

States Works Business Plan 2018-2020

Our Quality of Life



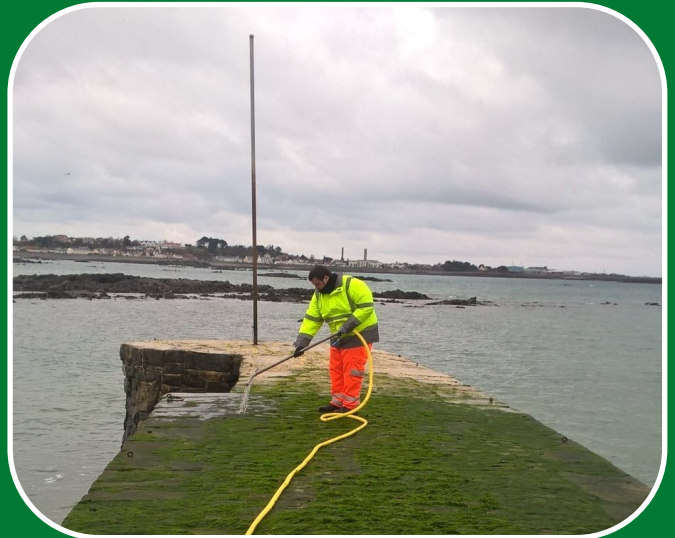
Our Way of Life



Our Economy



Our Community



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1. Foreword

Government and Public Sector reform and an unprecedented period of financial restraint has presented many challenges and potential opportunities to States Works in recent years. To rise to these challenges and opportunities, it is recognised that States Works needs to establish a clear modus operandi through the development of an optimum operating model for the business. The outcome of which will provide the building blocks upon which the future direction of the business can be founded.

Custom and practice needs to be challenged, and the efficiency and effectiveness of our services reviewed, benchmarked and where appropriate market tested to demonstrate best value. This will inevitably result in the need for change and the introduction of alternative, leaner and smarter ways of working. This is recognised within this Business Plan which is considered an interim plan covering the transition period 2018 – 2020.



Paul Lickley, General Manager

During this transition period, States Works will continue to work closely with our clients and contribute towards the delivery of essential outcomes of the Policy & Resources Plan on behalf of our wider group of stakeholders – ensuring our built and natural environments are protected and that our public and open spaces are enhanced and maintained to a high standard.

Our Vision:

“To deliver a return in the best interest of islanders, by achieving sustainable growth as a well respected and trusted service provider, whilst maintaining our unique island identity”

2. Executive Summary

States Works provide social and economic benefits to the Island and its community as well as the provision of vital services to ensure the resilience of States infrastructure.

The States of Guernsey Medium Term Financial Plan is a key component of Phase 2 of the Policy and Resource Plan and presents a fiscal strategy covering the term 2017 – 2021. This is designed to ensure the finances of the States can support the delivery of the outcomes set out in the Policy and Resource Plan.

It is estimated that over the plan period, a total net financial improvement to the baseline of £40M is necessary to close the current deficit. Each States Committee will be targeting reductions in expenditure which will in turn impact on their expenditure on services provided by States Works on their behalf.

The effect of these efficiency targets present conflicting pressures on States Works as it tries to balance contributing to the States trading entities target return, whilst providing its States clients with realisable efficiencies and savings. These efficiencies will contribute towards the target reductions in expenditure of individual States Committees.

This Business Plan takes account of the current situation and sets out an interim plan to both seek to drive service efficiencies, engage closely with our existing clients and grow our business through identifying new opportunities that are consistent with our business model.

The Plan incorporates the work that has already commenced to establish an optimum Operating Model and a set of clear future guiding principles for States Works. The outputs from which will be fundamental in enabling States Works to develop a clear *modus operandi* and a robust and achievable forward looking business plan beyond the period of this plan. This linked to supporting the delivery of the aims and objectives of other States Committees, the States of Guernsey Trading Assets and the Policy and Resource Plan.

The following guiding principles underpin this plan and indicate the current direction of travel, whilst recognising that States Works may need to adapt to deliver upon its ultimate Operating Model.

- To promote and develop ourselves as the preferred provider of essential and non-core municipal and maintenance services to our SoG clients, where value for money can be demonstrated from their internal provision, or where provision is considered essential to continuity of island life;
- To retain the provision of an emergency response resource based on the combined business model, where everyday business is the focus, but when an emergency strikes or even a call out arrives, priorities change. This provision remaining incidental to, rather than being used to determine or indeed limit States Works wider business activities;

- To retain a working capital and provision for funding future return on investment initiatives;
- To make a return in the best interests of islanders;
- To maintain a presence in otherwise monopoly markets;
- To generate income from business opportunities within the private sector that are either considered to provide wider benefit to the community; and/or are untapped or lacking in competition and with a view to providing increased returns in the interest of islanders.

An independent review of States Works current activities is also proposed to highlight to management where opportunities for improved operations, services and efficiencies may be realised to support its aims and demonstrate to our clients the steps being taken to demonstrate value for money in the absence of direct market test in some areas.

Our commitment being to proactively respond to the outcomes of the review in the pursuit of leaner, smarter ways of working, where appropriate through embracing innovation and emerging technologies.

It is also recognised, that successful delivery of the aims and objectives of this plan, will not be realised without understanding and listening to our most important assets, our people and our customers. Both aspects feature heavily in the plan as we seek to develop a people plan that promotes engagement and innovation (smarter, leaner ways of working), through life-long learning, training and development and reinforced through positive performance management and succession planning. We will also seek to understand our customers, their needs and expectations and deliver upon the Customer Promises enshrined in our Customer Charter.

All this is underpinned by our commitment to the vision and direction of Service Guernsey that is shaping the future provision of public services. The values and themes in respect of which are described in more detail within this Plan.

3. Who We Are

As one of the States of Guernsey Trading Assets (SoGTA) under the auspices of the States Trading Supervisory Board (STSB), States Works is an unincorporated self-funding Trading Asset that provides municipal and maintenance services to its predominately States of Guernsey (SoG) client base on a formal contract basis. This is achieved by utilising the skills and expertise of a predominantly manual workforce and specialist vehicles, plant and equipment. These resources not only complement the essential day to day services that we provide, but they also support the provision of an emergency response resource to incidents and emergencies. All this contributing to ensure the safety and security of the island's natural and built environment.

States Works receives no direct funding or subsidy from the States, and operates an independent trading account from which all operational and capital expenditure is funded.

States Works officers report to the SoGTA Executive for the Civil Service functions and the States Works Company Board for operational decision making. The purpose of the Company Board being to support the delivery of the STSB's mandate, ensuring the efficient and effective management, operation and maintenance of States Works trading concerns and commercial interests.

The Company Board is accountable to the STSB who provide overarching governance, policy and strategic direction. The Board operate by challenging established practices and assumptions and by seeking to support the business in establishing clear strategic direction, business planning and operational delivery in support of the outcomes of the Policy and Resource Plan, the Medium Term Financial Plan, the Public Service Reform Agenda, Service Guernsey and other key strategic reviews and organisational drivers.

Our board members are:

- John Hollis, Chairman and Non States Member, STSB
- Jeremy Smithies, States Member, STSB
- Richard Evans, Deputy Managing Director, SoGTA
- Mark Darby, Chief Executive Officer, Aurigny Air Services
- Paul Lickley, General Manager, States Works
- Matthew Hardwick, Senior Manager Technical, States Works
- Ian Merrien, Senior Finance Manager, States Works

States Works contribute to critical elements of the island's infrastructure which are the fabric upon which our community's social and economic wellbeing relies. States Works harnesses the strengths and advantages that come from retaining public sector ownership and control of critical infrastructure. whilst coupling this with a commercially and customer focused approach to delivery and operation

Our Mission:

“Working together with partners to deliver a range of efficient, effective and resilient services aimed at maintaining and enhancing the island's natural and built environment”

4. What We Do

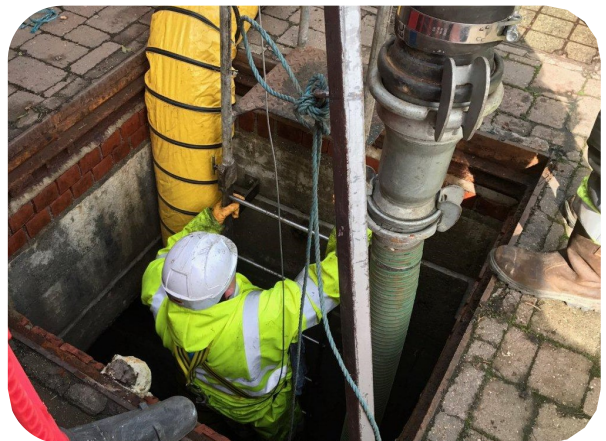
States Works employs a 220 strong team with decades of experience in the maintenance and enhancement of the island's natural and built environment and the smooth running of public services. Our intimate knowledge of Guernsey's infrastructure enables a proactive approach to problem solving and a fast and efficient response to routine and emergency situations.

Out of hours we operate a call out service ready to respond to any emergency. Major incidents may occur perhaps once a decade, but more frequently we are called out to respond to routine incidents, ranging from oil spills on the road, to storm damage, to the removal of a dead dolphin from the beach.

We give back to the island too - through the Community and Environmental Projects Scheme (CEPS) we help to provide temporary work and training opportunities for those wishing to retrain or re-enter the workforce after a period of absence. This labour is also offered free of charge to local groups and charities who need help.

4.1 Emergency Response

States Works is a multi-disciplined organisation with resources ranging from skilled tradesmen to the largest vehicle fleet in Guernsey. These resources not only complement the essential day-to-day services that we provide, they also support us in our primary role as the Island's Emergency Response resource - a 24-hour Island-wide emergency Call-Out service operating throughout the year.



When a major incident or natural disaster occurs, fast and sustained remedial action can minimise the extent of the damage while provision for a permanent repair or longer lasting solution is made. Being on an island and without direct access to a managed and coordinated resource (e.g. the armed forces), it is essential that such provision is maintained and available to local government.

The combined resource business model is considered the most effective solution to such provision – an arrangement under which everyday business is the focus, but when an emergency strikes or a Call-Out arrives, priorities change dynamically.

Key Fact: We respond to around 200 call outs 24 hours a day all year round, excluding sewage collection service callouts.

4.2 Highways Services

This section comprises of our highways, cleansing and signs and lines teams which brings together those elements of common infrastructure, enabling us to manage them more effectively through resource optimisation and coordination of activities.



4.2.1 Highways

Our team primarily competes for road resurfacing, reconstruction and road repair work with the Island's only supplier of bitumen based products. Our main client is Traffic and Highways Services, albeit this work is augmented with private work used to balance the workload of the team.

This is an area of the business we are committed to maintaining and developing, thereby ensuring competition and providing both the States of Guernsey and private clients with more financial transparency and confidence. We also continue to consider the implementation of new methods and technologies aimed at reducing reliance on our main competitor for plant and materials (e.g. the recent purchase of our own road planer and paver).

Key Fact: Over 23,000m² of road and nearly 500m² of footpaths resurfaced in 2017.

4.2.2 Cleansing

Our team of unsung heroes provide a full range of year round infrastructure cleansing services. These activities primarily relate to the manual and mechanical cleansing of the island's public highways and associated public spaces through established service level agreements with States clients. This work includes beach cleaning, path clearance and de-weeding and the high pressure street washing of the less accessible areas of Town, such as steps, pavements and the Commercial Arcade. Rural road cleansing is also undertaken to maintain the network of lanes by removing the build-up of leaves, weeds and mud.

Key Fact: 800 miles of roads are cleaned both manually and mechanically each year.

4.2.3 Signs and Lines

This team is responsible for painting all the road markings we see on our public highways. The centre lines, stop lines, bus stop markings and all other road and recreational activity markings and signs are provided by this small team. All this work is carried out through a number of discrete service level agreements with our predominantly States clients.

The team also deal with signing of road closures, unplanned incidents and public or major events such as Liberation Day, where the team can place out, move and collect anything up to 1,000 crowd barriers and all the signs and diversions that go with such events.

Private contracts related to surface markings including car parks, sports markings (on all hard surfaces), leisure pitches or courts and playground markings are also undertaken.

Key Fact: Over 2,500 road signs and boards are placed across the island each year.

4.3 Community and Environmental Projects Scheme (CEPS)

The CEPS provides temporary work & training opportunities for people who are not working due to unemployment or long-term illness. The objective is to help prepare participants for permanent employment. Workers employed through the CEPS carry out a variety of projects which are of benefit to the community and/or the environment.



Key Fact: Around 90 people work in placements with CEPS each year.

4.4 Waste Management Services

States Works has operational responsibility for Longue Hougue Reclamation, Mont Cuët Landfill, Chouet Green Waste, Fontaine Vinery Waste Segregation and Longue Hougue Civic Amenity/Re-use sites. We also have responsibility for the environmental monitoring of current waste operations and continued management and aftercare of the island's closed landfill sites. This includes the provision and maintenance of landfill gas and leachate abstraction infrastructure.



The team is also responsible for maintaining and emptying all coastal and other publicly accessible bins around the island and undertake waste and recycling collections for commercial customers. This includes the provision of waste and recycling collection services under contract with both the Parish of St Sampson and St Peter Port. These contracts secured by means of competitive tender.

Waste management is considered a growth area for the business, this in part linked to the implementation of the island's solid waste strategy and the introduction of enhanced kerbside collection arrangements which will include the future segregation of household and commercial food waste. The team is also seeking to secure the 10 year operating contract for the new waste transfer station and household waste recycling centre being developed at Longue Hougue.

Key Fact: 198 litter bins are emptied up to 7 days per week throughout the year. This equates to 54,175 bins being emptied each year.

4.5 Fleet Management

We operate one of the largest commercial garages on the island, within which we maintain our own large and varied vehicle fleet, from small vans to specialist drainage and road cleansing vehicles, and provide maintenance and repair services. These services are predominantly for States of Guernsey clients, supplemented by some work for private clients. The use of vehicle tracking across our commercial fleet ensuring the efficient and effective utilisation of our vehicles.



This is an area of expansion for States Works as we seek to become the preferred provider of fleet management services across the States of Guernsey.

Key Fact: We maintain an average of 500 vehicles, plant and machinery items each year.

4.6 Land Management

Our land management team operate from our Burnt Lane facility where staff are trained in propagation skills and cultivation. The team provide highly efficient and effective business services including gardening, groundsman and greenkeeper services for its predominantly states clients based on a 5 year service level agreement.



The team not only care for the island's playing fields and recreational areas, they also maintain nature conservation sites, cemeteries, cliff paths, commons and beach headlands on a year round basis. The maintenance of biodiversity through nature conservation sites includes manual and mechanical hedge and stream cleaning, whilst a dedicated team attends to the island's 28 miles of cliff paths.

The majority of the island's public hedges, roadside verges and green lanes are also groomed and cared for by the same team of trained professionals.

In addition we undertake private garden maintenance and husbandry work and a wide range of plants can be hired for weddings, marquees, special events and internal office decoration. Our staff are also responsible for many of the public floral displays around the island, most noticeably seen during Floral Guernsey.

Key Fact: Around 100 tonnes of recycled soil conditioner is processed and used by States Works on flower beds all around the island each year and 55,000 plants and 20,000 bulbs are planted.

4.7 Engineering Services

This section comprises our electrical, mechanical and drainage teams which bring together those elements of common infrastructure, enabling us to manage them more effectively through resource optimisation and coordination of activities. Equipment is maintained effectively to ensure States Works services run efficiently.

The health, safety and well being of our staff is a priority. All our contract work adheres to the highest levels of health and safety regulation, with staff trained and certified to work within confined spaces.

4.7.1 Electrical and Mechanical

We provide a full range of predominantly commercial/industrial facilities management, mechanical and electrical installation, maintenance and repair services as outlined below. This work continues to be supplemented by contracts for private clients to maintain a balanced programme of work.

- General property maintenance (including pumping stations, treatment works, etc.)
- Traffic signals
- Pumps and pipework delivery systems
- Ventilation and central heating systems
- Supervisory Control and Data Acquisition systems (SCADA)
- Domestic and commercial electrical and data installations
- External lighting systems
- Mechanical and fabrication works (including welding)



In addition to the skilled staff, we have a modern fully equipped workshop within which a range of fabrication, machining, precision turning, milling, welding and drilling can be undertaken in a controlled environment. We remain the Bailiwick's agent for Flygt Pumps and are keen to promote and establish other key agencies and product supply chains.

Key Fact: We maintain 160 foul water pumping stations and 36 sets of traffic lights across the island.

4.7.2 Drainage

We operate the largest specialist drain cleaning vehicle in the island, which is used for the cleaning of the island's sewage and surface water networks, including wet wells and pump stations. This multifunctional vehicle fitted with high pressure cleaning attachments.



To complement this vehicle we also have two modern specialist gully sucker/jetting vehicles, which are used for cleaning surface water gullies, smaller diameter foul and surface water pipework and pits.

Key Fact: The drainage team remove around 500 tonnes of debris from the island's road gullies each year.

4.8 Sewage Collection Service

The sewage collection service operates from Griffiths Yard with a fleet of 34 special tankers. Through a service level agreement with Guernsey Water, States Works empty sewage from over 4,500 cesspits either by means of a scheduled emptying frequency (90% of our customers) or by request.

Key Fact: 160,000 tanker loads of waste water are collected each year (Each load is 800 gallons).



5. Our Outcomes

An outcome is something that our community, made up of customers and Islanders as a whole, should experience as a result of our actions and the actions of others. For this reason, our outcomes cannot be achieved without collaboration and cannot be delivered in isolation from each other.

Over the duration of this 3 year Business Plan, the best way to achieve our outcomes may need to be adapted according to changing circumstances, whilst the outcomes we seek to achieve by their nature are longer-term.





Outcome 1: Providing Value for Our Customers and Increasing our Profile

States Works understand their customers needs and provide services that they value and trust.

What do we want to achieve?

- Enhanced customer and client engagement.
- Marketing communications campaigns in order to reach a wider audience using emerging and traditional communication channels.
- Understand customer needs and value perception for existing and future services.
- Evidence of strong performance and value for money.

Initiative 1: Develop a Marketing & Customer Engagement Plan to raise the profile of States Works Services

- Develop marketing & customer engagement plans to target customers and stakeholders.
- Raise the profile of States Works, by undertaking research to understand our customers and stakeholder needs and implement improvements to address identified target areas.

Initiative 2: Developing our Customer Charter

- Improve our customer service performance by communicating and delivering upon our customer promises and adapting our provision through feedback and positive engagement with our clients and stakeholders.

Initiative 3: Raising the profile of States Works services

- Improve the Customer focused content on the Web and social media communications.

What will success look like?

Customer satisfaction and engagement, as well as staff engagement is routinely measured and improved upon— the perception of value is increased.



Outcome 2: A Well Maintained Built and Natural Environment and Infrastructure

Ensure the island's outside living spaces are attractive and well managed, whilst maintaining and maximising the efficiency of service delivery and infrastructure to ensure services operate to their optimum.

What do we want to achieve?

- Provide a clean and attractive environment for local residents and visitors.
- Promote and encourage the community to take pride in their environment and work together to maintain it.
- Develop a holistic approach to wider environmental management practices.
- Continuous improvement in the provision of our key services to help maintain and enhance island infrastructure.
- Embrace emerging technologies to reduce our carbon footprint.

Initiative 1. Enhance environmental management and provision of expertise.

- Develop an Environmental Management System (EMS) to enhance environmental performance and contribute to sustainable development. Implement and align operations to ISO 14001:2004 (and ISO 14001:2015 by 2020).
- Develop ways in which States Works can provide corporate advice and influence across SoG and the wider supply chain (whole life cycle analysis).

Initiative 2: Develop potential new business from the Circular Economy Model

- Develop potential new municipal and maintenance services where appropriate in partnership with third parties.

Initiative 3: Explore green economy opportunities e.g. 'green technologies'

- Develop opportunities to embrace emerging green technologies and reduce our carbon footprint (electric vehicles, use of biodiesel, etc.).

What will success look like?

A clean, attractive and well maintained island, delivered through compliance with appropriate quality management and environmental standards and by embracing renewable energy and emerging technologies.



Outcome 3: Making a Return in the Interests of Islanders

Achieve a positive contribution, whilst ensuring that services provide good value to our clients and a return in the best interest of islanders as a whole.

What do we want to achieve?

To contribute to the wider aims and objectives of the States of Guernsey through:

- The provision of efficient, reliable and value for money services to our States and private clients.
- Make a return in the best interests of the States and the island.
- Develop new revenue opportunities which support States Strategic aims and objectives; and/or where the market is untapped or lacks competition.
- Develop asset management and utilisation planning to maximise the efficiency of our infrastructure and assets.
- Develop new business opportunities aimed at maximising our assets and amortising costs.

Initiative 1: Undertake an efficiency & benchmarking review of services

- Commission an efficiency and benchmarking review of operational activities in the absence of direct market testing in some areas. Benchmarking with comparable private and public sector providers.
- Develop productivity metrics and key performance indicators to measure performance in each operational area.

Initiative 2: Resource and estate optimisation

- Develop robust asset management and utilisation plans.
- Investigate use of SAP asset maintenance module application and alternative Asset Management Systems and implement chosen system.
- Optimise the procurement and lifecycle of assets using best practice procurement, asset management systems and processes.

Initiative 3. Review and identify smarter ways of working

- Improve productivity through smarter and leaner ways of working (double shifting and sweating assets, etc.).
- Identify mobile and other technologies to support more efficient and smarter working.
- Implement ICT review recommendations and identify future requirements.
- Upgrade the cesspit emptying management system to improve financial and operational management (this in conjunction with our client).
- Investigate and implement solutions for main operating system for financial and business management information.

Initiative 4. Make a positive commercial contribution

- Develop a returns policy to be agreed by STSB and in the best interests of the States and the General Public.

What will success look like?

States Works will reduce its baseline costs and make a return in the best interests of islanders.



Outcome 4: Consolidate and Develop our Business, Working with Partners

States Works understand their customers needs and provide services that they value and trust.

What do we want to achieve?

- A clear modus operandi and strategy for how States Works can maintain and develop its services.
- Review client needs and how the current services may adapt to meet these changing needs.
- Promote our services and potential to develop existing services, start new business opportunities and divest services which do not represent value for money.
- Enhance efficiency and effectiveness through performance management, and in order to make a return in the interests of Islanders.

Initiative 1: Develop Target Operating Model (TOM)

- Explore models for the supply of municipal and maintenance services from the existing provision through to a direct and/or managed service model. Where appropriate working with commercial partners and third sector.

Initiative 2: Business Development

- Consider a new Business Development and Contract Management function to identify and maximise new business opportunities and manage and consolidate existing contracts.

Initiative 3: Identify new business opportunities

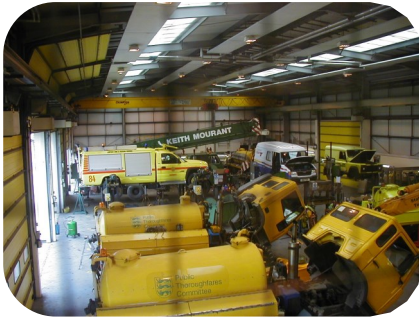
Develop a marketing strategy for the Target Operating Model to include:

- The identification of new service and consolidation/divesting of existing services.
- Development of a pricing strategy for States and Private clients.

- The development of robust contracts and service level agreements to include performance management through agreed key performance indicators.
- Secure the renewal of the 5 year corporate provision of land management contract.
- Seek to develop our status as 'preferred provider' of municipal and maintenance services across the States. For example in the provision of corporate fleet management and property compliance services.
- Identify opportunities to create additional income that are within policy. Opportunities to be identified from existing/new Private sector clients where such opportunities support States Strategic aims and objectives, and/or if in the best interests of the public, where the market is untapped or lacks competition.
- Seek to secure works contracts for the Island Games and maximise marketing opportunities.

What will success look like?

Optimum Operating Model established and business growth achieved through a successful marketing Strategy.



Outcome 5: Emergency Response and Business Continuity Management

Ensuring the safety of Islanders and continuity of island life, through a robust emergency response provision and fit for purpose business continuity planning.

What do we want to achieve?

- Provide the needs based evidence for the emergency & incident response resource and a robust business model for the future.
- Develop the maturity of the business continuity management planning and practices within States Works.
- Assist the States of Guernsey in the operational aspects of crisis management & business continuity planning.

Initiative 1. Assess the future policy, principles and funding model options for provision of an emergency response resource

- Review current provision, evidence base outputs against business needs and resource response requirements.
- Consider alternative options and models of provision.
- Identify how the options/models can be funded (e.g. continue subsidy from States Works SLA work or central /other funding).
- Seek endorsement of preferred operating model and align operational activities as appropriate. Engage and communicate with key stakeholders on preferred model.
- Formalise agreed future arrangements (e.g. Memorandum of Understanding (MoU) with States of Guernsey, contractual arrangements with third parties, staff contracts, etc.).

Initiative 2. Review Business Continuity

Develop States Works Business Continuity Plans for business & operational activities.

- Re-assess/update Business Impact Assessments
- Test resilience of BC Plans on an annual basis

Initiative 3: Support the SoG in discharging its Civil Contingency and business continuity responsibilities

- Work with the Emergency Planning Officer and Guernsey Strategic Coordinating Group to identify gaps in current provision.
- Develop proposals for States Works to support the Civil Contingencies Authority and Committees in discharging their civil contingency and business continuity responsibilities as a provider of response to crisis / incident / business continuity management.

What will success look like?

Emergency response resource provision enshrined in 'Memorandum of Understanding' and supported by routinely tested and reviewed business continuity plan.

6. Our Enablers

6.1 Service Guernsey Themes

We will strive to deliver against the core themes of Service Guernsey:



Value for Money – We promise to strive to strike the right balance between the needs of the customer, the quality of service they receive and the cost to the public.



Customer – We promise to seek to understand our customers, their needs and expectations and deliver upon our Customer Promises



Organisational Performance Management – We will strive to ensure we collect and measure against the right data to manage performance, to support both strategic and operational decision making and improve transparency across services



People – We will seek to ensure our staff are happy, healthy and productive as they can be. This will include strengthening leadership, managing people for performance and responding to staff feedback to instigate positive change



Digital – We will embrace modern technology to enable positive change to the way we deliver services; to drive efficiency and effectiveness and reduce operating costs whilst at the same time improving the overall customer experience



Innovation – We will strive to create the conditions that allow this to flourish.

6.2 Investing in our Staff

We will endeavour to:

- Develop a **People Plan** to increase the competence, training and diversity of skills required for our business needs.
- **Review Terms and conditions** as part of the People Plan.
- Undertake a **gap analysis** of areas where there is lack of staff skills, identifying role criticality and develop robust succession plans.
- Work with Education's **Life Long Learning Service** to identify opportunities for developing skills in the workplace and apprenticeships for key skill gaps. Work to support further education providers to train future generation.
- Support the Guernsey College of Further Education and other providers in the provision of practical **training and development**.
- Implement a **Staff Action Plan** in response to the findings from the most recent staff survey
- Implement the **Performance Impact Programme** and seek to identify ways in which positive performance can be rewarded.



7. How We Contribute to the Policy & Resources Plan and Public Service Reform



8. Our Values

States Works is committed to achieving the values of 'Service Guernsey', whilst operating within the Civil Service Code. Service Guernsey setting the vision and direction that shapes how we provide public Services; one organisation, one purpose, one focus.

These values and themes will underpin the way in which the States Works Management team operate as a Leadership Team. These values disseminated to the staff through leading by example, staff engagement, and the States of Guernsey's Performance Impact Programme (PIP) .

SERVICE GUERNSEY

Working with you, to provide services that meet our community's needs.

Our Vision

Empowered and accountable staff working effectively, as one team, delivering customer focused services.

Our Values

Teamwork

Providing support to one another, working cooperatively, respecting on another's views, and making our work environment fun and enjoyable

Accountability

Acknowledging and assuming responsibility for actions, services, decisions and policies. It can be applied to both individual accountability on the part of employees and accountability of the organisation as a whole.

Professionalism & Customer Service

At all times we act with integrity, providing quality service, being reliable and responsible.

Empowerment

Encouraging employees to take initiative and give their best. Creating an environment to empower employees to lead and make decisions.

Leadership

Influencing and encouraging others to achieve common goals

CIVIL SERVICE CODE

Integrity

Integrity is about putting the public good above your own personal interests in whatever you do as a civil servant

Honesty

Honesty involves being truthful and transparent.

Objectivity

Objectivity means that you base your advice and decisions on rigorous analysis of the evidence.

Impartiality

Impartiality requires you to act solely according to the merits of the case and without bias. In a politically impartial Civil Service, you must not let your own political views influence your work.

9. Customer Charter Promises

To align with the States of Guernsey's Customer Charter, we have created our own specific customer promises.



Courteous and Fair

We will use complaints and compliments to improve our customer service and to upskill our team members.

All customers will be treated equally in a fair and respectful manner.

Timely and Efficient

We will acknowledge and respond to all calls and correspondence within a reasonable time frame.

Accessible and Provide Choice

We will advertise our information in various accessible areas including on Social Media.

Accurate and Relevant

We will provide a consistent and concise service and will strive to maintain a high standard of accuracy.

Provide the Opportunity to Give Feedback and be Heard

We will provide customers with the ability to give feedback on our services and will ensure that staff are made aware of any complaints and compliments received.

10. Performance Management

In addition to the projects, initiatives and activities to deliver the States Works Outcomes, we have identified a set of Key Performance Indicators (KPIs) to measure how successful we are at delivering the outcomes.

Our KPIs listed below will be reported regularly to our Company Board and the STSB. The KPIs are underpinned by business metrics that are used to monitor and manage our day-to-day operations.

Outcome	KPIs
1. Providing value for or customers and increasing our profile	<ul style="list-style-type: none"> • Customer satisfaction score (internal and external customers) • Number of Complaints • Number of Compliments
2. A well maintained built and natural environment and infrastructure	<ul style="list-style-type: none"> • Compliance with Environmental Standard ISO 14001 • Compliance with ISO 9001:2015 Quality Assurance • Number of regulatory breaches • Percentage of contracts/SLAs meeting contractual performance obligations
3. Making a return in the interests of the public	<ul style="list-style-type: none"> • Percentage efficiency savings target • Day sales outstanding • Surplus v budget • Forecast year end v annual budget • Capital Expenditure: a) Actual Vs budget year to date; and b) forecast year end Vs annual budget • Cash flow: a) Net cash flow actual vs budget year to date; and b) net forecast cash flow year end v budget • Age Debt – Percentage and value of controllable debt outstanding overdue
4. Consolidate and develop our business, working with partners	<ul style="list-style-type: none"> • % income from a) non-government business; and b) new internal/States business
5. Emergency Response and Business Continuity Management	<ul style="list-style-type: none"> • The States Works Business Continuity Plan has been tested • The States Works Business Continuity Plan has been reviewed/ updated annually • Number of Incidents • Number of Emergencies
6. Public Sector Reform/People measures for cost optimization, improving well-being and increasing staff satisfaction & engagement	<ul style="list-style-type: none"> • Percentage of staff that have had an appraisal • Days of sickness • Staff Survey: Response Rate • Staff Survey: Employee Engagement Score • Staff Turnover

Appendix 1

Organisational Structure

