

THE STATES OF DELIBERATION of
the ISLAND OF GUERNSEY

28th January, 2026

Proposition No. P.2025/143

Policy & Resources Committee

Government Work Plan 2026-2029

AMENDMENT

Proposed by: Deputy M Laine

Seconded by: Deputy M Helyer

To insert a new proposition, as follows:

“Recognising the importance of a fit-for-purpose, accountable and high-performing leadership within the public service and supporting structures capable of delivering the Government Work Plan, and to enable political committees to exercise challenge, control and vision, to agree to mandate the Chief Executive, drawing on external expertise where appropriate, to lead a programme of organisational reform as a priority to deliver performance, culture and capability improvements across the public service, and to direct the publication of clear terms of reference, approved by the Policy & Resources Committee, and to further direct the Policy & Resources Committee to resource the programme as necessary to achieve these outcomes, reporting regularly on its progress to the States.”

Rule 4(1) Information

- a) The proposition contributes to the States' objectives and policy plans by expediting the reform and greater efficiency of the public service.
- b) In preparing the proposition, consultation has been undertaken with the Policy & Resources Committee.
- c) The proposition has been submitted to His Majesty's Procureur for advice on any legal or constitutional implications.

- d) The financial implications to the States of carrying the proposal into effect are estimated to be in the region of £150,000-£250,000.
- e) Drafting advice has been sought from the States' Greffier and the Officers of the Committee responsible for submission of the proposition to which the amendment relates

Explanatory Note

The public service plays a critical role in delivering the Government Work Plan and supporting political committees in exercising challenge, control and vision. However, a range of structural, cultural and capability issues have been identified across the organisation that hinder its ability to perform at the level required.

Feedback from committees, staff and past reviews has highlighted concerns relating to:

- the clarity and accountability of leadership and management structures;
- the effectiveness of portfolio and project-delivery arrangements, including governance and assurance;
- the adequacy, timeliness and consistency of advice provided to political committees;
- the organisation's overall culture, performance expectations and approach to capability; and
- the capacity of the system to manage complex work at pace, without undue reliance on additional processes or external consultants.

In parallel, the Chief Executive has already begun taking iterative steps to improve performance, strengthen leadership, and modernise ways of working. These practical improvements – focused on accelerating delivery, strengthening accountability and raising standards – demonstrate the value of flexibility, pragmatism and action.

The purpose of this Proposition is therefore to support and empower the Chief Executive to lead a programme of organisational reform that directly addresses the issues above. The programme should be informed, and the Chief Executive supported, by external independent expertise. Clear terms of reference for the programme should be published, including its scope and objectives, which could only be varied with the approval of the Policy & Resources Committee and notification to the States.

The emphasis is on outcomes rather than process: improving structures, performance management, capability, culture and delivery arrangements in a way that strengthens the organisation's ability to deliver the Government Work Plan and better support political committees.

By mandating the Chief Executive to undertake this work as a priority, and by directing the Policy & Resources Committee to ensure he has access to the people and resources required – including external expertise where genuinely necessary – the States can provide the conditions needed for sustained improvement. Regular reporting will ensure visibility of

progress, reinforce accountability, and allow reforms to be shaped by evidence rather than constrained by rigid frameworks.

This approach supports the core objective of a high-performing, accountable and fit-for-purpose public service, while ensuring that reform is driven with the necessary speed, focus and flexibility to meet the Island's needs.