WRITTEN QUESTION TO THE CHIEF MINISTER
BY DEPUTY K.M. WILSON OF ST. CLEMENT
QUESTION SUBMITTED ON MONDAY 16th NOVEMBER 2026
ANSWER TO BE TABLED ON MONDAY 23rd NOVEMBER 2026

Question

"Will the Chief Minister provide the Government's current assessment of the capacity and capability of the public sector to deliver the Common Strategic Policy 2026-2030, as amended, and the Proposed Budget 2027-2030, including –

(a) identified workforce shortages
(b) hard to fill senior and specialist roles in both frontline and back-office positions;
(c) areas which are likely to rely on consultants and agency staff;
(d) workforce skills gaps and the cost associated with addressing these gaps; and
(e) the timetable for the production of a strategic workforce plan?"

Answer

The Common Strategic Policy establishes the Government's strategic direction. The role of the budget is to provide appropriate funding.

a) Recruitment challenges are most evident in areas where there are well-documented workforce shortages across many jurisdictions, including health and care services, social work, children's residential care, teaching, and certain specialist technical and professional roles.

b) Current hard to fill roles tend to include:

    a. Specialist Special Educational Need roles
    b. Individual specialist medical consultant roles (Neurology and CAHMS)
    c. Specialist IT roles (Solution Architects)
    d. Residential Child Care Officers

c) We continue to monitor workforce demand. Areas that may rely on consultants and agency staff tend to be discreet specialist roles as highlighted in (b) above. It should however be noted that we have significantly reduced consultancy and agency spend in these areas by prioritising permanent recruitment.

d) Workforce skills requirements and gaps are reviewed through departmental workforce planning processes. Investment in learning and development, professional qualifications, leadership development and targeted recruitment forms part of the Government's approach to addressing capability needs. Associated costs are considered through normal departmental budgeting and workforce planning arrangements.

e) Most departments have Strategic Workforce Plans in place.

    CYPES are prioritising their workforce planning activities to support the Education Reform Programme.

    Health and Care Jersey published their Strategic Workforce Plan this year, which is now being rolled out at Departmental level.

Overall, whilst recruitment and retention challenges exist in specific areas, these reflect labour market conditions and recognised skills shortages rather than a lack of overall public sector capacity to deliver the Government's agreed priorities.