



Dr. Andrew McLaughlin
Interim Chief Executive Officer
Government of Jersey

BY EMAIL

9th December 2025

Dear Dr McLaughlin,

Public Accounts Committee – Quarterly hearing data request

Ahead of our Quarterly Public Hearing scheduled to take place on 14th January 2025, the Public Accounts Committee has agreed that it would be useful to request prior information to aid in our questioning. I have highlighted some points in which it would be useful to provide the relevant information in tables and would be grateful if references to any supporting documents include details of page numbers etc, however please treat the following questions as requests for specific data, not solely for narrative description.

- 1) Over your term of office, what measurements have you used to gauge the productivity of the Civil service?
 - a) For this time period, please provide a table of the measurements and the input, such as staff numbers, staff costs, total operating expenditure etc., and output data results in the sense of the volume or quality of outputs delivered.¹
 - b) Please identify the anticipated budgetary outcome versus the actual outcome for these, and provide clarification of any divergence or trends.
- 2) If you do not use any measurements directly relating outputs to inputs outlined in question 1, e.g. if only sickness-absence rates, staff-engagement scores or raw output volumes, please state this explicitly and explain why this is the case.
- 3) What benchmarking of Government productivity has been carried out during your term of office against:
 - a) Guernsey
 - b) Isle of Man
 - c) Malta
 - d) Cyprus

¹ listing, for each productivity measure:

the name of the measure;

a clear definition, inc:

-the output component (eg: no. transactions, cases, services delivered or outcome indicator); &

-the input component (eg: FTE, pay cost, total controllable cost or other resource);

The unit of measurement (eg: transactions per FTE, cost per case, GVA per worker);

Time periods over which tracked during your term of office

- e) United Kingdom Central Government
 - f) United Kingdom local Governments or Local Authorities
 - g) Other similar size jurisdictions
- 4) Please provide a table setting out each benchmarked activity or service area, including:
- a) Activity or service, e.g. processing of planning applications, income support admin, elective surgery throughput
 - b) Productivity measure used, e.g. cost per case, cases per FTE, or waiting time per pound spent
 - c) Most recent figures for Jersey and corresponding figures for each comparator jurisdiction
 - d) Usable sources for each comparator figure identifying organisation, publication date, page and section
- 5) If no systematic benchmarking of public sector productivity during your term, please confirm this and outline any plans to introduce such benchmarking.
- 6) Are there any other forms of measurement (explicitly relating outputs to inputs) that you will be introducing in 2026?
- a) If so, please provide a table showing each measurement, including definition of output/input components, unit of measurement, how and to who the results will be distributed and whether it will be benchmarked against historical Jersey performance or comparable jurisdictions.
 - b) If no such measurement is planned, please state this explicitly.
- 7) What advice have you given to Ministers regarding the restructure, reorganisation or changing of reporting lines in the Government of Jersey?
- a) Are you planning to issue any further advice?
 - b) For each piece of advice, please provide a table including:
 - i. the date of the advice;
 - ii. the Minister(s) and/or body to whom the advice was given;
 - iii. a short description of the change proposed;
 - iv. the expected impact on productivity, including any quantified estimate (e.g. expected changes in outputs, staffing, cost) if such analysis was undertaken; and, whether the advice was accepted, modified or rejected and the current implementation status of the change.
- 8) Supplementary to our sight of the recommendations tracker and to aid in public transparency, please provide a table of any outstanding recommendations of the Comptroller and Auditor General that had been anticipated to be completed in 2025, and, if unlikely to be fulfilled in the next month, identify why these have not been met and when they will be achieved?
- 9) Our thanks for your provision, confidentially, of the example monthly dashboards for the States Employment Board, identifying that you track growth curbing measures through headcount and FTE. Please could you provide tabled data identifying the increase or decrease in consultancy spend of Q1 and Q3 2025 in order to evidence that headcount and FTE numbers have not caused an increase in expenditure?
- 10) Please provide an update as the progress of finalising workforce plans.

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 if a response can be provided by Tuesday 6th January 2026.

Yours sincerely,

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

Deputy Inna Gardiner
Chair
Public Accounts Committee