

3.10 Deputy R.G. Le Hérisier of the Chief Minister regarding the way in which the success of the public sector reform project would be measured:

How will the success of the Public Sector Reform Project be measured?

Senator I.J. Gorst (The Chief Minister):

The Public Sector Reform Programme has been designed to develop and implement more innovative, efficient, and less expensive government. I have asked Senator Maclean to take on the responsibility for political leadership for this far-reaching programme, which will ensure that the public service is reshaped to provide States services which ensure value for money across 4 key parameters: service, quality, cost and outcomes. Specific measures across all these parameters will be established, to ensure that the public can see transparently the value of the programme. Senator Maclean is in the process of establishing an oversight board to ensure that such measures will be both quantitative and qualitative to safeguard the integrity of the programme.

3.10.1 Deputy R.G. Le Hérisier:

In a statement in the media the Director of Human Resources said that he would be able to identify where savings could be made. I wonder, in receiving those assurances from the Director, could the Chief Minister tell the House in which areas he has identified where he can make precise estimates of savings that would be made?

Senator I.J. Gorst:

I sometimes know that my voice can be monotonous, but I think I have already answered in my earlier comments: they are in the process of establishing those criteria and it is a little too early but, in very short order, we will be able to put amounts upon it.

3.10.2 Deputy G.C.L. Baudains:

Following the comprehensive presentation States Members had on this issue - I think it was 18 months ago now - as far as I can see, nothing tangible has happened. Would the Chief Minister agree with me in relation to the question: "How will the success of public sector reform be measured?" that it is not very difficult to measure nothing?

Senator I.J. Gorst:

I could not disagree more with the Deputy. Lots of things have been happening, as I answered at the last States sitting, and there are and will be criteria put in place. It is slightly too early today to be able to quantify the amounts, but be in no doubt that we will see savings, yet bear in mind that costs can be either a cost saving, a cost avoidance, which is just as important to ensure that States expenditure does not continue to grow in perhaps the way it has in the past, and also dealing with opportunity cost. So we do agree. I understand that some Members are slightly less patient perhaps than myself to get the numbers, but that will be part of the process in very short order.

3.10.3 Deputy R.G. Le Hérisier:

Does the Chief Minister not think it odd that, despite all the soothing words he has just presented to us, surely, having enhanced the Human Resource Department in a very big way, he had some concrete questions that he asked and he received concrete answers, not bricks? Would he not acknowledge, it seems very strange that, based on the immense experience there, all he can offer us is soothing words and not real promises, as wanted by Deputy Baudains?

Senator I.J. Gorst:

Absolutely not, I am slightly surprised at the Deputy because I know that he does research, anybody that has looked at large reform programmes across complex organisations understands that there is a process to be gone through, because you can quantify the financial savings, and it

is very important that we are going through the process of engagement, and I spoke at the last States Assembly about that, but be in no doubt about our commitment and Senator Maclean's commitment, that the outcomes will be, we have no doubt, integration of existing functions, a reduction in the number of States offices, reduced transaction costs by changing to online processes, an integrated I.T. (information technology) platform which lead to reduced costs, a more flexible, mobile and responsive workforce, the right size workforce ...

[10:45]

So we are, I believe, working in the same direction, but it is a process that we must go through and we must engage and take people with us on this journey.