



# | States Assembly

States Greffe

Dr. Andrew McLaughlin  
Interim Chief Executive Officer  
Government of Jersey

**BY EMAIL**

21<sup>st</sup> March 2025

Dear Dr McLaughlin,

**Public Accounts Committee – Follow up matters**

Thank you for your correspondence dated 10<sup>th</sup> March which provided additional information to questions raised during our Quarterly Public Hearing on 12<sup>th</sup> February 2025. We would also like to thank you for providing the quarter four 2024 recommendations tracker update report.

The PAC would first and foremost like to thank you for providing this information to assist it in its ongoing work. Having reviewed the response and the report, the PAC would like further clarification on some points as follows:

1. What analysis, if any, has been done to assess the correct size of the public service to meet future needs for front line services for Islanders?
2. How were decisions made about roles that needed to be removed, and can we be provided with the associated business cases/rationales?
  - a) What consideration was given to the removal of specific roles (i.e. Director of Education or Group Director, Economy) and what analysis was done to demonstrate that these roles were no longer required in the long-term?
  - b) Could you please explain how not having a Director of Education feeds into the long-term planning and vision for the Government? By way of example, how do you ensure the Education service is as well managed without this strategic role?
  - c) How can you demonstrate that the removal of roles to date will administer a more effective and efficient service to the public and provide value for money?
  - d) Were any redundancies made because the posts did not deliver their targets or outcomes?
  - e) There have been seven Tier 1, and Tier 2 roles removed from the organisation since you have been in post. How has this affected the risk profile of the organisation and how have any risks been mitigated?
  - f) Thank you for providing the break down of the cost of the communications team supporting the various departments. We note this information has been provided in confidence on the basis that the information could lead to individuals being identified and breach data protection personal information. Whilst this is understood, the PAC would suggest that the information is in the public interest and should be published. We would welcome if you could reconsider and find a format to share this information publicly.

- g) We also note from the appended structure chart that there are additional roles within the central team. Please could you provide the total cost of the entire communications structure and indicate the grades for all of the roles within the structure. We would also be grateful if you could provide the total cost for the communications structure during 2024.
3. Noting from your letter that you do not have a mandate for significant organisational change, the PAC would appreciate your view on what you think the optimal structure of the civil service should be.
4. Please can you confirm why eight recommendations arising from the C&AG report 'Deployment of Staff Resources in Health and Community Services' remain open, despite the latest target date for implementation of all recommendations in the Executive Response being quarter two 2024?
- a) What plans are in place to ensure the full implementation of these recommendations and what is the new target date for implementation?

Please note it is the intention of the PAC to publish this letter and your response on the States Assembly website. Should any information be provided in confidence, please can this be specific in the response. We would be grateful of a response by Friday 4<sup>th</sup> April 2025.

Yours sincerely,



Deputy Inna Gardiner  
**Chair**  
**Public Accounts Committee**