

Monday 17 March 2025

# Need for improved workforce planning, recruitment and retention in the States of Jersey - says C&AG's latest audit

The latest independent audit by the Comptroller and Auditor General (C&AG) **Staff Recruitment and Retention** is published today (Monday 17 March 2025).

Evaluating the effectiveness of the States of Jersey's recruitment and retention of staff, the audit has identified the need for more robust workforce planning, based on clear service delivery plans and supported by aligned education and training plans.

The audit evaluated States-wide procedures as well as specific processes used by selected departments, including Children, Young People, Education and Skills; Health and Community Services; and Infrastructure and Environment.

The States of Jersey collectively employ around 14% of the Island's working population, with staff costs accounting for 34% of the total Group expenditure in 2023. However, the audit found that departmental workforce plans are not consistently linked to service strategies or operational delivery plans.

The audit identified that departmental workforce plans often lack documented action plans with clear deliverables, responsibilities, and timeframes. Additionally, education and training plans were not in place to create a pipeline of newly qualified individuals for key professions, or to address identified skills gaps.

The C&AG found that historically, Chief Officers have applied different interpretations of policies to different appointments and there has been limited consistency. Without clear agreed policies there is a risk that requirements will be interpreted differently with inconsistent and potentially costly outcomes.

## **Comptroller and Auditor General, Lynn Pamment CBE, said:**

“Both the demand for and supply of public sector staff are shaped by a complex interaction of economic, demographic, social, and political factors. This interaction is even more pronounced in an Island economy such as Jersey.

“Some progress is being made to improve the arrangements for workforce planning, recruitment and retention, although it has been recognised by the States Employment Board that this is much slower than anticipated and needs to be progressed at pace. Service strategies and operational delivery plans need to be developed and finalised and linked clearly to workforce and education and training plans.

“The Government does not have a framework of modern recruitment processes in place to mitigate sufficiently the risk of ‘bad hires’. Neither does the Government collect and review sufficient information on the effectiveness and efficiency of its recruitment and retention processes.

“Key elements of routine and good practice that I would expect to see in place in respect of staff recruitment and retention are not evident across the States.”

*The report Staff Recruitment and Retention can be found at <https://www.jerseyauditoffice.je>*

## **ENDS**

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- The remit of the C&AG includes the audit of financial statements, corporate governance, internal control and wider consideration of public funds, often expressed as ‘value for money’
- The 2025 to 2028 Audit Plan can be found at: [www.jerseyauditoffice.je](http://www.jerseyauditoffice.je)
- Lynn Pamment took up the Office of C&AG on 1 January 2020 for a fixed term of seven years. Following the introduction of the Comptroller and Auditor General (Jersey) Law 2014 the term of office is fixed at seven years and is non-renewable.
- The Office of Comptroller and Auditor General is known as the ‘Jersey Audit Office’.
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