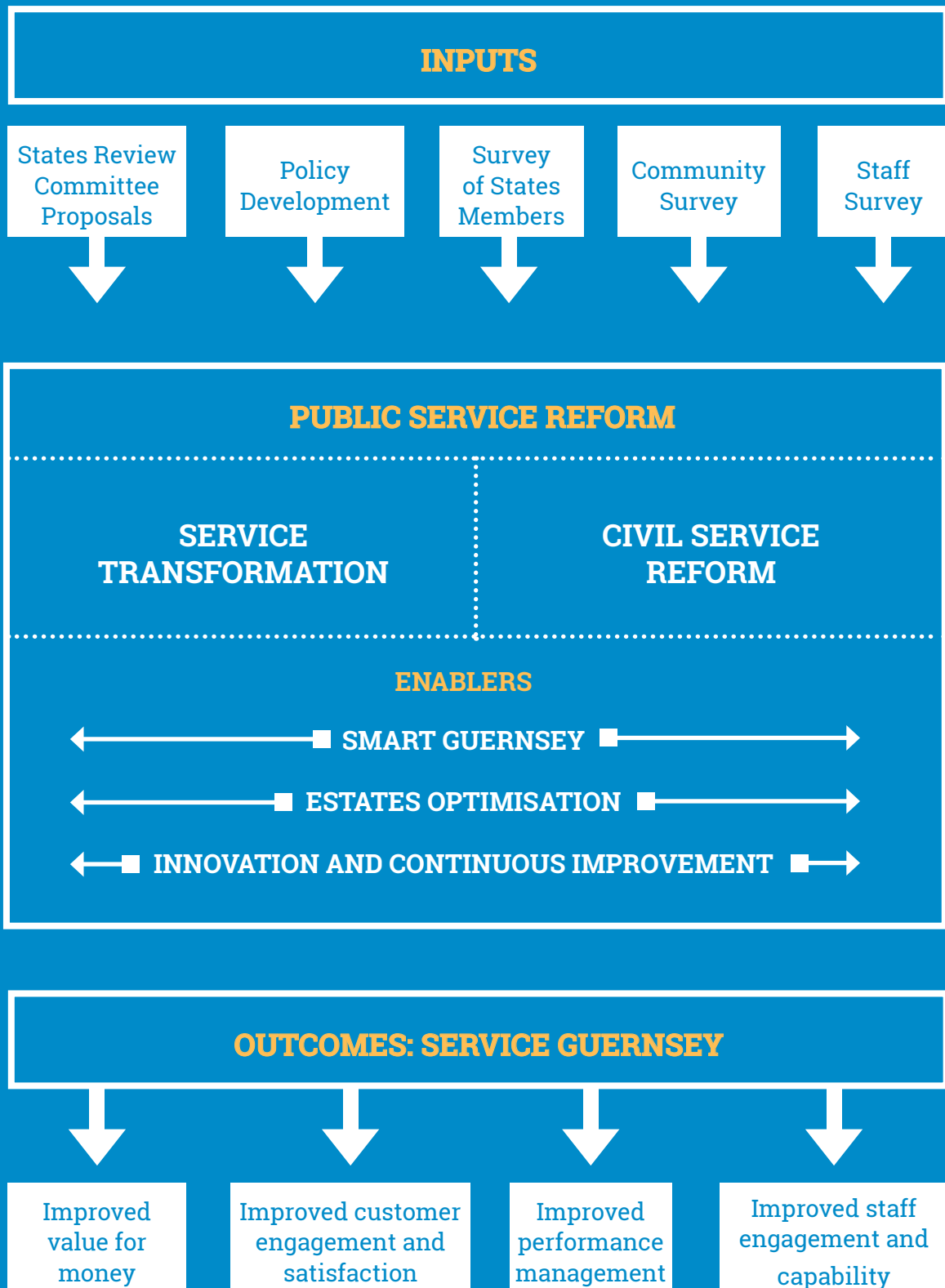


A FRAMEWORK FOR  
**PUBLIC SERVICE  
REFORM**  
2015-2025

# PUBLIC SERVICE REFORM AT A GLANCE



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# INTRODUCTION

This document sets out a ten-year framework for transforming the organisation, management and delivery of public services in Guernsey. It's not a short term project. Delivering the change that the community needs - that you need - from the public service is a long term commitment.

There won't be a big bang in 2025 when it all slots into place, with fireworks at the Yacht Club and a 21-gun salute at Castle Cornet. There will be change, incremental change, over the next ten years. Some of it is already happening, and much of it is about to begin. But through this framework we will deliver visible changes and improvements in public service performance every year for the next 10 years. We have a destination in mind, and a map of how we want to get there. We are going to do it properly.

Our aim is to build a single public service organisation, one that works in partnership with outside expertise, organising and delivering services centred on those who use them, and using your money wisely and carefully. An organisation designed around meeting community needs, rather than expecting the customer to adapt to the public service's internal procedures and structures. One which has adopted technology and a 'one-stop, tell us once' approach to make our services easier to access and use.

In order to do this we will have four overall priorities, each of which are linked:

1. Improving customer engagement and satisfaction
2. Delivering and demonstrating value for money
3. Improving staff engagement and satisfaction
4. Enhancing organisational performance measurement and management

To support those priorities, three workstreams have been identified that are critical to their successful delivery and which are set out in greater detail in this document:

- SMART Guernsey – bringing our services on-line and making better use of technology
- Estates optimisation – ensuring we make the most effective use of our buildings across the island and ensuring the best possible customer access
- Innovation and continuous improvement – ensuring we are cultivating and exploiting ideas for improvement from both inside and outside the organisation

Not only are we capable of making this change, we are prepared for change. A huge amount of work has already been done to build the framework for reform that is set out in this document: the ongoing community survey, the first of its kind in Guernsey; the biggest survey of public service employees in over a decade; and the first survey of elected deputies. We have drawn on the work of the States Review Committee and its proposals for modernisation of government. The Public Accounts Committee's report on the Financial Transformation Programme has provided independent recommendations on managing change in the public sector in a different way. We have talked with other public sectors in other places about the lessons that they have learned.

Delivering this will require a number of things. We will introduce a leadership strategy and make sure that there is greater civil service accountability. We will put the emphasis on performance management and outcomes, and will end the silo approach to departmental working.

We will improve the communications from the States of Guernsey to its customers, through better use of social media, through the creation of a single digital portal for all interactions with public services and through improving the existing website. We won't just be talking to you. We will be listening to you, we want an ongoing conversation with those we serve.

We will implement a 'digital by default' approach that will include making more use of technological advances. We will move our data – your data – to the 'cloud', supported by enhanced cyber security that will keep it safe in a challenging world.

We will reduce the number of sites that we own and work from – at the moment it is more than 100. Doing this will help us remove boundaries between departments and functions through more effective team working and co-location, and to rationalise the property portfolio.

We will free up resources by making existing processes more cost effective and efficient. These savings can then be re-invested to meet increasing demand or in new or improved services, ensuring all of our services are sustainable into the future. This is about saving to invest. Many of us do this every day, building a dividend by changing our lifestyles or habits and reducing our personal expenditure in one area so we can spend more in an area we see as or more important or valuable to us. In the same way the public sector will also build a dividend through reform, one that will be reinvested in services – a reform dividend.

What does the future look like? It will be easier for people to engage with the States. Information will be more easily available and there will be greater transparency in how the decisions that affect islanders are made, how their taxes are spent and what they get in return. Online services will mean that people have greater freedom to access them when they want to and how they want to. Integrated services that operate across internal boundaries, rather than within them, will bring greater flexibility, will reduce the administrative burden and will increase efficiency. The capability of the public service to support government in the development of policy will be strengthened and accountability for the implementation of government policy will be sharpened. There will be a culture of continuous improvement in the way public services are delivered and staffed.

A fit-for-purpose public service will provide Guernsey businesses with a real competitive edge and support growth. It will have a vital part to play in making Guernsey an even better place to do business. Increased partnership between the public and private sectors and new approaches to service delivery will provide greater opportunities in the coming years.

The public service – our island’s biggest single employer - will be a better place to work. Public servants will be better equipped to perform to a higher standard. Improved training and development, increased mobility and further integration of systems and structures will provide a more interesting and challenging environment for careers in the public service. New ways of working and greater use of technology and data sharing will become the norm. Further integration of back-office functions will reduce duplication and allow for a stronger focus on strategic issues. We will invest in our people to increase and expand their capability so that they can respond to the emerging challenges.

So it is a future worth striving for. This framework sets out what we need to do in order to get there.

# THE PUBLIC SERVICE

In this document, ‘**public service**’ is used to describe all those employed by the States of Guernsey; ‘**government**’ refers to the elected political body, including the Committees and the States Assembly; and ‘**civil service**’ refers to the part of the public service that is specifically tasked with supporting the government to administer its business and develop and deliver its policies. ‘**Frontline services**’ are where a service is directly accessed by the service user. We also use the phrase ‘**third sector**’ to include charities, voluntary groups and non-governmental organisations.

## ■ The role of the public service

Public service employees carry out three broad types of role on behalf of government:

### **Advising on policy and supporting government**

Advising government on matters of policy is traditionally seen as the classic civil service role but, in fact, only a small number of public service employees actually work in such roles. Civil servants support committees in developing policy and delivering policy decisions. They support the administration of government business, the parliamentary committees, and provide the administrative support to the States Assembly.

### **Implementing programmes and projects**

Government’s portfolio of projects ranges from complex policy projects and programmes, such as the Children and Young People’s Plan, the Disability and Inclusion Strategy and the Supported Living and Ageing Well Strategy, to infrastructure projects such as La Mare De Carteret schools rebuild and major transformation initiatives such as the Home Department’s Operational Services Transformation Programme.

### **Operational delivery**

The majority of staff in the public service work in operational delivery, in areas as diverse as working at the borders, treating patients at the Princess Elizabeth Hospital, caring for and teaching island children, administering the pensions and benefit systems and running the prison and courts.



The Public Service is accountable to the **62,711** people who live in Guernsey.

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**5,500** of these people work for the public service representing

**17.5%** of the working population

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Of these:



**22%**

Are nurses  
and medical  
staff



**18%**

Are teaching  
staff



**8%**

Are in  
uniformed  
services

**CHAPTER ONE**

**WHY WE NEED  
PUBLIC SERVICE  
REFORM**

The **public service** is at the very heart of the island's community.

And because the island is **changing**, so must the public service if we are to keep up with those changes and to continue to deliver the services the **community needs**.

The challenges we face in preparing for the future mean that the reforms we make need to be consistent and co-ordinated across every single part of the organisation. It won't be enough to simply do some things better. We need to **work differently** and as a single organisation that puts the **customer first**, but one that also spends your money wisely and carefully. This document sets out a comprehensive **framework for reform**, which shows where we want to get to – and how we intend to get there.

# WHY WE NEED PUBLIC SERVICE REFORM

The public service needs to change and there are a number of important factors which contribute to this need to change.

These include:

- Our community's shifting demographics, and the declining proportion of the population in work
- Changing expectations of our service users
- The States of Guernsey's evolving workforce requirements
- Supporting Guernsey's economy, and helping to meet the challenges we face in a competitive world

The concept of public service reform is not new to Guernsey. Most recently the Financial Transformation Programme, which ended in December 2014, made us think about new ways of increasing efficiency while reducing the overall cost of delivering public services. Through that five-year programme, the States of Guernsey made a total saving of over £55 million, and will continue to save some £29 million on a recurring year-on-year basis. This demonstrated that we were able to provide the services needed in a more cost effective way. It brought transformation of the way in which we view our finances and use our resources, and created a culture of cost consciousness at all levels of the organisation. This has been pivotal in achieving a balanced budget and it has given us a strong foundation on which to build.

It was, however, only the start of the journey. There is a longer-term challenge to ensure the ongoing sustainability of public services. The organisation needs to be more efficient if it is to ensure that every penny of taxpayers' money is spent wisely, that service and infrastructure improvements are not delayed or denied to service users, and that the government's commitments are met.

At its best, our public service is already flexible and working hard to improve efficiency and some areas are already implementing substantial change programmes. However, there is significant work to do and long term

challenges to face. The size of the organisation and the scale of the challenges means that we need a reform plan that is implemented right across the public service. We cannot successfully deliver reform without significant collaboration between services, successful co-ordination between projects and programmes and a consistent alignment with the modernisation of government as set out in the States Review Committee's policy letter.

Traditionally, services and the resources, systems and processes that support them have been structured within the sometimes arbitrary lines created by departmental boundaries. In many cases these boundaries have acted as unintended barriers to what is needed to transform the public service. Removing them is crucial. We need to work harder at delivering consistently good services as one seamless organisation through a comprehensive framework for reform.

## ■ **More on the long term challenges facing the public service**

### **1. Our community's shifting demographics**

In common with almost every developed economy, our population is changing. The good news is that we are living longer. The number of people aged over 85 is expected to more than triple by 2050. At the same time, the proportion of people of working age is expected to decrease. Services we deliver are paid for from taxes and a reduction in the working age population of this magnitude will result in a reduction in tax revenues. This means that the cost of delivering services will increase while the funds available to pay for them will decrease. This demographic change has wide reaching implications for our community, our economy and our government.

As a result of being prudent in the past, the government has contingency arrangements. It has also made prudent plans for the future - the government has already taken a decision to increase the pension age to 70 by 2049, for example. But while this places us in a stronger position than many, the challenges we face are still considerable and managing them will mean more careful planning and further difficult decisions.

## Guernsey's shifting demographics



## 2. Meeting customers' changing expectations

The public service needs to be designed around meeting community needs rather than expecting the customer to adapt to our internal procedures and structures. For example, the results received from the community survey so far show that the vast majority of people want to be able to do more online transactions and be able to report issues online such as broken traffic lights, potholes or graffiti. People also want to be able to find information more easily. We must make sure we are truly inclusive and sympathetic to the needs of all those in our diverse community

## 3. Our changing workforce

The reduction in Guernsey's working age population will drive a need to change the shape and size of the public service, the island's biggest employer. It currently employs 17%, or one in six, of Guernsey's working age population. Fewer people in employment means the jobs market will become more competitive with both the private and public sector recruiting from a decreasing pool of potential candidates. If we don't become more efficient and use our resources and technology smarter, then we will find that the percentage of the island's working age people employed by the

public service will increase. This will place further pressure on taxpayers, the private sector and the economy.

It is essential that the public service has the staff with the skills and capabilities we need to operate effectively in a changing and increasingly digital environment while continuing to recruit locally wherever possible and grow our own talent. Greater flexibility in the way that staff work will be essential, fostering a “there when you need it” approach, making the most of specialist skills. We must also use technology to our advantage to help us cope with the naturally declining workforce, while the island’s changing demographics mean we are likely to need additional staff in other areas such as health and social care.

#### **4. Supporting Guernsey’s economy in a competitive world**

Guernsey’s strong and innovative finance sector is continuing to adapt to the changing global environment. Guernsey continues to be a world leader in captive insurance, fund administration and fiduciary. Although the finance sector provides around 40% of our GDP, our government’s Economic Development Framework is also supporting growth in Guernsey led from other non-finance sectors and the contribution of the visitor economy has grown strongly in the last 18 months.

Guernsey must remain competitive in order to maintain a business environment that attracts investment, supports growth and creates employment and the public service must be able to provide the right infrastructure to support that.

## CHAPTER TWO

# MAKING IT HAPPEN - A FRAMEWORK FOR REFORM

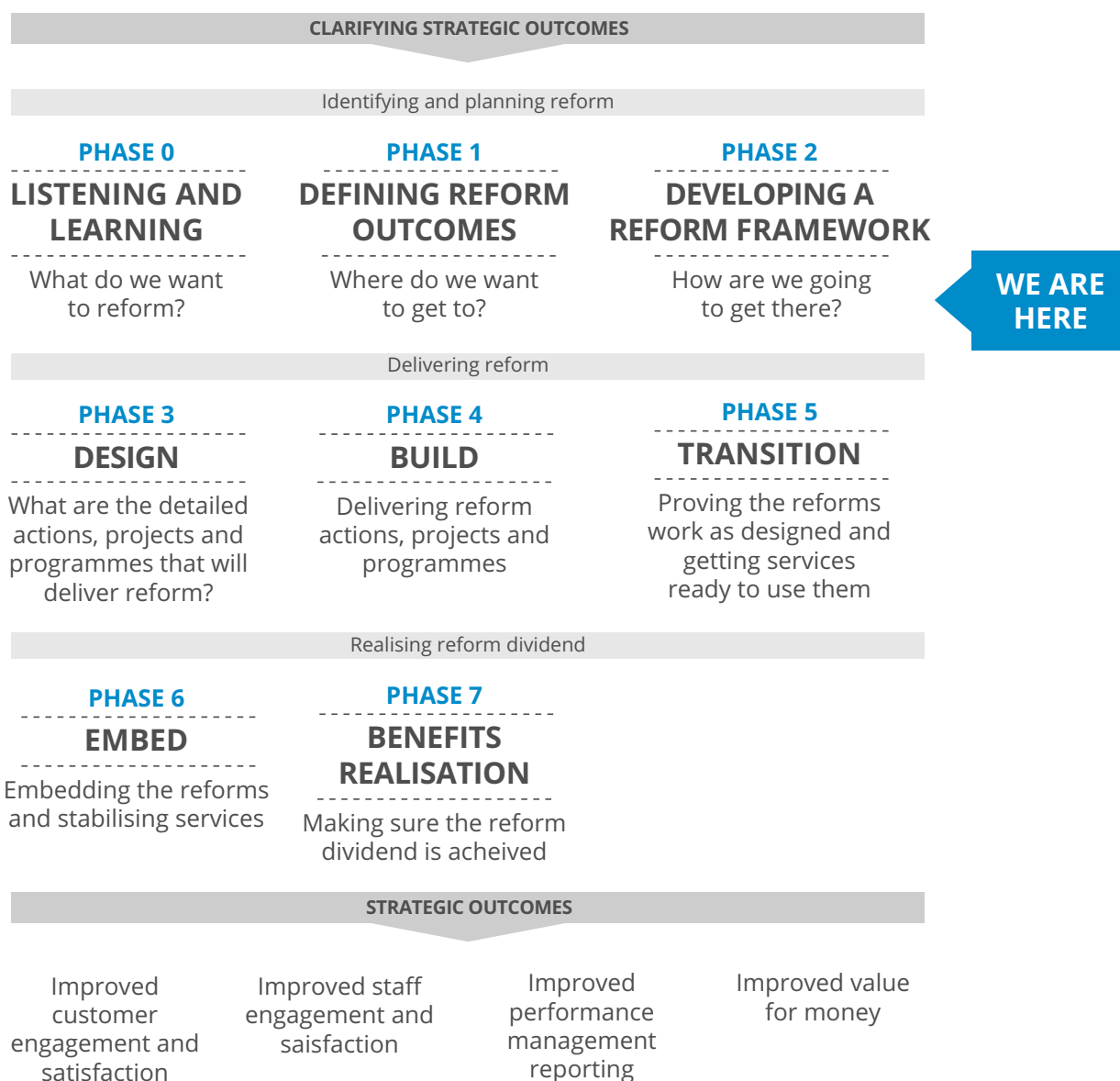


Public service reform will not happen overnight. We need to do more than apply sticking plasters and produce quick fixes. This framework will deliver long-term, sustainable **change** over the next ten years. We will make these changes in order to reach clear objectives and there will be milestones along the way so that we can ensure we are moving in the **right direction** at the right speed. Those objectives and milestones are set out in the framework and **focus on improving** customer satisfaction and engagement, delivering value for money, improving staff engagement **across the organisation**, and enhancing our performance. We cannot select one or two of these objectives – each of them are interdependent. The approach will be to free up resources by working more effectively and to reinvest the **resources** saved in new or improved services - the reform dividend.

# MAKING IT HAPPEN - A FRAMEWORK FOR REFORM

## ■ The reform dividend

The reform framework set out in this document is about safeguarding and improving public services with an emphasis on saving to invest. We have described the increased pressure on the future funding of public services, and the reforms are about freeing up resources by making existing processes more cost effective and efficient, and reinvesting in new or improved services, and in meeting future service demands. This is the reform dividend and it will underpin and help sustain the reform agenda.



A reform dividend cannot be delivered through a quick fix and sticking plaster approach. Short-term solutions will only bring short-term change – not long-term transformation. That takes time and many changes will be evolutionary and incremental.

Visible improvements in the short-term will most likely come from smaller, incremental changes identified and delivered by individual service units and teams. Large scale transformational change takes longer to design and deliver, as does embedding the real and sustainable cultural changes that will release the biggest reform dividend. Illustrated to the left is the reform cycle and publication of this document signifies the completion of phase two – developing a reform framework.

## **Service Guernsey**

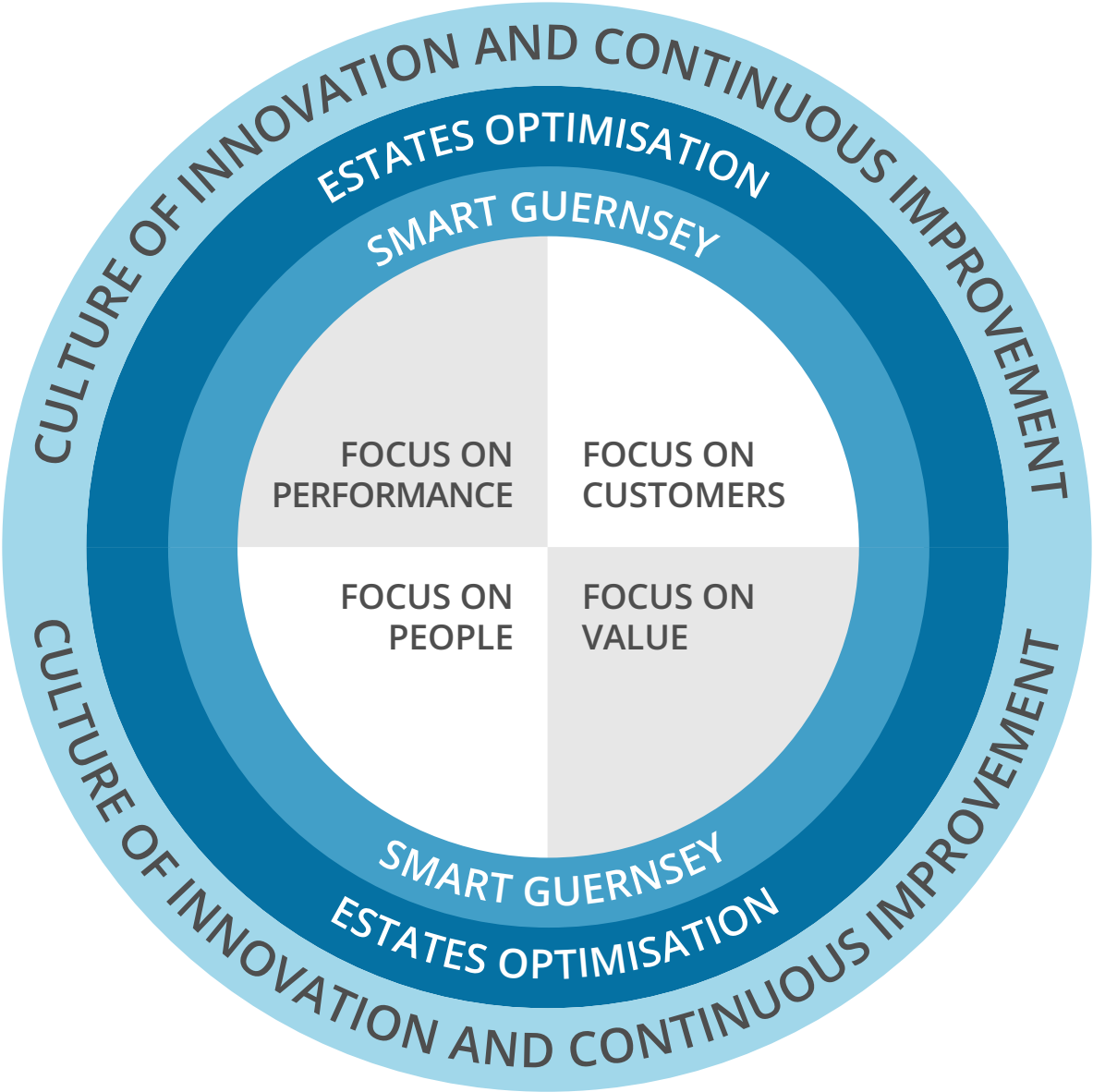
Service Guernsey, a set of values and objectives to help the public service work together as one team with a common purpose, was introduced to the organisation's employees by the Chief Executive in October 2014. It sets out to our staff the organisation's priorities to help it achieve a reformed public service:

1. Improving customer engagement and satisfaction
2. Demonstrating value for money
3. Improving staff engagement and satisfaction
4. Enhancing organisational performance measurement and management

This will be supported by a focus on:

- Using modern technology to deliver and support services in a smarter and more innovative way – SMART Guernsey
- Encouraging innovation and creative thinking within the public service and establishing a culture of continuous improvement

In addition to the Service Guernsey themes, the reform framework acknowledges the critical role that the effective use of public sector property assets will play in delivering reform and the opportunity this creates to optimise the public sector estate.



**FOCUS ON VALUE FOR MONEY**

To show the taxpayer that government can be trusted to spend their money wisely

**FOCUS ON PERFORMANCE MANAGEMENT**

To understand the organisation's performance today, so it can be improved.

**FOCUS ON OUR PEOPLE**

To understand strengths and weaknesses, reward high performance and support development and improvement.

**DIGITAL - SMART GUERNSEY**

To use 21st century technology to benefit customers and staff.

**INNOVATIVE AND CREATIVE THINKING**

To embrace new thinking and innovative ideas and the tools and techniques that exploit this.

**ESTATES OPTIMISATION**

To have an efficient, fit for purpose and sustainable estate that delivers value for money, allows modern ways of working and improves customer value.

**FOCUS ON OUR CUSTOMER**

To understand who the customer is, what they need, and provide it.

## CHAPTER THREE

# IMPROVING CUSTOMER ENGAGEMENT AND SATISFACTION

The public service is becoming an organisation that focuses on **outcomes for customers**, that is the community, the government and in some cases our own service teams. All of you. We are building our understanding of what customers **want and need**, so that we can then focus on how we best deliver with the resources we have. We will improve the way the public service engages with all of you, and will build **stronger partnerships** with the charitable sector and with business so that we can take advantage of the **expertise** on the island when we support the development of policy and then implement it. We will put in place a **Proud To Serve** initiative to drive customer service and improve customer satisfaction, and a **Tell Us Once** approach to make it easier for you to provide us with the information we need to serve you.

# IMPROVING CUSTOMER ENGAGEMENT AND SATISFACTION

## ■ The public service customers are:

- The community - those individuals, groups and businesses who access the services we provide
- The government - those elected by the community to govern the island on their behalf
- Each other - the work done by one part of the public service is often critical to the operations and services provided by another

To make sure we are delivering the right services in the right way, we need to understand as much as possible about our varied customer groups. In June 2015 we launched the first ever community wide survey to assess islanders' satisfaction with the public services they receive. This survey will continue until October 2015 and is available at [www.gov.gg/feedback](http://www.gov.gg/feedback). The results will be made public by the end of the year and built into our plans. Earlier in the year we launched a survey of States Members to assess their satisfaction with the support they receive from the public service and at the end of 2014 we completed the most comprehensive staff survey conducted in the last decade. The results from the staff and political surveys have already been significant in shaping this framework for public service reform.

## ■ The customer focus commitments

- Have a clear understanding of our customers and their needs and expectations
- Understand and respect the differences among customers
- Ensure we engage our customers in the design and improvement of services
- Focus on our customers' priorities

## ■ Engaging with our community - what needs to change?

The public service needs greater engagement with service user groups, including those in our community who are harder to reach or more vulnerable, third sector groups and businesses. We must build relationships and tap

into the expertise of the community, bringing together those who share the same objectives.

We don't communicate with our customers as well as they, or we, want us to. We need to adopt a better approach to communications across the public service and engage broadly with islanders and businesses to explain the future direction and policy of government.

We will further develop:

- Effective consultation and partnership with the whole community, including the third and private sectors, as well as other jurisdictions and international organisations
- Effective implementation and delivery of the Access to Public Information Code, building trust and openness between the public sector and our customers
- Promotion and protection of our international reputation, supporting economic growth and competitiveness

Once we understand customers' needs we must then be clear about how we can best meet those needs with the resources we have.

The '**Proud to Serve**' initiative will be one of the first things to be delivered through this plan. It will set out customer service standards for the public service, introduced across the organisation, so that staff know what is expected of them, and customers know what to expect from the public service. This will make customer service excellence the norm by making the needs of the customers the primary focus.

We will develop better performance management in relation to customer services so that we:

- Focus on improving genuine customer priorities
- Encourage continuous improvement
- Identify and improve poor performance
- Celebrate achievement to motivate others

Excellence in customer services is also at the heart of the SMART Guernsey approach. By 2020 customers will be able to access a personalised online



home page from which they can access a wide variety of services and functions, or receive updates on issues quickly and at a time of their choosing.

Guernsey's public service will be one of the first public service providers to truly implement a **'Tell Us Once'** approach, which will allow the organisation to successfully join up a range of services, allowing customers to inform us of events such as a birth or a death, a change of address or a new employer once rather than many times. **'Tell Us Once'** will not only help to increase customer satisfaction but also reduce the costs incurred by duplication of effort.

## ■ **Supporting the government better – what needs to change?**

Building on the States Review Committee's recommendations, there must be a clear focus on enabling committees to develop policies that can be implemented in practice, drawing on a wider range of views and expertise. At the same time, policy advisers must have the skills and tools they need to do their jobs. They should have a clear understanding of what works, based on robust evidence. Policy resources should be focused on government priorities, while improving the ability to scan the horizon for threats and opportunities ahead.

The civil service must enable government to involve the community in developing policy. A good example of this is the States of Guernsey's formal partnership for working with the third sector through the Association of Guernsey Charities, the Social Compact, signed in autumn 2014. The third sector has a wealth of knowledge and expertise that can inform policy development as well as service delivery. Policy development is also undertaken in partnership with the private sector, for example through the Finance Sector Forum.

Working with the third and private sectors on policy development will become the norm, rather than the exception, to provide the best outcomes for our community.

## Strengthening accountability for policy implementation

As a policy is being developed, the question of how it should be implemented must be a central part of the process. It is only through effective management that a policy initiative will achieve the intended outcomes. Too often, problems arise when policies are affected by over ambitious timeframes, a lack of resources and poor risk management. These problems waste time and money but can be avoided.

We recognise the importance of engaging with customers and this needs to be taking place during the whole process of policy development and implementation. This will include the way in which we consult on new ideas, and how we combine the policy-making process with the assessment of costs and benefits.

To underpin this, and to support performance management, civil servants need to be more accountable. From the introduction of the new committee system in May 2016 this accountability will be strengthened with a formal means for the President of a Principal Committee to convey to the Chief Executive that the committee is losing confidence in a senior officer or in the level of support it receives. While responsibility for effective performance management will remain within the civil service, the Chief Executive and other senior officers will be required to obtain the views of the President of a Principal Committee, and through them its members, when appraising senior staff in the service of that committee.

## **Working with each other better – what needs to change?**

The public service employs some of Guernsey's most talented people but it is only with the active and committed support of the right staff working in the right way that we will successfully deliver true reform.

If we are to work as a single, effective team we need to make sure that everyone in the public service understands why reform is needed, what the objectives are and when we will achieve them.

The Service Guernsey meetings held with all staff at Beau Sejour in late 2014 were part of making sure that all those working for the public service

are aware of how customers will be at the heart of reform.

A stronger focus on outcomes will mean a significant cultural change in how we organise and deliver services. We will require far greater collaboration between service areas and sectors than has previously been possible, and far greater and more consistent co-ordination of activity across the public service than has been achieved in the past. It will mean removing barriers.

The focus must be on enabling more evidence-based, longer-term strategic decision-making and on developing greater flexibility within the public service. It will become the norm – not the exception – for different parts of the organisation to work together to deliver the right services or solutions for our customers. That will be a primary measure of success.

## ■ Actions

Actions over the next three years		Start	End
<b>1.</b>	<b>Understanding customers</b>		
<b>A.</b>	Use existing and new research to understand our customers' views, needs and behaviour – customer insight	Q3 2015	Q4 2017
<b>B.</b>	Increase our engagement with customer groups and develop social marketing initiatives with them	Q4 2015	Q2 2016
<b>C.</b>	Develop quality and performance indicators for customer service	Q1 2016	Q4 2016
<b>2.</b>	<b>Acting on customer understanding</b>		
<b>A.</b>	Develop and launch 'Tell us Once'	Q1 2016	Q4 2017
<b>B.</b>	Develop and launch 'Proud to Serve'	Q1 2016	Q2 2016

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<b>C.</b>	Develop and launch a customer service excellence charter	Q1 2016	Q4 2016
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<b>3.</b>	<b>Making customer engagement business as usual</b>
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<b>A.</b>	Develop customer satisfaction measures and targets	Q1 2016	Q4 2016
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<b>B.</b>	Put customer services targets into departmental, service unit and individual performance objectives	Q1 2016	Q4 2016
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<b>C.</b>	Provide customer service training across the organisation	Q3 2016	Q2 2017
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## CHAPTER FOUR

# DEMONSTRATING VALUE FOR MONEY

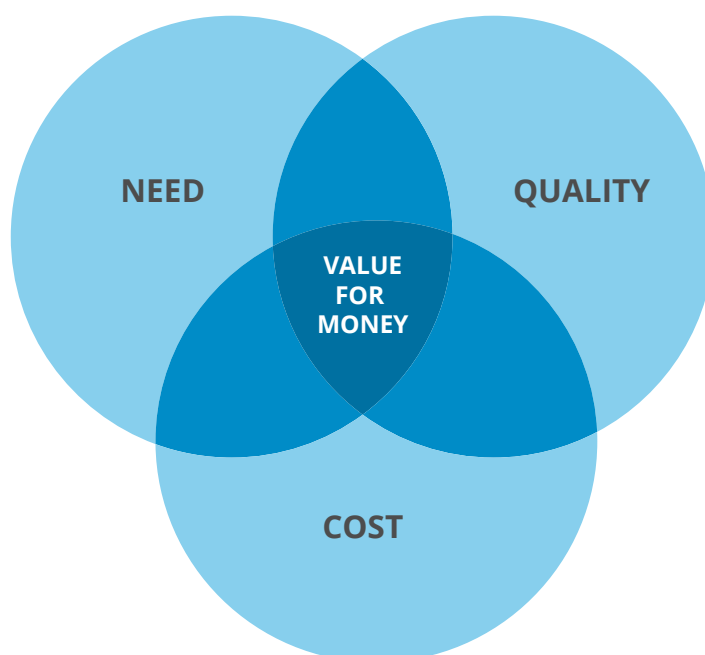
**Understanding** what customers expect, need and value means that the organisation can clearly define and measure **value for money**. By doing that we can then be sure that we are spending money wisely, and receiving the returns we expect when we spend it – that is, **public services** that are efficiently delivered and meet the needs of the island. It also means the public service can give you the confidence that we are spending your money wisely, as we will be able to report more clearly on what we spend, how we spend it, and what we achieved with it. Value for money is about much more than basic accountancy. We will give every staff member the **skills and tools** they need to ensure value for money every day – in the way we **budget** for spending and in the way we use resources.

# DEMONSTRATING VALUE FOR MONEY

## ■ What is value for money?

Value for money is about ensuring public services spend taxpayers' money wisely. It is never simply about achieving the lowest possible cost or initial price. It is getting the right balance between the needs of customers, the quality of the services they receive and the cost to the public purse of delivering them.

The Financial Transformation Programme made every public sector worker cost-conscious. The focus now needs to be on value for money – that it is measured and monitored and staff have the skills and tools they need in order to deliver and improve it. To achieve that we will put in place a value for money framework.



## ■ Our value for money commitments

- Improve the quality of financial and non-financial information available to inform decisions on the allocation of resources and prioritisation of services

- Improve the budgeting processes to ensure financial resources can be allocated more effectively
- Ensure that all public servants have the skills and tools they need in order to deliver true value for money
- Integrate value for money principles within existing management, planning and review processes
- Establish a value for money baseline across the public service
- Publish annually an agreed set of value for money indicators

## ■ What we will do to ensure value for money

The management of finances across the public service is the responsibility of hundreds of budget holders at all levels. They need to be better equipped to discharge this important duty. Therefore, in addition to financial management support through an effective and professional finance function, budget holders need both the skills and tools to undertake the role. It is essential that we develop this capability beyond simply forecasting and tracking expenditure, and strengthen the understanding of the relationships between activity and cost in all areas.

To do that, we will put in place the following through a value for money framework:

**Service-costing** - stronger service costing processes will enable the organisation to understand the real cost of delivering services, and how changes in demand impact on the resources required in each service area. This will allow more informed and realistic budgets to be put in place at service level from a 'zero base'.

**Benchmarking** - this is a tool used to ensure that the costs of providing the service today are proportionate when compared to appropriate internal or external benchmarks, and will support the culture of continuous improvement.

**Longer-term financial planning** - gives us greater clarity and operational control over budgets and helps the organisation manage risk more effectively. Having greater future cost certainty allows government to make choices and plan for revenues in a more strategic way. Central to delivering longer-term planning are improved capital planning and asset



replacement programmes, which will ensure that the capital allocations can be directed to the right area at the right time.

**Clearer prioritisation** - with limited resources, the public service needs to make choices about which services or assets to invest in. A clear prioritisation process allows resources to be directed at the areas of highest need and which support government objectives. Prioritisation for capital investment has already been put in place and will be refined and improved. We will also develop a system of priority-based budgeting for revenue expenditure.

In order to ensure we are achieving value for money it needs to be measured. Value for money reflects the relationship between economy, efficiency and effectiveness:

**Economy** is the price paid for what goes into providing services – for example the cost of salaries for staff, the heating and lighting in buildings, the fuel in vehicles and the goods and services bought from suppliers.

**Efficiency** is a measure of productivity – how much comes out in relation to what is put in. For example, the number of people visited per home care worker per week; the miles of road maintained per £1,000 spent.

**Effectiveness** is a measure of the impact achieved and can be quantitative or qualitative. For example, the number of people able to use home care services rather than residential care (quantitative); the level of satisfaction among different sections of the community with a service provided (qualitative).

Value for money is high when there is a balance between all three of these components: appropriate costs translating into high productivity and delivering successful outcomes. For this reason it cannot be meaningfully assessed using a single measure, particularly if it covers only one of these perspectives, such as cost.

## ■ Actions

Actions over the next three years		Start	End
<b>4. Understanding value for money</b>			
<b>A.</b>	Consult with internal and external stakeholders on value for money best practice	Q4 2015	Q1 2016
<b>B.</b>	Develop value for money principles for the States of Guernsey	Q1 2016	Q2 2016
<b>C.</b>	Establish a team to lead on testing and challenging value for money principles across the public service	Q1 2016	Q2 2016
<b>5. Acting on value for money understanding</b>			
<b>A.</b>	Develop and deliver value for money training across the organisation	Q4 2015	Q4 2017
<b>B.</b>	Develop tools for staff to use to assess value for money	Q4 2015	Q4 2017
<b>C.</b>	Develop value for money indicators for the organisation to report against	Q1 2016	Q2 2016
<b>6. Making value for money business as usual</b>			
<b>A.</b>	Report on value for money initiatives	Q3 2017	Q3 2018
<b>B.</b>	Put value for money targets into departmental, service unit and individual performance objectives	Q1 2016	Q4 2017
<b>C.</b>	Build value for money principles into policy making processes	Q1 2016	Q4 2017

This diagram gives a proportionate breakdown of public service expenditure.

Old age pensions			Invalidity and Sickness benefits		Drugs and medicines		Residential and nursing care								
			Unemployment		Specialist medical benefit		Supplementary benefit								
			Other contributory benefits				Family allowance								
							Primary care subsidies		Other social benefits						
			Acute off island medical treatment and complex social care placements		Acute hospital services		Specialist health services		Childrens and maternity services		Estate and facilities management for health and social care services		HR and finance management for health and social care services		
						Community and disability services				Ambulance grant		Public health strategy			
						Other health and social care									
States schools				College of FE		Higher education grants		Police							
				Grants to colleges		School and pupil support services									
						Education admin and other services						Prison and probation		Border Agency	
														Home dept admin	
Treasury & Resources Department			Commerce & Employment Department		Policy Council		Environment Department		Public Services Department		Housing Dept.		Royal court & Law officers		
											Culture & Leisure				States of Alderney**
									Routine capital expenditure		Capital appropriation				

**CHAPTER FIVE**

**IMPROVING STAFF  
ENGAGEMENT  
AND SATISFACTION**

To meet objectives for public service reform, **every** single member of staff needs to be focused on providing **better customer services**, greater value for money and working differently. The good news is that many have already bought into that. Now we need to ensure that everyone has the skills and tools that they need in order to do it effectively. We have thousands of **talented**, dedicated and **hard-working** staff. With clearer leadership, stronger performance management and better human resources they will all play a full part in changing the way that we work. The needs of the community and our organisation are changing and we are putting in place plans to make sure we have the right people with the right skills for the **future** as well as the **present**.

# IMPROVING STAFF ENGAGEMENT AND SATISFACTION

The Service Guernsey meetings held with staff in 2014 were part of making sure that all those working for the public service are aware of how customers will be at the heart of reform. Now it's necessary to build capability by improving leadership, enhancing organisational performance and ensuring that we can meet immediate and future resourcing needs – each of which were clearly identified by staff during the States-wide survey undertaken during 2014.

## ■ Our people commitments

- Strengthen individual and organisational leadership
- Proactively manage staff for performance
- Increase flexibility and mobility within the public sector workforce
- Develop the skills, capability and culture required to deliver large scale organisational change
- Engage more effectively with people in the public service

## ■ What needs to change?

### Strengthening leadership

Effective leadership at all levels will be needed to deliver public service reform. It will be the leaders across the public service who drive cultural change, encourage innovation and improve organisational performance. Senior leaders set the tone and pace to enable wider change, and they need to encourage collaboration and integration across the public service while maintaining their own high performance.

We need to make sure we strengthen existing leadership capability and mentor and develop future leaders. We also need to ensure that everyone understands what is expected of a leader in the public service wherever they work and whatever their core discipline. We will develop a leadership strategy reinforcing clearly the roles, responsibilities and accountabilities of our senior people.

We will also need to meet our future requirements for senior leaders who have the right skills to continue to lead change. A development programme for future leaders will be established and this scheme is explained further below.

### **Managing people for performance**

The public service needs the right people doing the right jobs in the right way, reaching their full potential for themselves and for the benefit of the whole organisation. For this to happen we need effective line management which ensures individual and team performance is focused on delivering positive outcomes for our customers.

A competency framework has been put in place across the civil service. Its importance should not be underestimated as it identifies and clarifies what type of skills and behaviours are expected of civil servants at all levels and across all services. The framework will be used consistently for performance management, recruitment, selection and promotion. Good performance needs to be rewarded and poor performance improved.

Our workplace has a significant impact on our health and well-being, particularly during periods of significant change, and we want our people to be healthy and well-motivated. The impact of sickness absence on any organisation is universally recognised, but under-performing while at work due to an underlying physical or mental health issue can be just as significant.

We will therefore ensure we focus as much on health management and building employee resilience as we already do on absence or safety management. Not only is this simply the right thing to do, but a healthy, happy workforce will also be an engaged and high-performing one, having an impact on performance, productivity and the quality of the services we provide.

### **Meeting immediate and future resourcing needs**

Although we have been able to ensure the right people are in the right place for business critical services, succession planning overall has been fragmented. There is no central programme to ensure that there are people with the required skills, knowledge and behaviours to seamlessly take over senior positions.

Historically job roles have been tied to a single department in a specific area and this has created inflexibility and makes competency based succession planning difficult. To make the most of our resources we will be exploring how we can ensure we have pools of people with the right skills for policy, project and operational management, and who can work where and when they are needed to add the most value.

We will strive to take advantage of the expertise we have on-island. That is good for the organisation and good for the island. However there are times when we need to recruit from outside Guernsey.

Previously this has been done for some of our senior roles because Guernsey lacked suitably qualified and experienced on-island candidates who were willing to move to work in the public sector. The development of a structured, integrated and co-ordinated system for leadership development and talent management is therefore an important priority as it will help make such a move attractive.

While there will still be times when it will be necessary to recruit off-island for some of the most senior and specialised roles, a Future Leaders scheme will be established to increase leadership capability in the public service. It will identify a number of high potential people working in middle management and develop their careers through training and placements in critical roles across the public service.

As people are living and working longer, demands on services are changing and customer expectations increasing, there is a need to ensure that resourcing profiles, staffing structures and career paths remain appropriate, both to meet customers' needs and to maintain the potential for our staff to develop and progress. We will introduce and deliver a 'Future Workforce' strategy to ensure the public service and its staff are equipped to meet these challenges

### **Better human resources**

A significant amount of work has already been done to simplify and standardise human resources (HR) policies and procedures. In 2013 some activities such as payroll, recruitment, pensions and administration were centralised



and, by simplifying and standardising these procedures, we have streamlined processes and reduced duplication.

Technology advances now mean that we can further improve efficiency and systems are more user-friendly. An example of this is the upgraded electronic recruitment 'Success Factors' system which was recently introduced and there are further opportunities for transformation in the areas of talent management and competence assessment and recording.

It is not just the technology that has needed improving, however. The staff survey showed that many of those working for the public service did not have regular one-to-one meetings with their line manager and did not feel that they received regular and constructive feedback on performance. We need to ensure that line managers are communicating more effectively with their staff and providing regular feedback so that they remain engaged and motivated. We will be working to make sure that managers are consistently using HR resources and being more open with staff about their performance.

## ■ Actions

Actions over the next three years		Start	End
<b>7. Understanding staff engagement</b>			
<b>A.</b>	Redefine and clarify the roles and accountabilities of senior public servants	Q3 2015	Q2 2016
<b>B.</b>	Develop and put in place the Future Leadership Programme	Q1 2015	Q3 2017
<b>C.</b>	Put Competency Frameworks in place across all parts of the organisation	Q1 2014	Q3 2016
<b>8. Acting on staff engagement understanding</b>			
<b>A.</b>	Develop long term strategies for the recruitment and succession planning of leadership and critical roles	Q1 2016	Q4 2018

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<b>B.</b>	Standardise HR policy, procedures and processes across the organisation	Q1 2013	Q4 2016
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<b>C.</b>	Develop and implement a 'working longer' strategy	Q1 2017	Q4 2018
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## **9. Making staff engagement business as usual**

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<b>A.</b>	Implement the use of technological solutions to deliver more effective people management	Q1 2016	Q4 2017
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<b>B.</b>	Implement an enhanced occupational health and wellbeing service to reduce sickness absence	Q4 2015	Q4 2016
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<b>C.</b>	Implement the behavioural competences of leadership, teamwork and accountability as core considerations against career progression	Q1 2016	Q4 2018
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**CHAPTER SIX**

**STRONGER  
ORGANISATIONAL  
PERFORMANCE  
MANAGEMENT**

For the first time the public service is working as a **single organisation**. That means we can assess what we are doing well and where we need to improve right across the organisation. We can deploy expertise where we need it and when we need it, to support customer service and value for money. But we can only do that if we **truly understand** ourself as an organisation. That means collating and using the right information to measure what we do, and using that information to drive **continuous improvement**. Performance management is the engine that drives the public service to meet the objectives we set ourselves. And it will also be the tool that enables us to report to you clearly and **transparently** on what we are doing well and where we need to improve, making us more accountable **to you**.

# STRONGER ORGANISATIONAL PERFORMANCE MANAGEMENT

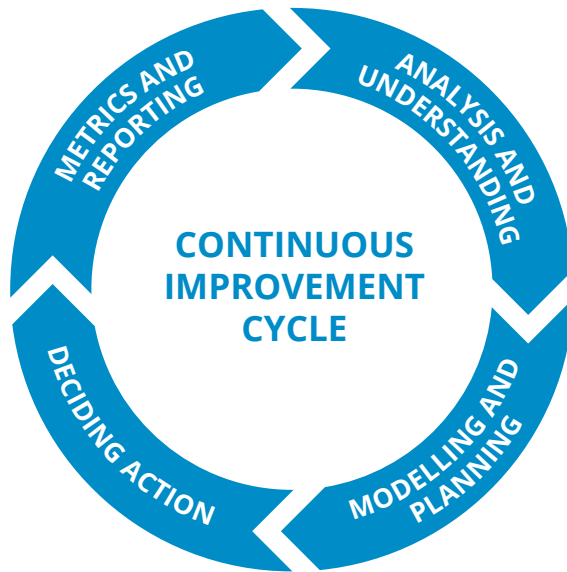
Measuring how well the public service is performing is essential. We must understand our current performance in relation to the public service reform objectives so that we can identify and monitor further improvements. Measurement will enable us to show how and where we have achieved reform dividends and where we need to drive future improvements.

## ■ Our performance commitments

- Improve the quality, breadth and accessibility of performance management information to drive both strategic and operational decision making
- Improve corporate oversight and use of performance management information to drive organisational performance
- Promote a culture of continuous improvement through performance management
- Ensure that all employees are aware of and strive to achieve our organisational performance targets as part of their routine activities
- Establish the baseline for all public service reform priorities and performance indicators to monitor improvement from these starting points
- Actively demonstrate to both internal and external observers our performance achievements in respect public service reform outcomes and objectives

## ■ Performance management and continuous improvement – What needs to change?

To take an overall view of how the public service is performing as an organisation and in order to manage that performance, we need to do two things. First, collect the right data, second, use it in a meaningful and accessible way. Using data like this is at the heart of effective performance management and continuous improvement:



## ■ Using information to drive performance

We will establish performance baselines for all public service reform priorities in order to monitor improvement from these starting points. In the short-term, it is important to collect information to understand performance in our day-to-day operations (or 'business as usual'). This will inform longer-term transformational objectives.

There are already examples of good performance management within individual departments. However, the organisation has not been very good at maintaining oversight as a whole, nor ensuring consistency, so we need to build on existing performance management structures and develop a framework for consistency across the organisation.

To help get the best use out of the information available, different sets of performance data will be presented in one grid. This 'organisational dashboard' will be viewable at the most senior level but used across the organisation to give a 'single version of the truth' where all performance data is kept live and easily accessible to those who need it.

Continuous performance monitoring will mean we can identify areas for improvement, and it will help us to prioritise where and when we allocate resources to deliver government priorities.

## ■ Actions

Actions over the next three years		Start	End
<b>10. Understand organisation performance management</b>			
<b>A.</b>	Consult with internal and external stakeholders on performance management best practice	Q1 2015	Q2 2015
<b>B.</b>	Develop performance management principles for the States of Guernsey	Q3 2015	Q1 2016
<b>C.</b>	Establish a team to lead on testing and challenging performance management principles across the public service	Q1 2015	Q4 2015
<b>11. Acting on organisational performance management understanding</b>			
<b>A.</b>	Develop and deliver performance management training across the organisation	Q2 2016	Q4 2016
<b>B.</b>	Develop online tools for staff to use to report on performance management	Q4 2015	Q4 2016
<b>C.</b>	Develop performance management indicators for the organisation to report against	Q2 2016	Q4 2016
<b>12. Making organisational performance management business as usual</b>			
<b>A.</b>	Develop reporting on performance management initiatives	Q3 2015	Q2 2016
<b>B.</b>	Put performance management targets into departmental, service unit and individual performance objectives	Q4 2015	Q4 2016
<b>C.</b>	Build performance management principles into policy making processes	Q4 2015	Q4 2016

**CHAPTER SEVEN**

# **ENABLING LONG TERM CHANGE**



To help meet objectives on customer service, value for money, staff excellence and organisational performance management, there will be three underpinning workstreams across the whole organisation.

**SMART Guernsey** will harness technology to **support** the delivery of better public services. This will include significantly increasing the availability of online services, so that you can access services in ways and at times that are convenient to you.

An **estates optimisation** programme will reduce the number of public service sites, bring services together, and making the delivery of front-line services more accessible to the community. The **innovation** and **continuous improvement** programme will work to change the way that we think and work, so that we look for **better ways** of doing things. All three workstreams are focused on enabling long-term change and transformation – reform in the truest sense.

## Enabling long-term change

There are a number of workstreams critical to the successful delivery of these primary outcomes

These are:

- SMART Guernsey
- Estates optimisation
- Innovation and continuous improvement

### ■ SMART Guernsey

Technology evolves at a pace and developments in the last few years have significantly changed our habits and behaviour. With the widespread use of technology such as smartphones, tablets and smart TVs, customers expect to access services quickly and effectively, at any time and from anywhere. In response, service providers have had to adapt.

The public service is no exception, and it is essential we provide smarter digitally enabled public services. From the results of the community survey so far, customers are making it clear that they want to access services in ways and at times that are more convenient to them. Many people use the website, gov.gg, to submit information, make a payment, or search for a job, but nearly half of the people who answered the community survey have said they can't find the information easily on the website and many want to be able to carry out more transactions online. We must meet this demand.

SMART Guernsey is about using modern technology to empower service users and the whole community. It is about supporting a competitive business environment. It is about embracing smart technology in order to enable the transformation services building a secure and trusted digital environment, and adopting a "digital by default" approach to customer engagement.

These in turn are essential factors in enabling customer focused, value for money services for all customers including businesses and government.

## ■ **Our SMART Guernsey commitments**

- Ensure that staff and customers have access to the right information, in the right format, at the right time, at the right place
- Enable a new work environment that supports new and flexible ways of working
- Provide a flexible information infrastructure platform and adopt a single technical architecture
- Deliver a trusted cyber environment so that government, individuals and businesses can operate safely and securely
- Define the future connectivity requirements for our island so we can stay connected to the global community
- Enable timely and evidence based decision making through the provision of business intelligence
- Communicate in a clear, accessible, consistent and coherent manner so that customers can understand and engage with the public service and government
- Streamline customer engagement by going 'digital by default' and providing a single digital portal for all interactions within public services.

## ■ **Supporting service delivery and transformation**

The public services will develop a fit for purpose information and technology (IT) function that supplies IT services, corporate communications and business intelligence across the public service to a consistently high standard and in a way that optimises value for money.

The IT Improvement Programme, established as part of the SMART Guernsey initiative, will deliver a new Corporate Information Systems and Services structure which will provide a single, integrated approach to the provision and management of IT services.

This work will be aligned closely to the estates optimisation outlined in the next section so that we make the most of modern ways of working and reduce the requirement for physical office space.

We need better communication and engagement with our customers and must make smart use of technology to help us do this, and invest in new and updated digital platforms to improve this process. We already use

social media successfully to promote some policies but this will become the norm rather than the exception, broadening those platforms to reach out to all our community, including our young people.

The website gov.gg will be developed to provide a single digital portal where customers can access all the information and services they require quickly and efficiently from one place, including customers who may find it more difficult to find information and access services.

## ■ **Business intelligence**

Business intelligence is the umbrella term for the applications, infrastructure and tools, processes and best practices that allow access to, and analysis of, information to support improved decision making and better performance. In short, much of the data that is used for performance management will be business intelligence.

In order to develop that capability we need to embrace and invest in new technology, and we need to improve data collection, storage and sharing. We plan to be able to collect data from a single source and use it in multiple ways. We have already done that with the world's first eCensus project launched on 31 March 2015 and available at [www.gov.gg/population](http://www.gov.gg/population)

For the public service it means:

- Policy officers and decision makers will have the information they need to make evidence-based proposals and decisions
- Managers will have access to the information they need to monitor progress towards the outcomes set out in this plan
- The government will be able to see progress against the States Strategic Plan

## ■ **Building a secure and trusted digital environment**

During 2015 there will be a comprehensive review of the island's cyber security and how the public service can better prepare and protect individuals, businesses and government against cyber security threats. This will include supporting government to ensure that appropriate regulation and legislation is in place to enable the successful delivery of

SMART Guernsey. Moving data storage to the cloud will also bring about security and resilience benefits.

A connectivity review will also be conducted in order to understand the current and future requirements of individuals, businesses and government, and assess what development is required of the current critical infrastructure.

By building a secure and trusted digital environment in these ways we will be able to support government to develop an information society in Guernsey that stimulates innovation and growth within the IT sector. This could provide a number of economic benefits to the island. Being able to demonstrate that the island is a place to do business where data is safe and secure will give Guernsey a further competitive edge.

## ■ Actions

Actions over the next three years		Start	End
<b>13. Supporting customer engagement</b>			
<b>A.</b>	New gov.gg website.	Q1 2015	Q4 2016
<b>B.</b>	Digitise the most used public transactions in line with 'Tell us Once'	Q1 2015	Q4 2016
<b>C.</b>	Establish a customer board to support the development of online services	Q1 2016	Q4 2016
<b>D.</b>	Conduct a full connectivity review and develop future connectivity options with industry	Q3 2015	Q4 2016
<b>14. Supporting value for money and staff engagement</b>			
<b>A.</b>	Implement the IT improvement programme	Q1 2015	Q4 2017

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<b>B.</b>	Implement record retention and document management policies	Q2 2015	Q3 2017
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## **15. Supporting performance management**

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<b>A.</b>	Define and establish a business intelligence function	Q2 2016	Q4 2016
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<b>B.</b>	Complete the cyber security review and make recommendations	Q2 2015	Q4 2015
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<b>C.</b>	Move data onto cloud and put in place a single technical system	Q2 2015	Q4 2017
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<b>D.</b>	Publish the digital economic development strategy	Q3 2015	Q1 2016
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## ■ Estates optimisation

The public service is a single organisation responsible for over 100 sites. We have a foot in every parish. So making the most of our buildings and property portfolio is an important part of delivering public service reform.

It is essential to use the buildings and properties in the portfolio in the most efficient way possible. This is not just about reducing the cost of operating and managing buildings or increasing their capacity, it is about ensuring that they support the delivery of value for money, facilitate modern ways of working for staff and help improve customer service. This concept was first put forward in the Strategic Asset Management Plan submitted to the States Assembly in the summer of 2013.

## ■ Our estates optimisation commitments

- Reduce the overall cost of operating the public service estate
- Increase the flexibility and capacity of public service office accommodation
- Support improvements in efficiency and customer service through the introduction of modern ways of working
- Introduce new space standards for public service office accommodation
- Seek opportunities to rationalise the public property portfolio and dispose of surplus property

The objectives set out in the Strategic Asset Management plan report remain unchanged and align fully with the objectives of public service reform. Work to develop the Strategic Asset Management Plan is already under way and detailed proposals will go back to States Assembly later in 2015 setting out how we can start to use the estate to deliver better integrated services and as an enabler for growth.

As a first step, and to reduce the need for office space, a smarter working initiative is being planned to help transform how and where public servants work. Linking strongly with the SMART Guernsey initiative, and in line with what many other public and private sector organisations have achieved, this is expected to increase productivity, reduce costs, improve employee well-being, and contribute to wider objectives such as reducing energy use and reducing pressure on the transport system.

We will make sure we engage with the whole community to appreciate the needs of those who may have greater challenges with access to either information or buildings.

At the same time the community survey and further customer focused work will give a much greater understanding of how customers wish to access services, whether directly through face-to-face contact or digitally and online. This knowledge will be used to inform the development of smarter working and to inform decisions on optimising and rationalising property to improve the customer experience.

## ■ Actions

Actions over the next three years		Start	End
<b>16. Supporting customer engagement and staff engagement</b>			
<b>A.</b>	Programme business case and Policy Letter to the States of Deliberation	Q4 2015	Q1 2016
<b>B.</b>	Consult with service users	Q3 2015	Q3 2016
<b>C.</b>	Modernise the retained estate including through the use of technology	Q3 2016	Q4 2017
<b>D.</b>	Complete the first set of changes	Q4 2016	Q3 2017
<b>17. Supporting performance management and value for money</b>			
<b>A.</b>	Consult with internal and external stakeholders on estates management best practice	Q3 2015	Q4 2015
<b>B.</b>	Identify the core estate and match against public service needs	Q3 2015	Q4 2016
<b>C.</b>	Establish a 'new ways of working' team to identify and test approaches to using the estate and to develop quality and performance monitoring	Q3 2015	Q2 2016
<b>D.</b>	Disposal of unused assets through sales, re-use or leasing	Q4 2016	Q3 2018



## ■ **Innovation and continuous improvement**

It is clear that tackling the fiscal, economic and social challenges that face the community and public services over the coming years will demand innovation. Attempting to do the same things, in the same way, but more efficiently and more effectively will not be enough. Innovation and creative thinking is therefore essential for public service reform.

### ■ **Our innovation and continuous improvements commitments**

- Transform the organisation's culture to create an environment which promotes and embraces innovation
- Actively encourage the generation and sharing of ideas for improvement across the public service and to seek ideas and input from the wider community and further afield
- Invest in our people so that they have the skills and freedom to innovate structures
- Adapt our organisational rules and processes to foster innovation
- Measure, monitor and report on the level and impact of innovation across the public service

### ■ **Why is innovation critical to the public service?**

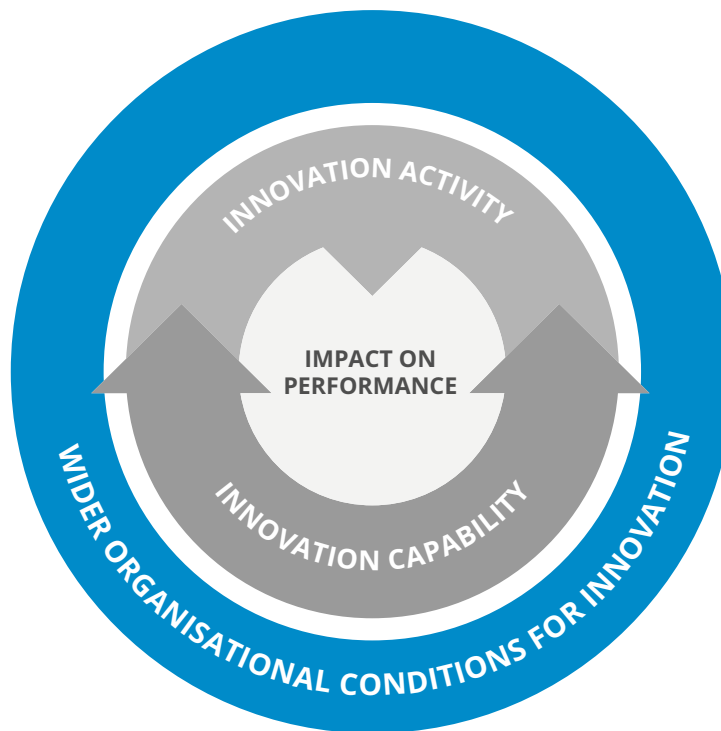
Innovation in the public service is about the creation and implementation of new processes, products, services and methods of delivery which result in significant improvements in efficiency and effectiveness.

Within the island's private sector, and the wider-world, the "innovate or fail" reality is well understood. It is no coincidence that many of the world's most successful companies are also amongst the most innovative.

While innovation already takes place within our public services, it is often triggered by something that suddenly becomes possible or necessary. Therefore, the core aim of the innovation theme is to create a more proactive approach which values innovation and actively encourages it.

Our aim is to develop and encourage innovation in everything the public service does including:

- Policy development
- The introduction of a new service or an improvement to the quality of an existing service
- New or altered ways of supplying public services
- Changes in organisational structures and routines
- The development of new views and challenge existing assumptions
- Changes to thinking or behavioural intentions
- New or improved ways of interacting with other organisations and sources of knowledge



#### INCREASING INNOVATION ACTIVITY

##### **Innovation activity -**

Creating a pipeline of ideas flowing through the organisation and increasing the effectiveness of key innovation activities:

- Accessing new ideas
- Selecting and developing ideas
- Implementing ideas
- Sharing what works

#### INCREASING INNOVATION CAPABILITY

##### **Innovation capability -**

Increasing the availability of the key underpinning capabilities that can sustainably influence innovation activity:

- Innovation tools and toolkits
- Innovation training and development
- Management of innovation
- Leadership and culture
- Risk tolerance and management
- Funding innovation activity

#### MEASURING IMPACT ON PERFORMANCE

##### **Impact -**

Measuring the impact of innovation activity on performance in terms of impact on outcomes, service and efficiency measures, as well as the context for change:

- Improvement in key performance indicators
- Improvement service evaluation
- Improvement in efficiency
- Improvement in context

#### CREATING THE CONDITIONS FOR INNOVATION

##### **Innovation capability -**

Assessing and improving the extent to which the organisation encourages innovation, removing barriers and creating the conditions in which it can add real value. Four key levels to consider are:

- Incentives
- Autonomy
- Leadership and culture
- Enablers

## ■ Actions

Actions over the next three years		Start	End
<b>18. Understanding innovation</b>			
<b>A.</b>	Consult with internal and external stakeholders on innovation best practice	Q3 2015	Q1 2016
<b>B.</b>	Develop innovation and continuous improvement principles for the States of Guernsey	Q1 2016	Q2 2016
<b>C.</b>	Establish a team to lead on developing, testing and challenging innovative approaches	Q1 2016	Q2 2016
<b>19. Acting on understanding innovation</b>			
<b>A.</b>	Develop a process model to bring innovation into policy development and service design	Q4 2015	Q4 2017
<b>B.</b>	Develop quality and performance monitoring for innovation activity	Q1 2016	Q2 2016
<b>20. Making innovation business as usual</b>			
<b>A.</b>	Deliver a programme for managers and staff on the use of the innovation model	Q4 2015	Q4 2017

## Useful links

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### **Access to Information Code**

<http://www.gov.gg/information>

### **Children and Young People's Plan**

<http://gov.gg/cypp>

### **Community survey**

<http://gov.gg/feedback>

### **Compact on Partnership Working between the States of Guernsey and the Island's Voluntary and Charitable Sector**

<http://gov.gg/charities>

### **Disability and Inclusion Strategy**

<http://gov.gg/disabilitystrategy>

### **eCensus Project**

<http://www.gov.gg/population>

### **Economic Development Framework**

<http://www.gov.gg/EconomicFramework>

### **Finance Sector Forum**

<http://www.gov.gg/article/5787/Finance-Sector-Forum>

### **Financial Transformation Programme**

<http://gov.gg/article/108312/Financial-Transformation-Programme>

### **Guernsey Annual Electronic Census Report 31st March 2014 - Population snapshots, trends and forecasts**

<http://www.gov.gg/population>

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**La Mare de Carteret School redevelopment**

<http://www.education.gg/LMDC>

**Public Accounts Committee**

<http://gov.gg/pac> or

<http://gov.gg/pacpublishedreports>

**Supported Living and Ageing Well Strategy**

<http://gov.gg/slaws>

**States Review Committee**

<http://www.gov.gg/statesreview>

**States Strategic Plan**

<http://www.gov.gg/ssp>

**Strategic Asset Management Plan**

<http://www.gov.gg/article/108220/2013-July-30th-Billet-XV-XVI-XVII>



FOR MORE INFORMATION  
GO TO [GOV.GG/CHANGE](https://gov.gg/change)