Treasury and Exchequer

GOVERNMENT OF JERSEY'S USE OF CONSULTANTS AND TEMPORARY EXTERNAL WORKFORCE

January 2026 - June 2026

R.171/2026

3rd November 2026

Government of Jersey

Oct 2026

Contents

Introduction....1
Summary Analysis....1
Notes on Scope and Classification....3
APPENDIX 1: January – June 2026....4
Consultancy Expenditure....4
Contingent Labour Expenditure....6
APPENDIX 2: Agency Departmental Breakdown (£'000)....9
APPENDIX 3: Other Information....10
Accountable Officers by Department....10
Category Definitions....10
APPENDIX 4: Historic Time Series....11

Introduction

This report sets out the Government of Jersey's expenditure in relation to consultants and the temporary external workforce, in line with the commitment made in Proposition P.59/2019 to strengthen transparency in this area. Its purpose is to provide States Members and the public with a clear account of expenditure across all ministerial departments.

Consultants and the temporary external workforce play an important role in the operation of government. These resources provide short-term flexibility and capacity in frontline services, allowing for a more cost-effective staffing model. Their use enables essential services to continue where immediate operational needs must be met, and where a pause or reduction in service would have significant consequences for the public. They also supply specialist knowledge that it would not be practical or economical to resource on a permanent basis within the organisation.

The use of external expertise sits within an important wider context. The Government of Jersey has been working to reduce its reliance on external resourcing through improved workforce planning, stronger internal capability and better retention of permanent employees. This work has aimed to ensure that workforce needs can increasingly be met from within the organisation, reducing the need for external support over time.

The newly lodged 2026-2030 Common Strategic Policy builds on this approach through its commitment to deliver a leaner and less complex public sector with lower running costs. It sets out tight controls on the use of external consultants, agency staff and contingent labour. External expertise should be used only where there is a clear and evidenced need, appropriate approval and demonstrable value for money.

Summary Analysis

Figure 1. Temporary external resource expenditure
£ million, by half-year (H1)

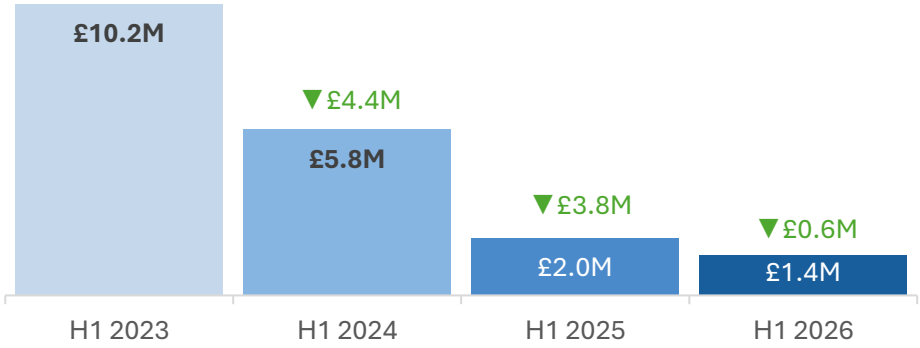
	2023 H1	**2024** H1	**2025** H1	**2026** H1
Consultancy	10.2	5.8	2.0	1.4
Contingent Labour	8.8	7.2	4.6	6.2
Agency	20.6	19.8	11.7	9.1
Total Expenditure	**39.6**	**32.8**	**18.3**	**16.7**
Change, £m	-	*▼6.8*	*▼14.5*	*▼1.6*
Change, %	-	*-17%*	*-44%*	*-9%*

Change is against the previous half-year

Expenditure on consultants and the temporary external workforce has continued to decline significantly, demonstrating sustained progress in reducing reliance on external resources. Total expenditure in H1 2026 was £16.7 million, representing a 58% reduction from £39.6 million in H1 2023, a 49% reduction compared with H1 2024, and a further 9% reduction compared with H1 2025. This reflects the continued impact of strengthened governance, tighter expenditure controls, and increased investment in permanent workforce capacity across Government.

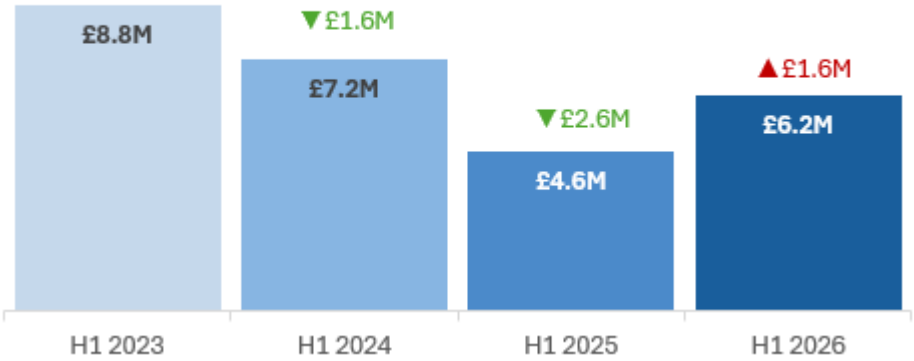
This overall reduction demonstrates the significant impact of strengthened expenditure controls and greater scrutiny over the use of consultancy, contingent labour and agency resource, including the introduction of a new policy and approval process in mid-2024.

Figure 2. Consultancy Expenditure by Period



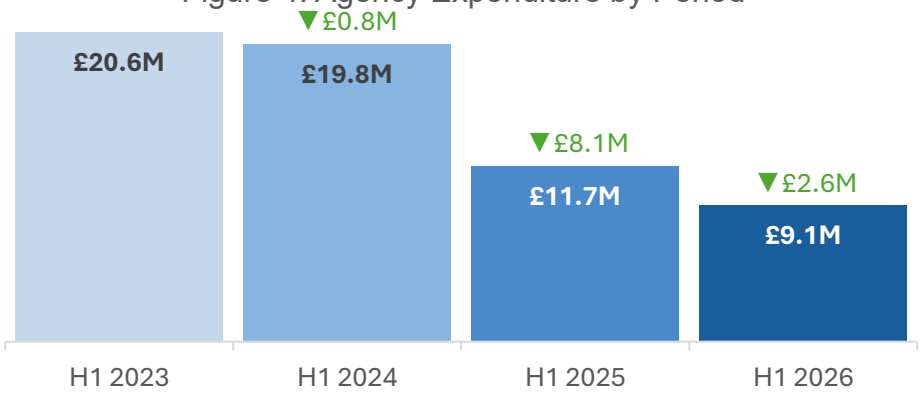
Consultancy expenditure reduced from £10.2 million in H1 2023 to £5.8 million in H1 2024, then to £2.0 million in H1 2025 and further to £1.4 million in H1 2026. The first half of each year has shown a consistent year-on-year reduction, demonstrating a sustained downward trend and reflecting the impact of strengthened controls and revised resourcing approaches.

Figure 3. Contingent Labour Expenditure by Period



Contingent labour expenditure reduced from £8.8 million in H1 2023 to £7.2 million in H1 2024, before falling further to £4.6 million in H1 2025 and then increasing to £6.2 million in H1 2026. The rise in H1 2026 was driven primarily by strategic Digital Services programmes to address technical debt, improve cyber security, modernise critical systems and replace ageing infrastructure. These programmes require specialist skills that are not readily available within the permanent workforce and are time-limited in nature. Whilst this has increased expenditure in the short term, the work is intended to reduce operational risk and improve the sustainability of government systems over the longer term.

Figure 4. Agency Expenditure by Period



Agency expenditure reduced from £20.6 million in H1 2023 to £19.8 million in H1 2024, then to £11.7 million in H1 2025 and further to £9.1 million in H1 2026. The decrease in agency expenditure has continued across each reporting period, reflecting sustained progress in reducing reliance on temporary agency resource through strengthened workforce planning, recruitment activity and increased utilisation of permanent employees.

Notes on Scope and Classification

1. Departments and accountable officers shown in the tables may differ from those in place when the procurement originally occurred. This reflects routine organisational changes, including departmental restructuring and normal staff movement.
2. Daily consultant rates are not published. Due to commercial sensitivities, total cost for the reporting period remains the most appropriate and meaningful measure for readers.
3. Individual names have been anonymised where necessary and replaced with initials to protect personal data.
4. “Agency - Healthcare”, “Social Worker Agency” & “Agency - Other” have been merged into a single category for clarity. The figures can be seen broken down by department in Appendix 2

APPENDIX 1: January – June 2026

Consultancy Expenditure

Category	Department	Supplier	Project	Expected End Date	Post-Consult Analysis	Report Published	Band £
Non-Project	CABO	Marbral Advisory Limited	Changes to professional registration portal	Jan-26	No	No	1-20,000
Non-Project	CABO	Ove Arup & Partners Limited	Climate Emergency Fund	Jan-26	Yes	No	20,000-35,000
Non-Project	CABO	CorefocusX Limited	Changes to professional registration portal	Dec-26	No	No	1-20,000
Non-Project	CABO	B.W	Assisted dying standards editorial support	Aug-26	No	No	20,000-35,000
Non-Project	CABO	H.M	Violence Against Women and Girls Review	Nov-26	Yes	Yes	50,000-75,000
Non-Project	CYPES	Kojima Ltd	Review	Dec-26	Yes	No	20,000-35,000
Non-Project	CYPES	3R Finance Ltd	Transformation Support for Education Psychology project	Dec-26	No	No	50,000-75,000
Non-Project	CYPES	Workplace Consensus	Consultancy Services	Dec-26	No	No	1-20,000
Non-Project	DS	ImprovIT Consulting Limited	Service Management Processes	Dec-26	Yes	No	35,000-50,000
Non-Project	DS	LKB COMMERCIAL LTD	Backfill or short-term support	Dec-26	No	No	75,000-100,000
Non-Project	HCJ	BDO Greenlight Ltd	Digital Health improvement plan	Dec-26	No	No	35,000-50,000
Non-Project	HCJ	Housden Group	Private patient income/Tertiary Care	Sep-26	No	No	35,000-50,000
Non-Project	HCJ	JSL D-B Ltd	Serious incidents review	Dec-26	No	No	20,000-35,000
Non-Project	HCJ	A.J.S.U	Public health consultant	Dec-26	No	No	35,000-50,000
Non-Project	HCJ	Gemymi Consulting Limited	Private patient income/Tertiary Care	Dec-26	No	No	50,000-75,000
Non-Project	HCJ	Policy Centre Jersey	Medicines at Law	Dec-26	No	No	35,000-50,000
Non-Project	HCJ	T.H	Patient mortality review	Dec-26	No	No	35,000-50,000
Non-Project	I&E	Marbral Advisory Limited	System implementation support	Dec-26	No	No	1-20,000
Non-Project	I&E	Marbral Advisory Limited	Digital Traffic Road Order	Jul-26	Yes	No	1-20,000
Non-Project	I&E	Tautenay Ltd	Sanitary and Phytosanitary Borders Brexit Reset	Dec-26	Yes	No	1-20,000
Non-Project	I&E	Tautenay Ltd	Consultancy Services	Dec-26	Yes	No	35,000-50,000
Non-Project	I&E	A.F	Water Quality & Safety	Jun-26	Yes	Yes	20,000-35,000
Non-Project	I&E	D J Hartigan & Associates	Works to final economiser	Jun-26	No	No	1-20,000
Non-Project	I&E	The Cult of the Rabbit Limited	Water Quality & Safety	Jun-26	Yes	Yes	35,000-50,000

Category	Department	Supplier	Project	Expected End Date	Post-Consult Analysis	Report Published	Band £
Non-Project	JHA	Home Office	Violence Against Women and Girls Review	Jun-26	Yes	No	20,000-35,000
Non-Project	T&E	K P M G	Project Chrome	Jan-26	No	No	50,000-75,000
Non-Project	T&E	Kojima Ltd	Portfolio, Programme, Project and Change	Dec-26	Yes	No	20,000-35,000
Non-Project	SOJP	Workplace Consensus	Consultancy Services	Apr-26	No	No	1-20,000
Non-Project	ECON	Loughborough University	Minimum income standards	Oct-26	No	No	75,000-100,000
Non-Project	ECON	Mourant Consulting Limited	Finance & Professional Services	Mar-26	Yes	No	75,000-100,000
Project	HCJ	Colin Smith Limited	Acute Hospital Overdale	Dec-26	No	No	1-20,000
Project	HCJ	Colin Smith Limited	Facilities Management Hub (Healthcare Facilities)	Dec-30	No	No	1-20,000
Project	HCJ	Colin Smith Limited	Refurbishment of Jersey Water works	Dec-26	Yes	No	1-20,000
Project	HCJ	IANTEG CONSULTING LTD	Healthcare Facilities	Dec-26	No	No	1-20,000
Project	HCJ	IANTEG CONSULTING LTD	Acute Hospital Overdale	Dec-26	No	No	35,000-50,000
Project	I&E	AECOM Limited	Shoreline Management	Dec-26	No	No	175,000-200,000
Project	I&E	Lerch Bates	Community Site Improvements	Dec-26	Yes	No	1-20,000
Project	I&E	D J Hartigan & Associates	St Peter Network Upgrades	Dec-27	No	No	1-20,000
Project	I&E	D J Hartigan & Associates	Sewage Waste System General	Dec-27	No	No	1-20,000
Project	I&E	D J Hartigan & Associates	Grande Route des Sablons Section	Dec-26	No	No	1-20,000
Project	I&E	D J Hartigan & Associates	Belmont Road Sewage Waste System	Dec-27	No	No	1-20,000
Project	I&E	D J Hartigan & Associates	Stopford Rd and St Marks Rd Sewage System	Dec-27	No	No	1-20,000
Project	SOJP	Prosperity Group Limited	Operation Spire - Police Service	Dec-26	No	No	1-20,000

Contingent Labour Expenditure

Category	Department	Supplier	Description	Expected End Date	Post-Consult Analysis	Report Published	Band £
Non-Project	CABO	Hays Specialist Recruitment Ltd	Governance advice and support	Dec-26	No	No	50,000-75,000
Non-Project	CYPES	3R Finance Ltd	Psychology and Wellbeing Team Support	Dec-26	No	No	75,000-100,000
Non-Project	CYPES	Annette McLean Dietetic Consultancy	Specialist Support	Jan-26	No	No	20,000-35,000
Non-Project	CYPES	G4S Secure Solutions Limited	Covering Post	Jan-26	No	No	1-20,000
Non-Project	CYPES	Simply Change Ltd	Covering Post	Dec-26	No	No	50,000-75,000
Non-Project	DS	BDO Greenlight Ltd	Backfill or short-term support	Dec-26	No	No	1-20,000
Non-Project	DS	C5 Alliance Ltd	Backfill or short-term support	Dec-26	No	No	75,000-100,000
Non-Project	DS	Cranfield Tech Ltd	Backfill or short-term support	Dec-26	No	No	1-20,000
Non-Project	DS	Cyber Tom dot com Limited	Backfill or short-term support	Dec-26	No	No	50,000-75,000
Non-Project	DS	JT Group	Backfill or short-term support	Dec-26	No	No	125,000-150,000
Non-Project	DS	Magellan Consultancy Limited	Backfill or short-term support	Dec-26	No	No	35,000-50,000
Non-Project	DS	Marbral Advisory Limited	Backfill or short-term support	Dec-26	No	No	50,000-75,000
Non-Project	DS	Modis International Limited	Backfill or short-term support	Dec-26	No	No	100,000-125,000
Non-Project	DS	Prosperity Group Limited	Backfill or short-term support	Dec-26	No	No	450,000-500,000
Non-Project	DS	Smart IT Limited	Backfill or short-term support	Dec-26	No	No	75,000-100,000
Non-Project	DS	TCB Consulting Ltd	Backfill or short-term support	Dec-26	No	No	1-20,000
Non-Project	DS	Triverto Limited	Backfill or short-term support	Dec-26	No	No	125,000-150,000
Non-Project	ESSH	Umbrella-Company Limited	Covering Post	Dec-26	No	No	100,000-125,000
Non-Project	HCJ	Big Picture Health Protection Ltd	Public health consultant	Sep-27	No	No	35,000-50,000
Non-Project	HCJ	The Diamond Cuff Company	Medical Product Purchasing Expert	Dec-26	No	No	75,000-100,000
Non-Project	I&E	Marbral Advisory Limited	Emergency Works Support	May-26	No	No	1-20,000
Non-Project	I&E	Marbral Advisory Limited	System implementation support	Dec-26	No	No	20,000-35,000
Non-Project	I&E	TempStop Limited	Temporary cover	Dec-26	No	No	20,000-35,000
Non-Project	JHA	People Culture Journey Limited	Fire - Established Vacancies Support	Dec-26	No	No	50,000-75,000
Non-Project	MER	Speeding Jet Aviation Limited	Director of Civil Office	Mar-26	No	No	20,000-35,000
Non-Project	PS	Hays Specialist Recruitment Ltd	Covering Post	Mar-26	No	No	35,000-50,000

Category	Department	Supplier	Description	Expected End Date	Post-Consult Analysis	Report Published	Band £
Non-Project	PS	HollIT Ltd	Connect / Payroll	Dec-26	No	No	75,000-100,000
Non-Project	SOJP	ARMPJ Ltd	Covering Post	Apr-27	No	No	20,000-35,000
Non-Project	T&E	3B Data Security Ltd	Payment Card Industry Compliance	Jan-26	No	Yes	1-20,000
Non-Project	T&E	New Islington Procurement Ltd	Additional Commercial support	Aug-26	No	No	1-20,000
Non-Project	T&E	New Islington Procurement Ltd	Specialist Procurement work	Aug-26	No	No	50,000-75,000
Project	CYPES	D J Hartigan & Associates	Upgrades to Estates	Jul-26	No	No	1-20,000
Project	CYPES	Rga Consulting Engineers	La Passerelle	Jan-27	No	No	1-20,000
Project	DS	BDO Greenlight Ltd	Cyber Remediation	Dec-26	No	No	35,000-50,000
Project	DS	BDO Greenlight Ltd	Network Remediation	Dec-26	No	No	1-20,000
Project	DS	BDO Greenlight Ltd	Application Remediation	Dec-26	No	No	75,000-100,000
Project	DS	BDO Greenlight Ltd	Cyber Programme	Dec-26	No	No	1-20,000
Project	DS	C5 Alliance Ltd	Application Remediation	Dec-26	No	No	150,000-175,000
Project	DS	Codentia Ltd	Automatic Electoral Registration	Dec-26	No	No	1-20,000
Project	DS	Cranfield Tech Ltd	Replacement Assets	Dec-26	No	No	35,000-50,000
Project	DS	Enso Solutions Ltd	Network Remediation	Dec-26	No	No	50,000-75,000
Project	DS	Kadel Consulting Ltd	Cyber Programme	Dec-26	No	No	50,000-75,000
Project	DS	Magellan Consultancy Limited	Network Remediation	Dec-26	No	No	50,000-75,000
Project	DS	Magellan Consultancy Limited	Application Remediation	Dec-26	No	No	35,000-50,000
Project	DS	Magellan Consultancy Limited	Cyber Programme	Dec-26	No	No	125,000-150,000
Project	DS	Marbral Advisory Limited	Cyber Remediation	Dec-26	No	No	20,000-35,000
Project	DS	Marbral Advisory Limited	Network Remediation	Dec-26	No	No	20,000-35,000
Project	DS	Marbral Advisory Limited	Application Remediation	Dec-26	No	No	125,000-150,000
Project	DS	Marbral Advisory Limited	Cyber Programme	Dec-26	No	No	1-20,000
Project	DS	Modis International Limited	Network Remediation	Dec-26	No	No	125,000-150,000
Project	DS	Modis International Limited	Application Remediation	Dec-26	No	No	1-20,000
Project	DS	Modis International Limited	Cyber Programme	Dec-26	No	No	175,000-200,000
Project	DS	Prosperity Group Limited	Cyber Remediation	Dec-26	No	No	75,000-100,000
Project	DS	Prosperity Group Limited	Network Remediation	Dec-26	No	No	75,000-100,000

Category	Department	Supplier	Description	Expected End Date	Post-Consult Analysis	Report Published	Band £
Project	DS	Prosperity Group Limited	Replacement Assets	Dec-26	Yes	No	20,000-35,000
Project	DS	Prosperity Group Limited	Cyber Programme	Dec-26	No	No	50,000-75,000
Project	DS	Smart IT Limited	Application Remediation	Dec-26	No	No	35,000-50,000
Project	DS	TCB Consulting Ltd	Application Remediation	Dec-26	No	No	1-20,000
Project	DS	TCB Consulting Ltd	Automatic Electoral Registration	Dec-26	No	No	35,000-50,000
Project	DS	Triverto Limited	Operational Security Enhancements	Dec-26	No	No	1-20,000
Project	DS	Triverto Limited	Cyber Remediation	Dec-26	No	No	50,000-75,000
Project	DS	Triverto Limited	Network Remediation	Dec-26	No	No	75,000-100,000
Project	DS	Triverto Limited	Replacement Assets	Dec-26	No	No	75,000-100,000
Project	DS	Triverto Limited	Application Remediation	Dec-26	No	No	200,000-250,000
Project	DS	Triverto Limited	Cyber Programme	Dec-26	No	No	150,000-175,000
Project	DS	Web2Plus Limited	Digital Services Platform	Dec-26	No	No	50,000-75,000
Project	I&E	IB Civils Ltd	Liquid Waste Key Infrastructure	Dec-26	No	No	75,000-100,000
Project	SOJP	Foot Soldiers Music Ltd	Operation Spire - Police Service	Dec-26	No	No	35,000-50,000
Project	SOJP	K.G	Operation Spire - Police Service	Dec-26	No	No	20,000-35,000
Project	T&E	Avoq LLC	Pillar 2	Dec-27	No	No	50,000-75,000
Project	T&E	BDO Greenlight Ltd	Independent Taxation	Dec-26	No	No	75,000-100,000
Project	T&E	BDO Greenlight Ltd	Pension System Upgrade	Dec-26	No	No	35,000-50,000
Project	T&E	BDO Greenlight Ltd	Revenue Transformation Programme	Dec-26	No	No	1-20,000
Project	T&E	CBO Consulting (Jersey) Limited	Pillar 2	Dec-26	No	No	250,000-300,000
Project	T&E	CorefocusX Limited	Pillar 2	Dec-27	No	No	850,000-900,000
Project	T&E	Kadel Consulting Ltd	Pillar 2	Dec-27	No	No	50,000-75,000
Project	T&E	Marbral Advisory Limited	Pillar 2	Apr-28	Yes	No	250,000-300,000
Project	T&E	RAP Business Consulting Ltd	Transform Programme	Dec-27	Yes	No	50,000-75,000

APPENDIX 2: Agency Departmental Breakdown (£'000)

Department	2023 H1	2023 H2	2024 H1	2024 H2	2025 H1	2025 H2	2026 H1
Cabinet Office	780	894	409	112	64	50	75
Children, Young People, Education & Skills	4,097	4,185	4,127	3,400	2,815	3,060	2,698
Department for the Economy	56	114	83	215	-	-	-
Digital Services	1,232	1,257	389	320	584	537	750
Employment, Social Security and Housing	0	228	86	83	115	53	58
Health and Care Jersey	13,129	16,216	13,215	11,232	7,394	6,741	4,865
Infrastructure & Environment	776	952	848	784	496	39	222
Justice and Home Affairs	47	314	164	157	8	7	64
Ministry of External Relations	26	52	30	-	-	-	-
People Services	96	190	99	176	80	41	26
States of Jersey Police	104	60	45	13	31	-	63
Treasury & Exchequer	279	482	267	135	64	151	278
Total Expenditure	**20,622**	**24,944**	**19,762**	**16,627**	**11,651**	**10,679**	**9,099**

APPENDIX 3: Other Information

Accountable Officers by Department

Department	Title / Role	Dept Short Description
Cabinet Office	Chief Officer	CABO
Children, Young People, Education & Skills	Chief Officer	CYPES
Department for the Economy	Chief Officer	ECON
Digital Services	Treasurer of the States	DS
Employment, Social Security and Housing	Chief Officer	ESSH
Health and Care Jersey	Chief Officer	HCJ
Infrastructure & Environment	Chief Officer	I&E
Justice and Home Affairs	Chief Officer	JHA
Ministry of External Relations	Chief Officer	MER
People Services	Treasurer of the States	PS
States of Jersey Police	Chief of Police	SOJP
Treasury & Exchequer	Treasurer of the States	T&E

Category Definitions

Consultancy
Consultants/consultancy provide(s) management with objective advice relating to strategy, structure, management or operations of an organisation in pursuit of its purposes and objectives. Such advice will be provided outside the 'business-as-usual' environment when in-house knowledge and experience are not available and will be time-limited. It may include the identification of options with recommendations, or assistance with (but not the delivery of) the implementation of solutions i.e. consultants may be used to fill gaps in knowledge and experience within an organisation, but not to replace roles that would normally be undertaken by directly employed staff.

Contingent Labour
Contingent labour covers those workers engaged to cover business-as-usual or service delivery activities within an organisation.

Agency
Agency staff are workers supplied through a formal recruitment or staffing agency to provide temporary cover for vacancies, sickness absence, leave or short-term operational requirements within established organisational roles.

- Normally engaged on an ad hoc or temporary basis to fulfil requirements within established posts.
- Involves providing cover (e.g. for a vacancy, holiday or sickness) or additional resource (e.g. for a seasonal peak in workload).
- Usually engaged in a functional operational (not professional) role.

APPENDIX 4: Historic Time Series

Figure 5. Consultancy Expenditure by Period

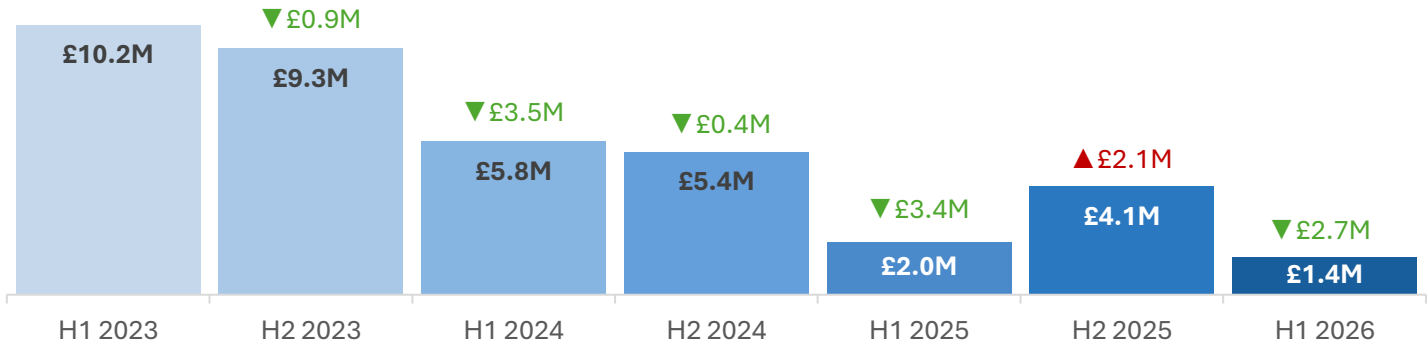


Figure 6. Contingent Labour Expenditure by Period

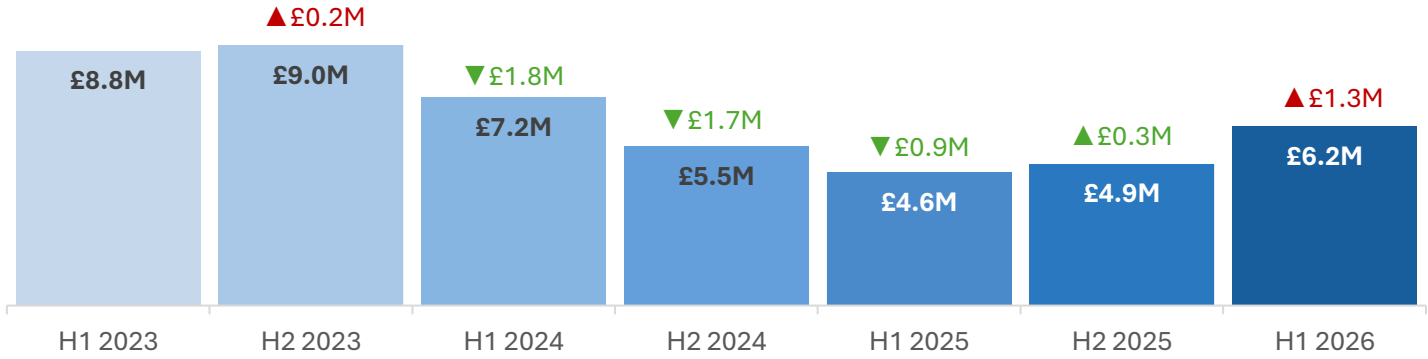


Figure 7. Agency Expenditure by Period

