

**Response to a Question Pursuant to Rule 14
of The Rules of Procedure of the States of Deliberation and their Committees**

Subject: Senior Civil Service Reorganisation

States' Member: Deputy Kazantseva-Miller

Date received: 28th September 2021

Date acknowledged: 28th September 2021

Date of reply: 6th October 2021

Question and Responses

- 1. Following the recent departure of the States of Guernsey CEO and CIO, the Senior Leadership Team and other functions have gone through a reorganisation. Can you confirm whether any of the new positions have been advertised internally or externally to ensure a transparent and open process to get the best possible candidates?**

Response

It is important to clarify that current changes that are referenced in these questions are civil service changes to senior accountability and responsibilities in existing posts, and no new posts are being created. In fact, two roles in the Strategic Leadership team are being deleted, resulting in a saving (including salary, pension and associated costs) of over £350,000 per annum. As the changes are implemented there will continue to be discussions with the civil service, with the Policy & Resources Committee in its role as the employer, and with the Presidents of the Principal Committees on behalf of the political body.

It is also important to distinguish between two drivers for changes:

- The ongoing **organisational target operating model (OTOM) workstream** is progressing, with recommendations to reorganise the way that the public service supports customers and the political body. Part of that work is focused on the 'strategic core' of the civil service – Treasury, strategy, Committee support, oversight of the enabling functions (human resources, finances, property, IT and

communications, and procurement and commercial), and a number of the changes currently proposed are recommendations from that work.

- There are also a small number of changes being made to the **roles and responsibilities of the Strategic Leadership Team (SLT)** of the public service following the decision to appoint Mark de Garis as the interim Chief Executive Officer and the departure of the Chief Information Officer.

No new roles have been created, and so there has been no requirement for internal or external job advertisements. Changes have been implemented in respect of the line reporting of Committee Secretaries, in order to ensure the Principal Committees have greater support in respect of policy and legislation; members of the SLT have taken on additional responsibilities and are realigning their work portfolios and will work along with other senior officers, in order to ensure that the responsibilities that were previously led by the Chief Information Officer role are prioritised and discharged within existing teams to avoid the need to recruit for a 'like-for-like' replacement.

2. Could you provide the latest Senior Leadership organisation and reporting structure (organigram) including that for Committee Secretaries?

Response

Once the changes have been finalised an updated organogram will be published setting out the roles and responsibilities of the SLT.

Committee Secretaries' reporting lines are being moved from directly reporting to the Strategic Lead for People Policy and the Strategic Lead for Place Policy to the Director of Policy & Strategy. The Director of Policy & Strategy continues to report directly to the Strategic Lead for Place Policy. The change of reporting line for the Committee Secretaries formalises the working relationship with the central policy team which is co-ordinating the delivery of the Government Work Plan (GWP).

3. Has the latest reorganisation resulted in a rise in the total pay costs? If yes, what is the cost rise as a total value and percentage?

Response

No. Once implemented there will be an overall reduction in pay costs.

4. How many senior civil service (including Senior Leadership Team and Committee Secretaries) reorganisations have taken place in the past 5 years, between the beginning of the previous political term and today?

At the beginning of the previous political term (2016), a number of changes were made to reflect the States Review Committee recommendations approved by the States of Deliberation. These included a reduction in the number of Chief Secretary roles, and a reorganisation and streamlining of the number of senior leadership roles. A further reorganisation was implemented in 2018-19 leading to the establishment of the current structure of SLT roles, the roles of Directors of Operations and the roles of Committee Secretaries.

5. What is the combined uplift in the total remuneration of officers that still remain in post today for the period outlined in Q4?

Response

None other than those reflected in current contractual terms and conditions.

6. The new reorganisation appears to create a more centralised policy delivery function at the level of Policy and Resources. Can you outline what specific changes have taken place and how they affect Principal Committees?

Response

As part of the OTOM restructuring, the Committee Secretaries will now lead the policy development function alongside their secretariat and governance responsibilities for the Principal Committees. They will be line managed by the Director of Policy & Strategy (who in turn reports to the Strategic Lead for Place Policy) and will support Principal Committees in delivering their programme of work, deliver the prioritised actions of the GWP, and monitor, report and update the GWP annually through a streamlined approach currently under discussion. In addition, and reflecting the closer working relationship, the policy and strategy team is already being deployed against the identified priorities in the GWP to support Principal Committees. One of the most important outcomes of this will be more resource to support the Principal Committees, with a combination of Committee-based roles and secondments from the Policy & Strategy team reporting to the Committee Secretaries.

7. Can you confirm how many, if any, policy officers now report directly to the Policy team?

Response

The Director of Policy & Strategy will have 10 direct reports, including the Committee Secretaries and three Senior Policy Officers, once the changes are fully implemented. Other current policy and legislation officers will then report to either the Committee Secretaries or

the Senior Policy Officers. A clear organogram setting out reporting lines will be provided when the changes are complete.

8. Can you outline what consultation has taken place with a) individual Committees and b) SACC on this latest reorganisation prior to it being confirmed to officers?

Response

The interim Chief Executive Officer has briefed the Policy & Resources Committee (which represents the employer) on the proposed and ongoing changes. Principal Committee Presidents were briefed at the Presidents' meeting on 17 September. One of the Presidents, who was absent from that meeting, received a written briefing via e-mail on 20 September. These changes have been communicated to officers prior to the initial conversations with Committee Presidents. It would not be usual practice for internal changes to the civil service structure to be consulted upon more widely however, consideration of the future structure will form part of the review of the machinery of government which is about to commence.

9. Could you provide details about governance and performance management arrangements in place for civil servants at the Committee Secretary level and up to the Senior Leadership Team who have close working arrangements and are part of the same household?

Response

This question is taken to refer to: members of the SLT; Directors of Operations; Committee Secretaries; and the direct line reports of each of those groups of staff. It is established good practice that if the structure of the organisation creates a situation where one member of a household would directly report to another member of the same household, the line reporting and performance management responsibility is moved to another officer at the same level.

**Deputy Peter Ferbrache
President
Policy & Resources Committee**