

Annex 1 – A Framework for Public Service Reform – progress against the actions listed

Ref	Description	Theme	Start Date	End Date	Progress Update
1a	Use existing and new research to understand our customers' views, needs and behaviour – customer insight	Customer	01/07/2015	31/12/2017	On track
1b	Increase our engagement with customer groups and develop social marketing initiatives with them	Customer	01/10/2015	30/06/2016	Ongoing
1c	Develop quality and performance indicators for customer service	Customer	01/01/2016	31/12/2016	Ongoing - included within the development of the States-wide performance management framework
2a	Develop and launch 'Tell us Once'	Customer	01/01/2016	31/12/2017	On track – Launched for change of address
2b	Develop and launch 'Proud to Serve'	Customer	01/01/2016	28/02/2017	Ongoing - Development completed, launch date now February 2017
2c	Develop and launch a customer service excellence charter	Customer	01/01/2016	31/03/2017	Ongoing – Launch date now Q1 2017
3a	Develop customer satisfaction measures and targets	Customer	01/01/2016	31/12/2016	Ongoing - included within the development of the States-wide performance management framework
3b	Put customer services targets into departmental, service unit and individual performance objectives	Customer	01/01/2016	31/03/2017	Ongoing - The draft customer charter provides a framework within which service areas and individuals can set their objectives
3c	Provide customer service training across the organisation	Customer	01/07/2016	30/06/2017	On track

Ref	Description	Theme	Start Date	End Date	Progress Update
4a	Consult with internal and external stakeholders on value for money best practice	Value for Money	01/10/2015	31/12/2016	Completed
4b	Develop value for money principles for the States of Guernsey	Value for Money	01/01/2016	31/03/2017	Ongoing – revised completion date Q1 2017
4c	Establish a team to lead on testing and challenging value for money principles across the public service	Value for Money	01/01/2016	31/12/2016	Completed - Finance Business Partners fulfil this role
5a	Develop and deliver value for money training across the organisation	Value for Money	01/10/2015	31/12/2017	On track
5b	Develop tools for staff to use to assess value for money	Value for Money	01/10/2015	31/12/2017	On track
5c	Develop value for money indicators for the organisation to report against	Value for Money	01/01/2016	31/12/2017	On track
6a	Report on value for money initiatives	Value for Money	01/07/2017	30/09/2018	Not started
6b	Put value for money targets into departmental, service unit and individual performance objectives	Value for Money	01/01/2016	31/12/2017	On track
6c	Build value for money principles into policy making processes	Value for Money	01/01/2016	31/12/2017	On track
7a	Redefine and clarify the roles and accountabilities of senior public servants	People	01/07/2015	30/06/2016	Completed

Ref	Description	Theme	Start Date	End Date	Progress Update
7b	Develop and put in place the Future Leadership Programme	People	01/01/2015	30/09/2017	On track
7c	Put Competency Frameworks in place across all parts of the organisation	People	01/01/2014	30/09/2016	Civil Service Competency Framework now in place
8a	Develop long term strategies for the recruitment and succession planning of leadership and critical roles	People	01/01/2016	31/12/2018	On track
8b	Standardise HR policy, procedures and processes across the organisation	People	01/01/2013	31/12/2016	Ongoing
8c	Develop and implement a 'working longer' strategy	People	01/01/2017	31/12/2018	On track
9a	Implement the use of technological solutions to deliver more effective people management	People	01/01/2016	31/12/2017	On track
9b	Implement an enhanced occupational health and wellbeing service to reduce sickness absence	People	01/10/2015	31/03/2017	Ongoing – expected Q1 2017
9c	Implement the behavioural competences of leadership, teamwork and accountability as core considerations against career progression	People	01/01/2016	31/12/2018	On track
10a	Consult with internal and external stakeholders on performance management best practice	Performance Management	01/01/2015	30/06/2015	Complete

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10b	Develop performance management principles for the States of Guernsey	Performance Management	01/07/2015	31/03/2016	Complete
10c	Establish a team to lead on testing and challenging performance management principles across the public service	Performance Management	01/01/2015	31/12/2015	Complete
11a	Develop and deliver performance management training across the organisation	Performance Management	01/04/2016	31/12/2016	Ongoing - A formal training plan is under development
11b	Develop online tools for staff to use to report on performance management	Performance Management	01/10/2015	31/12/2016	CEMT Reporting in place – wider use of the tool will be rolled out in 2017
11c	Develop performance management indicators for the organisation to report against	Performance Management	01/04/2016	31/12/2016	Ongoing – indicators will “go live” in 2017
12a	Develop reporting on performance management initiatives	Performance Management	01/07/2015	30/06/2016	Complete
12b	Put performance management targets into departmental, service unit and individual performance objectives	Performance Management	01/10/2015	31/12/2016	Ongoing – is now being aligned to Phase 2 of the Policy & Resource Plan and the Business Planning process
12c	Build performance management principles into policy making processes	Performance Management	01/10/2015	31/12/2016	Ongoing – is now being aligned to the Phase 2 of the development of the Policy & Resource Plan

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13a	New Gov.gg website	Digital	01/01/2015	31/12/2016	Complete
13b	Digitise the most used public transactions in line with 'Tell us Once'	Digital	01/01/2015	31/12/2016	Completed for change of address
13c	Establish a customer board to support the development of online services	Digital	01/01/2016	31/12/2016	Complete
13d	Conduct a full connectivity review and develop future connectivity options with industry	Digital	01/07/2015	31/12/2016	Complete
14a	Implement the IT improvement programme	Digital	01/01/2015	31/12/2017	On track
14b	Implement record retention and document management policies	Digital	01/04/2015	30/09/2017	On track
15a	Define and establish a business intelligence function	Digital	01/04/2016	31/12/2016	Complete
15b	Complete the cyber security review and make recommendations	Digital	01/04/2015	31/12/2015	Complete
15c	Move data onto cloud and put in place a single technical system	Digital	01/04/2015	31/12/2017	On track
15d	Publish the digital economic development strategy	Digital	01/07/2015	31/03/2016	Complete
16a	Programme business case and Policy Letter to the States of Deliberation	Property	01/10/2015	30/06/2017	Ongoing – a number of property rationalisation business cases are included in the Capital Prioritisation process, the outcomes of which will be

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					considered by the States in June 2017
16b	Consult with service users	Property	01/07/2015	30/09/2016	Ongoing
16c	Modernise the retained estate including through the use of technology	Property	01/07/2016	31/12/2017	On track
16d	Complete the first set of changes	Property	01/10/2016	30/09/2017	On track
17a	Consult with internal and external stakeholders on estates management best practice	Property	01/07/2015	31/12/2015	Complete
17b	Identify the core estate and match against public service needs	Property	01/07/2015	31/12/2016	Complete
17c	Establish a 'new ways of working' team to identify and test approaches to using the estate and to develop quality and performance monitoring	Property	01/07/2015	30/06/2016	Complete
17d	Disposal of unused assets through sales, re-use or leasing	Property	01/10/2016	30/09/2018	On track
18a	Consult with internal and external stakeholders on innovation best practice	Innovation	01/06/2015	31/03/2016	Complete
18b	Develop innovation and continuous improvement principles for the States of Guernsey	Innovation	01/01/2016	30/06/2016	Complete
18c	Establish a team to lead on developing, testing and challenging innovative approaches	Innovation	01/01/2016	30/06/2016	Complete

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19a	Develop a process model to bring innovation into policy development and service design	Innovation	01/10/2015	31/12/2017	On track
19b	Develop quality and performance monitoring for innovation activity	Innovation	01/01/2016	30/06/2017	Ongoing
20a	Deliver a programme for managers and staff on the use of the innovation model	Innovation	01/10/2015	31/12/2017	On track