

States of Jersey Group 2023

Annual Report and Accounts



Annex Government Department Annual Reports

Introduction

This Annex provides a performance analysis for each Government Department. It is intended to tell the story of each Department's year in a fair and balanced way. The narrative has been written by each Department representing their view on their performance.

Further information on each Department can be found at:

[Cabinet Office \(gov.ie\)](#)

[Children, Young People, Education and Skills Department \(gov.ie\)](#)

[Customer and Local Services \(CLS\) \(gov.ie\)](#)

[Department for the Economy \(gov.ie\)](#)

[External Relations \(gov.ie\)](#)

[Health and Community Services \(gov.ie\)](#)

[Infrastructure and Environment \(gov.ie\)](#)

[Justice and Home Affairs \(gov.ie\)](#)

[Treasury and Exchequer \(gov.ie\)](#)

Information on what the Department planned to deliver, including the service performance measures it used, in 2023 can be found in the [Delivery Plans for 2023](#).

Further detail on Departments' [annual Service Performance Measures](#) are published online.

Cabinet Office

Tom Walker
Assistant Chief Executive Officer

About the Cabinet Office

The Cabinet Office supports the effective running of the Government and the delivery of front-line public services, including:

- support for the Council of Ministers and States Employment Board;
- development and coordination of public policy;
- good governance and communications;
- Human Resource (HR) and Digital support to front-line delivery departments;
- managing the government's cyber security;
- protecting and improving population health;
- corporate functions, including freedom of information and business continuity; and
- independent functions, including Statistics Jersey, Children's Commissioner, Care Commission, Charities Commissioner and Jersey Advisory and Conciliation Service.

It brought together three former departments, namely:

- Chief Operating Office;
- Office of the Chief Executive; and
- Strategic Policy, Planning and Performance.

The Cabinet Office supports the Council of Ministers under the leadership of the Chief Minister, who is supported by the Deputy Chief Minister and Assistant Chief Ministers.

The Chief Executive leads the Chief Officers and is supported by the Assistant Chief Executive and the Treasurer of the States.

Delivery of key objectives

The key objectives for 2023 were those set out as priorities of respective Ministerial leads, the Chief Minister, Minister for Housing and Communities, and Minister for Health and Social Services in relation to population health.

Leading government

Leading a government that is trusted, compassionate, and responsive

Engagement and Information Review

The Engagement and Information Review was published in November 2022 with 37 main actions. An action plan was developed and an update on progress was published in May 2023 [[Engagement and Information Improvement Update](#)].

As part of this, [the Government Engagement Framework](#) was published in March 2023 to provide a structured process for engaging the public and stakeholders effectively in policy matters, as well as better inclusion of underrepresented groups.

Strengthening relationships

Strengthening the relationship between the government, States and the parishes

During 2023, the Council of Ministers took part in a series of Parish roadshows. This gave ministers the opportunity to travel to where Islanders live, meet them in their own Parish, and engage informally with constituents face to face about the issues which mattered to them.

Building strong partnerships across the whole of Government, the private sector and charitable and community organisations to deliver real benefits for Islanders

At the beginning of 2023, the Chief Minister spoke at the first Chamber of Commerce lunch of the year, and the Deputy Chief Minister spoke at the lunch in June. In February, the Assistant Minister for Social Security addressed the Association of Jersey Charities. The Chief Minister met with representatives of Jersey's faith groups during the year, including attending the Synagogue and the Islamic Centre.

There were a series of workshops in 2023 with Arm's Length Bodies (ALBs) to develop better strategic partnership relationships. This included ensuring that governance arrangements put in place were appropriate and proportionate to the scale and activity of ALBs.

Six Closer to Home events were held, which included a focus on Cost of Living, Care Leavers, Older People and Families. An Embrace our Difference event was held where over 500 people attended with 55 partner organisations.

The Connect Me social recovery project has provided micro grants to support Islanders to access physical activities, arts and culture, and partnerships with the Association of Jersey

Charities and the Jersey Community Foundation have seen lottery funds distributed to local organisations to support outcomes for Islanders.

A wide range of organisations were involved in the work to support the response and recovery following the major incidents of the last year.

Governance arrangements

Directing and requiring that governance arrangements are in place to support a culture of delivery and robust decision making, that is efficient, effective, value for money, transparent and accountable across the whole of Government

Government Plan

The Cabinet Office worked alongside the Council of Ministers and the Treasury and Exchequer Department to deliver the Government Plan 2024-27.

Role of CEO and Executive Leadership Team

Following the arrival of the new Chief Executive, processes that support the Executive Leadership Team to operate were reviewed. Improvements have been made, including being more prescriptive about the meeting format and nature of the items discussed, which will release Chief Officer time to coordinate other matters whilst maintaining a strong governance approach.

Governance Framework

Throughout 2023, engagement with the Comptroller and Auditor General (C&AG), Public Accounts Committee (PAC) and Scrutiny Panels has continued on areas of corporate governance and proposed government policy that could be improved or further developed. Ministers and officers have supported private briefings, public hearings, and responded to correspondence and reports.

Action plans arising from recommendations from sources of audit and scrutiny are monitored, with regular updates provided to demonstrate improvement and promote trust and accountability in government.

Throughout 2023, the Internal Audit function continued to provide assurance on key risks and controls in addition to providing proactive assurance in real time. Internal Audit is subject to External Assessment; a review was done in 2023 and a good report was issued.

The Central Risk Team has supported the organisation to mature its risk and performance-based decision-making culture, including implementing recommendations from the C&AG Risk Review Follow-up Report. Outcomes have included better reporting and electronic dashboards to support leadership teams across Government to manage risk.

As part of its business as usual function, the Freedom of Information Unit has supported the Government's transparency and openness agenda, issuing responses to 953 requests for information, making it the second busiest year since the introduction of the Freedom of Information law.

Corporate Sustainability Reporting

For the 2023 Sustainability Report, recommendations issued by the C&AG for the last report have been implemented, including the inclusion of targets and comparative data, where feasible and /or available. The quality and precision of carbon-emissions data is continuously improving. A sustainability reporting requirement has been added to the Corporate Governance Framework.

Integrated data and Statistics Code of Practice

Statistics Jersey has developed an integrated administrative data system that has provided more up-to-date and detailed population and migration estimates. As part of the Government Plan 2024, this project funding was mainstreamed to allow ongoing production of these statistics and further development, including of better Labour Market statistics. The Chief Statistician continued to promote the Statistics Code of Practice across public authorities, and to encourage more publication of statistics that are already available to public authorities.

Capacity and resources

Reviewing the capacity and resources of the Strategic Housing function to ensure government has strong and sustained actions to tackle the housing crisis and increase home ownership

Residential Tenancy Law

Work was progressed to develop proposals to modernise the Residential Tenancy (Jersey) Law 2011, with a view to modernise the law and enhance protections for both tenants and landlords. In April, the Minister launched a 10-week consultation on “Improving Residential Tenancies in Jersey” and undertook a series of engagement events to understand Islanders’ views on the proposals. Post-consultation analysis was undertaken and initial revised law drafting instructions issued to the Law Drafting Office.

Roadmap to improved access to social housing

Andium Homes has transformed the standard of social housing in Jersey over the last decade and are well on-course to realise its programme to deliver 3,000 new homes by 2030. As a result of this, the Government has been able to widen access to social housing. In September, the first actions were taken to significantly increase income limits to access social housing and the minimum age of eligibility was reduced from 40 to 35.

Empty Homes Service

In January 2023, the Empty Homes Service was launched in response to the Minister for Housing and Communities’ [Action on Vacant Properties plan](#), published in the autumn of 2022.

In October 2023, the Minister published an [update report](#) outlining the work of the Empty Homes Service and progress against the Action on Vacant Properties plan commitments.

First Time Buyer, Assisted Purchase and First Step scheme

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% for first time buyers, supporting them in purchasing an open market home. The scheme will utilise £10 million of funding that had been secured in the Government Plan.

Supporting children and their families

Making support to children and their families central to the work of this new Government.

Since the Assembly approval by the States Assembly of the Children and Young People (Jersey) Law 2022, focus has been on preparation for enactment with the recent publication of statutory guidance and safeguarding arrangements both of which are required by the new law.

The Law is the next major step in the crucial mission to ensure that all children and young people in Jersey will grow up safely, learn and achieve, live healthy lives and be listened to.

Leading on delivery outcomes of the 2017 Care Inquiry Report remained a priority. Recommendations were made to the Council of Ministers on how to realise the Independent Jersey Care Inquiry's legacy in the publication of the final report of the Citizens Panel in March 2022. A number of projects have been delivered, including the successful celebration of Jersey Children's Day. The planning permission for a place to remember has been progressed with an intention to complete and finish the works during 2024. Plans for a permanent apology are still in progress.

Corporate Parenting Board

The Ministerial Corporate Parenting Board led work to engage children in care on how they can achieve the best start in life despite adverse childhood experiences; working across government departments to remove barriers that unfairly discriminate, and disadvantage.

Engaged and productive public service

Supporting an engaged and productive public service by listening and engaging with staff

Ensuring that the public service values are demonstrated in everything we do

Our Values are included in all corporate induction events for new people joining the Government of Jersey; they are integrated into corporate training; and are included in the behavioural dimension (competencies) of Connected Performance as part of developing a

performance management culture with embedded values.

The States Employment Board (SEB) had a specific development session on Values and leading a values-based organisation. The diversity equity and inclusion strategy and framework integrated these values and was the anchor for the eight employee led networks that promoted and encouraged understanding of differences with respect. The networks highlight employee experiences and are providing valuable input into the development of codes of practice and people policies.

“Be Heard” staff 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 improvements across the board and in every department. All engagement factor results were in the positive zone; and with four factors having over 10% points increase from 2020 scores. Continuous improvement plans for both corporate and departmental priorities are underway.

Delivery of efficient, effective public services

Continuing to support the delivery of efficient, effective public services

The Corporate Portfolio Management Office (CPMO) initiated the process of embedding the Government of Jersey’s Programme and Project Delivery Frameworks, in accordance with the Public Finances Manual, this has involved considerable stakeholder engagement and training activity.

The CPMO has provided support to major and strategic programme and projects, at both corporate and departmental levels, undertaking governance, control and compliance reviews, providing bespoke advice and guidance to senior leadership teams, project teams and supported the assembly of subject matter experts to partner with the GoJ to deliver complex change, to drive benefit and outcome realisation.

Strategic workforce planning

Prioritising, through the SEB, the delivery of strategic workforce planning across departments, with a particular focus on recruitment and retention of staff in critical frontline services for example Children’s Social Care, Education and Healthcare.

The SEB has prioritised addressing recruitment issues in key professions. High levels of vacancies impact on service delivery and standards, and a poor candidate experience increases the cost to recruit, with poor outcomes and candidates leaving a recruitment process in favour of other employers.

A Strategic Workforce Development Plan (SWFP) has been created following extensive engagement with departments, who have been through a six stage workforce planning process. The collated outputs have been used to create a plan to address workforce challenges including current and future capability gaps and to develop a common approach for tackling workforce risks and challenges.

The Delivery Unit within the Cabinet Office was tasked to support the recruitment of primary

school teachers and teaching assistants and establish a proof-on-concept service model for roll out across other key areas.

A dedicated microsite for teaching and teaching assistants was created and a targeted media campaign.

34 primary teachers, 55 teaching assistants and 42 secondary teachers were recruited through the pilot programme. At the start of September 2023 term, recruitment to all primary teaching roles was completed.

As part of the Financial Recovery Plan (FRP), a focus on reducing agency and locum costs will address financial pressures and support in service quality. In the year-to-date 322 individuals have been recruited to vacant posts. This is approximately 40% of all hires expected across the public service in a normal year.

Project Team Support for various priorities

In its first year of operation, the Delivery Unit Project Team developed its capabilities and service offering to address strategic and complex organisational issues and successfully supported priorities in areas including key worker recruitment, key worker accommodation, children's social care, healthcare and island workforce, assisting departments to be even more effective at delivering front line services to Islanders.

Increasing the number of key worker housing units

During 2023, 131 units of accommodation were made available to house key workers in line with the recently approved keyworker policy which aims to harmonise the eligibility requirements, supporting the attraction of permanent staff over locums and agencies.

Accommodation	Number of units	Owner
La Tour Dunlin	36	Andium Homes
La Tour Egret	74	Andium Homes
The Laurence	16	Private
Westaway Court	5	Government of Jersey

The increased number of units enabled us to move keyworkers out of more expensive hotel accommodation.

Progressing population and migration policy

Control of Housing and Work Law rules were amended to give couples in a long-term relationship the same rights as married and civil partners. Rights were also extended to students arriving in Jersey as part of a family unit. Significant progress was made in developing secondary legislation to support a revised Control of Housing and Work Law. The Council of Ministers published its first annual report on the Common Population Policy.

Better Population and migration statistics

Statistics Jersey has used linked administrative data (information already held by Government) to produce faster and more detailed population and migration estimates. These included: revised population and migration estimates between the most recent censuses (2012 to 2021) in June 2023; population and migration statistics for 2022; and also population projections out to 2080, both in December 2023.

Further actions, to support delivery across all key objectives

The role of the Modernisation and Digital team is to support the organisation to become more efficient, accountable and responsive through the use of information technology.

Assuring that we enhance our cyber security maturity

In 2023, the Modernisation and Digital Security Target Operating Model was defined, and implementation plans developed by the Cyber Change Programme.

Plans were featured within the 2024-2027 Government Plan to continue activity to maintain levels of security across the organisation.

Supporting the organisation to become more efficient, accountable and responsive through the use of information technology.

Work was undertaken to deliver a Proof of Concept for a Data Services Platform (DSP) by January 2024. The DSP is a key enabler for connecting government services together and facilitating better analytics and decision making.

In Digital Health, the Electronic Patient Record (EPR) programme has focussed on an embedding and optimisation phase and is now working on Release three which provides additional functionality for the hospital that will deliver the following benefits:

- reduction in paper and a move to electronic clinical noting;
- improved efficiency by reducing duplicated tasks and better integrations between systems, e.g. GP referrals to Health and Community Services (HCS);
- increased clinical IT devices, e.g. tablets and computers on wheels (COWs); and
- integration of clinical devices into the Electronic Patient Records system (IMS Maxims).

The Microsoft Foundations programme concluded at the end of 2023, having delivered upgraded Microsoft Services to all users in the Government.

Public Health

Suicide prevention strategy

Commence scoping an updated suicide prevention strategy which will focus on preventing suicide and reducing incidence of self-injury associated with mental distress

The Suicide Prevention Strategy was developed over 2023, overseen by a Steering Group and working groups which focused on three key areas of work: the acquisition and analysis of data; the mapping of services relevant to suicide prevention; and the understanding of stakeholders' insights and perspectives of suicide prevention.

Eleven stakeholder engagement events were held, alongside a public questionnaire, and questionnaire for secondary education settings. Those with lived experience of suicide in Jersey were involved throughout. In October 2023, a draft of the suicide prevention strategy was approved by the Public Health Senior Leadership Team. Implementation is planned to commence in 2024, and to run for a period of five years.

More accurate information about health trends

Supporting development of more accurate information about health trends in Jersey during 2023, which can be used to decide what services are needed to improve and protect health, and to chart progress over time

Overseen by the Jersey Strategic Needs Assessment (JSNA) Steering Group, progress has been made in a number of areas to help improve understanding of Jersey's health and wellbeing challenges, and how they differ between various communities. The Statistics Jersey report on the [Characteristics Associated with Poor Health](#) in February 2023 was followed by a report which examined how migration, employment and income support payments varied for different populations.

Public Health Intelligence published an update to the Health Profile in February 2023, providing a compendium of all public health statistics alongside comparisons to other jurisdictions. Qualitative research into Islanders' experiences of COVID on their health and wellbeing, particularly focusing on inequality and 'seldom heard from' groups, was also completed; a full report will be published by March 2024.

Protection from infectious disease

Bringing forward clear recommendations on how to protect Islanders from infectious disease and other environmental threats

The [Health Protection Review](#) was published in July 2023; key recommendations included setting up a Health Protection Partnership, introducing digital surveillance and case management systems, strengthening the workforce and increasing external collaboration.

An interim infectious disease notification and surveillance system has been developed and introduced across General Practice. This will enable increased understanding of the burden of infectious disease affecting the island and increases the ability of the Health Protection

Partnership to take preventative action to stop the spread of infectious disease.

Improving health

Developing a clear plan and service model for how to improve health in both the short and long-term

['Seizing the Opportunity: A population health prevention strategy for Jersey 2023 – 2027'](#)

was produced in June 2023 and formally launched in October with a professional event and a one-day wellbeing festival. [WellFest](#) showcased a wide range of public health and health improvement opportunities for Islanders through interactive stalls, activities, and talks.

Around 800 people attended and participated and feedback from participating organisations has been very positive.

Service Performance

Turnover

Turnover within the Ministerial and Non-Ministerial Departments has remained consistently between 8% and 8.5% for 2023 which is consistently better than the target of 9.5%. Over the year there have been no significant fluctuations in the turnover figure.

Vacancies by department

We have not been able to report accurately on vacancies data across the Government, specifically within Health and Community Services and Children, Young People, Education and Skills during 2023. At the end of 2023, a review of all vacancy data has taken place and vacant posts reviewed. With the introduction of Connect People during the second half of 2023, this has allowed line managers to have a clear view on roles that report into them and also manage their vacancies. It will enable departments to identify, forecast and plan best-fit resources for 2024, vacancy data will be reviewed on a monthly basis to enable the data to be kept up to date.

Freedom of Information (FOI)

Percentage of FOI requests responded to within 20 days

As part of its business as usual function, the FOI Unit has supported the Government's transparency and openness agenda, processing 1,013 valid requests in 2023, which was a 14.72% increase on the previous year. 100% of FOI requests were answered within the statutory timeframe of 20 working days, or with a prescribed extension period. 2023 was the second busiest year since the introduction of the Freedom of Information (Jersey) Law in 2015.

PAC and C&AG recommendations closed

Percentage of PAC and C&AG recommendations closed by the Government from the number possessed at the start of Q1

The Government closed 73% of recommendations that remained open in the Tracker on 1 January 2023, surpassing a target of 50%.

PAC and C&AG recommendations received

Number of new PAC and C&AG recommendations received by the Government

The Government has received 86 recommendations from six C&AG reports (the C&AG issued a further two reports for which executive responses were returned to PAC in 2024, and a 'mid-term reflections' report). No recommendations were received from PAC. In total, 194 recommendations were closed during 2023 and 118 recommendations remained open in the Tracker.

Statistics Jersey publications released

Percentage of Statistics Jersey publications released according to the publication release schedule

In total, Statistics Jersey published 35 reports in 2023 covering a range of Economic and Social statistics from the well-established (e.g. Retail Price Index report) to the novel (e.g. Population and migration statistics from administrative data sources). All (100%) Statistics Jersey reports were pre-announced in accordance with the Code of Practice for Official Statistics and published on time in accordance with this schedule.

Publication of the Service Performance indicators

On time publication of the Service Performance indicators in accordance with the published schedule

The Chief Statistician reviewed the range of Service Performance indicators during 2022 to focus on those that were of relevance to islanders (rather than purely of internal interest). There was a continued focus on fewer, better measures; and a new method of displaying the measures (including a historical time series) on the gov.je site. In 2023, Service Performance indicators were published on schedule 100% of the time.

Update of the Island Outcomes and Indicators

Update of the Island Outcomes and Indicators within a quarter of the availability of the data

The year saw considerable change to the Island Outcome Indicators (IOIs). The Analytics and Statistics Enablement Team (ASET) embarked on a major project to update the presentation of the indicators, and to re-appraise which indicators should be included in the IOI set (with a proposal to reduce the current 193 measures to a more focused set). This project, combined with resource difficulties in ASET has meant that the current 193 indicators have not been kept completely up to date on the Clear Impact system; currently, 63% of the indicators are updated. We are making good progress on the new IOI presentation and content, and plan to go live in with this during 2024 after engaging with key users.

Approval of a job requisition

Average number of calendar days from the date a job requisition is approved to the date the offer is accepted by an external hire (excluding bulk campaigns)

Talent Acquisition, the new recruitment and onboarding functionality, experienced delays to delivery in 2023 and its implementation and roll-out was deferred until 2024. By having all recruitment running through the one system, this will enable a better experience for hiring managers and applicants who will have a dedicated recruiter managing their on-boarding experience giving oversight and updates during the recruitment process. As there were a number of recruitment systems, and with the implementation of Connect People, we were unable to accurately report on the average number of calendar days of the recruitment process. Therefore, no data was available to report on during 2023.

New external hires who leave

Percentage of new external hires who leave within 12 months of joining

This is the first time that this data has been reported and therefore no comparable data is available to view year on year for recruitment and retention. During 2023, The SEB prioritised addressing recruitment issues in key professions. There has been a focus on producing Strategic Workforce Development Plans within departments. The outputs of this have been used to address workforce challenges including current and future capability gaps and to develop a common approach for tackling workforce risks and challenges. Be Heard staff surveys were undertaken across the organisation and departments have developed action plans to enable colleagues to contribute to making their department a better place to work. This figure is well below the initial target of 20%. A review of the exit interview process was commissioned, and the recommendations made are in the process of being implemented across government.

Annual performance appraisals

Annual performance appraisals that are due, should be completed within one month of the end of performance year, and the 'Connected Performance' system updated

The 2023 year-end out turn illustrates progress, with 37.2% of colleagues in scope having had an end of year performance review. The completion of performance reviews by departments ranges widely, with 5 departments having over 90% completion rates. Some departments have predominantly non-desk-based workers; and often include shift workers with less ready access to technology and so are less able to utilise the system. The results compare favourably with the 2022 year-end results for the former 'My Conversations, My Goals' system, which was 12.7%, and indicates a generally positive trajectory for performance management in what is a significant cultural change for some areas.

Health and safety serious incidents

Number of health and safety serious incidents reported to the Health and Safety Inspectorate (HSI)

The data collection and quality is improving. Work is ongoing to improve the quality of this data in the future, for example through the embedding of the use of Connect.

The legal requirement to report health and safety related incidents at work is not enshrined in Jersey Law. Best practice is followed by reporting work related incidents to the HSI, which meets the requirements of the Reporting of Incidents, Diseases and Dangerous Occurrences Regulations (RIDDOR) in the UK. Of these incidents, any that meet the requirements have been reported to the HSI. These events are tracked by the Health and Safety Board throughout the year to ensure investigations are completed and lessons learnt are implemented.

New starter health and safety inductions undertaken

New starters are required to complete an induction process. This induction includes a health and safety module. This is a new metric, and the data insights are consequently immature. There are plans being developed to improve this position for future years. It is estimated that between 60% and 75% of new starters have completed the MyWelcome health and safety modules.

Children, Young People, Education and Skills (CYPES)

Rob Sainsbury
Chief Officer

Delivery of key objectives

Ensuring the best education

Ensuring all children and young people have the best education available to them, from early years to adulthood

All young people with a record of need have been matched to the new funding matrix to ensure that appropriate funding is matched to their level of need. This funding has now been allocated to schools directly and will be reviewed on an annual basis.

A full consultation has taken place with young people, parents, carers, professionals and partner agencies to develop a vision and charter of inclusive education and following the nasen (National Association for Special Educational Needs) review the Virtual School has been developed and now provides a termly Personal Education Plan (PEPS) for all looked after children both on and off island.

La Passerelle primary has been relocated to a new site and now offers a 24-place specialist therapeutic provision.

The Childcare and Early Years' service have supported a number of key programmes and initiatives in support of positive outcomes for children under five and their families.

Additional targeted childcare support for younger children via the Best Start Nursery Plus scheme in partnership with the Jersey Childcare Trust has been funded. Further collaboration with the Speech and Language Therapy (SALT) service to support Wellcomm and to develop and provide resources for high quality communication and language provision to all early year's settings and schools. Core books for all nursery settings and those public places accessed by children and families have been provided in partnership with Jersey Library.

Our approach to regulating the childcare sector has been strengthened following a review of both childminder and early years setting statutory requirements. All settings are required to

have a Special Educational Needs Coordinator (SENCo) and we have funded and delivered the L3 CACHE qualification for all settings to have at least one person upskilled. The Early Years Inclusion Team (EYIT) have more staff following Government Plan growth to meet the increasing demands of support for children with additional needs.

Best Start programme of funded activity from Covid Social recovery funding came to an end in 2023 but has been instrumental in providing support for the workforce, children, parents and carers. This has included more continuous professional development, a recruitment campaign, an integrated developmental review at three years, “50 things” app and events, and a new Best Start website, as well as a dedicated manager and administrator to maintain the work of the Best Start Partnership into 2024.

During 2023 the School Improvement and Advisory Service (SIAS) delivered several key work streams which included; Curriculum and policy development for personal, social, health and economic (PSHE), religious education (RE), Arts strategy and Physical literacy and developing a Leadership of Languages Strategy, which includes Multilingual Learners, Languages and Jèrriais. There were also significant projects in reading, writing, oracy, teacher and TA training, and approaches to governance delivered.

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.

The Library Service continued to engage with young people during 2023, delivering the Summer Reading Challenge which reached over 2,000 primary school children, and commencement of library support at Samarès Primary School, working with Every Child Our Future to provide library access to children and families. Additionally, the service also launched the new Highlands College Library.

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.

Mont à L'Abbé has had a new additional two classrooms building added to its site and useable space. This space will be used to enable a post 16 curriculum to be delivered to some of our most vulnerable children and allow them to get the best education and prosper.

Social care services for children

Improving our social care services for children and building on the Jersey Care Inquiry recommendations

During 2023 one of the priorities for Children's Social Care was to address sufficiency of available places in residential children's homes. This has been achieved by way of the purchase, renovation and opening of two new Residential Childrens Homes which are now both fully operational.

A multi-agency visit to the Northeast of England took place to review the Multi-Agency Safeguarding Hub (MASH) arrangements and consider transitional arrangements to adulthood and contextual safeguarding offers for children and families to better inform the arrangements and offer in Jersey. Operation Stride was further developed in 2023, delivering

robust multi agency safeguarding to children at risk of criminal exploitation (county lines) on the island.

The Children's Social Care practice model has been developed and launched and is trauma informed. Guidance documentation, policies and procedures have been delivered to all staff and will be delivered to new staff as part of onboarding. We delivered quarterly Communications events to staff, as well as a staff conference for our staff and our partners. Attendance at these events increased throughout the year, and we've covered a range of matters including Restorative Practice, Permanency, Social Care Reform Programme, Youth Justice and Exploitation, Be Heard Survey and links to wellbeing.

There has been significant focus on increasing permanent staff in 2023 and we have recruited 13 permanent staff into service in a range of qualified social work and management positions. Despite the growth in the service, creating more positions to meet increased demand, we are pleased to have reduced the cohort of agency staff in service from 54% at the start of 2023 to 43% by year end. In addition, we welcomed five new Social Work Assistants, who will become Newly Qualified Social Workers (NQSW) once registration is received in 2024. This is in addition to the three NQSW who are currently on their first year Assessed and Supported Year in Employments (ASYE). In November, we launched the Internal Trainee Social Worker Pathway, attracting much interest from staff in non-qualified Social Work roles (Residential Child Care Officers, Family Support Workers, Business Enablement, Family Partnership Workers, and managers in non-Social Work roles).

Jersey's skills system

Enhancing Jersey's skills system to ensure it is responsive to the evolving needs of the economy and Islanders' aspirations

During 2023 the Further Education and Skills Actionable Agenda was progressed to create a robust Skills System for the Island. The delivery of these actions has progressed faster during 2023 than originally planned. Key successes have been identified in the areas of structure and funding for the system.

Core business duties continued and the successes of these were drilled into to create a new Skills Jersey which is to be launched at the start of 2024, as a fit for purpose skills service to administer Jersey's skills system.

Across Government partnership working took flight solidly in 2023, empowered by the creation of the new skills system and this led to across Government working groups to create; a combined provision for young people without a certain destination post statutory education, joined up strategic direction for the digital economy and education, and a process for partnership working to identify future skills needs through data analysis and employer engagement.

Delivering services for children and young people

Working in partnership to deliver a range of services for children and young people

Jersey Youth Service (JYS) conducted a review of the current offer to young people Not in Employment Education or Training (NEET), and to provide a redesign to work across Government to improve this employability and further skills offer. This has been agreed

within the Government Plan for 2024.

The JYS colleague voice process provides a platform for the workforce to feel safe and heard. The first recommendations were presented in 2023 and have subsequently seen twenty-two submissions in 2023 that have been successfully responded to.

The Library service has partnered with other agencies and services throughout the year, this included working with National Therapy Dogs organisation to introduce regular wellbeing sessions in the Town and Communicare Library and working with Highlands and CYPES to offer English for Speakers of Other Languages (ESOL) and maths evening tuition in the town Library.

Some events that the Library have been involved in include the Jersey Festival of Words during September 2023, where we organised and ran a fringe festival, reaching a record number of participants, hosting the British Library's Chinese in Britain exhibition, and receiving a visit from the Children's Laureate, Joseph Coelho.

Youth-friendly versions of Ministerial and Government Plans have been created and published by the Department for Children, Young People, Education and Skills. The new documents were created following months of engagement and consultation with Government officials, ministers, children, and young people and the School Council Network. Youth-friendly versions of the Government Plan were a recommendation from Corporate Services Scrutiny Panel.

CYPES has been leading the way to ensure any Departments who engage with children and young people use the Participation Standards toolkit which are available at gov.je/youmsay. Participation is a two-way process. It's vital that children and young people have all the information that they need before they are asked to share their views. This includes ensuring that the information is engaging, easy to understand and accessible.

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.

Emotional Wellbeing and Mental Health Strategy Implementing the Children and Young People's Emotional Wellbeing and Mental Health Strategy 2022-25 and delivering improved health and wellbeing outcomes for children and young people

In 2023, we added to the list of services (under Health and Wellbeing) by launching the new Neurodevelopmental Service. The service also introduced the assessment of Fetal Alcohol Spectrum Disorder (FASD) for the first time with the appointment of a new community

paediatrician. The service introduced welcome sessions to explain the service offer to new referrals, expanded support offered from its multi-professional team, introduced sibling groups, and worked with education to ensure robust departmental collaboration.

A significant amount of work took place in 2023 to continue to improve data, performance, and feedback reporting and ensuring these are embedded into practice. The Service worked closely with the Child Outcomes Research Consortium (CORC) in implementation of CORC performance and feedback measures to assess service impact.

In September 2022, the Comptroller and Auditor General (C&AG) produced a report following a review of Child and Adolescent Mental Health Services (CAMHS). Of the 32 recommendations, 12 were implemented in 2022, and a further 18 in 2023. The two remaining are the launch of the Clinique Pinel building to replace Orchard House, and updates to the Memorandum of Understanding (MOU) between Health and Community Services (HCS) and CYPES, with both recommendations approaching conclusion in 2024.

In November 2023 we received the National Health Service (NHS) benchmarking report which compared our data and performance against 126 other United Kingdom (UK) CAMHS services. Highlights include the fact that Jersey CAMHS receive similar number of referrals (per population) as other services, though accepting much higher rates, with a higher case load. Most pleasingly, this report showed that Jersey CAMHS are in the top 20% of quickest responding services for first appointments.

In December 2023, we received the draft report following the first inspection of services by the Jersey Care Commission in conjunction with the Royal College of Psychiatrists (RCPsych). This was a very positive first report for CAMHS and will be published early 2024. The links this established with the RCPsych have been additionally beneficial with CAMHS staff joining the RCPsych inspection team to review other services, attending the annual Quality and Assurance Conference, and forming links, visits and meetings with other 'gold standard' services to share and develop practice.

Strong, engaged and valued workforce

Establishing a strong, engaged and valued workforce working on behalf of children, young people and their families and ensure services are delivered safely and effectively

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 SENCo following the completion of the National Award for Special Educational Needs Coordination (NASENCo) qualification at Winchester university.

There has been a focus on addressing teacher shortages, this was achieved by ensuring the central and school focused recruitment of primary teachers and through the Jersey Graduate Teacher Training Programme (JGTTP) which trained 20 new teachers during the 2022/23 academic year and also recruited a further 18 for the programme in 2023/24.

Within Children's Social Care there has been significant focus on increasing permanent staff. In 2023 we recruited an additional 13 permanent staff into the service in a range of qualified social work and management positions.

Service Performance

Child and Adolescent Mental Health Services (CAMHS)

CAMHS received a record 1,350 referrals in 2023, compared to 684 in 2020. Despite the significant volume of referrals, initial assessments for non-urgent mental health referrals were completed on average within 30 days of referral in 2023, within our target of 36 days. Children with more urgent mental health needs continue to be seen quickly, and are not included in this measure.

Requests for neurodevelopmental assessments increased considerably with 468 referrals for attention-deficit/hyperactivity disorder (ADHD) assessments, compared with 51 in 2020; and 284 autism assessment referrals compared with 80 in 2020. This significant increase in demand meant that we did not meet our target of completing neurodevelopmental assessments within 13 weeks; instead, the average waiting time was 38 weeks. Pre assessment support did increase with the introduction of welcome sessions by the Neurodevelopmental Service Manager, additional clinical support, and training courses. Additional capacity to manage demand was created with two private organisations and two locum practitioners commissioned to undertake additional diagnostic assessments. Plans are in place to develop this area of the service in 2024.

In November 2023 the NHS benchmarking report was published that highlighted key statistics comparing Jersey CAMHS and 126 NHS service submissions across the UK. Key findings summarised below reveal that Jersey has a similar number of referrals to the UK average, but our mean waiting time from referral to first appointment is much lower, Jersey CAMHS (generic) is one of the quickest services to access across the UK. The referral acceptance rate is higher in Jersey and we have a higher caseload per 100,000 population than the UK average.

Measure	UK average	Jersey
Number of referrals per 100,000 population	4,997	4,980
Referral acceptance rate	78%	96%
Mean waiting time from referral to first appointment (for routine referrals to CAMHS generic, in weeks)	10.7	4.1
Caseload per 100,000 population	2,095	3,173

Children's Social Care

Children's Social Care underwent its first Jersey Care Commission inspection in December 2023, the report from the findings of the focused inspection into looked after children and the Independent Reviewing service is due to be published in 2024. Verbal feedback from the inspection identified areas for improvement but also acknowledged the improvements made since the previous inspection of 2019.

We continue to face challenges sourcing appropriate placements for children who are looked after, and this is reflected in our placement stability figures. To address this, we opened two new children's homes in 2023 to meet the specific needs of the children in need of

ministerial care. We also launched our permanence strategy, with procedures made available online to all staff and a range of learning and development sessions, permanence planning is now underway for all children who are in the care of the minister or subject to pre-proceedings. This prevents drift and delay and delivers children to their 'forever' home at the earliest possibility. The service will benefit from additional funding through the Children's Social Care Reform programme in 2024 which will include focus on the sufficiency of placements. We've had a significant increase in applications from potential foster carers that are progressing to assessment and panel.

A key outcome indicator for our care leavers is the percentage of these young people who are in Education, Employment or Training. Although the performance for this indicator reduced at the end of the year it is worth reporting that the cohort of care leavers referred to is relatively low at 79, and that almost a quarter of the cohort were either unable or exempt from the Employment, Education or Training criteria, due to a range of reasons including parenting, sickness and other circumstances. In order to support care leavers back into employment and education, we will be working closely with Back to Work, Income Support and the NEET lead at Highlands College, as well as working with Skills Jersey on the NEET Combined Provision Project.

It has been recognised that further work is required to understand why the number of children on repeat Child Protection plans remains at a relatively high rate. There is now a process in place where the Head of Service is notified by the Child Protection Advisor of a re-registration on the child protection register. There are regular consultations between the Team Manager of the Child Protection Advisors and Family Safeguarding Teams. The re-registrations in December 2023 show evidence of this work being undertaken. This will allow the service to learn and offer training to colleagues moving forward. Further audit work is to be undertaken to fully understand the circumstances which led to the re-registration of children and to identify learning and recommendations for the service.

2023 saw the launch of the practice guidance with a handbook produced and provided to all social workers to further develop and embed the practice model into our way of working, Audits and feedback tell us that this is already having a positive impact on social work practice with evidence of increased direct work and how we work restoratively with children and families.

In 2023 the service received 56 compliments, 49 complaints and three comments.

A focus on embedding the child's voice into social work practice resulted in 573 Mind of My Own statements being received from children. This was a 619% increase on the previous year. In August we undertook a family feedback week, which was a new initiative where 75 families were contacted to provide feedback on our service. This identified areas for service improvement but also highlighted some excellent social work practice from some practitioners with families feeling involved, supported, and heard. This initiative will be conducted annually to check on progress of the improving engagement of children and families.

Early Help

The Children and Families Hub Service has built staffing capacity in 2023 through additional investment. A systemic family therapist and a behavioural advisor has been recruited to the Service to develop the early help offer to families. Additional investment in Family Partnership Worker and Family Mentor roles has increased capacity to deliver more parenting programmes and increase direct work with families, acting as lead workers and co-ordinating teams around the child and family when needed to build resilience. The Service adopted the Mosaic recording system in quarter one and this has provided improved performance reporting.

There was increased demand at the Children and Families Hub front door with contacts relating to 4,344 children over the year, a 14% increase from 2022. Requests were received for individual early help support for 261 families, a 14% increase on the previous year. Increased staffing capacity has enabled the teams to support more families; at the end of December, the additional needs and generic teams were supporting 252 families, a 23% increase in active caseload from the same period last year. Despite this increase, demand has continued to outstrip capacity and 61 families were waiting allocation of a Family Partnership Worker at the end of the year. Development of reporting on length of involvement will be undertaken in 2024 to ensure that timely discharge is taking place and other measures to increase capacity are planned.

The percentage of children referred to Early Help by Children's Social Care who are allocated a lead worker was 90.7% in 2023. Only a small number did not transfer to an Early Help lead worker because needs increased and a decision to continue Children's Social Care support was made before transfer or because the family declined early help support.

In 2023, the Service working in partnership with Mind Jersey and CAMHS have delivered 42 group programmes with completion by 395 parents. This is double the number and reach achieved in 2022. Following staff training, a new evidence-based programme for parents who are experiencing personal distress from separation or divorce which is impacting on or complicating their parenting has been offered.

The Service has continued to provide training for the children's workforce in the Jersey's Children First practice model with a new course on undertaking an early help assessment added to the offer. The online training has been updated for launch in January 2024 to show how Jersey's Children First supports practitioners to meet their responsibilities under the new Children and Young People (Jersey) Law 2022 to promote the wellbeing and safeguard the welfare of children and young people.

Education

The Childcare and Early Years Service has regulated over 75 providers, delivered training and development to over 200 practitioners and supported more children with additional needs and their families both at home and in their pre-school setting in partnership with other agencies and organisations. The Best Start Partnership have produced an Early Childhood Participation toolkit and re-branded and relaunched its website, going live in February 2024. Over 100 two- to three-year-olds have been able to access a funded part-time childcare place through further Government investment via the Jersey Child Care Trust (JCCT) and

the Best Start Nursery Plus targeted childcare scheme.

As a result of our focus on high quality practice, maintaining standards of compliance and leadership and management of early identification and intervention, outcomes for children at the end of the Early Years Foundation Stage (EYFS) have improved with more children now achieving an expected level of development in all areas of learning.

2023 is the first year of 'normal' assessments since the changes brought in during and immediately after the COVID-19 pandemic. In line with advice from the Department for Education (DfE) and Ofsted we are not comparing like for like the results from this year to those achieved during and impacted by the changing assessment methodologies used during the pandemic. Instead, as in England, we are comparing our 2023 data to 2019.

Provisional results in 2023 celebrate that 69% of GCSE students achieved a standard pass (grade 4) in English and mathematics, slightly outperforming their counterparts in England. This is also higher than the 65% recorded in 2019, pre-Covid, and this together with our internal analysis reflects an overall positive trajectory for GCSE performance, most notably in the non-selective schools.

At Key Stage 5, the average point score was 34.9 in 2023. This is lower than the score for 2019, however, we are cognisant that this cohort of A level candidates were impacted by changes to provision during the pandemic. Additionally, during their GCSE experience they did not sit formal exams but were awarded Teacher Assessed Grades. Consequently, some of this cohort met the threshold for A level study from comparatively lower starting points than in pre-Covid years. The total cohort for A levels in Jersey this year was larger than in 2019, therefore the broader range pupil intake has quite naturally broadened the range of results achieved and impacted the average score. A detailed report will be published in the spring on 2023 performance.

2023 continued our publication of formal reviews of schools under the Jersey Schools Review Framework (JSRF), with 18 Reviews of Government of Jersey Schools and one inspection of an Independent school published online. The JSRF is fundamental to evaluating the quality of provision in our schools and colleges. Over a three-year cycle, schools experience externally led reviews against the Framework's criteria in the following areas: achievement, teaching, behaviour and leadership. Since September 2019, we have published school reports all of which are available [here](#) on the Government of Jersey website, including Grainville and Jersey College for Girls (JCG). Reviews were paused during the pandemic and recommenced last year. Since the 2023 GCSE results were published, Haute Vallée School has been reviewed and their report positively reflects their GCSE achievement. Reviews for three further secondary schools are scheduled to be completed by July 2024. Together the Reviews of these four schools will allow us a much clearer picture of current standards and standards over time.

Considerable effort was invested in recruitment for early years and schools again this year. This reflects the well-recognised pressures across these sectors and will continue to be a significant focus in 2024.

2023 was the last year with funding focused on the transition away from the mitigations and restrictions of the Covid period, and through the Social Recovery funding saw the successful delivery of 8,000 hours of tutoring in schools, and support for arts education with 35 school

workshops leading to the 'You, Me and the Sea' project and exhibition. In addition, SIAS trained 13 specialist teachers for reading recovery and four specialist mathematics teachers to support targeted interventions and seven summer schools offered a total of 75 days of provision reaching more than 300 children.

SIAS progressed the Languages Policy and strategy, supporting 31 school leads to meet the needs of the 27% of pupils who are multi-lingual learners (MLL) on Island. The "Voice 21" project to support children to articulate ideas, develop understanding and engage with others through spoken language progressed, with courses, staff meetings and centre of excellence training to 14 schools, reaching 600 teachers and key workers. Work directed by the Curriculum Council led to improvements for PSHE and RE, incorporating key inputs from young people in schools.

During 2023 we reviewed exclusion data on a regular basis to improve school attendance. We identified an increase in exclusions in the secondary phase which the Education Welfare Team is monitoring closely to ensure that targeted support is put in place where required. An additional Special Educational Needs and Disabilities (SEND) officer has also been appointed to support the Secondary schools. We are reviewing the policy for exclusions, taking into account the rights for all young people to be entitled to 25 hours of education. The part-time timetable policy was reviewed in collaboration with schools, parent and carers to monitor and reduce the number of young people on part time timetables. The new part time timetable policy was implemented in the autumn term of 2023. We saw a reduction in persistent absence in the academic year 2022/23.

Skills

2023 was very much a transition year for Skills Jersey, as the Further Education and Skills Actionable Agenda was progressed to create a robust Skills System for the Island. There are 37 actions, with achievements delivered in 2023 including a restructure of Skills Jersey to provide a fit for purpose skills service; the establishment of a Head of Skills to lead and advise on across GoJ skills discussions; and developments in Higher Education funding.

Meanwhile core business duties continued in this year of change. Completion rates for the apprenticeship programme rising to match the consistent high standard of 2018-2020, with 96% of apprentices completing the programme in 2023, and 82% of students involved in coaching and mentoring programmes achieving positive destinations, such as further study or employment.

The positive destinations work has seen a steady rise over the years and led to the new approach of combining provisions available to young people unsure of what their next steps are. This led to an across GoJ working group being pulled together by the Head of Skills initially to remove duplication of services but led to investment from 2024 meaning all provisions can be brought together to understand barriers to success and improve the transition offering for young people moving from education to employment.

A total of 1,036 Year 10 students completed their Trident work experience (2-week placement) to help develop soft employability skills, gain an insight into the world of work and make more informed decisions when considering their post 16 options. These opportunities were offered by 316 local businesses across many industries, allowing them to connect with young people and promote their business and industry to the future workforce.

799 year 11 students, and 377 adults received 1:1 careers guidance appointments.

Jersey Youth Service

The latest data shows that young people have returned to their youth projects since Covid, which is reassuring. In 2023 the service had contact with 35% of the 10 to 16yrs Jersey population.

The service successfully completed a number of developments in 2023. In September, the Youth Service launched in partnership with Skills Jersey, Highlands College and the National Youth Agency its first apprenticeship programme level 3 in Youth Work. The Youth Service had 11 staff that required this qualification so that the Service could develop and grow a sustainable local workforce. Alongside this programme the Youth Service also has a partnership with Wrexham University that offers a blended learning route for 4 staff who are working towards their level 6 (Degree) in Youth Work. Further discussions are underway to explore qualifying routes for youth work in Jersey.

The Jersey Youth Service Targeted Youth Support (TYS) Offer, which is an early intervention and preventative project, that has been in place since early 2022 continues to offer one-to-one work with young people on a 16-week programme. TYS has seen an average referral rate of 100 young people per year and has seen many successes. Referrals come from a range of services including Schools, Children's Social Care, CAMHS, and self referrals. The interventions with young people have been focused on topics such as Exploitation, Health and well-being, Drug and Alcohol and Identity.

Jersey Youth Parliament continues to play an important process of providing young people with a voice. The current cohort have had another three live campaigns and their reports published and presented to the relevant Ministers. Their three campaigns with their reports are linked below. In addition, one of the groups produced a 'Parents guide to LGBTQ+'.

- [Diversity and Inclusion](#)
- [Housing](#)
- [Right to Play](#)

The recruitment of the next cohort of young people for the Youth Parliament starts in April/May 2024

The JYS LGBTQ Youth Project were involved with the Jersey Pride Event in 2023 by creating a Youth Zone for young people. This event is a major event for the service as it is important that youth workers and the service celebrates diversity and publicly supports our island LGBTQ young people.

The Jersey Youth Service (JYS) launched its new curriculum that went out to pilot in September 2023. The Curriculum was developed in partnership between Youth Service staff and the National Youth Agency. The curriculum is now fully live and there has been a curriculum launch conference for over 100 staff and 20 young workers in March 2024.

Customer and Local Services (CLS)

Ian Burns
Chief Officer

CLS's mission is 'making it easy for customers'

Our key objectives for 2023, aligned to the Social Security Minister's priorities, are listed below.

Targeted support and policies

Develop targeted support and policies to help Islanders with the rising cost of living

We launched a revised Community Costs Bonus scheme in July, three months early, to help support Islanders with cost-of-living pressures.

We also implemented a new GP contract to reduce appointment costs by £20. This lowered the cost of GP visits for all adult Islanders. In addition, we agreed a new contract to provide free GP appointments for all children.

We continued our work with community organisations to improve the coordination and communication of their services. The cluster groups continued to meet and have several focus areas such as enabling bank accounts for children in care, and homelessness.

The Zero Hour employment contract review was completed, and actions taken. An investigation into a statutory living wage was completed and a report published. Minimum wage rates for 2024 were implemented, and new employment rights for bereaved parents were approved.

Our pilot scheme to provide community access to period products was extended to increase take-up and enable increased distribution options to be fully assessed. The permanent scheme will be implemented by mid-2024.

Supporting adults with long term care needs

Review the benefits and support available to adults with long term care needs and their carers

We completed an evaluation of the operation of the Long-Term Care Scheme and carers' benefits in 2023. The review of the home care market is now well underway and will be completed with agreed actions being implemented in 2024. A new scheme to support people receiving care in their own home, their carers and younger adults has also been designed for implementation in 2024.

All communications and guidance materials were reviewed as planned and new updated ones delivered.

Enabling Islanders to stay in work

Review our incapacity and health benefits to enable Islanders to stay in work and access the primary healthcare they need

We launched our new 'Workwell' pilot service which aims to lessen the impact of health conditions on employees and self-employed people and employers.

Ongoing work continued to support the delivery of the primary care health services. The 2022 General Practice package and 2023 Pharmacy Investment packages are now rolled out. The Health Access Scheme review was completed as planned with recommendations queued for implementation in early 2024. Work also continued with the Minister for Health and Social Services focusing on women's health issues. A women's health strategy working group is now in place and will define and drive future deliverables.

Ensuring benefits are well-targeted, modern and effective

Conduct a review of our benefits landscape to ensure that benefits are well-targeted, modern and effective

We undertook a high-level review across all benefit areas and implemented extended eligibility to the Pension Plus Scheme.

Disability Strategy and Social Inclusion and Diversity policies

Promote the Disability Strategy and Social Inclusion and Diversity policies

We continued our ongoing work with advisory and stakeholder groups during 2023. A support worker for the Deaf and Hard of Hearing Community has been appointed and will continue to work with the community to address challenges to accessing services. A community transport officer has been appointed and a 'soft launch' of the community transport scheme is planned through a partnership with Bosdet and Evie. Our Disability and Inclusion Team are now working in partnership with Skills Jersey and other Government departments and partners focusing initially on educational transition. The aim is to expand into other areas such as health in 2024.

An accessible communication standard was also produced, and good progress made in addressing many of our most significant web content issues. The gov.je website

accessibility, usability, and compliance with web standards now compares favourably against other European Governments websites.

Communication of Social Security contributions and benefits

Review and enhance the ways Social Security contributions and benefits issues are communicated with the public

We implemented a new communications framework in 2023, including training and a guide for all CLS people. A new quality assurance process has also been launched, and an accessibility needs focus to increase usability of services and information. Standard letters and guidance notes have been updated for Social Security Contributions, Income Support, Pensions and Care and Health Benefits.

The specification, requirements-gathering and initial supplier tendering activities have been completed on target for the eventual replacement of the main Social Security benefits management IT system.

Service Performance

CLS concluded 2023 with a strong set of achievements against its key service measures.

The table below summarises the highest value benefits we provided during the year.

Benefit	2023 value £ million	Quantity	Measure	Time Period
Old Age Pensions	240.8	32,930	Claims	Number active at year end
Income Support	73.8	5,235		
Long-term Care	76.0	1,463		
Long-term Incapacity Allowance & Invalidity Benefit	31.0	4,990		
Pharmaceutical Benefit (cost of drugs and dispensing)	26.5	2.3 million	Items prescribed	In full year
Short Term Incapacity Allowance	16.7	485,000	Days paid	
Medical Benefits (payments to GPs, including medical benefit for GP consultations, pathology benefit, JQIF, Health Access Scheme, and various contracts with GP practices)	12.9	480,000	Consultations	

The customer satisfaction feedback rated 'very satisfied' or 'satisfied' increased to 85.1% against a target of 80%. A continued focus on initiatives to improve the customer experience remains in place.

During 2023, customer effort scores were consistently on or above our target with a year-end result of 86.2% against a target of 80%. Our continuous improvement focus on our processes as well as enabling more customers to self-serve online at their convenience has supported this position.

Our call answering target fell marginally short of its 95% target, with a year-end result of 93.8%. Call volumes and handling are continuously monitored and there is an ongoing focus on resource prioritisation to make sure customer calls are answered within target set for 2024.

The demographics of jobseekers and the job market have continued to change significantly, resulting in lower than anticipated numbers of jobseekers, leading to fewer numbers to move back into employment. We achieved 457 job starts throughout the year.

Additionally, 76.7% of full-time permanent contract job starts sustained at least six whole months' employment, against our target of 70%. Our Back to Work team's focus on supporting jobseekers into the right role and making sure that in-work support continues to prove its significant value in this area.

In our Work and Family and Pension and Care Hubs, we processed 92.2% of new claims promptly within our target of five days against our target of 95%, whilst also supporting and implementing additional cost of living support for Islanders.

Our Business Hub consistently exceeded its target for processing business licence applications within published turnaround times. Their overall achievement was 92.3% for January to December, recognising the importance of ensuring that businesses are provided with timely decisions on starting up and/or employing additional staff.

The CLS Local Services team responded and supported Islanders following a series of major incidents which included bereaved families and displaced Islanders. In addition, the team led the planning of the one-year anniversary following two major incidents in December 2022.

Finally, we successfully completed 57% of Comptroller and Auditor General (C&AG), Public Accounts Committee (PAC) and scrutiny recommendations for CLS that were open at the start of the year by its end, versus a target of 50%.

Economy (ECON)

Richard Corrigan
Chief Officer

Delivery of key objectives

The key objectives for 2023 were those set out as priorities of the ministerial leads: the Chief Minister, in relation to financial services, and the Minister for Economic Development, Tourism, Sport and Culture (whose title was changed to Minister for Sustainable Economic Development in October 2023)

Jersey's financial services industry

Work continued to support the success of Jersey's financial services industry by facilitating its digital transformation, its continued compliance with global standards, and its transition into being a leading centre for sustainable finance.

A significant amount of progress was made in 2023 to address challenges in access to financial services by Jersey residents. In particular, to ensure that Islanders could continue to access banking services, a [consultation](#) was published and as a result, the [Register of Names and Addresses \(Jersey\) Law](#) was amended to enable credit reference agencies to access certain information contained within that register. In addition to supporting local residents, this change will be beneficial in meeting anti-money laundering (AML) obligations.

2023 saw the launch of the Sustainable Finance Ambassador Group, bringing together industry leaders to support Jersey's progress in this space. 2024 will see the publication of a consultation on sustainable finance and engagement with this group of stakeholders will be key to ensuring Jersey meets its ambitions in respect of sustainable finance.

Additionally, work continued through [consultation](#) and engagement with both the financial services sector and the wider economy to enable development of an appropriate regime for consumer credit regulation. Primary law changes are anticipated in the first half of 2024, taking into account feedback received from these groups.

The [Money Laundering Order](#) was also amended to provide clarity to the financial services sector around the use of digital identification systems for customer due diligence purposes.

Enhancements were made to the [Limited Liability Companies \(Jersey\) Law](#) to enable election of its status as either a body corporate or an entity with separate legal personality. These changes continue to support the work in the US markets.

In late 2023, work commenced to update the Companies Law, to ensure the Jersey company remained the vehicle of choice for incorporations. We continue to see increased numbers of company incorporations year on year and ensuring the legislation remains up to date will support that trend.

Combatting financial crime

Maintain and develop a strong regime for combatting financial crime in Jersey in line with international standards, best practice and the Island's long-term prosperity

Jersey continued to implement a planned and structured regime for combatting financial crime in line with the [National Strategy for Combatting Money Laundering, the Financing of Terrorism and the Financing of Proliferation of Weapons of Mass Destruction 2022-2026](#).

There were significant planning and preparatory exercises undertaken for the September on-site visit by a MONEYVAL assessment team (assessing Jersey against international financial crime standards) including the preparation of significant amounts of material for delivery to the team before their arrival. This was co-ordinated by the MONEYVAL Preparation Group across all the island authorities. There was also a significant amount of briefing to both the public and private sector and logistical arrangements made for the on-site visit. The government continued with its significant "Combatting Financial Crime Together" campaign of events hosting five large events for public and private sector attendees reaching over 1,000 attendees over the course of the year. These events presented updates on financial crime risks and recent changes to the financial crime regime.

A number of further risk assessments on financial crime were published during 2023, notably risk assessments on [legal persons and arrangements](#) and risk assessment updates concerning [money laundering](#) and terrorist financing. This is part of an ongoing programme of financial crime risk work, which included [a programme of work on high risk jurisdictions to which Jersey is linked](#), which was conducted with Jersey Finance and Themis.

There was significant legislative change brought into force over the course of 2023, with several previous exemptions from the financial crime framework being removed and also Virtual Asset Service Providers (VASPs) coming fully into the scope of regulation in line with international standards. Jersey also introduced new criminal regimes for failure to prevent the facilitation of economic crime and also Deferred Prosecution Agreements.

Jersey remained represented in the main international forums concerning international standards and evaluation, being continuously represented in Financial Action Task Force work and at MONEYVAL.

Economic framework

Develop an economic framework which will champion a sustainable and inclusive approach and drive an economy that is consistently high-performing, environmentally sustainable, entrepreneurial and technologically advanced.

In the first half of the year, the Future Economy Programme (FEP), raising the flag for long-term sustainable economic development. A core function of the FEP is to raise economic awareness across Government and the Island. We hosted over 30 workshops on the FEP across Government, the States Assembly, Arm's Length Bodies (ALBs), businesses, and students to discuss the economic challenges we face and generating ideas to sustainably grow our economy. The FEP also provided economic analysis to support decision making on key Government policies such as the [Offshore Windfarm](#).

In June, the Minister gave a [Chamber of Commerce speech](#) to the business community and students.

On 17 October we published two reports that outlined our pathway to growth in the long and short-term:

1. [Strategy for Sustainable Economic Development](#): Our call to action, evidence base, and vision for our future in 2040; and
2. [Delivery Framework for Sustainable Economic Development](#): Our live plan of how we will begin to deliver towards this vision by 2026.

In the final quarter of 2023, the Ministerial title was formally changed to the Minister for Sustainable Economic Development and we launched the [Barriers to Business](#) report at an ALBO, industry and future leaders' event on 4 December.

The first awards were made from the £20million Impact Jersey fund, with five local businesses receiving a total of £368,672 to enable them to develop targeted digital solutions to Jersey's most significant challenges. The investments are in projects which include testing the use of sensors to collect real time data in Andium Homes to help improve residents' health and safety, and carbon footprint; incorporating a drone team into air rescue; and developing a risk and insurance management platform for Jersey's fiduciary services sector.

Simple and efficient interactions

Ensure that Government interactions are simple and efficient for new and existing businesses, entrepreneurs and social enterprises

Research into the [Barriers to Business](#) was published 4 December, and the recommendations were reviewed to determine how best to address them. Next steps will be for a published government response to the recommendations, due in Q2 2024.

Work to update the Tourism (Jersey) Law 1948 began, with a scoping review completed. The review of the Licensing (Jersey) Law 1974 was not completed as hoped, and will need to follow the development of the more detailed visitor economy policy for the island.

International opportunities

Identify new international opportunities for Jersey businesses and work to deepen our Island's economic ties to our closest neighbours

Regular meetings were held with Guernsey and French counterparts to explore opportunities for greater cooperation, and five cultural events, partnerships and residencies were held, primarily focussing on activity in Rennes.

The [Export Strategy](#) was published, setting the vision and actions for enabling export markets. The strategy for inward investment was delayed due to additional focus required on the inward investment policy and the assessment of applications.

Robust transport and digital connectivity

Working with our key partners, we will ensure our Island maintains robust transport and digital connectivity, improving resilience and expanding choice for consumers

The Ports Policy Group was re-established to provide clear direction to Ports of Jersey as a vital States-owned body, and the [Ports Policy Framework](#) was published, setting out how the ports sector would be supported. The framework included the Government's priorities for aviation connectivity and route development; the maintenance of an 'open skies' access policy; the Island's environmental commitments; and Government's policies for emissions reductions and new technologies in the aviation sector.

The Island's digital security was improved through the work of Jersey Cyber Security Centre, including initiatives such as Cyber Security Awareness Month which resulted in feedback that 96% of respondents were going to do something different in their organisations as a result.

Jersey's readiness to work with other jurisdictions in cyber security was demonstrated by the Jersey Cyber Security Centre's success in obtaining accredited status with the European Computer Security Incident Response Team (CSIRT) network, Task Force (TF)-CSIRT.

Marine and agriculture

The importance of our marine and agriculture sectors was recognised through the support given to them to improve productivity, environmental performance and Jersey's food security

In 2023, revisions to the Rural Support Scheme broadened the eligibility criteria, enabling a 40% increase in the number of applicants, including eight new start-up businesses. The most high profile support was given to enable Woodlands Farm to recover from the loss of its herd – a total of 6% of the Island's milking herd – in December of the previous year.

The Rural Initiative Scheme also supported 76 projects in 2023 compared to 11 in 2021, and 30 in 2022.

The Marine Support Scheme was introduced in 2023 for the first time, using a 'credit' based system similar to the one used by the Rural Support Scheme to incentivise professional qualifications and sustainable fishing effort, and delivered assistance to 33 fishing businesses.

The department contributed to the development of the Marine Spatial Plan, which was published in October, detailing the physical characteristics and current uses of Jersey's marine environment, along with priorities for its future management.

The medicinal cannabis industry was further developed through the completion of a reputational risk assessment detailing the mitigating actions that could be introduced to continue to enable the sector to become a highly regulated, robust and innovative, export-focused industry. The membership of the Jersey Cannabis Agency (JCA) was considered by the Misuse Of Drugs Advisory Council and subsequent advice provided on expanding the JCA to include broader representation as per the previous Economic and International Affairs Scrutiny Panel recommendations.

The power of sport

Recognising the part sport can play in improving lives and strengthening communities, we will deliver a coordinated and enhanced sport offering for Islanders. We will embrace the power of sport to enrich our local economy and promote Jersey internationally

An independent review of the sports sector made several recommendations for improving the effectiveness of Jersey Sport and Government in supporting the sector.

A strategy aimed at enabling athletes to thrive and perform nationally and internationally was published. Research into the social and economic value of sport took place in early 2023, due to further work being carried out making the research relevant to Jersey meant it was published in November.

Government provided financial support to Jersey Reds, amounting to £370,000, to cover essential costs and give the professional rugby club's directors the opportunity to find new investment and draw up a sustainable financial plan. Unfortunately, the efforts were unsuccessful, and Jersey Reds went into administration. However, work continued to provide support to the amateur club so that grassroots rugby could continue to flourish.

Arts, Culture and Heritage strategies

The commitment to devote 1% of all Government expenditure to the arts, to support delivery of the Arts, Culture and Heritage strategies continued

The new [Creative Island Partnership](#) held several events including Jersey's first Lunar New Year Festival, which was more successful than anticipated, resulting in criticism for the volume of visitors it attracted.

In February, the Dreaming Trees exhibition at Howard Davis Park drew 30,000 visitors, and other events included the Corn Riots Festival, Ukraine Day Celebrations, a visit by the Antigua and Barbuda Youth Symphony Orchestra, and the Floating Earth installation by ArtHouse Jersey.

The refurbishment of Jersey Opera House progressed, with a contractor appointed and an additional funding of a £1 million bringing the total to £12.75 million approved following the discovery of additional work to restore the building.

Elizabeth Castle's Officers' Quarters and Hospital Block were refurbished as part of the ongoing work.

Jersey Heritage launched year-round opening for their heritage sites with the intention of enabling Islanders and visitors to have better access to, and enjoyment of, the sites.

A bespoke Heritage and Antiquities Law, and amendments to the Public Records Law Proposed amendments, could not be completed as hoped in 2023, but work on the laws was progressed, as well as a code of practice.

Opportunities for growth

Create new opportunities for growth in the daytime, evening, visitor and events-led economies through clearly articulated sector strategies which will encourage investment and influence placemaking to create an attractive and dynamic retail and tourism sector

A campaign to create a vibrant central market was launched, with a traders' representative group established, evening opening trials, fresh branding, and a new website set up.

The Visitor Economy Strategy Steering Group, which had been established at the end of 2022 with representatives from Visit Jersey, Ports of Jersey, Jersey Hospitality Association, Jersey Business, Jersey Chamber of Commerce and Luxury Jersey Hotels, completed first strategy for the sector in more than 20 years. The Visitor Economy Strategy was published in December, setting out a vision and four overall goals for the future of the industry alongside 48 policy priorities to be addressed.

The Jersey Retail 2023 report was published, highlighting the key issues that shoppers felt they faced. We have begun to engage with stakeholders and scope a retail Strategy which will continue in 2024.

Skills-led economy

Realise the full economic potential of Jersey's workforce by fostering an economy that is skills-led, with a digitally empowered workforce supported through the Productivity Support Scheme to modernise, innovate and to become more technologically enabled to improve productivity

In order to better utilise and protect Jersey's existing workforce, unmarried partners without entitled status were given the same rights as married and civil partners to enable them to join the workforce more easily, and temporary staff were given more information about their rights to ensure they could work in Jersey with greater protection from exploitation. In addition, work permits were extended for hospitality and horticulture employees to enable businesses in the sectors to retain temporary employees for longer.

Last quarter of 2023 saw the Productivity Support Scheme supporting four businesses, to implement a project which is aimed at improving innovation, efficiency and productivity, and creating healthier and more sustainable business.

Service Performance

Number of island residents visiting heritage sites annually

Actual cumulative numbers exceeded the 2023 ambition by nearly 3% to 56,494. This can be attributed to factors including Jersey Heritage Trust Membership remaining high at over 17,000, and significant Government capital investment enhancing the visitor experience at La Hougue Bie with a newly furnished and easily accessible interpretation centre.

The number detailed in the baseline for resident visits for 2023 was downgraded from 70,000 to 55,000. This was due to an IT glitch in 2022 that double counted visits at some of Jersey Heritage sites.

Number of non-resident island visitors to heritage sites annually

Actual cumulative numbers exceeded the 2023 ambition by nearly 9% to 130,549. While a welcome increase, the island was only 80% recovery of 2019 visitors in 2023 and much of that was in the first half of the year with the second half dropping as the UK cost of living issues took a grip.

The number detailed in the baseline for resident visits for 2023 was downgraded from 150,000 to 120,000. This was due to an IT glitch in 2022 that double counted visits at some of Jersey Heritage sites.

High Value Resident (HVR) approvals

In 2023 the Council of Ministers agreed significant changes to the 2(1)(e) residency scheme. The minimum wealth test was increased as was the minimum world-wide income requirement and the minimum house purchase price. The changes came in effect from 1 July so there was the inevitable increase in applications before the changes were made. Overall, the year ended with 29 approvals for residency – which is the second best year on record – and 16 families took up residency. In order to maximise the social and financial contribution made to Jersey's economy by its HVR community, four events were held as part of the Locate Jersey aftercare event programme to welcome the new arrivals to Jersey and enable established HVRs to engage with Island philanthropic and entrepreneurial initiatives.

Rating provision of cultural activities

Percentage of all population rating provision of cultural activities as 'good' or 'very good' – Jersey Opinion and Lifestyle Survey (JOLS) survey

The baseline figure and target for the measure was originally erroneously set to 83%. This year's figure (55%) is below the target of 60%: factors contributing to this include (i) the continued closure of the Opera House (Jersey's flagship venue) whilst the restoration is ongoing - due to be completed by end of 2024, and (ii) data from JOLS indicates those more able to get by financially, rate the provision significantly higher - in these times of financial

hardship efforts need to be made to ensure that provision is reaching all economic groups equally.

As arts and culture questions are not covered on a yearly basis within the survey, the department will stop tracking the measure after 2023 and will instead look to create a new measure where data can be collected on a biannual basis - we will look for the number of tickets to arts and culture events sold by our grant funded partners.

National Financial Crime Strategy and Action Plan

Status of completed actions on the National Financial Crime Strategy and Action Plan 2022-2026

A number of authorities including the Government, the Law Officers' Department, the Jersey Financial Services Commission, the Financial Intelligence Unit and the States of Jersey Police continue to progress with the delivery of the National Financial Crime Strategy and Action Plan (31 Actions), which in 2023 saw 14 actions completed, 17 "on-track". A full update on the Action Plan was [published in September 2023](#). The progress of the delivery of the National Financial Crime Strategy and Action Plan continues to be monitored by the Financial Crime Political Steering Group.

Direct Business Support: Jersey Business Net Promoter Score

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.

External Relations (ER)

Kate Nutt
Chief Officer

Delivery of key objectives

Conduct of ER

Conducting external relations, concurrently with the Chief Minister, in accordance with the Common Policy for External Relations, which is approved by the Council of Ministers.

ER activity across the UK, EU and with our global stakeholders was extensive in 2023. The programme of work has been supported by several Ministers and departments across GoJ, demonstrating effective cooperation and collaboration in delivering the objectives of the Common Policy for External Relations.

ER London team have proactively engaged with UK Government contacts and cross-Party Parliamentarians to help ensure the interests and constitutional position of the Island are understood and respected.

In coordination with our Brussels (CIBO) and French (BIAN) offices, the European Relations (EuR) team has delivered an extensive set of engagements with our European partners through London based embassies, inward visits to Jersey, and outward visits with a specific focus on France.

Engagement with France has included Ministerial attendance at Bastille Day celebrations hosted by Her Excellency, H el ene Duch ene, French Ambassador to London. It presented an excellent opportunity to engage with French contacts and a wide range of European Ambassadors. Engagement also took place with the President of Normandy regional council, Herve Morin, who hosted an event showcasing regional France, including major projects planned for 2024.

Furthermore, the Global Relations team have pursued relationships across a broad range of

policy areas - including through new international agreements - with partners beyond the UK and EU.

International Compliance have played an important role in preparing for, and delivering, key areas in support of Jersey's MoneyVal Assessment, as well as ensuring the operation of an effective and timely sanctions regime.

Relationships with Jersey's external partners

Continuing to build positive, long-term relationships with Jersey's external partners to promote and protect the Island's interests through our international engagement, specifically United Kingdom political relationships.

Engagement with UK Members of Parliament (MPs) and Peers took place during the course of 2023 across party lines regarding a number of policy areas.

A primary issue addressed through UK based Parliamentary engagement was Jersey's register of beneficial ownership of companies. This engagement was undertaken alongside Guernsey and the Isle of Man in response to a possible risk that the UK Parliament could seek to legislate on behalf of the Crown Dependencies, in a constitutionally inappropriate way, regarding publicly-accessible registers of beneficial ownership.

A key deliverable in 2023 was the 39th Summit of the British Irish Council, hosted by Jersey in June, on the theme 'Building for the Future: Green and Affordable', which brought together heads of government from across the UK and Ireland.

In coordination with CIBO, BIAN, and UK Affairs Team, the EuR team has delivered an extensive set of engagements with European partners through London based embassies, inward visits to Jersey, support to Honorary Consuls, and outward visits.

Inward visits have included Ambassadors from Estonia, Belgium, Spain, and Germany, the Honorary Consul for San Marino, the Portuguese Secretary of State for Communities, and the UK's Shadow Lord Chancellor. Engagement in London has included representation at Embassy functions and bilateral meetings with the Swiss, Romanian, Irish, German, and Italian embassies.

Outbound visits have included engagement days in the UK (including attendance at all major UK political party conferences); Dublin; Brussels; Madrid; Paris (to utilise the Paris hot-desk arrangement) and Guernsey (to attend the annual political summits with Ille-et-Vilaine and Normandy). Themes included but are not limited to communities in Jersey, economic growth, bilateral areas of mutual interest, climate, and culture.

Key deliverables include a Jersey-hosted panel discussion with the German Ambassador as keynote speaker, and a diplomatic reception hosted on Jersey's behalf by the German Embassy with EU Ambassadors across a broad range of policy priorities such as energy security.

Engagement with Marine Resources

Continuing to engage with Marine Resources, the domestic fisheries community, and international parties in respect of fisheries management, particularly in relation to the next stage of discussions in respect of the nature and extent of fishing rights.

There was a coordinated effort in 2023 across Government teams to deliver against the 1 February deadline for implementing the Extent & Nature (E&N) measures. This was supported by a sustained pattern of engagement across key stakeholder groups (coordinated with CIBO, BIAN, UK Affairs Team, and Marine Resources) including fortnightly meetings with Defra; regular meetings with the British Embassy Paris; technical meetings with the EU, UK, and France; and informal meetings with regional fishing committees in Brittany and Normandy.

BIAN in particular has been very active in facilitating ongoing day-to-day communications with Normandy and Brittany. The latest technical discussions with the EU, France, UK, and Jersey took place in Brussels in September 2023; any outstanding technical issues continue to be addressed through constructive working level engagement.

The Russian invasion of Ukraine

Ensuring Jersey continues to take a proactive and visible leadership role in supporting the global community in its response to the Russian invasion of Ukraine

The Financial Sanctions Implementation Unit (FSIU) has ensured that sanctions, including those against Russia, continue to be effectively implemented.

The Financial Sanctions Oversight Board (FSOB) was established by the FSIU in December 2022 and met 4 times in 2023. The FSOB is made up of senior officers from across government and key financial crime agencies. It provides oversight and scrutiny of the FSIU's operational performance and capability, risk management and strategic direction.

The FSIU conducted a series of outreach sessions with the private sector to raise awareness and understanding of sanctions. Furthermore, extensive guidance has been published online, which included 126 financial sanctions notices informing the public about changes to asset-freeze designations list.

In addition, the FSIU has taken an active leadership role in the work done to ensure a good outcome for Jersey in its evaluation by MONEYVAL against the international standards relevant to targeted financial sanctions set by the Financial Action Task Force. This work supports the effective implementation of sanctions against Russia.

International agreements

Negotiating new international agreements, such as Bilateral Investment Treaties ('BIT') (e.g. entry into force of the UAE BIT, and negotiation and conclusion of a BIT with Ghana, by Q2 2023) and Double Taxation Agreements ('DTA') (e.g. sign Ghana DTA in Q1 2023).

ER has continued to progress expansion of the Island's network of international agreements with a range of partners including Kuwait (DTA), Ghana (DTA), and Oman (DTA). Updates to

existing DTAs e.g. Mauritius and Ireland, to bring them in line with the Organisation for Economic Co-operation and Development (OECD) rules on Base Erosion and Profit-Shifting, has also been taken forward. Moreover, Jersey ratified its first bilaterally concluded investment treaty with the UAE, which entered into force in March 2023, and ongoing discussions are taking place with Ghana and Rwanda to conclude BITs with them.

In addition, the department has helped to facilitate a range of VIP and consular inbound visits to Jersey by relevant partner jurisdictions in 2023. Specifically, these have included visits to Jersey by the China National Tourism Office UK and Europe representative, Antigua and Barbuda Minister for Education, Sport and Creative Industries, High Commissioner and Governor General as well as the Indonesia Minister for Law and Human Rights.

Service Performance

Interactions with key decision-makers

Number of meaningful interactions with key decision-makers, such as Ministers, Parliamentarians, and senior government officers.

2023 target – 600, 2023 total – 657

The UK Affairs team supported a range of Ministerial engagements with UK Parliamentarians, principally in London, including bilateral meetings, a Parliamentary breakfast briefing, and by working with the All-Party Parliamentary Group on the Channel Islands. Significant further engagement was undertaken by Ministers at the Conservative and Labour Party Conferences in Manchester and Liverpool, and by officers at the Liberal Democrat and Scottish National Party Conferences in Bournemouth and Aberdeen.

The British Irish Council, including the Summit hosted by Jersey in June 2023, was a key forum for engagement with Ministers and senior government officers of the devolved administrations and Ireland.

UK Affairs team undertook a broad range of official-level engagement across UK departments, which included providing briefings on Jersey and its constitutional relationship with the UK.

International and local media coverage

Pieces of neutral and positive international and local media coverage relating to the work of the Department and Minister.

2023 target – 200, 2023 total – 255

Despite strong numbers of media coverage in Q1 and Q2, the Ministry of External Relations saw a decrease in the number of neutral and positive international and local media coverage relating to the work of the Department and Minister across Q3 and Q4. Reasons for this included less inbound and outbound Ministerial travel during the summer period; during Q3, External Relations prioritised resource to respond to operational requirements in the trade and sanction (MONEYVAL) functions to ensure delivery. These two areas are less outward

facing and tend to have less media attention.

International agreements

Number of international agreements (including Memoranda of Understanding ('MOUs'), BITS, DTAs and participation in FTAs) which have reached completion of Jersey's domestic procedure for approval.

2023 target – 3, 2023 total – 7

This has been a particularly challenging and resource intensive area of work within the department during 2023, with additional resourcing being allocated from elsewhere within the department to ensure delivery. In addition to both officer led and Ministerial meetings between the Crown Dependencies and HMG, ER has worked with Government policy officials to secure Ministerial agreement regarding modernising Jersey's Intellectual Property framework to help meet the requirements of future Free Trade Agreements. Furthermore, the work conducted by the team has secured Goods participation in the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) FTA in 2023.

International sanctions notifications

Percentage of international sanctions notifications published within one business day

2023 total 98%

The Financial Sanctions Intelligence Unit ensured that all public guidance on sanctions was regularly updated, expanded, and added to. A new Sanctions Homepage was created in 2023 so users could navigate to specific guidance where required, including a new Combatting Proliferation Financing webpage. Additionally, FSIU continues to publish guidance notices on the Jersey Gazette when there are important legislative changes in Jersey. There have been 12 such notices issued in 2023.

126 financial sanctions notices have been published on the Jersey Gazette in 2023; 98% published same day as changes to asset-freeze lists.

Health and Community Services (HCS)

Chris Bown
Chief Officer

Introduction

Health and Community Services has approximately 2,500 staff, who deliver combined acute, mental health and social care services through a range of clinical and professional Care Groups. In conjunction with our partners, we provide an array of hospital service, social care, and support in the community, such as:

- providing hospital care including emergency care, intensive care, and maternity services and in the UK when needed,
- providing social care services, and services in the community,
- monitoring and improvement of the quality of all services,
- the education and development of medical professionals,
- the provision of a coordinated approach to mental health care,
- offering free, private, and confidential counselling services, and
- influencing and creating conditions that allow people to improve their health.

2023 saw the establishment of the HCS Advisory Board (the Board) and the introduction of the Change Team. These two groups will enable the turnaround of the Department and are critical to the continued delivery of its objectives.

Delivery of Key Objectives

Hospital Electronic Patient Record (EPR) Programme Delivery of Hospital Electronic Patient Record (EPR) Programme 2023

In May 2023, the hospital started the transition from its historic TrakCare EPR system to the replacement solution, IMS MAXIMS. With the previous system, HCS operated with both a paper and an EPR, which resulted in data fragmentation, hindering comprehensive access to a patient's medical history, which amongst others, caused appointment cancellations.

The key benefits and improvements of the new EPR are:

- accessibility and efficiency - reducing the dependency of paper notes and documentation, which provides clinicians with improved accessibility to patient information to enhance care to patients,
- improved coordination of care through better communication among healthcare workers inside and outside HCS, which will lead to a more seamless and patient-centered healthcare experience,
- enhanced Patient Care and Safety through reducing the likelihood of errors by automating issues like drug interactions which will mean patients benefit from timely, proactive interventions and improved treatment outcomes, and
- data analytics - uncovering trends, track outbreaks, and ensuring cost efficiency and regulatory compliance. This could help improve treatment planning, ensure faster responses to healthcare challenges, and ultimately improve patient safety and health outcomes.

There are however some challenges, which are being addressed through an ongoing programme of continuous optimisation, spearheaded by the EPR team who work in collaboration with HCS colleagues. Releases 3, 4 and 5 of IMS MAXIMS are scheduled for deployment over the course of 2024 and into early 2025.

Governance

To deliver on a Ministerial Priority, a new HCS Advisory Board (the Board) was established by the Minister, with agreement of the States Assembly, in June 2023. The purpose of the Board is to collaborate with relevant partners to solve problems and ensure the provision of safe, effective, accessible, compassionate, and well governed patient-centered care. During the year, the Board has overseen and scrutinised the department on matters such as Maternity Improvement, Medical Staff Job Planning and Quality and Safety. Following three meetings in 2023, the Board is scheduled to meet ten times in 2024.

Financial Recovery Programme (FRP)

At the start of 2023, it was identified that HCS had an underlying deficit of £35 million. Urgent action was required to reduce the deficit and return the department to a financially sustainable position, which led to the development of a quality led FRP. Following the development of the FRP, a Programme Management Delivery Team (PMDT) was established in HCS, which has worked with the departments on the delivery of the savings.

The PDMT has successfully delivered £3.2 million of savings versus a £3 million target. However, the department had an overall end of year overspend of £32.5 million; Treasury Minister approval has been sought to non-recurrently cover this overspend. To tackle the overspend, further grip and control measures have been introduced to enforce budgetary controls and accountability. Additional income maximisation opportunities are also being developed to further support the existing FRP plans.

The FRP provides the roadmap to the delivery of a financially sustainable position for the department over 2024-2025. This includes delivery of £12 million and £10 million of savings in 2024 and 2025 respectively. Significant work was also undertaken on the review of private patient services, which led to the drafting of a Private Patient Strategy and Implementation Plan, which will be delivered in 2024.

Waiting Times

Throughout the year positive steps have been made to reduce waiting lists, through initiatives such as:

- the introduction of the new Electronic Patient Record (EPR), which supports the tracking of patients through their pathways,
- the development of management dashboards, which focusses the management and clinical teams on services that require additional support,
- the commencement of the Waiting List Initiatives, which support increased activity for short periods of time, and
- the development of the Patient Level Information and Costing System (PLICS) and further embedding the use of demand and capacity modelling (IMAS), which helps us to understand what our referral profiles are and whether HCS has enough capacity to meet the referral demand for individual services.

Some waiting lists that have improved over the year, are:

- the percentage of patients waiting over 90 days for the 1st outpatient appointment in the community, specifically within therapies and community dental due to the focussed effort of the teams and the waiting list initiative schemes,
- the MRI recovery plan delivered, by reducing the number of patients on the waiting list, reducing the waiting time from 54 to seven weeks over the course of the year, and
- elective inpatients, this is due to the Theatre Utilisation Improvement Programme which has focused on optimising the number of cases on a theatre list, reducing theatre turn-around times, and reducing cancellations.

Whilst some waiting lists have improved, challenges continue across the department in reducing waiting lists to the target standard. Examples of waiting lists that have deteriorated in 2023 are:

- the Memory Service and ADHD's average time to assessment (days), because of a lack of diagnostic capacity to meet the increased demand, and
- the percentage of patients waiting over 90 days for their first acute outpatient appointment, due to the focus on seeing our longest waiting patients first as well as seeing and treating those who have been referred in as 'urgent' and 'soon' due to GP concerns.

Patient Experience

Following the launch of the HCS Patients and Users' Public Engagement Panel recruitment campaign in March, some 35 Islanders applied for membership. The campaign closed in late April, with the first meeting being held at the Halliwell Theatre, Peter Crill House, in June.

Throughout the autumn meetings, several invited guest speakers or policy officers attended to either seek feedback on ideas currently being formed, or to request the future involvement of the panel in upcoming projects on their own experiences of HCS, as well as those of loved ones or friends. This list was presented to Health and Social Services Minister Deputy Karen Wilson, HCS Chief Officer Chris Bown and Chief Nurse Jessie Marshall at December's meeting. The intention is that the list will be a rolling document, with new ideas and issues added as and when they arise, as well as completed or resolved matters being removed and recorded.

Staff Experience

To measure the Government's staff engagement, a 'Be Heard' survey was completed in June, which measured eight engagement factors. The biggest increase was on 'Leadership'; however, this measure was still below the target of 4, at 3.1. Whilst almost all engagement factors improved since 2020 (the previous 'Be Heard' survey), these results signify that there is further work to do on leadership and management in HCS.

Staff experience and wellbeing remained a focus for 2023, with a variety of initiatives taking place, such as:

- a permanent Freedom to Speak Up Guardian (FTSUG) was established in at the start of 2023, so that HCS staff can speak up about anything that may be worrying them or if they have any ideas for improvement. From the end of February to the end of November, the FTSUG was contacted by 63 individuals across HCS. By speaking up, patient safety is protected and improves the experience of workers and patients within HCS,
- the Chief Officer holds monthly virtual listening events with staff, known as 'Team Talks' that are well attended,
- Schwartz rounds, which are an opportunity for staff to come together and reflect on the social and emotional aspects of their work, discussion theme examples were 'New Beginnings, Coping with Change' and 'When Work and Life Collide – the Personal Impact of our Life at Work'. Colleagues have taken part in Schwartz rounds over the year; providing them with an opportunity to reflect on real life stories from the colleagues, in a safe environment,
- we continued the programme of low intensity psychological support for individuals and teams across HCS, with 67 referrals for individual support, covering themes such as bereavement and grief, team dynamics, uncivil behaviours, interpersonal difficulties, and work pressures,

- the Trauma and Risk Management (TRiM) methodology continued to be offered to all staff when they experienced an unexpected traumatic incident in the workplace,
- the HCS Our Stars Awards event was held in November, which followed 448 nominations for HCS staff. 21 awards were given out, and approximately 250 staff attended,
- breakfasts with the Chief Officer and the executive leadership team (ELT) continued to be held, which are an opportunity for the Chief Officer to recognise the achievement of staff members. There were 9 breakfasts in 2023, which 69 staff attended, and
- 100+ staff attended the Dragon Boat racing, where teams from HCS competed to win races.

Recruitment and Retention

Despite the difficult recruitment market and challenges we face in bringing new starters into Jersey, recruitment activity has successfully increased the net number of staff in post in HCS by over 200 through 2023 across all staff groups.

Throughout the year the voluntary turnover rate (i.e., those people who resigned) 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 and in the Island context shows a very constant workforce.

It is recognised that the time to recruit is currently too long, leading to reputational risks and to a high use of agency and locum workers and work is underway to map the whole process and identify improvement opportunities. In addition, work continues on the development of recruitment pipeline data to support the delivery of the Financial Recovery Plan.

A mass (or cohort) recruitment campaign was developed for nurses, and a [Microsite](#) containing relevant information for interested candidates went live in January 2024.

We continued to utilise specialist agencies and web sites for the recruitment of experienced colleagues such as nurses, Allied Health Professionals, and doctors.

The department was involved in the creation of the Priority Worker policy to support accommodation for candidates, which will enhance our onboarding offer.

To incentivise the recruitment campaigns, HCS has in place an ongoing “Refer a Friend” scheme and is looking to create a wider Workforce Attraction Package – which will include Recruitment and Retention (R&R) payments for hard to fill roles. The payments to both the Refer a Friend scheme and recruitment and retention will cost less than the cost of agency workers filling the roles.

Off-Island Health and Care Services

In 2023, 1,493 patients were referred off-Island, who received a total of 6,691 specialist health and care services appointments, via a total of 1,698 off-Island referrals. The following

five specialties saw the highest numbers of patients referred: Diagnostics (249), Cardiology (203), General Surgery (146), Trauma and Orthopaedics (126), and Paediatrics (113); resulting in these specialties accounting for 49% of the total 1,698 off-Island referrals in 2023. In total, there were 29 off-Island specialties that patients were referred to in 2023, to ensure patients received the highest quality health and care services when not delivered on-Island.

Commissioning and Partnerships

HCS commission approximately £17m annually with 16 on-Island providers, to ensure high quality community services are available to Islanders. A commissioning and partnership strategy was co-developed with Island providers in 2022. Through 2023 we have worked in partnership with Island providers to develop the Mental Health provider framework and through the Health and Care Partnership Group, supported collaborative and partnership initiatives. There is ongoing work to commission other community services which has been delayed due to a lack of resources within the Commissioning and Commercial Services teams.

The New Healthcare Facilities Programme

Following the 100-day review of the Our Hospital Project (OHP) at the end of 2022, the project moved to a programme approach rather than deliver one big build. The way forward sees an approach that delivers new healthcare facilities over multiple sites, in a phased way.

Feasibility studies were undertaken to assess potential capacity on each of the available sites and functional briefs were written to reflect providing care over multiple sites. This scheme aims to deliver an acute facility at Overdale (the priority), an ambulatory facility on Kensington Place / current Jersey General Hospital (JGH) site and the creation of a Health Village at St Saviour.

In 2023 the Enid Quenault Health and Wellbeing Centre was completed, with most clinical services transferring from Overdale, being fully operational in September. This supported the commencement of demolition at Overdale, with the most dilapidated buildings being demolished in the first phase. To complete demolition of the Overdale site, the rehabilitation ward needed to be relocated. This relocation is planned to take place in May 2024. The Centre has received positive feedback from patients and staff and will remain as a permanent facility at the former Les Quennevais School.

The development of a Strategic Outline Case commenced with additional work undertaken to fully identify the workforce and revenue implications of providing services over more sites. It was decided a separate funding debate should take place to secure the full funding for the acute hospital, rather than to do this as part of the Government Plan, however the funding for 2024 was secured as part of that plan in December 2023. This ensures work on the concept design progresses to prepare for the planning application in 2024 and to enable building of the new acute facility can commence in 2025.

Quality and Safety

The Quality and Safety team was strengthened in 2023, following the publishing of Professor Mascie-Taylor's report on clinical governance arrangements in HCS, to support the ongoing programmes of work that will ensure safe and high-quality services for all patients, clients, families, and visitors across HCS.

2023 saw HCS publish its first Quality Account (QA), which is an annual report that informs the public of the quality of services provided. The QA detailed our progress and achievements related to quality and safety in 2022 and set out objectives for 2023, which progressed well throughout the year. The Quality Account is available to view on [Health and Community Services \(gov.je\)](https://www.gov.je/HealthandCommunityServices).

In September, the Quality and Safety (Q&S) team delivered a 'Patient Safety Week', which included a week of activities, around the theme of 'Elevating the Voice of the Patients'. Activities included drop-in sessions and workshops on topics such as governance, audit, DATIX (a risk management information system), and mortality.

In 2023, the Jersey Nursing Assessment and Accreditation system (JNAAS) continued its commitment to provide assurance around all aspects of care creating and influencing a culture of improvement. Our vision for 2024 is to re-design JNAAS to better serve our mission of continuously improving care quality, helping to create the safest, highest quality health and care service by using recognised quality assurance metrics.

The Maternity Improvement Programme (MIP) was established in June 2023, to deliver coordinated and sustained improvements within Maternity, to address the recommendations from the internal and external reports which have been received by HCS since 2018. Good progress was made during the year, with a total of 87 out of 127 recommendations identified by the Women and Children's Senior Leadership Team (SLT) as complete. The MIP will continue into 2024.

In response to Professor Mascie-Taylor's report on Clinical Governance in August 2022, a full response to the report's recommendations was published whereby all the recommendations were accepted. To action the recommendations, HCS established the #BeOurBest programme. Out of the 61 recommendations, 14 have been marked as complete, six close to completion, 41 recommendations in progress, with one recommendation not yet started due to dependencies on other actions. The #BeOurBest programme is now being transitioned into business as usual in 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.

Strategic

An ambitious Ministerial Plan in 2023 recognised that several service strategies were required, which led to various workstreams beginning. Strategies that have been progressed well during the year are: Dementia, Private Patients, and End of Life. Strategies that were

commenced but delayed were the Health and Care Strategy, Adult Mental Health, Autism and Neurodiversity. Working in partnership with others, these will be developed in 2024. In addition to the previous mentioned Ministerial Priority strategies, the department and Macmillan Cancer Support developed and published Jersey's first Cancer Strategy.

Service Performance

Jersey Talking Therapies - Waiting Over 18 Weeks

Jersey Talking Therapies (JTT) - percentage of clients who started treatment in period who waited over 18 weeks

The measure fluctuated slightly over 2023, starting at 47.8% in Quarter 1 and ending on 46.2% in Quarter 4; whilst better than the baseline of 52%, we were well above the target of 5%. The percentage of people waiting for treatment with JTT services is significantly higher than the standard derived from the UK's Improving Access to Psychological Therapies (IAPT) services. We have a new Senior Psychological Therapist starting in post, which will have a positive impact on waiting times for treatment and we are recruiting a new 'step 2' Psychological Wellbeing Practitioner, and two Psychological Practitioners to work at 'step 3', which will have a positive impact on waiting times for treatment.

Mental Health Acute Admissions

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

This measure saw improvement over 2023, starting at 233.1 in Quarter 1 and finishing on 204.6 in Quarter 4, ending 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.

Acute Bed Occupancy at Midnight

Bed occupancy is monitored to ensure that the unit can operate safely whilst also ensuring that the unit size is appropriate for the current demand. We calculate General & Acute (G&A) bed occupancy in line with National Health Service (NHS) guidance. Our Quarter 1 figure was 94% and Quarter 3 was 89%; whilst we did not meet the baseline of 77% nor the target of less than 80%, our trend is improving. The latest data published for England shows 90.6% G&A bed occupancy in April-June 2023 and 89.7% in July-September 2023, so our figures are in line with these. Due to a system issue identified in Quarter 4, occupancy reporting across the quarter is not accurate, a decision was taken to suspend the reporting of this indicator until the system fix is applied. We do, however, have confidence in the figures for the first three Quarters.

Treatment in Emergency Department

Percentage of commenced treatment in Emergency Department within 60 minutes

The median time from patients arriving to commencing treatment in 2023 to date is 41 minutes. Patients attending the Emergency Department are triaged and patients of a higher

clinical priority have treatment commenced on a priority basis. Whilst the average figure for the year of 64.6% is below the target of less than 90%, we achieved our best figure in Quarter 4 with 74.3%.

Emergency Department Conversion Rate

The Emergency Department (ED) Conversion Rate is the percentage of patients attending the ED who are then admitted to the hospital. This tends to be lower in the summer when people present to ED with lower severity conditions, which is evidenced through the lowest quarter figure being Quarter 3 with 14%. The average figure for the year was 15.6%, an improvement on the 18% baseline, but not yet quite under the target of less than 15%.

Acute Elective Length of Stay

The target for this service performance measure is less than 3; our end of year figure was 2.5. Shorter lengths of stay are associated with improved clinical outcomes. Monitoring length of stay gives an indication of timely discharges and reduced bed blocking.

Elective Theatre List Utilisation

Theatre Utilisation is a measure of how well a theatre operates against planned theatre scheduling. This measure has been a focus of the FRP, however due to challenges it has not seen improvement over the year. The target is greater than 85%; our Quarter 1 figure is 73.6% but dropped to 66% in Quarter 4. Utilisation should be maximised, but the target recognises that 100% is not achievable due to factors such as essential cleaning between patients. The indicator methodology has been reviewed and revised following the implementation of the new Electronic Patient Record (EPR) to be in line with Model Hospital methodology, which is considered best practice and is used across the NHS.

Patients waiting for Diagnostic Procedure

Percentage of patients waiting more than 90 days for Diagnostic Procedure

The Diagnostic Patient Tracking List (PTL) was impacted by the introduction of the new EPR at the end of Quarter 1, which is shown by the Quarter 1 figure being 49.6%, but then jumped to 70.8% in Quarter 2, and the end of year figure being 66.3% - significantly above our target of less than 25%. Work continues on validation the waiting list as well as addressing the waiting list for Endoscopy.

Patients waiting for Elective Admission

Percentage of patients waiting more than 90 days for Elective Admission

HCS remains challenged across several specialties including Trauma and Orthopaedics, General Surgery, Ophthalmology, Ear, Nose and Throat (ENT) and Gynaecology in relation to the percentage of patients waiting more than 90 days. Our target is less than 25%, with our baseline being 45.1%. Our Quarter 1 figure was 56.1% and our 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 for First Outpatient Appointment

Percentage of patients waiting more than 90 days for First Outpatient Appointment

This measure includes all types of outpatient appointments within HCS, as such it provides an overview position, but 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, however plans are in place for each of these services. Our target is less than 25% and our end of year position is 48.2%.

Outpatient Did Not Attend (DNA) Rate

When a patient does not attend their booked appointment, that appointment could have been used for another patient. This contributes to increased waiting times. Our target is to have less than or equal to 8% of all appointments not being attended. The year started positively, with our Quarter 1 figure being 7.1%, but then deteriorated to an end of year position of 10.7%. We aim to minimise DNAs by sending text message reminders to patients where possible, but since the introduction of the new Electronic Patient Record (EPR) this has been less effective as patients need to opt in to receive their reminders.

Outpatient Follow-Up Rate

The follow up ratio is monitored to ensure that a patient receives care in the right place. In England in 2022/23 there were 2.1 follow up attendances for every new attendance. This figure varies by specialty, but at an overall level HCS is targeting a reduction in the number of follow ups required. This will free up time for more new appointments which will reduce waiting lists and times. Our baseline for the year was 3.1, with a target of less than or equal to 2; our end of year position was 2.7.

Children's Health: Was Not Brought Rate

The Was Not Brought Rate measures when a patient, who is under 18 years of age, does not attend (or is not brought to) their booked appointment as that appointment could have been used for another patient - this contributes to increased waiting times. Our Quarter 1 position was positive, with 8.7% against a target of less than 9.8%, however our position deteriorated over the year, and we finished with an average over the year figure of 15.1%. Actions are in place to address this, including clinical staff calling parents/guardians and a follow up letter. This will help improve understanding of causes.

Infrastructure and Environment (I&E)

Andy Scate
Chief Officer

Delivery of key objectives

Performance Against Key Objectives

I&E's work in 2023 has been within a context of tight financial resources, increasing inflationary pressures across contracts and materials, and pressures on departmental income. The challenge has been magnified by staffing pressures throughout the year, and significant vacancy levels.

From a headline perspective, the key aims of the department have been met with critical national infrastructure continuing to serve the Island, property assets continuing to provide appropriate spaces for public service delivery, regulatory and natural environment processes and services enabling economic activity, and the continued protection of Islanders, as well as the Island's built and natural environments and species.

Key Government Projects

The Our Hospital project was reviewed and has evolved into a more deliverable New Healthcare Facilities Programme. The focus now is to progress the Acute Hospital at Overdale, with funding secured for the immediate phase of design in 2024.

The new Government Office project is on track to be complete in the Summer of 2024 and will mean Islanders can access many Government services all in one place, in one visit. Work is underway across Government to ensure colleagues are well prepared for the move.

Public sport facilities continued to be decanted from Fort Regent into new premises. I&E is working in partnership with the Jersey Development Company in assessing the future direction of this facility. During 2023 Springfield Stadium has undergone improvements that

include better accessibility for people with disabilities and changes to the fencing, aligning with the requirements of the English Football Association.

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 eagerly-awaited new skatepark at Les Quennevais opened to the public in February 2023 and can be enjoyed by Islanders of all ages and backgrounds. The purpose-built 2,000 square metre facility was constructed by specialists with experience of more than 100 different skateparks and landscape objects built all over Europe.

The new Sewage Treatment Works ('STW') was a significant success for I&E within 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.

Of specific note has been the agreement to licensing under the Private Rented Dwellings (Health and Safety) Law which has been the culmination of five years of work, and the publication of the draft Marine Spatial Plan providing a future direction for Jersey's territorial waters.

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 occupation is scheduled for the first-half of 2024.

People and Culture

The department has had a very positive year in the people and culture space. There has been a significant focus on resourcing and strategic workforce planning, and we have seen positive results in attracting new members of staff which has seen vacancy levels drop. In addition, the department has continued to progress staff through the World Class Manager programme, has held more leadership and induction events, and has delivered several successful Lunch and Learn information or training sessions. Of note is a focus on diversity and inclusion, mental health, and the roll out of a resilience programme within the department.

I&E ended the year with Our Stars Awards for Team of the Year, Rising Star, and the Working in Partnership Award. It also had several highly commended and runners up.

Digital Technology

The department has successfully engaged with the ITS project and has led on release 3, "Connect Assets". It has formed a new Enterprise Asset Management team for the Government of Jersey and has gone live in 2023. The RIDA project, which will provide more efficient and modern systems for Islanders interacting with the Regulation team, has also moved closer to its launch.

Climate Change

Positive joint working continues across the Government of Jersey as part of the Carbon Neutral Roadmap. Of particular note in I&E, is the continued efforts to decarbonise the government fleet of vehicles, and progression of work to move forward various property initiatives to lower the carbon impact of government buildings. This latter area is significantly challenging due to the age of the estate and limited availability of resource.

Resilience

The department has responded very well to a number of significant incidents facing the Island during 2023. These have included the ongoing response to the Haut du Mont and L'Ecume II tragedies, the significant loss of livestock, flooding at Grands Vaux, the Island-wide gas outage, and the preparation for and response to Storm Ciaran.

Emergency response and contingency planning has held up well and the response teams have been a credit to the Island. Despite these duties, core services have been maintained.

Service Performance

The department has had a challenging year in maintaining service levels for the Island. It has faced continuing recruitment pressures which, whilst reducing, remain at around 18%. In addition, it has been faced with unprecedented inflationary pressures across contracts, materials and projects which have not been seen for decades, and a significant drop in income in certain areas, such as Sport.

I&E Key Service Performance Measures (SPMs) score the department on its current short-term performance. They provide a broad overview of the delivery of key services across the department.

Regulation of food safety has seen a backlog of food hygiene inspections due to utilisation of an external contractor. This has enabled the service to prioritise interventions with those premises that are the greatest risk to the public.

The Planning Services Improvement Plan, that followed the report by the independent planning inspector Jim Mackinnon, is in the improvement/enhancement stage. It is recognised that service levels require improving in this area going forward. There was only one planning application awaiting validation and requiring action from Planning Services at the end of 2023

Public bus journeys remain in an abnormal growth situation relative to the lower base of 2022 which was suppressed by lingering effects of the Covid pandemic. As 2023 was on a par with previous record demand, 2024 is unlikely to see the same double-digit year on year growth.

Public footpaths and multiuser paths have been maintained and remained safe for public access with scheduled surveys and remedial work ensuring the network of Access Pathways and Sentinel sites are contributing to the Islands environment.

Water quality monitoring of groundwater, surface water and coastal waters is done according to the annual monitoring timetable, that is developed and adjusted to account for risk. In 2023, extra monitoring commenced as part of the hydrological survey of PFAS (an umbrella term for a family of chemicals) in St Ouen's Bay and Pont Marquet and this pulled resource away from lower risk monitoring as defined in the timetable.

The Government of Jersey, including the Jersey Property Estate aims to deliver net zero emissions by 2050, with a minimum of 68% emissions reduction by 2030 and 78% by 2035 to be delivered through a comprehensive action plan. The amount of energy measured in CO_{2e} per square meter per year measures how much carbon our buildings emit. In 2023 the indicator measured 22 CO_{2e} per square meter across the 270 sites included within the Island Property Estate. This provides a better estimate of our building's true carbon footprint, offering a more accurate picture of its contribution to climate change.

The expected higher rainfall in Q1 and Q4 generates increased flows for treatment as a result of some combined sewers in town taking both foul and fresh water. There are also several areas in the network around the Island where we suffer from infiltration of surface water which increases flows during periods of heavy rainfall, adding pressure to the overall liquid waste processing system.

Levels of recycling have continued at a steady state throughout 2023, without any significant intervention being in place to divert material from the Energy Recovery Facility. The Energy Recovery Plant operational availability has been very good throughout 2023.

Our mission to accelerate the decarbonisation of the Government's vehicle fleet, replacing with clean, smart mobility has seen a further nine vehicles switched over to electric vehicle (EV), and the transition of all diesel vehicles onto renewable diesel (SGRD). 74% of the total fleet are now using low-carbon fuel solutions, with further EV's on order. The overall fleet size and total mileage has also been reduced in 2023.

The continual review into the replacement and enhancement of Government run sport facilities has been a focal area. The gym at Fort Regent has now closed and the new gym facilities at Springfield have opened. 4,000+ Active members are now using the current range of Government gym/pool/group exercise facilities on offer to Islanders, with actual annual attendance up by 5%.

Justice and Home Affairs (JHA)

Kate Briden
Chief Officer

Delivery of key objectives

Justice and Home Affairs Department Summary

2023 has been a year of significant progress for the Department in terms of delivery against our Minister's priorities. We have also laid good foundations for 2024, with investment continuing for the Ambulance and Fire and Rescue Services, an immediate priority for the JHA Minister on her appointment. The achievements of all the Services are set out below. These provide a comprehensive picture across the Department for 2023 and show the depth and breadth of our work. We have reacted quickly and decisively to changes and challenges which came our way, including the explosion at Haut du Mont and the sinking of the L'Ecume II, both in December 2022, the flooding at Grands Vaux in January 2023 and Storm Ciaran in November 2023. JHA teams responded immediately and continue to do so. I am proud of everything they do and have achieved.

Building a Safer Community (BASC)

Good progress has been made refreshing our community safety and substance use approach - the Building a Safer Community Framework and Action Plan have been drafted and agreed, the BASC coordinator and analyst have been appointed, the framework written in alignment with existing GoJ EDI values and initiatives will be formally launched in April 2024.

Civil Contingencies Law

We commissioned and have received the report from our expert advisors on a new resilience strategy, within which a new resilience law will sit. This will be shared with relevant Ministers in early 2024.

Strategic Workforce Plan

The implementation of our Strategic Workforce Plan (SWP) is well under way with workshops having been held on three of our key priority areas - recruitment and resourcing, performance and wellbeing. Our fourth priority area is Equity, Diversity & Inclusion (EDI) - our EDI group 'Shoulder to Shoulder' represented JHA at the Pride Festival in September and were nominated for an 'Our Stars' award in October. They also rolled out online discrimination training through JACS to managers, offered free heart screening through the Neil Hussey Heart Charity and held a PTSD awareness talk in November. Our SWP includes a Strategic Wellbeing Framework which has been published and includes our vision which is 'for JHA to be a desirable place to work, within which our people feel safe and well'. The framework has eight strategic wellbeing principles across four wellbeing pillars. Wellbeing plans are in the process of being implemented across JHA services in 2024.

Jersey Customs and Immigration Service

Activity at the borders continued to return toward pre-pandemic levels with increased sea and air services and passenger numbers. Additional funding was approved, and resources allocated to JCIS to manage the additional work. The service continued to focus efforts to identify and prosecute those responsible for trafficking drugs and laundering the proceeds of crime.

The post-Brexit immigration regime contributed to labour market shortages particularly in occupations that previously relied heavily on EU workers such as hospitality. However, it should be noted that the shortage of workers is a complex issue involving factors such as the impacts of Covid, changing migration patterns, accommodation shortages and cost of living considerations.

Achievements included the extension of the ID card pilot scheme to end September 2024 and that the remaining provisions of the Nationality and Borders Act 2022 is on track for introduction, as necessary, in 2024.

States of Jersey Prison Service

In 2023 significant progress was made in embedding the new operating model for the prison, with each Head of Function now accountable for performance and finance. This shift in focus is key to ensuring that the prison is complying with the expectations of Her Majesty's Inspectorate of Prisons with a full inspection booked for November 2024, the results of which will be published.

As a result, existing key performance indicators have been further reviewed and revised for 2024 and a rolling 12-month average will be used from Q1 2024. This is to provide a broader picture of the level of improvement and will ensure that the measure reported on is consistent with national standards.

The prison achieved the most significant improvement in staff survey score in any department in Government since the survey began. This was further reflected in that, for the

first time since before the pandemic, the Prison achieved full staffing levels in 2023. People management is robust with significant reductions in absenteeism and an improvement in retention.

The prison committed to improving its social media presence in 2023 to help islanders understand the outcomes of the prison. It already has 1.5k followers and is reaching over 10k people per week, with very positive feedback.

States of Jersey Ambulance Service

In 2022, an Ambulance Service delivery and implementation plan started tracking progress against actions and objectives set from an independent review (Association of Ambulance Chief Executives) and the Ambulance Service business plan, 2022/25. Thirty-six key objectives were identified, the program having commenced in late 2022. By the end of 2023, four key objectives have been completed in full, thirty were partly completed with continuing work in progress with two having not been commenced. Of particular note was the improvement in ambulance response times due to the introduction of a fourth crew, funded via the 2023 to 2026 Government Plan business case.

As part of a 2023 service restructure, new posts were evaluated and are currently being recruited to support the Ambulance Services evolving clinical governance framework in support of delivering high quality and safe patient care and meeting the inspection requirements of the Jersey Care Commission. Internal progression opportunities also increased the number of Ambulance Technicians and enabled the introduction of the Emergency Care Assistant. Staffing knowledge and skill levels were maintained through the Training Department and the successful recruitment of four external and one local paramedic. The newly established GoJ Key Workers accommodation project supported the successful recruitment of external candidates.

Throughout 2023, work has continued to determine the way forward for a new Ambulance Station, and in the meantime ensure appropriate maintenance for the current facility, with condition surveys of the current Station having identified the need for remedial works to ensure service resilience until a new station is commissioned.

A key priority within the service remains the continuing improvement of the service and staff welfare. It was recognised through the Government of Jersey, 'Be Heard' survey that staff wanted more input into their service and its development. In 2023 the introduction of joint consultative meetings with staff representatives and all staff station meetings, has commenced.

The tragic events of Haut Du Mont demonstrated the States of Jersey Ambulance Service emergency preparedness and resilience for a Major Incident. A review into the major incident capability of the service has been undertaken which demonstrated satisfactory training and equipment but acknowledged some limitations due to islands economy of scale and low frequency of certain incidents. In 2023 the Island's Memorandums of Understanding with UK Ambulance Trusts were reviewed and circumstances where UK specialist services are required refreshed. These have been re-reviewed and agreed providing the islands support in unprecedented circumstances such as Haut Du Mont.

States of Jersey Fire and Rescue Service

The year started and ended with weather related major incidents. Island-wide flooding in January, with a concentration of impact in the Grands Vaux area, and Storm Ciaran in November contributed to the overall increase in emergency response activity levels, although firefighters are experiencing a gradual upward trend in activity driven by demand anyway.

We are using the Government Plan investment in the service to address pressing issues in relation to demand and capacity, risk and compliance with modern professional standards. The onboarding process has started for 13 retained firefighters and 2 additional whole-time posts with the recruitment due to be completed in January 2024.

In direct response to a peer review outcome, we have reestablished the SoJFRS as an accredited RYA training centre. We have started a programme of accreditation for all Incident Commanders, and we have accredited all our Level 1 Commanders in 2023. We have commenced a programme of guided learning, assisted by London Fire Brigade, for our new high-rise procedures. We also now have a policy officer assigned to SoJFRS for the fire safety legislation. We continue to roll out the NFCC competency framework and have completed the change initiative mandate for the Fire Safety Law change.

Health and Safety Inspectorate

2023 was a year of challenge and change in HSI. The first half of the year saw a diminished team with only 25% of inspector resource and attempts at recruitment underway. This situation was further exacerbated by the retirement of the Director at the end of April. With very limited resource the focus was primarily on reactive work (complaints and investigations) including the ongoing joint investigation with the States of Jersey Police into the tragic explosion at Pier Road in December 2022.

The second half of the year saw a new Director and Inspector join. Due to the difficulties recruiting experienced Inspectors it was decided to recruit two trainee Inspectors who will undergo a three-year regulatory training programme with the UK Health & Safety Executive starting in 2024.

JHA Business Support Unit

In 2023 the unit supported and / or coordinated numerous programmes, events, initiatives, and incidents across JHA services. A key theme was the amount of unplanned activity that required support and diversion of resources or engagement and management of temporary resources. The number of Major incidents (Operation Spire and Storm Ciaran being of particular note) meant additional work / support being provided re governance, logistics, emergency planning, travel and wellbeing.

Specific additional other areas of demand were:

- Health and Safety minimum standards audits and adoption,

- The department's Strategic Workforce Plan - Shoulder to Shoulder (EDI) / JHA Wellbeing Week / Staff awards
- 'Connect' system changes and adoption (People, Finance, Assets and Procurement)
- Information Security / Data Privacy Framework / Records Transformation Program

Service Performance

Jersey Customs and Immigration Service

2023 saw a significant increase in drug detections (£1.7 million) with a particular increase in the value of seizures at the Post Office including significantly larger seizures of ecstasy and cannabis / cannabis products. The Service collected £79m in import GST, Excise and Customs duties.

The issue with passport applications in 2022, processing backlogs had been up to 10 weeks at their peak in Q3, has been fully addressed with all non-express passports processed in 2023 within 6 weeks.

Work continued with stakeholders from across government and industry to facilitate, where possible, access to overseas labour to ensure the economic wellbeing of the Island. The effect of Brexit on immigration is clearly shown in the number of work permits issued by JCIS (400 in 2020 and over 3000 in 2023).

The UK / Crown Dependencies Customs Union successfully operated for the third year and over 4.1m goods consignments and 0.23m goods declarations were processed through the customs declaration systems 'CAESAR' (so 4.1m compared to the 2020 baseline of 2.9m).

Development work, undertaken in 2022, enabled the public interface with CAESAR to go live in February 2023 which significantly improved the customer experience and reduce administrative burden. The preparations made for the reduction in the GST 'de minimis' from £135 to £60 enabled the changes to take place on 1st July 2023.

States of Jersey Prison Service

Work to resolve the significant impact on staffing due to changes to parental leave (and the backdating of that allowance) and a backlog of recruitment is starting to pay dividends in understanding the true cost / impact of this on the service but continues to be a significant operational challenge and/ or cost pressure.

However, despite these challenges a highlight was that, although the annual target for prisoners with discharge plan in place was missed by 6% (92% vs 98%), Q4 improved 23% from Q3.

Other highlights included - out of cell hours, per prisoner per day, increasing to 7 hours 27 minutes per day, from the baseline of 5 hours 30 minutes in 2022 / prisoners engaged in

learning and employment programmes increasing to 3 hours 44 minutes, per day per prisoner, up from 2 hours 19 minutes in 2022. This was an increase of 1 hr 35 mins per day. This was due to successful recruitment of vocational trainers, opening of new workshops and collaboration with Highlands College

The ultimate measure of the prison this year will be the inspection result, the establishment will be scored against 5 criteria and can score up to a 4 in each. The leadership team are working to ensure at least a score of 3 in each area which would give confidence of a good or excellent prison.

States of Jersey Ambulance Service

In 2023 the Emergency Services Control Centre received 14,331 healthcare emergency calls and attended 11,212 (48/52% split male/female, 73% Medical attendance & 27% Trauma calls) with 67% of patients conveyed to the Hospital. Under the newly implemented Ambulance Response Program (ARP 2022), Category 2 was the most common triaged call, benchmarked on requiring attendance within a mean average of 18 minutes.

Category 1 ambulance calls are those that are classified as life-threatening and needing immediate intervention and/or resuscitation, e.g. cardiac or respiratory arrest. The national standard sets out that all ambulance trusts are to respond to Category 1 calls in a mean average time of 7 minutes and at least 90% of Category 1 calls in 15 minutes. In 2023, the Jersey Ambulance Service met the national standard with 90% of Category 1 calls being responded to under 12 minutes 19 seconds. The mean annual response to Category 1 calls was 7 minutes 10 seconds, falling only 10 seconds outside of the national standard.

Category 2 ambulance calls are those that are classed as an emergency or a potentially serious condition that may require rapid assessment, urgent on-scene intervention and/or urgent transport. For example, a person may have had a heart attack or stroke or be suffering from sepsis or major burns. The national standard sets out that all ambulance trusts are to respond to Category 2 calls in a mean average time of 18 minutes and at least 90% of Category 2 calls before 40 minutes. In 2023, the Jersey Ambulance Service met the national standard with 90% of Category 2 calls being responded to under 16 minutes 31 seconds. The mean annual response to Category 2 calls was 9 minutes 26 seconds.

Category 3 ambulance calls are those that are classified as urgent. They are problems (not immediately life-threatening) that need treatment to relieve suffering (e.g. pain control) and transport or clinical assessment and management at the scene. The national standard sets out that all ambulance trusts are to respond to 90% of Category 3 calls in 120 minutes. There is no target for the average response time. In 2023, the Jersey Ambulance Service mean annual response to 90% of category 3 calls was 74 minutes.

Category 4 ambulance calls are for incidents that are not urgent but need assessment (face-to-face or telephone), and possibly transport, within a clinically appropriate timeframe. According to the national standard, 90% of Category 4 calls should be responded to within 180 minutes. In 2023, the Jersey Ambulance Service mean annual response to 90% of category 4 calls was 114 minutes.

The switch in 2022 to ARP has enabled the Ambulance Service to benchmark with UK

Ambulance Services with the newly appointed ambulance analyst producing monthly Emergency Performance Reports to support internal review and identify improvements in service provision. As ARP differs to our previous system, Key Performance Indicators (KPI's) will therefore not be comparable to previous performance data provided prior to October 2022.

States of Jersey Fire and Rescue Service

The nature of the Major Incidents occurring in 2023 meant that during the related peak periods experienced, the increased number of emergency calls were triaged. The effect of this can be observed in the Q1 and Q4 response time performance. While up against the baseline performance needs to improve and the aim is to achieve at least 80% in this area. The Government Plan investment will, over the coming years, help increase capacity, and this will help, as will work to reclassify some incident types in our call handling system.

For another year, there were elevated levels of demand across all areas with a year-on-year increase of 14% in emergencies (1422 in 2023 vs the 1,245 in 2022) and 56% higher than the baseline figure used for public service annual report and accounts of 907 in 2020. The fire rate is higher than in recent years but not as high as the period from 2010 to 2020. We attended more automatic fire alarm activations in lower risk premises and lower risk times than we should; this is a contributory factor and must be addressed through system changes at the call handling stage. A notable contributor is the rate of non-fire emergencies, traffic incidents, flooding and weather, sea and water rescue among others. All these factors had an impact on capacity to be able to undertake proactive work (safe and well visits) and an increase in the number of non-fatal fire injuries.

Health and Safety Inspectorate

The focus on reactive work meant that we achieved the targets of responding to 100% of complaints within the specified timeframes. However, the lack of resource as well as the significant reactive workload had an inevitable impact on the ability to undertake proactive inspections of high-risk workplaces. With 50% Inspector resource available in the second half of the year we were able to start to redress the proactive/reactive work balance, such that we achieved 37% of our overall proactive inspection target by the end of the year.

A large positive for 2024 is that the HSI team are now at full complement, and we can expect increased delivery, particularly as the new trainees build their regulatory experience.

Treasury and Exchequer (T&E)

Richard Bell
Treasurer of the States

Delivery of key objectives

Sufficient resources and effective processes

Ensuring that there are sufficient resources and effective processes in place within Revenue Jersey and the Finance Hub.

Customer Service was a high priority for 2023 and continues to be in 2024, rolling out corporate standards and reporting for customer satisfaction and complaint handling wider across the department.

The Public Employee Pensions Team exceeded service level agreements, by completing 94% of work within 5 days. Over 90% of income was received digitally and despite challenges with the introduction of the Connect system, by providing additional resources to the Finance Hub, turnaround time for invoice payment had returned to target by the end of the year. We will focus on improving this performance further in 2024.

The States Assembly approved additional resources which will help improve further our customer service, in particular telephone enquiry times.

Digital technologies to improve customer experience

Continuing to work on digital technologies to improve customer experience.

Revenue Jersey completed transition from email to online forms for all written personal tax enquiries, transforming average wait times from 6 weeks to 3 days. Revenue Jersey created online tax return demonstration videos for retirees and those with simple circumstances. We collaborated with government colleagues to improve and expand the Government online services portal, preparing for launch in 2024.

We also improved and expanded the online registration form for GST, to accommodate overseas retailers, and designed and launched the online Partnership return.

Modernising the tax appeal process

Modernising the tax appeal process making it more open and transparent.

Along with the Judicial Greffe, we are progressing plans to transfer management responsibility for the Commissioners of Appeal work to the Tribunal Service by the first half of 2024. This plan remains on schedule. The Finance Law incorporates two amendments to appeals provisions, addressing stakeholder concerns related to settlement agreements and direct access to the Commissioners.

Improvements to the accessibility of public facing services

Making ongoing improvements to the accessibility of public facing services.

Revenue Jersey sustained its commitment to assisting customers with digital support, including Digital ID setup and troubleshooting, at the Personal Tax Community Helpdesks and Customer and Local Services at La Motte Street during the online filing deadline week. Revenue Jersey also collaborated with Customer and Local Services and Modernisation and Digital to provide and promote a face-to-face digital identity set up service that does not require a passport.

Using customer feedback, improvements have also been made to the personal tax return, the pay your taxes and pay your invoice online journeys, and working with Customer and Local Services, the business cessation online journey.

Service Performance

C&AG, PAC and Scrutiny recommendations implemented

Treasury and Exchequer – C&AG, PAC and Scrutiny recommendations implemented in year

Available data demonstrates the Treasury & Exchequer's commitment to implementing recommendations provided by external Scrutiny. Many of the historic recommendations have been either resolved, implemented or reinvigorated. Continued focus will be required to ensure we maintain our commitment to implementing recommendations.

Finance Hub – Income and Payments

During 2023, 80% of invoices were paid within 30 days. The data highlights that whilst there were some issues paying supplier invoices from previous years at the start of 2023 these were issues resolved in year. Data around invoiced debt, available at year end, demonstrates Treasury & Exchequer's commitment to ensuring that income is received within appropriate timeframes.

Rate of Return on Investments

Treasury and Investment Management - Rate of Return on Investments

2023 saw investment returns at 10.7 %. The three year performance was on average 4.5% per annum. Whilst strong this was behind our benchmark as it covered a period of exceptional volatility including the covid recovery and central bank interest rate hikes and high inflation.

Revenue Jersey – Customer Service

Performance targets for personal tax services are split into periods through the year, due to seasonal spikes caused by filing and payment deadlines.

We outperformed our target to assess 80% of returns within 30 days up to 31st March, achieving 85%. We also outperformed our target to assess 80% of returns within 60 days between 1 April, and 30th September, achieving 74% within 30 days, and 91% within 60 days. Revenue Jersey also exceeded its 8.5 minute call answering target, averaging 7 minutes 6 seconds for the year. Online enquiries: 85% resolved in 2 days, 90% within 5 days.

Cost to collect £1 of revenue has increased to 1.09p, above the 1p target. Arising from investment in our teams to improve operational performance, including customer service, but also to enhance resourcing within the International team given increased international obligations.