

Chief Executive announces final restructuring plans after consultation ends

Chief Executive, Charlie Parker, has outlined some changes to plans for restructuring the States of Jersey, following the ending of the 90-day consultation on 4 June.

He announced the original proposals to create one government and improve public services on 6 March. Following a 45-day consultation with the most senior leaders and a 90-day States-wide consultation with all staff, Charlie carefully reviewed around 240 suggestions and questions before finalising his plans.

While much of the feedback was positive, a number of common themes emerged from the feedback, including how teams have been organised, the practicalities of how the proposed structure will work and what we mean by creating simpler structures.

Many suggestions have been adopted, and where they have not been, the reasons why have been explained.

We recognise that everyone will want to understand how the changes affect you and where you will sit in the new organisation. This is already clear for some roles, but others will not have clarity until further reviews have taken place by Director Generals, Group Directors or Directors of their new team structures.

We will provide briefings to departments shortly, to help answer questions as best we can at this time, and we'll provide further information as and when we have it.

[See the final One Government structure](#)



Changes to the original proposal

The overall structure and proposals for reforming government are largely unchanged. New departments are being created, with functions and teams moving from existing departments, and the focus remains on collaborative working, to eliminate silos and improving services, effectiveness and value for money for islanders.

Following the 45-day consultation among senior leaders, there will now be 40 senior posts at Tiers 1 and 2 – a reduction of 26 posts. Of these, 21 have been appointed by either a direct match or ringfenced internal recruitment, and 19 will be filled through open competition. The recruitment process is already underway, and is expected to be completed in September 2018. All vacancies that are available for open recruitment will be advertised internally through MyStates, via the job adverts page.

The main changes to the structure are:

Changes to the Health and Community Services structure

- A post of **Group Medical Director** will now sit at Tier 2 in Health and Community Services, to recognise the concerns raised regarding the lack of clinical voice at a senior level within Health

- Changes to the role of the **Chief Nurse** will enable the role to concentrate on its accountability as professional lead for nursing across the island in promoting high standards and levels of practice. The Chief Executive will discuss a proposal with Ministers to make this post a statutory island position
- The role of **Group Managing Director Hospital and Community** will be created, to bring together the General Hospital and Adult Services under one leadership role, to improve patient experience and more effective joined-up clinical service provision
- The **health modernisation agenda** will be reviewed over the coming six months and a decision will be made how this area of activity will be structured and led once this has been completed
- Children and Adolescent Mental Health Service (CAMHS) is moving to the Children, Young People, Education and Skills department, although **Adult Mental Health** will remain with Health and Community Services.

Changes to the States Treasury and Exchequer structure

- A new post of **Director of Finance Hub** has been included, to support financial transformation, reporting to the Group Director for Performance, Accounting and Reporting
- Debt collection will be centralised and will sit in Treasury under the Director of Finance Hub
- **Pensions investment and administration** will remain within the Treasury function, recognising the legal requirements for this to be overseen by the Treasurer
- The title of the role Group Director Revenue Jersey will be changed to **Comptroller of Revenue**, to accommodate the current title recognised in statute.

Changes to the Justice and Home Affairs structure

- The **Health and Safety Inspectorate** will be located within Justice and Home Affairs, under the Group Director Public Protection and Law Enforcement, and not within Regulation. This is to recognise the public protection role of this team and the need to work with the preventive team within other departments
- The **Official Analyst** will be located in Justice and Home Affairs, under the Group Director Public Protection and Law and Enforcement, instead of Growth, Housing and Environment, recognising its role in the analysis of materials for public protection and criminal enforcement. However, we are considering the possibility of bringing all laboratory functions together in a new Island Laboratory
- The movement of the **Probation Service** to form part of the Justice and Home Affairs department will be finalised over the coming six months.

Changes to the Strategic Policy, Performance and Population structure

- The **Statistics Jersey** team will maintain its independence, but will work in partnership with the Director General of Strategic Policy, Performance and Population. The team will continue to be responsible for jurisdictional and population level statistics and will work to broaden their provision
- Teams undertaking **management information statistics** will work in a hub and spoke model, reporting to the Director Corporate Planning and Performance, to support operational performance
- The **Director for Strategy and Innovation** will be responsible for island strategy and forward planning, which includes scenarios planning
- For clarity, the **Group Director of Policy** will be responsible for all social, environmental and economic policy areas, including strategic public health. However, policy areas around tax, treasury, financial services, digital and external relations will remain with their respective areas.

Changes to the Growth, Housing and Island Environment structure

- The department will now be named **Growth, Housing and Environment**, acknowledging feedback that the word 'island' implies an emphasis on land and built environment, while the remit is much wider and includes marine and other environmental factors
- The Director of Special Projects will be renamed as **Director of Property and Special Projects**, recognising the breadth of this role. This role will need to form a strong working relationship with the Director of Commercial to strengthen negotiation and acquisition when working on property matters
- The proposed post of Director of Partnerships will now become a **Head of Partnerships**, reporting to the Group Director for Economy and Partnerships. This role will maintain a place on the senior management team of the department. The change recognises the need for partnerships and economy to work together in achieving outcomes.

The **Office of the Chief Executive** will remain unchanged, although a new role of **Head of Council of Ministers Support** has been included, to build our new ministerial support proposition for and with the new Council of Ministers.

Children, Young People, Education and Skills will now bring together all service provision for children into **Children's Services**, including the Children and Adolescent Mental Health Service (CAMHS) and children safeguarding activities. **Adult Mental Health** will remain with Health and Community Services.

The **Chief Operating Office** will remain as proposed, with centralised services working in a hub and spoke model, to support the delivery of services. This will include administrative support and soft facilities management.

Feedback that was not adopted

All feedback was considered, but not all questions or suggestions have been adopted.

These include:

- **Why won't all policy teams be in Strategic Policy, Performance and Population?**
This is because of the need to provide specialist teams to work with the Economy and External Relations groups during Brexit negotiations.
- **Why do you propose to move the Island Plan out of Environment?**
The future Island Plan will be broader than a planning guidance document: it will be used to formulate a strategic overarching plan for the whole island. It is therefore moving to the Group Director Strategy and Innovation, under the department of Strategic Policy, Performance and Population.
- **Where is the Ambulance Service best located?**
While the team are clearly clinical healthcare professionals, it was felt most appropriate to foster new ways of working to link the team with the other emergency services. The team will continue to have strong links with Health and Community Services both operationally and as a clinical profession.
- **Why are you moving CAMHS out of Health?**
The Children and Adolescent Mental Health Service will move to the new Children's Services Group in Children, Young People, Education and Skills, because all elements of children's services will be brought together. However, Adult Mental Health will remain with Health and Community Services.

- **Where should Public Health sit?**

The role of Medical Officer of Health will remain with Strategic Policy, Performance and Population, and will be responsible for strategic functions of public health. The operational preventative elements of public health will remain under Health and Community Services.

- **Should Regulation be within the same department that delivers regulated services?**

The decision to develop this structure is key, to maintain the tension between the functions and support compliance. However, it is recognised that there will be times when this may cause a conflict within the system, so a structure will need to be designed that will allow the regulation function to act independently, should this be necessary.

What is happening next

From 18 June, discussions will begin with Director Generals for the ‘lift and shift’ process for moving teams into the new organisational structure. We envisage that this will take several months. We will develop a consistent approach to how we move teams together into the new structure, to ensure we deliver our vision for the future.

We will keep employees informed about the timing and process.

The Director Generals, with their senior leaders, will also begin to design their departmental services and structures. This may lead to further consultations with staff. All feedback received through the One Gov consultation process – whether adopted or not – is being collated and shared with the Director Generals, so that they can consider it as they form their departments.

To ensure that the new culture and leadership behaviours are in place, all senior leaders in Tiers 1 and 2 will agree performance objectives through to the end of the year and put personal development plans in place to support them. This will be reflected throughout the organisation, as employees are appointed or confirmed in their roles.

Feedback on how the organisation will continue to learn and develop will be considered as part of a culture programme, which will start at the end of July.

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