



Deputy I Gardiner
Chair of Public Accounts Committee
By email

13th January 2026

Dear Deputy Gardiner

Public Accounts Committee – Quarterly hearing data request

Thank you for the Committee's letter dated 9th December 2025. Please find responses to the questions below.

1. Over your term of office, what measurements have you used to gauge the productivity of the Civil service?

The Committee will note – from my objectives shared periodically in confidence – that my focus has been to put into place measures to curb the growth of the public service, including the controls that I have introduced for engaging consultants, and recruitment freezes, and developing the leadership cadre within the organisation. I have not been asked to undertake a deep dive on productivity of the public service by the current or previous Chief Minister. That said, I have endeavoured to use the data that is readily available, particularly where it is comparable, and have overseen investment in data and analytics in some of our key departments where decision-making would be enhanced with performance data. These are points I have made previously in evidence to the Committee, and I repeat my open invitation for you to pay a site visit to one of those departments to see first-hand what has been built and how it is used. I also draw your attention to the imminent publication of a comprehensive fact book on public spending developed as part of my objectives this year. This data has been shared in confidence with the Assembly and is going through final governance before its release.

Significant volumes of data are available to the Government of Jersey, although processing that data to produce meaningful management information can be a resource intensive activity. Whilst I consider that both measurement and benchmarking are very useful tools, a wholesale programme of measurement and benchmarking may not be proportionate to its benefit, and I do not believe would necessarily provide assurance of service productivity. This is due to the availability of comparator data, as well as suitability for comparison, due to a number of factors that influence each jurisdiction's individual operating context, such as constitution, size of, population, demographics, economics (including prevailing industries and economies of scale) and public service delivery model. The usefulness in statistics is identifying metrics that drive better decisions. In this context, I do not consider that a wholesale programme of measurement and benchmarking would be appropriate, particularly given the need to balance resources that enable the machinery of government against the delivery of government priorities themselves.

I expect Chief Officers to appropriately measure and understand the efficiency and effectiveness of services they are accountable for delivering, and, where appropriate, to benchmark those services. This is particularly relevant in service departments, such as CYPES, Commercial Services, and HCJ, where data analytics resource is embedded in those areas. If there are any specific concerns about a particular service, I pick these matters up

with Chief Officers individually, monitor closely where required, and include in performance management conversations, where appropriate.

I have previously discussed with the Committee some of the information available to me and to Chief Officers, including workforce data prepared for the States Employment Board, and Finance Monitoring reports shared with Chief Officers. I will share the most recent reports with the Committee by separate email in confidence, given that these are internal monitoring tools.

- 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.**

See response to Question 1.

- b) Please identify the anticipated budgetary outcome versus the actual outcome for these, and provide clarification of any divergence or trends.**

See response to Question 1.

- 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.**

See response to Question 1. However, specific information relating to employment data is provided to the States Employment Board on a monthly basis. This information is used to review culture across the Government of Jersey. This data is important in shaping policy options and debate at SEB. I have previously shared reports with the Committee on a private and confidential basis, and I append the most recent report to this letter as noted in Question 1.

- 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**
- e) United Kingdom Central Government**
- f) United Kingdom local Governments or Local Authorities**
- g) Other similar size jurisdictions**

The Government does not produce central data on these metrics. The Government does measure and publish its breakdown of spend in relation to service areas, in accordance with the Classification of the functions of government (COFOG). The latest publication can be found [here](#). This will enable some read-across in relation to expenditure of service areas, however, there is a need to view this through the lens of the factors outlined in Question 1. However, neither Guernsey nor Isle of Man, produce government spending in line with the internationally comparable COFOG classification, so there is a limit to how far we can compare our expenditure to theirs. Government also publishes central benchmarkable data for international initiatives such as the OECD Better Life Index.

In addition, following my objective agreed by the previous Chief Minister to explore the issue of the size of the public service, a workshop with the Council of Ministers was supported by data from Statistics Jersey. I will share the workshop papers with the Committee in confidence via a separate email. As a result, Statistics Jersey also published an additional report on [Government employment, revenue and expenditure](#), additional to their routine reporting schedule. This output was considered by the current Council of Ministers in early 2024. This work informed my thinking ahead of putting controls in place referred to in Question 1 and continues to support delivery of my objectives in terms of curbing the size of the public sector and options for ensuring a more sustainable public sector expenditure.

- 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**

I have requested a schedule of this information from each Chief Officer in respect of the services they are accountable for delivering. I will share this information with the Committee in due course. However, it is unlikely that this information will be available prior to my hearing on 14 January 2026.

- 5. If no systematic benchmarking of public sector productivity during your term, please confirm this and outline any plans to introduce such benchmarking.**

Please see responses to previous questions.

- 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.**

There are no current plans to introduce new central measurements in 2026. Each department has its own service performance measures which are reported on at year end in the Departmental Annual Reports. These are designed by departments to provide information on their performance. Where departments report to me that there are plans to introduce new measurements, I will share these with the Committee along with existing measures, as described in Question 4.

7. What advice have you given to Ministers regarding the restructure, reorganisation or changing of reporting lines in the Government of Jersey?

I have summarised the advice I have given to the Council of Ministers in meetings with the Public Accounts Committee, which follows my objectives in terms of curbing the size of the public sector and options for ensuring a more sustainable public sector expenditure. Some examples are outlined in the response to Question 1.

The Committee will also be aware that we have held workshops with the Council of Ministers with a view to developing options to achieve material savings in the cost of the public sector.

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**

See response to Question 7.

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?

As a result of our planned implementation of a new monitoring system, we are restricted by the reporting we can currently provide. However, I anticipate that this is no more than a temporary issue, and we will provide this information as soon as possible.

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?

Consultancy spending will be published by the end of Q1 as part of the Government's periodic reporting in line with P.59/2019. To ensure the accuracy of this reporting, extensive data quality assurance processes are undertaken. These processes, which form part of the wider year end procedures that underpin the production of the Annual Report and Accounts, must conclude before we are able to share data on 2025 consultancy spending.

As part of its commitment to curbing the growth of the public sector, the Government also introduced new controls over the use third parties such as consultants during 2024. This helps to ensure that measures to manage growth in public sector workforce cannot be circumvented by increased spending on consultancy or contingent labour. The ARA for 2024 showed a substantial reduction in consultancy and contingent labour spending compared to

2023. Once the end of year data quality assurance has concluded, we expect the 2025 data will show a continuation of this trend.

There will always be a role for the use of consultants and contingent labour. For example, where specialist or temporary expertise is needed for time-limited capital projects or to more efficiently provide flexibility in the resourcing of operational services like the health system. However, there had been an over reliance on this kind of spending under previous governments, and the current Council of Ministers is determined to curb this type of expenditure where it cannot be justified.

10. Please provide an update as the progress of finalising workforce plans.

A comprehensive set of Strategic Workforce Plans is in place across the public service, covering the Cabinet Office; Children, Young People, Education and Skills (CYPES); Digital Services; Economy, Employment, Social Security and Housing (ESSH); External Relations; Health Care Jersey; Infrastructure and Environment; Justice and Home Affairs, including the Prison Service, Customs and Immigration, Fire and Rescue, and the States of Jersey Police; Non-Ministerial Departments, including the Judicial Greffe, Law Officers' Department, Probation, the Viscount's Department, and the States Greffe; as well as People Services and Treasury and Exchequer. In the case of CYPES, workforce planning is embedded directly within the department's broader delivery programme.

These plans are aligned with the Government's People Strategy, which sets out the long term ambition to strengthen the public service by investing in colleagues' development, skills and organisational culture. This alignment ensures that departments prioritise the development of career pathways and adopt approaches that support a culture in which colleagues feel valued and supported. The values and commitments set out in the People Strategy inform recruitment activity, succession planning, and the expectations placed on leaders and managers across the organisation

Yours sincerely



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