Deputy Gardiner
Scrutiny Office
States Greffe
Morier House
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12th December 2025

Dear Deputy Gardiner,

Thank you for your letter regarding the Public Accounts Committee's ongoing review of Arm's Length Bodies, Grants and Subsidies.

In response to your request, I am pleased to provide information relating to grants and subsidies made under my remit.

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

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.

Budget Plan Process

All budget areas, including those linked to grant-related activity, are initially forecast for the upcoming financial year as part of the Budget plan preparation. Different budgeting approaches may be applied depending on the nature of the activity, for example, incremental or zero-based budgeting.

Budget setting process

After the proposed budget receives approval from the assembly, the department begins an internal process to finalise budgets. This internal activity can continue up to the first quarter of the new financial year. At the end of this period, budgets are fixed and any ongoing changes must instead be managed through the forecasting process.

This stage is particularly important because it acknowledges that the time gap between drafting the budget plan and the start of the new year, during which new information may arise that requires consideration. Such information may include, but is not limited to:

- Updates or amendments to the budget plan
- Reallocation of resources arising from internal or external requirements (including Ministerial or Departmental direction)
- Shifts in inflation, utility costs, projected departmental income, or other economic assumptions
- Review of prior year performance when compared with outturn

Once budget-setting stage is complete, the budget remains fixed. Any expected deviation from the budget is monitored and managed through forecasting. Forecasts should represent the best available estimate of year-end outturn and are compared monthly with the agreed budget to identify variances and understand their causes.

If a negative variance is anticipated, for example, spending exceeding the budget, management actions are required to reprioritise funds or adjust activities to ensure that the department stays within its cash limit. This process begins with monthly meetings between finance business partners and budget holders. These insights are then escalated to Senior Leadership teams, who use the information, alongside advice from finance business partners, to make informed decisions regarding prioritisation.

2. Identify the total grants or commissioning given by the Department to third parties (Charities or companies) broken down by year from 2022-2025, and identification of the top 10 receivers in each year?

The tables below set out the total grants paid by CYPES to recipients in the form of grant payments, broken down by year for 2022, 2023 and 2024. These are ordered by the highest value recipient within the department for each year. While the Committee requested the top 10 recipients, in some years, fewer than 10 grants were awarded. Data for 2025 is not included as the financial year is still open and final figures are not yet available.

Grants paid by CYPES to recipients during year 2022	
Recipient	**Amount granted £'000**
Beaulieu Convent School	2,379
De La Salle College	1,945
FCJ Primary School	322
Digital Jersey	219
Jersey Child Care Trust	134

Grants paid by CYPES to recipients during year 2023

Recipient	Amount granted £'000
Beaulieu Convent School	2,367
De La Salle College	1,889
Jersey Cares	500
Digital Jersey	435
Brighter Futures	332
FCJ Primary School	270
Jersey Child Care Trust	134
Polish School	42
Jersey Sport (Move More Toddler)	15
Child Accident Prevention	4

Grants paid by CYPES to recipients during year 2024	
Recipient	**Amount granted £'000**
Beaulieu Convent School	2,422
De La Salle College	1,919
FCJ Primary School	290
Jersey Child Care Trust (SNIP and Best Start)	282
Jersey Child Care Trust	134
Jersey Cares	124
Brighter Futures	104
Jersey Child Care Trust (Education reform CPD)	100
Child Accident Prevention	4

3. How is the success of these grants or commissioning measured and evaluated to establish if further grants should be given and at what level? The Committee would value examples of any evaluation papers to evidence the monitoring work you undertake and would be happy to receive these in confidence.

Grant oversight is carried out through a range of measures designed to ensure value for money and the appropriate use of funds. Income and expenditure statements are carefully reviewed to confirm that grant allocations are being used as intended, while annual reports are requested to evidence the impact and reach of funded activity, such as with Child Accident Prevention (CAP). Compliance is further reinforced through the submission of grant assurance statements and governance questionnaires, which provide assurance that recipients are meeting the required standards. Alongside this, monthly KPI data sets and qualitative feedback are collected to track and monitor activity and outcomes across organisations including the Polish School, Jersey Sport, Jersey Cares, Brighter Futures, and Jersey Child Care Trust (JCCT).

To provide a structured forum for accountability, quarterly review meetings are held, offering a formal opportunity to assess service delivery and performance against grant expectations, identify risks, and agree improvement actions where necessary.

Evaluations have been undertaken for Jersey Cares and, more recently, Brighter Futures, though these have not yet been produced in a format suitable for wider sharing.

Nevertheless, concerns about grant recipients have been escalated when required. In some cases, funding decisions have been directly influenced by financial reviews.

Looking ahead, a number of organisations such as, Brighter Futures, Jersey Cares and JCCT are transitioning to structured Government of Jersey contract following a full procurement process. This shift will embed more formal oversight and management arrangements, ensuring that grant-funded services continue to deliver measurable outcomes and operate within a clear framework of accountability.

4. What is the process your department undertakes to advertise the availability of grants or commissioning opportunities for specific as well as more general services?

CYPES follows the Government of Jersey’s Public Finances Manual (PFM) and Procurement Best Practice Guidance to ensure transparency, fairness, and value for money when advertising commissioning opportunities.

Method of advertisement varies depending on estimated total spend. For contracts over £100k advertised publicly via the Channel Islands Tender Portal (ProContract), under the Government of Jersey’s profile. This ensures equal access for suppliers, voluntary organisations, and partners.

Shared directly with known sector partners and voluntary/community networks where appropriate (for example, where specialist expertise or local knowledge is required for example, the Best Start Partnership for local Inclusion Support services).

In some cases, Expressions of Interest (EOI) or soft-market testing exercises are undertaken prior to advertisement to shape specifications and gauge market readiness.

For grants, opportunities are generally not publicly advertised. In most cases, interested organisations or individuals approach the Department directly to enquire about potential funding. They are then provided with the relevant application form and guidance to support their submission. Each grant request is assessed against departmental priorities, available budgets, and compliance with the PFM.

A. Please provide examples of the advertisements undertaken in the last 3 years.

   a. EOI – Secondary School Meals / Procontract

   b. Advocacy / Procontract

   c. Fruit Provision / Procontract

   d. Skills Development Scheme / Procontract

   e. Move More /Procontract

   f. EOI - Support services enabling young children to attend nursery setting/Procontract

No grants have been advertised for CYPES and all of the above relate to contractual arrangements.

B. Please identify if there were any grants or commissioning opportunities that were exempt from advertisement and clarify what where the reasons for this?

Some commissioning opportunities within the department have been exempt from public advertisement, in line with the thresholds and exemptions permitted under the Government of Jersey Public Finances Manual (PFM).

Under the PFM:

Low-value procurements (typically below £25,000) may be directly awarded where the risk and value are proportionate, and where a single supplier or provider is best placed to deliver the service. At least one written quote is required. Basic market research is undertaken, and potential suppliers are contacted directly to confirm pricing and availability.

Medium-value procurements (typically £25,000–£100,000) may be subject to restricted competition or require a minimum of three written quotes, rather than a full open tender, depending on market capacity and urgency. Appropriate market research is undertaken, and potential suppliers are approached directly to ensure fair comparison and value for money.

High-value procurements (above £100,000) are generally advertised publicly unless a formal exemption is approved by Treasury and Exchequer.

5. 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 the Government of Jersey?

While the term 'direction' may convey a more prescriptive tone than intended, we prefer to frame this as guidance or expectations regarding collaboration and the avoidance of conflicting actions between Arm's Length Bodies, grant recipients and government.

Grant recipients are required to demonstrate alignment with government priorities, including but not limited to the Children and Young People's Plan, the education strategy, and the mental health strategy, as part of their grant application and ongoing reporting obligations. These expectations are formally embedded within grant agreements, monitoring frameworks, and funding letters, which collectively set out the standards of partnership working and coordination that providers must adhere to.

Regular monitoring meetings are convened to provide a structured forum for reviewing progress, sharing information, and identifying areas where closer collaboration or deconfliction of actions may be necessary. Within these meetings, providers are expected to engage constructively with the Department and with one another, ensuring that services are delivered in a complementary manner and that any risks of overlap or inconsistency are addressed promptly. In addition, grant recipients are required to notify the Department at the earliest opportunity if they anticipate any conflicts, overlaps, or changes in service provision that could impact other government programmes or priorities.

The Department places strong emphasis on partnership working as a cornerstone of effective grant management. The overarching expectation is that funded services should enhance and complement one another, rather than compete, thereby maximising the collective impact of government investment. This approach ensures that public funds are used efficiently, that services are coherent and strategically aligned, and that outcomes for the community are strengthened through coordinated delivery.

6. Noting that grants have previously been awarded to organisations such as Digital Jersey for education provision, please additionally identify any collaborative oversight of provision of training services through such organisations.

Skills Jersey maintains collaborative oversight of any training or education delivered through partner organisations, such as Digital Jersey, when grant funding is awarded. This oversight typically includes:

- Joint planning and alignment to ensure that proposed training activity aligns with relevant priorities, identified skills needs, and broader island workforce development objectives.
- Regular monitoring and reporting from partner organisations requiring them to provide updates on delivery progress, learner participation, outcomes achieved, and any emerging issues.
- Evaluation of effectiveness post-delivery analysis to ensure learning outcomes are achieved and inform future funding decisions.

7. Identify what direction has been given by the Government of Jersey to grant recipients within your remit to increase productivity and become more efficient?

While the term ‘direction’ may convey a more prescriptive tone than intended, we prefer to frame this as being mindful of the public purse and the need to increase productivity and become more efficient in order to continue to deliver their services with increased costs and reducing budgets.

Recipients are held accountable for delivering the specific outcomes and deliverables set out in their grant agreements, with a strong emphasis on demonstrating measurable value for money.

To reinforce transparency and effective financial management, the Department requires increasingly detailed breakdowns of expenditure, enabling scrutiny of how funds have been allocated and used. Monitoring arrangements are embedded within the grant management process and typically include regular reporting cycles, submission of financial statements, and progress updates, all of which are assessed to determine whether grants are achieving their intended impact.

Providers are expected to adopt efficient delivery models and evidence productivity gains, while also complying with the requirements of the Public Finances Manual (PFM), which sets standards for governance, financial control, and continuous improvement.

Where inefficiencies or risks are identified, the Department provides challenge or seeks corrective action to ensure that resources are deployed effectively and in line with government priorities.

Furthermore, new and renewed grant agreements place increasing emphasis on performance measurement, efficiency expectations, and continuous improvement, embedding these principles as core conditions of funding and ensuring that grant-supported services deliver maximum impact in a sustainable and accountable manner.

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

As set out in response to question 1, the Department determines whether to deliver services through contracts or provide funding through grants by assessing the nature of the provision, the level of control required in respect of the service model for delivery, and the strategic context in which the service operates.

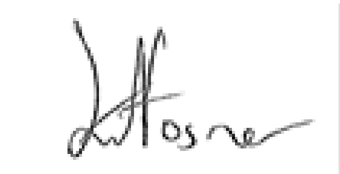
Grants are generally utilised when the Department is supporting an external organisation to deliver outcomes for a provision of service that the Government of Jersey does not directly provide itself, and does not have a service specification that it opts to mandate to the supplier, often in cases where community-led or supplementary services are being supported to enhance reach and impact.

In recent years, there has been a marked shift towards contractual award and away from issuing grants by the department.

The choice between a grant and a contracted service is guided by the principles set out in the Public Finances Manual and is influenced by factors such as risk, the degree of control necessary, market capacity, and alignment with statutory responsibilities.

I trust the information provided will assist the Committee in its review. Please do not hesitate to contact me should you require any further clarification or additional detail.

Kind regards



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