

Performance Report

Introduction

The Performance Report includes the following:

- The Chief Executive Officer's Report
- How Islanders' Money Is Used
- Summary of performance
- Financial Review
- Sustainability Report

Further information at department level can be found at:

- [Annex - Government Department Annual Reports](#)
- [Annual Service Performance Measures](#)



Performance in 2023

Dr Andrew McLaughlin
Interim Chief Executive

Introduction

It is a privilege to serve the public sector as Interim Chief Executive even for a short period.

I arrived in post in September 2023, and I am grateful for the work Suzanne Wylie had started. I thank Suzanne for her professional and supportive handover.

In my first few days, I attended an awards ceremony celebrating the work of our public servants, which was informative and gave me a quick insight into our public services. It was uplifting and inspirational to see how dedicated they are to serving islanders, especially for someone new to the public sector.

My objectives for the final quarter of 2023 included visible leadership inside the organisation, setting a good tone from the top, and effective prioritisation of Government projects. The former Chief Minister also had significant input into the big issues facing Jersey and the opportunities available to tackle them, which is reflected in the Common Strategic Policy, Government Plan, and departmental business plans.

At the same time, we dealt with a series of significant Island-wide incidents, most notably the gas outage and Storm Ciarán. The dedication and professionalism of Government teams to ensure Islanders were supported during these difficult situations must be commended, especially as they were still dealing with the recovery phases of previous major incidents.

In terms of overall performance of the public service, we are improving year-on-year in setting targets, measuring progress, and demonstrating change. In 2023, the Government achieved or only narrowly missed two thirds of its service performance measure targets.

We regularly seek feedback from service users and received almost 6,000 responses to our surveys in 2023. Customer satisfaction scores were once again up from the previous year at almost 81%, beating our target, whilst four out of five people surveyed said their interaction with government was 'easy' or 'fairly easy'. We, of course, strive to do better.

The highlights are summarised in the following pages. I would also encourage you to read the short departmental reports contained in the [Annex – Government Department Annual Reports](#). They detail the breadth and depth of the work that is undertaken, achievements made, the standard of service delivered, and the improvements we are making.

Performance in 2023

Further information on the Island Outcome Indicators and Service Performance Measures for each Department is published on the Government website (gov.je) on the [Performance measures and indicators](#) page.

I commend the performance report to all interested parties.

Yours



Dr Andrew McLaughlin
Interim Chief Executive

Date: 30 April 2024

Scope of the Annual Report and Accounts

The Annual Report and Accounts contains a wide variety of information on the performance and finances within the States of Jersey Group.

Similar to other national governmental structures, the States of Jersey Group comprises a large, complex and diverse group of structures and entities which provide a very broad array of public services and vary widely in size, scope, budget, roles, and responsibilities. Some entities may also have their own constitutional and/or legal identity, inter-relationships, governance and accountability arrangements.

This constitutional and structural complexity, together with the breadth of public services provided, presents a challenge when compiling an Annual Report and Accounts that is understandable, meaningful and proportionate in terms of scope, length and detail.

So, in order to help make sense of this complexity:

- Many matters within the Annual Report and Accounts are the responsibility of the Government of Jersey. Where that is the case reference is made to 'Government of Jersey', which refers to the Ministers and the Ministerial Departments.
- Where this publication also covers the wider States of Jersey Group, or other entities or groups within the States of Jersey Group, references are made to the States of Jersey Group, the group of entities within the States of Jersey Group, or the entity itself.
- Many of the States of Jersey Group entities, organisations and bodies publish their own individual Annual Reports. Links to relevant websites can be found at [States of Jersey Group entities and other organisations and bodies \(gov.je\)](https://www.gov.je/States-of-Jersey-Group/entities-and-other-organisations-and-bodies).

The States of Jersey Group and the Accounting Boundary

The requirements for the Annual Report and Accounts are set by the Jersey Financial Reporting Manual (JFRoM), the technical accounting guide to the preparation of the financial statements for the States of Jersey Group.

Under accounting standards other entities fall within the Accounting Boundary as defined in the JFRoM which is based on evidence of direct control of the entities by the States, Council of Ministers, a Minister, Corporate Strategy Board or any other state body. The accounts presented in this report include all the entities within the Accounting Boundary.

The States of Jersey Group has several layers:

Consolidated Fund

The Consolidated Fund is the main fund through which the States collects taxes, other income, and spends money in providing services. Income received or due is accounted for in the Consolidated Fund, except where specified in Law. Expenditure from the Consolidated Fund is made via Ministerial and Non-Ministerial departments, and is approved by the States Assembly in the Government Plan.

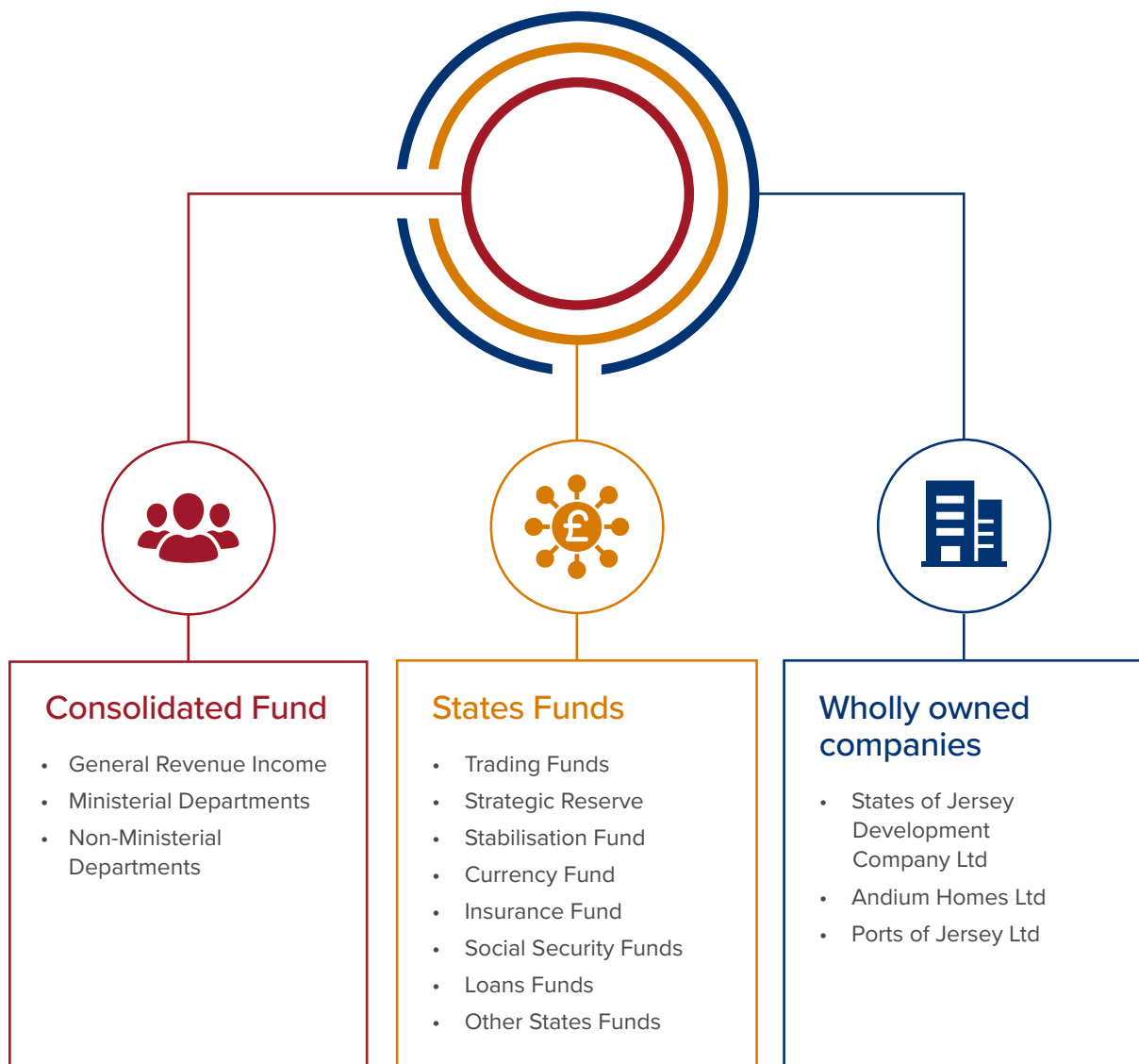
Performance in 2023

Core Entities (Consolidated Fund plus States Funds)

In addition to the Consolidated Fund, other States Funds have been established for specific purposes under the Public Finances Law. Together these form the “Core Entities” of the States of Jersey.

SOJ Group (Core Entities plus Wholly-Owned Companies)

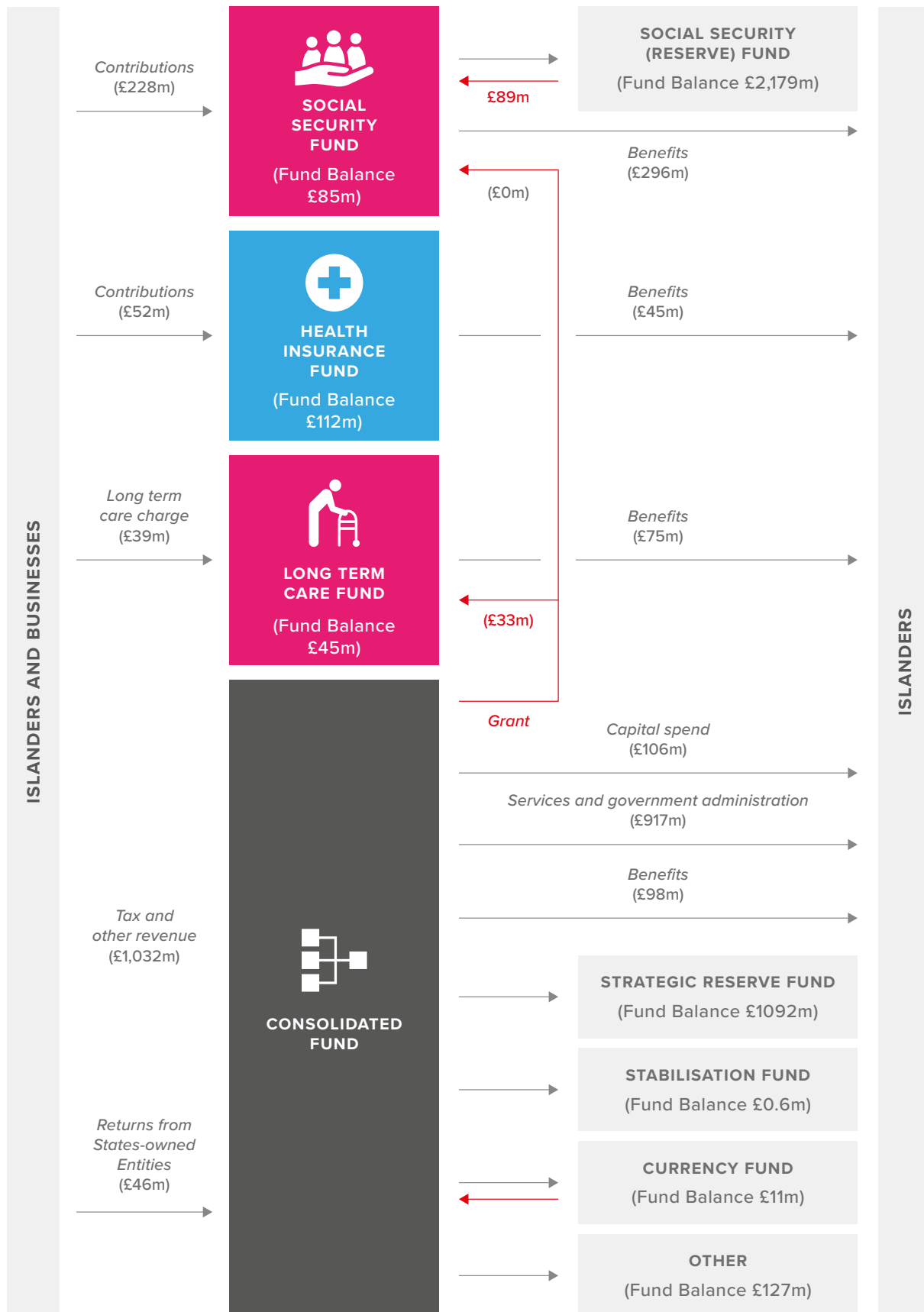
Three wholly-owned companies are also included in the Accounting Boundary and Consolidated into the Accounts. It is planned that the boundary is expanded in the future to include other wholly owned entities and those in which the States holds a controlling interest to more closely align with International Financial Reporting Standards.



Note 4.25 provides further information on the Accounting Boundary.

Performance in 2023

How Islanders' Money Is Used



Summary of performance

Introduction

The States Assembly and the Council of Ministers

The States Assembly, also known as the States of Jersey¹, is the parliament of Jersey. The States Assembly is responsible for: making new laws and regulations, approving the amount of public money to be spent every year, approving the amount of tax to be raised, and holding Ministers to account².

The States Assembly appoints the Council of Ministers. The Council of Ministers comprises the Chief Minister and, in 2023, eleven Ministers, and is supported by Assistant Chief Ministers who are appointed by the Chief Minister.

The purpose of the Council of Ministers is to serve and represent the best interests of the Island and its citizens. In order to do this, the Council of Ministers must:

- Provide strong, fair and trusted leadership for the Island and its people
- Deliver positive, sustainable economic, community and environmental outcomes for Jersey
- Ensure effective, efficient and sustainable management and use of public resources
- Ensure the provision of modern and highly valued services for the public.

The functions of the Council of Ministers collectively include co-ordinating the policies and administration for which they are responsible as Ministers, discussing and agreeing policy which affects two or more of them and prioritising executive and legislative proposals³.

Each Minister is a corporation sole⁴. Their functions include carrying out their legislative responsibilities and, for the purpose of reaching policy decisions, providing policy direction to officers, having given fair consideration and due weight to informed and impartial advice from such officers⁵. The senior officer in any administration of the States for which a Minister is assigned responsibility (usually the Chief Officer of a Government Department) is accountable to that Minister in respect of policy direction⁶.

More information on the membership of the Council of Ministers during 2023 can be found in the Accountability Report.

The Chief Executive Officer is the Chief Executive to the Council of Ministers and Head of the Public Service. In this context, they are the principal advisor to the Council of Ministers and are accountable for the administration and general management of the public services and implementation of corporate and strategic priorities. As Principal Accounting Officer, the CEO must also ensure the probity and regularity of the finances and that resources are used economically, efficiently and effectively.

¹ Also known as the 'Assembly of the States of Jersey', the 'States of Jersey' or sometimes just 'the States'

² [What is the States Assembly? \(gov.je\)](https://www.gov.je/What-is-the-States-Assembly/)

³ Art. 18 SOJL

⁴ Art. 26 SOJL

⁵ Art. 18(3A) SOJL

⁶ Art. 26(6) SOJL

Summary of performance

Chief Executive Officer Suzanne Wylie left on 31 July 2023 and on 5 September 2023 Dr Andrew McLaughlin took office as Interim Chief Executive Officer and Head of the Public Service. Between these dates temporary leadership arrangements were in place with Tom Walker, one of the Assistant Chief Executives, being designated as the acting Principal Accountable Officer.

Service delivery

In 2023 there were nine Ministerial Departments (collectively known as the “Government of Jersey”) and nine Non-Ministerial Departments (which are responsible for areas such as the States Assembly and the Courts). These [departments](#) collectively employ approximately 14% of the Island’s working age population (8,834 at 31 December 2023). Staff are a mixture of full-time and part-time, and permanent and fixed-term contract, with flexibility very much at the forefront of workforce planning. These staff are supplemented by agency and locum staff, particularly in Health and Community Services, where necessary. The Government also spends money on consultants, either where it is struggling to recruit or where the need is for specialist expertise which it would not be cost-effective to employ directly. Difficulty in recruitment is a risk to service delivery, not just in “front-line” service areas like Health and Education, but also in “backroom” functions like Treasury and Exchequer. The staffing complement is a mix of civil servants (with roles ranging widely from Occupational Therapists, Biomedical Scientists and Social Workers to Waste Engineers, Customer Services Advisors and Policy Officers), Doctors and Consultants, nurses and midwives, uniformed services (like the Ambulance, Police and Fire Services), teachers and lecturers, Crown Appointments (like the Bailiff and Attorney General) and other pay groups.

The Ministerial Departments work closely with their respective ministers to deliver Government policy. Ministers are responsible for policy decisions, departments deliver those decisions, with each department having an Accountable Officer who ensures spending is proper, regular and good value for money. Typically those [Accountable Officers](#) will have regular meetings with their Minister, and take proposals to the Minister where formal decisions are needed. On the rare occasions when Minister and Accountable Officer disagree on a proposed course of action, there is a process by which the Minister can direct the Accountable Officer, provided that the proposed action is legal.

Departments also work with many other bodies to deliver services to Islanders. Some of these are included within the “accounting boundary”, which means their results are presented as part of this Annual Report and Accounts. Some are outside of that boundary and are paid by the States through grants or contracts for services. Bodies may be States Owned Entities or “Arm’s Length Organisations”.

Many of the States of Jersey Group entities publish their own individual Annual Reports. Links to States of Jersey Group entities and other organisations and bodies can be found at [States of Jersey Group entities and other organisations and bodies \(gov.je\)](#)

The Government also works closely with many other organisations that are not States-established or controlled, though which serve Islanders. This group includes the twelve Parishes and further information can be found at [Jersey's 12 Parishes | Comité des Connétables \(comite.je\)](#).

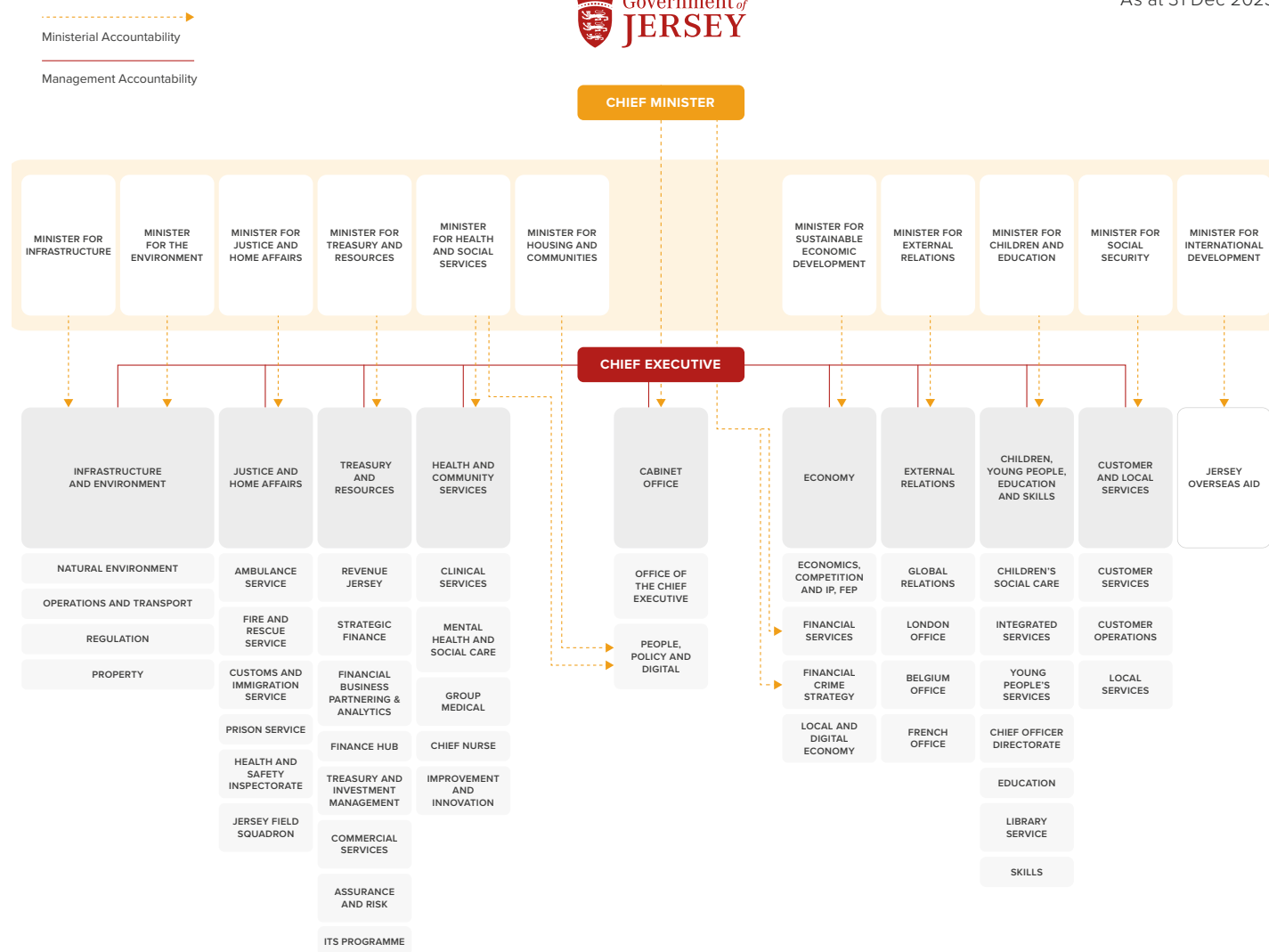
Summary of performance

The Government of Jersey

The Council of Ministers and ministerial departments are collectively referred to as the [Government of Jersey](#).



As at 31 Dec 2023



Notes:

- The States of Jersey Police does not report to the Chief Executive Officer and is not included in this structure chart.
- The Cabinet Office comprises teams previously identified as separate departments.

Summary of performance

The Common Strategic Policy

Each new Council of Ministers is required, at the beginning of its term of office, to lodge with the States Assembly ‘a statement of its common strategic policy’. The Common Strategic Policy sets out the shared strategic policy of the Council of Ministers and is debated and approved by the States Assembly.

Common Strategic Policy 2023-2026

Following the 2022 election the new Council of Ministers published, in October 2022, the [Common Strategic Policy 2023-2026](#) (CSP23-26). It was approved by the States Assembly in November 2022 and focused on the following Priorities:

2023-26 Ambition: for Jersey to be a place where everyone can thrive

Improving outcomes for Islanders



- Housing and Cost of Living**
Improve access to, and supply of, good-quality affordable housing, and help people to achieve a decent standard of living.
- Economy and Skills**
Develop a more sustainable, innovative, outward-facing and prosperous economy and help people acquire the right skills throughout their lives; we want Jersey to be an attractive place for everyone to achieve their potential.
- Children and Families**
Help all children and young people to have the best start in life, recognising that the early years have a lasting impact, and that being loved, being listened to, and receiving a good, rounded education are essential to future life chances.
- Ageing Population**
Enable people to live active, independent, healthy lives as they live longer.
- Health and Wellbeing**
Provide and regulate good quality healthcare and social services, promoting better health and wellbeing underpinned by improvements in public health.
- Environment**
Protect and enhance our environment so that everyone can continue to enjoy its benefits, moving purposefully on a path to net zero emissions.
- Community**
Create a more inclusive, vibrant community where people feel respected and able to flourish, as well as safe and protected.

Improving how we deliver



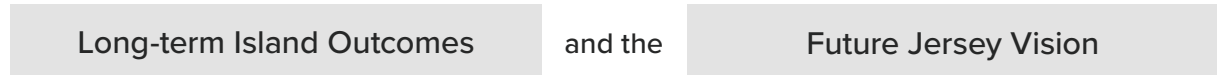
- Building trust**
We will uphold the highest standards of conduct, enhancing trust in Government by being responsive, compassionate, accessible, and inclusive, harnessing the expertise of those in Government, the States Assembly, and the public of Jersey. This includes being serious about and responsive to the Scrutiny process.
- Accountability**
We will lead in a professional way. This includes being accountable, promoting good governance and democracy, and operating in an open and transparent way with clear communication. We will work with the Privileges and Procedures Committee, the Scrutiny Liaison Committee, and the Comité de Connétables in seeking to increase civic engagement and understanding.
- Being prudent**
We are serious about sound financial management. We will use taxpayers’ money wisely, ensuring that our stewardship of the public finances supports a stable economic outlook for Jersey. The Island’s strong reputation for financial management has been hard won and our approach to income and expenditure, and our restraint when it comes to borrowing, will bolster this reputation.
- Focusing on delivery**
We will drive effective and efficient delivery of public services by identifying where performance needs to improve, as well as recognising and learning from good practice, so that we can provide the services people deserve.
- Being evidence-based**
We will take decisions based on the collection and rigorous analysis of evidence and data. We will look outward to learn from elsewhere, while delivering solutions tailored for Jersey.
- Our workforce**
We rely on the people who work for us, and will forge a motivated and productive workforce, addressing skills and labour gaps, especially in critical front-line services such as health and social care.
- A commitment to partnership**
We maximise our impact when we work together across the whole of government and with the private sector, voluntary and community organisations, as well as maintaining strong relationships with international partners.

Our Values



- WE ARE RESPECTFUL**
- We care about people as individuals and show respect for their rights, views and feelings
- WE ARE BETTER TOGETHER**
- We share knowledge and expertise, valuing the benefits of working together
- WE ARE ALWAYS IMPROVING**
- We are continuously developing ourselves and our services to be the best they can be for Jersey
- WE ARE CUSTOMER FOCUSED**
- We are passionate about making Jersey a better place to live and work for everyone
- WE DELIVER**
- We are proud of Jersey as a place and are passionate about shaping and delivering great public services

Contributes towards



Summary of performance

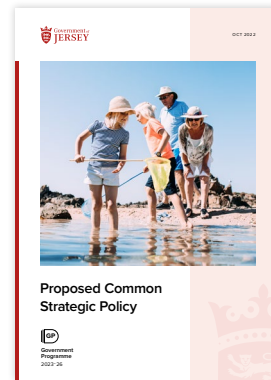
Government Programme 2023-26: From vision to action

The Council of Ministers set out how it would deliver the Common Strategic Policy 2023-26 in 2023 through the [Government Programme](#):

Note: CSP23-26 is applicable to this Annual Report and Accounts though it will be superseded by a new CSP in 2024 following the formation of a new Council of Ministers in February 2024.



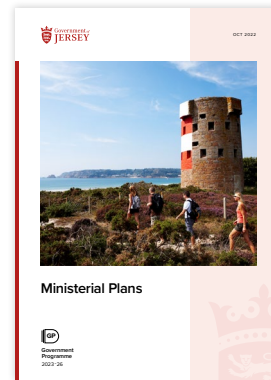
Government Programme 2023-26



Common Strategic Policy

The shared policy of the Council of Ministers.

Approved by States Assembly on 23 November 2022



Ministerial Plans

Sets out individual Minister's priorities and the legislative programme for the coming year.

Provides a clear focus for action and helps the Assembly hold each Minister to account for their delivery.

Presented to States Assembly on 11 October 2022 and then updated for 2023



Government Plan

Sets out the funding position for the Government, including income, and capital and revenue expenditure.

Prepared, debated and approved annually.

Adopted by the States Assembly on 16 December 2022 for 2023



Delivery Plans

Sets out detailed plans to support the delivery of the Government Programme.

Aids Ministers and the CEO in holding Chief Officers to account for their delivery.

Published early 2023

Summary of performance

The Jersey Performance Framework

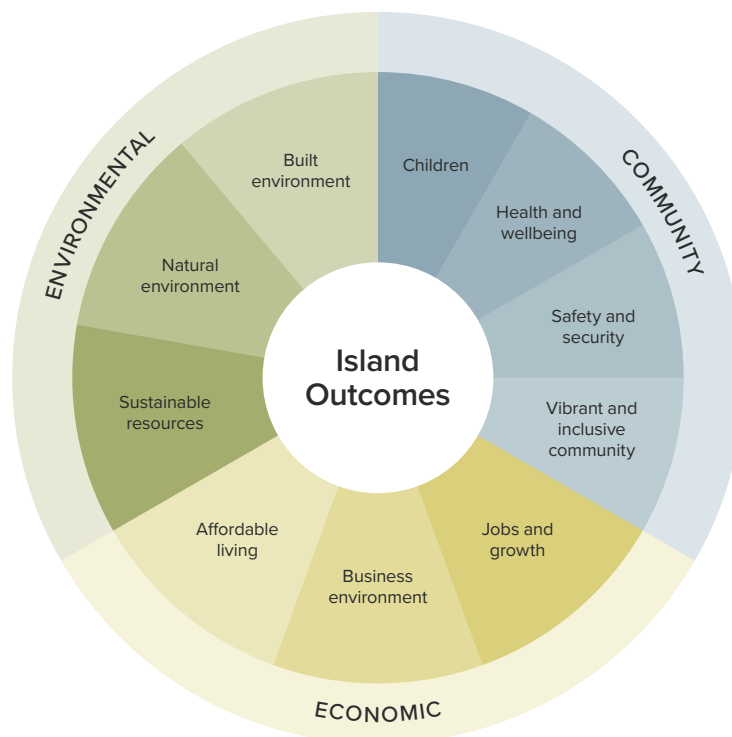
The [Jersey Performance Framework](#) is used to manage the Government of Jersey’s performance. It is underpinned by a shared ambition for the sustainable wellbeing of current and future Islanders.

The Jersey Performance Framework comprises:

- The Island Outcomes and Indicators; and
- The Service Performance Measures

Island Outcomes and Sustainable Wellbeing

In the Common Strategic Policy 2023-26, the States Assembly endorsed the Island Outcomes identified by the 2018 [Future Jersey](#) consultation. It commits the Council of Ministers to continue to strive to achieve the long-term vision of [Future Jersey](#) and work towards delivering the ten Island Outcomes arising from it.



The Future Jersey Vision

An Island loved for its beautiful coast and countryside, rich heritage, diverse wildlife and clean air, land and water. An Island where a sense of community really matters - a safe place to grow up and enjoy life. An Island that offers everyone the opportunity to contribute to, and share in, the success of a strong, sustainable economy.

Summary of performance

Island Outcomes

The ten Island Outcomes are grouped in three 'Wellbeing Aspects' (Community Wellbeing, Economic Wellbeing and Environmental Wellbeing) and are:

Wellbeing Aspect	Theme	Island Outcome
Community (Social and Cultural) wellbeing	Children	Children enjoy the best start in life
	Health and Wellbeing	Islanders enjoy long, healthy and active lives
	Safety and Security	Islanders feel safe and protected at home, work and in public
	Vibrant and Inclusive Society	Islanders enjoy living in a vibrant and inclusive community
Economic wellbeing	Affordable Living	Islanders are able to afford a decent standard of living
	Business Environment	Jersey is an attractive place to do business
	Jobs and Growth	Islanders benefit from a strong economy and rewarding job opportunities
Environmental wellbeing	Built Environment	Jersey's built and historic environment is valued and enjoyed
	Natural Environment	Jersey's unique natural environment is protected for future generations
	Sustainable Resources	Jersey's natural resources are managed and used responsibly

Similarly, the [Public Finances \(Jersey\) Law 2019](#) commits the Council of Ministers to take into account the sustainable wellbeing (including the economic, social, environmental and cultural wellbeing) of the inhabitants of Jersey ("Islanders") over successive generations when preparing the Government Plan each year.

Progress over time towards the Island Outcomes and the sustainable wellbeing of Islanders over successive generations is monitored using the Island Indicators which are updated over time and published on the [Jersey Performance Framework](#).

For further information on Island Outcomes and Indicators please go to [Island Outcome Indicators \(gov.je\)](#) and [Island Outcome Indicators - New Chart \(gov.je\)](#). Please note that the Island Outcome Indicators are currently undergoing an update to their presentation and the set of indicators is being reviewed. The [Island Outcome Indicators - New Chart \(gov.je\)](#) is a prototype model which will continue to be developed in the coming months with an aim to be finalised later in 2024.

Service Performance Measures

The Jersey Performance Framework also includes Service Performance Measures for each Government Department. Service Performance Measures were first included in the 2020 Departmental Operational Business Plans and were reported on for the first time in the 2020 Annual Report and Accounts.

During 2021, [online reporting against the Service Performance Measures](#) was introduced, to provide Islanders with better access to information on the performance of Government Departments.

From 2022 links to the [annual measures for each Department](#) have been included in the Annual Report and Accounts with Departmental commentary published separately in the [Annex – Government Department Annual Reports](#).

The Government has moved to make these performance measures more meaningful. To this end the Chief Statistician has continued working with departments during 2022 and 2023 to review their measures to ensure that they are relevant to users and Islanders rather than just being of relevance internally.

Government of Jersey Performance Summary

The Government of Jersey performance summary is structured using the Sustainable Wellbeing Aspects: Community Wellbeing; Economic Wellbeing; and Environmental Wellbeing.

For each Wellbeing Aspect we have grouped:

- The Island Outcomes
- The Common Strategic Policy 2023-26 Priorities which are most closely aligned with the Island Outcomes
- The Ministers – the Key Ministers in respect of the Common Strategic Policy Priorities. For more detailed information on Ministerial priorities for 2023 see the links to the [Ministerial Plans for 2023](#) and the [Delivery Plans for 2023](#)
- The Departments – the Key Departments which support Ministers in respect of the Common Strategic Policy Priorities. Departmental performance is described in the [Service Performance Measures for 2023](#) and the [Annex – Government Department Annual Reports for 2023](#) and the
- Key Themes and Risks in 2023

A separate section focuses on the ‘Corporate Performance’ of the Government of Jersey. This is because not every activity of Government contributes directly to the Island Outcomes, although they may have an indirect impact (for example, efforts to improve the customer experience, the efficiency and effectiveness of public services, the delivery of Projects or Programmes or efforts to improve the social and environmental sustainability of the Government of Jersey itself).

A final section contains highlights from 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 a range of individual bodies that vary in size, have diverse, distinct and important roles and operate under different legislation. Their common feature is that accountability does not lie to Ministers. Accountable Officers for Non-Ministerial Departments, usually the Chief Officers, are accountable directly to the States Assembly (through the Public Accounts Committee).

References to the three wholly-owned entities are also included in the Performance Report at relevant points, noting that these entities produce their own Annual Report and Accounts that can be found through [States of Jersey Group entities and other organisations and bodies \(gov.je\)](#).

Community Wellbeing

Island Outcomes

Children Children enjoy the best start in life	Health and Wellbeing Islanders enjoy long, healthy, active lives	Safety and Security Islanders feel safe and protected at home, work and in public	Vibrant and Inclusive Community Islanders enjoy living in a vibrant and inclusive community
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CSP Priorities for 2023-26

Children and Families Help all children and young people to have the best start in life, recognising that the early years have a lasting impact, and that being loved, being listened to, and receiving a good, rounded education are essential to future life chances	Health and Wellbeing Provide and regulate good quality healthcare and social services, promoting better health and wellbeing underpinned by improvements in public health	Ageing Population Enable people to live active, independent, healthy lives as they live longer	Community Create a more inclusive, vibrant community where people feel respected and able to flourish, as well as safe and protected
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Key Ministers

Chief Minister

Minister for Children and Education

Minister for Sustainable Economic Development

Minister for External Relations

Minister for Health and Social Services

Minister for International Development

Minister for Justice and Home Affairs

Minister for Social Security

Key Departments

Cabinet Office

Children, Young People, Education and Skills

Department for the Economy

External Relations

Health and Community Services

[Jersey Overseas Aid](#)

Justice and Home Affairs

Customer and Local Services

Useful links to further information

[Ministerial Plans 2023](#)
[Delivery Plans 2023](#)

[Government Departments Performance Measures](#)
[Annex - Government Department Annual Reports](#)

Responding to incidents

2023 started and ended with weather-related major incidents. In January, there was Island-wide flooding with a concentration of the impact felt in the Grands Vaux area. In November, the Island experienced Storm Ciarán. Throughout the year there has been ongoing support for Islanders affected by the Haut du Mont and L'Ecume II tragedies in December 2022

Flooding at Grands Vaux

In January, 59 Andium residents were evacuated from Grands Vaux due to devastating flooding. All residents were provided with temporary accommodation. Most households were able to return to their residence within a few weeks. 18 households were displaced for a longer period whilst alternative permanent homes were found, or as extensive refurbishments were completed on their homes. Flood defences in the area have improved significantly. There are now much earlier warnings of any flood risks to help prepare and communicate with Islanders to keep them safe and prepared.

Storm Ciarán

A wide range of Government departments and external organisations worked together to support the preparation, emergency response and recovery. This included consideration of governance, logistics, emergency planning, travel and wellbeing.

Ahead of the storm the Jersey Meteorological Office, part of Infrastructure and Environment, confirmed Red wind warnings and a further Red warning for coastal flooding. Jersey's Strategic Coordination Group (SCG) escalated the event to a 'Major Incident' and the Communications team, part of the Cabinet Office, delivered a consistent and comprehensive communications campaign that informed Islanders of the impending event and precautions to take. A multi-agency Situation Room was set-up at States of Jersey Police Headquarters to co-ordinate the response.

During the storm the emergency services, part of Justice and Home Affairs, and the Infrastructure and Environment teams provided an emergency response. The Health and Wellbeing Cell, including the Customer and Local Services ('CLS') Major Incident Response Team provided support to Islanders displaced by the storm and those who responded to the Incident. The Communications team continued to lead on providing the latest information and guidance to keep Islanders safe.

In the aftermath of the storm the Government set-up a Recovery Co-ordination Group, which included officials from emergency services, Government departments, utilities, and partner agencies. The Group helped co-ordinate the clean-up operation to roads, homes, and infrastructure, as well as supporting the community and vulnerable and displaced residents

16 Andium households were re-housed and approximately 1,000 repairs to homes were required. The initial priority was to make sure homes were wind and watertight. The Andium team continues to deal with roofing, fencing, window, and other repairs into 2024. The works are being undertaken at pace whilst ongoing weather conditions continue to cause challenges.

Community Wellbeing

Enabling recovery

Following two critical incidents at the end of 2022 the Business Hub, part CLS, (operational) and the Cabinet Office (policy) worked with the Chief Minister to add a new 'critical incident' exemption to the Control of Housing and Work (Exemptions) Order 2013. This came into force in February 2023 to ensure that if there were any future emergencies or unforeseen events threatening serious damage to human welfare or the environment in Jersey that specialised personnel could be brought to the island without undue delay. This promoted good government, removed an unnecessary bureaucratic barrier at a time of an emergency response, and removed the requirement to apply and pay for a licence fee in these circumstances.

In response to Storm Ciarán the 'critical incident' exemption was utilised to give extra capacity of personnel to reconnect and make safe services, repair damaged buildings, remove or cut back hundreds of fallen trees and to assess insurance claims. CLS worked with off island businesses (Non Resident Undertakings), and attended ferries to ensure that businesses using the exemption were aware of an obligation not to go 'door to door'. A cross departmental task force (including representatives from CLS, States of Jersey Police, Trading Standards and Jersey Customs and Immigration Service) was also established to respond to calls from the public to give reassurance where required and to react to reports of 'rogue traders'. Support to fast-track applications for additional staffing permissions for resident businesses was also provided by CLS. In the lead up to the expiry of the exemption CLS liaised with those businesses who wished to remain on island to regularise their position ensuring a smooth transfer out of the critical incident, whilst maintaining an increased number of workers on island to assist with the continued recovery.

Support for health and wellbeing

A multi agency Health and Wellbeing Cell was instigated as part of the response and recovery work for the Major Incidents in December 2022 and January 2023. During 2023, the Cell led the design and planning, and the oversight of delivery and communications for health and wellbeing support. This continues to be available for those who were involved or affected by major incidents. The services were informed by learning from other jurisdictions and based on evidence, and include:

- The Major Incident Support team, who co-ordinate a range of health, wellbeing and practical support for those affected by Major Incidents – including Storm Ciarán in November 2023
- Psychological support - for any Islander, and for bereaved relatives living overseas. This incorporates self-help, signposting, bereavement counselling, talking therapies and specialist psychology, depending on the individuals' need
- Lectures, lessons and group support, delivered by the Centre for Anxiety, Stress and Trauma (CAST) in November 2023
- A free health check – for responders, displaced residents and those living within 200m of Haut Du Mont or Grands Vaux

Trauma Risk Management (TRiM) and ongoing wellbeing support continues to be offered to those who respond to any traumatic incident in the course of their work.

The New Healthcare Facilities Programme

The New Healthcare Facilities Programme began in 2023 with a renewed focus on proof of concept and feasibility following the Our Hospital review in late 2022. By May 2023, extensive studies were undertaken to assess the potential capacity on each of the available sites. A programme functional brief was written to reflect providing care over these sites.

The vision to deliver a phased programme of works across multiple sites – particularly to manage affordability of the scheme was agreed by the Council of Ministers in June, following completion of a strategic outline business case for the programme. The first phase was agreed to deliver an overnight and emergency hospital facility at Overdale with meaningful progress on design and physical works on mental health, rehabilitation, day surgery and outpatient facilities. These would be delivered at Kensington Place (including parts of the current Jersey General Hospital), as well as a Health Village at St Saviours. It was also agreed that the Enid Quenault Health and Wellbeing Centre will remain as a permanent facility at the former Les Quennevais School.

The ambition of the programme is to commence construction of the new facility at Overdale in 2025. To achieve this, the Overdale healthcare site will need to be vacant and cleared ahead of that time.

In mid-2023, the Enid Quenault Health and Wellbeing Centre was completed, with clinical services transferring from Overdale by September. This enabled the commencement of demolition at Overdale, with most dilapidated buildings having now been cleared.

An alternative location needed to be identified to accommodate rehabilitation services currently delivered from Overdale. Following discussions with the Parish of St Helier, agreement has been reached to lease a refurbished area of the St Ewolds facility, which will open in 2024.

For the remainder of 2023, the programme team has worked with clinicians on design requirements, diligently translating these to update design work initially started as part of the Our Hospital Project. The objective of this work has been to design a fit-for-purpose facility for an overnight and emergency hospital at Overdale that is more affordable with less visual and environmental impact than the previous scheme. The aim is to have a public consultation and submission of a planning application in 2024.

Health and wellbeing

In 2023, Health and Community Services (HCS) started a cultural improvement programme. Cultural change is not something that can happen overnight, we have made good progress with various initiatives, such as the appointment of a permanent 'Freedom to Speak-Up Guardian', holding monthly HCS-wide 'Team Talks' and 'Schwartz Rounds'. We have continued to take action on addressing behaviours that do not align with our values, to help improve health outcomes and quality of care. This programme of work remains a focus across HCS for 2024 and beyond.

2023 saw two major developments for HCS, with the establishment of the HCS Advisory Board (the Board) being agreed by the States Assembly, and the introduction of a 'Change Team' to oversee the department's turnaround. The Board met three times in 2023 and has begun to drive collaboration, with the aim of solving problems and ensuring the provision of safe, effective, accessible, compassionate, and well governed patient care. The Board has so far received papers from HCS on a variety of areas such as Maternity Improvement, Medical Staff Job Planning, and Quality and Safety. The Board will continue to drive improvements within HCS during 2024 and is scheduled to meet 10 times in the year.

Health and wellbeing (continued)

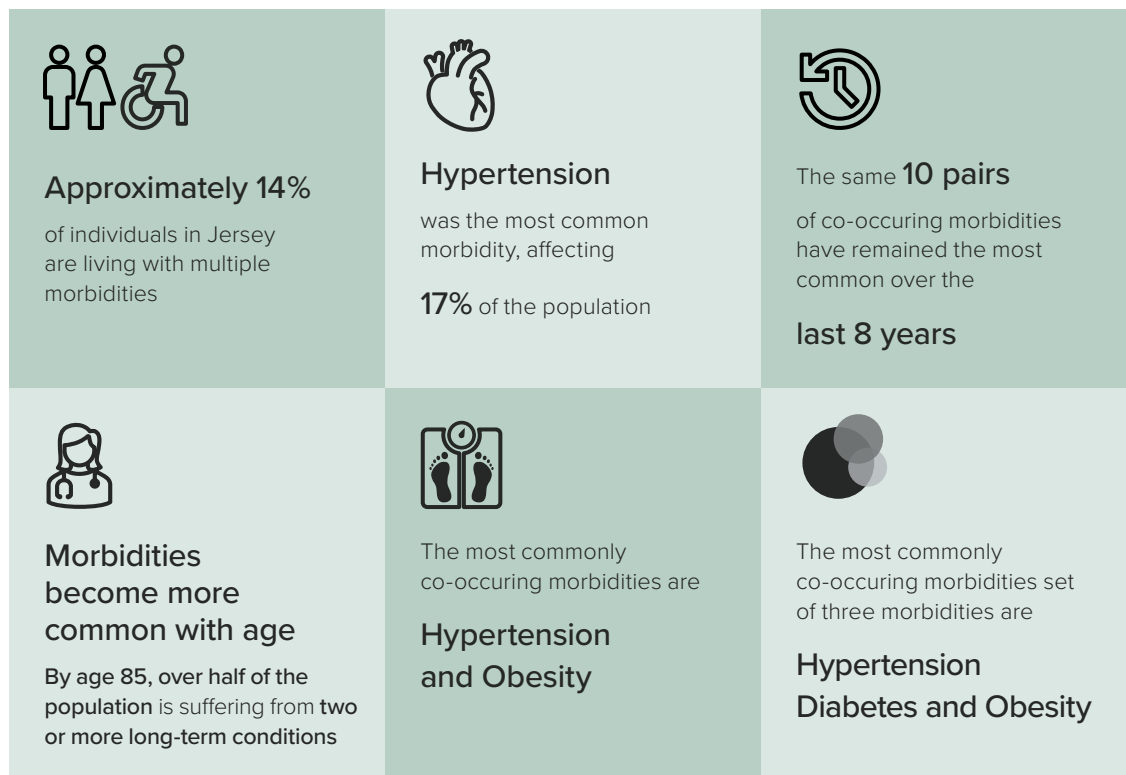
Recruitment activity in 2023 successfully increased the staff in post in HCS by over 200 across all staff groups. Throughout the year, the voluntary turnover rate stayed constant at just 4% which is the equivalent to approximately 110 people on a rolling 12-month basis. From a workforce perspective, this is very low turnover rate. It is recognised that the time to recruit is currently too long and reducing this timeline remains a focus for 2024. To attract more permanent nurse staff, a mass recruitment campaign is in development. In addition, we continued to utilise specialist agencies and web sites for the recruitment of experienced colleagues such as nurses, Allied Health Professionals, and doctors.

An ongoing focus of HCS is the improvement of the quality and safety of services. The Quality and Safety team significantly strengthened in 2023, to support the ongoing programmes of work that will ensure safe and high-quality services for all patients, such as the response to Professor Mascie-Taylor’s report into Clinical Governance. The Maternity Improvement Plan (MIP) was established in 2023 and is being delivered to drive improvements to address recommendations which have been received from internal and external reports. Good progress has been made during the year, with a total of 87 out of 127 recommendations identified by the Women and Children’s Senior Leadership Team as complete. The MIP will continue into 2024.

Following a concern being raised by a Junior Doctor in 2022 on HCS’ rheumatology service, HCS’ Medical Director commissioned the Royal College of Physicians (RCP) to conduct a review on HCS’ rheumatology service. This led to wider audit of rheumatology patients which showed significant service quality issues and an action plan has been implemented.

Public Health

The [Multimorbidity Report 2023.pdf \(gov.je\)](#) published in February 2024 identified



‘[Seizing the Opportunity: A population health prevention strategy for Jersey 2023 – 2027](#)’ was produced in June with the accompanying [Population health action plan 2023 to 2027.pdf \(gov.je\)](#) that sets out the practical steps that will be taken to improve the health of Islanders through better prevention.

Children and Education

Around 8,000 children, young people and families attended a free family fun day on Sunday 2 July to celebrate Jersey's Children's Day. The event was supported by almost 50 charities, community organisations and businesses, who provided free entertainment, activities, information, and advice. A team of 30 volunteers from across Government supported the delivery of the event. Around 100 young people provided six hours of live entertainment during the event – organised by Youth Arts Jersey – including performances from the Jersey Scout Association, and Love Theatre. Families also visited a community art project featuring dreamcatchers created by school children and young people. The art project was supported by ArtHouse Jersey. Children's Day is held annually, in early July, following a recommendation made by a Citizen's Panel set up after the Independent Jersey Care Inquiry.

The primary school food programme roll-out has entered its next phase by incorporating a new supplier to Jersey. This includes the addition of two new primary schools meaning a total of ten primary schools are now accessing hot lunches.

The Jersey School Review Framework introduced its Independent School Inspection and managed to complete and publish reviews on 18 Government of Jersey Schools and one independent Jersey school.

In January 2023 a new recruitment process was started to employ teaching assistants for both primary and secondary phases. To date over 70 new teaching assistants have been recruited trained and employed to support young people. In addition, all schools now have a fully qualified Special Educational Needs Coordinator (SENCo) following the completion of the Special Educational Needs Coordination (NASENCo) qualification at Winchester university.

Service Performance Measures

Full details of Service Performance Measures are available on gov.je at [Annual Service Performance Measures](#) and [Annex – Government Department Annual Reports](#) provides more information on delivery against objectives and service performance targets.

Successes include

Health

Acute Elective Length of Stay

The end of year figure was 2.5 days, beating the target of 3. Shorter lengths of stay are associated with improved clinical outcomes. Monitoring length of stay gives an indication of timely discharges and reduced bed blocking.

Mental Health Acute admissions per 100,000 registered population (rolling 12 months average)

Improved over 2023, starting at 233.1 in Q1 and finishing on 204.6 in Q4. The year ended in a better position than the baseline of 258.9 and the target of less than 240. The rates of admission to mental health units have been reduced through early intervention in the community.

Children

Persistent absence

Persistent absence in the academic year 2022/23 reduced to 16.9% from 26.2% in 2021/22. This reflected interventions including targeted support from the Education Welfare Team; an additional Special Educational Needs and Disabilities (SEND) officer appointed to support the Secondary schools; and the implementation of a new part-time timetable policy. Average waiting time for Child and Adolescent Mental Health Services (CAMHS) assessment was 30 days, better than the target of 36 days. Children with more urgent mental health needs continue to be seen quickly, and are not included in this measure.

Challenges include

Health

% patients waiting more than 90 days for Elective Admission

HCS remains challenged across several specialties including Trauma and Orthopaedics, General Surgery, Ophthalmology, ENT and Gynaecology in relation to the % of patients waiting more than 90 days. The target is less than 25%, with a baseline of 45.1%. The Q1 figure was 56.1% and the end of year figure was 56.7%. HCS is funded to complete additional ad-hoc activity through a variety of initiatives across all specialties, which will work to improve this position. Extra sessions have taken place in Urology, General Surgery and Ophthalmology as a part of the 2023 Government Plan funding 'Waiting List Initiative' business case.

% patients waiting more than 90 days for First Outpatient Appointment

The measure includes all types of outpatient appointments within HCS. As such it provides an overview position though doesn't recognise specific specialty improvements like the commissioned Dental scheme which has been successful in reducing the waiting lists in this area. Areas with challenges are Ophthalmology, Clinical Genetics, Trauma and Orthopaedics and Dermatology and plans are in place for each of these services. The target is less than 25% and the end of year position was 48.2%.

Children

CAMHS neurodevelopmental assessments

A significant increase in demand for CAMHS neurodevelopmental assessments resulted in an average wait of 38 weeks, worse than target 13. Additional capacity to manage demand was created and plans are in place to develop this area of the service in 2024.

Principal Risks and Issues

For further information on areas of focus and mitigations in respect of risks and issues see Part 2 Accountability Report

Assurance on the quality and safety of HCS care

The Hugo Mascie-Taylor report in 2022 revealed that, despite the hard work of staff, there was no effective assurance system in place, data quality was poor and serious longstanding cultural issues remained unresolved. The report identified 61 recommendations to be addressed. These recommendations have been incorporated into a significant improvement programme. The current risk should reduce as the recommendations set out in recent reports and other mitigations are implemented.

Economic Wellbeing

Island Outcomes

Affordable Living

Islanders are able to afford a decent standard of living

Business Environment

Jersey is an attractive place to do business

Jobs and Growth

Islanders benefit from a strong economy and rewarding job opportunities

CSP Priorities for 2023-26

Housing and the Cost of Living

Improve access to, and supply of, good-quality affordable housing, and helping people to achieve a decent standard of living

Economy and Skills

Develop a more sustainable, innovative, outward-facing and prosperous economy and help people acquire the right skills throughout their lives; we want Jersey to be a place for everyone to achieve their potential

Ageing Population

Enable people to live active, independent, healthy lives as they live longer

Key Ministers

Minister for Sustainable Economic Development

Minister for External Relations

Minister for Housing and Communities

Minister for Social Security

Minister for Treasury and Resources

Key Departments

Department for the Economy

External Relations

Cabinet Office

Customer and Local Services

Treasury and Exchequer

Useful links to further information

[Ministerial Plans 2023 Delivery Plans 2023](#)

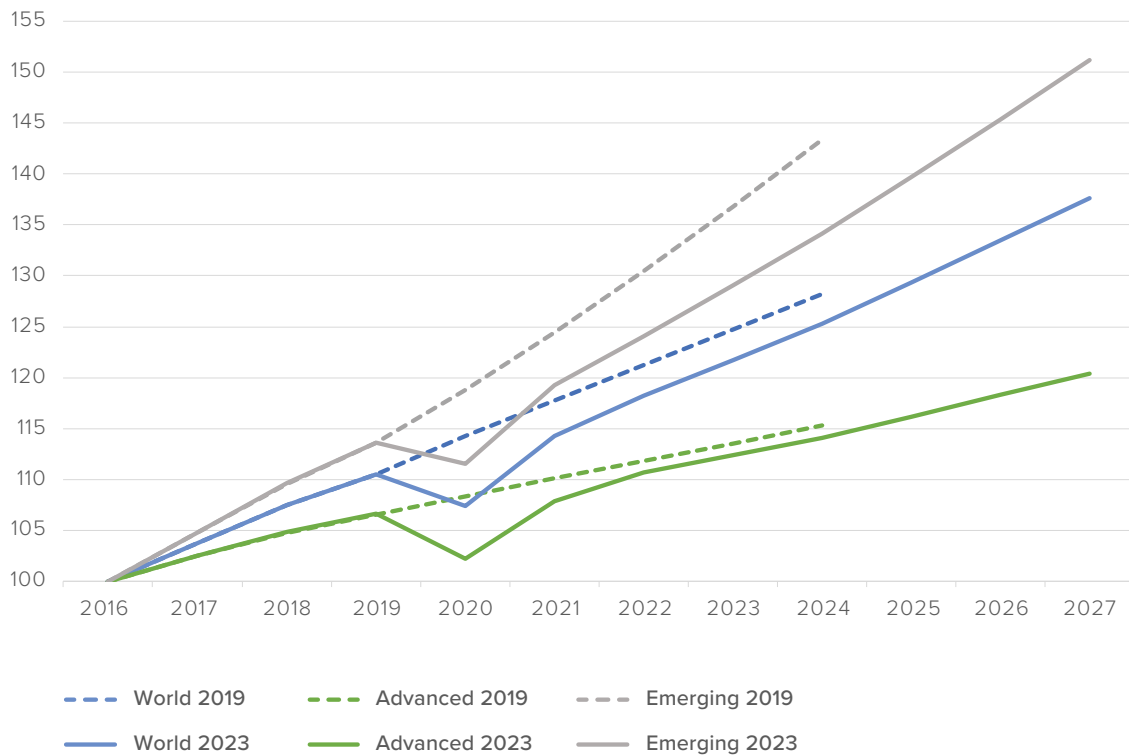
[Government Departments Performance Measures Annex - Government Department Annual Reports](#)

Economic context

The international economic outlook

The global economy has proven resilient to the economic shocks that have affected it in recent years. Nonetheless, the outlook for global growth in the medium term remains below the pre-pandemic projected path.

Real Gross Domestic Product, 2016-2027



2016 = 100; Index of real GDP, October 2019 (dotted line) and October 2023 (solid line) estimates/forecasts

Sources: International Monetary Fund World Economic Outlook

The slowdown in the Chinese economy and the exposed fragility of its financial markets from the real estate crisis there pose a risk for global growth. There are, however, upside risks to global growth from strong growth in the US economy.

Whilst inflation is past its peak, it remains elevated in many countries and the International Monetary Fund has advised central banks to continue to work to bring it down to target levels. Fiscal resources in many countries are depleted as government support has been used to mitigate recent economic shocks leaving many governments in a vulnerable position in managing future shocks. Other developing risks to the global economy include increased geopolitical tensions in the Middle East which could lead to price volatility in energy and commodities.

Economic context (continued)

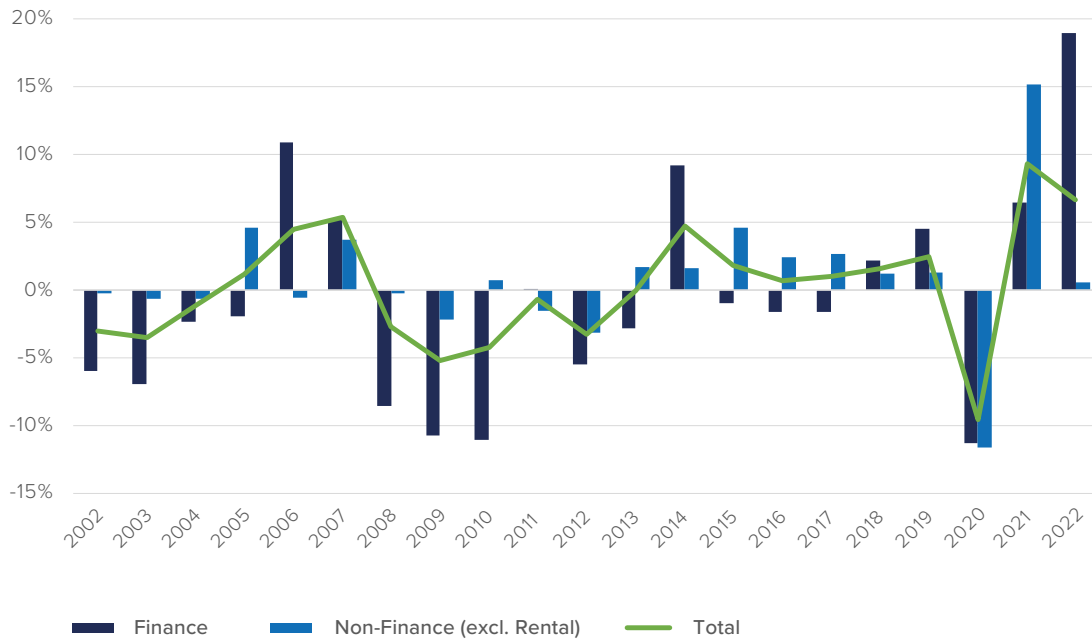
Jersey’s economic outlook

Jersey’s economy grew by 6.7% in 2022 in real terms and at basic prices. This was faster than other advanced economies. The driver of growth was profits in the financial services sector, specifically in the banking sub-sector, due to the increases in interest rates throughout 2022.

Following strong growth in 2021, hotel, restaurants and bars continued their recovery from Covid-19 and the sector grew by 20% in 2022, above the 19% growth from the Financial Services sector. The rest of the economy saw more mixed results.

Jersey Gross Value Added Growth (Annual percentage real terms, 2002-2022)

Source: Statistics Jersey



Jersey's Standard & Poor credit rating unchanged

In January 2023 Standard & Poor’s (S&P) credit rating for Jersey was unchanged at AA-/A-1+ and this was affirmed again in January 2024. In its latest review, S&P confirmed that there is no change to the long and short-term sovereign credit rating for Jersey. In its report S&P noted that its rating is based on a stable outlook for the Island, which is supported by the strong and flexible institutions, a wealthy economy, and considerable fiscal buffers.

Future Economy Programme

The Future Economy Programme was launched to address the principal economic challenges which face Jersey, as well as other developed economies:

- **Demographic Shifts** - without net positive inward migration, the number of people over 65 would increase 50% by 2040, while the working-age population would fall by 10%.
- **Weak Productivity** - since 1998, productivity in Jersey has fallen by around 30% in real terms.

Fortunately, Jersey is in a strong position to respond but action needs to be taken now to maintain the Island's future prosperity and living standards, and the Future Economy Programme sets out the framework for long-term, sustainable economic development.

Key Government actions in 2023 included:

- Over 30 workshops were held across Government, the States Assembly, Arm's Length Organisations, businesses and students to discuss economic challenges and generate ideas to sustainably grow our economy.
- Publication of the [Strategy for Sustainable Economic Development](#) which set out the vision to be a "consistently high-performing, environmentally sustainable and technologically advanced small island economy by 2040" supported by the five guiding themes of: Resilient, Innovative, Skilled, Fair and International.
- Publication of the [Delivery Framework for Sustainable Economic Development](#) which set out over 90 short, medium and long term actions, to build towards the vision. These actions are split into three pillars: Develop Growth Enablers, Increase Existing Sector Productivity, and Support from an Effective Public Service.
- The Ministerial title for Economy was formally changed to the Minister for Sustainable Economic Development to reflect the importance of long-term economic growth.
- Progressing the options for an Offshore Windfarm which build on [economic analysis](#) carried out in June 2023 on the potential benefits.
- Beginning to deliver the £20m Impact Jersey Fund, which saw the first awards made to five local businesses receiving a total of £368,672.
- Publication of the ministerially commissioned [Barriers to Business](#) report on 4 December which sets out 38 recommendations from industry.

Ports of Jersey is investing in critical Island infrastructure and working towards sustainable travel by air and sea. The plans will see the regeneration of St Helier Harbour, and the development of a new and future-proofed airport. Building connectivity will help support a sustainable future for Jersey, both for business and for Islanders. According to Oxford Economics, the five-year deal to operate the London Heathrow route will increase the Island's GDP by £123m per annum by 2025, supporting 1,200 Island jobs. Ports of Jersey is working closely with Government to ensure that growth in connectivity, in particular into Europe, is a key tenet of the Future Economy Programme.

Cost of Living

To support households with the cost-of-living crisis, in September 2022 the States Assembly passed an extensive package of measures as part of the then Chief Minister's 100 day plan (The '[Mini Budget](#)'). A number of these measures were implemented from the start of 2023 or continued into 2023, including:

- Income Tax thresholds and allowances increased by 12%
- Tax threshold for a single person increased from £16,550 to £18,550
- Income Support components increased in January 2023 by a total of at least 10.4% above the 2022 levels with extra support for carers and private renters
- Families with registered status and less than five years residency helped through the Parental Support Payment
- Increased cold weather payments of £70 a month until March 2023 regardless of the temperature
- Free period products provided through a pilot scheme
- Continuation of the increased Community Costs Bonus (which was doubled in September 2022 through the mini budget).

During 2023, Ministers announced other measures to help Islanders with cost-of-living pressures. These included a £20 reduction in the cost of GP appointments for all Islanders ([Minister reduces cost of a General Practitioner \(GP\) appointment by £20 \(gov.je\)](#)), free GP appointments for children ([Free GP appointments for children \(gov.je\)](#)), and expansion of support for lower income pensioners with dental, optical and chiropody costs through the pension plus scheme ([Expansion of the Pension Plus scheme \(gov.je\)](#)).

In addition, in October 2023 it was agreed to increase the minimum wage by 10.9%, to come into effect from 1 January 2024.

Housing

There are a number of different challenges in Jersey's housing market, centred on affordability, but linked also to supply, standards and security of tenure.

2023 saw a marked shift in housing market activity, with the lowest number of house sale transactions taking place since at least 2002, which has largely been as a result of higher bank interest rates that have significantly increased the cost of servicing a mortgage.

Housing was the price group that made the largest contribution to the annual rate of inflation, contributing +3.8 percentage points to the rate, driven by increases in the cost of mortgage interest payments. The overall price change in this group was lower over the twelve months to December 2023 compared with the twelve months to September 2023, hence its contribution to the change in rate of the RPI was -1.9 percentage points.

Key Government activities in 2023:

- The development and successful adoption of the Public Health and Safety (Rented Dwellings) (Licensing) Regulations 2023, that will lead to the implementation of a rented dwellings licensing scheme and publication of associated Codes of Practice in 2024.
- Progress towards the development of a modernised Residential Tenancy Law, including a public consultation on the Minister for Housing and Communities' 'Improving Residential Tenancies in Jersey' white paper. Work to deliver a revised Law had been delayed as a result of the outcome of the consultation, and work in Q1 2024 focused on re-scoping to enable an expedited delivery of the new Law.
- Publication of the 'Roadmap for Improved Access to Social Housing', setting out a series of access to widen, manage and promote access to social housing in Jersey. The first of a number of key changes were implemented in September 2023. This means a greater number of Islanders are now able to access the benefits of social housing.
- Key changes were made to both the [First Time Buyer](#) and [Assisted Purchase](#) policies in 2023. These changes have resulted in greater emphasis on prioritising genuine first-time buyers and have significantly increased eligibility to access assisted purchase properties through increases to household income limits.
- The [First Step scheme](#) was developed and announced in September 2023. The scheme will provide an equity loan of up to 40% to help eligible Islanders purchase an open market home. The scheme will utilise £10m of funding that had been secured in the Government Plan, with the first loans to be issued by the end of Q2 2024.
- In January 2023, the Empty Homes Service was launched in response to the then Minister for Housing and Communities' [Action on Vacant Properties plan](#), published in the autumn of 2022. Over 300 empty homes have been reported and assessed in the first year and the Minister for Housing and Communities published an [update report](#) outlining the work of the Empty Homes Service and progress against the Action on Vacant Properties plan commitments.
- The [Bridging Liquid Waste Strategy](#) was published in May 2023, helping to secure vital improvements to the Island's drainage network, supporting the development of new homes including sites allocated in the Bridging Island Plan.

Andium provided 232 new affordable homes. 51 clients were housed through the partnership pathway and there were 43 Andium Homebuy sales.

Jersey Development Company's Horizon development was successfully completed, providing 280 new waterfront homes. 270 have been sold and 76 of which were purchased by first time buyers. South Hill freehold land ownership was also acquired, paving the way for the development of more homes for Islanders.

MONEYVAL

The Island is currently going through an international evaluation looking at how effective Jersey is, as a jurisdiction, in combatting financial crime. Almost all jurisdictions globally go through a similar process every 5-10 years, and ours is conducted by a body called MONEYVAL. The importance of this review to Jersey's global standing as an International Finance Centre cannot be understated, as the Mutual Evaluation Report will provide a thorough review of how the island deals with illicit finance. Financial crime includes money laundering, the financing of terrorism and proliferation financing (financing the proliferation of weapons of mass destruction).

The evaluation takes place over a total period of around 18 months and has involved over 20 island agencies and bodies, including the Jersey Financial Services Commission, Financial Intelligence Unit, Law Officers' Department, Police and Customs. Preparations were co-ordinated by the Financial Crime Strategy Team (FCST), a small group that sits within the Economy Department. They reported in turn to a Political Steering Group, chaired by the Minister with responsibility for financial services, which included heads of agencies and relevant Ministers.

The evaluation itself is in two parts, the technical compliance which looks at whether we have the relevant laws and systems in place to combat financial crime, and the assessment team then goes on to see how effective these measures have been over the past five years. Thousands of pages of data, compiled by the FCST together with relevant agencies, had been sent out prior to the on-site visit in September 2023. The assessment team were here for two weeks and spoke to all relevant island agencies, as well as almost 30 private sector entities, including banks, trust companies, accountants and lawyers. There were significant preparatory exercises both from the side of the logistics for the on-site evaluation and for preparing both agencies and the private sector to complete the on-site meetings and provide any necessary follow up material.

The drafting of the mutual evaluation report is a complex process between the Island and the assessment team and is currently ongoing. The draft goes through multiple iterations of comments between the Island authorities and the assessment team and during that process, all MONEYVAL members will provide comment on the draft report for discussion in the MONEYVAL Working Groups/Plenary. The Report will eventually be adopted by the MONEYVAL Plenary in May 2024 with publication in July 2024, which will be accompanied by a Government event and further outreach from all agencies. Until that point, the contents of the report remain confidential.

Service Performance Measures

Full details of Service Performance Measures are available on gov.je at [Annual Service Performance Measures](#) and [Annex – Government Department Annual Reports](#) provides more information on delivery against objectives and service performance targets.

Successes include

Jersey Business provides free, confidential advice and support to the business community in Jersey, across all industries at any stage of their business lifecycle. An excellent [Net Promoter Score \(NPS\)](#) score of 56 for 2023 reflects the clients feedback on the hands-on business services Jersey Business deliver via their business information service, 1:1 advisory support, industry support, website and events.

The number of non-resident visitors to heritage sites annually exceeded ambition by nearly 9% to 130,549

Challenges include

The number of non-resident visitors to heritage sites annually is only 80% recovery of the 2019 level

Principal Risks and Issues

For further information on areas of focus and mitigations in respect of risks and issues see Part 2 Accountability Report

Inflationary pressure and impact on economy/population

Global and UK inflationary pressures are feeding through to the Jersey economy and are particularly impacting on the most disadvantaged in society. The Government has put mitigations in place including the Cost of Living Temporary Scheme (COLTS) for income support; Minister-led Inflation Strategy Board; Project Officers Inflation Group; and the Government Plan 2024-27.

Threats to long-term financial sustainability

Macroeconomic and geopolitical issues continue to impact on Jersey. The government mitigates the risks and reacts to current economic uncertainty including through its fiscal policy. The Executive Leadership Team considers key performance indicators and value for money whilst balancing competing spending pressures and the Government Plan (budget) includes associated income estimates.

Environmental Wellbeing

Island Outcomes

Built Environment

Jersey’s built and historic environment is valued and enjoyed

Natural Environment

Jersey’s unique natural environment is protected for future generations

Sustainable Resources

Jersey’s natural resources are managed and used responsibly

CSP Priorities for 2023-26

Environment

Protect and enhance our environment so that everyone can continue to enjoy its benefits, moving purposefully on a path to net zero emissions

Housing and the Cost of Living

Improve access to, and supply of, good-quality affordable housing, and helping people to achieve a decent standard of living

Key Ministers

Minister for the Environment
 Minister for Infrastructure
 Minister for Housing and Communities

Key Departments

Infrastructure and Environment
 Infrastructure and Environment
 Cabinet Office

Useful links to further information

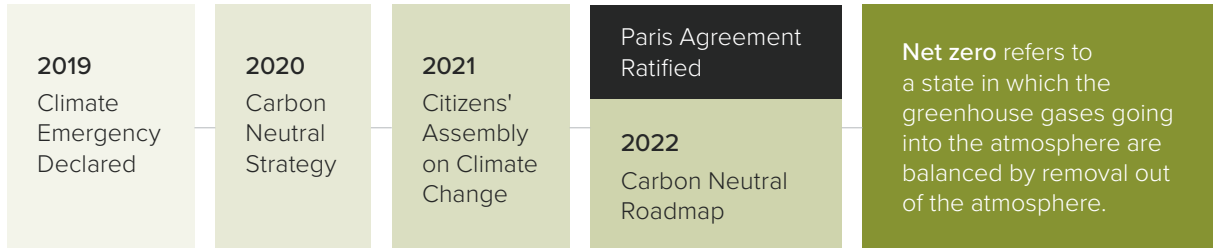
[Ministerial Plans 2023](#)
[Delivery Plans 2023](#)

[Government Departments Performance Measures Annex - Government Department Annual Reports](#)

Climate Emergency

On the 2 May 2019, 40 elected members in the States Assembly voted to declare, “that there exists a climate emergency likely to have profound effects in Jersey”¹.

Since then, the UK’s ratification of the Paris Agreement has been extended to the Island², and the Carbon Neutral Roadmap was approved in April 2022.



The Carbon Neutral Roadmap sets out a suite of policies that aim to help the Government achieve an Island target of net zero by 2050. These policies were compiled from ideas gathered from Islanders, along with detailed technical studies and the recommendations of the Citizens Assembly on Climate Change.

Only a tiny fraction of the planet’s total warming is felt by us in the air, most of it being absorbed by the world’s oceans³, which are heating rapidly⁴. This destabilisation of planetary balances due to greenhouse gases means the climate and environment are changing, creating a global emergency. Previously once-in-a-generation weather events, and their fallout, are now increasingly regular occurrences, forming an overarching context for human activity for the foreseeable future.

However, this warming occurs unevenly. In Jersey, the average (mean) temperature for the 2010s was 12.5°C. This is 1.5°C higher than for the 1900s, which had an average temperature of 11.0°C⁵. 2023 was the second warmest year since records began in 1894. There were also increased changes to rainfall patterns, extreme weather events and further sea level rise.

1 [Votes \(gov.je\)](#)

2 [Paris Agreement extended to Jersey \(gov.je\)](#)

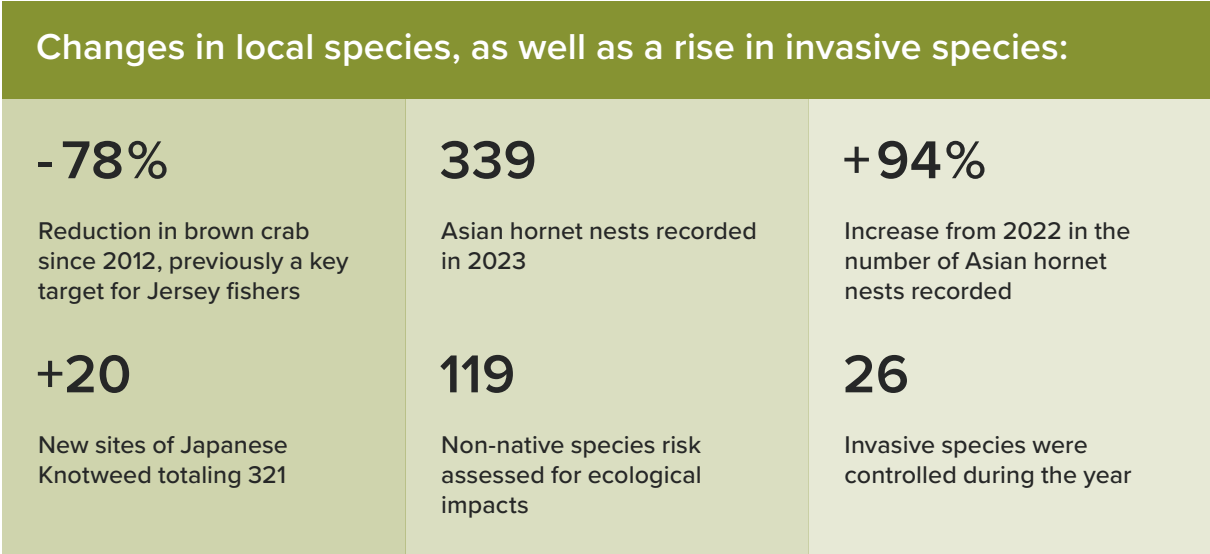
3 [Q13 – Excess heat in oceans | Gapminder](#)

4 [State of the Global Climate 2023 | World Meteorological Organization \(wmo.int\)](#)

5 <https://www.gov.je/Government/JerseyInFigures/Environment/pages/climate.aspx#anchor-1>

Environmental Wellbeing

Top 3 Hottest Years		1. 2022	2. 2023	3. 2014
8/10 of hottest years on record occur post-2000	19 days of 30°C or more during the 2020s, already the equal highest total for any decade. (equal to 1990s)	37.9°C Set a new record for hottest air temperature in July 2022	25.2°C Set a new record for warmest night in July 2022	
2023 Equal 2 nd warmest year since records began	9 Oct Latest date in the year to record >25°C	19 Ground frosts in 2023, compared to 30-year average of 45.8	2 Air frosts in 2023, compared to the 30-year average of 6.6	
Changes to rainfall patterns		Wetter Winters	Drier Summers	
6/10 of most recent years have been wetter than average	+17% Wetter in 2023 than the 30-year average period from 1991 to 2020	-45% drop in summer rainfall predicted by 2080	+24% increase in winter rainfall predicted by 2080	
5th Wettest year on record at the Maison St. Louis Observatory since records began in 1894	Wettest year on record at the Howard Davis Farm site since records began in 1932	25 Day long drought period from 15 May to 8 June 2023	38.7mm Wettest day during 2023 was 1 August	



Confronting the challenge of a climate emergency will require global coordination and effort. 195 parties have ratified the Paris Agreement⁶, committing their governments to tackling this situation. The United Nations Climate Change Conferences (COPs) are annual global conferences aimed at assessing progress on climate change and agreeing on legally binding protocol to reduce emissions.

In November 2023, a delegation from Jersey attended the COP28 in Dubai as part of the UK delegation. The invitation to attend acknowledged Jersey’s efforts to reduce its emissions, and allowed opportunity to share, collaborate and learn from other international jurisdictions.

Progress made during the COP28:

- The final agreement from COP28 is the first ever agreement to directly mention the transition away from fossil fuels.
- Countries committed to treble the world’s renewable energy capacity by 2030.
- Pledges are starting to be made to the Loss and Damage fund – which aims to provide funding for vulnerable countries that require financial assistance.

For further detail on the Government’s Island decarbonisation strategy, see: the Carbon Neutral Roadmap⁷. For further detail on the Government’s organisational decarbonisation strategy, see the Sustainability Report.

⁶ [UNCC](#)

⁷ [Carbon Neutral Roadmap \(gov.je\)](#)

Investing in the built environment

The **new Sewage Treatment Works** was a significant success in 2023, with completion being achieved, on time and within budget. This is one of the most significant pieces of Island infrastructure. Work has now commenced on liquid waste capacity projects feeding into the STW, which will in turn unlock rezoned housing sites.

Completion of the original building contract for the **new mental healthcare facility at Clinique Pinel in St Saviour** was achieved in September 2023. The new facility will replace the service currently provided at Orchard House and will provide 26 new ensuite bedrooms and an article 36 Place of Safety. Additional post-contract works are nearing completion and launch is scheduled for the first-half of 2024.

Public sport facilities continued to be decanted from Fort Regent into new premises including refurbished gym facilities at Springfield, which also benefited from enhancements to the Stadium spectator experience. The Infrastructure and Environment Department is working in partnership with the Jersey Development Company in assessing the future direction of this facility. The delivery of the Oakfield Sports Centre is also now moving forward again following a re-tendering exercise after the collapse of the original contractor. The new Skatepark at Les Quennevais opened in early 2023 and provides a much-needed and well-used facility for all Islanders.

The **new Government Office** project is on track to be completed in the Summer of 2024.

Jersey Development Company supports the Government and the Island by delivering critical infrastructure that will serve the local community for many decades to come. IFC 6, the third office building at the International Finance Centre has been completed and the office space is fully occupied by two leading local financial services businesses. The building includes a 46% expansion of Trenton Square which provides additional public areas for both office occupants and visitors to enjoy.

Ports of Jersey is awaiting a decision on detailed plans for the Harbour Master Plan project that were submitted for planning approval in January 2023. These plans will ensure the port's long-term viability, improve customer experience, create new commercial opportunities, and realise the area's potential as a leisure, cultural and tourism destination.

The scoping and designs for the Airport Master Plan have been completed and work is due to begin on the Departure Hall in 2024.

Expansion of the Marine Services business continued in 2023 with the purchase of the workboat Elisa. Revenue from the three vessels exceeded expectations for 2023, amounting to £4.5 million (Elisa joined the fleet in April 2023).

Ports of Jersey's investment in Jersey's marinas continued with the installation of new pontoons in St Helier Marina. The new L-shaped pontoons near the Lifeboat Café make use of a shallow area to provide berthing options for small leisure vessels. They will also provide space for accommodation pods now that planning permission has been granted.

Ports of Jersey work to establish an Airport Operations Centre began in 2023. This central hub will enable Ports of Jersey and its business partners to share up-to-date information in real time, providing a faster, easier, and friendlier travel experience for passengers. The Airport Operations Centre came into effect in March 2024.

Passenger volumes have continued to recover and Ports of Jersey anticipates reaching pre-pandemic levels by 2025. Full year aviation passengers were 1.46 million in 2023, which is 11% more than 2022 but 22% below 2019 levels.

Service Performance Measures

Full details of Service Performance Measures are available on gov.je at [Annual Service Performance Measures](#) and [Annex – Government Department Annual Reports](#) provides more information on delivery against objectives and service performance targets.

Successes include

74% of the Government vehicle fleet is now using low-carbon fuel solutions, with further electric vehicles on order

Challenges include

The Planning Services Improvement Plan that followed the Mackinnon Report identifies the need for enhancement in the planning application process

Principal Risks and Issues

For further information on areas of focus and mitigations in respect of risks and issues see Part 2 Accountability Report

Potential lack of capacity for waste disposal and management

There is a need to ensure sufficient storage availability and waste management service levels for a range of waste materials. The risk of insufficient capacity is due to reduce following States Assembly meeting and Planning agreement in 2023. Infrastructure and Environment continue to seek funding to meet operational needs and develop infrastructure improvement plans to mitigate risks, including engaging with industry and planning to reduce incoming waste volumes; logging events for Inclusion in the Island Plan; and reviewing sites for waste capacity.

Corporate Performance

CSP 2023-26




How we will deliver

We will achieve our priorities through: Building Trust; Accountability; Being Prudent; Focusing on Delivery; Being Evidence-Based; Our Workforce; A Commitment to Partnership

Making better decisions having regard to: Affordability; Quality Life; Sustainability

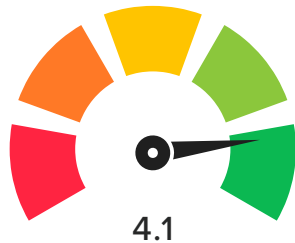
Key Ministers	Key Departments
Chief Minister	Cabinet Office Customer and Local Services
Minister for Treasury and Resources	Treasury and Exchequer

Key Theme: Customer Feedback

 <p style="font-size: 2em; font-weight: bold; margin: 0;">5,719</p> <p style="margin: 0;">rate our service surveys submitted by customers in 2023</p> <p style="margin: 0;">Was 8,012 in 2022</p>	 <p style="font-size: 1.2em; font-weight: bold; margin: 0;">Communication and training undertaken</p>	 <p style="font-size: 2em; font-weight: bold; margin: 0;">3,714</p> <p style="margin: 0;">pieces of feedback received in 2023.</p>
<p>One of the reasons for the year-on-year decrease in volumes relates to the COVID Helpline being closed down in early 2023.</p>	<p>Internal communication and education was undertaken in 2023 to raise awareness of the importance of recording feedback.</p> <p>This has impacted positively on the volume of feedback logged.</p>	<p>1,639 complaints, 257 comments, 1,490 compliments, 328 suggestions.</p> <p>There has been a significant increase in compliments recorded in 2023.</p>

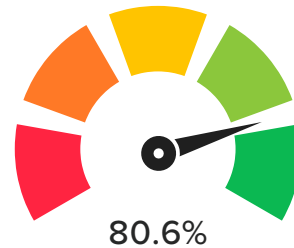
Key Theme: Customer Feedback (continued)

Customer effort score



The Customer Effort Score once again beat the target of 4 out of 5 customers who complete the surveys scoring the interaction they had as ‘easy’ or ‘fairly easy’

Customer Satisfaction



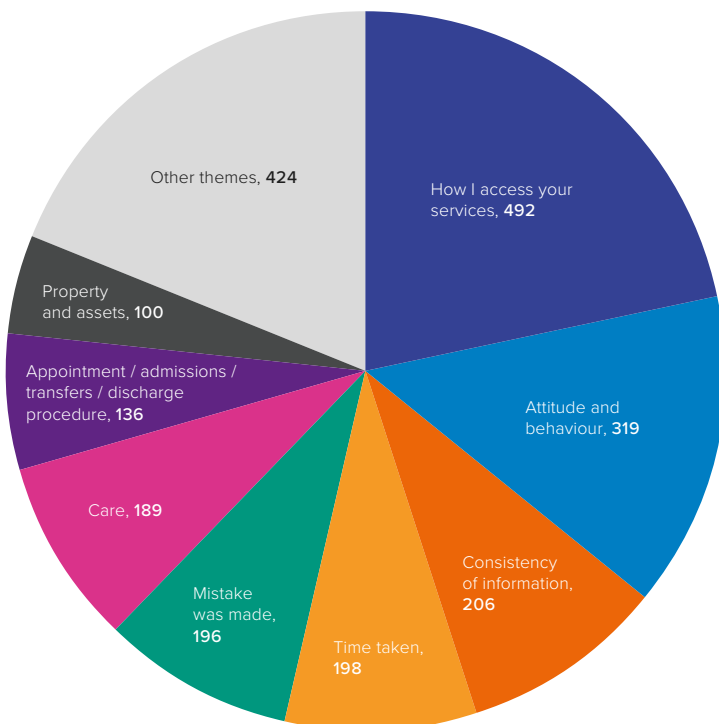
Customer Satisfaction bettered the 2022 score of 79.9% and beat the target of 80% of customers saying that they were ‘very satisfied’ or ‘satisfied’ with the service they had received.

Both Customer Effort and Customer Satisfaction achieved quarterly targets from Q2 onwards.

Government excluding HCS and schools, records for which are not held centrally

Complaints

When a complaint is received it is handled according to [Customer feedback policy \(gov.je\)](#).



Eight themes account for 80%

When things go wrong teams endeavour to identify shortcomings and put things right quickly and to the satisfaction of the person complaining.

Feedback is also used to help improve services and the Government has started to publish online what has been done with feedback received. [What we do with your feedback \(you said, we did\) \(gov.je\)](#)

Of all the complaints received in 2023 less than 1% (12 complaints) were referred to the States Complaint Board. This demonstrates that the Government’s customer feedback policy is handling complaints effectively.

Further information on [customer feedback](#) is available online on gov.je.

Government excluding schools, records for which are not held centrally.

Key Theme: Projects and Programmes

This section provides a view of progress on the most significant projects and programmes for Government. These projects have been categorised as either 'Major' or 'Strategic' as per the definitions below.

A Major project is defined in the Public Finances (Jersey) Law 2019 as:

- a capital project (defined as a project which results in the creation of an asset which will be held on the States of Jersey's balance sheet) the duration of which, from start to finish, is planned to be of more than one year and the total cost of which is planned to be of more than £5 million; or
- a project that has been designated as a major project under an approved government plan

A Strategic project is defined as a project which satisfies two or more of the following criteria:

- is of significant strategic value, in that it will deliver transformative outcomes for, or mitigate significant risks to the States of Jersey and/or the Island's economy or community
- has a total estimated cost of more than £2 million, is highly complex to deliver due to operational, technical, stakeholder or other delivery complexities, carries risks of a community or corporate risk level (as defined by Enterprise Risk Management).

Red	Successful delivery of the project appears to be unachievable. There are major issues with project definition, schedule, budget, quality and/or benefits delivery, which at this stage do not appear to be manageable or resolvable. The project may need re-scoping and/or its overall viability reassessed.
Red/Amber	Successful delivery of the project is in doubt, with major risks or issues apparent in a number of key areas. Urgent action is needed to address these problems and/or assess whether resolution is feasible.
Amber	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun.
Amber/ Green	Successful delivery appears probable; however, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
Green	Successful delivery of the project on time, budget and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.
Completed	Initiative has been delivered or in the case of business as usual funding, the funding has been assigned.
Reset	The project has been put 'on hold' during the year due to a significant change to the project's baseline which requires a business case refresh or change.

Key Theme: Projects and Programmes (continued)

Major and Strategic projects and programmes:

Summary of status at the end of 2023

	Red	Red/Amber	Amber	Amber/Green	Green	Completed	Reset	Totals
Major								
Cabinet Office	-	-	1	-	2	-	-	3
Children, Young People, Education and Skills	-	-	-	-	-	-	1	1
Customer and Local Services	-	-	1	-	1	-	-	2
Department for the Economy	-	-	-	-	1	-	-	1
Health and Community Services	-	-	-	-	3	-	1	4
Infrastructure and Environment	-	1	-	-	2	1	-	4
Justice and Home Affairs	-	-	1	-	-	1	-	2
Treasury and Exchequer	-	-	2	-	-	-	-	2
Strategic								
Cabinet Office	-	-	1	1	4	-	-	6
Children, Young People, Education and Skills	-	-	-	-	-	2	4	6
Customer and Local Services	-	-	1	-	-	-	-	1
Department for the Economy	-	-	1	-	1	-	-	2
Health and Community Services	-	-	1	-	3	-	-	4
Infrastructure and Environment	-	-	1	-	4	1	-	6
Justice and Home Affairs	-	-	1	-	1	-	-	2
Treasury and Exchequer	-	-	2	-	4	-	-	6
Grand Totals	0	1	13	1	26	5	6	52

The project with a Red/Amber status is Infrastructure and Environment's "Inspiring Active Places". Detail on this and other major and strategic projects can be found at [Status of Strategic and Major projects at 2023 year end](#).

Key Project: Connect – enabling new ways of working

This significant change for all parts of the government began in 2019 and over the last four years has developed the systems and ways of working we now refer to as Connect. The work started when a historical lack of investment in capability, and a shortfall in capacity to handle the current demand for digital and technology services were identified as a substantial 'technology debt'.

2023 saw the implementation of the SAP suite of products and new business processes into our finance, HR, assets, health and safety, procurement and inventory functions. This will ultimately all work to give us better control of our data and standard, documented, processes and operating procedures. It has involved significant, and at times challenging, change for the organisation as we adapt to new technology and standard ways of working. Challenges during implementation have also required us to make changes so that the system better serves the organisation, our people and suppliers. Further improvements are required and are in train. We will now receive regular updates to our systems and new features as they become available from the software vendors.

Connect Finance, based on SAP S4/Hana software, was implemented at the start of 2023 with full switch over of the finance systems at year end. At the start of the year we faced significant challenges working to pay invoices that were raised in the previous systems alongside the new invoices, and we worked closely with a number of suppliers to help them through the transition and making improvements to the system. During 2023, 81% of invoices were paid within 30 days.

We changed the way we manage inventory in our stores to give us better control and introduced a new learning platform for our staff to continue their professional development. A few months later we added Connect Assets and Connect Health and Safety and in the last quarter we moved all our HR master records to Connect People.

Connect Assets provides a single solution for all departments who maintain government assets and provides the government with 'one version of the truth'. Connect Assets will begin to develop a deeper understanding of the costs to maintain our assets and allow us to monitor trends such as failures vs costs, which will help asset managers to start long term capital planning for the future. The aim is to have a more accurate view of the costs to maintain our assets, so we can make more data led decisions. We have already raised 4,000 reactive maintenance orders and 3,000 planned maintenance work orders, managing over £3.5m of maintenance activities of public assets.

Connect People comprises five separate functional areas that use SAP Success Factors technology and include Connected Performance – the performance management system, and Connected Learning, the learning management system which both went live across the organisation with Connect Finance in January 2023. There were inevitably some initial technical system and access issues. Largely these have been overcome and the utilisation and embedding of Connected Performance and Connected Learning grew steadily throughout the year, as evidenced by the use of the system for recording performance management activities and undertaking digital learning.

Employee Central – the new single source of employee data, and Ask HR, a new ticketing system for the asking and answering of HR /People related questions were added to Connect People in November 2023. Traction is being made in making best use of these areas of functionality with extensive bite size training, videos, webinars and help guides provided. Talent Acquisition, the new recruitment and onboarding functionality, started a phased roll-out in January 2024.

The Modernisation and Digital team is building its support capability for the new platform in parallel with the work across the organisation to continually improve the system and ways of working.

Listening to staff: 'Be Heard' survey

The Be Heard employee engagement survey was undertaken as planned in 2023 and the overall results as well as departmental results were shared with and cascaded to all staff. The results showed that we achieved our 'stretch benchmark' from the last survey and improvements of over 10% points were achieved in four of the engagement factors: importantly all overall scores were above a score of four which means they are in the positive zone.

This is testimony to the positive effects of the Our People Strategy and the prioritised effort and investment put into manager development through the World Class Manager programme and improving the approach and offer to Wellbeing. Progress made in all except for 'My Company' that had a slight drop to 2020, and this may be in part attributable to the 2023 surveys being more departmentally targeted. The Law Officers' Department became the first public service entity to achieve the one-star accreditation in 2023. Two other departments (Customer and Local Services and Cabinet Office:SPPP) achieved a one-star rating, which if maintained will lead to formal accreditation at the next survey.

Continued commitment to delivering continuous improvement across all eight factors is required if we are to demonstrate sustained change. Performance management and embedding a performance culture is a core tenet that will help to anchor improvements. Areas identified for future focus are developing our leadership cadre and capability; further work on developing and providing a 'Fair Deal' for all public servants; and to continue developing and honing our Wellbeing offer.

Sustainability

Please see Sustainability Report for further details

The government met its 2023 target of 15% reductions in core emissions, with an overall 16% reduction against the 2019-21 baseline of 12.5ktCO₂e, despite increases in some categories. The fleet now includes 80 zero emissions vehicles (EVs), up from 74 in 2022, and 391 biofuel assets (biodiesel and red biodiesel), up from 251 at the end of 2022.

76% of procurement strategies in 2023 included social value considerations, an increase of 38% from 2022. Furthermore, there has been an increase of 55% in commitments to deliver additional benefits to the Island made by our suppliers from 2022 to 2023.

Jersey met its 2023 target for official development assistance by giving 0.28% of its Gross Added Value to Jersey Overseas Aid.

Andium Homes

0% Domestic Fossil Fuels Used (from 1.7M litres of oil burnt in 2006)

Ports of Jersey

Achieved Airport Carbon Accreditation Level 3
Received international 'Clean Marinas' accreditation

Jersey Development Company

Carbon intensity assessment for embodied carbon and carbon in use completed and verified on IFC 6, to be used as the baseline for carbon reduction on all future JDC developments.

Service Performance Measures

Full details of Service Performance Measures are available on gov.je at [Annual Service Performance Measures](#) and [Annex – Government Department Annual Reports](#) provides more information on delivery against objectives and service performance targets.

Successes include

100% of Freedom Of Information requests were answered within the statutory timeframe of 20 working days, or with a prescribed extension period.

Employee Turnover within the Ministerial and Non-Ministerial Departments has remained between 8% and 8.5% through the year. This is consistently better than the target of 9.5%.

Challenges include

59% of the current Island Outcome Indicators were updated on the Clear Impact system within a quarter of the availability of data. A major project is underway to update the presentation of the indicators, and to re-appraise which indicators should be included, with a proposal to reduce the current 193 measures to a more focused set.

Principal Risks and Issues

For further information on areas of focus and mitigations in respect of risks and issues see Part 2 Accountability Report

Non-Ministerial Departments

A number of non-executive and legal departments form part of the public service though sit outside of the Government Department structure. They comprise a range of individual bodies described collectively as Non-Ministerial Departments. They vary in size, have diverse, distinct and important roles and operate under different legislation. The common feature is that accountability does not lie with Ministers. Accountable Officers for Non-Ministerial Departments are accountable directly to the States Assembly (through the Public Accounts Committee). Below are highlights from 2023.

States Greffe

A number of specific objectives were identified for 2023 in the [States Greffe Annual Business Plan](#). Furthermore, the States Greffe continued to perform a large number of 'business as usual' functions to support the work of the States Assembly (including its Committees and Panels and individual States Members); to engage the public in the work of the Assembly; and to provide a specialist Secretariat service to States and Government bodies.

The States Assembly met on 32 separate occasions in 2023; whilst 104 Public Hearings were held by the Public Accounts Committee, Scrutiny Panels and Review Panels. The department administered the lodging of 105 propositions and 46 amendments; and the presentation of 182 Reports, 39 Comments, 4 Scrutiny Reports and 1 PAC Report. 251 Oral Questions and 489 Written Questions were submitted by elected States Members and also administered by the department.

In addition:

- The department continued to support the Privileges and Procedures Committee (PPC) in implementing recommendations for reform to electoral administration. A growth bid was successfully included in the 2024 Government Plan for the establishment of an automatic voter registration project; but work on legislative amendments to make other changes were carried into 2024.
- PPC considered a programme of training and development for elected States Members; and a specific course entitled 'Negotiating for Better Success in Politics' was launched during the year. Access to coaching and counselling services for elected States Members was also introduced.
- Significant progress was made in the development of the new States Assembly website, although the complexity of the site and resourcing issues in the agency developing the site meant that work was ongoing into 2024, with the site expected to launch during Quarter 2.
- Challenges in recruitment impacted on the development of an Outreach Strategy and continued work on the development of a CPD programme for Island teachers. Nevertheless, Digital engagement via the States Assembly's social media channels grew significantly as a result of new content formats, tailored to each platform; and in Quarter 3, a podcast channel was launched – with four episodes released over a three-month period, covering a range of topics and receiving 477 downloads by the end of the year.

Non-Ministerial Departments

- Facilities for elected States Members were enhanced in 2023, with 23 Hill Street opened as an office specifically for elected Members and the existing facilities in the States Building were improved. The department supported the work of the PPC Constituency Office Sub-Committee and growth funding was agreed in the 2024 Government Plan for the establishment of a dedicated function within the department to help Members with their constituency work.
- The fourth annual Democracy Week offered a range of on and offline activities, catering for various age-groups and levels of knowledge and engagement; reaching over 6,000 Islanders and receiving positive feedback.
- The department had undertaken to publish a procedural guide. Work was undertaken on consolidating the department's procedural knowledge of Standing Orders into a single document, but other work demands meant the document was not published on the States Assembly website during the year.
- The department organised the first ever meeting in Jersey of the British-Irish Parliamentary Assembly.

Further information on the work of the department is published in the States Assembly's Annual Report for 2023.

Judicial Greffe

2023 saw new senior appointments at the Judicial Greffe. Following the retirement of Advocate Peter Harris, Advocate Adam Clarke was appointed as Assistant Magistrate and, in September 2023, Advocate Rebecca Morley-Kirk took up the post of Judicial Greffier becoming Jersey's first female Judicial Greffier.

The department's performance was recognised in the Our Stars Awards – the Magistrate's Court Team won the award for Customer Service Excellence and the Family Court team were voted Innovation champions for the introduction of a new alternative dispute resolution scheme, the ['Family Foundation'](#).

Work has continued on the Courts Digital Programme including commissioning the development of a new 'Court Service' website.

The **Probate and Protection** team saw a continued increase in the number of Lasting Powers of Attorney registered - up 20% in 2023 from 2022. The number of Probate grants issued in December 2023 was 1,625 compared with 1,550 issued in 2022.

Amendments to the Probate (Jersey) Law 1998 came into force on 27 October 2023. These changes provide new arrangements for the management of movable assets situated in Jersey, where the value of moveable estate does not exceed £30,000, subject to certain conditions. The Judicial Greffe worked closely with policy leads and the Law Officers' Department in bringing about these amendments which are anticipated to be a real help to local estates.

In the **Public Registry** there was a sharp decline in the amount of stamp duty received (a percentage change of -37% between 2022 and 2023). The value of property transactions registered also fell sharply from £1,309,282,000 in 2022 to £687,333,000 in 2023.

The **Magistrate's Court** sat on 323 occasions to consider criminal matters including trials, legal argument, directions hearings, sentencings and parking matters.

Non-Ministerial Departments

- 1,374 defendants appeared and the average time from first appearance to disposal was 32 days.
- There was a significant increase in the number of cases sent to the Royal Court (123 in 2023 compared to 74 in 2022)
- The Youth Court sat on 51 occasions and the Petty Debts Court sat on 50 occasions.

In the **Family Court 2023** there were 77 applications to the Family Foundation. 32 of these proceeded to joint session and 91% of those reached and signed agreement at the joint session.

Viscount's Department

Department highlights included:

- Advocate Mark Harris was appointed Viscount in November 2023
- A major upgrade of a key piece of software
- Coroner and Court Services Team were Highly Commended in the Our Stars Awards for the Working in Partnership Award

Team highlights included:

- The coroner dealt with an increase in the total number of deaths. Approximately 50% of all deaths in Jersey in 2023 involved the Viscount as coroner
- Court Services completed 21 Assize trials, lasting 113 days with 1,575 jury summonses issued
- Insolvency and Delegates saw double the number of delegate appointments in 2023 from 2022
- The Enforcement team had more than £5billion worth of seized assets under management

Law Officers' Department

Following an external review of the department and the Be Heard staff engagement survey, the Law Officers' Department achieved both Lexcel and Best Companies independent accreditation in 2023.

The Lexcel assessor identified 20 areas of good practice and five suggestions for best practice. Seven minor non-compliances were addressed during the assessment in October 2023. The assessor noted 'excellent communication within the department' and 'the exceptional level of team support' as particular highlights and stated that evidence from interviews with staff demonstrated that 'there is a genuine concern for the welfare of staff' within the Department.

These findings were echoed in the results of the Be Heard Staff Engagement Survey that took place in July, leading to accreditation for the Law Officers' Department as 'Officially a Very Good company to Work For'. The Department achieved a ranking in the top 10 Best Not-for-Profit organisations to work for in 2023, as highlighted on the Best Companies website: [Best Companies | Law Officers' Department Jersey Company Profile](#)

Non-Ministerial Departments

The Department opened 1,715 new advice and prosecution files in 2023, an average of approximately seven work files a day. While the number of new matters opened does not provide a full picture of the activity of the Department, as new matters can take from a few hours to many hundreds or even thousands of hours to complete, the number is a useful indicator of the volume of work undertaken in terms of the number of requests for legal advice and prosecution files opened.

In the **Civil Division**, work in the Advice Team included working alongside Government colleagues in External Relations and Fisheries on the new fishing licence regime, winning the Working Together award at the 2023 Our Stars Public Sector Awards. Work in the Commercial and Contentious Team included preparation for MONEYVAL's Jersey assessment of 2023 which took up even more time in the Criminal Division. The Property Team's work included advice on extension projects to three Island schools: Les Landes, Mont à L'Abbé and St John's Primary School. Work in the Safeguarding Team was recognised in landmark judgments during the year including 'a best interest' case regarding a vulnerable young adult who lacked the capacity to receive the Covid and flu vaccinations.

In the **Criminal Division**, the Crown secured the first conviction under the Terrorism (Jersey) Law 2002 and achieved an unprecedented eight rape convictions. Working together with Revenue Jersey and colleagues in the Civil Division, the Department also secured a prosecution for failing to provide returns of information under the Income Tax (Jersey) Law 1961. The Economic Crime and Confiscation Unit had a number of notable successes, with the Court of Appeal granting the Attorney General's application for indemnity costs in the long-standing case of a corrupt former Nigerian army general and in March 2023 the Royal Court ordered the forfeiture of nearly £800,000 of tainted funds relating to Mozambique from a corrupt former civil servant. The Attorney General also secured \$12 million to be returned to Cambodia in what was described as 'the largest ever forfeiture of proceeds from the sale of stolen antiquities.' Proceedings were brought under the Civil Asset Recovery (International Co-Operation) (Jersey) Law 2007, demonstrating that this is a powerful additional weapon for Jersey in the fight against international financial crime and money-laundering. It reinforces the precedent set in the previous proceedings involving Doraville Properties Inc in 2020 whereby over US\$300 million was recovered and returned to the people of Nigeria.

Office of the Lieutenant-Governor

The Office of the Lieutenant-Governor led or supported a number of Civic activities; hosted several thousand individuals within Government House and the Grounds; and conducted several hundred engagements with Charities and Organisations.

Financial Review

This Financial Review section provides a summary financial analysis of the consolidated group, with additional information about the performance of the “Consolidated fund” – through which most income and expenditure approved by the States Assembly flows.

Subsidiary Companies also produce their own annual reports which include more detail on their financial performance.

The Financial Review reflect adjusted comparatives as detailed in Note 4.5.

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The States of Jersey Accounting Boundary

The 2023 Annual Report and Accounts presents the financial outturn for the States of Jersey Group, as well as the outturn for the income and expenditure approved by the States Assembly. This section of the report provides background information about the services and activities those figures represent, setting out what is and what is not included in the Group and States of Jersey's accounts.

Government Departments	Non-Ministerial Bodies	Consolidated Fund	Core entities	Group
Chief Operating Office	Bailiff's Chambers			
Children, Young People, Education and Skills	Judicial Greffe			
Customer and Local Services	Law Officers' Department			
Department for the Economy	Office of the Comptroller and Auditor General			
Health and Community Services	Office of the Lieutenant Governor			
Infrastructure, Housing and Environment	Official Analyst			
Justice and Home Affairs	Probation Department			
Office of the Chief Executive	Viscount's Department			
Strategic Policy, Planning and Performance				
Treasury and Exchequer				
The States Assembly and its Services	Other			
Assemblée Parlementaire de la Francophonie - Jersey Branch	Jersey Overseas Aid			
Commonwealth Parliamentary Association - Jersey Branch				
States Funds				
Dwelling Houses Loan Fund	Insurance Fund			
Assisted House Purchase Scheme	Jersey Reclaim Fund			
99 Year Leaseholders Fund	Climate Emergency Fund			
Agricultural Loans Fund	Fiscal Stimulus Fund			
Tourism Development Fund	Ecology Fund			
Channel Islands Lottery (Jersey) Fund	Social Security Funds			
Jersey Innovation Fund	Health Insurance Fund			
Housing Development Fund	Social Security Fund			
Criminal Offences Confiscation Fund	Social Security (Reserve) Fund			
Civil Asset Recovery Fund	Long-Term Care Fund			
Technology Accelerator Fund	Jersey Dental Scheme			
Strategic Reserve	Trading Operations			
Stabilisation Fund	Jersey Car Parking			
Currency Fund (comprising Jersey Currency Notes and Jersey Coinage)	Jersey Fleet Management			
Consolidated Subsidiary Companies				
States of Jersey Development Company (and its subsidiaries)				
Andium Homes Limited (and its subsidiaries)				
Ports of Jersey Limited (and its subsidiaries)				
Strategic Investments (not consolidated however elected to be held at Fair Value through other Comprehensive Income)				
Jersey Electricity PLC				
JT Group Limited				
Jersey Waterworks Company Limited				
Jersey Post International Limited				

Consolidated Fund

General Revenues and Department Expenditure the Consolidated Fund is governed by the Public Finances (Jersey) Law 2019 and is the fund through which the majority of the States' income and expenditure is managed, including Net General Revenue Income and departmental income and expenditure.

The Government collects taxes and other levies to fund the provision of a wide range of public services which it administers. These include health care, education, social security, the administration of justice, the provision and maintenance of infrastructure, the protection of the environment and support for the economy, agriculture, fisheries, arts, culture and sport. These functions are primarily carried out by Government and Non-Ministerial departments.

Core entities

In addition to the Consolidated Fund, the States can designate any distinct area of operation as a States Trading Operation. Estimates for Trading Operations are approved in the Government Plan.

In addition to the Consolidated Fund, the Public Finances (Jersey) Law 2019 names two States Funds – the Strategic Reserve Fund and the Stabilisation Fund. The Public Finances (Jersey) Law 2019 also allows the States to establish other States funds for specific purposes. These are usually established by legislation or a States Assembly decision. A full list of the funds and the net asset values held in them is provided later in this section. Social Security funds are also included as Core entities.

Subsidiary entities

Three subsidiary companies are consolidated based on the level of control exerted by the Government of Jersey.

Andium Homes Limited The wholly owned social housing provider. It is Jersey's largest provider of affordable housing, managing more than 4,700 properties and providing homes for more than 10,000 Islanders.

Ports of Jersey Limited The wholly owned operator of the Island's Airport and Harbours, providing the strategic gateway infrastructure and associated services.

The States of Jersey Development Company Limited The wholly owned company responsible for the development and regeneration of States owned property no longer required for the delivery of public services.

The Government also owns controlling investments in the following utility companies:

- Jersey Electricity PLC
- The Jersey New Waterworks Company Limited
- JT Group Limited
- Jersey Post International Limited

In accordance with the interpretation of direct control applied in the Jersey Financial Reporting Manual ('JFRM') based on the States, Council of Ministers or a Minister exercising

in year control over operating practices, these entities are not consolidated in these accounts and are held as strategic investments. More information about the valuation of these companies is given in Note 4.11.

This judgement has been formalised in the Jersey Financial Reporting Manual ('JFRm'). It is planned to review the Accounting Boundary in coming years and expand the boundary in line with definitions under International Financial Reporting Standards ('IFRS').

Public Sector Bodies outside of the Accounting Boundary

Some functions of government are carried out by public sector bodies that are outside of the Accounting Boundary (and so are not included in these accounts).

Parishes The Parishes perform various government functions, including refuse collection, provision of some parks and gardens and the issuing of some licenses. Details of the functions of individual parishes can be found on the Parishes' websites.

Trust and bequest funds The States administers a number of trust and bequest funds. These funds commonly set defined purposes for the use of their assets, and so are not controlled by the States directly.

Independent bodies Independent bodies, including the Jersey Competition Regulatory Authority and the Jersey Financial Services Commission, for example, mainly provide supervisory and regulatory functions, and are established by legislation to be independent of the States of Jersey.

Minor Entities There are a number of smaller entities which fall within the accounting boundary of the States of Jersey Group but which are not consolidated as they are immaterial to the financial statements as a whole. These are referred to as "Minor Entities":

- Government of Jersey London Office
- Digital Jersey Limited
- Jersey Legal Information Board
- Jersey Business limited
- Bureau des Îles Anglo-Normandes
- Jersey Finance Limited
- Channel Islands Brussels Office
- Visit Jersey Limited

Budgeting Framework

The Public Finances (Jersey) Law 2019 set out the basis for which Government finances are planned and the process by which authority is given to spend through the lodging, amendment, debate, and final approval of the Government Plan. The Government plan is the method by which general revenue income, departmental income and expenditure is approved by the States Assembly.

Spending from the Consolidated Fund is managed using expenditure limits which are set at a 'head of expenditure' level. Under the Public Finances (Jersey) Law 2019 a head of expenditure is defined as the particular purpose or subject, as set out in the government plan, in respect of which an amount appropriated under the plan may be spent in a financial year.

The Government Plan 2023-2026 included Heads of Expenditure for:

- Revenue (Departmental Expenditure) – primarily relating to the ongoing delivery of services for Islanders (approved net of departmental income)
- COVID-19 – a specific Head of Expenditure to collate costs relating to the response to the pandemic
- Reserve – for centrally held items (such as provisions for pay awards) expected to be allocated in the year, and amounts held against unforeseen events or one-off funding issues
- Capital and Other Projects – including expenditure on the development and replacement of the Island's assets, including Estates, Infrastructure, Equipment and IT.

The Government Plan also sets out estimates of States Income (General Revenue Income) for the year.

Once budgets are approved via the Government Plan, the Public Finances (Jersey) Law 2019, sets out the ways in which budgets can change. In summary these can be categorised below;

- The States may amend an approved Government Plan, only on a proposition lodged by the Council of Ministers.
- Allocation of budget from reserves.
- Re-allocation of budget between heads of expenditure.
- Transfer of budget to following years.

Financial Performance against these Heads of Expenditure, and changes to budgets in the year are reported on within the political accountability section of the Annual Report, under the statement of outturn against approvals.

Whilst the majority of public spending is through the Consolidated Fund and approved through the States, some spending is from other States funds and wholly owned companies and is not approved by the States.

Spending from funds is governed through the specific terms of each fund with expenditure largely attributed to social benefits payments from the Social Security funds. Estimates for funds are included in the Government Plan.

Wholly owned companies produce strategic business plans which are approved by the Minister for Treasury and Resources as shareholder, and include financial plans.

Consolidated Fund Financial Performance

The Consolidated Fund is the fund through which the majority of the States' income and expenditure is managed, including Net General Revenue Income and departmental income and expenditure.

As Income and Expenditure from the fund are subject to approval by the States, performance is presented in line with those approvals, with further detail given in the Political Accountability Report.

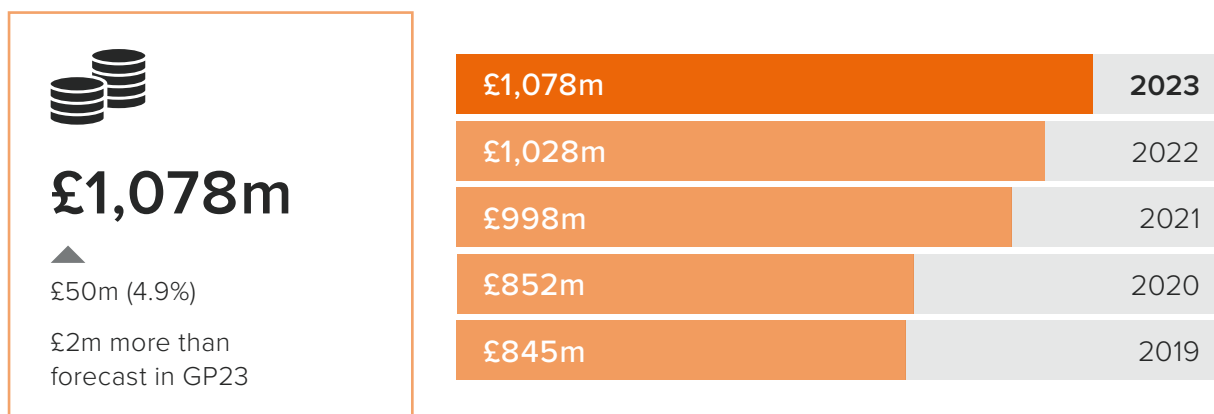
Operating Balance

2022 Actual		2023 Government Plan	2023 Final Approved Budget ⁴	2023 Actual	Difference from Approval
£'000		£'000	£'000	£'000	£'000
1,028,317 (873,361)	States Net General Revenue Income Departmental Net Revenue Expenditure	1,075,657 (989,244)	1,075,657 (1,049,829)	1,077,927 (1,019,582)	2,270 30,247
154,956 (54,835)	Net Operating Surplus Depreciation	86,413 (55,736)	25,828 (55,736)	58,345 (56,717)	32,517 (981)
100,121	Operating Surplus/(Deficit)	30,677	(29,908)	1,628	31,536

The Consolidated Fund generated a smaller surplus in 2023 than 2022, with expenditure increasing by £146 million and income by £50 million. Much of this was anticipated in the Government Plan 2023-2026 which forecast a £30 million operating surplus forecast. In addition, approvals unspent in 2022 were carried forward and used to meet pressures within the Health and Community services, the response to Major Projects and other emerging costs.

As set out in the Government Plan 2024-2027, deficits are expected in the next few years due in part to the high inflation environment and need to support Islanders through the cost of living crisis.

General Revenue Income (Taxes and other Income Received)



⁴ Reconciliation of Approvals provides a summary of the approved changes to the budgets approved by the States Assembly in the Government Plan to the Final Approved Budget

Breakdown of Net General Revenue Income

	Movement from 2022	% of Total
£764m Net Income Tax	▲ £44m (6%)	71
£116m Goods and Services Tax (GST)	▼ (£2m) (-2%)	11
£71m Impôts Duties	▲ £4m (7%)	7
£40m Stamp Duty	▼ (£14m) (-37%)	4
£16m Island Rate	▲ £1m (11%)	1
£17m Other Income (Dividends)	▲ £5m (27%)	2
£25m Other Income (Non Dividends)	▲ £11m (43%)	2
£29m Other Income (Return from Housing Associations)	▲ £1m (2%)	3

Income Tax continues to be the largest element of General Revenue Income, and is made up of £623.5 million of personal tax and £142.2 million of Companies Income tax. Income Tax increased by 6% in the year, which is better than the estimate in the Government Plan 2023-2026 of £751.0 million.

The outturn is however £15 million lower than the latest forecast by the Income Forecasting Group which was included in the Government Plan 2024. This was partly due to Companies Income Tax being lower as growth in Financial Services profits was lower than estimated by the Fiscal Policy Panel. There were also adjustments to previous years' personal Tax assessments resulting in a net reduction of £5 million.

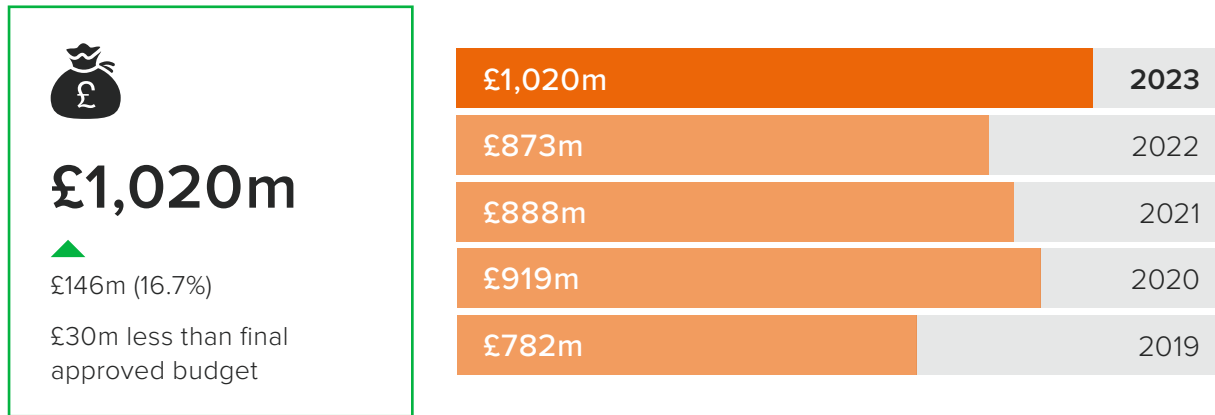
The Government Plan 2023-2026 did not take into account the slowdown in the housing market subsequently forecast by the FPP, and at £40 million the outturn was £22 million less than the original estimate. The latest forecast did anticipate some of this reduction, but results were even more muted. This was driven by both significantly lower transaction volumes, and also stagnant prices. There continues to be challenges in the market, and future forecasts will consider the risks (and potential upside) around the timing of a recovery in housing transactions.

Impôts increased by 7% in the year. The Government Plan 2023 did not reflect the lower levels of Impôts seen in 2022 in the forward forecast, and so results were £5.7 million lower than estimated in the Plan. An even greater decrease had been anticipated in the latest forecast, but stronger revenues on Tobacco duty in particular have mitigated this.

Dividend income increased by £10 million in the year – this was due to one-off dividend income from JT, anticipated in the Government Plan 2023-2026.

GST was relatively flat compared both to 2022, which was better than anticipated in the Government Plan 2023 and broadly in line with the latest forecast.

Net Departmental Expenditure (Spending on delivering services for Islanders)



Breakdown of Net Revenue Expenditure by Department⁵

Department	Expenditure (£m)	Movement from 2022	% of Total
Health and Community Services	£303m	▲ £56m (23%)	30
Children, Young People, Education and Skills	£201m	▲ £25m (14%)	20
Customer and Local Services	£97m	▲ £5m (5%)	9
Treasury and Exchequer	£71m	▼ (£4m) (-5%)	7
Cabinet Office	£71m	▲ £15m (27%)	7
Infrastructure	£54m	▲ £18m (50%)	5
Justice and Home Affairs	£43m	▲ £11m (34%)	4
Economic Development, Tourism, Sport and Culture	£35m	▲ £5m (17%)	3
States of Jersey Police Service	£32m	▲ £6m (23%)	3
Jersey Overseas Aid	£18m	▲ £3m (20%)	2
Environment	£11m	▼ (£1m) (-8%)	1
Financial Services	£8m	▲ £2m (33%)	1
Ministry of External Relations	£3m	— £0m (0%)	0
Non Ministerial States Funded Bodies and the States Assembly	£38m	▲ £5m (15%)	4
Covid-19 Response	£18m	▼ (£25m) (-58%)	2
Past Service Pension Liability Refinancing	£14m	▲ £23m (256%)	1
Healthcare Facilities - Financing Costs	£3m	▲ £3m	0

⁵ No adjustments have been made for services which have been transferred between departments.

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Department Net Revenue Expenditure saw an increase of £146 million (16.7%) in the year, rising to over £1 billion. Much of this was anticipated in the Government Plan 2023, which included provisions for £59 million of inflation and £53 million of revenue expenditure growth. In addition, there have been additional costs relating to pressures in the Health Service (£32 million) and the response to Major Incidents (£12.6 million), mostly relating to SoJ Police and the Justice and Home Affairs departments.

Spending on the response to COVID has decreased as we move out of the pandemic. Financing costs for the past service were previously met from departmental heads of expenditure, and in 2022 there was one-off income relating to refinancing of the debt.

Breakdown of Net Revenue Expenditure by Type

Movement from 2022

(£110m)	Income	▼ £13m (-11%)
£131m	Social Benefit Payments	▲ £4m (3%)
£583m	Staff costs	▲ £71m (14%)
£328m	Other Expenditure	▲ £50m (18%)
£69m	Grants and Subsidies Payments	▲ £1m (1%)
£19m	Financing	▲ £8m (73%)

The most significant increase was in staff costs (£71 million), which was driven by both the 7.9% pay award and an increase in staff numbers in the organisation. Further detail on changes in staffing are set out in the remuneration report. Other Expenditure also increased by £50 million (18%), which is a result of inflation and other pressures on specific departments, as commented on above.

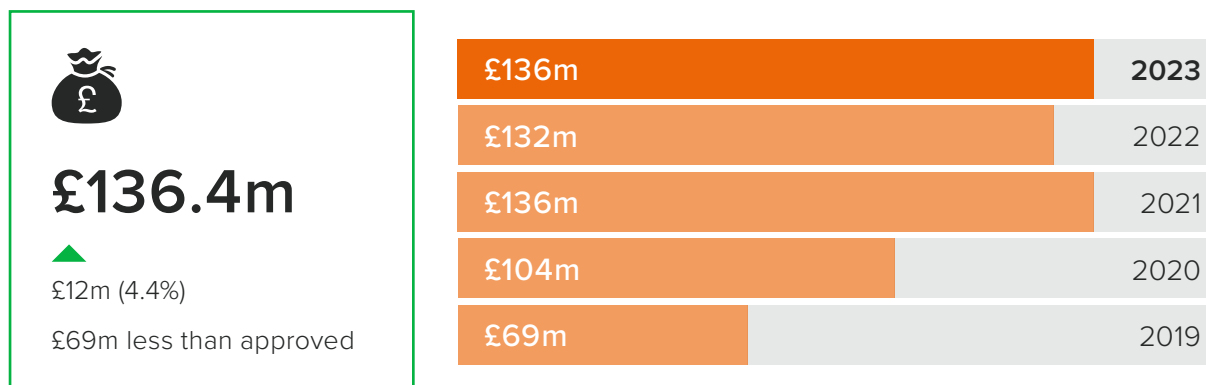
Value for Money

The Government Plan for 2023 set out a Value for Money programme and corresponding financial implications. For 2023, £7 million of the £10 million target was to be delivered by not allocating the full amount of non-pay inflation to departments. A further £3 million was removed from departmental budgets for which departments have been required to deliver through Value for Money activities.

In addition to the Value for Money programme, the Health and Community Services Department has put in place a Medium-Term Financial Recovery Plan (FRP) to address existing and anticipated cost pressures. In 2023 the Department delivered £3 million of savings to offset pressures within the service.

A further £10 million of savings are planned in each of financial years 2024-2026 in addition to the HCS FRP, with departmental budgets for 2024 being adjusted in the Government Plan 2024-2027.

Capital and other Project Expenditure



This includes both Capital Spend and revenue expenditure on projects.

£m	Budget	Spend
Estates	60.3	26.0
Feasibility	4.0	0.7
Infrastructure	28.3	24.2
Information Technology	42.2	34.8
Replacement Assets	12.8	12.4
New Healthcare Facilities	51.5	38.3
Others	6.6	
Total	205.7	136.4

Capital and other projects were £69 million less than the available approval. There are several projects which were underspent during 2023, most notably:

- Upgrade to Children, Young People, Education and Skills Policies Estates: Underspend of £11 million due to a re-prioritisation exercise.
- Jersey Opera House: Underspend of £7 million due to work commencing later than originally expected.
- Sports facility updates: Underspend of £5 million due to collapse of construction contractor.
- New Healthcare facilities: Underspend of £13 million (funded from the Strategic Reserve) due to various reasons including delayed purchase of sites, lower professional fees, and no drawdowns from contingency reserves required.
- Reserve for central risk and inflation: Underspend of £6 million due to limited drawdowns on this reserve required.

Part of the remaining £30 million of unspent approvals will be released to maintain the Consolidated Fund balance at the levels forecast in the Government Plan, and to address other pressures, such as the purchase of the Seaside Café at Greve de Lecq. In addition, there is a planned release of £20 million set out in the Government Plan.

Consolidated Fund Balance

At the end of 2023, the unallocated consolidated fund balance was £94.7 million, which is a slight decrease from the 2022 balance of £99.6 million and in line with the forecast in Government Plan 2024. Based on the Government Plan 2024-2027, this balance will be used in the next few years to allow higher levels of capital investment in the Government's assets, this can be affected by tax revenue over the period.

Group Financial Performance

Group Income¹



Breakdown of Revenue

Revenue Category	Revenue (£m)	Movement from 2022	% of Total
Taxation Revenue	£881m	▲ £42m (5%)	56
Social Security Contributions	£288m	▲ £19m (7%)	18
Island rates, duties, fees, fines and penalties	£141m	▼ (£7m) (-5%)	9
Earned through operations	£247m	▲ £20m (9%)	16
Investment Income	£24m	▲ £89m (6%)	1

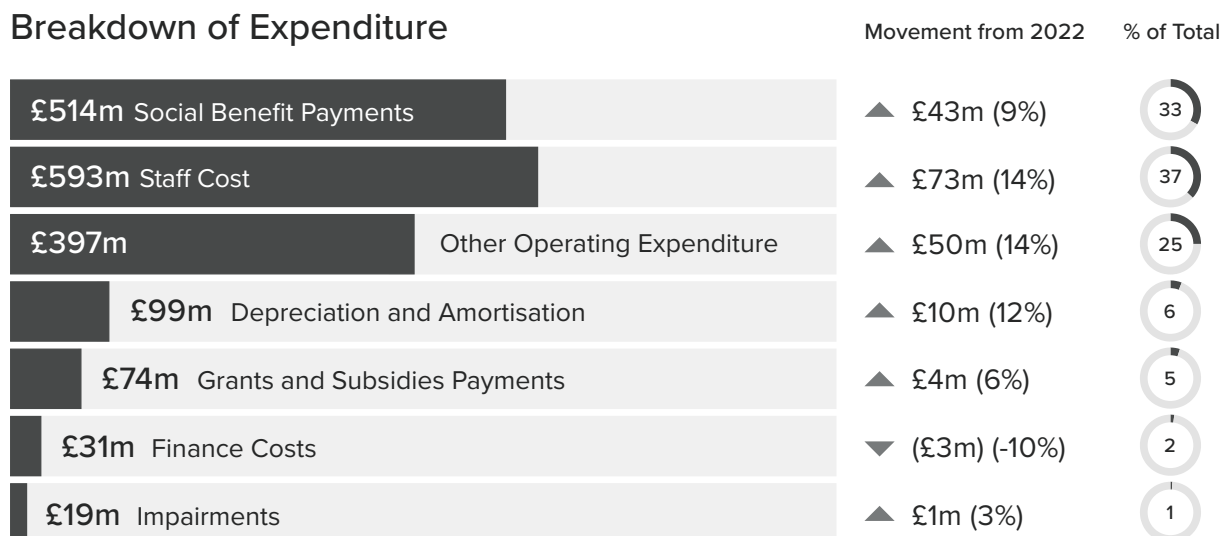
Group Income increased by 6% in 2023, which was lower than the level of inflation seen in the year. Most types of income lines did increase, but Stamp Duty was 27% lower than 2022, due to the slow-down in the Housing Market.

¹ All comparative figures have been restated in previous years for the accounting policy update of the Common Investment Fund accounting.

Group Expenditure²



Breakdown of Expenditure



Group expenditure increased in the year by 11% in 2023, above the level of inflation. In particular staff costs increased by 14% as a result of both the 7.9% pay award made to States employees and an increase in people employed. More detail is included within Part 2 Remuneration and Staff Report of this document.

Since 2019 total spend has increased by 31%, growth slightly faster than general inflation. This is mainly driven by growth in departmental expenditure and services, as approved by the States Assembly in the relevant Government Plans.

² All comparative figures have been restated in previous years for the accounting policy update of the Common Investment Fund accounting.

Group Surplus/Deficit

<p>£144m Deficit</p> <p>£205m Surplus after Investment Gains</p>		-£144m	2023
		-£56m	2022
		-£80m	2021
	-£263m		2020
		-£12m	2019

The Group has been recording deficits since the COVID-19 pandemic, initially because of additional spend to respond to the pandemic and protect islanders and the economy. As we have moved out of the pandemic, deficits have continued primarily due to the ongoing suspension of the States Grant to the Social Security Fund (impact of £77 million), which meant that some contributory benefits were met from investment returns rather than taxation.

In 2022 this was offset by a significant operating surplus in the Consolidated Fund as general revenue income exceeded forecast, whilst in 2023 the fund was at break-even, as set out later in this section. Revenue Expenditure relating to capital and other projects (£30 million) is also included in 2023.

The overall deficit also includes impairments of the Social Housing stock as a result of a downward valuation held by Andium Homes of £31 million. This is due to the impact of restricted rents and economic factors in the valuation method, and not the quality of the stock.

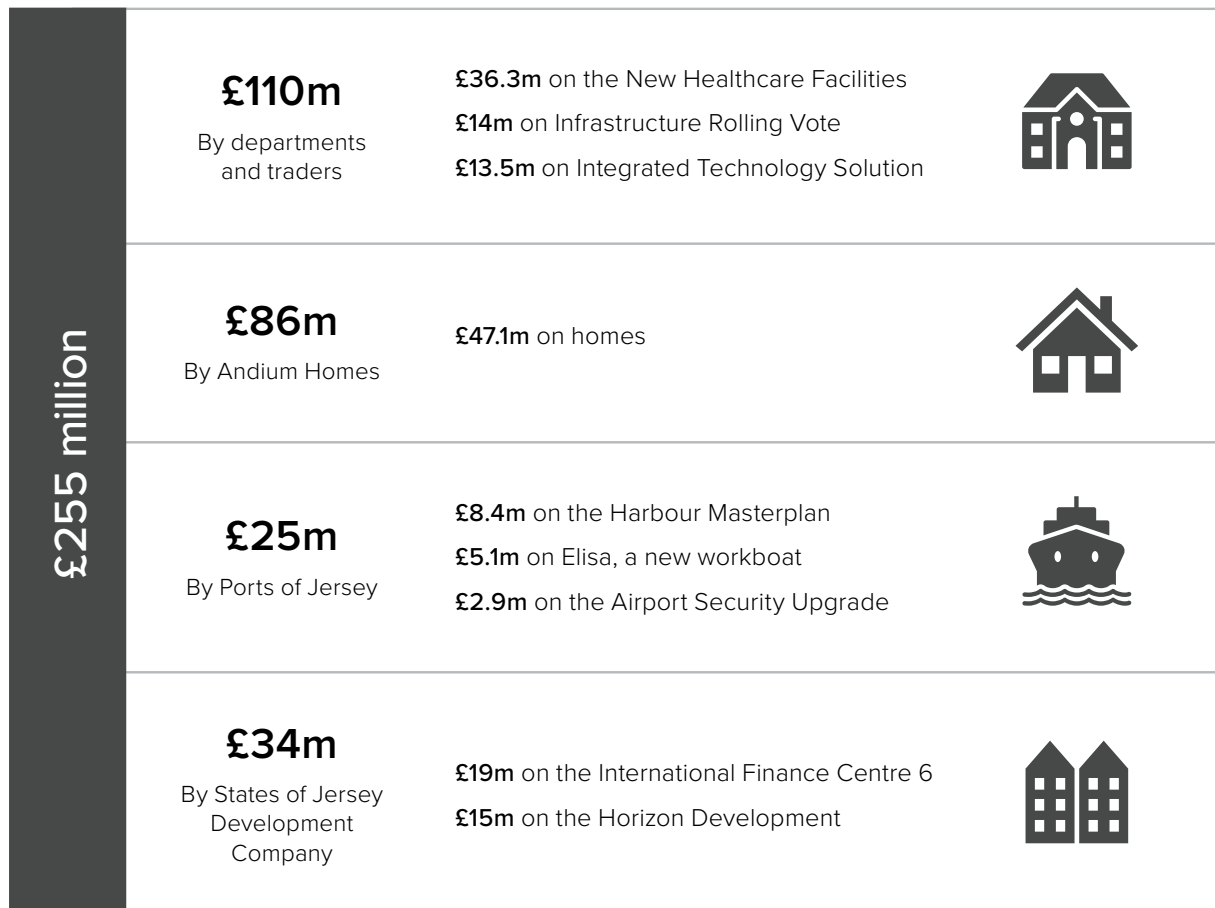
The Government Plan 2024-2027 anticipates decreasing deficits from 2024, returning to overall surplus in the latter years of the plan by introducing the States Grant whilst maintaining balanced budgets. This is important for the sustainability of public finances, with day-to-day expenditure beginning financed through revenue rather than investment returns.

Deficits are shown before investment gains/losses, which are generally more volatile. In 2023 the Group made net gains of £349 million, compared to losses of £220 million in 2022.

Group Capital Expenditure



During 2023, the Group continued to invest in the Island’s infrastructure through £255 million of capital expenditure (£273 million in 2022). This is equivalent to 5.6% of the value of property plant and equipment held and exceeds depreciation, leading to an increase in the overall value of our Island’s infrastructure.



Group Balance Sheet

What is the Balance Sheet?

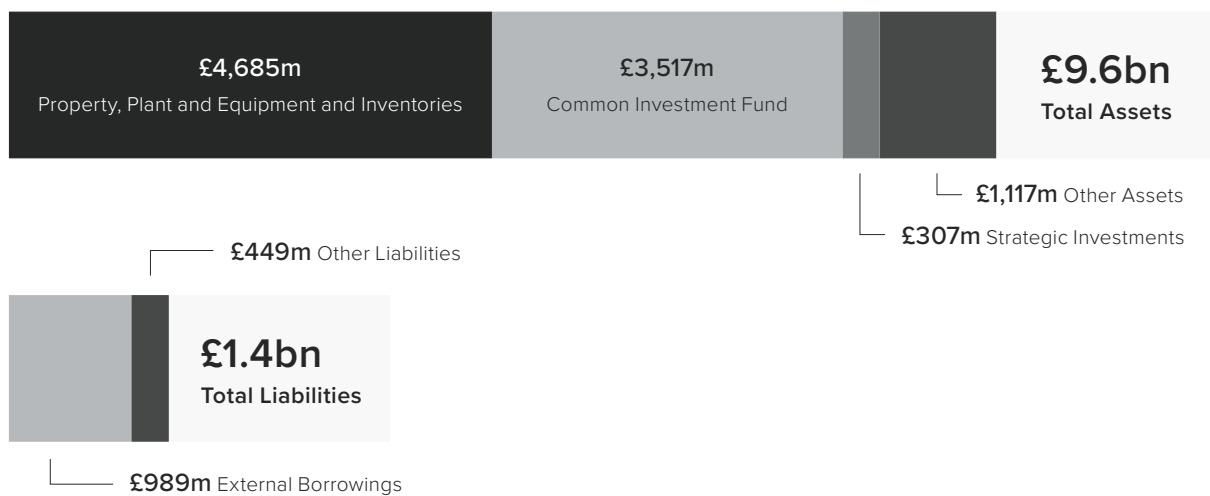
The balance sheet provides a snapshot of the States financial position, setting out what we own, what we owe and what is owed to the States at that point in time. The difference between the two represents the government’s “net assets” or “net worth”.

The values of assets and liabilities are measured in accordance with Accounting Standards, and generally reflect their market values or replacement values.

The balance sheet is comprised of four main components:

- 1. Non-current assets:** This considers the longer-term assets that we have available to deliver services and outcomes. It includes the buildings that we own, along with other equipment that will be used over many years (e.g. IT, vehicles, roads, sea defences, and other infrastructure), the long-term strategic investments that we have made to deliver a return, and loans that we have issued to other organisations.
- 2. Working capital or net current assets:** These represent the net day-to-day resources available to us. These include the cash that is held in our bank accounts, the amount owed to us from creditors within the next 12 months; as well as the amount we need to repay to individuals and organisations within the next 12 months.
- 3. Non-current liabilities:** Our liabilities include loans and bonds that have been taken out to fund capital projects and any other provisions that we need to make because of past actions and activities where there is a strong obligation that these will need to be repaid.
- 4. Taxpayers’ equity:** Taxpayers’ equity represents the accumulation of previous surpluses and deficits and is equal to the total net assets that we hold.

Breakdown of Assets and Liabilities



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At the end of 2023, total assets (what we own) of £9.6 billion is more than total liabilities (what we owe) of £1.4 billion. This means the Group has a net asset position of £8.2 billion, an increase of £224 million (2.8%) from 2022. This was driven mostly by investment returns and revaluations.

The majority of the States assets are property, plant and equipment of £4.6 billion (up £118 million, 3% from 2022), which includes the Island's infrastructure assets, land and buildings and the social housing stock administered by Andium Homes Limited. External valuations were carried out in 2023 on land and buildings, social housing and infrastructure assets resulting in upwards revaluations of £99.9 million offset by downwards movements of £63.4 million.

Breakdown of Property and Other Fixed Asset Values

	Movement from 2022
£1.5bn Networked Assets (inc Land)	▲ 5%
£1.0bn Social Housing (inc Land)	▲ 3%
£745m Buildings	▼ -2%
£380m Land	▼ -3%
£368m Other Structures	▼ -1%
£363m Assets under Course of Construction	▼ -4%
£144m Other	▲ 30%

The second biggest group of assets is Financial Assets of £3.8 billion (2022: 3.6 billion), including the investment holdings of the Strategic Reserve and Social Security Funds.

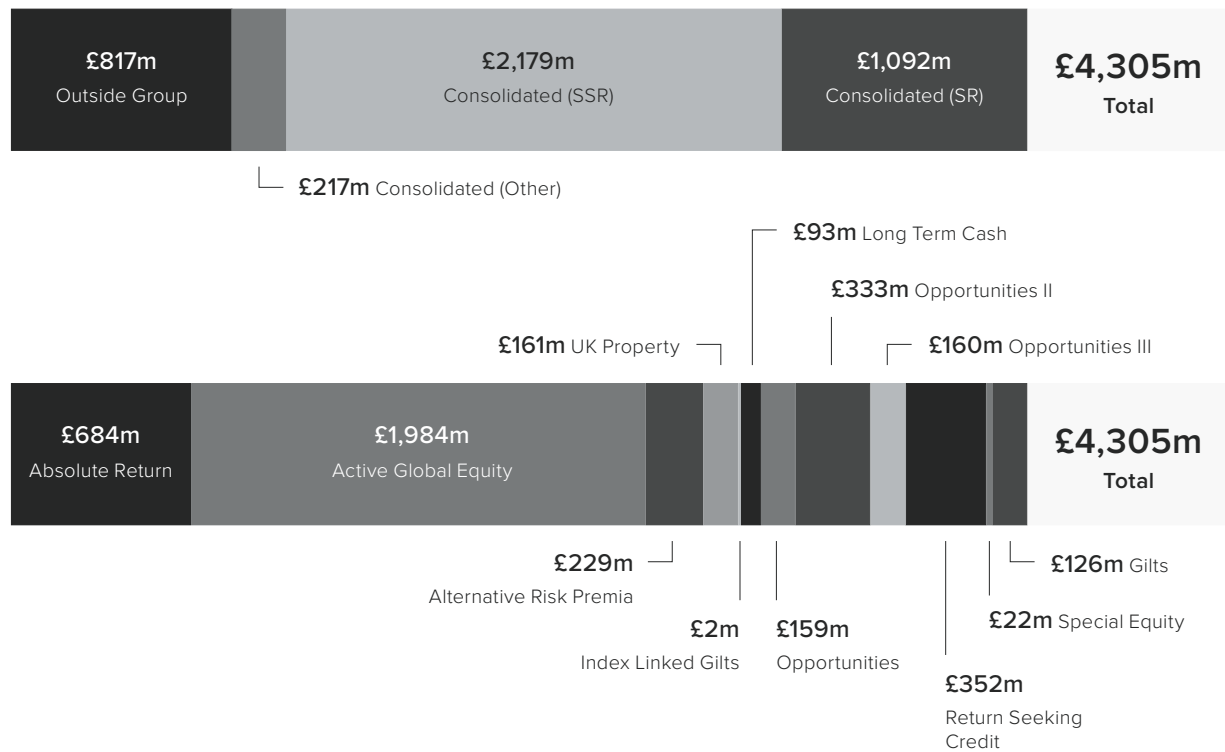
The Common Investment Fund

The Government of Jersey operates its investment through the Common Investment Fund (“CIF”), a pooling arrangement designed to capture economies of scale and enable the effective risk management of the portfolios of Funds it administers. Some Funds which participate in the CIF are outside the direct control of the GoJ and therefore not consolidated in these accounts – most notably the Jersey Teachers Superannuation Fund who produce and publish their own accounts.

Each Fund operating through the CIF follows an investment strategy, collated into an Investment Strategy document presented to the States Assembly by the Minister at least annually and published online, the most recent strategy was presented to the States in November 2023 ([R.168/2023](#)).

Each Fund has its own investment strategy specific to that Fund and designed to meet its individual objectives, such as to protect capital value, provide liquidity or grow over time. The asset allocation and performance of the CIF in total is an amalgamation of these underlying Fund level investment strategies and, in particular, of the two largest invested Funds, the Strategic Reserve Fund (‘SR’) and Social Security Reserve Fund (‘SSR’), which make up over 90% of the investment portfolio consolidated within these accounts. The following chart illustrates the total value of the CIF as of the year end.

CIF Investment Holdings



Market background

Global equities generated positive returns over the last twelve months, rising sharply particularly over the first half and last quarter of 2023. Inflation began to moderate in

most major economies as the global economy proved to be more resilient than previously anticipated. The rally in Information Technology stocks was a major contributor to equity market gains in 2023, as investor excitement over artificial intelligence grew.

Over the last year, to gain control on inflation, the Bank of England (BoE) raised its benchmark interest rate cumulatively by 175 basis points to 5.25%. The US Federal Reserve increased its benchmark interest rate by 100 basis points to a range of 5.25%-5.5%, representing the highest level in more than 22 years. The European Central Bank raised its deposit rates by 200bps to 4%, touching an all-time high.

Despite the central banks interest rate hikes implemented to temper the inflationary environment, typically a headwind for fixed income assets, the portfolio has done well generating positive returns. With credit spreads narrowing towards year end due to lower-than-expected inflation expectations.

As economic activity shows signs of slowing even in the US, which was resilient in 2023, pressures on companies and consumers are anticipated to build. The CIF however remains well diversified to ride out the volatility as demonstrated over the past few years, as one of the focuses of TAP's actions has been to widen sources of return and reduce the reliance on equities.

Summary of CIF performance

2023 was a strong year for the CIF with the combined portfolio generating an overall net return of 10.7%, ahead of its market benchmark which returned 9.4%. Although the 2023 accounts and commentary will necessarily focus on the performance over the course of a single year, the States of Jersey is a long-term investor reflecting time horizon of the largest Funds. Although volatility is expected on an annual basis, the States is able to hold assets through periods of volatility to generate superior long-term investment returns.

Reflecting the long term aims and strategy of the portfolio, returns are best reviewed over a long-term time horizon. Over 5 years, the CIF has generated positive annualised returns, net of all fees, of 6.9%, though this is marginally behind benchmark by 0.5%. Since inception in 2010, the annualised performance of the portfolio remains high at 7.4% and ahead of benchmark by 0.1%.

The two largest States Funds, the Social Security (Reserve) and Strategic Reserve both performed well during the year. Social Security (Reserve) ended the year with a portfolio valued at £2,179 million having added £237 million of investment returns during the course of 2023. The Strategic Reserve closed the year with a portfolio valued at £1,092 million, having added £99 million of investment returns over the same period.

For the year, all Pools except the Property Pool delivered positive absolute returns. The main contributor to absolute performance was the CIF's equity allocation both as a result of positive equity returns and the fact equities are the largest component of the CIF

The CIF's equity managers returned 17.2% over the year vs a benchmark of 15.9%. Longer-term performance remained strong, with the Equity Pool having returned 10.7% per annum since inception, marginally ahead of the Morgan Stanley Capital International (MSCI) benchmark. The MSCI is used to compare performance of equities in emerging markets. The CIF's portfolio is diversified by exposure to managers with investment different styles. This ensures that returns are generated in a broad range of market conditions. The "growth" equity portion of the portfolio drove the majority of the year's excess returns over benchmarks. This was the sector

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with the greatest return for both the Fund and the markets generally, characterised by the remarkable performance of a very small number of technology companies.

The Absolute Return funds performed very strongly, with a return of 7.3% exceeding benchmark by 4.8%. Overall performance was in line with target, although performance varied by strategy.

During the year the CIF restructured its approach to fixed income, replacing the absolute return bond pool with a return seeking credit class. The Return Seeking Credit Pool did outperform its benchmark by 2.6% over its first quarter, generating a return of 3.9%.

The Treasury Advisory Panel, who advise the Minister and Treasurer, will continue to monitor the CIF's long-term strategic aims and individual managers closely and remain confident that the portfolio remains well positioned to meet our long-term investment objectives for the public of the Island.

Strategic Reserve

£1,090m	2023
£992m	2022
£1,032m	2021
£968m	2020
£906m	2019

The Strategic Reserve increased in value by 10.8%, driven by positive investment returns, more than recovering the decrease in value caused by more difficult investment conditions in 2022.

Social Security Reserve Fund

£2,179m	2023
£2,031m	2022
£2,264m	2021
£2,093m	2020
£1,983m	2019

The Social Security Reserve also saw positive investment returns in the year, although a transfer of £89 million to the Social Security Fund to offset the pausing of the States Grant meant that the fund grew at a slightly slower rate than otherwise. The pausing of the grant meant that the Social Security Fund spent more on benefits than the income received into the fund.

Social Security contributions from employers and employees increased by £25 million (9.8%)

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to £280 million and the long-term care charge remained at roughly £70 million. Social benefits payments from the funds increased by £40 million (10.8%) to £417 million.

57% of social benefits spend out of the Funds is on old age pensions which increased by £12 million (5.2%) in 2023 to £240 million, due to the uprating of the benefit and changes in the numbers of pensioners. Rates of other benefits were also uprated.

Health benefits also increased as a result of decisions by the Social Security Minister to provide extra support for Islanders, including the provision of a £20 reduction in individual's cost of GP surgery appointments, and free access to surgery consultations for children under the age of 18.

An actuarial review of the Social Security Fund and the Social Security Reserve Fund was completed in 2023. The Fund remains in good health and is expected to be able to pay benefits out for several decades under a range of scenarios considered. The Fund balance is projected to be stable relative to annual expenditure in the short term, and decrease gradually in the medium to longer term if there are no shocks to migration trends.

States Fund Balances

Net Assets for each States Fund (other than the Consolidated Fund) are shown in the table below. The detailed purpose of each fund is summarised in a supporting document to the Public Finances Manual.

States Funds Net Asset Values	2023	2022
	£'000	£'000
Strategic Reserve Fund	1,089,621	991,919
Stabilisation Fund	584	571
Insurance Fund	5,929	7,335
Dwelling Houses Loans Fund	1,716	1,662
Assisted House Purchase Scheme	301	300
99 Year Leaseholders Fund	837	837
Agricultural Loans Fund	574	579
Tourism Development Fund	17	17
Channel Islands Lottery (Jersey) Fund	1,201	1,612
Jersey Innovation Fund	868	848
Housing Development Fund ³ (HDF)	(14,593)	(14,303)
Criminal Offences Confiscation Fund	1,298	1,609
Civil Asset Recovery Fund	248	44
Ecology Fund	503	457
Dormant Bank Accounts	-	-
Currency Fund	10,564	6,056
Climate Emergency Fund	10,947	10,362
Fiscal Stimulus Fund	-	-
Technology Accelerator Fund	18,793	19,770
Social Security Fund	84,887	69,858
Social Security (Reserve) Fund	2,178,738	2,030,724
Health Insurance Fund	111,800	104,696
Long-Term Care Fund	45,081	49,375
Jersey Dental Scheme	39	33

³ The HDF holds the bond relating to social housing. Due to the profile of drawdown expenses exceeded income in earlier years. Interest rates for onward lending have been set to ensure the fund balance increases to allow repayment of the bond in due course.

How we use our Balance Sheet

The Government of Jersey uses its balance sheet for several purposes:

To deliver social and economic outcomes we own assets to deliver services such as roads, schools, social housing and health care facilities. We also have associated liabilities.

To manage risks and deliver resilience, for example by holding a Strategic Reserve to protect from major shocks or disasters.

To help manage intergenerational costs, by borrowing to spread the cost of long-lasting infrastructure across the generations that use them, or build funds for future pressures – for example the Social Security Reserve to protect against the increasing costs of the old-age pension as the population ages.

The assets and liabilities on the Balance Sheet can be grouped into three classifications based on the primary purpose of the asset or liability.

Social assets and liabilities are held to support the delivery of public services such as schools, roads, hospitals and housing. Social assets are mainly managed by government departments, but also Andium Homes. Social assets are the largest component of the balance sheet (58% of assets).

Financial assets and liabilities. Assets are predominantly held against obligations for future expenditure, or to manage risks and deliver resilience. Liabilities include borrowing by the government to fund investment.

Commercial assets and liabilities: the assets and liabilities of the entities that carry out commercial activities and are expected to act as successful businesses. This includes Ports of Jersey and the States of Jersey Development Company, but also the Strategic Investments held in other States Owned Entities.

Balance Sheet Infographic

£1bn Commercial



Sustainability Report

Sustainability Reporting Improvements

This Sustainability Report is the eleventh to be included in the Annual Report and Accounts, in line with the Government of Jersey Financial Reporting Manual (JFRoM).







The Public Finances (Jersey) Law 2019 requires the Council of Ministers to consider the sustainable wellbeing of the inhabitants of Jersey over successive generations when they prepare the Government Plan. This is defined in three parts:



Whilst this year has seen positive action, there is further to go. In 2023, whilst acknowledging that sustainability reporting had improved, the Comptroller and Auditor General's report laid out further reporting recommendations and considerations which have been taken into account, where possible. This includes:

- Providing GoJ **targets** for energy and waste reduction, where possible
- Looking to provide **comparative data** on some of the key indicators
- Ensuring links with the Jersey Performance Framework.

Over the coming years, we will continue to:

 <p>Distinguish more clearly between sustainability achievements in an Island-wide context through policy and the services we provide, and that of our internal operations.</p>	 <p>Improve alignment with best practice methodologies, whether between relevant departmental service performance measures and Island Indicators on the Jersey Performance Framework or internationally recognised frameworks.</p>	 <p>Improve systems, data and real-time reporting to feed organisational decision-making and enhance responsiveness.</p>
 <p>Develop minimum sustainability reporting standards across the wider States of Jersey Group, including Jersey Overseas Aid, Andium, Jersey Development Company, and Ports of Jersey.</p>	 <p>Ensure reporting is meaningful; review and include insightful and relevant metrics, e.g. carbon intensity measures, to aid benchmarking.</p>	 <p>Include future-orientated risk-based disclosures. This will mean a shift towards scanning the horizon for climate-related risks and opportunities against a variety of warming scenarios, and calibrating our trajectory as an organisation and Island accordingly.</p>

A range of models exist to guide organisations in this arena. However, best practice is in the process of converging on a small pool of internationally endorsed choices. Through 2024, the Government of Jersey will continue to explore these initiatives to see which best apply to a Jersey context, and how we can align. The complexity of landscape, data collection and analysis involved means that this will be a multi-year reporting improvement journey.

Environmental Sustainability

Decarbonisation and Emissions

Jersey has lower carbon emissions per capita than other jurisdictions as the Island has little manufacturing or Island based power generation. Moreover, our grid is highly decarbonised, much of our electricity being sourced through French renewables. However, as an organisation, there are still significant pockets of emissions that we are tackling.

Our Strategy

In 2022, the Government of Jersey established a programme of organisational decarbonisation, as laid out in the Carbon Neutral Roadmap, alongside the wider Island reductions programme.

Carbon Neutral Roadmap – EN1, Decarbonising Government of Jersey

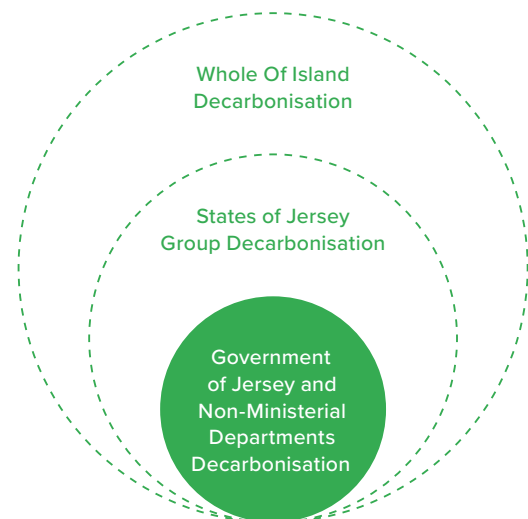
Sets out how **Scope 1 and 2** departmental operational emissions will reduce for us as an organisation, through:

- Emissions targets, following the Island's step-down targets of -68% by 2030, -78% by 2035 and net zero by 2050.
- Wider facilitation of decarbonisation thinking and joined-up practice across the Government of Jersey.

Owing to the unique nature of government, some of these emissions (i.e., from Island infrastructure), and their corresponding reductions, cross over with the wider Island decarbonisation programme. The majority are however being tackled directly by a dedicated Decarbonisation Unit.

In 2023, the Unit continued to evolve the strategy and implement projects to reduce carbon emissions, setting the government on its path for 2030 and beyond. This included:

- Identifying baselines and key areas of emissions, primarily around buildings and vehicles, plant, and equipment
- Supporting departments to develop detailed action plans and costings for tackling reductions over the next six years
- Delivering initial actions to begin decarbonising operations by 2025.



Into 2024 this will also include:

- Securing funding routes for decarbonisation initiatives
- Integrating sustainability into business planning, procurement, and operations.

Our decarbonisation strategy focusses on electrification, with uptake of biofuels as a temporary, transition solution. The cost of electrification is much higher, on average, than retrofitting for biofuels, which can be deployed via minor upgrades to existing systems. However, long-term electrification is more sustainable, due to complex factors around biofuels, e.g. land use, monocropping and surety of certification.

As property sites, and vehicle, plant and equipment assets become due for a full refurbishment or replacement, electrification will be undertaken, where feasible. However, for those sites and assets yet to reach this end-of-life stage, biofuels will be deployed within existing infrastructure to allow us to extract interim emissions reductions, until they are ready for electrification.

Overall, it is recognised that significant investment and prioritisation will be required to meet decarbonisation targets, both at an Island level and for government as an organisation. We will also continue to develop additional emissions measures around carbon intensity, such as CO₂e/m², to better benchmark and manage our organisational performance.

Progress in 2023

The Government of Jersey has reported on carbon emissions from departments via its annual Sustainability Report since 2013. This includes energy consumption and its carbon dioxide equivalent (CO₂e) for Scope 1 and 2 emissions, along with some Scope 3 emissions in the form of commercial air travel. Where possible, we compare the data with both the 2019-2021 baseline, as well as previous years, and a three-year average has been applied to account for uneven impacts of major events, seasonality, and year-end bulk-purchasing of heating oil.

As part of our work, we are continuously developing our relationship with external suppliers to review and improve the data that we use to collate figures on energy consumption, emissions, spend and air travel.

What are Scopes?

Scope 1 = the emissions from owned or operated assets (for example, the fumes from the exhaust of a fleet vehicle)

Scope 2 = the emissions from purchased energy

Scope 3 = the emissions from everything else (suppliers, distributors, product use, etc.)

Source: Greenhouse Gas Protocol

Reporting Categories

The Government of Jersey's emissions comprise two broad reporting categories:

- 'Core organisational emissions':** property, vehicle, plant and equipment emissions over which government and non-ministerial departments have direct operational control.

- ii. **'All organisational emissions'**: core organisational emissions + waste processing. (Note: Waste processing emissions are contingent on waste arising from the whole Island, not just from government departments).

A further detailed breakdown of consumption, emissions and spend can be found in the data tables at the end of this report.

Reference to 'departments' throughout this report refers to both ministerial and non-ministerial departments.

Core Organisational Emissions in 2023

The Government of Jersey met its 2023 target of a 15% decrease in core emissions, with an overall 16% reduction in emissions against the 2019-2021 baseline of 12.5ktCO₂e. Although the target was reached, core organisational emissions increased by 3% from 2022. These increases are principally due to the continued reliance on fossil fuels within the estate, in part being the product of the first full operational year post Covid-19.

Core organisational Emissions Targets vs Actual Reductions (KtCO₂e)



83.1m kWh
Energy consumption

10.5 ktCO₂e
Emitted

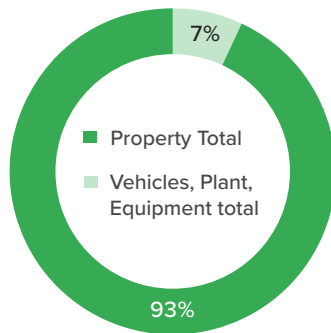
£10.2m
Spent on energy

Charts showing 2023 breakdown in consumption, emissions and spend by asset type

The proportionality of energy consumed by the organisation has changed slightly in 2023 with vehicles, plant and equipment increasing their consumption by 1% compared to 2022. There has also been a slight increase in the fleet energy spend. Although vehicles, plant and equipment have consumed more energy and have spent more in 2023 compared to 2022, the amount of emissions generated has still fallen, due to the increased use of biofuels.

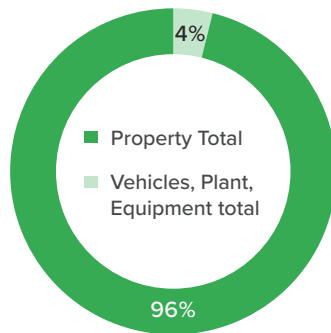
Energy consumption (kWh/yr):

Property vs vehicles plant and equipment



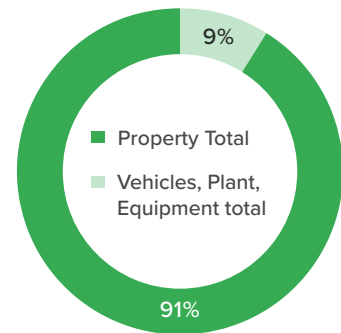
Core organisational emissions (ktCO₂e):

Property vs vehicles, plant and equipment (Exc Waste Processing)



Energy spend (£):

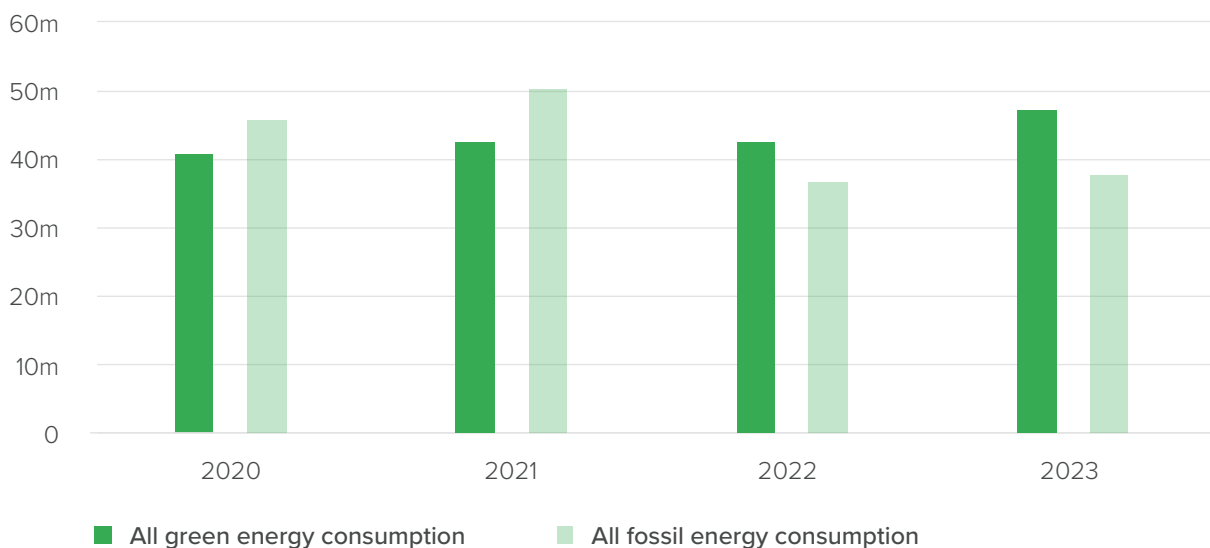
Property vs vehicles, plant and equipment



Green Energy

In 2023, we continued to see an increased uptake in green energy (electricity and biofuels) supporting the mission to reduce governmental emissions. In 2022, Government green energy consumption (electricity and biofuels) overtook that of fossil consumption for the first time and this trend increased in 2023, with an additional 6% increase in green energy and biofuel usage.

Departments energy consumption split (kWh)



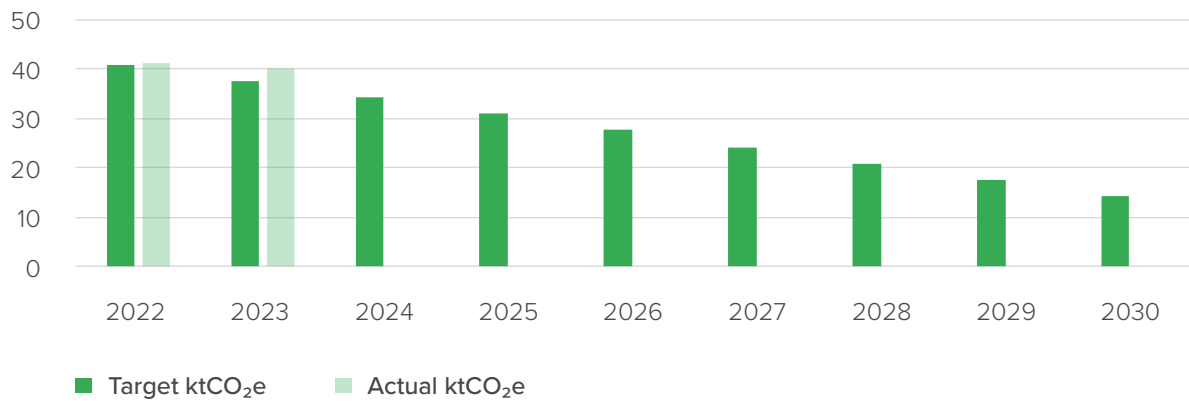
Departments also saw a 54% drop in their vehicles, plant, and equipment emissions (see below) compared to their 2022 totals, due to strong biofuel uptake in the fleet during 2023.

All Organisational Emissions in 2023

Waste processing

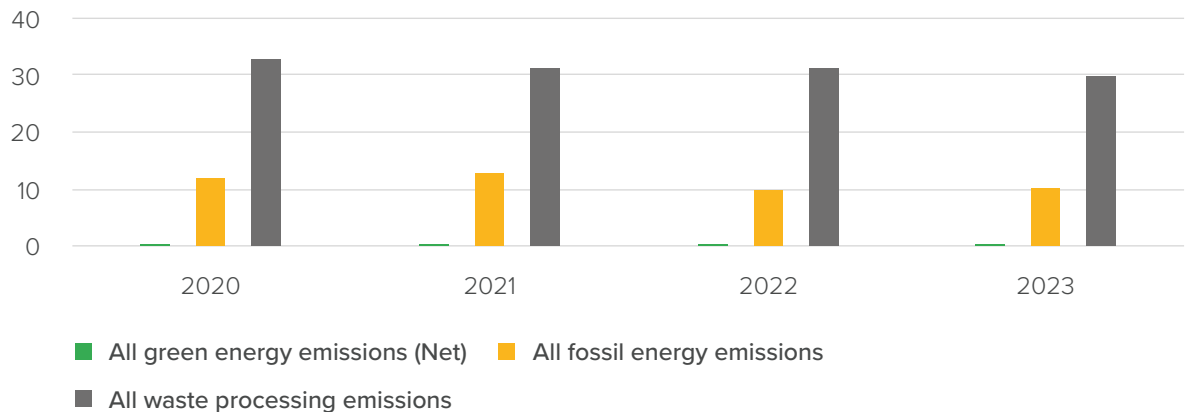
The Government of Jersey is a waste processor, not just a waste producer. With several incinerators in its portfolio, **all organisational emissions** amounted to 40.2ktCO₂e in 2023, meaning a **3% decrease** in emissions from 2022 and a 10% decrease in emissions against the 2019-21 baseline of 44.4ktCO₂e. This includes the 10.5ktCO₂e in 2023 of **core organisational emissions** (see above). Despite this decrease, and due in part to increased emissions in other areas of the core organisation, 2023 targets for all organisational emissions have been missed by 6%. Ongoing efforts to reduce Government waste, as well as wider island-wide efforts to reduce waste, increase recycling, and focus on a circular economy will hopefully bear fruits in the coming years.

Government and non-ministerial departments: All Organisational Emissions Targets vs Actual Reductions (ktCO₂e)



In 2023, emissions related to waste processing comprised 74% of all organisational emissions:

Government and non-ministerial departments: All emissions split (ktCO₂e)



For the full table breakdown of consumption and emissions, please see Data and Data Sources.

Air Travel Emissions

Whilst organisational commercial travel is classed as a Scope 3 emission and does not count towards EN1 carbon neutral targets, it is still considered as part of wider organisational practice. 2023 saw an increase in air travel emissions from 2022 as the volume of travel continued to increase following Covid-19, albeit still below pre-pandemic levels.

To decrease air travel within the organisation, a revised corporate travel policy will be developed. Additionally, departments with historically high travel demands will be encouraged to explore and adopt more sustainable options, reviewing the requirement for travel and then offsetting only as a last resort.



Property Sites in 2023

The new office being built on the site of Cyril le Marquand house will have a BREEAM excellent rating and an EPC (Energy Performance Certificate) 'A' energy rating, as well as utilising high-quality insulation, low emissivity glass, and heat recovery air conditioning to minimise internal temperature variations arising from external changes. It will also include some facilities for rainwater harvesting to aid water management during drier summers.

More broadly, the government property portfolio is responsible for 96% of core government emissions and 93% of its energy consumption. The current age and condition of the portfolio combined with funding and available time scales **remain the largest challenge to transition** into a low carbon portfolio by 2030. Significant funding will be required to improve energy efficiency, thermal structure, airtightness and install low carbon heat generation across the estate to achieve a reduction in carbon emissions. In 2023, six pilot projects to convert fossil fuel heating systems into greener alternatives have been implemented, with a view to providing costing and lessons-learned for the broader estate decarbonisation plans. Estate Condition Surveys, providing a clearer idea of improvements required, were also carried out and results will be analysed in 2024.

Vehicles, Plant and Equipment in 2023

At the end of 2023, across the departments, there were in operation:

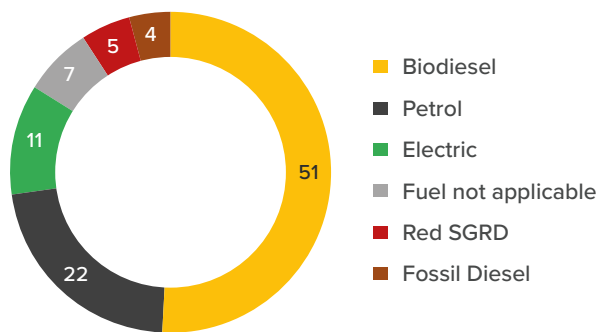
- 80 zero emissions electric vehicles (EVs), up from 74 in 2022
- 391 biofuel assets (biodiesel and red biodiesel), up from 251 at the end of 2022

This resulted in:

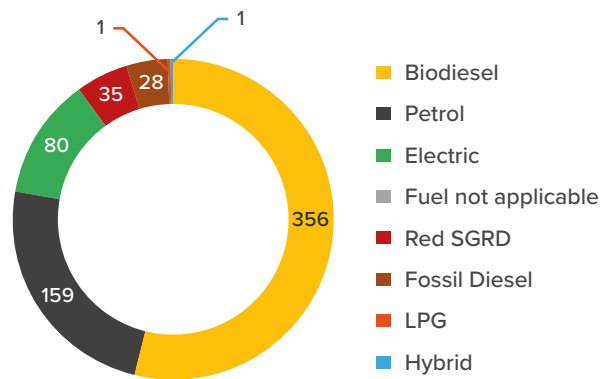
- Total CO₂e savings from using biodiesel to year end of 1,488 tonnes
- Total CO₂e savings from conversion to EVs to year end of 224 tonnes

As of the end of 2023, the fuel split for these vehicles, plant and equipment looked as follows:

Department's Vehicles, Plant and Equipment (% Share)



Department's Vehicles, Plant and Equipment (Count)



Digital and IT in 2023

At Government of Jersey, we are increasingly aware of the importance of digital sustainability. In 2023, we continued to look at how we can streamline the data that we use by reviewing internet and intranet webpages to reduce the size of data by removing images and heavy files. We also continued to review and implement data retention periods, and to encourage the use of more efficient tools. The importance of digital clean ups and minimal storage was reiterated through the Decarb newsletter and Carbon Literacy Training.

People

Highlight

A monthly 'decarb' newsletter is emailed to colleagues highlighting monthly topics associated with the climate emergency and sustainability in the workplace.

Simplify

A pilot pooled e-bike service was launched in May 2023 to give employees the opportunity to reduce their emissions through choosing to take an e-bike for work-related travel over a combustion engine pool car. In 2023, there were 20 e-bikes in locations across the organisation.

Educate

Approximately 100 colleagues have received full Carbon Literacy Training in the aim of providing the organisation with a collective understanding of the climate emergency and giving individuals the tools and motivation to reduce emissions on an individual, community, and organisational basis.

Engage

Volunteering opportunities linked to the natural environment were offered regularly in 2023. 262 volunteering hours were used by employees towards 'green' volunteering projects around the Island, such as invasive species management and litter picking. Sessions are designed to educate employees on how the climate emergency is affecting Jersey while using volunteering hours to give back to the community.

Love to Ride was introduced in Jersey in 2023. The initiative is a behavioural change online platform where people can log their cycle journeys and take part in challenges to win prizes. Over 400 government employees have signed up for the challenge.

Climate Change Adaptation

Like other organisations, the Government of Jersey is now considering the adaption needs that new temperatures, sea levels and weather extremes bring to its estate and assets.

In 2023, the aftermath of Storm Ciaran and other extreme weather events across the portfolio revealed areas of the estate that have reached the end of life and have failed or are failing as a result. Replacements and repairs will be designed to withstand the new weather patterns with longer periods of hotter hot days, and wetter, colder cold days. A condition survey is currently being undertaken identifying further potential failure points, providing a base line for energy efficiency and general rating of the estate for 'State of the Estate Report.' Remedial and maintenance works have increased to cope with the extreme weather patterns, ageing estate, and equipment failures, with heat generators being replaced where possible with low carbon alternatives and solutions.

A [Strategic Flood Risk Assessment](#) was commissioned as part of the evidence base to inform the preparation of the bridging Island Plan. The new Island Plan now provides an appropriate planning framework to deal with both inland and coastal flood risk, to ensure that new development, including future government sites, is appropriately located and resilient to the challenges of flood risk within the context of a changing climate. It also ensures the protection of existing natural and designed features which help manage flood risk, including public infrastructure.

A [Shoreline Management Plan](#) was agreed in January 2020 and will be reviewed after 10 years. Since its publication, a strategy has been developed for the delivery of the respective projects required to meet the policy objectives for the first epoch, running from 2020 to 2040. This involves the engineering feasibility, assessment, and design, followed by construction for 10 discrete projects by 2040. An engineering assessment and feasibility is underway for: Havre des Pas, St Aubin's Harbour, and St Aubin's Bay – First Tower to West Park.

Climate Risk

For the Government of Jersey Risk Governance Structure, please see the 'Corporate Governance Report'.

Government's approach to tackling climate-related organisational risks is in development. These risks are to be managed in the first instance through departmental risk registers and, where appropriate, escalated to the corporate (or community) risk registers. For more information on this process, please see Risk Management.

The separate (but interlinked) area of whole-of-Island risk is handled via the community risk register, which is owned by the Emergencies Council and administered through the Jersey Resilience Forum (JRF) and the JRF Risk Working Group. Climate-related risks and ensuing mitigation actions are factored into the overall community risk analysis and planning process.

Climate Risk Strategy

Organisational exposure to climate risk stems predominantly from the Estates portfolio, much of which is likely to be affected by:

- future temperature changes
- rising sea levels
- fallout from increased instances of extreme weather, including flooding.

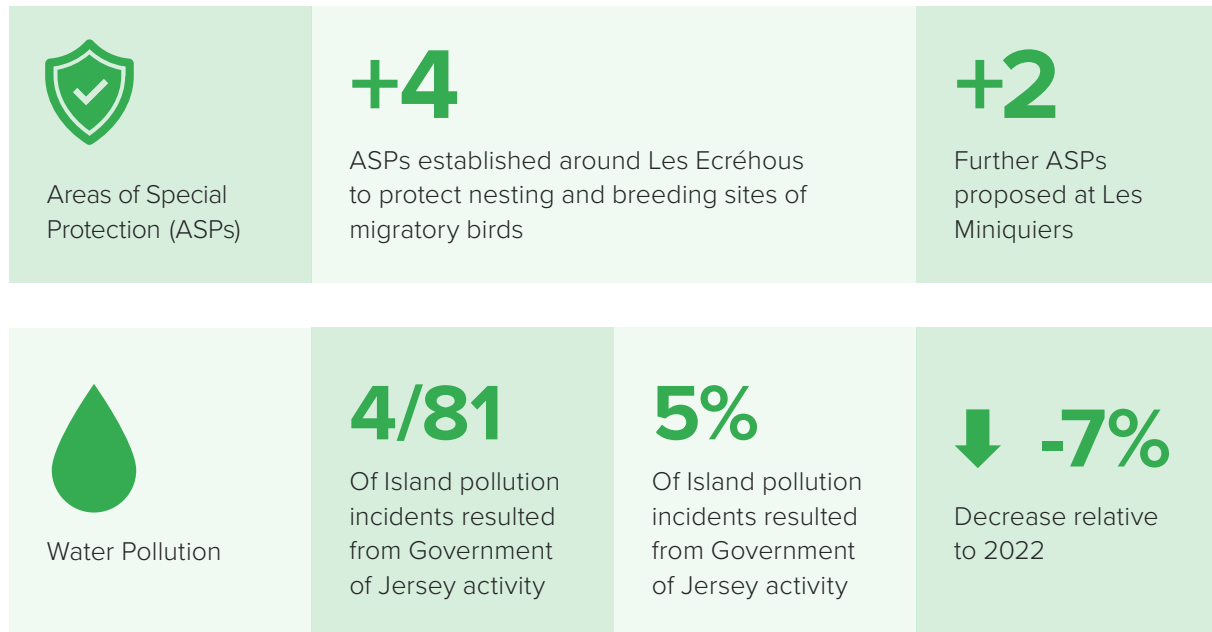
Through integration of climate-related risks into the overarching Risk Strategy and Enterprise Risk Management (ERM) system, the Government of Jersey will seek to identify these risks over the short, medium, and long term. This will enable it to better forward-plan, allocate capital, and build resilience for different climate change scenarios.

Biodiversity, Nature Recovery and Pollution

At an organisational level, through its estate, the Government of Jersey’s natural capital covers a wide range of habitats, from Les Blanchés Banques Site of Special Interest (SSI), Noirmont SSI, and Les Landes SSI, to gardens and parks, headlands, wooded verge, fields, ponds, and reefs. In December 2023, four geological SSIs were listed.

These are home to a thriving ecosystem of wildlife, all aspects of which will be supported and enhanced as nature-rich spaces whilst combatting biodiversity loss.

Progress in 2023



Although, 2023 saw a 19% increase in the total number of water pollution reports, Government of Jersey water pollution incidents halved in actual numbers compared to 2022. Similarly, 2023 saw States of Jersey Group water pollution incidents fall by almost half when compared to 2022.

For the full water pollution data table, please see Data and Data Sources.

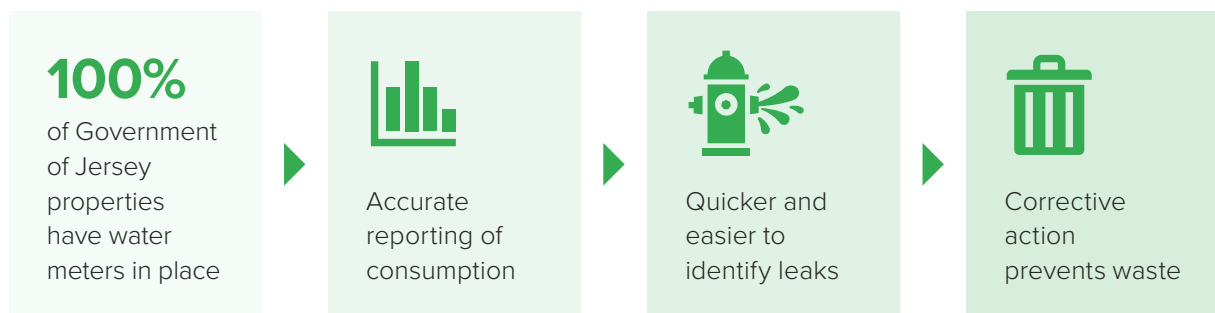
Finite Resource Consumption

Water Use

The total amount of water purchased by departments includes all public toilets, schools, hospitals, and all other Government of Jersey activities.

However, it is difficult to compare overall performance against recognised good practice benchmarks, as not all consumption is directly controllable (e.g. water use will increase if there are more visitors using public facilities).

In 2023, departments consumed 295 million litres of water. This represents an additional 11 million litres and a 3.7% increase on water usage compared with 2022.



For the full table, please see Data and Data Sources.

Paper Use

In 2023, the Government of Jersey continued to follow the policy of using recycled white A4 paper as its default primary paper product, as well as recycling ink and toner cartridges. A managed print service continues to be used for most of its office print volumes. Use of printing configuration controls results in less waste, such as ‘pull printing’ where users must intentionally pull their printing from machines, rather than printing automatically, and default double sided mono printing.

In 2023, departmental paper usage was as follows:



Waste

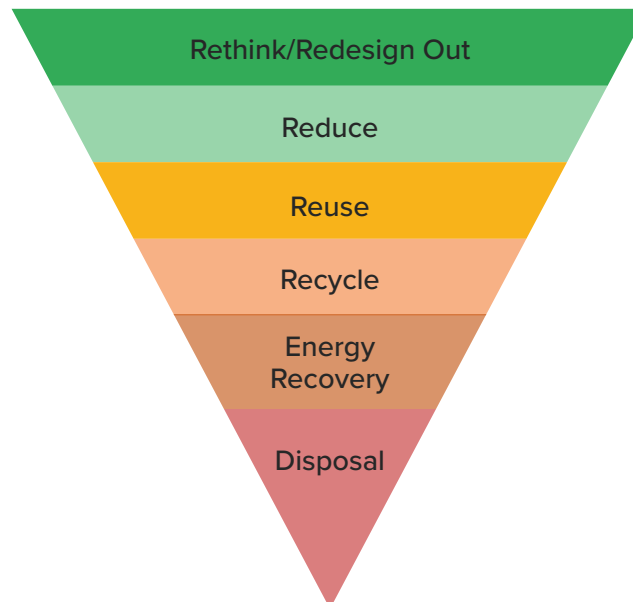
As an organisation, the Government of Jersey both produces waste and is responsible for the processing of Islanders' waste for the community, in partnership with the Parishes.

Strategy

We will ensure that our facilities management considers:

- overall organisational waste produced
- ways to improve recycling across our numerous and differing types of sites

As part of this, we will consider the waste hierarchy and ways in which we can support the design out, reduction, reuse and recycling of waste first, to reduce production of black-bag waste by the Government of Jersey.



Progress in 2023

Currently, there are multiple different cleaning contracts in place across departments, some of which include recycling provision whereas others do not. However, we are progressing towards inclusion of a standardised recycling service, as each contract comes up for renewal. In 2023, contracts covering 10 official buildings were renewed to include recycling services.

Social Sustainability

Social Value Through Procurement

As part of the procurement process, government considers the sustainability of materials and goods it purchases, as well as its buying power to secure commitments to deliver additional benefits to the Island through social value from its contract and service providers.

Progress in 2023

Throughout 2023, Commercial Services have continued to build upon the implementation and delivery of social value, which resulted in:

- 76% of procurement documentation in 2023 included social value considerations. An increase of 38% from 2022
- An increase of 55% in commitments to deliver additional benefits to the Island made by suppliers from 2022 to 2023
- Four Community of Practice sessions held for members from across government to share best practice, insights, and guidance on how to maximise social value
- Regular Learning Byte sessions for colleagues across government introducing social value and considering how it can be implemented in other areas
- The addition of a Social Value Model which stakeholders can reference to refine their social value commitments in tender documents.

Delivery of social value

Since introducing Social Value into government procurement processes, our supply chain has delivered the following:

- Average Social Return on Investment of £1.68 for every £1 spent (average taken from three major projects in 2023)
- Over £13m spent in the local supply chain
- Over £1m spent with MSMEs (Micro, Small and Medium Enterprises)
- Donated over £119,000 to local charities
- Provision of 20 apprenticeships in local projects

*data taken from Government of Jersey Commitment Bank

States of Jersey Group

As part of our 2023-24 journey, the Government of Jersey and the wider States of Jersey Group will work together towards minimum reporting standards across key areas of performance.

Funds

The Government of Jersey, through the Minister for Treasury and Resources, invests individual funds through investment strategies designed to meet their specific objectives. The investment returns for some funds may be used to provide budgets and support initiatives, others serve as long term reserves for use in defined circumstances. The Minister for Treasury and Resources wishes to act as a good steward of capital and to invest responsibly. To achieve this aim, the Minister has established a Responsible Investment Policy enshrined in the published Investment Strategies for States Funds.

The investment approach adopted by the Strategy is one of engagement and seeks to ensure that the individual investment decisions, which are delegated to a range of managers, integrate environmental, social, and corporate governance (ESG) considerations so far as they are possible on an asset class by asset class basis. The Minister's intentions are to ensure our investments are held to account for their actions and through this drive positive changes to their behaviour.

The area of responsible investment is developing quickly, and the Minister has tasked the Treasury Advisory Panel (TAP) with reporting to them annually on how they are implementing and monitoring the responsible investment policy.

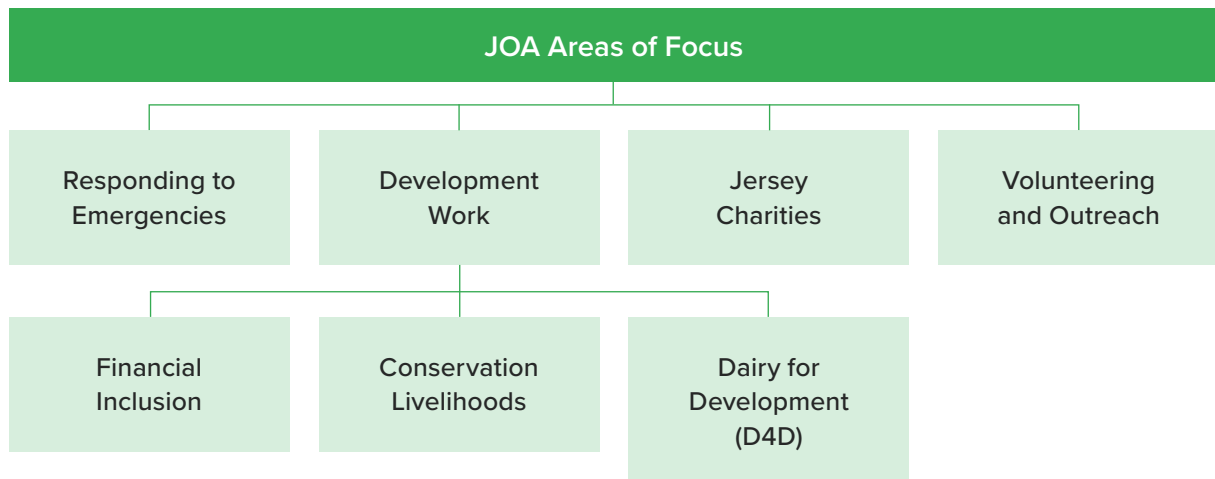
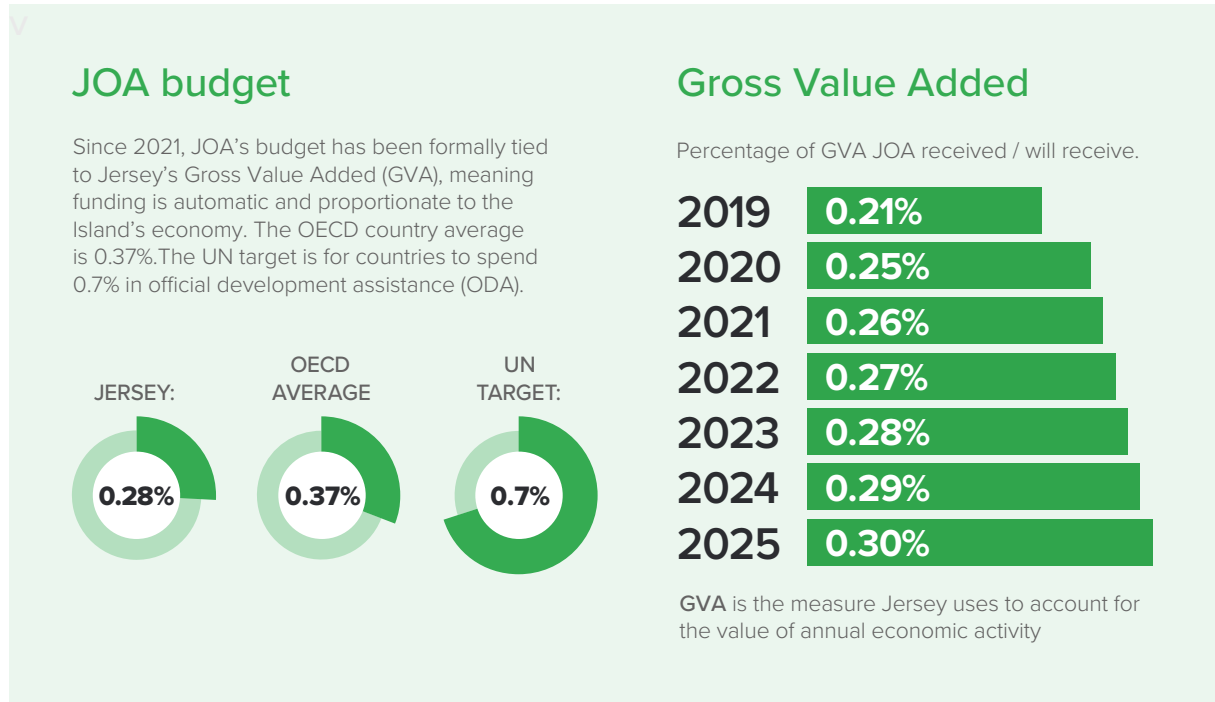
Responsible Investment Approach

The TAP has been tasked with taking the following steps to monitor and assess ESG related risks and opportunities:

- A large portion of the Common Investment Fund's (CIF) assets are invested in pooled investment vehicles. Where this is the case, the TAP will seek to use its position as a large investor to influence the responsible investment approach of managers
- To this end, as part of ongoing monitoring of the TAP's investment managers, the TAP will use ESG ratings information, where relevant and available, to monitor the level of the investment managers' integration of ESG considerations
- The TAP will also monitor how the CIF's managers integrate ESG into their investment decision-making process (e.g., when presenting at annual manager review days)
- There are some strategies in which the CIF is invested where responsible investment beliefs are more difficult to impose or may adversely impact the underlying investment strategy
- When assessing new investment opportunities, the TAP considers how a manager will integrate ESG factors into their investment policies
- There may be some instances where the TAP is able to consider sustainable or 'impact' strategies that actively seek to invest in assets that have positive ESG credentials.

Jersey Overseas Aid (JOA)

Jersey Overseas Aid (JOA) is the Island’s official, publicly funded relief and development agency. It has been translating the charitable funding, skills, and compassion of the people of Jersey into assistance to the world’s most vulnerable people since 1968.



Strategy

Responding to Emergencies

JOA provides emergency humanitarian support across the globe. In 2023, much of this was in response to climate emergencies, including the devastating floods in Libya, the effects of Cyclone Freddy in Malawi, the protracted drought in the Horn of Africa, and ongoing climate shocks and recovery in Bangladesh.

Development Work

JOA focuses its development work on three themes: dairy for development, financial inclusion, and conservation livelihoods. All of these add value through Jersey expertise as well as funding. Between them, these areas contribute towards eight of the 17 UN Sustainable Development Goals:



Progress in 2023



0.28%

Of Jersey Gross Value Added (GVA) received by JOA



£4.4m

Of emergency humanitarian support delivered, including to those impacted by climate disasters



18+

Locations provided with emergency support



£9.4m

Allocated to international development grants



£2.8m

Allocated to Jersey-based charities



£0.2m

Allocated to volunteering projects

Also in 2023, JOA:

- Launched its Financial Inclusion Strategy
- Launched its first dairy programme to Zambia
- Opened the African-Jersey Dairy Forum in Malawi
- Facilitated workshops, conferences and learning events for the Jersey public and international experts
- Judged Jersey Finance's Sustainable Finance Awards
- Undertook monitoring and assessment visits to partners in six countries
- Deployed Jersey volunteers to Kenya, Rwanda, and Nepal
- Offset all travel use by staff and volunteers through Durrell ReWild.

For more information, please visit: [Reports - Jersey Overseas Aid Commission \(joa.je\)](https://joa.je)

Wholly-Owned Entities

The wholly-owned entities within the JFReM boundary, comprise three different organisations. All of these are also on their own sustainability journey:

- Andium Homes
- Jersey Development Company
- Ports of Jersey

Andium Homes

Andium Homes, is Jersey's leading social housing provider, responsible for more than 4,900 properties and housing over 10% of the Island's population. The Company has embraced the opportunity to align with the Government's sustainability targets by developing a robust Environmental, Social and Governance (ESG) Strategy in collaboration with its clients and key stakeholders. This strategy encompasses various key aspects:

- **High-Quality, Low-Carbon Housing:** Andium is committed to delivering homes that are not only of high quality but also low in carbon footprint. This aligns with the vision of creating vibrant, safe, and sustainable communities
- **Client-Focused Services:** The Company prioritises the health, wellbeing, and satisfaction of its clients. A significant part of this involves providing services that support clients in living independently, an essential aspect of social welfare
- **Addressing Housing Needs and Living Challenges:** Andium has set a target of building 3,000 new homes by 2030 to meet the Island's growing housing needs. Additionally, they are focused on refurbishing existing homes and delivering services that help clients meet the cost-of-living challenges
- **Environmental, Social, and Governance Framework:** The development of this framework is key to Andium's strategy. It aligns with the Jersey Performance Framework and the Government's Carbon Neutral Roadmap, ensuring that their operations contribute positively to the environment and society
- **Regeneration:** The Company plans to deliver 3,000 new homes by 2030. In addition to the 206 homes built in 2022, last year it completed 232 new homes at Cyril Le Marquand Court and La Colette low-rise, now known as Edinburgh House.



Environmental Excellence

As Jersey's largest developer, Andium Homes recognises its contribution to sustainable regeneration, with a focus on building homes and transforming lives and communities while achieving new environmental benefits.



Social Responsibility

Recognising its duty of care, Andium ensures that its practices in social housing provision benefit not just individual clients but the whole Island community.



Good Governance

Andium Homes is a Company limited by guarantee, wholly owned by the States of Jersey, represented by the Minister for Treasury and Resources. Its independent Board complies with the relevant provisions of the UK Corporate Governance Code issued by the Financial Reporting Council. Andium Homes is dedicated to maintaining this high standard of governance, which aims to address issues of affordability and deliver lasting social benefits.

This also aligns to a number of UN SDGs:



Progress in 2023



For further detail, please see: [Reports and publications \(andiumhomes.je\)](https://www.andiumhomes.je/reports-and-publications)

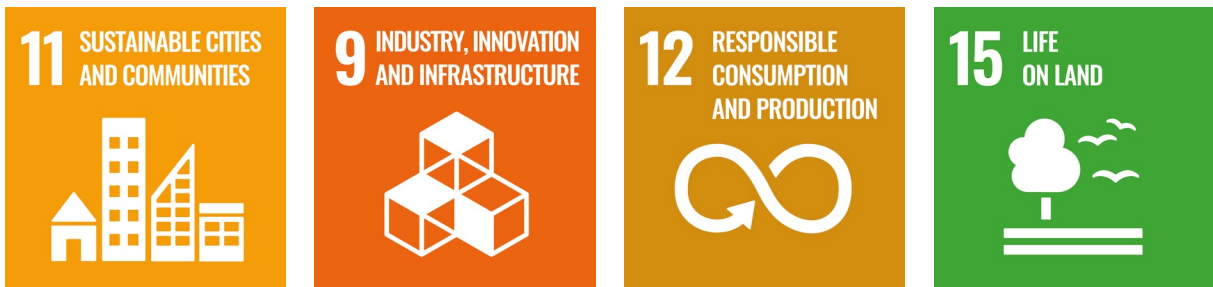
Jersey Development Company (JDC)

Jersey Development Company recognises that the built environment creates around 40% of global CO₂ emissions and the construction industry which means it has a significant impact on both the environment and communities. The built environment creates a sense of place, enables, and enhances community wellbeing, and promotes a more diverse, equitable and inclusive society, contributing to both people and planet beyond the Company’s own ownership and control.

JDC is focused on reducing the carbon footprint of its activities both in terms of embodied carbon and carbon in-use.

Strategy

In 2023, JDC continued to reinforce its strategy ensuring that their plans and actions align with their Vision ‘to build a better Jersey’, focusing on its four core UN SDGs:



Through the nine pillars of its Sustainability Strategy, JDC has mapped the Jersey Performance Framework with the UN SDGs and an ESG approach and specified in which pillar of influence each of the outcomes fall.



Progress in 2023

JDC's aspirations for future developments set a high bar, in line with both the Government of Jersey's objectives and the expectations of its future commercial tenants and residential owner-occupiers. As the construction of IFC 6 completed in 2023, the team enhanced its knowledge of materials and systems, in order to continually work towards goals of:

- reducing embodied carbon on all future developments
- reducing carbon in use of the occupied building when completed
- focusing on urban greening and biodiversity.

The completed IFC 6 Grade A 'super-prime' office building provides high quality, column free, flexible, and sustainable accommodation, rated as "Excellent" in the BREEAM environmental rating scheme, the world's leading third-party certification of a building's environmental performance.

The building also achieved Wired scored gold status, which assesses digital connectivity on a global scale, confirming that the building has connectivity capacity for any tenant. The use of the latest high performance glazing technology which encourages natural light, while limiting solar gain, succeeds in reducing office lighting and energy consumption, all enhanced by Smart LED energy efficient lighting systems throughout, demonstrating it is truly sustainable for future occupiers.

The 72 cycle spaces, together with showers, changing rooms and lockers in the basement promote alternative modes of transport. The 46% increase to the public realm at Trenton Square reflects JDC's community focused vision.

With knowledge and research gained during the year, the next building in the International Finance Centre (IFC) will target BREEAM 'Outstanding' environmental rating. The Company has calculated the baseline carbon assessment for IFC 6 and now will be able to target and to track its increasingly lower carbon footprint for both the build and in-use stages of the carbon life cycle for the next building, whilst flexible design and public focused ground floor will target and enhance placemaking in the area.

Within the Waterfront Car Park, lights were changed during the year to LED PIR lighting, reducing energy consumption and providing low energy lighting only when movement is sensed, whilst ensuring required security minimum lux levels.

In 2023 the Company became a Member of Eco Active, with our stated target to meet 10% net biodiversity gain on all future projects and to introduce pollinator patches on the JDC estate where possible, one of which was sown and grew beautifully in the spring/summer.


Ports of Jersey

Ports of Jersey exists to serve the Island’s community and the economy that supports it. It has a responsibility to the environment, to the community, and to its customers, partners and employees. It believes that the best way it can help build the future that the Island deserves is by taking a leading role in developing a sustainable future and tackling the challenges this brings head on.

Ports of Jersey launched the [Port’s Planet and People Plan](#) in March 2022. It is a strategy of priorities, goals and initiatives that are aligned to the UN Sustainable Development Goals and Jersey Performance Framework. Ports of Jersey wants to inspire and lead a sustainable future for Jersey that everyone can be proud of.


In 2023, Ports of Jersey worked with the Government of Jersey to produce a Policy Framework for the Ports Sector. A key priority of this policy is to ensure that the sector is sustainable in respect to the economy, environment and our community, and that Ports’ sustainability targets align with Jersey’s Carbon Neutral Roadmap and international industry standards, treaties, and legislation.


Progress in 2023



Climate

We will transition to net zero

13
CLIMATE ACTION



7
AFFORDABLE AND CLEAN ENERGY


- Achieved Airport Carbon Accreditation Level 3
- New electric coastguard vehicle and 4 new electric operational vehicles
- Balanced 2022 Scope 1 and 2 emissions with Durrell Rewild Carbon to be carbon neutral in its operations
- CarbonPass available for aviation and ferry passengers to balance travel emissions
- Continued to support the Jersey Taskforce for the feasibility study into the potential production of Green Hydrogen on Island
- Continued work with ALIAS on trialing sustainable, autonomous drones




Biodiversity

We will preserve Jersey's water and promote thriving biodiversity

14
LIFE BELOW WATER


6
CLEAN WATER AND SANITATION


15
LIFE ON LAND


- Received international ‘Clean Marinas’ accreditation
- Supporting Trees for Life with tree planting initiatives at St Catherines and across the Island
- Worked with two local schools to design eco tiles to encourage biodiversity in marinas
- Seagrass eco-moorings successfully trialed, deployment to continue in 2024.



Waste and Circularity

We will design out waste



- Four new water stations at the Airport in partnership with Jersey Water
- Sustainability and Social Value given 15% weighting in all procurement tenders
- Scheme launched with Government, Jersey Prison Service and Fisherman’s Association to recycle old fishing equipment and prevent it from polluting our waters
- Work underway with Harbour Master Plan to reduce amount of dredged material required for disposal offshore by processing and recycling on-Island



People

We will nurture our employees, serve our community and encourage sustainable tourism



- Main sponsor of Durrell’s Tortoise Takeover campaign
- Sponsor of the Pride of Jersey awards
- Relunched the SeaPerch engineering and robotics competition
- Held combined cadet STEM competition day
- Coastguard visited 19 schools to raise awareness of sea safety
- 94 volunteering hours for ‘Let’s Play Airports’ with Jersey Childcare Trust
- Increased employee wellbeing support, including health checks, webinars and Mental Health First Aider training

Data and Data Sources

All data presented in this report is accurate to the best of the information and knowledge presented at the time of collation. All relevant information may be updated as new pertinent information and data become available.

Consumption and emissions are realised where departments are the occupant or user of an asset, and therefore the billpayer. For example, emissions from third parties tenanted in estate property, where they are the billpayer, are not included in these figures.

In this context, green energy comprises electricity and biofuels.

The Government of Jersey and non-ministerial Departments							
		Unit	2021	2022	2023	Latest year as %	Latest YoY change
Consumption	All green energy consumption	kWh/year	42.5m	42.4m	44.9m	54%	6%
	All fossil energy consumption	kWh/year	50.0m	36.8m	38.1m	46%	3%
	Total		92.5m	79.3m	83.1m	100%	4%
Emissions	All green energy emissions (Net)	ktCO ₂ e	0.3	0.3	0.3	1%	4%
	All fossil energy emissions	ktCO ₂ e	12.7	9.9	10.2	25%	2%
	Core Emissions Subtotal		13.1	10.2	10.5	26%	2%
	All waste processing emissions	ktCO ₂ e	31.2	31.2	29.6	74%	-5%
	All Emissions Total		44.3	41.3	40.2	100%	-3%
Spend	All green energy spend	£	5.6m	5.9m	7.0m	69%	15%
	All fossil energy spend	£	3.0m	3.5m	3.2m	31%	-9%
	Total		8.6m	9.4m	10.2m	100%	8%

Due to current operational limitations, electricity consumption by electric vehicles charging is currently combined under property consumption values, as it is not separately metered.

Lastly, whilst organisational consumption and emissions data has recently undergone significant improvements, several areas below are yet to be included:

- Solar panel-derived energy consumption
- Fuel bought from public pumping stations using employee purchase cards (as opposed to fuelling at government pumping stations)
- Consumption by employees' personal vehicles, where used for work purposes
- LPG canisters for specialist equipment, 50:1 2-Stroke and 25:1 2-Stroke mix.

Sustainability Report

Considering this, it should be noted that baseline, consumption, emissions and spend numbers may be updated retrospectively as new information becomes available. However, it is not expected that these will present material changes.

In addition, emissions factors (by which consumption is multiplied) are updated annually by external bodies. The government will update calculations accordingly as these are released.

Air Travel Emissions

		2021	2022	2023	Avg
Air Travel: Distance (km million)	Corporate Procurement	1.4	4.2	6.5	4.0
	Hospital	2.3	3	1.2	2.2
	Total Distance	4.1	3.7	7.2	5.0
Air Travel: Emissions (ktCO ₂ e)	Corporate Procurement	0.3	1	1.5	0.9
	Hospital	0.6	0.7	0.3	0.5
	Total Government of Jersey emissions	0.9	1.7	1.8	1.5

Data Tables

Pollution

Water Protection Data	2021	2022	2023	Avg
Total water pollution incidents	96	68	81	82
Total Government incidents	10	8	4	7
Government % of all incidents	10%	12%	5%	9%
Total Andium, SOJDC and POJ incidents	2	1	2	2
Total Group incidents	12	9	6	9
States Group % of all incidents	13%	13%	7%	11%

Finite Resources

Water Consumption	2021	2022	2023	Avg
Government + Non-Ministerial metered water consumption (millions of litres)	288	284	295	289
Government + Non-Ministerial metered water costs as % of total water supply costs	100%	100%	100%	100%
Water supply cost (£m)	0.8	0.9	1.0	0.9

Paper Consumption	2021	2022	2023	Avg
Government + Non-Ministerial approximate paper consumption (Reams of 500 A4 Equivalent Sheets)	65,600	65,350	63,936	64,962
Government + Non-Ministerial paper supply cost (£)	102,101	124,043	120,839	115,661

Data Sources

The Sustainability Report above, which has not been audited, uses consumption, units (kWh, litres), and spend, as sourced from suppliers, along with waste tonnage sourced from the Department of Infrastructure and Environment. These unit amounts have been converted into emissions values using standard conversion factors, in line with Jersey's Building Bye Laws.

As an Island, Jersey uses a bespoke carbon conversion factor for its grid electricity, covering the blend of French electricity and electricity derived from the Energy Recovery facility. However, the Government of Jersey reports emissions arising from the Energy Recovery Facility under its waste processing emissions. This means a net grid electricity emissions factor has been used in emissions calculations to avoid double counting for this energy source.

Air travel figures are based on information provided by the Government's corporate travel management provider. Jersey Hospital specific travel data is provided directly by Health and Community Services. Emission factors for official air miles are based on UK Government emission reporting factors.

The sustainability report above, which has not been audited, uses the following data sources:

Data Type	Source
Water usage	Based on information provided by the Jersey New Water Works Company. Scope 3 emissions not currently reported.
Paper usage	Based on information provided by the States Corporate Supplier for Stationery. Scope 3 emissions not currently reported.
Waste	Unlike the UK, where local authorities typically collect residential waste only, and businesses are required to deal with their own disposal, the majority of on-Island waste is collected by the Parish. Consequently, data on waste arising from individual Government sites as waste producers is limited at this point in time.

The Government of Jersey would like to thank all the companies and departments that have provided information to support the drafting of the 2023 Sustainability Report.

States of Jersey Group - Data Sources

States of Jersey Group wholly-owned entities (Jersey Overseas Aid, Ports of Jersey, Jersey Development Company and Andium Homes) data and information is provided directly by them. Information is in line with their own reporting standards.

Independent Data Verification

Independent data verification will be developed for all data sets as part of the design of Minimum Standards for Sustainability Reporting that will be completed in 2024.