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Public Accounts Committee

Quarterly Public Hearing

Witness: Chief Executive Officer, Government of Jersey

Wednesday, 4th November 2026

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Panel:

Deputy K.M. Wilson of St. Clement (Chair)

Deputy L.D. Carpenter of St. Helier Central (Acting Vice-Chair)

Deputy V. Li of St. Helier North

Mr. M. Oliver (Lay Member)

Mr. C. Heal (Lay Member)

Mr. R. Duncombe (Lay Member)

Ms. L. Pamment - Comptroller and Auditor General

Witness:

Mr. P. Wylie, Chief Executive Officer, Government of Jersey

Mr. S. Perez, Head of Corporate Governance, Treasury and Exchequer

[14:30]

Deputy K.M. Wilson of St. Clement (Chair):

Well, good afternoon, everybody. Welcome to the public hearing of the Public Accounts Committee. Today is 4th November and this is our quarterly meeting with the Chief Executive. Before we start I would like to draw everyone's attention to the following. This hearing will be filmed and streamed live. The recording and transcript will be published afterwards on the States Assembly website. If I could ask for all electronic devices, including mobile phones, to be switched to silent. I would ask any members of the public who have joined us in the room today to not interfere in the proceedings, as per the usual rules, and as soon as the hearing is closed please leave quietly. For the purposes of the recording and the transcript I would be grateful if everyone who speaks could ensure that you state your name and role. I would like to begin with introductions. I am Deputy Karen Wilson, Chair of the Public Accounts Committee.

Deputy L.D. Carpenter of St. Helier Central:
Deputy Lee Carpenter, Acting Vice-Chair of the Committee.

Deputy V. Li of St. Helier North:
Victoria Li, Deputy for St. Helier North.

Mr. M. Oliver:
Mark Oliver, lay member.

Mr. C. Heal:
Clive Heal, lay member.

Mr. R. Duncombe:
Rob Duncome, lay member.

Comptroller and Auditor General:
Lynn Pamment, Comptroller and Auditor General in attendance.

Chief Executive Officer, Government of Jersey:
I am Paul Wylie, Chief Executive of the Government of Jersey.

Head of Corporate Governance, Treasury and Exchequer:
Sebastian Perez, Head of Corporate Governance, Treasury and Exchequer.

Deputy K.M. Wilson:
Thank you, and I would like to welcome a member of the public to the hearing. I would just like to draw your attention to the fact that we have 2 hours scheduled for the meeting and, therefore, I will

kick in with the questions. Welcome, Mr. Wylie. Drawing on your experience as Deputy C.E.O. (Chief Executive Officer) and your first month as C.E.O. what is your assessment of the Government's spending levels and operational costs, and are they aligned with priorities?

Chief Executive Officer, Government of Jersey:

Firstly, thank you very much for the invitation. I am looking forward to working with you as effectively as possible. If I cannot answer anything specifically today then of course I will write to you, but my ambition is that we will have a free and frank conversation. Thank you for notification of the areas of interest in advance. As to your question, you are absolutely right that one of the benefits of an internal succession is that I have had a long run at understanding the Government of Jersey, how it operates, and more recently as part of the succession planning - both applying for the Deputy Chief Executive role and also the final Chief Executive role - has allowed me to think across the Government. I have been thinking about this for some time. Certainly I would say Jersey has got very good bones in terms of the Government of Jersey. We have - as we are going to talk about - unqualified accounts. You have got a balanced budget, you have got £8.9 billion of savings in some form, and through the past 3 years we have had a period of significant curbing of the growth. We were reaching a position of being unsustainable in terms of our public finances, but certainly the controls we put in from the middle of 2024 onwards in terms of recruitment and consultancy freeze in particular, has meant that we are curbing that growth. I think you can see that from the 2025 annual reported accounts, but also yesterday's announcement around how we are spending on consultants. When we look at our people I am very proud to lead an organisation with talented, committed and caring people. I am a big fan of Daniel Pink's book *Drive*, and he talks about having 3 components to empower the workforce, number one being purpose. An Island workforce who care deeply about the Island that they work for means that for most of our staff purpose is already in the bag, for them it is first, it is about making sure that we have got mastery, the skills, and autonomy, the empowerment of their work. Then, finally, as an Island one of the things that attracted me in the first place to want to work and live in Jersey is its goldilocks size. It is a genuinely interesting place to be in the public sector. You have got all of what I call the 6 levers of national policy government, but in a very small space, so I am really excited to be leading this organisation on that basis.

Deputy K.M. Wilson:

Thank you. I want to come back to press you on the priorities and whether in your assessment you believe that spending and operational costs are aligned with priorities. You talked about workforce but can you give us your assessment of the other areas of public service?

Chief Executive Officer, Government of Jersey:

Yes. We have now under the new Council of Ministers published a draft Common Strategic Policy. It will be debated in the States Assembly shortly. That sets a very clear agenda in terms of continuing to invest in frontline services. What you can see from the People Services data is a continued growth in health in particular. To a degree a stabilisation of the Children, Young People and Education Department's workforce, and in most other areas a net reduction, has allowed us to still be in a position where we are growing. Having curbed that growth it is more like a 4 or 5 full-time equivalent basis on that moving forward.

Deputy K.M. Wilson:

Further to the publication of the annual reports and accounts, what concerns you most about the 2025 performance and the governance of the service?

Chief Executive Officer, Government of Jersey:

When we published these reports in April of this year I think we are still in a position where we are largely trying to match recurring spending to recurring income. It is quite tight in that regard. What we certainly need to be doing more is controlling expenditure growth, making sure it is value for money and productive as best we can. We need to be making sure that our back and middle office functions are as proportionate as they should be for a small Island, because we do expect health in particular to continue to grow, given the ageing population and given the demographics and health inflation in the western world.

Deputy K.M. Wilson:

Thank you.

Deputy L.D. Carpenter:

Thank you, Chair. What do you consider to be the most significant risks facing public service over the next 3 to 5 year period?

Chief Executive Officer, Government of Jersey:

I think we have a structural risk around our demographics. Inasmuch as do, we will continue to have recurring pressure on our demand led services, particularly health. At the same time we need to make sure that we are aligned in terms of the working age population and be as competitive as possible in terms of attracting investment and economic development. Crucially, we need to make sure that we have the personal income tax that will allow us to afford those significant growths in both health and care, certainly in the backend of this decade and through the 2030s and to 2040.

Deputy K.M. Wilson:

To follow up on that question could I just ask, in terms of your prioritisation of that in your assessment do you think the risks are more financial, operational, workforce, technological, political? Could you give us some content around that?

Chief Executive Officer, Government of Jersey:

Yes, of course. What we have with the demographic shift is at the bottom end we have far fewer births, we have fewer children coming through the system. In this decade we will have about 900 fewer junior school children in our system. That prompts discussion about what type of school estate but also what type of service we want to be providing. At the other end we also have significant growth in demands on quality and the S.E.N.D. (Special Educational Needs and Disabilities) provision in particular. At the other end, to answer your question, it is going to be a combination of finance and capacity. We need to make sure that through our hospital we have the most efficient spending on health provision, and through the care sector we need to make sure that we are going to have enough care beds so that we are able to ensure there is a flow from the hospital, from primary secondary care into the higher demand care sector in that period as well. This is all work that we have planned. There is a health sustainability workstream, there is a workstream that we are considering around what is the capacity and financing for care, and we will be developing that as part of the 3-year budget.

Deputy K.M. Wilson:

You mentioned the sustainable health funding. The Executive response to the report is a little underwhelming. Are you going to be looking at that again and, in the context of what you have just said, see what else can be done there to achieve some of what you wish to achieve?

Chief Executive Officer, Government of Jersey:

I saw the panel's comments on our comments and I know you are seeing the Chief Officer, Tom Walker, on Monday. What I would say is it is very much a live issue for officials and for Ministers, because if we cannot find a sustainable method of funding the health service then it will continue to dominate all spending decisions in this decade and certainly into the 2030s. If you took from our response that we did not consider it a priority, it is absolutely the opposite. It is one of the most significant priorities, that is why in the Common Strategic Policy you have got a specific commitment to have a health and care strategy, and that allows you to then determine what kind of model we want going forward, and making sure it is sustainable in funding terms.

Mr. R. Duncombe:

To continue that theme a little bit more, you have identified the challenges in the short term, medium term and long term. Are you confident at the moment that we have the right plans in place? I know

you alluded to creation of workstreams; do we take from that, that at this current point in time we do not have the plans?

Chief Executive Officer, Government of Jersey:
No, what we have gone through is the political process of forming a Council of Ministers, determining their 4-year strategy in terms of priorities. Hopefully you can see that Common Strategic Policy is a mix of vision but also specifics. There are 4 pillars of theme but there are 43 quite specific actions. We have effectively published the first of that year budget but there has not been an awful lot of change from what was planned in December 2025. That is deliberate. That allows us to look at what is it - as you develop a 3-year budget in that 3-year timeframe - do you need to do proactively over and above what we would be developing anyway. Those are workstreams that are part of that.

Mr. R. Duncombe:
So at the end of that will there be sort of definitive plans developed which will be published?

Chief Executive Officer, Government of Jersey:
Not necessarily published. Certainly within Government there is a clear timetable for understanding what we will need to be doing to plug it into our budget by the summer of 2027.

Mr. C. Heal:
What areas of governance, accountability and organisation performance do you think require the greatest improvement?

Chief Executive Officer, Government of Jersey:
Probably capital. One of the things I led on for the Chief Minister was the development of the Investing in Jersey plan, which was published in August 2025. What we found was an historic - and I am talking decades - of underinvestment in terms of maintenance of our strategic capabilities and our buildings. What that has meant is a lot of these facilities are all nearing their end of life at the same time, so we need to put more effort and more money into capital than we otherwise would have done had we kind of topped it up throughout.

[14:45]

In terms of the governance and accountability point you have raised, we also found that it needed to have a stronger grip from the top politically and from the Executive. The Council of Ministers agreed to establish a new Investing in Jersey Oversight Board. The Chief Minister will chair that, and that assumes some of the responsibilities of the Regeneration Steering Group, which is a body that used to hold States of Jersey Development Company to account. I will be chairing, as Chief

Executive, along with several Chief Officers, a Capital Investment Delivery Board where we are looking at the entirety of capital. I am talking about property, maintenance, regeneration and digital as well. So we are advising, at a senior level, Ministers on: "This is our recommendation for how you distribute the current size of the cake, and this is our plan for how we will grow the size of the cake because we need to be spending more on capital more generally."

Mr. C. Heal:
When do you plan to start that and when would you expect to see some results?

Chief Executive Officer, Government of Jersey:
The Investing in Jersey Oversight Board has already met - it met last week for the first time - and my own group meets I think next week.

Mr. M. Oliver:
The States underspent its capital budget last year by £104 million.

Chief Executive Officer, Government of Jersey:
Yes.

Mr. M. Oliver:
To what extent does that reflect weaknesses in project planning? What is the knock-on effect? Does that mean that the capital budget is going to have to be larger because of inflation?

Chief Executive Officer, Government of Jersey:
Good question. In the main the reason for that disparity is the profiling of the new healthcare facilities programme. What we have done in between is in January of this year put into law a Jersey Capital Investment Fund, and what that means in practice is - and I have seen this over the course of sitting around the Executive Leadership Team - it has been too easy to move our cash from revenue and capital and vice versa. So when we have been underspending on capital - as you say - in previous years, we have been moving that back to revenue to balance the books. In the future there will be 2 separate funds, a general reserve fund and a capital investment fund, and it requires far greater transparency and authorisation to move money in between. To your point, what it will mean is anything that is not spent in that fund in that calendar year will stay in the fund and be used for when it is available. More generally we need to increase our capability so that we are not underspending.

Mr. M. Oliver:
Even though it is going to sit in the same pot, its real value is going to reduce if we are not spending it in a timely manner, particularly building inflation?

Chief Executive Officer, Government of Jersey:
It will but it is part of our investment fund as well. We are outperforming the market as a general rule in terms of our savings. What I mean is in real terms it should keep pace.

Deputy K.M. Wilson:
Keep pace with the demand or with inflation?

Chief Executive Officer, Government of Jersey:
Keep pace with inflation.

Deputy K.M. Wilson:
Yes, just for clarity for the general public.

Chief Executive Officer, Government of Jersey:
Yes, you are absolutely right.

Mr. M. Oliver:
I wonder if you can tell the Committee what your key priorities are for the next 12 months and how we as a committee should judge whether or not you have been successful?

Chief Executive Officer, Government of Jersey:
Okay. I think what has been good about an internal succession - and I appreciate there is a vested interest because I am that person - is it has meant that I have been working on areas that a chief executive from completely outside will come in and spend 12 months reviewing. What I mean by that is we already have plans around firstly the public sector's landscape and administration, secondly capital - and I have touched on that already - thirdly performance and fourthly leadership and development. These are the key areas that I will be focusing on in terms of my own delivery. You can see them aligned with the Chief Executive objectives that the Chief Minister has asked of me and we have shared with the panel. That will continue to be the case in terms of on a 6-monthly basis sharing my big 5 objectives so that you can see whether or not, in your own terms, we are delivering what I have been asked to deliver.

Deputy K.M. Wilson:
As a follow up to that, over a number of years there have been public concerns about the quality, effectiveness, value and cost of employing a Chief Executive in the States.

Chief Executive Officer, Government of Jersey:

Yes.

Deputy K.M. Wilson:

What can you say that would give confidence about your appointment in terms of your experience, your focus and your delivery, so that we can start to understand the way you are going to be leading the public service and the way in which you are going to develop the particular objectives and then what we can see as outcomes. How will you do that?

Chief Executive Officer, Government of Jersey:

Most of my career has been in Whitehall working for the Home Office, and then working for the Mayor of London. I have been here almost 6 years now and what I have found is that it has taken me that long to hopefully fully understand how Jersey works and can work. It is not like an English local authority, it is not like a regional assembly or a Whitehall department, and I think through mistake - or arrogance in some cases - predecessors have got that wrong, to their cost. What I do think a Chief Executive of the Government of Jersey can do is more on a consensus basis, and empower the other Chief Officers to deliver work with them - that is my ambition with our Executive Leadership Team - and bring in greater diversity of thought. We do have ambitions for curbing growth of the public service, making sure it is efficient and effective and with value for money throughout. We can achieve that but it is going to require an awful lot of leadership time and providing Ministers with the best possible advice.

Deputy K.M. Wilson:

Do you think the leadership challenge is one about managing money or is it more about understanding the nature of public service and what it takes to deliver really good outcomes for people through those services?

Chief Executive Officer, Government of Jersey:

I certainly think that we can - as we design the next phase of our frontline service - put more emphasis on what you might call outcomes-based accountability. We have got quite a lot of performance measures, both service performance measures and what they call Island outcome indicators, which are a bit slower in terms of reporting. But I do think we can be hopefully gearing service delivery towards what is the right thing and, on that basis, thinking differently about how we use charities in the third sector in particular. I think we need to be partnering with them far more often for service delivery, and also give them more certainty in terms of how they can be funded and partnered with us.

Deputy V. Li:

You have just told us how the Committee should judge your success over the next 12 months, and we are looking forward to it. We also want to look back at the last 12 months as well because that helps to give us the baseline.

Chief Executive Officer, Government of Jersey:
Yes.

Deputy V. Li:
How do you define productivity across the public service?

Chief Executive Officer, Government of Jersey:
We have thought about productivity a lot, as you might imagine, as an executive leadership team. Because the range of services that the Government provides is so significant, I find it is deeply unhelpful to imagine it as a single indicator of productivity. What we are interested in is in each area what is the benchmarking internationally, what is the best outcome from the best available resources that we can achieve. Going back to my earlier point: focus on the outputs and the outcomes. With productivity you are looking at inputs and outputs. The bit that often gets forgotten, because we often talk about productivity in the private sector, is quality, and quality is really important in the public sector. Then you are looking at your outcomes. We are very conscious - it is at the forefront of our discussions around how you design the next phase of public services - that we are putting productivity measures quite close to where the delivery is, if that makes sense. I am not interested in a universal measure because it is just too complex; I am interested in productivity of a social worker, productivity of a nurse, of a teacher, et cetera.

Deputy V. Li:
That really helps us to understand. So having that baseline and having that idea of the measured improvements, can you identify 3 areas where productivity has been measurably improved over the last 12 months, and quantify the financial or service benefits?

Chief Executive Officer, Government of Jersey:
Yes. I am trying to find the letter that my predecessor wrote to your panel - at least I know you were here - back in the start of the year. In each area what we have been trying to do is identify what is the international benchmarking and, as I mentioned, look at the inputs, outputs, quality and outcomes for each area. I would refer you to that letter. I thought it was a good summary, it took you through education, social work ... it did not go into health because what is good about the Health Department is they are plugged into the N.H.S. (National Health Service) performance data and so they are able to, on a live basis, compare their own measurements against that of our peers on that front.

Mr. R. Duncombe:

Can I clarify, I suppose for my ignorance, are they published somewhere, these metrics? Is there some place where we could go or a member of the public could go to, to say: "These are the metrics which the public of Jersey can use to monitor performance"?

Chief Executive Officer, Government of Jersey:

In some cases yes, in some cases no. The Health and Care Board receives a quarterly performance pack and that is published, as well as the meetings of the actual board. In other areas, no, it is our ambition. What you might have heard from Senator Boleat is that in particular in the Children, Young People, Education space we would like to be publishing far more detail on performance data. A final point, if I may. Within the annual reporting accounts are a set of performance measures, so those do exist and those are published.

Mr. R. Duncombe:

Is there a plan or an ambition then to make these more publicly available, so we as a P.A.C. (Public Accounts Committee) and I guess members of the public in 12 months' time will be able to say: "Right, this is where productivity in this service has improved, and here is the international benchmark or the benchmark we are using"?

Chief Executive Officer, Government of Jersey:

I do not see why not. Looking back at that letter that we wrote to the panel at the start of this year, and I am trying to think through, there is nothing I can think of which would be in any way sensitive information. More generally that is what I was saying, Senator Boleat is leading that piece of work around encouraging us to be publishing more data. The Chief Statistician, Ian Cope, is also on board with that, and that is our general ambition because we recognise that some - by no means the majority - of our freedom of information requests are driven by the lack of what you might expect.

Deputy K.M. Wilson:

Can I just follow this up before we move on? I have got the letter in front of me and one of the things that the Chief Executive said is that overspends will be identified quicker with enhanced monitoring and oversight. A key outcome would be the continual improvement in the relationship between the Council of Ministers and the civil service, and in collaboration among members of the E.L.T. or Executive Leadership Team, and elevate the debate on strategy, public finance, and strategic risk management. Where do you sit on that? What can you tell us about your response, the positioning of your leadership in relation to that area of improvement in productivity that goes to the heart of Deputy Li's question?

[15:00]

Chief Executive Officer, Government of Jersey:
One of the things that we have been doing over the last 18 months is understand what was it that grew in the public service, particularly between 2018 and 2024 as a dataset. So we all reached a position where we understood what it was that grew in each department and the types of professions. We then moved on to why we think that was and, in summary, it was a combination of introduction of new standards, introduction of functions that you might expect from a bigger Government, and perhaps an expectation that growth would be the solution to problems and risks through an annualised delivery of the budget. Where I think we go next is how might you reform the public service, the public landscape, once you have diagnosed the issues that are at play. The then Chief Minister and then Council Ministers commissioned some work at the start of the year, which Andrew's letter was referring to which looked at internal governance and administration bureaucracy in particular as an area that we might seek to reduce. So that is the piece of work that we are doing right now with S.E.B. (States Employment Board) and his colleagues. We are looking actively at what is it within the Public Finance Manual in particular that is driving perhaps desirable but certainly not essential governance and administration bureaucracy within each of the departments. What is it that we can reduce requirements of, or certainly from a culture perspective, encourage greater risk taking? On that basis, can we free up some colleagues to be doing less of that work and more proactive work, particularly in terms of capital project work? To your point earlier, Mr. Oliver, we need to make sure that there is sufficient numbers of project officers in the capital spend space to move us through feasibility to delivery of the future capital programmes. These are the same sorts of skills that we are relying on in the governance and administration space. I hope that answered your question.

Deputy K.M. Wilson:
Yes, it does.

Deputy V. Li:
Thank you. So, following that, we are going to move to the leadership and governance and accountability. Alongside with what you are telling us about what you are trying to do, can you give us one or 2 examples of what changes have then taken place during 2025 that have delivered improvements in the workforce and organisational performance?

Chief Executive Officer, Government of Jersey:
In relation to leadership and development?

Deputy V. Li:

Yes.

Chief Executive Officer, Government of Jersey:

Yes, okay. So one of the pieces that Andrew was quite rightly leading was an investment in our leadership and development, and we have all been through, including at a senior level, the same training now, so we are all using the same language and the nomenclature in terms of particularly how we prioritise our work. What we found, to go back to those symptoms, was we were overcommitting. We were, for want of a better term, overtrading, and what we needed to be doing was, as a leadership team, understanding risk better, understanding what levers we can achieve. I can talk about that in more detail if you like. But increasingly using our softer levers rather than our harder levers to achieve that, but that requires leadership training, it requires leadership development, and to that final point is a greater emphasis on succession planning and internal promotion as we have seen.

Deputy K.M. Wilson:

Sorry, can I just ask, could you give an example for the benefit of the public about overtrading? Where would they have seen that?

Chief Executive Officer, Government of Jersey:

So, I think you might have seen it in terms of overcommitting. So we go through an annual process of departmental business plans and we particularly used to use those to articulate all of the policy development areas that we wished to develop in the next 12, 18 months. The problem was we were effectively sending all these trainings down the track in terms of legislation, but not having sufficient control over when they are going to arrive in the same station.

Deputy K.M. Wilson:

So what would be an example of that?

Chief Executive Officer, Government of Jersey:

So the legislative programme, for example, when I looked at this in October 2024, we had 129 pieces of active legislation being prepared. But when you look at the capacity, we could never deliver more than about 45 or 50 pieces in any calendar year. So what we are doing is overtrading, because we are working far too much on repeat policy and pieces of legislation that would never see the light of day, and/or would slow down the most important pieces of legislation because we are effectively distracted. So that is what we have now, and we were doing this, and the Council Ministers before this as well, a proper legislative programme of what we are now saying is 35 items per year. This is what we will publish and lodge in the next calendar year, 35 items. We have a slightly larger

development pool, and this is recognising that in some cases legislation can take 2 years to develop. So we have got to plan for the 2028 and 2029 period.

Deputy K.M. Wilson:

I think that is helpful in terms of understanding the background work. I think what the public would want to hear is, what does it mean to them in terms of front line services around overtrading? So where would be the key areas of overtrading that you would say: "We are actually doing too much or too little and it is costing us too much to do too little", where are those areas that you have identified? Not just in process terms, but delivery terms.

Chief Executive Officer, Government of Jersey:

So to be fair, I do not think the public saw much of that overtrading, because an awful lot of it was taking place in what you might call the middle and back office, which is why …

Deputy K.M. Wilson:

So it is back office functions.

Chief Executive Officer, Government of Jersey:

Which is why I am using a current legislation as an example, because it is busy people doing busy work, but it does not necessarily lead to real world change for Islanders, and then more generally, that can have reliance on legislation as a lever is both slow and costly. So if you can achieve that same ambition using increasingly AI, increasingly our convene levers and our oversight levers, that is where we should be focusing on, middle and back office.

Deputy V. Li:

Having reviewed the 2025 annual report and accounts, and the recent C. & A.G. (Comptroller and Auditor General) report, what assurance can you give the Committee that there effective financial controls in each department and that expenditure commitments are being made within approved budgets?

Chief Executive Officer, Government of Jersey:

So I think it is worth celebrating and recognising that these are unqualified accounts to begin with. I spent in my 2000s, most of my time was in the Home Office, and that is certainly not the case. So this is an achievement in a very, very complex Government, and hats off to the Treasury team who have been able to make sure that we balance the books, but also have a clean audit response.

Deputy K.M. Wilson:

How easy was that to achieve?

Chief Executive Officer, Government of Jersey:

So I think it is year 5 of a clean bill which is tricky. The Treasurer was the senior responsible officer for the finances, the accounts and the audit, and I in my old role was the senior responsible officer for the performance side of that. We met on a weekly basis 9 months out and made sure that these reports were going to be in the best possible state because it is, to your question, an awful lot of work to produce accounts like these.

Deputy V. Li:

I think one of the things we have been looking into it proactively is the value for money as well as the financial control, and one area where control and value for money meet most directly is procurement. What assurance do you have that the departments are achieving value for money through procurement including competitive tendering, pricing, and supply and management? What measurable financial benefits did the procurement deliver in 2025?

Chief Executive Officer, Government of Jersey:

So we do have those procedures. We do in the report record our breaches and our exemptions, which are comparatively low because, in the main, the thresholds are adhered to. I think to go back to my earlier point around governance and productivity, we are actively looking again at whether or not those thresholds are set at the right levels. In cash terms, they have been set at the same levels since the 2000s, and in real terms, it is a very significant change since then. So we need to be more proportionate around those levels going forward, because otherwise we are doing perhaps unnecessary work, certainly compared to what they were doing in the 2000 period.

Mr. C. Heal:

Just focusing specifically on value for money, right? Following the procurement process, it does not necessarily get you value for money. Having a budget does not necessarily get you value for money. What are the strategies that your procurement people are doing to ensure you are getting value for money?

Chief Executive Officer, Government of Jersey:

So what you have got are 3 different thresholds. If, for example, it is less than £25,000, then it will be a precontract tender. If it is over the present threshold, £125,000, you are into active competitive tenders usually through frameworks. What the team have done is introduce that social element in terms of making sure there is a social impact for Jersey, which as you say, is not just about cost, it is also about what is the quality delivery and what is the benefit? Ideally, the last thing in terms of perhaps training of staff or skills, or investing in the Island, which you would not necessarily get. More generally, as you might have seen from the consultancy piece, we are using consultants far,

far less than we have in previous years. Once you add in an agency and a contingent workforce, it is about a 60 per cent drop compared to 2023. So we are using consultants less often. There should be a case therefore you are able to spend more time getting the best value from those services.

Mr. C. Heal:

Yes, but that is not really getting to the point I do not think though. Do you have strategies for your key spend areas, right, in terms of this is how we are going to manage it? This is the strategy for it, this is the value that we are going to bring in for it, this is the innovation that we want, this is how we are going to make more efficient. Do you have focused strategies or plans for how you are going to get value for money, and it is not about budgets and it is not about less consultants, it is about what are you going to do in the way that that money is spent? How it is transacted. The suppliers that you are engaging with, how are you managing those suppliers? Contract compliance, are they following the contract that they signed? Supplier performance, are you getting the performance that you expect from those suppliers? So there is a whole raft of things that you can be looking at to make sure you are really getting value for money. It is not about we met the budget. It is not about that all.

Chief Executive Officer, Government of Jersey:

I do agree. So if I can give you an example of health commissioning. As I mentioned, my ambition, but is shared by the Chief Minister and by the Council Ministers, is that we should be giving more certainty to the charitable sector and we should be using them more often. As a result, we have created a dedicated team in the public health part of Health, and we have moved certain contracts from the department called Employment, Social Security and Housing, into that health team, because they are now our centre of excellence for commissioning of the charities and third sector. That means that in time we will be producing strategic needs assessments in advance, determining what is the commissioning requirement. Going out to market as you say, is not just about money, is about quality and making sure that there is ongoing provision for such activity, and giving them 3-year budgets at least so that they can plan their activity. Does that answer your question to an extent?

Mr. C. Heal:

Not really, I am sorry, to be honest. I am looking for the actions that you are taking to ensure that you get the value for money from all of that spend that is going out to third party suppliers, right? It is about making sure that you understand what our Island needs, that you understand the service levels that are expected. You are defining and managing to make sure that once the contract is signed that that provider is providing the services that they are set out for. That you are measuring the performance of those suppliers to make sure that you are getting work done, and you are looking

for new ideas, for innovation as well in terms of how can we reduce the cost going forward? So I am looking for what are the strategies that are behind making sure that that happens?

[15:15]

It is not just about: "We got rid of consultants and we do not pay consultants anymore", it is about what are we doing … it may save a greater lot of costs, I get that, but what are you doing to make sure that the money being spent is effectively being spent, and there is what £450 million or something is spent with suppliers, right? So how are we making sure we are getting the value for that? I am not hearing it yet.

Chief Executive Officer, Government of Jersey:
So with respect, what I was describing does do all that in terms of bringing into a centre of excellence on the charitable sector as an example, performance management, contract management in a single place, because previously it was all done by individual policy area, or in some cases in the Employment, Social Security and Housing Department, people off the side of their desk. We need to make sure that these functions are, as you say, contract managed. You have got Richard Bell, the Treasurer, on Friday, and he can talk to you about the commercial team that he has within his command, but I do think, and I am happy to give you more detail on that example, that is exactly what we are talking about.

Deputy K.M. Wilson:
I think it is not just about the health service, but I appreciate you have used that as an example, but I think what my colleague was alluding to is what is the discipline that has been applied here? It would be nice to have some more detail about that so we can understand the way in which this is delivering results, or is it? That is what we are trying to test really. Okay. I am going to move this on. Deputy Li, the next question?

Deputy V. Li:
So the C. & A.G. also reported that the action on the 98 recommendations that remained outstanding at the end of 2025, what are the principle governance weakness you have identified that have led to this number of recommendations remained outstanding? Bearing in mind, some of which are over 2 years old.

Chief Executive Officer, Government of Jersey:
Yes, that is absolutely correct.

Deputy V. Li:

What action have you taken so far to ensure recommendations are fully implemented rather than simply closed?

Chief Executive Officer, Government of Jersey:

Of course. So with audit recommendations, there is always going to be a work in progress number, a W.I.P., but I do respect and recognise that some of our recommendations are historic. One of the things that we have been trying to do, and you might not like this as a panel and you might not like this as an auditor, is being more realistic about whether we can sign up to recommendations, bearing in mind, our trajectory to curb the growth of public service, and be far more hard-nosed about what is desirable versus is what is essential? I think you already had a presentation this morning from S.E.B. on the new Evolve system, and certainly the database, having that has enabled us to have a better grip on these things including some of the historicals. But my ambition would also be that we can reduce that work in progress down significantly further.

Deputy K.M. Wilson:

Okay, thank you. So I just want to continue this theme around the recommendations and one of the reports, the C. & A.G. reports continuing weaknesses in programme and project management, strategy implementation, with particular issues around commissioning estates management and oversight arrangements. Why do you believe these weaknesses continue to reappear in successive audit reports? If people are doing what you are saying, which is they are managing the risk, they are responsible for it from response. Why do you think these weaknesses still continue to reappear?

Chief Executive Officer, Government of Jersey:

So I have been through the most recent recommendations from the C. & A.G., and I am not saying this because you are in the room, I think we have got a very good and healthy relationship with the Comptroller and Auditor General and her team. It means that when she is devising her plan, she is having sensible conversations about what is proportionate? It does mean that the end product has been, in my opinion, far more useful in the last period which is a positive and I just want to put that on the record. Why are we receiving the same types of feedback again and again? I would say we are in that space where we are being a bit more proportionate in terms of what we are able to sign up to and to agree. So looking back at, say, the last year's worth of recommendations, in the main I can see we have accepted a vast majority, and where we did reject, I can see the rationale of why that happened. I was not in the position I am now during those decisions, but I can absolutely see why colleagues made those determinations.

Deputy K.M. Wilson:

Okay, so can I just put to you, you just heard from Mr. Heal about what are the mechanisms? What are the systems? What are arrangements that you are using? What sort of discipline that you apply

to drive improvement and value for money and productivity? If you take proportionality as a concept or as a method by which you are trying to get things done, is that not skewed to be risk averse? So was the risk taking that when you are looking at these recommendations and you are thinking: "We have done the same thing and proportionately we were going to do the same thing and we are not going to make any significant change this", how does that help delivering growth, productivity, improvements to some of the services where these features recur constantly? How do you respond to that challenge really?

Chief Executive Officer, Government of Jersey:
Of course. So I will talk about generally and then I will talk about how we both run our risk and audit at present, but also thinking about doing something different in the future. What we have with recommendations is, yes, we are ambitious. We want to deliver more for Islanders, but taking the reports that we received this year, for example, in each case where we rejected has largely been because it would be an additional piece of work, or a piece of work that the determination was more in the desirable space than the essential.

Deputy K.M. Wilson:
But if that work was going to deliver a better outcome, where is the consideration of that?

Chief Executive Officer, Government of Jersey:
So, this all then ends up at the risk and audit panel, risk and audit group. We want to run this slightly differently in the future because risk and audit is in the same conversation, and I think the audit can get crowded out a bit because of the way it is established. Then the second diagnosis I have is that we need it to be safe space. So we need it to be an area where we are confronting both our known risks and unknown risks, as well as the audit and the more … I would say to account better for when … if we have decided to agree to these audits, why are not they happening? To your point earlier, how can we be sure that they are delivering or not.

Deputy K.M. Wilson:
So what specifically would you do if you took an example? If you wanted to give us an example, what specifically would you do to permanently make sure that they are not reappearing and that they have been addressed on a permanent basis? What benefit do you see by using the approach you have just described to make sure those are addressed permanently?

Chief Executive Officer, Government of Jersey:
That is a very good question. What we are doing at present is discussing with the Chair, and I have got a meeting with her I think next week or the week after, to make sure that we do this in a careful and considered manner so we are not going straight to a new structure. But I do hope that as part

of it, we spend more time thinking about the audit recommendations that have been accepted and whether they have been delivered or not, but also are there general themes to a point about things that we are rejecting? Is that right or not?

Mr. R. Duncombe:

I think that brings me on to one of my future questions, so I may as well ask it now. I think one of the things is as a new pack, and being, I suppose, slightly surprised by, is the variability in some of the responses to the C. & A.G. audits. I think particularly in terms of where say there has been a recommendation which is severe or high risk, sometimes the responses do not, I suppose, almost answer the audit question, and at times also, the timelines assigned for something which is a high risk or an extreme risk is some way off in the future. I guess for you in your new role, is that something which you were aware of, or something that you would be happy to take forward to look at?

Chief Executive Officer, Government of Jersey:

So I take the constructive criticism that there are literally different authors for each of these responses. So you are absolutely right, that is something that happens. I think, if I understand your point correctly, you are also right that it would benefit from a degree of consistency and better oversight, and that is what I am hoping that our changes will do, because as I said, I think risk dominates those discussions at the senior level at present.

Mr. R. Duncombe:

So can we take from that say if something has got an extreme risk attached to it, to then have a timeline of say third quarter of 2027 for an action, that is something that you, yourself, will take on board to look into?

Chief Executive Officer, Government of Jersey:

Yes, so from a standing point, yes, of course, if they are in the high risk, the quicker you want to mitigate them. So, the question is why have we determined that length of time? Then we can hold ourselves to account for it. What I think you will see that our … and I assume you have seen our emergency risk ratio and our corporate ratio?

Mr. R. Duncombe:

Yes.

Deputy K.M. Wilson:

Yes.

Chief Executive Officer, Government of Jersey:

So, the language in there in terms of catastrophic and extreme, et cetera, there are several risks already in those spaces, so I guess it is about what is the proportionate response to those given the potential likelihood, given the differing amounts of money you would have to spend and time to mitigate them? So, yes, in isolation, an extreme risk might sound very concerning and something you want to close off immediately, but if you then play it back to the overall risk ratio, it might be one of a few.

Mr. R. Duncombe:

So there is an issue around that consistency checking as well then?

Chief Executive Officer, Government of Jersey:

Yes.

Mr. R. Duncombe:

Is that something that is going to be taken forward, did you say, through the risk committee going forward?

Chief Executive Officer, Government of Jersey:

Yes, and again, I need to have the courtesy of talking to the Chair about this, but our ambition is that we have more time focused on risk as an executive team, and more time to focus on audit, but to do that, both of those in a safe space where we are identifying and having frank conversations about how to mitigate them.

Mr. R. Duncombe:

Is that something you will be able to update us on next time you come before us?

Chief Executive Officer, Government of Jersey:

Yes, it will be January, will it not?

Deputy K.M. Wilson:

Yes, okay, thank you. Just picking up on this timing of having to respond to some of these weaknesses and acknowledge that not every weakness can be addressed in a short time scale, so I think that is important to say, but what assessment do you make of the financial cost to taxpayers of continuing to operate with these weaknesses? Do you track that? Is there any way that we can look at that to see how the cost of that continuation weakness management is impacting on the overall expenditure?

Chief Executive Officer, Government of Jersey:
It is a very good question. I cannot point to anything, no. So, I think that is an area that we should look at. That is a good point.

Deputy K.M. Wilson:
Okay, thank you for that. In terms of how the public service responds to failure, because there has been continuing weaknesses, does that give you any cause for concern about things that need to be done now in order to make sure that failure is appropriately responded to and that it is not tolerated?

Chief Executive Officer, Government of Jersey:
Okay, so I take a bit of issue with failure should not be tolerated, simply because failure is the mechanism that we all learn from. One of the things that I have been talking about in my weekly communication with staff is the public service is no different from human life. There will be failure. It is inevitable. The real question is, is it planned? Is it known about in advance? Are staff empowered to identify those potential areas and reach out to get some support before they happen? I think it is very dangerous, and I know you are not saying this, Chair, but I think some of the commentary on public service is that any failure is a bad thing and we need to move to a position where we recognise that it is a good thing that staff identify issues going wrong.

[15:30]

They come forward. They do not bury it, or worse, can go into spaces where they are concealing it. Once they do come forward, we help them achieve it. It is something that I have been speaking about to staff quite a lot.

Deputy K.M. Wilson:
Yes, I absolutely understand the issue around the cultural importance of helping people to learn from things as well. I suppose my question is more about where, for example, things may not have been looked at for a long time and there has been no response or action to that. Do you understand what there is in place to measure the cost of that? Because there is a cost to that.

Chief Executive Officer, Government of Jersey:
Yes.

Deputy K.M. Wilson:

I know that you just said something about that, but what action would you take around that to rectify that position? So, if you are trying to get people embedded in things around risk management and cost control and whatever, how do you intend to lead that? It is more of a leadership question, really.

Chief Executive Officer, Government of Jersey:

To be clear, I knew what you were saying. I just took the opportunity, if I may, just to say my piece on failure generally. But I do recognise absolutely what you are saying. So, I think there are differences, is not it, of course, between risk appetite and risk tolerance. To give you an example of maintenance and the risks being around health and safety of buildings, there is too great a gap between our risk appetites and our risk tolerance, because in reality, going back decades, we have not invested in maintenance, and that means that in reality, we do have a higher risk appetite, we do have a higher risk tolerance for such things going wrong. I think through our new Capital Investment Delivery Board, I will be looking to try and quantify and, if we can, identify the cash value of maintenance avoidance, because, as you say, that is a good example of an unconscious decision, perhaps, but we need it to be a conscious decision. We need to recognise that when you build the next piece of infrastructure, we need to be putting aside that sinking funds straight away. If we do not, then it is a conscious decision not to, not an unconscious one.

Deputy K.M. Wilson:

So who do you think is responsible when it comes to the lack of progress around managing weaknesses in the system, if I can put it that way? How do you hold people to account around that?

Chief Executive Officer, Government of Jersey:

So, we have the Public Finance Manual, we have accountable officers, I am the Principal Accountable Officer in performance management and line management terms, and they, of course, report to me, and I will be certainly treating that as a performance management issue, where it is entirely within their gift.

Deputy K.M. Wilson:

So, I am sitting here today and I am saying to you, or you have called me in and you have said: "I have been looking at your response to C. & A.G. recommendations, and I have noted you have been in post for 4 or 5 years now, year upon year upon year, these recommendations are the pieces and you appear not to be doing anything about them." How would you deal with that?

Chief Executive Officer, Government of Jersey:

So where I was going with this is, being an accountable officer in the public service is different from being a chief executive in the private sector, for example, where you do have more latitude to raise income.

Deputy K.M. Wilson:

Why is it different?

Chief Executive Officer, Government of Jersey:

Because you are not entirely in charge of income or spend.

Deputy K.M. Wilson:

Even though an accountable officer under the Public Finances Manual is?

Chief Executive Officer, Government of Jersey:

They are, but there is a reason at the end of the year that the Treasurer does what he does, which is to move money from overspending departments to underspending departments to balance it out. That is because we simply cannot deny service to the Health Department, for example, midway through a year. It is not like we can just cut off lifesaving or harm reduction operations. The flow of Children's Services, for example, is sometimes predictable, sometimes not. We have got to make sure that there is latitude in an accountable officer's position so that they are prioritising what is the right thing to do. Final point is, and all of this is, of course, political as well, and we have got to make sure that our Ministers are comfortable with those risks and if they are not, then it is our job to find the money to supplement them.

Deputy K.M. Wilson:

So, where you have seen an accountable officer unable - and I use that in the broadest terms, that could include unwilling to because they have a view about how things need to be - how do you get that evidence-informed leadership cultural change so that people understand the consequences of not doing something and account for that in a way that the public can understand? So, if there are constraints, how are you intending to do that?

Chief Executive Officer, Government of Jersey:

So if I can give the example of the Health Department, which is, of course, our biggest by full-time equivalent, but also our biggest spend, and it is the area that is growing the most. I think our Chief Officer there, Tom Walker, has done an excellent job, as did his predecessor, of introducing the financial recovery plan, which I think you were the Minister for Health and Social Services for at the time, and reaching a position where at least there is a grip on desirable spend in a way that there was not prior. Now, is the department still overspending against its budget allocation? Yes. But do we understand better the reasons for it? Yes. That is the conversation that I have and will continue to have with the accountable officers. I am holding them to account for what is in their gifts, not the entirety of their role.

Deputy K.M. Wilson:

Okay. Thank you for that. We are going to move on to some questions now about financial sustainability and control. Robert.

Mr. R. Duncombe:

So I guess the first question is based on the annual reports and accounts. Where, again, it reports an overall surplus of £261 million. But that was supported by £380 million of returns on investments. So, on that basis, if we did not have the dependency on financial investments, we would be running a deficit.

Chief Executive Officer, Government of Jersey:

So, as I said at the start, our recurring expenditure is far too close to our recurring income. You are correct that the £50 million surplus before depreciation drops to £3 million after depreciation, and you have got to take into account the reduction in the States grant to the Social Security Reserve Fund in that as well.

Mr. R. Duncombe:

So, from your perspective, do you believe that is a sustainable position?

Chief Executive Officer, Government of Jersey:

It is sustainable because of the plans and what I can see the ambition of this Council of Ministers. There is a couple of things that have happened since these reports. We have had the election, we have had a Council of Ministers formed now who have a C.S.P (Common Strategic Policy) priority to address the public finances. It is one of the 4 pillars. They have introduced a time to win report for financial services, which is 60 per cent of our income related to the financial services and professional services sector. So that is a significant change. I think you have got an ambition to make sure that we can find a more sustainable funding model for Health as well as spending more on capital.

Mr. R. Duncombe:

Okay. I suppose going off that, how do you see your role in that, in achieving a balanced budget?

Chief Executive Officer, Government of Jersey:

So, I see my role and the other Chief Officers, ours is a steward of the public service. Our role is to advise and this is our recommendation for achieving those priorities, of which maintaining financial sustainability is a key plank of the C.S.P., and this is our recommendation for achieving that. This is our recommendation for achieving this in terms of reducing spend on public administration, on

what you might do with the school estates, on what you might do with health and the care sector, and if you were minded to do so, where you might spend more money on cost of living affordability, or economic development, or capital infrastructure, which is the other 3 aspects of the C.S.P.

Mr. R. Duncombe:
I will go back to my earlier question around about how clear are those plans at the moment, and how much of those are currently a work in progress?

Chief Executive Officer, Government of Jersey:
So there are plans going to the Executive Leadership Team next week, on Wednesday. They have been approved in principle by the Chief Minister and the Minister for Treasury and Resources. Once they have gone through the Executive Leadership Team, they will go to the Council of Ministers. In each case, what we have tried to do is identify what is the problem statement, what is the process of including how do we involve people outside of Government, including Scrutiny and charities and Islanders and businesses, and what is the plan in terms of who is responsible for achieving this in terms of S.R.O.s (Senior Responsible Officers).

Mr. R. Duncombe:
Okay. So, moving on from that, as I said, expenditure has increased, I suppose, above the rate of inflation over the past few years.

Chief Executive Officer, Government of Jersey:
Yes, absolutely.

Mr. R. Duncombe:
Do you feel, with hindsight, that has delivered, I think was it, £106 million worth of improvements in that period?

Chief Executive Officer, Government of Jersey:
So, one of the things that Andrew McLaughlin, as Chief Executive, tasked me with was to undertake for the Council of Ministers a detailed analysis of what has changed between 2018 and 2024. I specifically looked with the Chief Statistician as to whether or not you could make that value judgment as to whether or not all of this money resulted in demonstrable improvements to Islanders. In a fundamental way, it is not possible to say one way or the other, because the outputs and the outcomes are, in some cases, not going to be known for about 10 years. Children and young people, for example, equated to 25 per cent of that growth in terms of Education and Children's Services. As the right thing to do, it certainly ticks a lot of boxes. Do we know whether those investments paid off? You will not know until the 2030s.

Mr. R. Duncombe:

So, do I take it from that, a lot of that is, I suppose, revenue and pay, as opposed to capital and non-pay?

Chief Executive Officer, Government of Jersey:

Almost all of it was revenue and pay. The capital has largely stayed cash stable in this period.

Mr. R. Duncombe:

So that correlates to the increase in headcount that we have seen?

Chief Executive Officer, Government of Jersey:

Yes. Full-time equivalent rose from about 6,000 in 2018 to 8,200 in 2025.

Mr. R. Duncombe:

As you say, it is going to take a while to make that assessment in terms of whether that investment has delivered, I suppose as we spoke earlier, the productivity and efficiency that we are seeking?

Chief Executive Officer, Government of Jersey:

So the area that we are looking at is rolling back on some of that big administration, as I said. That is the reason for that being one of the workstreams is, yes, it is easy to make the case for the significant growth. Almost a third of it was Health, 20, 25 per cent of it was Children and Young People and Education, but after that you enter some of the middle and back office functions, and are those as necessary as the others? Probably not. That is the reason for the productivity reductions.

Mr. R. Duncombe:

Okay. I am sure we will come back to that in future meetings.

Deputy K.M. Wilson:

Can I just ask something? We are seeing almost 50 per cent of the public sector budget spent on Health in terms of workforce.

Chief Executive Officer, Government of Jersey:

In terms of workforce, yes, about 40 per cent.

Deputy K.M. Wilson:

Do you see that increasing or reducing?

Chief Executive Officer, Government of Jersey:
The headwinds are that it would increase. So, you have got demographic change, you have got the most expensive period of Islanders when they are over 85 years old. There is a significant bubble working its way through into the kind of late 2030s, early 2040s. That is when the most significant costs would incur, particularly in care. Then you have got inflation and geopolitical risks, and then finally, you have got health inflation. So because the whole Western world is ageing, demand for finite drugs, finite health professionals, means that health inflation is running about 3 per cent over above R.P.I. (Retail Price Index).

Deputy K.M. Wilson:
So, at what point would you say we have got to put the brakes on this because it might take up all of the budget that is available.

Chief Executive Officer, Government of Jersey:
Which is why it was really important that the Council of Ministers signed up to a health and care strategy as part of their commissary policy, delivering that by the middle of next year, so that for their 3-year budget, we can be assured that there is a plan to make Health funding more sustainable and have some fundamental discussions around what does that look like in practice.

[15:45]

Mr. R. Duncombe:
I am sure we will pick this up later in the week when we talk to The treasurer, and also next week when we talk to Mr. Walker as well. But, obviously, particularly in Health, there is going to be a need for significant transformation. Are you assured that we have got the capacity to deliver that?

Chief Executive Officer, Government of Jersey:
So, transformation is certainly of interest to us because we have set aside significant funds for digital health, starting from a very, very low base. That is our ambition in terms of making sure that we are moving from paper-based records to digital, as well as what does that give us in terms of opportunities around health prevention? What can we do more in terms of screening and encouraging, nudging over, to allow us to be avoiding significant costs? There are several diseases, as you might know, which are preventable with the right behaviours.

Mr. R. Duncombe:
Okay. As I said, I am sure we will cover this in depth over the next few years. One further question from myself, and again it relates back to your predecessor, who I think the previous panel made this

comment that really for an Island the size of Jersey, to spend more than £1 billion a year on public services is a lot of money, and to be spending £1.8 billion is even more. Do you have a figure in mind as to what you think is a reasonable amount to spend on public services?

Chief Executive Officer, Government of Jersey:
No. What Andrew was describing there was Jersey had started behaving like a big country. So, between 2018 and 2024, that significant growth is partly attributed to the introduction of functions that you would expect of a big country. We are talking about of several of the regulatory functions that have been introduced and have since grown in a Parkinson's law fashion. What I do absolutely agree with him is that we need to make sure that any change is more conscious. I think what Andrew was describing was the fact that a lot of those additions were taken on an ad hoc basis for understandable reasons in their isolation, but not enough thought was being given to the totality of what we were creating. That is the position that we have reached at that point.

Mr. R. Duncombe:
I guess that falls back to the comments about strategic planning and having a clear vision.

Chief Executive Officer, Government of Jersey:
Yes, exactly. If you find no way to deliver these services more efficiently through reductions in public administration, or productivity, or AI, for example, then you are reaching a position of fundamental debate about what kind of Island you want to achieve in a tax space.

Mr. R. Duncombe:
Okay, thank you.

Mr. M. Oliver:
My question is going to really centre around cost savings, because it is obviously quite a big theme. In the annual report and account, page 62, I believe it is, it details savings that were made by departments in 2025. What it does not say is whether that is savings against budgets or savings against previous years. I wonder if you could clarify that. Then moving on from that, do you believe these savings are real? I mean, are they permanent, repeatable savings or are they just timing differences, you have had a vacancy for 6 months and you have not filled, it is a saving. Now, you might think I am a cynical old accountant, but there are 16 departments there.

Chief Executive Officer, Government of Jersey:
I think you are an accountant. I would not say the other 2, but go on.

Mr. M. Oliver:

There are 16 departments listed, of which 13 made exactly the right saving compared to their target.

Chief Executive Officer, Government of Jersey:
Okay. I can explain that, yes.

Mr. M. Oliver:
Are you confident that that is really the case? Because I believe these figures are not audited.

Chief Executive Officer, Government of Jersey:
Okay. So what you have got in the 25 accounts is the backend of a decision that was taken in 2024. So in 2024's Budget, we introduced what Andrew called a haircut to the growth items that had just been voted through by the Assembly, as well as reductions in departmental budgets for the 2025 year, and reductions in the budget for 2026. What you have got here is the reduction at the start of the year for each department. In the main, the way to achieve that would be to apply the recruitment freeze, to avoid use of consultants, to identify other cashable savings. Most cashable savings had already been identified through earlier value for money efficiency drive. I can answer you honestly that yes, these are recurring savings because in the main they have been vacancies that we have simply chosen not to fill on that basis.

Mr. M. Oliver:
But have we now extinguished those vacancies, or do they still sit there as a vacancy?

Chief Executive Officer, Government of Jersey:
No. No, they do not. So they are taken off the F.T.E. (Full-Time Equivalent) budget, and therefore for 1st January 2026, you are re-baselined, you are given a new F.T.E. budget for each department and you are not able to recruit over and above that level. Indeed, every time a vacancy arises from natural wastage, it should be prompting Chief Officers to say, can we do without this person, this role, at least.

Mr. M. Oliver:
I think it is a fairly widely held view of taxpayers that the Government will always spend the money that it is given. Urban myths about stationery orders on the last week of the financial year, that sort of thing. But given that these cost savings, 13 out of 17 are exactly what they were charged with doing, is there a culture that is not looking at saving more than they have to?

Chief Executive Officer, Government of Jersey:
No. I was the Chief Officer of the Cabinet Office during this period, for example. It was a very deliberate strategy to overachieve savings because I could see the trajectory of the politics, which

is we want to curb growth, we want to keep back and middle office functions to their minimum, and that there will only be more savings to come. So I do not think that is fair. The Treasurer, when you speak to him on Friday, can describe savings achieved versus savings not. In the main, that is those savings are banks, they are re-profiled at the end of the current year to the overspending departments, and then from 1st January, that is when the new budget kicks in, if that makes sense.

Mr. M. Oliver:
My concern is that maybe there is a bit of spin on this. If we take the story today, what was it, a 58 per cent reduction in spending on consultants since 2020.

Chief Executive Officer, Government of Jersey:
If you are comparing the first half of 2023 versus the first half of 2026, yes.

Mr. M. Oliver:
But the actual cost compared to just the previous year, there is no difference.

Chief Executive Officer, Government of Jersey:
Yes, there is.

Mr. M. Oliver:
So it had increased by a million and a half.

Chief Executive Officer, Government of Jersey:
Only if you are looking at contingent labour.

Mr. M. Oliver:
I am looking at everything.

Chief Executive Officer, Government of Jersey:
I am pretty sure it is a reduction compared to the previous year. I can find it if you like.

Mr. M. Oliver:
Well, we will have a look at it in more detail. I have just picked it up from the press release today.

Chief Executive Officer, Government of Jersey:
Sure. No. So contingent labour has increased between 2025 and 2026, because we have been using contingent labour for digital in particular. The Cyber 2.0 programme requires actual bodies,

and that is where you are hiring individuals to make sure that we are protected and deliver Cyber 2.0. Is that correct?

Mr. M. Oliver:
That is the summary of Cyber and outflow.

Chief Executive Officer, Government of Jersey:
Yes. So total expenditure in first half of 2023 was 39.6, then 32.8, 18.3, then 16.7 million. So, yes, as a totality, we have reduced each year. But I do take your point that contingent labour did increase.

Mr. M. Oliver:
I think it is more that where the baseline we are comparing is, I just think we are painting brighter picture than what we have got.

Chief Executive Officer, Government of Jersey:
Those are not even adjusted for inflation. So, in real terms, it is an even greater reduction. So I disagree.

Deputy K.M. Wilson:
Can you present the evidence in a form that the member can understand?

Chief Executive Officer, Government of Jersey:
Yes, of course. I am only defending it because it is on public record and I understand that.

Mr. M. Oliver:
Okay, moving on. Where do you consider expenditure is growing at a rate that cannot be sustained?

Chief Executive Officer, Government of Jersey:
There is only one area that is growing, and that is Health. Everything else, so, C.Y.P.E.S. (Children, Young People, Education and Skills) - apologies, I keep using acronyms - it has largely stabilised. Most other departments continue to reduce, and it is these reductions that are offsetting the growth in Health, which is why we are hitting about 5 F.T.E. plus each month. That is a net figure. The Health figures within that are higher.

Mr. M. Oliver:
So the Health headcount is growing?

Chief Executive Officer, Government of Jersey:

Yes.

Mr. M. Oliver:

But if you look on the Government website, the number of vacancies within Health is quite colossal.

Chief Executive Officer, Government of Jersey:

It does not mean they are being filled but, yes, I do take that point.

Mr. M. Oliver:

No. But, I mean, the growth rate is being held back by the fact that we are having difficulty recruiting.

Chief Executive Officer, Government of Jersey:

Health, for example, September 2025 to September 2026, Health grew by 156 F.T.E. This is a dashboard, which you are more than welcome to have, by the way. It is monthly performance data we receive for the States Employment Board. By contrast, C.Y.P.E.S. reduced by 15, and the non-C.Y.P.E.S., the non-Health and Care Jersey departments reduced by 50. That is what I mean about the net effect is still slightly growing, but it has only stabilised compared to what it was. If we had carried on at the rate we were hitting in 2023 and 2024, we would have about 500 more staff than we do right now.

Mr. M. Oliver:

Okay, thank you. Finally, for me, what indicators will you use over the next 12 months to determine whether Government is becoming more financially sustainable?

Chief Executive Officer, Government of Jersey:

One of the pieces we are doing right now is thinking about our performance dashboard, and at the Executive Leadership Team next week we are presenting a new set of metrics. I say new, but this is pulling data that we already have. We have got incredibly dense performance packs, particularly in Health, C.Y.P.E.S. and Treasury. We need to lift it up into, as a strategic team, as an Executive Leadership Team, what should we be focusing on. That is the discussion we will be having next week. Again, very happy to share that with you on a confidence basis on a regular basis. But crucially, it is using A.I. to generate those data. So we are not employing another round of people to regurgitate the same information. The data is really good. It is at the right level for operational managers. We need to pull out the most significant indicators and hold that centrally.

Mr. M. Oliver:

Thank you.

Deputy K.M. Wilson:

There is a very quick question there around validating and testing the accuracy and the viability of that. But that is for another moment, another time.

Mr. C. Heal:

Just going back to the reported savings that we talked about a few minutes ago, did I understand you right that is really budget reductions as opposed to you were paying X before and now you are paying less than X because you have physically saved the money? Is that what you were telling me?

Chief Executive Officer, Government of Jersey:

Yes, they are budget reductions. So, as an accountable officer, you need to live within that new budget, which is why it was so important in 2024 that we knew what the position would be from 1st January 2025, 1st January 2026, so that you could frontload a lot of your savings, and if you were to … which certainly as a Chief Officer in a Cabinet Office that is what I was doing, it was to recognise that we need our run rate 1st January 2026 needs to be achieved by the middle of 2025.

Mr. C. Heal:

But if I understand it correctly, you have reduced the budget by X and you reported that as a saving, but the underlying costs of the items that you are buying, the goods and services you are buying could have gone up. You may not have bought the same amount of items that you bought before, but you have simply reduced the budget so they have got less money to spend. Is that what you mean by a saving?

Chief Executive Officer, Government of Jersey:

In the main, our budgets are people. We can and we do make reductions in non-pay and try to find recurring reductions in expenditure, through contracting, et cetera, but the majority of that 25 million is a reduction in staff.

[16:00]

Mr. C. Heal:

Is it 515 people headcount or F.T.E.s?

Chief Executive Officer, Government of Jersey:

That 515 is related to the staff that we would otherwise have increased by. So that is the £31 million worth of spend. But, to be clear, that is notional. This is had we continued with that 2023, 2024 rate, that is the position we would be right now. What we are talking about is cashable savings

because the budget was taken from those departments. In the main, that is not redundancy. It is, as people choose to leave voluntarily, we have chosen not to backfill, and we have chosen to reorganise so that we can accommodate without those roles.

Mr. C. Heal:

So, just going to the £450 million, or whatever, that is spent externally with suppliers and contractors and so on, if you are able to achieve reductions on that through better negotiations and better deals, typically do you take that out the budget or does that money still sit in the budget? Is it physically tangible I can see it, I saved it, I grabbed it, I took it down or does it typically just get left in the budgets anyway?

Chief Executive Officer, Government of Jersey:

No, you are absolutely right, the Treasury will take that out.

Mr. C. Heal:

They do take the money out of the budgets for cost savings that are accrued.

Chief Executive Officer, Government of Jersey:

Yes. So most of what we have talked about today has been departments that are largely staff-based but where they are procurement and services-based, yes, that will be taken out at the start of the next financial year.

Mr. C. Heal:

Okay.

Deputy K.M. Wilson:

Do you want to carry on with those questions?

Mr. C. Heal:

Yes, exactly.

Deputy K.M. Wilson:

So there is a bit of flow around that.

Mr. C. Heal:

Exactly, yes. So just looking at that, so we are talking about the 515 F.T.E posts which is, as you say correctly, I think the £31 million annual savings. How much of that figure related to posts that

had been vacant for a prolonged period and were not going to be filled anyway rather than representing a genuine reduction in staffing expenditure?

Chief Executive Officer, Government of Jersey:
So what that is referring to is we were in an unstainable position in 2023 and 2022 where our growth rates had to be continued on that trajectory and would have been 515 higher than it otherwise was at the … I think that figure is 31st December 2025.

Mr. C. Heal:
Yes.

Chief Executive Officer, Government of Jersey:
So what that means is that it is not about vacancies. It is about had we not introduced a course correction in 2024, all things being equal, we would have probably carried on in that trajectory. Those are costs avoided. They are not costs reduced.

Mr. C. Heal:
That is very different.

Chief Executive Officer, Government of Jersey:
I agree with you.

Mr. C. Heal:
A cost avoidance is very different.

Chief Executive Officer, Government of Jersey:
No, they are not savings as such.

Mr. C. Heal:
Yes.

Chief Executive Officer, Government of Jersey:
But I would certainly argue that we curbed the growth because those are costs avoided had we not introduced - and the Council of Ministers have debated this in length because it is a very difficult thing to do - an external recruitment freeze, a prohibition on consultancy and a different approach to digital prioritisation and legislation. Those are really tough decisions but, had we not done that, all things being equal, we would have been in that position.

Mr. C. Heal:

Well, yes, I wanted to talk about that because Statistics Jersey says that the public sector employment reached 9,940 people employed in June 2025 but, importantly, from June 2019 to June 2025, the public sector jobs increased by 27 per cent. Right, so that is a 6-year period of 27 per cent growth and I can tell you that, over that period, our population on the Island grew by 1.1 per cent.

Chief Executive Officer, Government of Jersey:

Yes.

Mr. C. Heal:

I can tell you that people's average age increased. I can tell you that the number of young people decreased and I can tell you that the number of people in employment paying taxes was pretty much exactly the same, right.

Chief Executive Officer, Government of Jersey:

I do not disagree.

Mr. C. Heal:

So this all begs the question when we talk about productivity, productivity basically simply put is the output or achievements on the topline and underneath, it is the resources. It is the people and the money that you put into it, right?

Chief Executive Officer, Government of Jersey:

Yes, it is.

Mr. C. Heal:

So productivity for me is not necessarily about you put in 27 per cent more people. Did we get the value, do you believe, from that increase in headcount of 27 per cent over 6 years at the same time as the population only grew 1.1 per cent, so that could be a great use of people and money if we got the real productivity, but that is my question. Do you believe we saw the productivity gains from increasing the headcount at 27 per cent over a 6-year period?

Chief Executive Officer, Government of Jersey:

So I would refer to my comment earlier from Mr. Duncombe that it is not possible to say. It is certainly the case and I do recognise the figures. We grew about a third in that period even after you adjust for inflation and a very significant cash increase as well.

Mr. C. Heal:
For sure.

Chief Executive Officer, Government of Jersey:
Close to 30 per cent of that was Health. Around 25 per cent of it was Children, Young People and Education. As I have mentioned earlier, we will not know because we are in that space of what it might otherwise be like if we had not made those investments and what might our Children's Services look like in terms of our service to young people right now if we had not made those investment decisions. If Health had not been a priority, what would we be facing now because we already have waiting lists? So what would the outputs and outcomes look like in 10 or 20 years' time? I went through this at length with the Chief Statistician because, as I said, I was tasked with trying to answer this question.

Chris Heal:
Yes.

Chief Executive Officer, Government of Jersey:
It is not possible to say.

Mr. M. Oliver:
We concentrate very much on increases in Health and increases in Children, Young People and Education.

Chief Executive Officer, Government of Jersey:
Yes.

Mr. M. Oliver:
But within those, they are not all front line, are they?

Chief Executive Officer, Government of Jersey:
No.

Mr. M. Oliver:
I stand to be corrected, but I did hear at one stage that there were less teachers than there were administrators in the Education Department.

Chief Executive Officer, Government of Jersey:
I do not know about that but I am happy to write to you on the workforce.

Deputy K.M. Wilson:
You would need to validate that for sure.

Chief Executive Officer, Government of Jersey:
Yes, but I do not recognise that, no.

Mr. M. Oliver:
Yes, has your analysis really looked at those increases split between front line and back room?

Chief Executive Officer, Government of Jersey:
Yes, it did. So I will come back to the other departments that made up that growth, because that is only half of the growth, in a moment. To your point, Sir, yes, absolutely. When we tried to understand why we grew, it was also partly from introducing national government expectations on these departments and, given the size of Health and C.Y.P.E.S., we were contributing to that, which is why you will see they were not excluded from the £10 million worth of efficiency savings in our budget plan for next year. So Health and C.Y.P.E.S. were equally examined in relation to can we reduce bureaucracy and admin where it is in that desirable governance space just as much as some of the medium and back office of Department for the Economy or Treasury?

Mr. M. Oliver:
Thank you.

Deputy K.M. Wilson:
Okay, can I just pick up on one thing that I do not want to lose, which you could help us understand? The question about the 515 full-time equivalents and how many of them had been longstanding vacancies, there is something about whether or not there is any cost realised as a result of removing those, and that is what we are trying to understand.

Chief Executive Officer, Government of Jersey:
Of course, yes.

Deputy K.M. Wilson:
Which is we can understand that there will be vacancies ...

Chief Executive Officer, Government of Jersey:
Yes.

Deputy K.M. Wilson:

... and that you will remove them, but if they were never ever going to be recruited to because they have been there for so long ...

Chief Executive Officer, Government of Jersey:

Yes.

Deputy K.M. Wilson:

... and we know that some of them are 4, 5 or 6 years in terms of not being able to get any staff, the question is how many posts did that equate to and what was the cost of that because that is not savings? That is just money that does not feature anywhere because you are not saving it.

Chief Executive Officer, Government of Jersey:

Okay.

Deputy K.M. Wilson:

There is no cost to it. So that would be helpful, maybe not to answer that now but if you could respond.

Chief Executive Officer, Government of Jersey:

No, I can answer that now. I can answer now.

Deputy K.M. Wilson:

Can you?

Chief Executive Officer, Government of Jersey:

Yes, absolutely.

Deputy K.M. Wilson:

Thank you.

Chief Executive Officer, Government of Jersey:

So we are talking about 2 different things. Apologies if I have contributed to that but the 1,000 vacancies are an indication that there was an ambition to fill them. At the very least, they had existed. Someone had gone to the bother of filling out sometimes lengthy forms to get permission to receive those.

Deputy K.M. Wilson:

Yes.

Chief Executive Officer, Government of Jersey:
Taking those historical vacancies off just stops that recruitment. It allows us to be hardnosed and decide: "Do we need these functions? If so, then I want you to apply again and justify it better." That, as you say, is not a cashable saving. It is just good governance.

Deputy K.M. Wilson:
Housekeeping.

Chief Executive Officer, Government of Jersey:
Good housekeeping, yes, and it is clearing decks which, when Andrew as Chief Executive came in, made perfect sense. What the 515 is referring to is the year on year increases, particularly in that rate 2018 to 2024. Had we continued at that rate, we would now be 515 more than we are. So, for example, in ...

Deputy K.M. Wilson:
So is that not just a forecast?

Chief Executive Officer, Government of Jersey:
Well, it is but I would say it is a legitimate argument because it is only because we introduced those prohibitions on recruitment and consultancy that we were able to achieve that. I sat alongside Andrew and it is now my job to challenge hard whether or not we need these recruitments and the numbers still kept coming through. So it was the Chief Minister, it was the Council of Ministers and it was Andrew having to push down on a system that had become used to clicking a button and getting more staff.

Deputy K.M. Wilson:
Okay. I am going to move us on if you are happy.

Mr. C. Heal:
Yes, move on.

Deputy K.M. Wilson:
Are there any other particular points you want to raise very quickly because I would like to focus on capital because we have talked quite a lot … unless, Clive, there is anything else that you have particularly.

Mr. C. Heal:
No, thank you.

Deputy K.M. Wilson:
Okay, over to you.

Deputy L.D. Carpenter:
Thank you, Chair. How do ensure that major capital projects deliver the financial and operational benefits originally promised?

Chief Executive Officer, Government of Jersey:
So benefits realisation is an area that we need to be better at. I can point to a good example of it. So the purchase of Union Street, which is our headquarters, is based on demonstrable reductions in lease and the sale of property which contributed. That was the only reason that the business case worked. I would say in other areas, it is a symptom of perhaps overtrading that we do not finish the benefits realisation part and we are straight on to the next thing because our Government is always on to the next project. We do not necessarily look back and see whether those have been achieved. But I would hope from this new Capital and Investment Delivery Board that, with the right people around the table, we are looking back as well as looking forward to see whether there are benefits because we have got the cash.

Deputy L.D. Carpenter:
So my follow-up question to that was going to be who is accountable for measuring and reporting any benefits after the project completion but it sounds at the moment that that is not really something that takes place?

Chief Executive Officer, Government of Jersey:
It is patchy is what I am saying. There are good examples. There are other examples that I would find hard to defend but I recognise the symptom which is we are on to the next project. We are trying to deliver for Islanders so it is understandable budget officers and chief officers are trying to do the right thing and look back.

Mr. R. Duncombe:
I suppose that leads into the question around business cases.

Chief Executive Officer, Government of Jersey:
Yes.

Mr. R. Duncombe:

Would you say that there has been sufficient rigour applied to business cases up to now or is that something again which you would look to introduce, particularly if it is around benefits realisation? I mean really clear in a business case and how we measure that.

Chief Executive Officer, Government of Jersey:

Yes. I think we have a greater chance of achieving that in the last couple of years and going forward than we did in the early 2020s and just before because the number of business cases are far fewer and that allows the Treasury, in particular, to properly analyse whether or not these are going to deliver benefits and later on therefore focus on them. It is the number of growth bids that you can see in the budgets of particularly 2020 onwards up to about 2024. There were so many growth bids that each of them had their own business case and the volume means whether or not we could ever do a proper benefits realisation is questionable.

Mr. R. Duncombe:

So do we take from that that there are probably some business cases that were approved in that period that have not realised or did not even identify the tangible benefits for the Island?

Chief Executive Officer, Government of Jersey:

So they almost certainly did because there is a section on the business case to identify benefits. To be fair, they were not being asked to identify cashable benefits at that point. It is more about outputs and outcomes for Islanders.

[16:15]

The particular growth areas in that period was around, as I said, teaching assistants, for example, which was a business case in itself. I am sure that that is the right thing to do. As a public servant, I have worked in many jurisdictions. It would clearly help, particularly with Special Educational Needs. A requirement is growing but can you say there are benefits realised? I do not know yet.

Mr. R. Duncombe:

But are we saying now that in businesses cases going forward, it is clearer now in terms of the cash releasing elements of those?

Chief Executive Officer, Government of Jersey:

So the trajectory of the Council of Ministers is to have more sustainable public finances which means that growth bids are discouraged altogether. Those that do come through need to identify cashable benefits in order for them to be signed off. So the work that we are doing to determine what is the

future of further education and higher education in the Highlands campus, the outline business case has been done. They are moving to a strategic business case. They need to make sure that the benefits are identified and are real before they get signed off.

Mr. R. Duncombe:
Then there is something in place to then monitor that going forward.

Chief Executive Officer, Government of Jersey:
Yes.

Mr. R. Duncombe:
I think you said there was a tendency to almost shutdown the business case, finish the project and move on to the next one without doing a retrospective review to say: "Has this delivered the benefits identified?"

Chief Executive Officer, Government of Jersey:
Yes, and I do not criticise the system or colleagues for that. It is the nature of trying to move on to do the right thing for Islanders. If you have fewer business cases and you have fewer growth items coming forward, you stand a better chance of being able to do that in the future then.

Mr. R. Duncombe:
Okay.

Mr. C. Heal:
We have obviously the coming healthcare facility, right?

Chief Executive Officer, Government of Jersey:
Yes.

Mr. C. Heal:
You do not wait until the end of a mega project then to post analysis, we need staged milestones and reporting and analytics as we work through phase by phase of that project for sure.

Chief Executive Officer, Government of Jersey:
Particularly that project. It is the biggest capital expenditure we will ever probably do so, yes, you are right.

Mr. C. Heal:

Potentially a very big risk to us as well financially.

Chief Executive Officer, Government of Jersey:
If you do not get it right.

Mr. C. Heal:
Because those projects typically do not come in on time and on budget.

Chief Executive Officer, Government of Jersey:
Yes. So, no, I do not disagree, which is why I give you the example of Highlands and whatever happens to Fort Regent, et cetera. Those are big decisions that we need to spend some proper time on.

Mr. C. Heal:
Yes, right.

Deputy L.D. Carpenter:
The annual reports suggests that front line services are largely protected from efficiency measures. Do you agree with that assertion and, if not, how would you drive cost improvements, efficiency and effectiveness through front line services?

Chief Executive Officer, Government of Jersey:
So, yes, the work that Andrew McLaughlin and I did to provide some options to the Council of Ministers on how might you reduce public administration was specifically how might you do that without affecting the front line. So we had not been actively looking at efficiencies on those front line departments in particular, with the exception of the work we did with Health in terms of a recovery programme, a lot of which was looking at the backend systems within the Healthcare Department. Going forward, as we discussed earlier, there was inevitably administration governance bureaucracy built into those growth areas and, as I said, they are not immune to the £10 million reduction in budgets for the Budget 2027. So those front line departments had a proportionate reduction in their savings. You should not see any front line changes because it is designed for the back office and middle office

Deputy L.D. Carpenter:
Thank you.

Mr. C. Heal:
So given the significant increase in the workforce numbers that we talked about ...

Chief Executive Officer, Government of Jersey:
Yes.

Mr. C. Heal:
... the 27 per cent that sticks in my mind, right, how do you assess whether the workforce is re-addressing underlying recruitment retention challenges or is it simply compensating really for weaknesses in our workforce planning?

Chief Executive Officer, Government of Jersey:
So when we did the reports on what grew, you then move on to why you think that happened, and I just remember each individual decision was understandable on its merits in that period of time, but no one was thinking about the totality. Whether or not it was workforce reduction, did you say?

Mr. C. Heal:
Yes, so it seems like it is a piecemeal process at the moment, right.

Chief Executive Officer, Government of Jersey:
Yes.

Mr. C. Heal:
"I want a person here. I want a person here. I want a person here" but nobody seems to be looking at a macro level to say: "Is this the right thing that we are doing? Is 27 per cent the right number" or whatever, right. That is how it seems to me that we are making decisions at the minute level. The base level and not taking a strategic look at the workplace planning and the workforce management.

Chief Executive Officer, Government of Jersey:
So, in some areas, it was easier to determine a throughline from a strategic decision.

Mr. C. Heal:
Yes.

Chief Executive Officer, Government of Jersey:
So if you think back to 2018, it was the year after the Care Inquiry and there was a very concerted effort by the States Assembly and the Council of Ministers back then to invest more in care. It was quite literally a C.S.P. putting children first and a number of the growth areas within the C.Y.P.E.S. Department was related to that. Equally, you can track back, and I have read all the business cases back then, there was growth in Health spend because it was considered to have been

underinvestment in that period. What is harder to determine is why there was growth in several of the other functions and, on that basis, I would say it is less about the strategy and more about the individual decisions. So the next biggest department after Healthcare and Children and Young People is the growth in the Economy Department and that was linked to grants, particularly to our heritage culture. Digital services after that and Treasury and the Exchequer, and non-ministerial departments after that. Jersey's Overseas Aid was a very considerable growth of about £10 million to about £22 million now. Public Health and Justice and Home Affairs and then you get into smaller numbers. So what I am trying to say is there was a concerted effort to grow some functions in other areas. It was probably less of a strategy and more just a series of decisions taken at that moment.

Mr. C. Heal:
Okay, thanks.

Deputy K.M. Wilson:
Okay, thank you. Continue?

Deputy L.D. Carpenter:
Yes. If a service consistently misses its performance targets, what formal intervention should Islanders expect from senior leadership?

Chief Executive Officer, Government of Jersey:
So this is the discussion we want to have with our Executive Leadership Team next week when we are examining that performance dashboard to determine are these the right performance metrics to be watching over at our level and give me the ability to then hold Chief Officers to account to their performance objectives, to achieving those? I think that will give us a better grip on a real-time basis to determine is that something that is in their gift, as I was saying earlier, or is it something which is more about the drivers that are outside of their direct control? If that is the case, what can we do with Treasury to find efficiencies elsewhere in their department or to move money to make sure that they are not breaching the Public Finance Manual by the end of the calendar year and we recognise and we plan for that?

Deputy L.D. Carpenter:
Okay, and finally, what specific actions are you taking to improve customer experience and public confidence in government services?

Chief Executive Officer, Government of Jersey:
I have been trying to do a lot of front line visits and, last week, I sat down with Children's Services and saw the process they go through but I also spent a morning on the ground floor of Union Street,

which is customer services across Employment, Social Security and Housing with the Treasury and then the revenue team and planning teams, et cetera. I think we have got good scores on customer services. It is about 82 per cent and it has been consistent about that for the last couple of years because there was a heavy investment in it in the old Social Security Department at that time. I think there is more that we can do in terms of digital customer service. Too much of our systems are still paper-based and analogue. We see that in Health and we see that in Tax Revenue. I think that is the area where Islanders have moved on. They want a different type of service and we need to adapt.

Mr. C. Heal:
So 82 per cent. What is your target?

Chief Executive Officer, Government of Jersey:
It was about 82 per cent.

Mr. C. Heal:
Okay, I mean next year.

Chief Executive Officer, Government of Jersey:
I do not know. I will have to check. I think it was maintaining rather than expecting a significant increase.

Mr. C. Heal:
Sorry, help me understand that. It is going to stay at 82 per cent or it is going up this year. The coming year. The target you are working towards now for customer service.

Chief Executive Officer, Government of Jersey:
I will need to check for you. I do not want to lie to you. My expectation is we are trying to maintain the stability rather than expecting it to ...

Mr. C. Heal:
Why would you not want to set a higher target to keep improving customer service?

Chief Executive Officer, Government of Jersey:
Like I say, I will write to you properly on what it is.

Mr. C. Heal:
Okay. All right, thank you.

Chief Executive Officer, Government of Jersey:

I do not want to give you a figure that is false so ...

Mr. C. Heal:

Well, it is not that it is false. It is that I am looking at what you are expecting to drive it to? That is what I am thinking.

Chief Executive Officer, Government of Jersey:

What I am saying is I do not want to give you a figure.

Mr. C. Heal:

Okay. You have a figure but you have not ...

Deputy K.M. Wilson:

You want to think about it.

Mr. C. Heal:

Okay, you want to think about it. Okay, all right.

Chief Executive Officer, Government of Jersey:

To be clear, Sir, I do agree with you that we should always be ambitious.

Mr. C. Heal:

Of course.

Chief Executive Officer, Government of Jersey:

We should always be seeking to improve.

Mr. C. Heal:

Of course.

Chief Executive Officer, Government of Jersey:

What I do not know is what the plan is and whether or not that will change.

Mr. C. Heal:

Yes. Well, you need a plan as well. It is not just the target. It is about how we are going to get there.

Chief Executive Officer, Government of Jersey:
Exactly.

Deputy K.M. Wilson:
Okay, we have 5 minutes left.

Chief Executive Officer, Government of Jersey:
Sure.

Deputy K.M. Wilson:
So there are 2 more questions. Very quickly, Deputy Li wants to ask you another question.

Deputy Li:
You touched very lightly about the increase of the teaching assistant numbers.

Chief Executive Officer, Government of Jersey:
Yes.

Deputy Li:
I am trying to understand about how well do we understand the link between the numbers of the T.A.s (teaching assistants) and the K.P.I.s (Key Performance Indicators) and the goals and outcomes, because, ultimately, the increase of the numbers of the T.A.s are to be beneficial for the students who need that support?

Chief Executive Officer, Government of Jersey:
Absolutely.

Deputy Li:
But how well do we know about it?

Chief Executive Officer, Government of Jersey:
So in that letter that Andrew wrote to the previous panel, we articulated the benchmarking which is the first part of this conversation in terms of inputs and what I am interested in there is what is our performance data for knowing close to real-time what the benefits are for S.E.N.D., in particular. That is something that we are actively looking at because I think that is an area that we need to understand as we take decisions on demography. So, if you were just to be hardnosed about demography, then as I said before, you have 900 fewer junior schoolchildren that are going to be

unevenly distributed across the Island. We need to make sure that we equally understand what is the equity and S.E.N.D. requirements and demand, and a trajectory of that so you can have a whole picture decision around where we invest in the future.

Deputy K.M. Wilson:
We may ask you some more questions on that in terms of the costs and benefits around that going forward.

Chief Executive Officer, Government of Jersey:
Of course. It makes sense, yes.

Deputy K.M. Wilson:
Finally, we started by asking you for your vision, interpretation and your assessment of what you have found and we understand the inherited position. If I start with the financial position.

Chief Executive Officer, Government of Jersey:
Yes.

Deputy K.M. Wilson:
It is very challenging. There are some significant risks that are going to be needing to be addressed, both politically and strategically, and also one of the more detailed issues around delivering the requirements of the Assembly in terms of the budget and the plan. Also in terms of the focus that this committee has which is did you say what you were going to do in the way that you said you were going to do it and for us to test that.

Chief Executive Officer, Government of Jersey:
Sure, yes.

Deputy K.M. Wilson:
That goes to the very heart of our questions today about the responsiveness to external perspectives on things that the expectation is that they will be received constructively and responded to constructively as well.

Chief Executive Officer, Government of Jersey:
Yes.

Deputy K.M. Wilson:
So what can we see from the leadership in the next quarter ...

Chief Executive Officer, Government of Jersey:
The next quarter.

Deputy K.M. Wilson:
... because we are going to keep this very tight ...

Chief Executive Officer, Government of Jersey:
Of course.

Deputy K.M. Wilson:
... from yourself to address some of the issues that you are leading and what particular solutions are you prioritising and how might we see those coming forward in the next quarter? Give us a sense of direction.

Chief Executive Officer, Government of Jersey:
Of course. So, as I said before, the benefits of internal succession are this is evolution rather than change and it will be really important that I am focusing on the 4 key areas of the public service landscape and the 4-year budget.

[16:30]

So by the time we meet again, the Council of Ministers would have determined what are those workstreams to commission. I will certainly be in the mode of making sure that we are gearing up to be giving them the best advice in the quarter 2 of 2027 for what should be invested in and what savings are possible across a big administration across the different types of front line public services.

Deputy K.M. Wilson:
So we can expect to see some plans.

Chief Executive Officer, Government of Jersey:
Certainly, yes. I will be able to talk more authoritatively about which of those plans have been commissioned, whereas, at the moment, we are in the recommendation space and that is a safe space for policy discussion. So that is the first one. In capital, we will have had at least 2 of the meetings of the Capital Investment Delivery Board so I will be in a better position to advise on what we are spending our current money on because I want to get a grip on the full range and being in a better position to be able to advise the Investing in Jersey Oversight Group chaired by the Chief

Minister on where we should be invested in next. On performance, we will have that new dashboard I mentioned and, again, I am happy to share that with you in advance of our next meeting.

Deputy K.M. Wilson:
Thank you.

Chief Executive Officer, Government of Jersey:
In terms of leadership and developments, I really want to encourage and empower staff. As I mentioned before, we have got an incredibly committed and compassionate workforce. Most of them are incredibly close to the ... their purpose is almost a given, which is really unique, but we need to be making sure that we are giving them the right mastery and we are giving them the ability to be empowered with that autonomy. I am certainly going to be continuing to talk directly to them through blogs and through front line visits and my ambition is that we continue to improve engagement scores on that basis. You will not see that by the time we meet again but that is the trajectory I will be dealing with.

Deputy K.M. Wilson:
Will we see a renewed focus on Islanders' needs in terms of meeting some of their concerns and expectations through those things that you have just said?

Chief Executive Officer, Government of Jersey:
Yes, and the reason I had that conversation about customer service is - no matter where in the system you are, whether you are working on the very front line or in the middle or back office, for want of a better term - we need to find ways for people to be recognising that it is Islanders who are our customers and making sure that we are giving our staff who ... the reason why they joined the public service was a choice. Whenever I speak to people, I am always interested in why they joined because why they stay is not always a good reason but why they joined is and we need to help them come back to that original intent because that was a genuine choice to serve and that is what we want.

Deputy K.M. Wilson:
Yes, okay. Thank you very much. We are at the time.

Chief Executive Officer, Government of Jersey:
Well done.

Deputy K.M. Wilson:
Just maybe one or 2 minutes over but thank you for keeping with the pace of it.

Chief Executive Officer, Government of Jersey:
Thank you.

Deputy K.M. Wilson:
We may still have a number of questions.

Chief Executive Officer, Government of Jersey:
Of course.

Deputy K.M. Wilson:
Would you be happy for us to send these to you in writing?

Chief Executive Officer, Government of Jersey:
Absolutely, yes.

Deputy K.M. Wilson:
Rather than through another hearing in this way. Just to say thank you for attending and for addressing the Committee's questions. Clearly, we have agreed a number of points that you have agreed to follow-up on so that will be helpful to receive your feedback on that. If I could just also say thank you to the supporting officers on both sides and for all of the work to support the Committee proceedings today, and also to the members of the public who have taken the time to come along or to listen to the hearing today and we look forward to seeing you in 3 months' time. Okay, thank you.

[16:34]