

STATEMENT BY THE DEPUTY GOVERNOR, HON. FRANZ MANDERSON

Topic: Project Future Press Conference- Programme Launch, 2 November, 2015

It is certainly an honour to be part of this historical event, as we discuss the largest government reform programme in the history of the public service. As Deputy Governor and Head of the Civil Service, I am also pleased to have the opportunity to discuss the preparations we are making, to ensure the effective implementation of Project Future.

The Hon. Premier has outlined the projects that Cabinet has selected as part of the *Project Future* programme, as well as those projects which focus on changes to transform the way the civil service operates in areas that impact the entire civil service. I congratulate the Premier and his Government for their leadership and vision in undertaking this challenging work. This is an important step forward in our public sector reform journey. The decision-making framework that the Government has employed will ensure that the work of the public service is aligned with the Government's political priorities, as these projects are taken forward.

As the Premier has said, *Project Future* is the most far-reaching and comprehensive public sector reform programme in our history. As Deputy Governor and Head of the Civil Service, it is my job to ensure Project Future is implemented successfully.

There have been major reform initiatives in the civil service before that have not delivered all of the expected results. This is why I am determined to approach this programme differently, to ensure we succeed.

Why will things be different this time around?

Firstly, we have completed the groundwork needed to define the changes properly. This has taken us some time, but the investment of that time upfront will be crucial in ensuring success as we move forwards.

Secondly, I am determined that we will match international best practice in our implementation strategy for *Project Future*. We are introducing the use of Business Cases as a management tool for transparent, evidence-based decision-making within the civil service for projects. We are also introducing a formal project management methodology to guide us in implementation.

The *Project Future* Programme Booklet provides you with an overview of our comprehensive implementation strategy, which centers on using a robust project management methodology. The booklet provides a high level overview of some key components of our strategy, under the headings of: *Structure, Roles and Responsibilities, Methodology and Resources* and *Capacity-Building*.

Thirdly, we are investing in training and capacity building within the civil service. The successful implementation of Project Future requires new skill sets and ways of working. Already we have provided project management training for over 75 civil servants. This week we conclude

Business Case Development workshops for 88 potential business case writers, as well as separate workshops for Cabinet and Project Future Steering Committee members, Chief Officers, and the Business Case Review Panel.

Fourthly, we have established the Strategic Reforms Implementation Unit (SRIU). Through the SRIU, we have allocated, for the first time, dedicated resources to shape and drive the effective implementation of a major change initiative, to provide targeted support to Chief Officers and their project teams, and to facilitate the training and development of our public servants.

Finally, alongside *Project Future* sits the work on the 5- year strategy for the civil service, which I launched a couple of weeks ago, and which hundreds of civil servants have already been involved in. If *Project Future* makes clear what we need to do, the 5 year strategy will set out how we will work to achieve it. I have recognized the need to transform our civil service and to equip civil servants better to do the jobs being asked of them. Changes in public service are therefore being matched with the technical and cultural changes needed within the civil service.

These factors in themselves do not guarantee our success. However, they do create the conditions necessary for us to succeed. A lot of hard work will be needed from a lot of people to actually deliver the benefits that *Project Future* promises to our communities. As sponsor of the programme, I am determined to provide the leadership and support they need.

As Deputy Governor, I believe that the changes envisioned by *Project Future* bring opportunities for an improved public service. At the same time, I am aware that the proposed changes also bring some measure of uncertainty. I want to assure public servants and our community at large that, as we go forward, we will keep our social responsibility at the forefront in our decision-making. We will also ensure that employees who are directly impacted by change are treated equitably and fairly, helped to transition and empowered to succeed.

Some persons may view the EY report, and the Project Future projects that flow from that report, as a programme of outsourcing. I would like to correct that misconception. *Project Future* is, first and foremost, about improving the effectiveness and efficiency of our public services. Many of our projects will engage us in improving our in-house delivery of services. If, as part our investigations, we can see a role for the market, we will certainly explore that opportunity. At the end of the day, our work will be guided by our desire to achieve more for the people we are here to serve.