

**REPLY BY THE CHIEF MINISTER OF THE POLICY COUNCIL TO QUESTIONS  
ASKED PURSUANT TO RULE 6 OF THE RULES OF PROCEDURE BY DEPUTY  
LAURIE QUERIPEL**

**Question 1**

*How and where was this position advertised?*

**Answer**

This position was advertised internally through the States' intranet and externally on the States website and in the Guernsey Press.

**Question 2**

*Can a full and detailed job description be supplied and can the information initially supplied to the Policy Council by the Chief Executive Officer now be shared with other States members as well as the case made to T&R?*

**Answer**

The job description is attached. In accordance with States of Guernsey recruitment policy, the job description was publically available to view on the States website during the period it was advertised.

Given that the recruitment process for the post is ongoing, no further information in relation to it will be put into the public domain at this stage.

**Question 3**

*How long did the Policy Council take to consider this matter and was a vote taken?*

**Answer**

Policy Council discussions are not timed, but the Policy Council fully considered this matter and after robust examination it was approved by a vote. All members of the Policy Council in attendance at that meeting had the opportunity to set out their views and to respond to the expressed views of others.

**Question 4**

*Could the Policy Council provide the present e-government policy of the States and if not when will the Policy Council be bringing such a policy before the States (e-government is a very particular approach and even though, increasingly, organisations around the globe in the public and private sectors are operating electronically it will involve a significant political, cultural, working and operational shift affecting all functions and services within*

*the States and will come with a large price tag and some risk. If problems arise hefty financial consequences can follow, for instance in the UK at the moment complications involving the e-borders project has resulted in an extra expense to the UK government and therefore the public of a quarter of a billion pounds. In a local context the issues with SAP and the extra £650,000 required by HSSD for work on their system are just two examples that spring to mind. Therefore there needs to be proper process, transparency, accountability and sufficient political oversight in place)?*

### **Answer**

One of the main priorities for the Chief Information Officer is to co-ordinate a joined-up States-wide e-government strategy with the Chief Executive. The Chief Executive has set out that the role of the Chief Information Officer will be to work with staff across the States to put in place the technology infrastructure that will enable better customer services and better ways of working, driving efficiency and cost reduction, which politically and in the public service it has been recognised is vital to the next phase of transformation for the public service. The objective is to ensure that the back office of the public service supports front line staff effectively, therefore delivering the services that Islanders need more effectively and more efficiently.

As a member of Commerce and Employment's Board you will be aware of the importance of the role in that respect, particularly given its reference as an important enabler in your Department's digital initiatives as recently considered by the Policy Council.

The Chief Executive has also stated that he sees the post as supporting him in changing the way that the public service works, so that in the future staff are not replaced like-for-like when they leave as the States will be working in a smarter, leaner and more dynamic way.

Your question captures very well the complexity around e-government, and the risks as well as the opportunities for our community. That in turn demonstrates why strong leadership is needed in the public sector to deliver effective e-government, and to unlock the benefits for our Island and its service users that e-government can bring.

The Policy Council does not yet have a timeline for when a strategy would be presented as it will be for the Chief Information Officer to develop that strategy and define timelines.

### **Question 5**

*In which other jurisdictions does this or a similar role exist and what service improvements, transformations and savings have been realised and would an audit reveal that the improvements and savings justify and outweigh the cost of such posts?*

### **Answer**

The post of Chief Information Officer has been put in place in order to ensure that enhancements to Guernsey's delivery of public services are put in place effectively and efficiently. As set out in my response on 8 August to your question 1, this is one of the priorities of Public Service Transformation that the Chief Executive was asked to ensure was met when he was appointed. The post of Chief Information Officer or equivalent is not an

uncommon one in the public sector or the private sector, nor in similar jurisdictions to Guernsey, when an organisation is trying to transform the way it delivers services to its customers.

It is generally recognised that such roles will realise financial savings, increase flexibility and help assist in the delivery and cost effectiveness of government services as well as helping to improve cyber security. Such is the importance of e-government in other jurisdictions that CIO roles are generally created in addition to and without precluding other senior IT appointment and management roles essential to modern government and the effective delivery of its services.

### **Question 6**

*Could the functions attached to this new position have been covered by a reorganisation and/or retraining of existing staff bearing in mind that central/corporate IT staff are already in place and in addition how will this appointment affect those existing positions?*

### **Answer**

This is an issue that was very carefully considered. However this is not an IT post but a post that will deliver transformation in public services, including but not exclusively in relation to IT. For those reasons the function could not be covered by a reorganisation nor by retraining of existing staff, and it is important to bring the requisite skills and expertise into the organisation. I understand that the Chief Executive has offered to explain in detail the post and its functions to you in person, and I note that you have taken up that offer.

### **Question 7**

*Is the Chief Information Officer going to be part of the Chief Executive Officers Management Team; what is the present composition of the CEMT; are there any plans to appoint further members of the CEMT in the near future and, if so, will these appointments be of existing civil service roles or require the creation of new roles?*

### **Answer**

The CEMT currently comprises the Chief Executive; the States Treasurer; the Chief Corporate Resources Officer; the Chief Officer of Commerce & Employment; the Chief Officer of the Home Department; and the Chief Officer of the Education Department. The Chief Executive has indicated that he expects the Chief Information Officer will also be a member of the CEMT on their appointment. The Chief Executive currently has no plans for additional appointments to the CEMT. However he has emphasised that the criteria used for membership of the CEMT reflects the personal competences of the individuals and the challenges that the organisation faces, and as those challenges evolve so membership of the CEMT might too.

**Question 8**

*How will the success or otherwise of the Chief information Officers role and any other subsequent appointments as referred to in the previous question be monitored and appraised and how frequently will this be reported to the Policy Council?*

**Answer**

The Chief Information Officer will report to the Chief Executive, as do all of the members of the CEMT. The Chief Executive reports to the Policy Council.

All senior officers are subject to States of Guernsey HR policies and procedures, as indeed is every employee of the States of Guernsey, and this includes formal appraisal processes.

**Question 9**

*Can you confirm that the previous set of answers provided to my rule 6 questions and the answers to the questions above were approved by the elected members of the Policy Council?*

**Answer**

The answers to your previous set of Rule 6 questions were approved by the Policy Council, as were these.

**Date of Receipt of the Question:** 27<sup>th</sup> August 2014

**Date of Reply:** 11<sup>th</sup> September 2014