide a firm foundation and consistent approach to health and safety across the Government of Jersey.

In 2021, Health and Safety has significantly progressed, particularly in the following areas:

- Further development of mandatory and statutory training matrix.
- Establishment of H&S Risk group, and H&S Serious Incident Review Group.
- Better reporting of mandatory and statutory training through use of Power BI dashboards.
- Risk profiling work began among lower risk departments.
- A suite of c.24 Minimum standards has been commissioned (for completion early in 2022), with the first of those being approved in quarter four of 2021.
- Integration of H&S into the Enterprise Risk Management system (further work continues to Integrate HCS' Datix system to provide the same information).
- Procurement strategy approved to build a framework of 'approved contractors' ensuring that contractors and suppliers meet our minimum H&S standards.
- H&S Policy and Strategy approved.
- All departments have had the opportunity to participate in workshops to identify their key H&S risks, to discuss the effectiveness of the controls to manage those risks and to identify any further actions needed. The workshops concluded in December 2021 and will ensure H&S risk is more visible, and better managed.

## **Business Continuity and Risk Management**

The Board appreciates the Island continues to live through a global pandemic while continuing to adapt to new, agile ways of working. Our departmental business continuity plans are continually reviewed, and People and Corporate Services continue to adapt to changing guidance from Public Health.

In early 2021, Business Continuity was reviewed by an internal audit. This enabled People and Corporate Services to work closely with the risk and audit team and business continuity leads to perform a gap analysis of departments' business continuity processes. The output of this work has enabled People and Corporate Services to work on a new business continuity strategy which is aligned to the output of the audit and best practice. The strategy is currently being developed in line with the business continuity institute best practice and ISO22301 governance to implement a robust strategy for the Government to protect colleagues and activities during a crisis.

Over the past year People and Corporate Services have planned, built and are in the process of implementing, a new business continuity management system (BCMS). This will enable all departments to effectively manage their business continuity plans and time sensitive activities. Working with our risk and audit team People Services have managed to offset the cost for the new system through a bursary with our insurers.

The new system has taken into account the audit results, and because the system was built to our specification, we have been able to tailor it to enable us to provide robust governance of the business continuity plans, business impact analysis, ownership and responsibility of reviewing the details through to signoff.

## **Data Improvements and Reporting**

The Board is pleased that people and organisational data is now more widely used to inform workforce decisions and our people policy papers are always supported by appropriate analysis and modelling of people data. There has been progress in standard reporting in both the scope of people data reported, the reporting format, and access for departmental Senior Leadership Teams.

The scope of thematic areas now includes a broader range of staff costs, retention and more detailed analysis of leavers, as well as presenting operational delivery performance of safeguarding pre-employment checks compliances, participation in learning and development, completion of My Welcome (induction programme) and the use of zero hours contracts.

We introduced a case management dashboard in 2021 to provide greater assurance about the management of formal cases. People and Corporate Services use the dashboard to track current cases and to identify key areas of case management activity either by theme (e.g. grievance, discipline, bullying and harassment) or by department, or a combination of factors.

The dashboard is used to support a weekly case management review, focussing upon complex cases, or those which are taking more time to progress. From this, it was identified that slow access to Commissioning Managers and Investigators was contributing to case management delays.

The Board acknowledge that people data quality is poor, as noted by the Corporate Services Scrutiny Panel People and Culture Report, 2021. During the year, steps were taken to improve the data quality of employee records and of post-to-post reporting. This limited data cleanse had a positive effect, but also enabled an understanding of the significant effort to improve data quality to an acceptable level, and then to maintain it within acceptable tolerance levels. A part of this latter issue is to embed the organisational systems and behaviours required to maintain and assure people data quality. A corporate risk was raised in 2021, which will ensure that a mitigation plan will be implemented in 2022.

### **Strategic Workforce Planning**

The Board was presented the strategic workforce planning approach for the public services which was, shortly after, introduced across the organisation. Pilots were conducted the first half of the year for a selection of departments, with the remaining departments commencing the workforce planning process later in the year.

In 2021, a workforce planning training programme and toolkit was developed and rolled out to HR Business Partners within People and Corporate Services to ensure the right level of support was available to departments to commence the workforce planning process. In addition, a programme of awareness meetings and briefings was delivered to departmental Senior Leadership Teams to ensure there was an understanding of Strategic Workforce Planning, the benefits and the actions required.

Through feedback obtained in pilot areas the strategic workforce planning toolkit has been refined, and new tools and templates have been introduced. An integral part of workforce planning is understanding and conducting an analysis of the current workforce composition. Workforce planning data catalogues have been developed for this purpose to assist departments in identifying any workforce risks or issues and allocating time for senior leadership teams to properly assess their workforce data. In 2022 further work will be completed so that senior leadership teams can make evidence-based people management decisions, using technology and data to inform their thinking.

We expect that by the end of 2022 each department will have a strategic workforce plan developed with the combined outputs of these plans informing the corporate support required in areas such as recruitment, selection, learning and development, capability and other people management activities.

Strategic workforce planning will be critical to meeting commitments made as part of our People Strategy with special focus on our commitment to 'Our Future', planning to ensure we have the capability to deliver the priorities of the Government Plan.

## **Internships**

The Board was pleased to work in partnership with Skills Jersey to deliver an innovative first for the public service: paid internships. Skills Jersey secured funding through the Fiscal Stimulus Fund for paid internships for graduates and undergraduates returning to the island over the summer months. The inaugural programme proved to be highly successful: 76 expressions of interest received, 56 shortlisted, 37 placements offered, and 34 placements taken up across all 10 departments. 6 contracts were extended, and 3 permanent jobs offered.

Feedback has been positive with all the interns recommending the Government of Jersey as an employer, and for many, an employer they had never previously considered but would now recommend future internships to their peers. All line managers said they would like to be involved in future internship programmes.

## **Skills Show Jersey**

As part of Governments commitment to young people and those seeking employment, Skills Jersey ran an annual event that brings together more than 3,500 young people and career changers looking to find their next steps. The Jersey Skills Show Week ran in October and aimed to provide hands-on experiences which inspire islanders to consider careers, education, and opportunities within both Government and the private sector. Historically departments, directorates and services have showcased their own opportunities in a bid to attract fresh talent, at the physical event. However, 2021 saw a hybrid approach comprising a limited physical event plus an online presence that offered maximum flexibility and accessibility for the audience. The People and Corporate Services talent team facilitated departments centrally so that a successful and impactful 'One Gov' approach was taken.

## **Recruitment Campaigns**

The Board started to develop an Employee Value Proposition which will be the core of our communications to both our current and future people. In the future it will define why people want to join, stay and thrive within the public services in Jersey. It will also define the unique things we can offer and use a strengths-based approach to building pride within the public service.

The EVP aims to bring clarity and the consistency that will assist with an improvement in employee engagement and ultimately attrition rates. It will support an increase in both the calibre of those applying for opportunities and the engagement of people in our story as an employer. These will, in turn, see the increase in passive talent pools and support public services to recruit on-island, reducing the need for off-island hiring.

Key activity throughout 2020/1 included:

Commercial Services implemented their Target Operating Model which saw the need to recruit 30 roles which were split into 3 phases, 2 of which have been rolled out this year. The first phase is now complete with only 4 roles left to fill in the second phase.

Infrastructure, Housing and Environment launched a campaign focussing on the engineering profession with an initial 14 roles which saw the creation of a bespoke micro and a wide-reaching UK campaign which generated more than 86 applications.

Treasury and Exchequer underwent an extensive recruitment drive to support the Business Partner model which resulted in the appointment of 4 Finance Business Partners, which were all secured on-Island in a competitive market.

The highly publicised prison shortages prompted a collaborative approach between the Prison and the resourcing team. Appointments were managed in an unprecedented time period of six weeks, which involved prison awareness days and block assessments with increased rigour and enhanced candidate experience.

Additionally, the central resourcing function under the oversight of the Jersey Appointments Commission managed several campaigns to recruit into senior and executive roles. These included: Chief Executive Officer, Chief Economic Adviser, Chief Inspector - Jersey Care Commission, Director of Public Health, Director of Statistics and Analytics, Group Director of Policy, Programme Director for the Integrated Technology Solution (ITS) Programme and a new Prison Governor.

We are also encouraged by an increase in the number of existing employees being promoted (through open competition) into senior roles across Treasury and Exchequer, Children, Young People, Education and Skills and Justice and Home Affairs. This is testament to the desire for effective succession planning across the public services.

## RECOGNITION AND AWARDS

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We are proud to recognise the considerable contribution made by employees across the public service for the benefit of Islanders. We are particularly pleased when we are recognised across the British Isles as best in class and we wish to acknowledge the excellence within our public services.

We are thrilled to share some examples of the incredible work that has been recognised.

### Jersey Public Service Awards – Our Stars



A record breaking 426 nominations were submitted in recognition of colleagues who had made extraordinary contributions to Jersey Public Service during 2021. After a rigorous judging exercise that identified a shortlist of highly commended nominees and finalists, the overall winners in each of the eleven categories were announced at an awards and recognition evening.

#### Diversity and Inclusion Champion:

**Elise Falla**, a Victoria College teacher in Children, Young People, Education and Skills department.

A new award category for 2021, the Diversity and Inclusion Champion award celebrated those who have taken great steps to improve diversity, inclusion and belonging across our organisation.



#### Employee of the Year winner:

**Donna Murphy**, Senior Chargehand Porter in Health and Community Services

The Employee of the Year award recognises an exceptional individual who is proud to deliver public services and reflects our values. There were a staggering 99 nominees in this category.





**Manager of the Year winner:**

**Cath Mearman**, Head of Service at Business Hub in Customer and Local Services.

The Manager of the Year award recognises brilliant managers, who support their team members to grow. It is aimed at managers who actively listen and genuinely care about the wellbeing of their colleagues. There were an impressive 87 nominees in this category.



**Team of the Year winner:**

**The COVID-19 Vaccination Team**, in Strategic Policy, Planning and Performance.

The Team of the Year award celebrates outstanding teamwork and teams of all sizes, representing many services and professions put forward by colleagues. There were 68 nominees in total.



**Community Champion winner:**

**Raluca Kovacs**, Customer Service Adviser in Customer and Local Services.

The Community Champion Award is a special category recognising individuals who contribute to our community outside of their day job. There were ten nominations for this award, each with an inspiring story.



**Innovation Award winner:**

**The Fees Uprating Team** (legislation services drafting), in Non-executive and Legislature.

The Innovation Award recognises an individual or team for devising and implementing a new idea that has really made a difference. Judges were looking for colleagues who have dared to imagine the unimaginable and who have challenged the way we typically do things. There were 13 nominees in total.



**Customer Service Excellence Award winner:**

**Steven Dicker**, Business Enablement Manager in the Chief Operating Office.

The Customer Service Excellence Award recognises an individual or team that has gone the extra mile in delivering excellent customer service. There were 34 nominees in this category, representing a wide variety of services.



**Rising Star winner:**

**Patryk Kucza**, Adviser - Organisational Effectiveness, in the Chief Operating Office.

The Rising Star Award saw Judges looking for passionate and committed colleagues who show great potential, particularly in the way they bring fresh thinking to public services. There were 62 nominees.



**Working in Partnership Award winner:**

**The Work and Family Hub - Care Leaver Support**, in Customer and Local Services.

The Working in Partnership Award recognises those who have consistently built effective partnerships as part of the way they work. Nominations were invited for teams or individuals who exemplify partnership style working. There were 33 nominees.



**Sustainability Award winner:**

**The Commercial Services Team**, in Treasury and Exchequer.

The Sustainability Award is a new category for 2021 in line with the government plan's ambitions and the judges were looking for an individual or team who demonstrated passion and hard work, implementing innovative solutions to environmental issues.



**Our overall Superstar 2021 winner:**

**The COVID-19 Testing Team**, Our Superstar 2021.

The Superstar award winner was chosen by the Chief Minister and the Chief Executive from the pool of all 426 nominations. The winning team did not exist at the start of last year and was created in response to the global pandemic. This team helped to keep the island safe and to support our economy. They worked closely with every Government department, as well as the States of Jersey Police, Ports of Jersey, schools, the care sector, primary care, and businesses across Jersey. Led by Justice and Home Affairs, they have carried out more than 715,000 tests.

## Recognition at a National Level

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### Best Student Experience Award

#### Health and Community Services



Health and Community Services (HCS) were shortlisted for a Student Nursing Times Award for the student nurse experience in Jersey.

The Higher Education department in HCS were finalists in the Best Student Experience category for 2021.

The national awards recognise excellence in all fields of nursing and celebrate organisations that go the extra mile to support pre-registration nursing students.

### Nightingale Construction and Recognition

The construction of the Jersey General Hospital's temporary Nightingale Wing at Millbrook Playing Fields was constructed on time and within budget.

The Infrastructure, Housing and Environment department was tasked with constructing this facility, which required co-ordination of the efforts of hundreds of people from a diverse range of Jersey businesses, as well as the public sector which was designed and



NEW YEAR'S  
HONOURS

completed in 25 days. The Nightingale was designed so that fewer nurses could oversee more beds. This was an incredible achievement requiring the department to work in partnership with the Island's construction industry, the Ports of Jersey, Health and Community Services and the Emergency Response Team. This enormous project with a short turnaround reflected the Island's ability to come together as a community and for the Government of Jersey to demonstrate a OneGov approach.

Marc Burton, Executive Director for Garenne and Project Director for the Nightingale Wing, was recognised in the 2021 New Year's Honours List when he was awarded an MBE.

The Garenne Group won a national award for the construction of The Jersey General Hospital Nightingale Wing. The 2021 Constructing Excellence Awards, celebrates regional excellence across the UK. 'The Integration and Collaborative Working Award' was awarded to Garenne in recognition of the complex procurement logistics and fast paced delivery of the 'field' hospital, which achieved a never-before-seen level of co-operation between the Island's skilled but small-scale suppliers and subcontractors.

## Best Crisis Management Award

### People and Corporate Services

People and Corporate Services were recognised with an award at the HR Excellence Awards for their response to the pandemic.

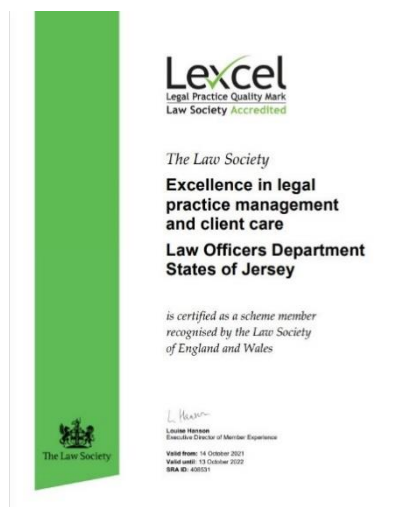
When the Covid-19 crisis hit, it challenged public services in a never before seen demand for services whilst changing how they operate, requiring them to adapt quickly. During this People and Corporate Services came together and developed a data-focused, multi-faceted crisis management strategy. The team worked across public services to support new ways to deliver services and coordinated the redeployment of employees to priority areas.



This national recognition, against tough competition, is a credit to the teams who worked tirelessly to reorganise services. The team was named joint winner for the Best Crisis Management Strategy at the HR Excellence Awards.

### Lexcel Accreditation

#### Law Officers' Department



The Law Officers' Department was awarded Lexcel accreditation for 'excellence in practice management and client care' for the third year running.

The Lexcel assessor, Tracy Thompson, highlighted twelve areas of good practice in her assessment report and four suggestions for best practice. The assessor was pleased to hear about 'a true team culture within the department with real support for employees at all levels from management down and also peer to peer support'.

The 2021 Lexcel assessment together with the BeHeard employee survey results demonstrates a strong team culture and a high level of client service.

### APT Award in Dialectical Behaviour Therapy

#### Jersey's Child and Adolescent Mental Health Service

Jersey's Child and Adolescent Mental Health Service (CAMHS) won a national award for excellence in Dialectical Behaviour Therapy.



The award which was presented to CAMHS representatives at the Jersey Association for Psychological Therapies (APT) annual awards recognises the support they provide to young Islanders to learn techniques to manage intense emotions.

## Jersey Heart Team

### Syncope Trust and Reflex Anoxic Seizures (STARS)

Jersey's Heart Team in Health and Community Services has been recognised for their innovative work caring for patients with blackouts (syncope) and their service is now listed as an international centre of excellence.



[www.stars.org.uk](http://www.stars.org.uk)

handful of other centres.

The Syncope Trust and Reflex Anoxic Seizures (STARS) is an organisation which showcases the best practices in syncope and heart rhythm care and publishes an annual report. In 2021, the service provided by the Jersey Heart Team was selected as a Syncope Pioneer and will be featured alongside a

## Appendix 1: Workforce Strategic Risks

The register shows the actions being taken, the impact if the risk materialises, and the internal controls we have in place to manage the risk and the summary of key strategic workforce risks (December 2021).

Risk Type	Risk Description
Health and Safety Compliance	Non-compliance of The Health and Safety at Work (Jersey) Law, 1989
Wellbeing	<p>Increased staff sickness and poor mental health and wellbeing within the workforce due to a variety of factors.</p> <p>The Wellbeing of our employees being adversely impacted by the additional pressures of the Covid pandemic.</p>
Data Quality and Management	Quality and management of data and ensuring correct system usage.
Integrated Technology Solution Implementation: Self Service Capabilities	Self-service without proper training and without staff in place to manage the self-service leading to misuse or underuse of the systems
Health Management (Surveillance)	Health surveillance provision from our supplier is not sufficient.
People Strategy: Delivery	The People Strategy is designed to address significant gaps in our workforce management and key risks.
Change Management (Change Fatigue)	Potential for employees to feel burnt out as a result of prolonged periods of change both organisational and systems related.
Resourcing	A failure to plan effectively for workforce and skills requirements resulting in skills / capacity shortages, unplanned vacancies, lack of progression dis-engaging employees and higher market-position (financial) to attract the right skills.
Workforce Inequalities	Drive social mobility and equality, inclusion and diversity as an exemplar.

## Appendix 2: Key Workforce Information

**Table One: Headcount by Department**

	2021		2020		Percentage
	Headcount	FTE	Headcount	FTE	FTE Change
Chief Operating Office	267	261	203	196	33.2
Children, Young People, Education & Skills	2,340	1,946	2,268	1,871	4.0
Customer and Local Services	323	303	287	268	13.1
Department for the Economy	33	32	N/A	N/A	N/A
Health and Community Services	2,475	2,294	2,371	2,194	4.6
Infrastructure, Housing and Environment	592	573	631	609	(5.9)
Justice and Home Affairs	756	731	744	721	1.4
Non-executives and legislature	217	201	213	196	2.6
Office of the Chief Executive	81	78	102	99	(21.2)
States Assembly	49	47	44	42	11.9
Strategic Policy, Performance and Population	113	97	96	92	5.4
Treasury & Exchequer	324	311	270	259	20.1
	<b>7,570</b>	<b>6,874</b>	<b>7,229</b>	<b>6,547</b>	<b>5.0</b>



**Table Two: Changes by Department**

Department	Notable changes
Chief Operating Office	<ul style="list-style-type: none"> <li>• Implementation of the new target operating models. Including recruitment to vacant roles for Modernisation &amp; Digital, and People and Corporate Services</li> <li>• Project teams for major infrastructure projects such as cyber security, integrated technology solutions</li> </ul>
Children, Young People, Education & Skills	<ul style="list-style-type: none"> <li>• Government Plan Investment into Child, Adolescent and Mental Health Services</li> <li>• Additional social care support staff including social workers</li> <li>• Investment into Intensive Youth Support and Early Help services</li> </ul>
Customer and Local Services Department for the Economy	<ul style="list-style-type: none"> <li>• Additional capacity for the Covid-19 response</li> <li>• Department previously within Office of the Chief Executive</li> <li>• Hiring completed for a series of vacant – and previously budgeted – posts following TOM implementation</li> <li>• Significant investment in Financial Crime Strategy Directorate in preparation for Moneyval assessment comprises mix of permanent and fixed-term posts</li> </ul>
Health and Community Services	<ul style="list-style-type: none"> <li>• Additional capacity for Covid-19 response</li> <li>• Project team for the Our Hospital Project</li> <li>• Additional capacity to support the Jersey Care Model</li> </ul>
Infrastructure, Housing and Environment Justice and Home Affairs Non-executives and legislature Office of the Chief Executive	<ul style="list-style-type: none"> <li>• Recruitment challenges in key technical areas</li> <li>• Additional capacity for Covid-19 response (lead department)</li> <li>• No material changes</li> <li>• Department for the Economy moved</li> <li>• Planned increase in marketing resources to in-source a number of external contracts for efficiencies</li> </ul>
States Assembly Strategic Policy, Performance and Population	<ul style="list-style-type: none"> <li>• Additional capacity for Scrutiny function</li> <li>• Investment in public health / post Covid-19 response</li> <li>• Additional capacity for Census</li> </ul>
Treasury & Exchequer	<ul style="list-style-type: none"> <li>• Move of Commercial Services from Chief Operating Office</li> <li>• Implementation of the target operating model and additional capacity</li> </ul>



**Table Three: Fair Pay**

	2021	2020
Pay ratio between the highest paid employee and the lowest paid employee	18:1	19:1
Pay ration between the highest paid employee and the median pay of all employees	6:1	6:1
Upper quartile remuneration	£ 54,769	£ 55,626
Median remuneration	£ 42,972	£ 42,805
Lower quartile remuneration	£ 13,850	£ 13,084
Gender Pay Gap (Note1)	10.8%	15.9%

**Note 1:** The States Employment Board has published the Gender Pay Gap each year on a June-to-June basis. For 2021, we will be reporting on a January-December basis, in line with the Annual Report and Accounts. A change in methodology to align to the method of calculation more closely with the United Kingdom has also been adopted which considers total pay (including variable rates, enhanced rates, shift allowances etc) to provide a better comparison of the total reward for employees.