



PARISH OF
ST HELIER

STRATEGIC PLAN 2020 - 2027

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1. The Big Picture

In setting out the Strategic Plan for the Parish, it is important to revisit the context within which we operate, what we are seeking to achieve, and what success looks like.

The Parish of St Helier is the largest of twelve parishes in Jersey, providing a range of municipal and other services across the capital of Jersey and the Parish. The Parish works with the Island's government¹, other parishes, and the voluntary and community sector, as well as private sector organisations. The Parish delivers services through two main operating divisions, employing over 200 staff and a wide range of honorary and volunteer roles.

Within this context, our aim is:

'to improve and enhance the lives of those living and working in St Helier'

So that:

'St Helier is a vibrant, safe, engaging and attractive Parish where people choose to live, work and visit.'

This Strategic Plan recognises our achievements to date, the government's priorities², and the challenges that lie ahead. It sets out our strategic objectives, where we intend to focus our efforts, how we intend to progress toward our vision for St Helier over the coming years, and what we aim to achieve in this 2020-2025 period.

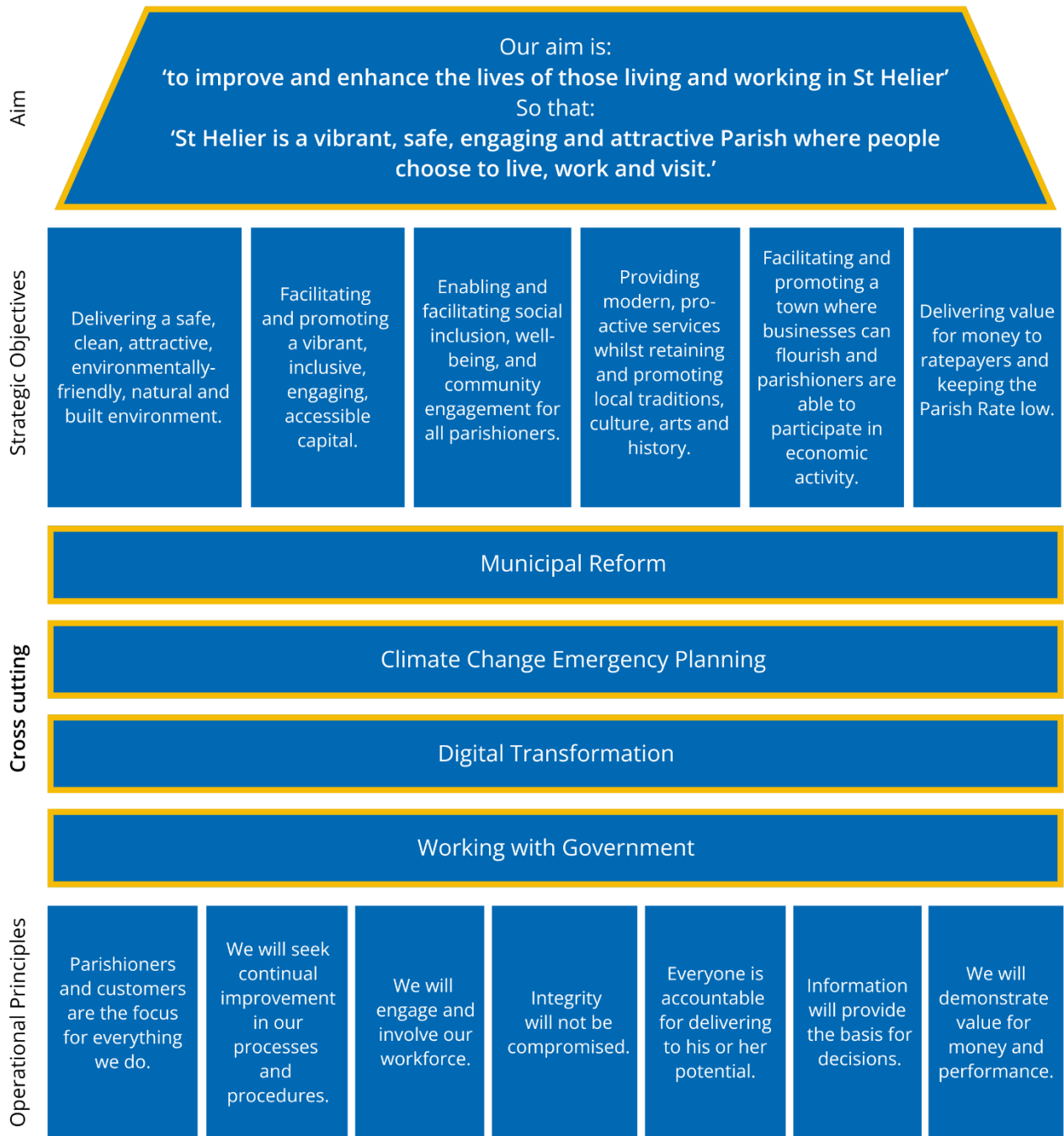
The approach to developing this Strategic Plan can be best described diagrammatically (figure one below). This illustrates our six key objectives that contribute to the delivery of our aim and purpose, three cross-cutting initiatives that span all our objectives and our operational principles, which underpin how we deliver our objectives.

¹ Government of Jersey

² Government of Jersey, Common Strategic Policy

<https://www.gov.je/SiteCollectionDocuments/Government%20and%20administration/181003%20Proposed%20Common%20Strategic%20Policy%202018.pdf>

Figure 1 – St Helier Aims and Objectives



The following paragraphs set out the component parts of our Strategic Plan in more detail.

2. Strategic Objectives

Through a series of workshops and discussions, the Municipality³ and Executive Management Team⁴ have identified the following key strategic objectives. These objectives begin to articulate what we intend to do ***'to improve and enhance the lives of those living and working in St Helier'*** and ensure that ***'St Helier is a vibrant, safe, engaging and attractive Parish where people choose to live, work and visit.'***

Our six strategic objectives are:

1. ***Delivering a safe, clean, attractive, environmentally-friendly, natural and built environment***

The environment in which we live and work is essential to our well-being, both physical and mental. It is important to reflect both the short- and long-term nature of this objective; the cross-cutting initiative on climate change also has the potential to have a significant impact on this objective.

What will we do

- We will seek to build on and make continual incremental improvements in the areas where we already have strong performance, such as cleanliness of our streets and the quality of our parks, gardens and open spaces.
- Through the work of the cross-cutting project on climate change we will work on reducing our Parish carbon footprint and seek to have a positive impact on carbon emissions generally.
- We will look to have a positive impact on new development within St Helier, using our influence to promote improvements in the local environment and facilities.
- We will seek opportunities to create more open green space within the Parish.
- We will work with the government and others to make our roads safer for pedestrians, cyclists and drivers.
- We will seek to ensure that our town centre and parks remain safe places where adults, children and families can enjoy time together.

³ Constable, Procureurs du bien Public, Roads Committee members

⁴ Chief Executive and Parish Directors

2. *Facilitating and promoting a vibrant, inclusive, engaging and accessible capital*

The vibrancy and accessibility of St Helier as our capital is a crucial element of Island life. Whilst the town environment is a coming together of residents, businesses, retailers, hospitality and visitors, and not something that can, or should, be controlled, we do seek to promote our capital as a vibrant, interesting place within which to live, work, visit, to shop, to eat and drink, and to do business.

What will we do

- We will seek to work with other bodies including cultural and heritage organisations, the Retail Association, government, and Visit Jersey to promote St Helier as a destination.
- We will promote and deliver events in and around town that enhance the experience of living in, working in, and visiting it.
- We will work with individuals and organisations to look at ways of making town more accessible for everyone.
- We will provide parishioners with multiple ways of accessing our services, utilising the whole range of digital and other communication opportunities.
- We will create an environment and opportunity for others to deliver events and activities in town that supports our objective.
- We will seek to continually increase footfall in the town centre.

3. *Enabling and facilitating social inclusion, well-being and community engagement for all parishioners*

Part of the role of the Parish is to support the well-being of individual parishioners and the community. We want those living in our Parish to be able to access services they need; to feel supported, part of the community, and not isolated. We want everyone to be able to participate in community life as much or little as they wish.

What will we do

- We will support diversity and inclusion and help all parishioners access services they need.
- We will influence, support, promote and enable charities, voluntary groups, community groups and others to deliver a variety of services for our parishioners.
- We will provide support to parishioners, supporting and enabling access to community and care services.
- We will deliver and support a range of care services, providing the opportunity for parishioners to continue living in their parish community regardless of care need.
- We will deliver and promote community events, providing opportunities to create and perpetuate a sense of a multi-cultural community.
- We will deliver and promote activities and opportunities to address social isolation.
- We will create an environment and opportunity for others to deliver events and activities in town that supports our objective.
- We will seek to continually increase footfall in the town centre.

4. *Providing modern, pro-active services whilst retaining and promoting local traditions, culture, arts and history*

It is important that we provide services that meet the needs of our parishioners and take advantage of modern techniques and technologies to maximise the benefits we can deliver. At the same time, retaining local traditions and culture is important to our sense of community and heritage. The Parish also seeks to promote local arts, culture and history wherever possible.

What will we do

- We will provide the opportunity to access our services in as wide a variety of ways as possible, including on-line, telephone, face to face and by post.
- We will keep parishioners and stakeholders informed of Parish events and activities utilising digital and traditional methods of communication.
- We will promote and support local culture and traditions and provide opportunities to learn more about the history of the Parish.
- We will promote knowledge and use of Jèrriais, developing and implementing a Jèrriais Language Plan for the Parish.
- We will use our influence to support and promote cultural events, activities and opportunities to expand the cultural offering within St Helier.

5. *Facilitating and promoting a town where businesses can flourish and parishioners are able to participate in economic activity.*

It is important that town is vibrant and accessible (Objective 2); it is also important that the Parish enables and facilitates town to be a place where businesses of all types can flourish, where processes and procedures encourage and enable new business ideas to be delivered, and where customers and workers can easily access businesses and their services. A key resource for businesses is their workforce; we want to enable and facilitate our parishioners to contribute to, and participate in, the success of businesses.

What will we do

- We will listen to the needs of businesses operating in St Helier, responding and providing support as appropriate.
- We will support and promote sustainable transport options for commuters.
- We will promote and support local services that enable parishioners to participate in work, such as child care services.
- We will provide opportunities for businesses and their staff to participate in the community and deliver their corporate social responsibility objectives.

6. *Delivering value for money to ratepayers, keeping the Parish Rate low*

Value for money for the ratepayer must be a key consideration in all Parish decisions. We must understand the cost and value of our services and engender a culture of continuous improvement, challenging ourselves to improve efficiency year on year.

What will we do

- We will operate balanced budgets, only raising sufficient funds through rates that are needed to deliver our services and maintain our assets.
- We will maintain an appropriate rates reserve to manage unforeseen circumstances.
- We will benchmark ourselves against others, seeking improvements in efficiency where appropriate.
- We will seek to constantly improve our efficiency using digital and other opportunities to minimise costs and improve efficiency and effectiveness.

3. Cross-cutting Initiatives

Cross-cutting initiatives are major activities that will have a significant impact across the delivery of a number of our strategic objectives.

Three cross-cutting initiatives have commenced and will conclude during this strategic planning period; these are set out below.

1. *Municipal Reform*

A working group was established in 2019 to consider this issue. The purpose of the group was to consider how a revised or new municipal structure could best address the issues identified that either hamper or prevent the Parish from appropriately meeting the needs of parishioners whilst retaining the current processes that work well; it is also directed to oversee the implementation of any agreed changes resulting from this review.

Parish Assemblies in November and December 2019 accepted the recommendation of the group to establish a Shadow Conseil Municipal, and then elected members to form the Shadow Conseil.

What will we do

- Operate a Shadow Conseil Municipal during 2020 to test the concept;
- Identify and consider where changes in responsibilities and powers will better serve parishioners;
- Develop and implement proposals for any appropriate changes; and
- Develop Parish views / policies on key areas of interest.

2. *Climate Change Emergency Planning*

A working group was established in 2019 to consider this issue. The purpose of the working group was to:

- Guide and oversee the development, preparation and presentation of a plan that sets out how the Parish can aim to become carbon neutral by 2025-2030;
- Oversee work to establish the Parish's current carbon footprint; and
- Support the presentation of this information to Parish Assembly during 2019.

The Working Group presented its report to the December 2019 Parish Assembly. The next stage will be to deliver key changes to reduce the Parish's carbon footprint.

What will we do

- Develop costed proposals for each year over the strategic planning period to deliver the key aspects of the Climate Change Emergency Plan received by the December 2019 Parish Assembly.
- Present affordable proposals to Parish Assemblies to deliver key aspects of the Plan.
- Implement approved and funded elements of the Plan.
- Monitor and report on the Parish's carbon footprint.

3. *Digital transformation*

The Parish already offers the ability to access some services on-line and provides some limited on-line communication, taking advantage of social media etc. Equally, some processes are automated but many are still manual, leading to inefficiencies and limited opportunities for our customers.

Over this strategic planning period, the Parish will begin to expand its on-line offering and seek to automate processes where appropriate, maximizing value for money and efficiency.

What will we do

- Develop and begin implementation of a digital strategy.
- Commence the digitization and automation of 'back office' processes.
- Introduce on-line functionality (as a choice) for services wherever possible.
- Introduce on-line 'self-service' communications.

4. *Working with Government*

The Parish will work with the States of Jersey and the Government to progress its strategic objectives and support the government to deliver its objectives for the benefit of parishioners and islanders as a whole.

What will we do

- Meet with Ministers and officials to progress municipal reform
- Work with the Ministers for Infrastructure and Planning and Environment, and their officers to improve the physical environment, public realm and infrastructure across the Parish
- Work with the Minister for Economic Development to promote town as a vibrant, sustainable centre for retail and hospitality
- Work with the Minister for Planning and Environment and his officers to promote and increase green, open spaces within the Parish

4. Operational Principles

Delivering the strategic objectives, which are rightly outward-looking, targeting change that will improve parishioners' lives requires strong, robust governance and internal processes. To that end, we have identified seven operational principles, set out below. These principles, by their nature, are sometimes inward-looking but nonetheless essential to support and enable the delivery of our strategic objectives.

The principles are, to some extent, aspirational in nature and, in some areas, will require actions to be taken.

1. *Parishioners and customers are the focus for everything we do*

We will deliver on the commitments we make to our parishioners and customers.

What will we do

- We will seek and report feedback (positive and negative) from our parishioners/ customers, aiming to create a learning culture.
- We will design our systems, processes and working practices around our parishioners'/ customers' needs.
- We will report on, and demonstrate, what we have delivered for our parishioners/ customers.
- We will provide multiple channels for our parishioners/ customers to engage, communicate and do business with us.
- We will keep our parishioners/ customers informed about our services, events, and activities.
- We will ask our parishioners/ customers for suggestions on how services can be improved.

2. *We will seek continual improvement in our processes and procedures*

We will continuously strive to improve everything we do - our policies, processes and procedures, to improve customer experience and efficiency.

What will we do

- We will benchmark ourselves against others and take action to improve our process and procedures where necessary.
- We will seek to reduce the unit cost (in real terms) of our transactional services.
- We will measure customer/parishioner satisfaction with our services over time and seek suggestions for improvements.
- We will engage and empower our staff to improve services for our customers.
- We will demonstrate year on year improvement in quality and/or efficiency of service delivery.

3. We will engage and involve our workforce

We will foster an environment of honesty, trust and respect to ensure the greatest contributions from everyone - staff, volunteers, and those in elected and honorary positions. We will provide opportunities for our workforce, volunteers and honorary roles to engage with policy development, planning, decision-making and service delivery.

What will we do

- We will communicate, and share our aims and objectives.
- We will pro-actively manage our performance and celebrate our successes.
- We will empower staff to make appropriate decisions, our managers to manage, and our staff to deliver the best services possible.
- We will ensure all are appropriately trained for their roles, and provide opportunities for personal and professional development.
- We will provide opportunities for all to identify and implement service improvements.
- We will provide opportunities for our staff to support community initiatives.
- We will identify and develop our shared beliefs and expected behaviours, and seek to hold ourselves to account to work to these beliefs and behaviours.

4. Integrity will not be compromised

We will represent the Parish in a manner that is socially responsible and commands respect for its integrity. Our relationships with parishioners, government, other parishes, our customers, suppliers, and especially ourselves, will be based on honesty and mutual respect.

What will we do

- We will comply with the law and seek to adopt best practice procedures, exceeding legal requirements where appropriate to do so.
- We will develop, implement and publish policies covering our activities.
- We will be a fair, equal opportunities employer, with appointments and promotions based on merit.
- We will be a responsible customer, paying our bills on time.
- We will be open and honest in our dealings with government and other parishes.
- We will treat our customers, colleagues and stakeholders with respect and courtesy.
- We will be environmentally aware, and seek to minimise the impact of our activities on the environment.

5. *Everyone is accountable for delivering to his or her potential*

To be successful everyone must be focused on his or her responsibilities each day. We will support each other to ensure we are appropriately skilled and trained to deliver our roles and objectives.

What will we do

- We will promote a learning culture, where staff are encouraged and enabled to gain all the skills and experience they need to fulfil their current roles and prepare for future roles.
- We will expect all our staff and voluntary colleagues to take responsibility for their training and development.
- We will ensure sufficient resources are provided to meet training and development requirements.
- We will develop and implement a framework for personal and professional development, enabling staff to identify training and development needs.

6. *Information will be the basis of decisions*

We want an innovative culture. We invite and receive many opinions on many issues, and we will listen to and respect different ideas and opinions. However, the way we will choose which direction or solution we select will be driven by objective evidence and analysis.

What will we do

- We will develop and monitor Key Performance Indicators ('KPIs'), linked to our objectives.
- We will collect and report data on activities and performance.
- We will identify, consider and assess alternative options for key decisions, using data
- We will set measurable objectives and KPIs for investment decisions and report on the outcome of the investment in terms of these measures.

7. *We will demonstrate value for money and performance*

We will understand the cost of our services, be able to demonstrate value for money and our performance to our ratepayers. This financial and performance information will be used to support decision-making.

What will we do

- We will benchmark ourselves against others.
- We will seek to continuously improve our efficiency and customer experience.
- We will seek to reduce the unit cost (in real terms) of our services.
- We will develop and report against an Annual Operation Plan.
- We will develop a performance management framework with KPIs and report against them regularly throughout the year.
- We will develop our services, processes and systems to be resilient, and develop and implement business continuity arrangements for critical activities.

5. Planning and Performance Framework

The planning and performance framework is based on having a clear agreed purpose, specific objectives, strategies to deliver those objectives and actions to deliver the strategies. Measurement of the impact of actions taken is essential to ensure a feedback loop, providing evidence that the actions are effective or, if not, providing an opportunity to revise action plans.

Figure 2 illustrates this with the highlighted section indicating the stage articulated in this Strategic Plan.

Figure 2 – planning and performance framework



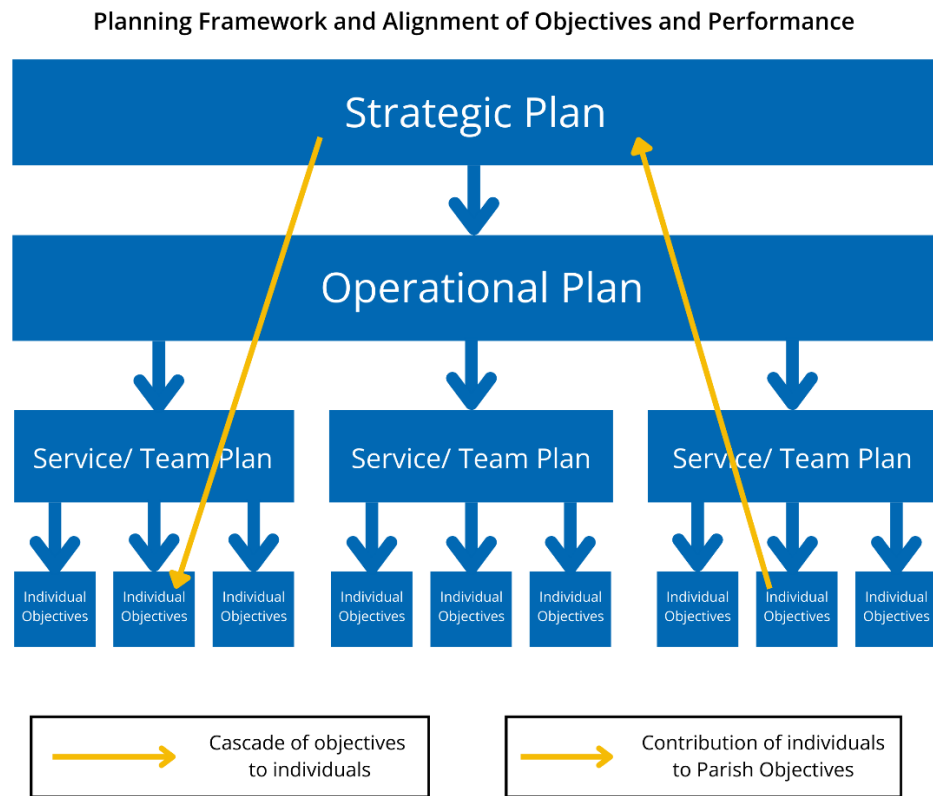
Once agreed, it is important that the planning process cascades throughout the organisation, bringing a sense of common purpose and enabling everyone to see and understand their contribution to the Parish objectives. Figure 3 illustrates this.

Once the Strategic Plan is established, an Annual Operational Plan needs to be developed setting specific objectives for each year.

Figure 3 – cascading and escalation of objectives

Planning

- Strategic Plan
- Operational Plan
- Financial Plan



It is important that plans are costed and financial consequences and funding are considered over the longer term rather than simply year by year. Hence, the need to develop a longer-term Financial Plan to support and reflect the Strategic Plan and Annual Operational Plan.

What will we do

- Finalise and agree a Strategic Plan.
- Develop and approve policies covering key financial objectives, eg reserve levels.
- Develop and agree Annual Operational Plans.
- Develop, agree and maintain a rolling Five Year Financial Plan.
- Develop and implement policies to cascade objectives and facilitate staff contribution to development of Annual Operational Plans.

6. Key Performance Indicators

Monitoring progress against Plans and assessing the impact of actions on objectives is important to assess the success or otherwise of actions taken. This also provides a learning opportunity, identifying what works well.

The development of performance indicators to assess progress, in a measurable way, is a tried and tested way of monitoring and driving improvement in performance. Measurable indicators that can be cascaded to teams and individuals also provides a good way of promoting goal congruence and demonstrating achievement and value for money.

Indicators can be considered across three categories:

- Input: measures of inputs, eg performance against budget, vacancies, sickness rates, etc;
- Output: measures of what is delivered, eg tons of waste recycled, miles of road maintained, etc; and
- Outcome: measures of quality and meeting expectations, eg customer satisfaction, complaints resolved on time.

Key performance indicators (KPIs) will be developed to monitor progress against the Strategic and Operational Plans.

What will we do

- A suite of KPIs will be developed, which will:
 - reflect all Parish objectives;
 - encompass input, output and outcome measures and appropriate;
 - identify a lead Director for each KPI;
 - be capable of being cascaded to teams and individuals; and
- Routine reporting of KPIs will be developed and implemented.