Wednesday 25 November 2026

Governance is strong in many non-Ministerial departments but more to be done to develop service measures

Comptroller and Auditor General (C&AG), Lynn Pamment CBE, has today, 25 November 2026, issued her report on Non-Ministerial Departments

The States of Jersey have a range of non-Ministerial departments. These are non-executive and legal departments that form part of the public service though sit outside of the government department structure. They are individual bodies that vary in size, have diverse, distinct and important roles and operate under different legislation. Some of the most senior officers within the non-Ministerial departments are Crown appointments. Reflecting their role and statutory provisions, Chief Officers are accountable directly to the States Assembly rather than to Ministers.

The audit's overall objective was to evaluate how the States of Jersey non-Ministerial departments use their resources to manage risk, and to ensure they deliver an efficient, effective and economic service.

The scope included all non-Ministerial departments with the exception of the Office of the Comptroller and Auditor General and the Probation and After-Care Service. A separate audit of the Probation and After-Care Service has been undertaken and has been reported.

The C&AG found that most non-Ministerial departments set out their objectives in a documented business plan, some of which are published. However, there are opportunities for all departments to enhance the performance measures used to set objectives and performance targets, in particular to demonstrate value for money, and to assess outcomes compared with the targets.

In 2019, the then C&AG reported that risk management was not embedded within non-Ministerial departments. This audit noted that, while improvements have been made, there continues to be variation in the maturity of risk management across the

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non-Ministerial departments. It also noted that business continuity plans are in place for some non-Ministerial departments, but not all.

The budget allocation process followed for non-Ministerial departments is different from Ministerial departments, recognising their constitutional independence. The audit noted that business cases supporting budget growth are not always detailed enough in documenting the link between the increase in workload and the resource required.

A Non-Ministerial Departments Forum is in place which should act as an important link between non-Ministerial departments and the Government of Jersey. The Forum had not however met at all during 2026 at the time of the audit fieldwork. The C&AG understands that the Forum has now met with another meeting planned for December 2026.

A number of the non-Ministerial departments are embracing new technology systems to support their activities. Some non-Ministerial departments are also exploring how to use Artificial Intelligence (AI) but none have yet progressed AI innovation as part of a major project.

For those non-Ministerial departments with documented workforce plans, the audit identified that there are opportunities for enhancement of these plans to document fully the future skills needed for a sustainable workforce and for succession planning. Some non-Ministerial departments were developing their workforce plans further at the time of the fieldwork.

Comptroller and Auditor General, Lynn Pamment CBE, said:

"Non-Ministerial departments are in a unique position, within the States of Jersey. While each department operates separately, they have been exploring better ways to work together where objectives are similar and opportunities exist. The efforts that have gone into the Non-Ministerial Departments Strategy Group and the Forum that liaises with the Government, need to be increased and developed to optimise the benefit.

"Governance is strong in many non-Ministerial departments. More needs to be done however to develop service performance measures to demonstrate value for money and assess outcomes."

The report Non-Ministerial Departments is available on the Jersey Audit Office website https://www.jerseyauditoffice.je

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Notes to Editors:

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