



Corporate Services Scrutiny Panel

Quarterly Hearing

Witness: The Chief Minister

Friday, 19th September 2025

Panel:

Deputy H.M. Miles of St. Brelade (Chair)

Deputy L.K.F. Stephenson of St. Mary, St. Ouen and St. Peter (Vice-Chair)

Deputy M.B. Andrews of St. Helier North

Connétable D. Johnson of St. Mary

Witnesses:

Deputy L.J. Farnham of St. Mary, St. Ouen and St. Peter, The Chief Minister

Deputy M.R. Ferey of St. Saviour, Assistant Chief Minister

Dr. A. McLaughlin, Chief Executive Officer

Mr. R. Corrigan, Chief Officer, Economy

Mr. P. Wylie, Chief Officer, Cabinet Office

Mr. I. Cope, Chief Statistician

[9:00]

Deputy H.M. Miles of St. Brelade (Chair):

Welcome to this public hearing of the Corporate Services Scrutiny Panel. Today is 19th September 2025, and this is our quarterly hearing with the Chief Minister. I would like to draw everybody's attention to the following. The hearing is being filmed and streamed live. The recording and the transcript will be published afterwards on the States Assembly website. All electronic devices, including mobile phones, should be switched to silent. For the purposes of the recording and the transcript, I would be grateful if everyone who speaks could ensure that you have already stated your name and your role. So if we can begin with introductions. I am Deputy Helen Miles, chair of the Corporate Services Scrutiny Panel.

Deputy L.K.F. Stephenson of St. Mary, St. Ouen and St. Peter (Vice-Chair):

Deputy Lucy Stephenson, vice-chair

Connétable D. Johnson of St. Mary:

Constable David Johnson, member of the panel.

Deputy M.B. Andrews of St. Helier North:

Deputy Max Andrews.

The Chief Minister:

I am Deputy Lyndon Farnham, Chief Minister.

Assistant Chief Minister:

Deputy Malcolm Ferey, Assistant Chief Minister.

Chief Executive Officer:

Andrew McLaughlin, chief executive officer.

Chief Officer, Economy:

Richard Corrigan, chief officer, Department for the Economy.

Chief Statistician:

Ian Cope, chief statistician.

Chief Officer, Cabinet Office:

Paul Wylie, chief officer in the Cabinet Office.

Deputy H.M. Miles:

Lovely, thank you. I would just like to draw your attention to the fact that we have got 2 hours scheduled for this hearing.

The Chief Minister:

Can I just confirm I am able to be released to attend this year's deratage(?). I need to be there at 10.55.

Deputy H.M. Miles:

Yes, absolutely. I am sure we will be finished by then. I just wanted to point out that this hearing originally was not a quarterly public hearing. It was going to be the hearing about performance management, but due to timetabling and scheduling we have decided to put this as the quarterly public hearing. That is why some of the questions at the beginning are more heavily focused on performance, because we have put those in; many more than we would normally have done in a routine quarterly hearing. So I am very grateful that you have brought the chief statistician and the chief officer for the Cabinet Office here. The first question is from me about performance. Can you advise where responsibility of the oversight of performance management currently sits within the Government?

The Chief Minister:

Just by way of background, performance management data are reviewed regularly by chief officers and the chief executive officer. That is predominantly where it starts. Andrew, did you want to just dig a little bit deeper?

Chief Executive Officer:

Yes, if I understand the question correctly, we place responsibility on the chief officers of departments and the Ministers. We do not have, which I think you had within the Cabinet Office a number of years ago, a central team that oversees performance management. Obviously we rely on centres of excellence - like Statistics, for example - we rely on key data sources, such as the data that we have from the chief people officer, and that is curated at a departmental level in the first instance, and through obviously objective setting by me and performance management setting by me, so we do not have - and, forgive me, I do not recall the names of these specific teams - but I think in the past you had teams collating information centrally. We do not have that resource anymore.

Deputy H.M. Miles:

So who has strategic oversight of performance management now? Before you had a Strategic Planning Department.

Chief Executive Officer:

Absolutely. That sits within the E.L.T. (executive leadership team) and supported by the same centres of excellence, like Ian to my left, and like the S.P.P.P. (Strategic Policy, Performance and Population) resource, for example, that we have in the Cabinet Office. That is where it sits, and that is reflected in departmental business plans. It is obviously reflected in the way that we go about evaluating progress on the C.S.P. (Common Strategic Policy) and so forth.

Deputy H.M. Miles:

Okay, we will come on to that, thank you. There was a 2024 review of Island outcome indicators by Statistics Jersey. Can you tell us how this review has impacted on the Government's approach to performance management?

Chief Statistician:

Shall I just say a little bit about what we did? Prior to that, Future Jersey had something like 58 indicators, and over time that expanded to over 200. Many of them were duplicated and they were overly detailed, and were very difficult to keep up to date. Also, they were very badly presented. There was lots and lots of gory detail, but you could not see the big picture. So the review that we did, we kept the 10 outcomes from Future Jersey. We kept nearly all of the 58 Future Jersey indicators, but we went through each of the outputs with a series of reviews with business experts across government, police, et cetera: what was the concept we were trying to measure here, what were the relevant indicators? So we have come up with a more streamlined, I think there are now 72 indicators. We have got a few that we would like to develop. We have done one in the digital space. That was the kind of indicators. So we are now able to keep on top of those, keep them up to date. Some of the data comes from J.O.L.S. (Jersey Opinions and Lifestyle Survey). It is only every 2 years, but basically my team pull all that data together and update it as soon as the data comes available. That was one part of the review, just the suite of indicators and making them more sensible and relevant and more up-to-dateable. But then we also, I think as you are aware, changed the presentation. We now have a dashboard. You can see red, amber, green. You can get the big picture. You can change the period. You can look at like 3 years, 5 years, 10 years, et cetera. So the feedback that we have had from users and from the C. and A.G. (Comptroller and Auditor General) was that was a much better presentation. I think it has been more widely used, the data. Previously, there was lots of detail there that was hidden away and it was not being used. So by presenting the data better, which is our job, I think it makes it easier for others in Government to use that data. So that is a useful background.

Deputy H.M. Miles:

To what extent are the Island outcome indicators linked to the population level? For example, if you are presenting crime statistics, usually linked to 1,000 per head of population, how does that happen here?

Chief Statistician:

We have got something like community indicators, but as we have discussed separately, there is a lack of data on crime statistics. Malcolm might pick up on his F.O.I. (freedom of information) review as part of that. The chief of police has committed to start publishing crime statistics. I have been supporting them for a couple of years to try and help. They have got quite a strong analytics team

there and they have actually got a lot of data. So it is about getting that over the line. I believe they are planning to start publishing 6-monthly crime stats.

Deputy H.M. Miles:

Are we doing per thousand population for any other indicators?

Chief Statistician:

I cannot remember off the top of my head, to be honest. I can look that up for you and come back to you, if you like.

Deputy H.M. Miles:

How would you say individual government strategies, how do you know that they are making a difference and that they are having an impact?

Chief Statistician:

I think that is possibly for somebody else to pick up.

Chief Executive Officer:

I think my answer to your first question in that question, so if you think about the format we are in now, where we want the E.L.T. and the Council of Ministers, of course, to be continuously evaluating progress and performance, that streamlined dashboard that I mentioned is crucial to us, and pretty much you can see it sits fundamentally behind the C.S.P. in terms of what those Council of Ministers are trying to do. The other key inputs to that oversight are the community risk register and the data around that. There are the quarterly reports in particular from the chief auditor. There are the quarterly and monthly M.I. (management information) we get on all aspects of our people from the chief people officer. Those drive a lot of the E.L.T. level evaluation, but underneath that at a departmental level ... so let us use C.Y.P.E.S. (Children, Young People, Education and Skills) as an example, the chief officer in C.Y.P.E.S. will have their own departmental dashboard, which is more detailed than necessarily I would look at. I will set objectives in any time period but he, in this instance, will be looking at the performance of the whole department, which will include a lot of the 72 indicators I mentioned plus others that C.Y.P.E.S. need to run their business. So at a departmental level in any one time period - if we keep C.Y.P.E.S. as an example - they will have objectives at E.L.T. level that that chief officer is pursuing but he will also have set objectives for his 10 direct reports. I do not know if you have seen the dashboard for something like Education, if they have taken you through it. But they will have everything from exclusions to all the things we are trying to measure around inclusion in that dashboard, and that is essentially how we run the business in terms of figuring out in real time if the things we are trying to do are having an impact.

Deputy L.K.F. Stephenson:

How often does that get looked at? Is it routinely or does somebody have to go and look for something specifically?

Chief Executive Officer:

If we stick with that example of C.Y.P.E.S., that will get looked at every day by them as a department because it is on Power BI. It is all automated and it is updating dynamically when new data comes in. So they will look at it all of the time. I will tend to look at it monthly or, if there is a particular area of objectives that we are looking at, I can get direct access to it through Power BI. But they will tend to send it to me monthly on the things that we decide are important at any one time period. It is essentially dynamic and looked at all the time, as are most of these dashboards as they are built.

Deputy H.M. Miles:

Does every department have a dashboard now?

Chief Executive Officer:

Every department has a dashboard. Is every department built as dynamically as C.Y.P.E.S., say, and H.C.S. (Health and Community Services)? Probably not, but it is partly because they are not as data-rich. But obviously, in Justice and Home Affairs, you have got very particular dashboards, and blue lights and so forth. But somewhere like Education, where you have got a lot of rich data constantly around pupils, it will be a more developed dashboard. But I will write back to you when I have had a look at it.

The Chief Minister:

I was going to say States Employment Board I think is an improved example, and Malcolm has worked with them to ensure we get a monthly ... we review the employment dashboard monthly that is presented to the meeting, which has been really useful, and that is evolving all the time.

Deputy H.M. Miles:

Yes, and that sounds like an improvement so if you suddenly see that you have got a mass exodus of staff that means that you can be on top of it.

The Chief Minister:

We are able to follow trends on headcount and F.T.E.s (full-time employment) on a monthly basis, which is helpful.

Chief Statistician:

I would say, picking up on those 2 examples, Education and Health, they have both got quite strong analytics teams. They have got about 10 or 12 analysts.

Chief Executive Officer:

Yes, they have got more resource.

Chief Statistician:

They have got more data and they have got more analysts and they are able to present the data. Obviously in my chief statistician role, I have an oversight for them. They are both quite strong teams.

Deputy H.M. Miles:

It is quite another conversation about how we are going to build our analytics team across.

Chief Statistician:

Going back to your earlier question, I just looked at the dashboard. So we do have crimes per thousand population and fires per thousand population. There are some indicators of that nature.

Deputy H.M. Miles:

Lovely, thank you.

Deputy L.K.F. Stephenson:

How are Ministers then brought into that conversation? Are Ministers regularly updated?

The Chief Minister:

We are. By considering all of that data, that steers the direction of C.S.P., Budget, Investing in Jersey programme. So that is the foundation of decision-making, but you have to ... the Island outcome indicators are useful, but they are longer-term trends, but they do shape the key policy decisions.

Deputy L.K.F. Stephenson:

Sticking with Future Jersey, can you provide your views on the progress of the Future Jersey vision to date since it was published in July 2017?

The Chief Minister:

Shall I start with it? As you know, it is a long-term vision for our Island based around 10 Island outcomes and was developed in consultation over a period of time with Islanders. It focused on the long-term progress measures, community well-being, environmental well-being, economic well-

being, and it was the foundation of the Common Strategic Policy that we published and the States approved last year. I said it has guided further policy decisions such as investing in Jersey. That is basically a broad overview. I do not know, Andrew, if you want to add anything.

Chief Executive Officer:

I would say a couple of things. I definitely take my hat off to Ian Skinner and the team who developed it, which seems a long time ago now, but I was consulted in a previous role when they were developing that - that might have been 10 years ago now - so I think it has stood the test of time very well, given how much has changed. In the meantime, this particular Council of Ministers were insistent that it be the bedrock for guiding their C.S.P. and for evaluating their C.S.P. Even though many of them are measured in the C.S.P. by the nature with things that had to be delivered quite quickly, they were very much rooted in the island-wide indicators, so I think it is a document that stood the test of time. I think the question for the next Government - not for this one - will be at what point we re-evaluate, because when Ian did that work and came to see us all, the global priorities were sustainability; number one. I think economic growth; number 2; and geopolitical instability; number 3.

[9:15]

I think it is fair to say that the batting order has changed in the last 10 years, and we can see that most clearly in the difficulties nations are having in dealing with sustainability and affordability and geopolitics at the same time. I think there is a case to be made for a wise group to look at it maybe next year, but for our purposes it has been incredibly useful in helping the Civil Service to work with this Government on its C.S.P.

Deputy L.K.F. Stephenson:

Jumping to one of my questions - you have almost read the questions - about how the vision may have altered because of global challenges. Are you able to alter it as you go or does it stay as it is but you have just got to be mindful of changes and it needs a rework, as you say, in the future?

Chief Executive Officer:

I should let others answer. My own view is that it still works as a vision for Jersey and something to guide policy-making and priorities. As I say, I think the way that Ian and the team developed it - I am sure there were loads of people - means it has stood the test of time. It is an incredibly thorough and rigorous piece of work. I do not think the themes necessarily have to change much, in my personal view, but I do think there needs to be a good debate about prioritisation, because the world around us has changed so much and it is giving us problems that we did not envisage, not least of

course the aftermath of COVID when that was struck. I think there needs to be a debate, but it has certainly been incredibly useful to frame the last couple of years.

The Chief Minister:

I think if you refer back to the C.S.P., you see how it is all linked to the framework. I have not discussed it with Paul or Andy, but I am minded to, on the back of the States Members' workshops we are having, ask them to review this between now and the start of the next Government, because the new Government, I think, will need to work on this, or a slightly restructured version of this to put together the next C.S.P.

Chief Statistician:

In my understanding - I was not here when Ian Skinner did the work but I have spoken to him subsequently - this was a 30-year vision. It was always recognised that individual Governments may choose to prioritise certain aspects of it, partly depending on the nature of the circumstances at the time; that is fine.

The Chief Minister:

I think actually it is helpful because the priorities are ... when we were putting the C.S.P. together, the priorities in there ... all of the headings in there were actually the priorities, and they had not really changed much apart from the geopolitical impact.

Deputy L.K.F. Stephenson:

Where does the - I think you did start to mention it earlier, but just to go into it in a bit more detail - Investing in Jersey programme, how does that fit in relation to the Future Jersey framework?

The Chief Minister:

We were, I want to say criticised, but it was mentioned that the ... C.S.P.s tend to be short to medium-term documents and there was lacking a longer-term strategy, so we thought about that and that led to the creation of the Investing in Jersey, which is based around the fabric of our Island, the infrastructure. You can link that to a number of areas in the Future Jersey programme, including a built area, a natural environment, built environment, sustainable resources. If you run through that, you can see the links to it.

Chief Statistician:

One of the outcomes is vibrant and inclusive. So we have got indicators there: Jersey as a sporting centre, Jersey as a social centre, Jersey as a cultural centre. I think that plays into that kind of agenda.

Chief Officer, Cabinet Office:

It directly sought to address some Future Jersey, 3D Island outcome indicators, those 2 flashing reds, as Ian said; one of them being vibrant and inclusive, the other being affordable living. It is no coincidence that all of the worker and housing, place, sporting facilities are in that long-term vision; it flows directly.

The Chief Minister:

Just very quickly, can I say, politically we found that the Future Jersey document, which is almost 10 years old now, is it not?

Chief Executive Officer:

Yes, I it is.

The Chief Minister:

It was extremely helpful and if we could have started again with it, we would have perhaps come up with exactly the same document. So it is still very relevant and useful.

Chief Executive Officer:

I think the other thing which is important to say about this is the - again I do not know whose decision it was - but the decision for Jersey to opt into the O.E.C.D. (Organisation for Economic Co-operation and Development) Better Life Index I think was an inspired one, whoever made it, because it is the best comparative benchmarking. We can have a future Jersey in my view, and that data has been crucial for this Council of Ministers. It was crucial in Invest in Jersey because if you look at that data, while Jersey's absolute position has not changed much, its comparative position has declined on what we may describe as the quality of life indicators; disposable income, housing and the utility of some of its services. I think Invest in Jersey, a big part of it is a response to that view that you cannot really meet the Future Jersey vision off the infrastructure we have currently got. It will not deliver the quality of life that people need and we can see that in the O.E.C.D. data. I would look at the 2 things together when you are thinking about how we evaluate things.

The Chief Minister:

You should see the thread in the I.I.J. (Investing in Jersey) document.

Deputy H.M. Miles:

Just one question, how do you engage the community in feedback? Do you go out and consult or is it just ...?

Chief Statistician:

Obviously Future Jersey itself was a huge consultation exercise over 2 years and, to be honest, we have not faced going through that process again. As Andrew was saying, there might be value in some further process, but it has not been a priority for us in the short term.

Deputy H.M. Miles:

The Comptroller and Auditor General made some comments about the Jersey Performance Framework in October last year, and she talked about the outcomes-based accountability methodology, highlighted the Children, Young People, Education and Skills Department, particularly for Children and Young People's Plan and said that that approach should be considered across government. To what extent is government promoting outcomes-based accountability across your own departments and agencies?

Chief Officer, Cabinet Office:

What we have sought to do is ensure we are following the Island outcomes indicators. As Ian said, some of them are 2, 3, 5-year indicators, so these are long-term changes. Those are the outcomes. We are, at the same time, measuring the inputs, so the service performance measures for larger inputs in terms of Health performance, C.Y.P.E.S. performance. We are trying to performance manage both, and it is the job of the chief officers and the departments and the Ministers to be trying to have that short-term focus on the service performance managing their dashboards, but also be mindful of the trajectory of the Island outcome indicators. That is how I see outcome-based accountability. It is making sure that our trajectory is correct on the inputs, so that in 2, 5 years' time, we are seeing the right outcomes.

Deputy H.M. Miles:

I have a slightly different understanding of the outcomes-based accountability. It is not just how much you are doing, it is the quality of that intervention, and then it is also the key question, actually, who is better off? So it is not just about the nuts and bolts. One of the benefits of outcomes-based accountability is that if you are aiming towards an indicator, aiming to improve an outcome, it is not just government; it actually spreads out into the community. That is seen very clearly on the Children and Young People's Plan. How are you, as Government, engaging with the community using outcomes-based accountability to understand how you need to work in partnership to deliver those outcomes?

Chief Officer, Cabinet Office:

Absolutely. So what we are talking about here is the difference between quantitative and qualitative information. Of course that quality service feedback is equally as important in you can see that in how Health is undertaking its own feedback processes within the department. What I would say is that it is really important that that continues.

Deputy H.M. Miles:

Have you got any formal training programmes in outcomes-based accountability to either Government or partner agencies? Are you actually delivering training?

Chief Officer, Cabinet Office:

No, not from the centre.

Deputy H.M. Miles:

Not at all. The commissioning process for agencies like Jersey Child Care Trust, Brighter Futures, et cetera, insist that they are taking an outcomes-based accountability approach in order for them to continue to receive funding. Certainly they tell us that that is a very useful framework and it is used broadly across the charitable sector. How are you using their dashboards? How are you using the information that they give you to understand that you are meeting your responsibility in delivering those outcomes?

Chief Officer, Cabinet Office:

If you are looking for specific examples of how we are managing commissioning and contracting grants, I would have to write to you on that. But yes, of course, it is important and it is built into their contract or services.

Deputy H.M. Miles:

Because it feels that you are asking your partners to take an O.B.A. (outcomes-based accountability) approach and yet agencies of government who are also delivering, who are also ... because this is a partnership meeting those outcomes.

Chief Officer, Cabinet Office:

Yes, it is.

Deputy H.M. Miles:

The training and the development in outcomes-based accountability seems to have stopped across government.

Chief Officer, Cabinet Office:

I am talking about within the central policy. I will have to write to you on what training and expertise we have within the commercial and the contract management teams. I feel that there should be some.

Chief Executive Officer:

If I may, Paul. I would say on the ... we will need to write to you anyway, but I would say on the 4 departments, which are big customer service waterfalls, and which have analytical resource within them, which is Education, Health, I. and E. (Infrastructure and Environment) and E.S.S.H. (Employment, Social Security and Housing). You can see in those departments - if you take E.S.S.H. as an example - what you are looking for. I think the way in which data is collated and drives decision making, the way in which they try to hold relationships in E.S.S.H. with charities who are partners for them, either because they have chosen to deliver services or because the services they deliver are complementary to the citizens' experience that we are trying to deliver, I think those are much more developed. I can see a very dynamic process in the decision-making around what they expect from partners like the ones you have mentioned, for example, going both ways. Both sides do not always agree on that of course, but going both ways, I can see that in action and I will be happy to write to you about that. Whether it is at the level that the auditor general would like it to be at, I think we are pretty resource constrained in some of the things that she would have us do. But in those departments, in I. and E. and its relationship with its contractors, in Digital Services and the way that we are trying to work with the industry around us, in E.S.S.H. in the way that we are trying to work with our charity partners, we are taking a stronger approach with those partners. As you know, in terms of the outcomes we would like to see, in these areas and in Health you have heard *ad nauseum* about the work that is going on in Health through partnership boards and other things. In those areas I think we are making progress. Whether it meets the expectations of the auditor, I will need to reflect on and come back to you.

Deputy H.M. Miles:

Okay, thank you for that answer. In terms of individual department service performance measures and how departments report on short-term performance to deliver an overview of key services, you mentioned earlier that the Executive Leadership Team had a responsibility there. Is performance management a standing item on the agenda for the extended leadership team meetings?

Chief Executive Officer:

For the extended leadership team meetings?

The Chief Minister:

Do you mean the executive?

Chief Executive Officer:

Sorry, for E.L.T.

Deputy H.M. Miles:

Did I say “extended”, sorry, I should have said “executive”. I know what I meant.

Chief Executive Officer:

They are. We have been focusing certainly in the recent period a lot of that discussion around trying to ensure that we support Ministers to deliver that C.S.P., as well as the business as usual services, have been the real focus of a lot of that performance management in the most recent period. There has been a particular focus with the C. and A.G. and others on aspects of the community risk register and some of the areas that we are trying to improve there. It is pretty fundamental to that. In my individual objective setting with an evaluation of chief officers, particularly in those departments that we have been talking about with big custom waterfronts, we will go deeper into their dashboards. They will not always feature at E.L.T. level but what we have are deep dives. So we have had C.Y.P.E.S. along for a deep dive on their dashboard, and the things they are trying to achieve in the department beyond the strategic objectives. We have done the same in Health, we have done the same in I. and E., and the other thing which I will get shot for not mentioning is the other key document that comes into that evaluation, is the quarterly complaints and customer experience update from that team in E.S.S.H. That is the other thing that we look at quarterly.

[9:30]

Deputy H.M. Miles:

We are fortunate that we have got a chief officer with us this morning, so if I could ask you: how do you measure the performance of your department and how do you feed that through to the executive leadership team?

Chief Officer, Economy:

For us it is essentially on delivery of the department business plans that set out objectives to be delivered. It is harder, I think, to manage policy and legislative development through a dashboard-type approach. So you are really looking at stage gates of delivery and when we want to be at certain points around law drafting, around consultations, around lodging and briefing Scrutiny and so on. By extension though, the department has a significant waterfront elsewhere with Jersey Finance, Visit Jersey, Digital Jersey, so we are looking at the management of their outcomes, their business plan. They will present to us a business plan for funding, say, for 2026. We will look at how that aligns with the indicators for Jersey and the common strategic priorities of the Council of Ministers. Ultimately, the Minister will decide the extent to which that plan can be funded, given wider constraints, and then we will manage the relationship with that organisation around supporting their delivery. But their chief executives are on outcomes-based accountability measures, if it is visitor numbers or new investment businesses and so on, and that is reported back to the Minister through either half-yearly or quarterly partnership meetings.

Deputy H.M. Miles:

How do you know within your department whether what you are doing is complementary to other departments? How do you get at the cross-cutting performance? How do you make decisions about working together to achieve those outcomes if performance is not a standing item on the E.L.T. agenda?

Chief Officer, Economy:

I think performance is in terms of what is happening in other departments, but I think there is a lot of dialogue that happens underneath. The chief economic adviser, for example, does not have the statutory standing of the chief statistician. The chief economic adviser sits within my department and I line manage Tom, but Tom is a resource that is used across the whole of government for better policy making, so making sure that Tom is engaged in the right fora to help develop better policies. The Residential Tenancy Law providing economic analysis of the impacts of that, that is all done through Tom's team, as an example. They are working together and integrating much better. You will have seen Deputy Morel's announcement this week around the economy and planning combined hub, again how we work together to get the right economic input into planning applications and decision making.

Deputy H.M. Miles:

Okay, thank you. That is really helpful, thank you. I am afraid it is still me. Just a couple of questions about the proposed Budget, thank you. You have published the Budget and we will be having separate Budget hearings with you, but can you just tell us how the Jersey Performance Framework and the service performance measures and the outcome indicators influenced your decisions around the published Budget?

The Chief Minister:

The Budget 2026 basically followed the foundation set out in the 2025 Budget, again predicated upon the Common Strategic Policy approved last year, which we have already been through how that was created in line with all of the future outcomes, objectives that are in the Future Jersey policy. Could you just repeat the ...?

Deputy H.M. Miles:

It was just how the outcome indicators influence the Budget.

The Chief Minister:

I think I need to turn to Paul for that.

Chief Officer, Cabinet Office:

As we said before, regularly review the community risk register that identify the number of areas that are directly into the Budget, so fire service, for example, and Children's Services. Then you had additional activity that flowed from the Investing in Jersey plan. As I mentioned, housing, Fort Regent, public spaces. Then we also went back to the Island indicators around affordable living. The improvements to child care directly flowed from both the Island indicators and also from the C.S.P.

Deputy H.M. Miles:

When you are Budget planning, do you use the Island indicators as the foundation of building the Budget or do you build the Budget and then apply the indicators afterwards and say: "Yes, that fits that, that fits that"?

Chief Executive Officer:

I see what the question is. We set off this year, for various reasons, trying to limit new growth in the Budget, which I think we discussed at an earlier meeting. Obviously that has not happened, but if you look at where growth has been prioritised, it was driven by ... I would not say driven by Future Jersey; it was driven by Island-wide indicators. When we had those debates around the E.L.T. table and then subsequently had similar debates at the C.O.M. (Council of Ministers) table, around the E.L.T. table, while we were trying to hold a no-growth stance, various E.L.T. members made it perfectly clear that in the area of Island-wide and Future Jersey - let us call it community well-being - that quadrant has 5 things in it, from memory. Those 5 things around community safety, community well-being, the E.L.T. felt quite strongly that we had to allocate additional resources, with particular challenges in Children's Services, in fire and safety, in aspects of preventative healthcare, healthcare full stop. We also had a commitment to try and extend preschool nursery education to 2 and 3 year-olds in particular. I think as a consequence of that debate, what started off as an aspiration for zero growth very quickly became: "We are going to be too far off our community well-being aspirations if we do not make additional investments", so that imparts the biggest driver of the Budget that you see before you.

Deputy H.M. Miles:

Okay, thank you. That is really helpful. I will finish talking now.

Deputy M.B. Andrews:

A couple of my questions have already been answered but, Chief Minister, I just really wanted to touch on some of the Island outcome indicators, and in particular when we are looking at the business environment. I just want to know what are you and your political executive of Ministers doing to boost economic productivity within the economy?

The Chief Minister:

Do you want me to refer to certain Island outcome indicators or just a general?

Deputy M.B. Andrews:

No, just a general.

The Chief Minister:

There is a major programme of boosting the economy, which the foundations have relayed post-Brexit, coming out of Brexit when we recognised or trying to address the damage that was done to the economy. They are presented in the form of ... what is it called, Richard?

Chief Officer, Economy:

We have the Future Economy programme as the overall umbrella, and that is a much longer-term vision for the economy needing to become more productive, more resilient. The Better Business Support Package ...

The Chief Minister:

The short-term measures, yes.

Chief Officer, Economy:

So we have the £10 million that has been allocated as the Better Business Support Package in 2025 and in 2026. That is to help businesses to become more productive and therefore more able to pay a living wage in due course.

Deputy M.B. Andrews:

I just want to know, Chief Minister, what feedback have you received since you have taken office about your stance of being, for instance, a pro-business politician, and with some of the policies that you have brought forward, has the feedback been very much in agreement with those decisions or have you had people come up and say to you: "I am sorry, but I disagree?"

The Chief Minister:

I have not received any feedback at all about my own personal position.

Deputy M.B. Andrews:

It is about the Council of Ministers.

Deputy H.M. Miles:

Deputy Andrews, this is not your area of questioning. We were asking about something specific and I do not think it is really fair to put the Chief Minister on the spot in a hearing like this. I am going to ask you if you could just hold that for now and I am going to move to Connétable Johnson, please.

The Chief Minister:

Okay, thank you. I would have been quite happy to answer that, but it goes off-piste.

The Connétable of St. Mary:

On a different question, on complaints handling, which the panel has had an ongoing interest. I can go back to last year, actually. As you are aware, the panel submitted an amendment to the previous Budget, 2025-2028: "To include a narrative in the accompanying report to acknowledge the work continuing in relation to establishing a Jersey Public Services Ombudsperson" and you kindly accepted that. However, there is no reference to the ombudsperson or complaints proceeding in the present Budget, so could you please clarify where we are on the overall scheme of things?

The Chief Minister:

Certainly. I absolutely agree it is important that Islanders have a purposely built fit-for-purpose complaints mechanism. The ombudsperson is not referenced specifically in the Budget because the funding of £400,000 - I think it is £400,000 - £298,000 is actually accounted for in the overall Cabinet Office budget. So we have £400,000 in the 2026 Budget allocated for that. Deputy Scott has done a thorough job of investigating the complaint system, which will help us make the decision. It was discussed at the last Council of Ministers' meeting. We have asked the chief executive officer to come back with some cost analysis of the 2 options. The 2 options we are considering are either strengthening the existing complaints-handling system or going to an ombudsperson. I have committed to bring that back to the Assembly, whatever, because we are basing this on an Assembly decision.

Deputy H.M. Miles:

I think you did make the comment, did you not, in the last Assembly: "I am beginning to think that an ombudsman would be a better course of action."

The Chief Minister:

Well, I did say that, yes. I think it is because we are seeing challenges. I think the challenges have been made in the current complaints-handling process, and that needs a closer look. But I would stress the Council of Ministers have got 2 options; strengthen what we have or go to the ombudsperson. We really want the cost-analysis benefit.

Deputy L.K.F. Stephenson:

Those 2 options are not new, they have been on the table a long time - sorry if you are coming to this question - but when are we going to see some movement on it, what time ... you say you want to bring it back to the States Assembly, but when?

The Connétable of St. Mary:

That is what my next question was; you committed to producing an update by July, August.

The Chief Minister:

Deputy Scott has completed a work, presented a report to the Council of Ministers, which we considered at our last meeting last week. Now we have asked officers to do a bit more work on the cost.

The Connétable of St. Mary:

Is this panel going to see that report, which I expected we were going to?

The Chief Minister:

Yes, we can forward that to you. We were going to do a bit more work to include the cost-benefit analysis and let you have that, but in the meantime if you want to see Deputy Scott's report I am sure that can be sent through.

The Connétable of St. Mary:

Moving on, you have already referred to a recent complaint in which the Minister for the Environment had a different view. Can you advise what steps have been taking by Government generally to address concerns about the current operation? Is it the States of Jersey Complaints Panel or is that being incorporated into ...

The Chief Minister:

Incorporated into this piece of work.

The Connétable of St. Mary:

Is there any ongoing immediate work to enter dialogue with the Complaints Panel as it is, because there will be ongoing matters?

The Chief Minister:

I have exchanged correspondence with the chair of the Complaints Panel, and I propose just to reissue a set of guidelines to senior civil servants and Ministers about how to engage and best practice. It is not a statutory requirement for Ministers to attend complaints panels but we would

expect Ministers and senior officers to comply wherever possible, and I have been reminding the team of those responsibilities.

The Connétable of St. Mary:

Those responsibilities, obviously one of the problems was that the Minister did not allow his own officers to attend a particular complaints panel because of a previous situation. Is general guidance going to be issued as to what they should? Do you accept the Minister was right in that?

The Chief Minister:

I think answered that question fully in the Assembly. It is ultimately up to the Minister how they want to address certain issues. Deputy Luce has confirmed that his team will comply fully in the context of that particular complaint. I think it is incumbent on Ministers and officials to be as helpful to the complaints process as they possibly can, without going into the specifics of the case you are talking about. It is important for managing this and to maintain confidence in the complaints handling system. We all need to co-operate with each other and that works both ways.

The Connétable of St. Mary:

Two general points before I finish this area for me. The first is that if Government does proceed with an ombudsman process, that is going to take a little while to implement so the Complaints Panel will have to continue to run. So there will need to be ongoing engagement with the Complaints Panel to ensure the immediate urgency of it.

The Chief Minister:

If we decide to go along that route, then we will work closely with the Complaints Panel to ensure a smooth transition.

The Connétable of St. Mary:

Going back to the ombudsman point, that was really initiated by a report from the Jersey Law Commission.

[9:45]

On that occasion, I know funding came elsewhere, but generally speaking with Law Commission matters, I know it is controversial, are you committed to providing certain funding so they can issue their reports for matters which Government do agree should be looked at more closely?

The Chief Minister:

Somebody would have to remind me on the process of that.

Chief Officer, Cabinet Office:

We have taken on a case-by-case basis, I am not aware that it asks for any more ...

The Connétable of St. Mary:

I think there has been concern previously expressed by the commissioners to the availability of funds to carry out the work which they recommend. I do appreciate obviously that Government, through L.A.P. (Legislation Advisory Panel), will approve or not approve a particular waiver. I just wanted some indication that the work of the commissioners is valued and funds will be available where appropriate.

The Chief Minister:

Yes, of course it is, and I am not aware of any cases at the moment that funds have been requested in that way.

The Connétable of St. Mary:

A problem in the past.

The Chief Minister:

I completely agree, David, with that.

Deputy L.K.F. Stephenson:

Moving on to the Jersey Care Inquiry and the follow-ups there. I think back in July at our quarterly hearing, Chief Minister, you said that Government was engaged with care leavers regarding the public apology plaque. Could you please update us on that as work and where we are at with the plaque?

The Chief Minister:

I will ask Malcolm to lead on that.

Assistant Chief Minister:

Just to set the scene again, we had a form of draft words and the proposal initially was to install it on Piquet House opposite. There were some survivors who did not feel comfortable with that, so we decided to go out to consultation specifically speaking to survivors and to gauge their views and opinions, because after all they are the biggest stakeholders in this. So the consultation is open, there have been 44 responses, and it is due to close at the end of September. Following that consultation, we will then make a decision as to where the plaque should be. I think the most popular suggestion was it should be at La Collette Gardens in a place to remember, which is a quiet,

reflective place, where a sincere, heartfelt apology was felt might be more appropriate. But we will see what the outcomes of that consultation is.

Deputy L.K.F. Stephenson:

Thank you. As part of that, how are you making sure that ... there are diverse views among the care leavers and those who work with them and support them. How are you making sure that the views and opinions of those stakeholders are accurately heard and reaching out to make sure everyone has had their say?

Assistant Chief Minister:

Because people have different views on it, and it is not necessarily just the people who feel strongly are maybe going to be the most vociferous, we need to understand what the long-term implications are for that. Because I think what came across clearly is something on Piquet House for some people would be something that would be a constant reminder to them. At least somewhere like La Collette Gardens, if they want to have that reflective time, then that is a place they can absorb that apology in.

Deputy L.K.F. Stephenson:

Are you actively going out and telling people about the consultation?

Assistant Chief Minister:

We are. I know it is not a huge number but, from a consultation point of view, specifically from survivors, 44 is quite a good number and we have still got a little way to go yet.

Deputy L.K.F. Stephenson:

Thank you. Are there any other areas of ongoing work related to the Jersey Care Inquiry workstream?

Assistant Chief Minister:

Again, we are still providing peer support and signposting. We are making sure that the care leaver's offer is up to scratch and does what it is supposed to do. There is that ongoing work for care leavers in the past and present to make sure that their experience of government interaction is a good one.

Deputy L.K.F. Stephenson:

Obviously, I think the ombudsman was one of the recommendations from the inquiry as well, so it does link to it.

Assistant Chief Minister:

It was as well. It very much formed part of that.

The Connétable of St. Mary:

The Arm's Length Bodies Oversight Board, a year ago we were informed that this was being created with a view to a short collaboration between various A.L.O.s (arm's length bodies) and improved procedures. Can you please update us further; how often it sits, has it indeed sat, because it had not last time?

The Chief Minister:

Paul chairs that.

Chief Officer, Cabinet Office:

Richard and I both sit on it. We met on 7th August, was the last one. More generally, we are taking a close look at arm's length bodies at present. As you might know, the Chief Minister has been convening all States Members workshops, and we are having the third of those next week on Friday. The more general growth of size and remit of arm's length bodies will be part of that. The work that we have been doing both formally in the A.L.B.O.B. (Arm's Length Bodies Oversight Board) but also behind the scenes in this space, is to understand what growth there has been in these functions and present it in a way that is completely understandable.

The Connétable of St. Mary:

It is a fairly new one, do you have any results come out of these meetings so far in terms of collaboration and reduce whatever it may be?

Chief Officer, Cabinet Office:

What we found by going through that process is each arm's length body was largely devised for its own unique purposes, there was not an overarching strategy for commissioning out or putting bodies at arm's length. In the absence of that overarching strategy, you have got a series of ad-hoc bodies. Each is responsible to a different accountable officer within the Government. They are further compounded by the fact that some are formal companies with their own chairs and boards and pay systems and digital; others, which are still classed as arm's length bodies, for example, the Charities Commission or the Children's Commission, or the Care Commission, use the S.E.B. (States Employment Board) pay scales, the internal digital, et cetera. There is a real range of how they operate. Therefore, going back to what I was saying in terms of the meeting we are having next week, there is the genuine question: is that correct? Should there be more consistency? But at the moment they are so disparate that there is a limited ability to provide that central support.

The Connétable of St. Mary:

Okay, so this is a work in progress now. Hopefully, it is obvious from your further work, there will be ...

Chief Officer, Cabinet Office:

Yes, and the Chief Minister will present a lot of this information next week to you on Friday.

The Connétable of St. Mary:

Thank you.

Deputy H.M. Miles:

Over to you, Deputy Andrews.

Deputy M.B. Andrews:

Chief Minister, we are just moving on to DFDS, regarding the performance/contract. I understand, obviously, you are treating this situation at the moment as a matter of urgency and I just want to know what discussions have taken place between yourself and DFDS.

The Chief Minister:

Firstly, just to reiterate, I have said publicly that I felt DFDS had fallen short of what was expected and since then I have written to the chief executive of DFDS. We are currently in ongoing discussions with them about how we see improvements to their service. I would remind members that we were always expecting a bumpy start, perhaps not quite this bumpy, but in fairness, this is a 20-year contract. We think it would take them at least a year to settle into it. Part of the contract is a legal commitment to invest £300 million in new fleet in the short to medium term. But the most important thing we are focusing on now is addressing the short-term problems we have been experiencing. Myself and the Minister for Sustainable Economic Development, together with Richard Corrigan, met with the DFDS team the week before last I think it was, where we had high-level discussions where we put forward our concerns. Since then, Richard has been leading the talks with DFDS to progress how those are being addressed. We expect to make some announcements shortly? I do not know if, Richard, you wanted to?

Chief Officer, Economy:

The contract, which you will have seen wearing a different hat from the Economic and International Affairs Scrutiny Panel, has been fully shared. The Minister for Sustainable Economic Development is committed to publishing a redacted version of that. Alongside that, some talking points because a contract is - no offence to lawyers in the room - very dry, so we want to bring a little bit of colour to that to promote better understanding. There have been some service challenges, I think it is fair to say. There has been weather disruption. There have been issues at ports. Timetables have not

been on sale quickly enough. There are contractual provisions that deal with all of these aspects. But if I give a “for example”; the port authorities in Saint-Malo were closing on 15th September requests for timetable slots for next season. They would then work through a de-confliction. Brittany Ferries put those sailings on sale back in May of this year as far as Guernsey to Saint-Malo was concerned. So they have put on sale basically provisional timetables. It has not been approved by the port authority. DFDS have been quite unfairly compared against that because they are trying to wait until they have got an approved timetable from the port authority before putting that on to public sale to minimise the need to actually change people’s journeys around from what they put on sale to what they actually get as an approved de-conflicted timetable from the port authority. However, in light of public opinion, we have pushed DFDS to publish the timetable and there has to be an acceptance then more widely that that may move around once a de-conflicted timetable comes back from the port itself. There are those nuances within it where we have got clear contractual provisions for DFDS to present us with a timetable for consideration 9 months ahead of the season and for that to be on sale no less than 6 months prior to the start of the season, but the port authorities themselves tend to be working at a slower pace, which means those sailing times could actually still move around.

Deputy M.B. Andrews:

Thank you very much. I just also want to ask you, Chief Minister, what feedback have you received for instance from industry bodies about some of the issues they have been facing with DFDS as an operator?

The Chief Minister:

I have not received a lot of feedback from industry bodies. The Chamber of Commerce represent, for example, members, retailers and freight-forwarding businesses. The main feedback I have been receiving is from members of the public in relation to the service. Just to reiterate, Richard has given an example and we are seeing progress there. I think we will end up with next year’s timetables being published in short order based on a proper structure. That I think will be the earliest for some time - for many, many years - that we have seen next year published. I would reiterate though, while I still remain unhappy with what has been happening, I am confident that we will get through this and we will turn it around because they are being very ... nobody wants it to work more than they do. It is a massive investment and commitment for them.

Deputy M.B. Andrews:

Thank you, Chief Minister.

The Connétable of St. Mary:

I am not sure if this is the right time to ask the question, but the British Economic Minister made it clear from the outset that the main priority was the route to both England and France, and that basically the inter-island route will be dealt with separately. Is that within the DFDS contract or is it something else? Is that being looked at separately? Where are we on that?

Chief Officer, Economy:

There is no contractual provision in the Jersey concession agreement with DFDS to provide inter-island services. Without going back over the whole split of what was a Channel Island tender into individual islands, that was one of the factors that Ministers at the time and officials wanted to talk through. That if the islands were going separate ways what did that mean for inter-island travel? But it was unfair to put an undue obligation on one operator contractually to deliver a certain frequency of inter-island services, and certainly not of the magnitude Islanders had become used to in the past. That would weigh down one aspect of that contract because the volume inter-island is actually very, very modest. Much of what was going inter-island previously was because of the nature of Guernsey visitors getting to and from France and having to almost route through Jersey and then go on to Guernsey, which was something that Guernsey wanted separate provision for anyway with direct sailings out of Saint-Malo to Guernsey. So the inter-island market is actually very modest and what DFDS have seen in practice is very low double-digit levels of passenger traffic on the inter-island sailings that they have staged. We continue to discuss that with them, but you will also be aware a number of other providers have come out and started offering services inter-island. So the Guernsey start-up that has been providing services over the summer. Manche Iles, which also benefits from a public subsidy, has been providing some inter-island cover as well. We would like to find some solution for vehicle transfer, but the actual demand is very low and typically concentrated around certain events through the sporting calendar or other events calendar.

The Chief Minister:

Can I make a quick point, I think it is important? On the basis that there was no contractual obligation for the reasons that Richard has explained, the Minister for Sustainable Economic Development and myself, in conversations with the DFDS at that time, we received a promise from them that they would look at inter-island services and put on services. That is why I said I was disappointed. I did not feel that some of the promises have been delivered, but I am pleased to say they have agreed to look more closely at that as part of the conversations we are having now. I am confident we are going to see some enhanced inter-island service for cars, but also the other services being provided by the operators has been quite helpful, quite useful and quite well-subscribed in the peak season.

[10:00]

Deputy H.M. Miles:

You talked about public feedback that you have had about DFDS linked to some of the earlier questions. To what extent does the Government seek feedback from service users about performance of the government services?

The Chief Minister:

When you say, for example, use of the port?

Deputy H.M. Miles:

No, away from DFDS. Just in general, how are you collecting your feedback and how are you using feedback about public services?

Assistant Chief Minister:

Comments, complaints and suggestions, feedback form that anybody can use who has accessed government services, and that is an online process or it is a form that people can pick up within Union House.

Deputy H.M. Miles:

Can you specifically go out and ask for feedback on the progress of the Island indicators?

Assistant Chief Minister:

That is more to do with someone's experience of dealing with Government rather than the Island indicators.

Deputy H.M. Miles:

But in general, through S.P.P.P. and Cabinet Office, how are you picking up feedback about the Island's general performance?

Chief Officer, Cabinet Office:

There are 2 things; are we asking about the feedback on how useful those Island indicators are or how are we asking about the performance of the whole Island?

Deputy H.M. Miles:

Both.

Chief Officer, Cabinet Office:

So on the former, no, because, as Ian said, it flowed from a very comprehensive assessment through Future Jersey, and Ian's, as chief statistician, more recent review can rationalise further. I happen to think, as a user, the new infographics and the simplicity of the system is far easier as a user.

Hopefully that is duplicated elsewhere. But as Deputy Ferey said, more generally on the performance of the Island we have, of course, J.O.L.S. and we have more general feedback that is passed through politicians. But in the main we rely on service-specific questionnaires and feedback, which does come into the department. It comes into myself as chief officer. It features in our discussions with the chief executive in terms of our overall department's performance.

Chief Executive Officer:

In summary, we rely on Ian and his team to give us that picture from the various surveys that take place across Island and the hard data that they collect as well. I think it is a fair point on Island-wide indicators, I would see that consultation as being one of the things that we should do if a future Government decides to revisit Future Jersey 10 years on, as it were, and check in. But the third thing that we do is, particularly if we are dealing with specific policy areas or consultations, it is really the decision of the Minister and the chief officers whether they want to commission specific research. For example, Deputy Scott, as part of looking at complaints handling, will have wanted to engage the public in their views. But for now we rely very heavily on the picture that is curated for us by the chief statistician and his team from the surveys that run regularly, and of course the O.E.C.D., which I mentioned.

Deputy L.K.F. Stephenson:

Have you given any consideration to polling?

Chief Officer, Cabinet Office:

Yes, we, through your office, former Minister, as you might recall, we commissioned 4insight, as it was, to conduct some polling and received that information in very early 2024. When we reviewed it, it was interesting but it did not tell us anything we did not already know. So as a balance of taxpayers spend versus usefulness, we paused it at that point. It has been published and interestingly it was picked up by Policy Centre Jersey and they ran the same methodology at the start of this year, and may choose to do so again. From a taxpayer point of view, that is a good thing so the information is still out there but it is not taxpayers funding it.

Deputy H.M. Miles:

Just some questions now about the legislative programme, usual questions. Chief Minister, in relation to the outstanding areas of legislative programme for the Control of Housing and Work Law workstream, can you advise whether any further regulations will be brought forward in respect of the Draft Control of Housing and Work Law, and if the panel can have sight of these?

The Chief Minister:

Yes, we will let you have sight. They are working on them now, and I understand the Minister is planning to bring them back prior to the elections next year.

Deputy H.M. Miles:

When do you think the Appointed Day Act will be brought before the Assembly?

Chief Officer, Cabinet Office:

Hopefully January.

Deputy H.M. Miles:

Hopefully January.

Chief Officer, Cabinet Office:

Either January or February.

Deputy H.M. Miles:

It will be definitely before, okay. Assistant Minister, you have been doing some work around Freedom of Information Law, would you just like to update the panel about where we are with that?

Assistant Chief Minister:

Absolutely, thank you. So the interim report was produced at the beginning of this week and the consultation went live at the same time. Within the first half day there were 30 responses, so that is pretty good when it comes to consultation in Jersey. There were people waiting for this. But the report talks about, as I mentioned earlier, departments being proactive with the data and the quality of information that they do produce and not wait to be asked for that information before producing it. Also making it easily accessible and easily readable for people to pick up on it. What we are looking to do is to be proactive with our information. The examples are where there is a yearly report we get regular requesters who put in an F.O.I. just a week before that report is almost a year old because they know it is coming. We just need to be proactive and make sure that we are getting the information out. The other big part of the consultation, of course, is whether States-owned entities should be included in freedom of information and, of course, arm's length organisations as well. So nothing is out of scope. We are looking at both of those groups and see how it is going to work and what the feedback is from those stakeholders. I think the early indicators are already that most people would like to see most of the big providers of what we outsource, if you like, come under scope. I think the balance there is how would those organisations manage it because in the decade that we have had freedom of information, we have gone from about 60 a year to over 1,000. We need to make sure that if we do bring them under scope, we give them

support for the amount of time that they need it. But I think when you look at it on balance, but for openness and transparency, it is really quite hard to argue against.

Deputy H.M. Miles:

Would the expectation be that those agencies manage their own effort or would it come through the government central?

Assistant Chief Minister:

What we would do is in the first few months obviously give them as much support as we could, but long term we would expect them - because it is their information, they do own it - so we would expect them to be able to have an officer who would be able to manage those requests. I think maybe with a lot of these entities that we are looking at there might be times when there would be a lot of activity, and then in the normal scheme of things there would be hardly anything. I do not think they have too much to fear. But for the dialogue that I have had with some of the stakeholders, is they are just concerned about how they are going to manage it because they do not know the volumes.

Chief Executive Officer:

I would say, Chair, that those organisations are used to having what is called fractional resource. They already share H.R. (human resources) and other things. They do not have the F.T.E.s, so they will probably be in that situation if the cost-benefit analysis says this is merited.

Assistant Chief Minister:

Yes.

Deputy H.M. Miles:

Thank you. I think we just had acknowledgement that there is the Jersey Mutual Law being lodged. I think that is the first we have heard about that, so ...

The Chief Minister:

It signed off, yesterday.

Deputy H.M. Miles:

Can we have some information about that?

The Chief Minister:

We will share that with you.

Assistant Chief Minister:

Yes, we can do that.

The Chief Minister:

If we have not already. Sorry about that.

Deputy H.M. Miles:

It was not on the legislative programme. I think it was a surprise.

Chief Officer, Cabinet Office:

It is more about the governance of that organisation. It was at their behest and they devised the law themselves.

Assistant Chief Minister:

It is just bringing it up to date, really.

The Chief Minister:

It has updated the 1902 law, is it?

Chief Officer, Cabinet Office:

It is a peculiarity of that particular organisation, it is not standard practice.

The Chief Minister:

We will forward you a copy.

The Connétable of St. Mary:

Sorry, just to add on that L.A.P. has received presentations on that.

Chief Officer, Cabinet Office:

Yes, that is right. They would do, yes.

The Connétable of St. Mary:

This panel has not been involved.

Deputy H.M. Miles:

Finally, law drafting instructions for the Comptroller and Auditor General Law were due to be brought forward towards the end of quarter 3 this year, so can you just let us know about the status of those?

Chief Officer, Cabinet Office:

Yes, it is actually scheduled for a Council of Minister's discussion shortly. So the legislation is ready.

The Chief Minister:

I think we are on schedule for the end of this month.

Chief Officer, Cabinet Office:

Yes, the legislation is ready. We just need to formally approve it and discuss it.

Deputy H.M. Miles:

Because I think they are trying to align that with the 20th anniversary of the Comptroller and Auditor General, were they not?

Chief Officer, Cabinet Office:

That might have been our ambition, but these things take time.

The Chief Minister:

We would not develop legislation around an anniversary.

Deputy H.M. Miles:

I know, but just the timing.

The Chief Minister:

It would be nice if we had it.

Deputy H.M. Miles:

Thank you. Well, we finished very early, so you have plenty of time to get to the S.E. Does the panel have any other final questions that they would like to ask?

The Chief Minister:

Max can do his questions without notice now.

Deputy H.M. Miles:

In that case, I am going to close the hearing. Thank you Minister, Assistant Minister, officials, for attending our hearing today and addressing our questions. We did pick up a few areas that we will send you a letter and ask you in writing about specific performance issues. We can now stop the recording, the meeting is closed. Thank you.

[10:10]