

Public Accounts Committee

Records of Meetings

2025

The following records of meetings have been approved by the Committee.

Signed



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Chair
Deputy Inna Gardiner

États de Jersey



L's États d'Jèrri

Public Accounts Committee

Record of Meeting

Date: 15th January 2025

Present	Deputy Inna Gardiner, Chair Deputy Kristina Moore, Vice-Chair [Online] Deputy Raluca Kovacs, Member Deputy Karen Wilson, Member Deputy David Warr, Member Philip Taylor, Lay Member Glen Kehoe, Lay Member Vijay Khakhria, Lay Member
Apologies	Graeme Phipps, Lay-Member Deputy Raluca Kovacs, Member
In attendance	Lynn Pamment, Comptroller and Auditor General Jason Whitfield, Chief Operating Officer [item 3 only] Ruth Galloway, Head of Business Enablement and Customer Support [item 3 only] Nick Church, Head of Architecture [item 3 only] Kate Faragher, Bespoke Skills [item 9 only Online] Andy Harris, Committee and Panel Officer Joseph Brannigan, Research and Project Officer Michael Morris, Communications Officer

Agenda matter	Action
1. Records of Meetings The PAC noted and approved the records of the meetings held on 16 th October and 6 th November 2024.	
2. Conflicts of Interest The PAC noted that Deputy Kristina Moore had recently joined the Institute of Directors and would be updating her declarations of interest.	
3. Briefing – IT general controls The PAC received Jason Whitfield, Chief Operating Officer, for a private briefing on IT general controls. The record of this meeting was classified as exempt in accordance with the Freedom of Information (Jersey) Law 2011 (as amended) under Absolute Exemption Article 26.	
4. Comptroller and Auditor General Update The PAC received an update from the Comptroller and Auditor General (C&AG) in relation to her audit plan and audit strategy for 2025 to 2028. The C&AG explained to the PAC the current work programme for the year and how it had been updated following consultation.	

<p>The C&AG also informed the PAC to expect four reports in the first quarter of 2025 including:</p> <ul style="list-style-type: none"> • Financial Management and Internal Control: Follow up, • Grants and Subsidies: Follow up, • Learning from Previous IT Implementations: Thinkpiece and; • Staff Recruitment and Retention. <p>The C&AG also provided the PAC with an overview of the audit strategy and informed the PAC to expect a feedback survey in February 2025 and the Transparency and Annual reports in May 2025.</p> <p>The C&AG informed the PAC that it was the 20th anniversary of the Jersey Audit Office (JAO) in September 2025 and therefore JAO would be looking to put on an event to mark the occasion.</p> <p>The C&AG advised the PAC that there would be a new Board of Governance and that there would be a transition of the Chair and one of the independent Members in the first quarter of 2025.</p> <p>The C&AG informed the PAC of the proposal for an updated C&AG Law which would allow the JAO to develop a new operating model and to use more on-Island resources.</p>	
<p>5. Executive Response – Tackling Fraud and Error Phase 2</p> <p>The PAC noted that the Executive Response to the C&AG report Tackling Fraud and Error Phase 2 was due on Thursday 16th January 2025.</p>	<p>AH</p>
<p>6. Procurement by the Government of Jersey</p> <p>The PAC received an update on the progress of the review from the Chair. The PAC was informed that letters had been sent out to charities as part of the review to gather their views on the procurement and commissioning processes.</p> <p>The PAC discussed and reviewed the draft question plan prepared by Officers regarding the joint public hearing with representatives from the Jersey Institute of Directors, Jersey Chamber of Commerce and Jersey Construction Council taking place on 29th January 2025. The PAC approved the question plan subject to minor changes and tasked Officers to circulate an updated draft.</p>	<p>JB</p>
<p>7. Handling and Learning from Complaints</p> <p>The PAC agreed to meet on Thursday 16th January in Morier House Icho and Seymour Rooms to discuss the report which would be prepared by Officers.</p> <p>The PAC noted and discussed the responses to the follow up questions posed to the departments for Health and Community Services (HCS), Infrastructure and Environment (I&E) and Customer and Local services (CLS) following the hearings which had taken place with the Chief Officers.</p> <p>The PAC tasked Officers to prepare a letter to CLS requesting further clarification on the information provided.</p>	<p>AH</p>

<p>8. Quarterly Hearing with CEO</p> <p>The PAC discussed the topic areas for the quarterly public hearing with the Chief Executive Officer taking place on 12th February 2025. The PAC was joined by Kate Faragher from Bespoke Skills via Microsoft Teams who would be providing question training for Committee members on Wednesday 29th January 2025.</p> <p>The PAC tasked Officers to write to the Chief Executive requesting information to help inform the question areas for the public hearing on 12th February 2025. The Officers advised that correspondence would be drafted and sent in due course.</p>	<p>JB</p> <p>AH</p>
<p>9. Future Meetings</p> <p>The PAC noted that its next scheduled meeting was due to take place at 12:00pm on Wednesday 29th January 2025 in the Blampied Room of the States Building.</p>	

Public Accounts Committee

Record of Meeting

Date: 29th January 2025

Present	Deputy Inna Gardiner, Chair Deputy Raluca Kovacs, Member Deputy Karen Wilson, Member Deputy David Warr, Member Vijay Khakhria, Lay Member Graeme Phipps, Lay-Member Philip Taylor, Lay Member Glen Kehoe, Lay Member
Apologies	Deputy Kristina Moore, Vice-Chair Philip Taylor, Lay Member
In attendance	Lynn Pamment, Comptroller and Auditor General Kate Faragher, Bespoke Skills [item 2 only] Adrian De Gruchy, Chairperson, Jersey Construction Council [item 1 only] Alex Ruddy, Institute of Directors [item 1 only] Eliot Lincoln, Jersey Chamber of Commerce [item 1 only] Murray Norton, Chief Executive, Jersey Chamber of Commerce [item 1 only via Microsoft Teams] Andy Harris, Committee and Panel Officer Joseph Brannigan, Research and Project Officer Michael Morris, Communications Officer Charlotte Curry, Acting Communications Manager

Agenda matter	Action
1. Conflicts of Interest It was declared that Mr Glen Kehoe was a member of the Jersey Chamber of Commerce and Mr Vijay Khakhria was a member of the Institute of Directors. Noting the attendance of these organisations at a scheduled public hearing it was agreed that they would not ask any questions during the proceedings.	
2. Public Hearing: Procurement by the Government of Jersey review The PAC received Adrian De Gruchy, Chairperson, Jersey Construction Council, Alex Ruddy, Institute of Directors, Eliot Lincoln, Jersey Chamber of Commerce, and Murray Norton, Chief Executive, Jersey Chamber of Commerce, for a public hearing in relation to its review of procurement by the Government of Jersey. The proceedings were webcast live on the States Assembly website and a recording was made so that a transcript could be produced.	
3. Training with Bespoke Skills The PAC received Kate Faragher of Bespoke Skills for a training session in relation to effective questioning. The PAC discussed the question plan for the quarterly public hearing with the Chief Executive on 12 th February 2025 as part of	JB

that training and agreed changes to the question plan. The Officers advised that an updated draft would be circulated in due course.	
4. Future Meetings The PAC noted that its next scheduled meeting was due to take place at 12:30pm on Wednesday 12 th February 2025 in the Blampied Room of the States Building.	

Public Accounts Committee

Record of Meeting

Date: 12th February 2025

Present	Deputy Inna Gardiner, Chair Deputy Raluca Kovacs, Member Deputy Karen Wilson, Member Deputy David Warr, Member Vijay Khakhria, Lay Member Graeme Phipps, Lay Member Deputy Raluca Kovacs, Member
Apologies	Deputy Kristina Moore, Vice-Chair Philip Taylor, Lay Member Glen Kehoe, Lay Member
In attendance	Andrew McLaughlin, Chief Executive Officer [item 3 only] Sebastian Perez, Head of Office of the Chief Executive [item 3 only] Lynn Pamment, Comptroller and Auditor General Helen Thompson, Deputy Comptroller and Auditor General Andy Harris, Committee and Panel Officer Joseph Brannigan, Research and Project Officer Michael Morris, Communications Officer

Agenda matter	Action
1. Records of Meetings The PAC noted and approved the records of the meetings held on 15th and 29th January 2025	
2. Conflicts of Interest The PAC noted that there were no conflicts of interests to be declared in relation to the meeting's agenda.	
3. Quarterly Public Hearing with the Chief Executive Officer Government of Jersey The PAC received Andrew Mclaughlin, Chief Executive Officer of the Government of Jersey and Sebastian Perez, Head of Office of the Chief Executive for a Quarterly Public Hearing. The proceedings were webcast live on the States Assembly website and a recording was made so that a transcript could be produced. The PAC tasked Officers with drafting letters regarding information requested during the hearing with the Chief Executive Officer.	JB
4. Comptroller and Auditor General Update The PAC received an update from the Comptroller and Auditor General (C&AG) in relation to the progress of the C&AG audit plan for 2024. The C&AG informed the PAC that the Learning from Previous IT Implementations Thinkpiece would be published shortly and explained the purpose of the Thinkpiece and the different	

<p>sections. The C&AG noted that the report contained relevant areas on procurement that could be of interest to the PAC review into procurement.</p> <p>The C&AG advised that, as the report did not contain recommendations, the PAC could write to the Chief Executive to understand how government would take forward the suggested areas contained within the report.</p>	
<p>5. Executive Response – Tackling Fraud and Error Phase 2</p> <p>The PAC noted and discussed the Executive Response to the C&AG report Tackling Fraud and Error Phase 2. The PAC agreed that members would review the Executive Response further and provide any comments on Microsoft Teams.</p> <p>The PAC also tasked Officers to produce a comments paper based on any comments provided to be circulated on Microsoft Teams for approval.</p>	JB
<p>6. Procurement by the Government of Jersey</p> <p>The PAC noted that it would hold an optional meeting on Wednesday 19th February to review the evidence collected throughout the review in order to report back to the wider PAC on how to progress with the review. The PAC tasked Officers with collating the documentation and circulating this to Members prior to the meeting.</p> <p>The Officers provided an update on the proposed survey for the review noting that this had now been broadened to capture the views of non-government suppliers as well. It was noted that the previous approach of a joint survey with the Government of Jersey targeted specifically to suppliers was not desired following comments made during the recent joint public hearing with representatives from the Chamber of Commerce, Institute of Directors and Jersey Construction Council. It was noted that evidence had been provided which spoke of a fear amongst local suppliers when speaking out about procurement processes and that it was preferable for the PAC to conduct its own survey to allay these concerns. The PAC agreed the survey and requested that Officers circulate this by the end of the week. The Communications Officer advised that a news release had been prepared and a list of organisations had been identified to circulate the survey on behalf of the PAC. It was noted that the survey would be open until Wednesday 12th March 2025.</p> <p>The PAC agreed to arrange a public hearing with Officers to discuss the lessons learned from the joint ferry tender process and tasked Officers to arrange this for 12th March. The PAC was advised by the Officers that it may wish to arrange an additional meeting prior to this date to discuss the question plan. It was agreed that a date would be identified and a meeting request circulated in due course.</p> <p>The Chair informed the PAC that Deputy Alex Curtis had been invited to the PAC optional meeting on 19th February to discuss Government IT procurement. The Chair also advised the Committee that they could put together a standalone hearing regarding Government IT procurement.</p>	AH/JB AH JB
<p>7. Handling and Learning from Complaints</p> <p>The Chair noted that the Handling and Learning from Complaints Review Report was currently being drafted by officers and it was the intention for this to be shared with the PAC in due course.</p>	

<p>8. Arm's Length Organisations, Grants and Subsidies</p> <p>The PAC noted that a draft scoping document and Terms of Reference would be circulated in due course in relation to the proposed review of Arm's Length Organisations, Grants and Subsidies. It was noted that the PAC would discuss this further at its next scheduled meeting on 12th March 2025.</p>	
<p>9. British Virgin Islands PAC visit</p> <p>The PAC noted that the final itinerary for the visit of the British Virgin Islands PAC (BVI PAC) had been circulated to the Commonwealth Parliamentary Association and Officers were in the process of finalising details for the visit between 10th and 14th March 2025. The Chair requested that the itinerary be circulated to all PAC Members and that they inform the officer of any sessions which they wished to attend. The PAC also noted that it would arrange an evening reception on Wednesday 12th March with the BVI PAC. The Officer noted that a meeting request would be circulated in due course and requested that Members provide confirmation of their attendance by Wednesday 19th February.</p>	<p>AH</p>
<p>10. Future Meetings</p> <p>The PAC noted that its next scheduled meeting was due to take place at 12:00pm on Wednesday 12th March 2025 in the Blampied Room of the States Building.</p>	

Public Accounts Committee

Record of Meeting

Date: 19th February 2025

Present	Deputy Inna Gardiner, Chair Deputy Kristina Moore, Vice-Chair Deputy Karen Wilson, Member Deputy David Warr, Member Vijay Khakhria, Lay Member Graeme Phipps, Lay Member
Apologies	Deputy Raluca Kovacs, Member Philip Taylor, Lay Member Glen Kehoe, Lay Member
In attendance	Deputy Alex Curtis, Corporate Services Scrutiny Panel Member Lynn Pamment, Comptroller and Auditor General Andy Harris, Committee and Panel Officer Joseph Brannigan, Research and Project Officer Michael Morris, Communications Officer

Agenda matter	Action
<p>1. Procurement by the Government of Jersey</p> <p>The PAC discussed the evidence it had received to date in relation to its review of procurement by the Government of Jersey. The PAC also received Deputy Alex Curtis as a representative for the Corporate Services Scrutiny Panel (CSSP) to discuss the procurement of Information Technology projects.</p> <p>The PAC agreed that it would look to hold a public hearing with Commercial Services and Digital Services in order to discuss the manner in which IT programmes had been procured by the Government. It was agreed that this would be suggested for the scheduled meeting on 26th March 2025.</p> <p>It was also agreed that the PAC would identify specific procurement activities once it had received a list of all suppliers registered with the Government of Jersey in order to assess the respective frameworks for those procurements. It was noted that, at present, the threshold for requiring three quotes for a project sat at £25,000, with any projects coming in under that value only requiring one quote. The PAC questioned whether this could give rise to potential corruption and agreed it was beneficial to examine the number of contracts issued under the £25,000 threshold. Officers advised that this information would be shared in due course.</p>	<p>AH</p> <p>AH</p>
<p>2. Arm's Length Organisations, Grants and Subsidies</p> <p>The PAC noted a draft scoping document and Terms of Reference for the proposed review of Arm's Length Organisations, Grants and Subsidies. The PAC discussed the documents and agreed changes. The Officer advised that the changes would be made, and an updated version circulated in due course.</p>	

3. Future Meetings	
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The PAC noted that its next scheduled meeting was due to take place at 12:00pm on Wednesday 12 th March 2024 in the Blampied Room, States Building.	
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Public Accounts Committee

Record of Meeting

Date: 12th March 2025

Present	Deputy Inna Gardiner, Chair Deputy David Warr, Member Deputy Raluca Kovacs, Member Philip Taylor, Lay Member Glen Kehoe, Lay Member Vijay Khakhria, Lay Member
Apologies	Deputy Kristina Moore, Vice-Chair Deputy Karen Wilson, Member
In attendance	Lynn Pamment, Comptroller and Auditor General Hon. Ronnie Skelton, Chair, British Virgin Islands Public Accounts Committee Hon. Stacy Mather, British Virgin Islands Public Accounts Committee Hon. Marlon Penn, British Virgin Islands Public Accounts Committee Hon. Myron Walwyn, British Virgin Islands Public Accounts Committee Mrs Bethsaida Smith-Hanley, Clerk/Secretary to Committee, British Virgin Islands Public Accounts Committee. Richard Corrigan, Chief Officer, Department for the Economy [item 4 only] Andrew Scate, Chief Officer, Infrastructure and Environment Department [item 4 only] Andy Harris, Committee and Panel Officer Joseph Brannigan, Research and Project Officer Michael Morris, Communications Officer

Agenda matter	Action
1. British Virgin Islands Public Accounts Committee The PAC welcomed their counterparts from the British Virgin Islands (BVI) as part of a visit arranged by the Commonwealth Parliamentary Association. It was noted that the purpose of the visit was to share good practice and provide the BVI members with an outline of the processes and procedures in place in Jersey for the operation of the PAC.	
2. Records of Meetings The PAC noted and approved the records of meetings held on 12 th and 19 th February 2025.	
3. Conflicts of Interest Vijay Khakhria noted that he was currently working with the University of Edinburgh in relation to commercialising renewable energy products and it was expected that this would be operating in Jersey with potential for them to be sold to Government and Arm's Length Bodies. It was noted that the initiative would likely involve conversations with States Members, however, this did not extend to	

<p>matters of policy and was purely focused as a commercial project with no public discourse required.</p>	
<p>4. Public Hearing – Joint Ferry Tender Process</p> <p>The PAC received Richard Corrigan, Chief Officer, Department for the Economy and Andrew Scate, Chief Officer, Infrastructure and Environment Department for a public hearing on the joint ferry tender process as part of its ongoing procurement review. The proceedings were webcast live on the States Assembly website and a recording was made so that a transcript could be produced.</p>	
<p>5. Comptroller and Auditor General update</p> <p>The PAC received an update from the Comptroller and Auditor General (C&AG) in relation to her audit plan for 2025. The following updates were provided:</p> <ul style="list-style-type: none"> • Critical Infrastructure Resilience: Cyber Security Arrangements – the draft project specification was in the process of being developed. • Critical Infrastructure Resilience: Transport Links – fieldwork had commenced on the review. • Education Reform Programme - the draft project specification was in the process of being developed. • Efficiency Savings: Good Practice Guide – this was currently in the draft reporting stage with the good practice guide planned to be issued during quarter one 2025. • Financial Management and Internal Control – this was currently in the draft reporting stage with the report planned to be issued during quarter two 2025. • Grants and Subsidies: follow up - this was currently in the draft reporting stage with the report planned to be issued during quarter two 2025. • Staff Recruitment and Retention – this report was currently being finalised with publication intended on Monday 17th March 2025. • Strategic Property Management - this was currently in the draft reporting stage with the report planned to be issued during quarter two 2025. • Transparency and Excellence in Annual Reporting – the self-assessment had been issued to all bodies, however, the format of this report in 2025 was being reviewed through discussion with relevant parties. <p>The C&AG also noted that the following reviews were planned to be taken forward during 2025:</p> <ul style="list-style-type: none"> • Fire and Rescue Service • Health Insurance Fund • Major and Strategic Projects including Capital Projects • Sustainable Healthcare Funding • Insurance 	
<p>6. Procurement by the Government of Jersey</p> <p>The PAC noted that it had received a written submission from the Association of Jersey Charities (AJC) in response to the review, alongside a copy of their report 'The Power of Partnerships' which had been produced to examine the manner in which the Government and Third Sector worked together. The PAC requested that Officers produce a summary of key themes identified within the submission and examine any possible findings and recommendations for the review arising in relation to the third sector.</p>	<p>AH/JB</p>

<p>The PAC noted that the C&AG had circulated a Good Practice Guide to the Chair from the National Audit Office in relation to 'Managing the commercial lifecycle' which contained relevant information for the PAC's review. It was agreed that this would be circulated to Members for their information.</p> <p>The PAC recalled it had agreed to hold a public hearing to discuss Information Technology Procurement and that this was due to be held on Wednesday 26th March 2025. The Officers advised that a question plan would be shared in due course for approval.</p>	<p>AH/JB</p> <p>JB</p>
<p>7. Handling and Learning from Customer Feedback and Complaints</p> <p>The PAC noted and approved its report P.A.C.1/2025 'Handling and Learning from Customer Feedback and Complaints'. It was noted that the report would be sent out, under embargo, before formal presentation on Friday 14th March 2025.</p>	<p>AH</p>
<p>8. Arm's Length Organisations, Grants and Subsidies</p> <p>The PAC recalled that it had agreed changes to the Terms of Reference and Scoping Document for its proposed review of Arm's Length Bodies, Grants and Subsidies. The PAC discussed the documents further and agreed further changes. It was also agreed that the PAC would budget for the appointment of an external adviser to provide an analysis of the various governance arrangements within the Arm's Length Bodies being reviewed. The Officer advised that the scoping document would be updated to include these changes and recirculated to Members for final approval.</p> <p>Philip Taylor noted that he was the chair of the charity Jersey Trees for Life which was in receipt of grant funding from the Government of Jersey.</p>	<p>AH</p>
<p>9. Quarterly Hearing with the Chief Executive Officer, Government of Jersey</p> <p>The PAC noted a response from the Chief Executive to its follow up letter from the quarterly public hearing which took place on 12th February 2025. The PAC agreed to raise further questions for clarification and requested the Officer to draft correspondence for approval.</p>	<p>AH</p>
<p>10. Recommendations Tracker – Quarter Four 2024 update report</p> <p>The PAC reviewed the quarter four 2024 update report on the C&AG/PAC recommendations tracker that had been provided by the Government of Jersey. The PAC agreed to follow up on the status of open recommendations in respect of the 'Deployment of Staff Resources in Health and Community Services' and 'Use of Consultants' report. It was agreed that these questions would be included in the follow up letter being sent to the Chief Executive.</p>	<p>AH</p>
<p>11. Future Meetings</p> <p>The PAC noted that its next scheduled meeting was due to take place at 12:30pm on Wednesday 26th March 2024 in the Blampied Room, States Building.</p>	

Public Accounts Committee

Record of Meeting

Date: 26th March 2025

Present	Deputy Karen Wilson, Chair [in absence of Chair and Vice-Chair] Deputy Kristina Moore, Vice-Chair [via Microsoft Teams] Deputy David Warr, Member Deputy Raluca Kovacs, Member Philip Taylor, Lay Member Glen Kehoe, Lay Member Vijay Khakhria, Lay Member
Apologies	Deputy Inna Gardiner, Chair
In attendance	Lynn Pamment, Comptroller and Auditor General Justin Whitfield, Chief Information Officer, Treasury and Exchequer [item 4 only] Caroline Hastings, Director of Commercial Services, Treasury and Exchequer [item 4 only] Ruth Galloway, Head of Business Enablement and Customer Support, Treasury and Exchequer [item 4 only] Richard Bell, Treasurer of the States [item 5 only] Andrew Hacquoil, Director of Strategic Finance, Treasury and Exchequer [item 5 only] Hannah Layer, Head of Group Reporting, Treasury and Exchequer [item 5 only] Andy Harris, Committee and Panel Officer Joseph Brannigan, Research and Project Officer [item 5 – 10] Michael Morris, Communications Officer

Agenda matter	Action
1. Appointment of Lay Member and welcome The PAC welcomed Ali Awan as a Lay Member following his appointment at the States Assembly sitting on Tuesday 18 th March 2025. Mr. Awan thanked the PAC for welcoming him to the Committee and expressed his eagerness to contribute to the work of the PAC.	
2. Records of Meetings The PAC noted and approved the record of meeting held on 12 th March 2025.	AH/JB
3. Conflicts of Interest There were no conflicts of interest declared by PAC members arising from matters on the agenda.	
4. Public Hearing – Information Technology Procurement The PAC received Justin Whitfield, Chief Information Officer, Treasury and Exchequer, Caroline Hastings, Director of Commercial Services, Treasury and	

<p>Exchequer and Ruth Galloway, Head of Business Enablement and Customer Support, Treasury and Exchequer for a public hearing as part of its ongoing review of procurement, specifically to discuss Information Technology procurement. The proceedings were webcast live on the States Assembly website and a recording was made so that a transcript could be produced.</p>	
<p>5. Private Briefing – Group Reporting Boundary</p> <p>The PAC received the Treasurer of the States and Officers for a briefing on proposed changes to the group reporting boundary within the Annual Report and Accounts. The record of this meeting was classified as exempt in accordance with the Freedom of Information (Jersey) Law 2011 (as amended) under Qualified Exemption Article 36.</p>	
<p>6. Comptroller and Auditor General update</p> <p>The PAC received an update from the Comptroller and Auditor General (C&AG) in relation to her audit plan for 2025. The following updates were provided:</p> <ul style="list-style-type: none"> • Critical Infrastructure Resilience: Cyber Security Arrangements – this review was currently in the project specification stage with fieldwork to commence in June 2025. • Critical Infrastructure Resilience: Transport Links – fieldwork was ongoing in respect of this review. • Efficiency Savings: Good Practice Guide – a good practice guide was due to be presented in quarter two 2025 alongside a best practice workshop. • Staff Recruitment and Retention – this report had been presented on 17th March 2025 and the Executive Response was due to be received by 2nd May 2025. • Transparency and Excellence in Annual Reporting – self assessments had previously been issued to the relevant bodies, and it was intended for an event to be held in September 2025 to recognise best practice. <p><u>Financial Statements Audit update</u></p> <p>The C&AG also provided the PAC with an update on arrangements in respect of the audit of the financial statements of the States of Jersey:</p> <p>The Forvis Mazars LLP audit of the States of Jersey was ongoing, and an Audit opinion was planned to be issued by 30 April 2025 along with the C&AG certificate on the 2024 Accounts. An Invitation to Tender had been issued for the States of Jersey audit for 2026 and beyond noting the current contract was set to end at the end of 2025. The deadline for submission of tenders was 12 noon on 16th May 2025, with the tender process planned to be completed by the end of June 2025.</p> <p>Discussions had concluded regarding the accounting boundary and the consolidation of group entities and discussions were ongoing regarding the future requirements for sustainability reporting by the States of Jersey.</p> <p>The contracts for four audits were due to expire after the audit of the 2024 financial statements. It was noted that one had been subject to a tendering process already for 2025 and beyond and the remaining three audits would be tendered in the near future:</p> <ul style="list-style-type: none"> • Gambling Commission • Jersey Competition and Regulatory Authority • Jersey Advisory and Conciliation Service 	

- Jersey Financial Services Commission (tender process had been completed)

Update on other C&AG matters

The C&AG advised the PAC that:

- A new Board of Governance was now in place to oversee the expenditure of the Jersey Audit Office. It was planned that a meeting of the new Board with the PAC would take place in the spring/early summer of 2025.
- The Chief Minister had approved drafting instructions for an updated C&AG Law to reflect many of the recommendations made in the C&AG's *Mid-Term Reflections* (July 2023) report.
- A briefing for States Members and PAC members was planned for 31st March 2025 on the C&AG's Annual Report of Findings that would be published on that day.

Staff Recruitment and Retention

The C&AG provided an update to the PAC on the findings of the recently published report 'Staff Recruitment and Retention'.

The C&AG advised that the Government's Strategic Workforce Plan and People Strategy was published in 2022 and was refreshed and updated at the end of 2024. Work was however ongoing to develop and finalise departmental strategies and plans that supported the overall Budget (Government Plan). A key barrier to developing and finalising strategic workforce plans in several core service delivery areas was the lack of strategies and vision for the operational delivery models for those services.

None of the departmental plans reviewed had a documented action plan with key deliverables, responsibilities and timeframes; to give a route map for delivery and none were supported by an education and training plan. The main policy document on recruitment and retention was last updated in 2019 and was acknowledged by officers to be out of date. At the time of the C&AG's fieldwork, officers were in the process of drafting a new policy as well as a new rewards and benefits policy. Historically, Chief Officers had applied different interpretations of policies to different appointments and there had been limited consistency. This created risk for the Government and had the potential for there to be a perception of unfairness in terms of employment and opportunity. Without clear agreed policies there was a risk that requirements could be interpreted differently with inconsistent and potentially costly outcomes.

It was identified that the Government did not have a framework of modern recruitment processes in place to mitigate sufficiently the risk of 'bad hires'. The Government also did not collect and review sufficient information on the effectiveness and efficiency of its recruitment and retention processes. The Government of Jersey had in place Human Resources (HR) dashboards which reported turnover, starters, leavers, sickness absence and some aspects of employee training. Management information systems were not developed sufficiently to ensure data accuracy, report on staff performance (not just completion of staff appraisals), measure training linked to development needs and skills shortages, or to monitor exit survey outcomes, diversity performance and job satisfaction.

<p>The Government recognised the importance of good, strong leadership in delivering high quality services and the need for a skilled, motivated, healthy workforce. It had invested in several leadership programmes over the past few years. It was noted as being essential for the Government to monitor the impact of this programme of investment. Ways in which the impact could be monitored included through the Connected Performance HR system and through the 'Be Heard' survey. Very few staff who had left Government employment were interviewed to ascertain the reasons for leaving. The Government was therefore developing recruitment and retention initiatives with a key piece of information missing.</p> <p>The C&AG made 20 recommendations within the report alongside three areas for consideration and three areas of ongoing work that should be prioritised. It was noted that a complex interaction of economic, demographic, social and political factors impacted on demand for, and supply of, public sector staff. This interaction was even more acute in an Island economy such as Jersey.</p> <p>Some progress was being made to improve the arrangements for workforce planning, recruitment and retention, although it has been recognised by the States Employment Board (SEB) that this was much slower than anticipated and needed to be progressed at pace. Service strategies and operational delivery plans needed to be developed and finalised and linked clearly to workforce and education and training plans. Key elements of routine and good practice that the C&AG would expect to see in place in respect of staff recruitment and retention were not evident across the States.</p>	
<p>7. Procurement by the Government of Jersey</p> <p>The PAC noted that the results of its survey had been circulated and discussed the findings. It was agreed that Officers would provide further narrative around the results for discussion ahead of the drafting of the PAC's report.</p> <p>It was noted that a further letter was due to be sent to the Director for Commercial Services requesting clarification on areas relevant to the review and that questions that were not able to be asked during the hearing with the Chief Information Officer earlier in the meeting would also be sent in writing.</p>	<p>AH</p> <p>AH/JB</p>
<p>8. Handling and Learning from Customer Feedback and Complaints</p> <p>The PAC noted that its report 'P.A.C.1/2025 Handling and Learning from Customer Feedback and Complaints' had been presented on Friday 14th March 2025. It was also noted that an Executive Response had been requested and was due to be received by Wednesday 30th April 2025.</p>	<p>AH</p>
<p>9. Arm's Length Organisations, Grants and Subsidies</p> <p>The PAC recalled that it had previously approved its Terms of Reference and Scoping Document for the proposed review and that these had been shared with the Scrutiny Liaison Committee for final approval. Subject to this approval, it was expected that the review would be launched by Friday 4th April following the conclusion of the next States meeting. The Officer also advised that the Terms of Reference would be sent to the Chief Executive in advance of the review launch and draft questions for stakeholders were currently being developed.</p>	<p>AH</p>

10. Future Meetings	
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<p>The PAC noted that its next scheduled meeting was due to take place at 12:30pm on Wednesday 16th April in the Blampied Room, States Building. It was, however, noted that the meeting fell during the Easter school holidays and the PAC would seek advice from the Chair as to whether the meeting would be required.</p>	
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