

# Executive Government Reform

Guernsey's committee-based governance model faces structural challenges in efficiency and lacks any guiding or leading executive authority. This removes what should be the strength of any small organization – short reporting lines, rapid and decisive decision making and organizational flexibility. Drawing from comparative models, this short brief contains a potential roadmap for transitioning toward a more streamlined system with enhanced executive responsibilities:

## Structural Reforms

### 1. Empower a Central Executive Body

- Transform the Policy & Resources Committee (P&R) into a cabinet-style executive, granting its president formal **Chief Minister** status with authority to appoint committee heads and set strategic priorities<sup>[1][2]</sup>. This would resolve the current "leadership vacuum" caused by P&R's lack of enforcement power over other committees<sup>[1]</sup>.
- Reduce principal committees from six to four (e.g., merging Economic Development with Environment & Infrastructure) to minimize overlap and clarify mandates<sup>[3][4]</sup>.

### 2. Introduce Ministerial Accountability

- Replace committee presidents with **ministers** who exercise direct control over civil service operations within their portfolios, mirroring Jersey's 2005 reforms<sup>[3]</sup>. Ministers would be appointed by the Chief Minister and subject to individual confidence votes. Ministers would be able to select their own teams and political delegates.

### 3. Streamline Legislative-Executive Separation

- Create a distinct **Executive Council** (comprising ministers) to handle daily governance, while reducing the full States of Deliberation to 28 deputies focused on legislative scrutiny<sup>[5]</sup>. Retain non-voting Alderney representation but clearly clarify their role in Bailiwick-wide matters<sup>[6]</sup>.

## Roadmap for Implementation

Phase	Actions	Timeline
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<b>1. Consultation</b>	Public referendum on governance principles Constitutional convention with UK Ministry of Justice	2025– 2026
<b>2. Legal Framework</b>	Draft States Law amendments Revise 1948 Alderney Agreement for clearer executive delegation <sup>[6]</sup>	2026– 2027
<b>3. Transition</b>	Pilot ministerial portfolios within existing committees Train civil servants in ministerial accountability protocols <sup>[7]</sup>	2027– 2028
<b>4. Full Implementation</b>	Hold general election under new system Establish independent Scrutiny Office with subpoena powers <sup>[4][5]</sup>	2028– 2029

### Mitigating Risks

- **Consensus Building:** Address concerns about centralization by retaining parish douzaine committees for local services and enabling them to give formal feedback on policy to ministers and the assembly<sup>[5]</sup>.
- **Transition Support:** Adopt best practices from efficiency initiatives in other jurisdictions, including dedicated transition teams and transparent, published 100-day priority plans<sup>[7][8]</sup>.
- **Safeguards:** Require supermajority votes (2/3) for major constitutional changes and no confidence votes<sup>[2]</sup>.

This model maintains Guernsey's non-partisan tradition while introducing clearer accountability lines. Recent failed reform attempts highlight the need for phased implementation<sup>[4]</sup>, but comparative evidence from other jurisdictions shows efficiency gains from similar restructurings<sup>[8]</sup>.

Critical path items include resolving P&R's ambiguous "senior committee" status but without any powers<sup>[1]</sup> and modernizing inter-island jurisdiction and governance protocols, particularly regarding extra territorial or international obligations<sup>[6]</sup>.

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2. [https://en.wikipedia.org/wiki/Policy & Resources Committee](https://en.wikipedia.org/wiki/Policy_and_Resources_Committee)
3. [https://en.wikipedia.org/wiki/States of Guernsey](https://en.wikipedia.org/wiki/States_of_Guernsey)
4. <https://www.bbc.com/news/articles/c1ep2eywjnvo>
5. <https://election2025.gg/standing/how-government-works/structure/>
6. <https://guernseylawofficers.gg/CHttpHandler.ashx?id=110007&p=0>
7. <https://www.transitionsofpower.org/understanding-executive-transitions>
8. <https://www.govtech.com/policy/multiple-states-move-on-government-efficiency-initiatives>