

**WRITTEN QUESTION TO THE CHIEF MINISTER
BY SENATOR K.L. MOORE
ANSWER TO BE TABLED ON MONDAY 25th NOVEMBER 2019**

Question

Will the Chief Minister describe the rationale for generating savings through the Target Operating Models and explain how those anticipated savings are to be realised in the next 3 years alongside pay protection and the commitment to offer training to staff on pay protection in order to bring them back to the same level of pay?

Answer

Implementation of the Target Operating Models is intended to modernise and improve how Government works and delivers public services and is not principally a cost-saving exercise. Therefore, no cost-saving targets have been set for each directorate. Importantly, however, Directors General are charged with establishing organisational structures, populated with skilled and capable people at the right grades for the work required, that are efficient and effective. This means that each directorate can deliver its contribution to the Draft Government Plan (as agreed following this month's Assembly debate), aligning service delivery with affordable and sustainable cost. This benefits service users as well as taxpayers.

As the Target Operating Model work rolls out, roles are subject to formal job evaluation to determine the right grade for each role. Some are new, some are changed, and others have stayed the same. It is good sense to assure grading at the right level in any organisation periodically, and this has never been done across government in the full and systematic way that is now being carried out. If the grade of a job into which an individual is placed is below their previous grade then three years' pay protection will apply, in line with existing policy agreed with the unions.

The commitment to assist people to progress their careers including achieving a role at their original grade within three years is also good practice, and fair. As part of the investment case in the Draft Government Plan, additional resources for People and Corporate Services will allow for career planning, succession planning and investment in skills and qualifications that doesn't exist at present.

If people are successful in achieving promotion to a higher grade, then they will receive a pay uplift again in line with existing policy.

Cost of Producing Answer

As a means of giving an approximate indication to the time and cost of producing an answer to a written question, it has been decided that answers shall include a cost, broken down by grade:

Civil Servant Grade 15 x 60mins:	£60.00
Director General level x 30 minutes:	£40.50

Total: £100.50