



| States Assembly

States Greffe

Dr. Andrew McLaughlin
Interim Chief Executive Officer
Government of Jersey

BY EMAIL

20th October 2025

Dear Dr McLaughlin,

Public Accounts Committee – Follow up matters

Thank you for attending the recent quarterly public hearing with the Public Accounts Committee. During the hearing you committed to providing additional information to the Committee which I would kindly request as follows:

1. Further information pertaining to absence and turnover numbers in the last 3 years, and how you track data relating to this.
2. Further information on how the Government of Jersey is rolling out the use of Artificial Intelligence, including which products and over what timescale?
3. What were the reasons for the respective request to retain the £50 million in consolidated fund made in P.70/2025, and what is the projected 2025 consolidated fund deficit, if the £50 million transfer to the Social Security Fund takes place?
4. How you have tracked growth curbing measures in Q1 and Q3 2025, and can you forward any relevant data?
5. Any further thoughts you may wish to share on the use of Retail Price Index in pay settlement awards rather than the Consumer Price Index.

We also have a number of questions which we could not include in our hearing due to time constraints, and would be grateful if you could answer in your response:

Arm's Length Bodies, Grants and Subsidies

1. During the February and May 2025 hearings you highlighted the absence of a clear guiding framework historically in which to monitor the overall landscape of ALOs. Could you update the Committee on whether work has now begun to develop such a framework, what role the Arm's Length Bodies Oversight Board (ALBOB) will have and what are the intended next steps and timeframes for these steps?
2. In your letter of 26 August 2025, you noted the revisions to the Public Finances Manual. What steps are being taken to monitor how these updated requirements are being

embedded in practice by Accountable Officers and consistently applied across departments?

3. During the February 2025 hearing, you highlighted the role of Accountable Officers in overseeing ALBs. How do you view the division of responsibility between individual departments and the central coordination, and where does ultimate accountability sit for both individual ALBs and ALBs generally?
4. You have also referred to new requirements on conflicts of interest. *“Change to make it mandatory for written agreements to include arrangements for identification and management of conflicts of interest.”* Can you advise the PAC how will these requirements be embedded in agreements, and how will this be monitored?
5. Recommendation 1 (Grants & Subsidies) states you should implement a framework for deciding and awarding grants; can you update the PAC on why this is only agreed in principle and what needs to happen next? Would you share current guidance for deciding and awarding grants for organisations and events in addition to that contained in the PFM?
6. Recommendation 6 (Commissioning of Services) states you should use a standard way to review contracts and track performance; can you update the PAC on your overall approach to putting this in place and provide three detailed examples of this in practice?
7. Recommendation 6 (Grants & Subsidies) states you should set clear, proportionate monitoring requirements in the PFM for existing individual grants and grant schemes awarded; can you explain to the PAC why this is agreed in principle, and can you advise the PAC how you plan to take this forward?
8. Recommendation 7 (Grants & Subsidies) states you should develop analytics showing total spend to each body, can you advise the PAC why this was only agreed in principle, and can you provide an update on current plan around this recommendation?
9. The C&AG Oversight of Arm’s Length Bodies Report Recommendation 2 stated *“Update the Public Finances Manual to require structured reviews of all Arm’s Length Bodies (comprising States owned entities, States established delivery entities and States established independent bodies and office holders) on a periodic basis (such as every five years).”* This was Agreed in principle, can you therefore advise the PAC whether you believe the spirit of this recommendation is currently being met, particularly given that no structured reviews appear to be scheduled?
10. You have previously acknowledged limited oversight of the pay, terms, and conditions of ALBs. What visibility do you currently have of these arrangements, how might oversight be strengthened and what are specific principles and guidance around incentive schemes?

Strategic Property Management

11. Why does the executive response to the C&AG Strategic Property Management Report focus on P.93/2005 rather than providing a detailed implementation plan for the Island Public Estates Strategy?
12. What specific improvements are expected from the current action plan, and how will their success be measured?

13. How will cultural and operational changes be embedded to support strategic estate management across the States of Jersey Group?
14. What changes are being made to the Corporate Property Management Board (CPMB) to ensure it can meet its strategic objectives?
15. How will unilateral departmental actions be prevented to ensure CPMB decisions are respected and implemented?
16. Why has the Corporate Landlord Model not been fully implemented since 2005, and what is different in the current approach that will ensure progress?
17. Who holds ultimate responsibility for implementing the recommendations related to Jersey Property Holdings (JPH) and how will officer-level accountability be ensured for delivering both C&AG and PAC recommendations?
18. How will the updated Island Public Estate Strategy (IPES) align with other Government strategies and those of States-Owned Entities (SOEs)?
19. When will a comprehensive delivery plan with clear responsibilities and timelines for IPES implementation be published?

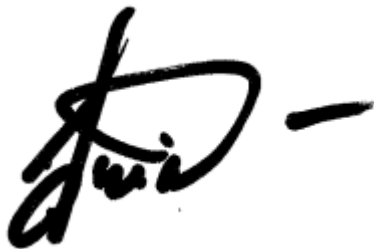
Staff Recruitment and Retention

20. Noting the fundamental shift in workforce planning that is required to future proof the workforce, why does the improvement plan in response to the C&AG report not commit to specific actions in respect of individual departments?
21. How are you ensuring that Chief Officers are maintaining service delivery models which link to robust workforce plans, address skills shortages and focus on specific training and focused recruitment?
22. Has a review been undertaken to assess the current recruitment training and that the correct information is included in respect of the Jersey Appointments Commission?
 - a. If not, what is the timescale for completion of this training?
 - b. If so, what have been the findings of this review and what actions will you be taking?
23. You have indicated that a records of interim appointments is maintained and provides alerts to line managers. How are you and the Executive Leadership Team reviewing these arrangements to gain assurance over their effectiveness?
24. What is the timeline for appointing a permanent Chief Executive, and what criteria are being used to guide this process?
25. The PAC notes that since 2017 over £360,000 has been spent on the recruitment costs associated with the Chief Executive position. Considering this cost to date, why has a low risk profile been assigned to the recommendation to “ensure that a robust strategy is documented and actioned sufficiently”?
26. What advice has been received to date from the Chief People Officer and Jersey Appointments Commission in relation to the CEO recruitment process?

27. How is succession planning being integrated into senior-level recruitment to ensure leadership continuity?
28. How are you ensuring that the standard process for exit interviews has been implemented as noted in February 2025?
- a. What review have you done of this to date/when do you intend to review its effectiveness and consistency of implementation?

Please note it is the intention of the PAC to publish this letter and your response on the States Assembly website. Should any information be provided in confidence, please can this be specified in the response. We would be grateful of a response by Monday 3rd November 2025.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Inna', followed by a horizontal dash.

Deputy Inna Gardiner
Chair
Public Accounts Committee