



Deputy Inna Gardiner
Chair, Public Accounts Committee

15 December 2025

Dear Deputy Gardiner

Arm's Length Bodies, Grants and Subsidies Review

Thank you for your letter dated 2 December 2025. Please find responses to the Committee's questions below.

1. Clarify if you have a set budget for grant allocation each year, and if so, how is this set and altered?

All budget lines, including those relating to grant related activity, are initially estimated for the following year during the preparation of the Budget Plan. Budgets are finalised after the Budget is approved by the Assembly.

2. Confirm what direction has been given by the Government of Jersey to those receiving grants or subsidies from your Department to work collaboratively and deconflict actions with each other and government?

Grant recipients are encouraged to work collectively, collaborate and share learning, best practice and ultimately services for islanders. This is done, for example, through a network of Clusters and Connect Me.

Regular performance meetings with grant recipients provide an opportunity to check-in, discuss wider GOJ collaborative working, review deliverables and address any issues. Contract discussions provide the opportunity to address any conflicts prior to an award.

ESSH are committed to co-production to ensure planning and implementation are aligned with partners, for example with the development and implementation of the Homelessness Strategy.

ESSH are also working with the Association of Jersey Charities to implement the accepted recommendations from the 2025 report - The Power of Partnership, a review of how Government and Charities work together, to improve tackling the most pressing of social issues.

3. Identify what direction has been given by the Government of Jersey to grant recipients from your Department to increase productivity and become more efficient?

We have regular dialogue with large grant recipients and formal quarterly grant review meetings focus on key metrics and trends. This reporting allows the Government to assess performance ensuring outcomes are being delivered in-line with contracts but also captures a



focus of being mindful of the public purse. We have communicated an expectation of increased productivity and efficiency in some cases by holding budgets still rather than increasing year on year.

4. How does the department determine when to commission services and when to provide funding to organisations through grants?

Commissioning is the process for deciding how to use the total resources (people, funds, estates etc) available in order to deliver the outcomes required to meet identified health and care needs in the most efficient, effective, equitable and sustainable way. Once needs have been established and plans made on how to meet the need, the procuring of services can follow a number of different routes, such as contracts for services or grants.

Therefore, grants or commercial market procurement are only elements of the commissioning process: commissioning is not a way of funding services in itself, as implied by the correspondence from the Committee.

Work across the organisation to embed a commissioning approach will lead to a methodical and consistent method to making decisions on procurement routes and funding arrangements, as recommended by the C&AG in last year's review of government commissioning. In addition, as part of the agreed activity in response to the 2025 C&AG report on Grants and Subsidies, we are currently developing more detailed decision support in respect of different funding arrangements. It is likely that this information will be included in the PFM to strengthen current guidance.

Yours sincerely

Sophie Le Sueur
Chief Officer