

# Section 1

## Introduction

### Content of the Performance Report

The Performance Report includes the following information:

- A statement from the Minister for Treasury and Resources providing their perspective on the performance of the Government of Jersey during 2021 (see Minister for Treasury and Resources Foreword in Section 5)
- A statement from the Chief Executive Officer on the performance of the Government of Jersey during 2021. The Performance Report is also signed by the Chief Executive Officer (see Chief Executive Officer's Report)
- An analysis summary of performance (see 'Section 2 – 2021 Performance Highlights', 'Section 3 – Departmental Annual Reports', 'Section 4 – Delivering the Rebalancing Plan for 2021' and 'Section 5 - Financial Review')
- Information on respect for human rights, anti-corruption and anti-bribery matters (see 'Section 6 - Human Rights, Anti-Bribery and Anti-Corruption Statement')
- Information on environmental sustainability (see 'Section 7 - Environmental Sustainability Report')

The Jersey Financial Reporting Manual requires that the Performance Report provide a fair, balanced and understandable analysis of performance<sup>1</sup>, and is reviewed by Auditors for consistency with other information in the financial statements<sup>2</sup>.

<sup>1</sup>Para. 5.2.2 JFRM2020 [R.144-2020 Accounting Standards to be Adopted for the States of Jersey's Annual Financial Statements 2020 [Min. T&R].pdf (gov.je)]

<sup>2</sup>Para. 5.2.3 JFRM2020 [R.144-2020 Accounting Standards to be Adopted for the States of Jersey's Annual Financial Statements 2020 [Min. T&R].pdf (gov.je)]

## Scope of the Performance Report

Given the breadth of Government activity, the Performance Report necessarily summarises information from across the organisation. As such, the Annual Report and Accounts should be read as part of the suite of strategic and business planning and performance reporting information as set out in the Jersey Strategic Framework and Jersey Performance Framework.

The Jersey Strategic Framework includes the:

- Common Strategic Policy
- Government Plans
- Departmental Operational Business Plans
- Annual Report and Accounts
- Mid-Year Review
- Annual and Mid-Year Progress Reports

The Jersey Performance Framework includes:

- Island Outcomes and Indicators
- Service Performance Measures

Service Performance Measures were first included in the 2020 Departmental Operational Business Plans and were reported on for the first time in the 2020 Annual Report and Accounts. During 2021 quarterly reporting against the Service Performance Measures was introduced to provide Islanders with more timely information on the performance of Government Departments.

Jersey is unusual as a jurisdiction in publicly reporting on such a large range of service performance measures (around 160 for 2021) and is on a journey to develop the maturity of the range and relevance of the measures. Experience during 2021 highlighted that some of the service performance measures could not actually be reported on or were inward, rather than output, focussed. For 2022 further improvements have been made, with some measures dropped; some redrafted; and some new measures introduced. It is expected that the approach to service performance reporting will continue to evolve, with consideration around the extent and means of reporting corporate level data as compared to operational data; and the balance between what is reported on in the Annual Report and Accounts, as compared to more timely online reporting.

In order to assist readers in accessing further information we have sought to include links to additional information throughout the Performance Report.

Further information on Government of Jersey strategic and business planning and performance reporting can be found [here](#).

## Introduction

It should also be noted that the Performance Report does not set out in detail relevant delivery from Non-Ministerial Departments, States-Owned Enterprises and arm's-length bodies, many of whom produce their own annual reports.

The abbreviations for Ministers and Departments used throughout the Performance Report can be found at Appendix 1.

# Section 2

## 2021 Performance Highlights

This section highlights examples of:

- COVID-19 performance; and
- significant change and improvement to support the Common Strategic Policy (CSP) priorities and Modernising Government during 2021.

The highlights touch on many of the key programmes and projects delivered by the Government of Jersey during 2021, together with examples of exceptional service delivery and other notable awards or recognition. Each programme and project box describes:

- Project Title
- Common Strategic Policy (CSP) reference
- Lead Minister
- Lead Department
- What was accomplished in 2021.

More detail on the progress during 2021 of Government Plan and Departmental programmes and projects that support the CSP priorities and Modernising Government can be found in the [Annual Progress Report for 2021](#). The graphic below provides a quick reminder of the 5 Common Strategic Policy and Modernising Government strategy.

**5**  
Strategic  
Priorities



**We will put children first**

by protecting and supporting children, by improving their educational outcomes and by involving and engaging children in decisions that affect their everyday lives



**We will improve Islanders' wellbeing and mental and physical health**

by supporting Islanders to live healthier, active, longer lives, improving the quality of and access to mental health services, and by putting patients, families and carers at the heart of Jersey's health and care system



**We will create a sustainable, vibrant economy and skilled local workforce for the future**

by delivering an economic framework to improve productivity, by nurturing and strengthening our financial services industry, by enhancing our international profile and promoting our Island identity, by delivering the best outcomes from Brexit, and by improving skills in the local workforce to reduce Jersey's reliance on inward migration



**We will reduce income inequality and improve the standard of living**

by improving the quality and affordability of housing, improving social inclusion, and by removing barriers to and at work



**We will protect and value our environment**

by embracing environmental innovation and ambition, by protecting the natural environment through conservation, protection, sustainable resource use and demand management, and by improving the built environment, to retain the sense of place, culture and distinctive local identity



## Modernising Government

We will improve the way in which Government and the public service function, so they deliver modern, efficient, effective and value-for-money services and infrastructure, sound long-term strategic and financial planning, and encourage closer working and engagement among politicians and Islanders.

### 5

ongoing initiatives

A States Assembly and Council of Ministers that work together for the common good

A new, long term strategic framework that extends beyond the term of a Council of Ministers

A modern, innovative public sector that meets the needs of Islanders effectively and efficiently

A sustainable long-term fiscal framework and public finances that make better use of our public assets

An electoral system which encourages voter turnout and meets international best practice

## COVID-19 Performance

During 2021, the agenda for the Government was again dominated by COVID-19 and the need to interrupt transmission and mitigate potential harms. But the year began more positively, seeing the roll-out of a vaccination campaign which gained momentum and impact as the year progressed. The combined effect of effective vaccination and the lower severity of the Omicron variant has now enabled government to de-escalate its COVID-19 measures, creating space for a greater forward focus on recovery. During 2022, recovery will be progressed across the spectrum of Island life, addressing the impact of COVID-19 on health, social issues and the economy.

### Vaccination

Vaccinations save lives. COVID-19 vaccines provide individuals with strong protection against serious illness, hospitalisation and death. The COVID-19 vaccination programme commenced on the 13 December 2020 and continued throughout 2021. By the beginning of August, the objective of achieving an 80% take up for both primary doses in adults was achieved and the booster programme began in September. By the end of 2021, over 200,000 doses of the coronavirus vaccine had been administered to Islanders.



Vaccinations updated: Wednesday 29 Dec 2021

More than four-fifths (87%) of Islanders aged 18 and over had received two doses of the vaccine, whilst 60% had received their booster dose in 2021.

Infection levels in the island were inevitably lower as a result of the Programme. Between July and December 2021, unvaccinated people were estimated to be 3 to 4 times more likely to test positive for COVID-19 than those who had received at least two doses of the vaccine. Over the same period of time, the estimated relative risk of admission to Jersey General Hospital due to clinical COVID for those aged 40 years and over was 3.5 to 14.4 times greater in those who received less than two doses of the vaccine than in those who received two or more doses.<sup>4</sup>

<sup>3</sup> [https://www.gov.je/Health/Coronavirus/CoronavirusDocuments/R\\_COVID\\_Cases\\_Vaccine\\_Status\\_Report.pdf](https://www.gov.je/Health/Coronavirus/CoronavirusDocuments/R_COVID_Cases_Vaccine_Status_Report.pdf)

<sup>4</sup> [https://www.gov.je/Health/Coronavirus/CoronavirusDocuments/R\\_Vaccine\\_status\\_of\\_COVID19\\_patients\\_in\\_Jersey\\_General\\_Hospital.pdf](https://www.gov.je/Health/Coronavirus/CoronavirusDocuments/R_Vaccine_status_of_COVID19_patients_in_Jersey_General_Hospital.pdf)

# Winter Vaccination Programme

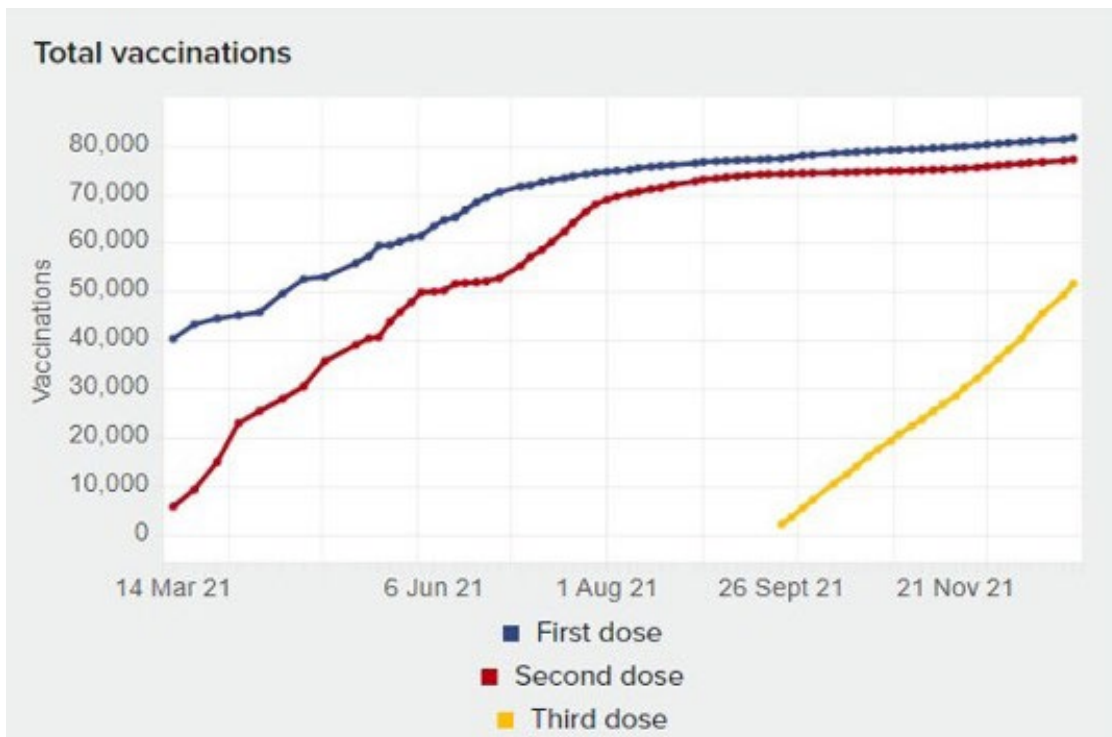


**Total vaccination doses administered by age group\*\***  
[% of population vaccinated]

Data as up to Wed 29 Dec 2021  
The figures are subject to revision where additional details may be obtained

AGE BAND	COVID-19			FLU VACCINE
	FIRST DOSE	SECOND DOSE	BOOSTER DOSE	
80+ years	~100%	~100%	99%	89%
75-79 years	~100%	~100%	~100%	90%
70-74 years	~100%	99%	91%	81%
65-69 years	96%	96%	85%	73%
60-64 years	~100%	~100%	87%	65%
55-59 years	~100%	~100%	80%	55%
50-54 years	93%	91%	68%	41%
40-49 years	88%	87%	52%	17%
30-39 years	78%	75%	34%	12%
18-29 years	71%	67%	23%	6%
16-17 years	61%	28%	2%	11%
12-15 years	46%	4%	<1%	52%
0-11 years	-	-	-	50%

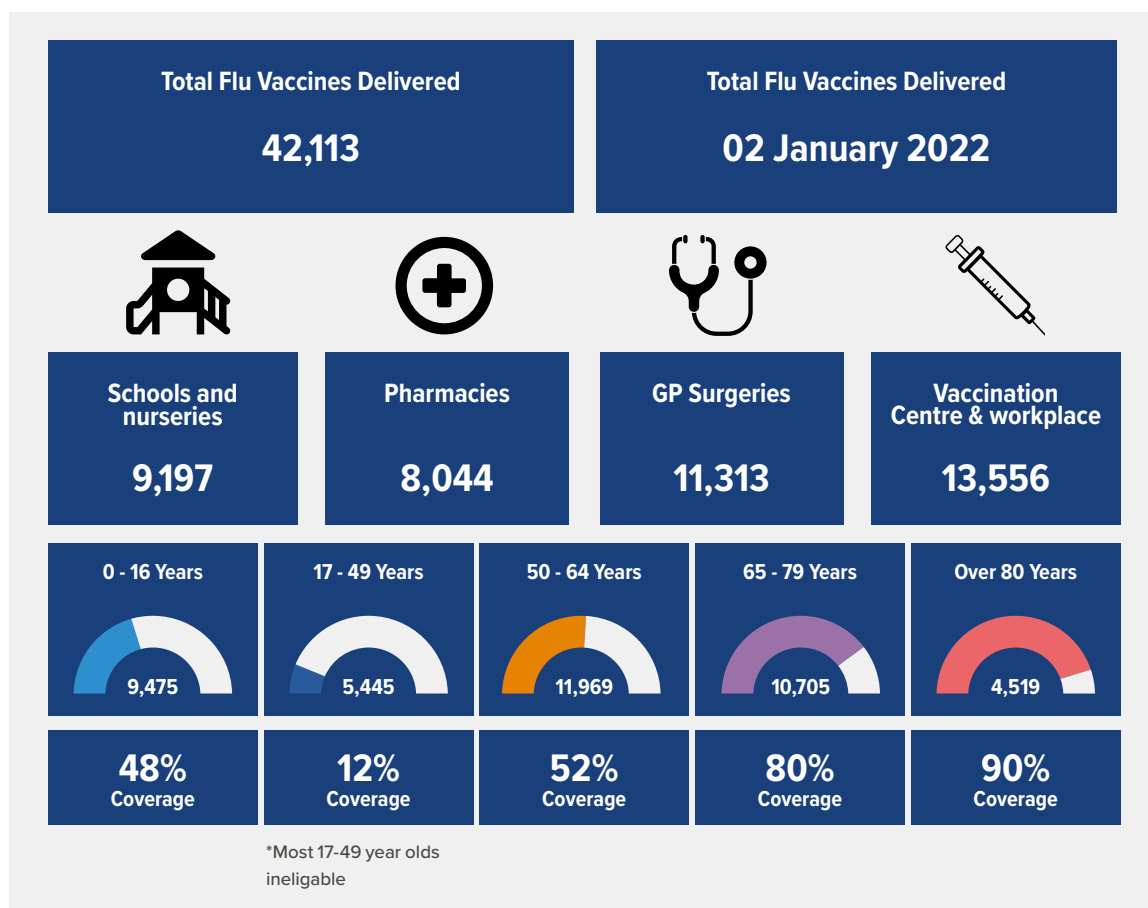
\*This is counted as a single dose, and may not equal the total number of people vaccinated, depending on the specific dose regime (e.g. people receive multiple doses).  
\*\*Population defined using latest available total population estimates from Statistics Jersey



The roll-out of the vaccine programme followed the advice of the Joint Committee for Vaccinations and Immunisations (JCVI), identifying a range of priority groups including clinically vulnerable Islanders and those working in front-line health and social settings. The vaccine programme achieved an uptake of 95% of two doses for those high risk 16-69 year old Islanders, and 86% for moderate risk Islanders. The uptake of two doses by front-line health and social workers was very high (more than the number identified in the population at the start of the pandemic) and three-quarters had taken up the booster dose by the end of 2021.

## 2021 Performance Highlights

Alongside the existing routes for administration, the 2021 winter influenza (flu) vaccine programme was also co-administered at the vaccination centre, with over 13,000 doses being administered at the same time as the COVID booster vaccine for eligible Islanders. This led to a doubling of the uptake of the flu vaccine in the 50-65 age group compared to previous years.



As in 2020, the implications of COVID-19 on performance continued to be seen during 2021.

There are both positive and negative differences, often within the same public service systems, for example:

- Demand for Child and Adolescent Mental Health Service (CAMHS) increased by over 30% in two years (from 661 and 683 referrals in 2019 and 2020 respectively, to 885 in 2021) as children's wellbeing was impacted by COVID-19. Despite this significant increase in referrals, CAMHS has reduced waiting times
- Overall, the Outpatient Waiting List is up minimally (0.8%) compared to the end of 2019. This is made up of a 13% reduction in the acute secondary care waiting list, alongside a significant increase in the waiting list for community services (dental services and some physiotherapy services). The reduction in the Acute Secondary Care Waiting List is driven by increased activity during 2021, as opposed to a reduction in referrals
- Bus ridership was up 34% on 2021 (2.98m compared to 2.2m in 2020) but is still significantly below the 2019 ridership of 4.97m



## 2021 Performance Highlights

- The percentage of planning applications completed within target has declined from 66% to 54%, but the percent approved has increased from 82.8% to 88%
- 2021 saw another year of significant disrupted border activity but despite this there was an increase in smuggling. Jersey Customs and Immigration Service (JCIS) drugs seizures totalled £665,000 for 2021 an increase from the £500,000 in 2020
- An easing of COVID-19 travel restrictions created a surge in demand for passports, which lead to a reduction in the standard passport turnaround time.

As during 2020, throughout 2021 the Coronavirus pandemic continued to impact on the lives of Islanders and the response by the Government of Jersey. The data set out below highlights the key areas of activity and focus that the Government of Jersey has taken in responding to the pandemic, including testing, contact tracing and the roll-out of the Coronavirus vaccine.

Key summary health impacts of the pandemic are presented, including the number of cases and sadly the number of deaths where COVID-19 was registered on the death certificate. The data also outlines the hundreds of thousands of tests undertaken and the distribution and location of the cases that they identified. Uptake of the vaccine doses, alongside summary information about the impact of the vaccine on cases and hospitalisations is presented, highlighting the success of the vaccine programme in 2021.

Table 1. COVID Statistics

	2021	Cumulative March 2020 – Dec 2021)
Total PCR Tests*	699,281	935,207
Negative Results	682,280	915,421
Positive Results	16,969	19,754
Recoveries	14,513	16,679
Total deaths**	45	89

\*Note that a small number of tests return an inconclusive result

\*\*Registered by 31st December 2021

2021 Performance Highlights

### COVID-19 Case Rates During 2021

The number of Covid-19 positive cases varied throughout the year, with peaks in case rate in July and December associated with the Delta and Omicron variants, respectively. The 14-day case rate per 100,000 peaked at around 2,900 in July, and was around 3,600 at year end.

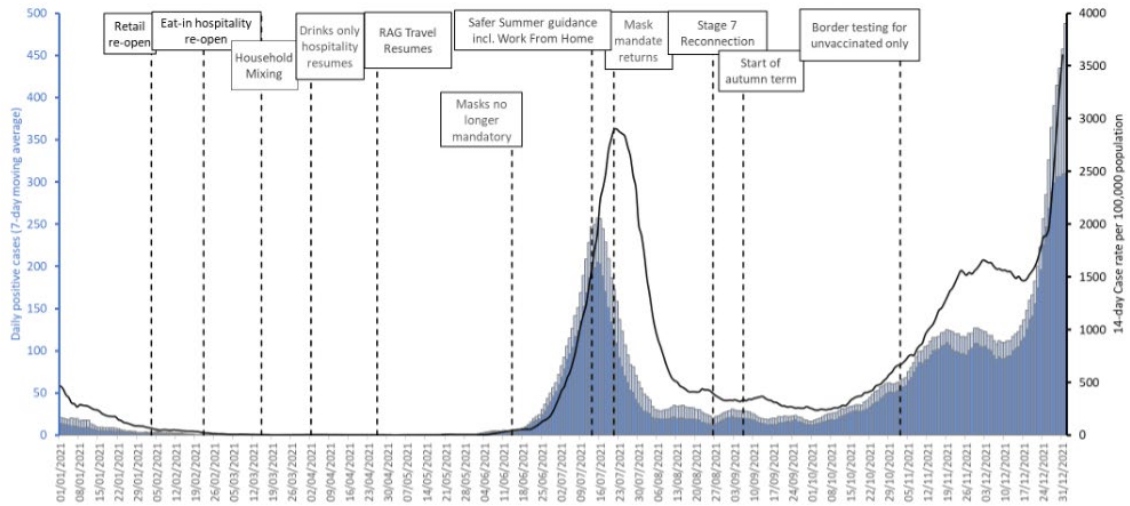


Figure 2: Volumes of positive cases and 14-day case rate per 100,000 population in 2021

### Indicator Definitions

#### Indicator definitions

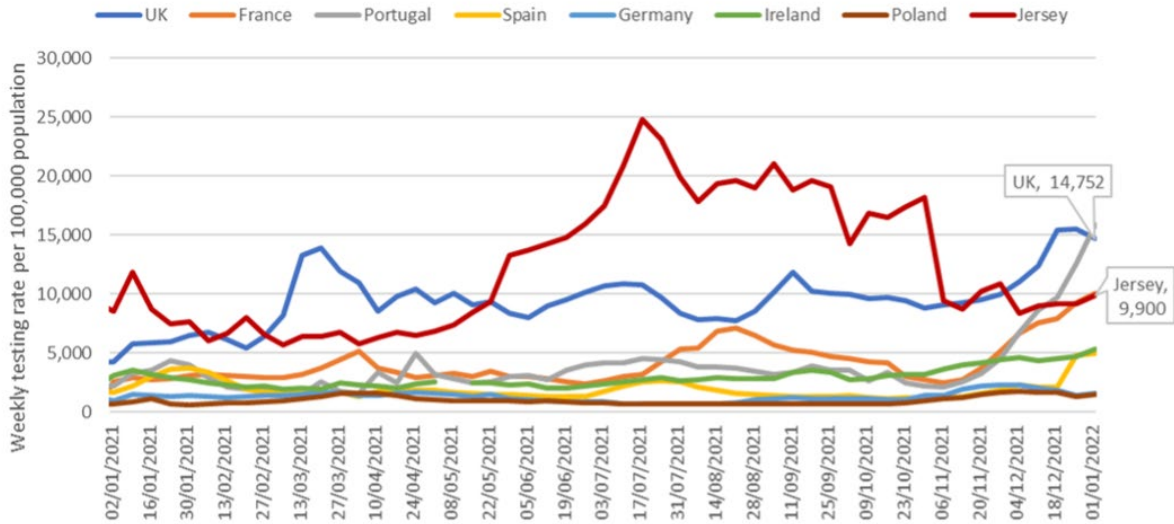
- Seven-day moving average trend in daily new symptomatic positive test cases:**  
each result is recorded against the day that the symptoms began.
- Seven-day moving average trend in daily new asymptomatic positive test cases:**  
each result is recorded against the day that the swab was taken. These would generally be tests carried out for surveillance purposes (healthcare workers, hospital and
- 14-Day Case Rate per 100,000 population**

2021 Performance Highlights

### COVID-19 Testing

In total, almost 700,000 PCR tests were undertaken in 2021, with just over 2.4% of tests returning a positive result. Jersey’s PCR testing rate has been higher than countries with significant travel links to the Island (note that some countries, including the UK, count LFTs in their total figures, whereas Jersey currently counts PCR and DiaSorin antigen tests only).

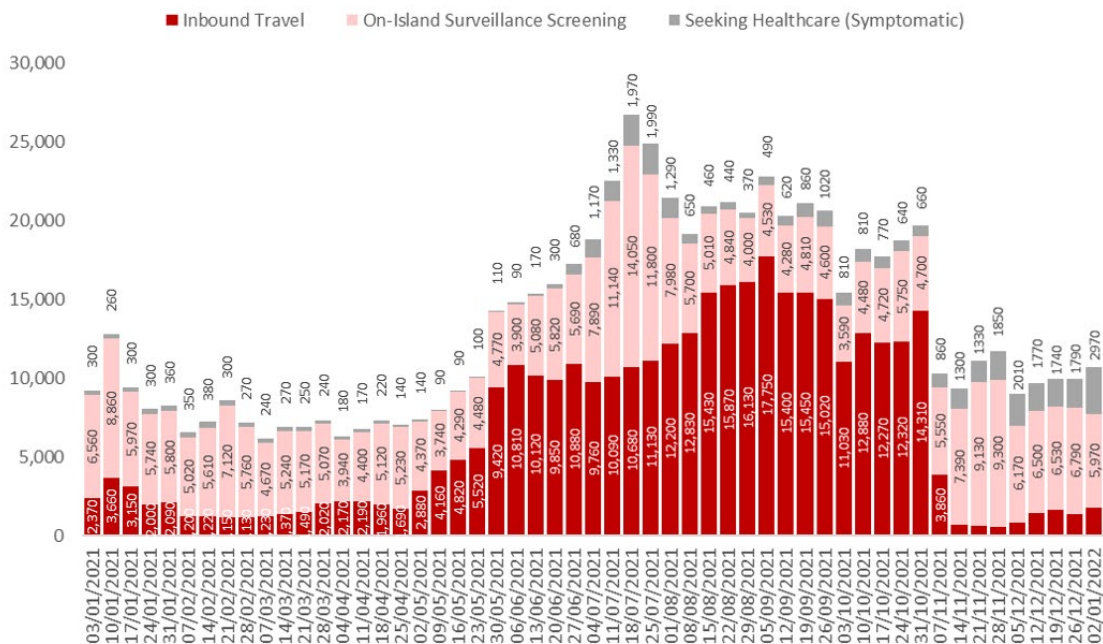
Figure 3. Weekly testing rate per 100,000 population



Source: ECDC, UK Government, and Government of Jersey

As in 2020, the implementation of the Safer Travel Policy led to higher numbers of PCR tests being conducted for inbound travellers over the summer, with a peak of 17,750 tests in the week of 5th September. In total, just over half of PCR tests in 2021 were administered to inbound travellers. In November 2021, fully vaccinated passengers (at the time, those who had received two doses of the coronavirus vaccine) no longer required a PCR test at the border which led to a significant decrease in the number of Inbound travel tests administered.

Figure 4. Number of Weekly PCR Tests (based on date of swab) by Testing Reason in 2021



Source: Government of Jersey. The “On-Island Surveillance Screening” category includes workforce screening, admissions screening, cohort screening, and contact tracing.

Note: The “On-Island Surveillance Screening” category includes workforce screening, admissions screening, cohort screening, and contact tracing.

## 2021 Performance Highlights

As the waves of infections in July and November occurred, the number of tests conducted for Islanders who were symptomatic seeking healthcare increased. In total, 58% of the positive cases in 2021 were picked up via this testing programme. An additional 25% of positive cases were identified through the contact tracing process.

Table X. PCR Testing Summary by test result and testing reason

PCR Testing Reason	2021 Total Tests	Positive Results
Inbound Travel	352,080	1,763
Workforce Screening	165,215	802
Contact Tracing	65,259	4,204
Seeking Healthcare / LFT Positive Confirmation	37,879	9,860
Cohort Screening	30,071	166
Admissions Screening	25,510	174
Other (unknown)	23,267	-

Note: A small number of tests return an inconclusive result

Operational changes responded to changes in demand, and to changes in policy which included a whole-island Lateral Flow Testing (LFT) programme, adding new sectors to workforce PCR screening, and removing the need for follow-up tests for passengers and Direct Contacts.

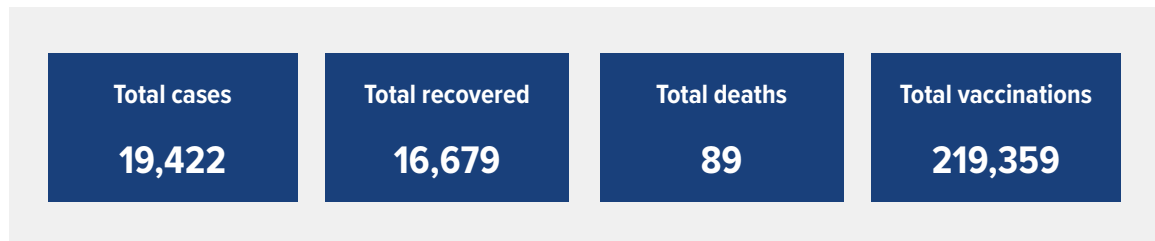
Key operational changes included:

- Providing Lateral Flow Tests (LFTs), initially in education settings, then across employment sectors, for Direct Contacts and, from October, for all Islanders. As at 31 December 2021, there were approximately 12,250 education sector registrations, 1,575 businesses and almost 44,350 home LFT testing registrations
- Changing systems and processes to respond to changes in travel testing
- Increased opening times, including testing at the Airport, to respond to periods of very high demand
- Consolidating all non-travel PCR testing at the Harbour Testing Centre, 'mothballing' the Airport Drive-through Testing Centre and the pre-admission testing centre at Overdale
- Teams in the health and care sector, in emergency services and the prison undertaking regular 'peer-to-peer' testing, and testing of their residents
- Supporting education settings with PCR screening, LFTs and Covid Safe visits
- Co-ordinating whole-Island responses to outbreaks, to quickly suppress further transmission in higher risk environments
- Switching on-island PCR test processing from a private provider to the hospital laboratory
- Sequencing of a risk-based selection of positive tests, to identify Variants of Concern
- An increasing ability for Islanders to book their own test appointments online

2021 Performance Highlights

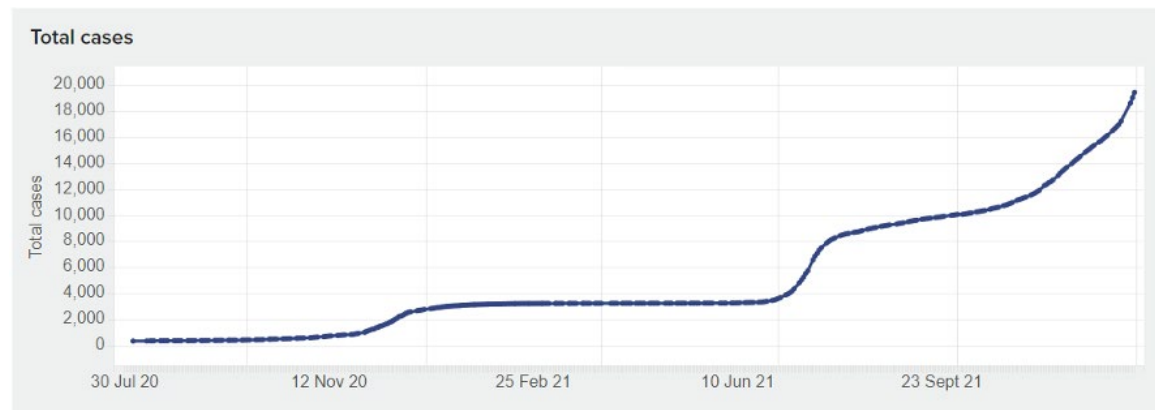
## Cases

In total, 16,969 cases were identified in 2021.



Cases updated: 4:01 PM, Friday 31 December 2021

Vaccinations updated: Wednesday 26 January 2022



This graph shows the cumulative number of positive cases over time.

## 2021 Performance Highlights

## All confirmed cases (Total confirmed positive cases)

(excludes those confirmed as "old" no longer active at time of detection)

# 19,422

Prior to 1 July 2020

## 320

Total Deaths

## 89

Since 1 July 2020

## 19,115

Probable COVID-19 deaths

## 17

"Old cases"

## 13

Cases managed in other jurisdictions

## 52

Laboratory proven COVID-19 deaths

## 72

### Place of death

General Hospital

## 51

St Saviours Hospital

## 3

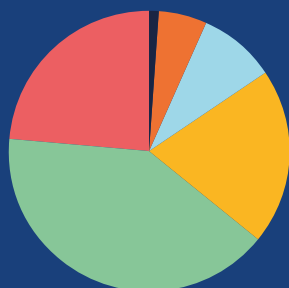
Care Homes

## 30

Domestic Properties

## 5

### Age band of deaths



● 40-49	1 (0.0%)	● 70-79	18 (20.2%)
● 50-59	5 (5.6%)	● 80-89	36 (40.4%)
● 60-69	8 (9.0%)	● 90+	21 (23.6%)

### Gender of deaths



Female

## 38%

Male

## 62%



**\*An "old" case** is one where an asymptomatic person tested positive but a subsequent serology test confirmed the virus was "old" and no longer active. These people did not have to continue isolation and neither did their direct contacts.

**Cases managed in other jurisdictions** are cases where the person has travelled from the Island prior to receiving a positive result

**Laboratory proven COVID-19** is when a death has occurred following a positive PCR test.

**A Covid death** is one where COVID-19, or suspected COVID-19, is mentioned on the death certificate. This includes all cases where the virus is recorded, whether as the direct cause or in a combination with other health condition.

**Probable COVID-19** is defined as the person either tested negative in laboratory testing or was not tested for COVID-19 and the cause of death was certified as 'Probable COVID-19' based on clinical history and investigations.

## COVID Safe Team

In early 2021, the Covid Safe Team was introduced, integrating teams from Contact Tracing, Monitoring and Enforcement. The team continued to work closely with emergency services, critical national infrastructure, businesses and both Honorary and States of Jersey Police.

Contact tracing accounted for around 25% of all positive cases in 2021. Policies relating to the testing and isolation changed during 2021, but identifying and notifying Direct Contacts remained an important element of suppressing transmission, as c7% of 62,800 Direct Contacts subsequently tested positive. In addition, providing Islanders with information regarding their increased risk helps individuals make informed choices about behaviours and activities – for example, choosing not to attend a social event, or visit a vulnerable relative if you are a Direct Contact.

Over the course of 2021, there was an increased focus on supporting workplaces, with specialist Covid Safe advice and guidance. This was provided reactively in response to identified outbreaks, and proactively in critical workplaces (including every school) and in businesses which requested additional support.

The Covid Safe Team contributed to safer travel, by monitoring daily wellbeing SMS messages, authorising Pre-Departure Certificates and Critical Worker exemptions.

They also supported positive individuals, keeping in touch during their isolation period, monitoring welfare and wellbeing and signposting individuals to additional support as required. Where necessary, they also secured hotel accommodation for those unable to isolate at home.

And, working with States of Jersey Police and the Honorary Police, the Covid Safe Team monitored compliance with legal requirements, including mask wearing and the collection of customer details for contact tracing purposes. Reports of possible breaches were investigated and, where appropriate, escalated for prosecution.



## We will put Children First

by protecting and supporting children, by improving their educational outcomes and by involving and engaging children in decisions that affect their everyday lives.

The following are highlights of our progress in supporting this priority in 2020, through activity to protect lives and livelihoods during COVID-19, service delivery and Government Plan programmes and projects.





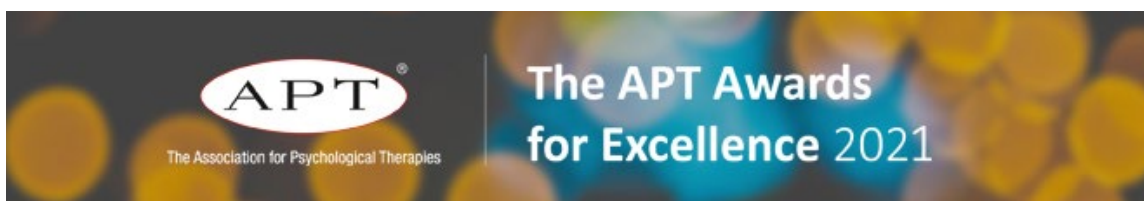
 <p>Put Children First</p>	<p>MCEDU, CYPES</p>
---	---------------------

**Development of co-produced Children and Young People’s Emotional Wellbeing and Mental Health Strategy**

The Children and Young People’s Emotional Wellbeing and Mental Health Strategy was developed during 2021. It aimed to provide a mechanism for driving through the substantial changes that were needed to improve children and young people’s emotional wellbeing and mental health. The draft strategy went out to consultation in May 2021 and almost 300 people responded. Public comments and considerations have been integrated into the final strategy. There is now a much greater focus on outcomes and clear acknowledgement of timelines, dependencies, and deliverables. The final strategy runs for four years from January 2022 until 2025, to align with agreed Government Plan funding.

**Our vision is a society where all children and young people enjoy a happy, confident childhood, are able to thrive and achieve their potential, and to grow into adults who can cope with the demands of daily life and contribute to life in full.**

The strategy explains how this vision will be achieved from 2022 to 2025, by putting funding into a wider range of community and Government services to keep children and young people mentally healthy, prevent mental health problems from starting, to provide support much earlier and ensure sufficient intensive resource is available for more complex cases.



 <p>Put Children First</p>	<p>MCEDU, CYPES</p>
---	---------------------

**CAMHS awarded the Jersey Association for Psychological Therapies (APT) annual awards for excellence in Dialectical Behaviour Therapy (DBT) 2021**

Jersey’s Child and Adolescent Mental Health Service (CAMHS) won a national award for the support they provide to young Islanders to learn techniques to manage intense emotions.

A young Islander joined CAMHS Jersey representatives at the Jersey Association for Psychological Therapies (APT) annual awards for excellence in Dialectical Behaviour Therapy (DBT) 2021.

Clinical Nurse Specialist, Alison Pell, a co-presenter of the Jersey CAMHS award submission, said: “*After reaching the finals last year, we reflected on our learning from the awards, looking to see how we could improve the DBT offer at Jersey CAMHS. We developed a Jersey Friendly Parent DBT offering called “Parenting a child with intense emotions”, which is a course that can be delivered both face to face and online.*”



Put Children First

MCEDU, CYPES

### Launch of the Family Intervention Service

In 2021, funding was approved and work commenced on redesigning the Family Support Worker role and function, to evolve it to the standard needed for the service and meet the needs of the children and young people we work with.

In July 2021 CYPES opened union supported consultation with existing Family Support Workers, which concluded in August and the service was formally established. Between August and December the remaining posts were recruited to and as of January 2022 CYPES now have a fully established team (one Team Manager, two Senior Family Support Workers and 15 Family Support Workers).

The premise of the service is to work restoratively, and in a strengths-based way, alongside Social Workers, supporting with direct interventions to reduce the number of children and young people coming into care as well as reunifying children with their families as they leave care.

The service will:

- Work with families to improve parenting capacity, and reduce or eliminate abusive episodes
- Help to develop family support networks to improve stability for children and their family
- Ensure that children are supported to remain in the care of their families, as long as it is safe to do so
- Support foster carers and work alongside social workers and care providers for young people in care to stabilise and maintain their provision and prevent placement breakdown.

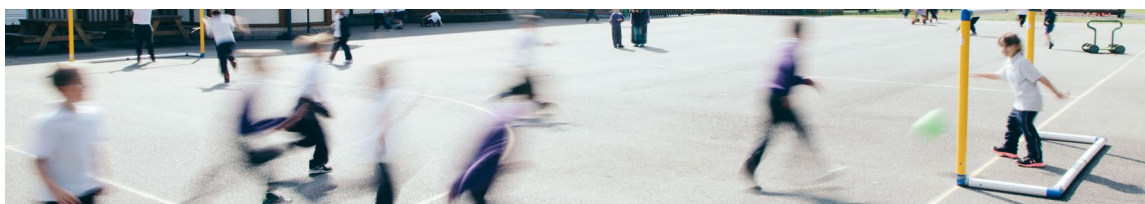


Put Children First

MCEDU, CLS

### Summer Reading Challenge

Over the Summer, Jersey Library partnered with nine UK authorities to trial a fresh approach to the Summer Reading Challenge, with every child receiving a reading diary in school and the option of also joining the Jersey Library. The pilot was a great success, with many more children taking part than in past years and a large number of children using the Jersey Library for the first time. While the sharp spike in COVID cases in July severely interrupted distribution of the Summer Reading Challenge packs to children in school the offer was still taken up by around 2,700 children, compared to just over 2,000 in 2019. Around 60% of the children who started the Challenge read six books over the summer holidays. The roll-out of universal library membership also met a receptive audience and there are now around 1,200 more children in the Island regularly using Jersey Library.



	<b>Put Children First</b>	<b>MCEDU, CYPES</b>
---	---------------------------	---------------------

**Independent Review of Inclusive Education and Early Years**

During 2021, The National Association for Special Educational Needs (NASEN) undertook an Independent Review of Inclusive Education and Early Years on behalf of the Government of Jersey. A diverse range of stakeholders were involved including children and young people, their families, schools, charities, and professionals working with young people. The report was shared in December 2021 and included 50 recommendations. It highlights the need for an agreed definition of what constitutes ‘inclusive education’ in Jersey. A plan is being co-produced to meet these recommendations over the next 10 years with both short (1-2 years) medium (3-5 years) and long-term objectives.

Several recommendations are already in process, including:

- A Jersey wide framework to support transition experiences between stages and settings
- A Parent Carer Forum to work collaboratively, listening to the voice of the broader community of young people with additional needs
- All Record of Needs (RON) are reviewed annually with funding allocated and targets agreed
- A full review of the Inclusion Service commenced in September 2021
- Jersey’s Virtual School has been established, and four posts recruited into
- The policy for Home Education (EOTAS) was reviewed, in conjunction with the families involved
- A review of Alternative Provision took place during autumn term 2021, with proposals to improve provision for social, emotional and mental health needs
- A partnership has been established with Winchester University to deliver accreditation for all school SENCo’s. The first cohort of 21 staff began training in the autumn.

<b>Put Children First</b>	<b>MCEDU, CYPES</b>
---------------------------	---------------------

**Education Reform Programme**

The programme was initiated in early 2021 and is charged with delivering the ambition for Jersey’s education services to compare well with the best in the world. The programme encompasses multiple projects broadly clustered into three areas: strengthening educational provision; progressing finance and governance structures; and developing transformational policy objectives. Strong progress has been made developing and funding provisions for multilingual learners, children with special educational needs and those in receipt of Jersey Premium. Recognising the causal effect between increasing quality of teaching and children’s educational attainment, several new learning and development opportunities have been established. Finance projects have focused on addressing the structural deficit in schools and developing a new funding formula.

care  
leavers

love never leaves



Put Children First

MSS, CLS

### CLS Support for Care Leavers

The CLS Work and Family hub continued to work in partnership with CYPES Leaving Care team, utilising CLS's dedicated Benefits and Back to Work resources to ensure that care leavers are provided with the best support possible. This ensures that care leavers have essential financial support in two major areas in their lives - to move on to independent living (if that's their pathway) and to move into suitable employment.

CLS also have a dedicated Specialist Officer who works with CYPES's Personal Advisors to ensure that all care leavers fully understand the benefits and support they are entitled to. This includes help applying for financial assistance through Income Support.

The Care Leavers Support team within the Work and Family Hub were immensely proud to be selected as the winners of the Government of Jersey Our Stars 'Working in Partnership' award at the end of the year in recognition of all their work supporting care leavers.

The team ran familiarisation sessions for the Leaving Care team to help them understand how Income Support works, how to complete an online application, and make applications for any special payments. The financial support available through Income Support is in place to help Care Leavers with rent and other living expenses, as well as grants to help with rental deposits, purchasing white goods and other essential furnishing items – all aimed to help them set up their first home.

In addition to financial support, the team also provides employment support through a dedicated care leavers Back to Work Advisor. This advisor works closely with each care leaver's own Personal Advisor and builds up a positive working relationship with the care leaver to help understand their career goals, and then together they plan a pathway into suitable employment.

For those who need it, suitable training is provided and often delivered via partnership with Highlands College. For care leavers who are jobseekers furthest away from employment the team provide several helpful solutions including improving their confidence and communication skills as well as supporting their mental health - looking for the right time to move them forward into suitable, supported employment. One aspect the team are really proud of is the recently developed Care Leavers Guarantee / Incentive programme which helps the career goals of care leavers by providing paid employment for up to 12 months in the private or public sector with Government roles paid at the living wage.

During 2021, the team supported 15 care leavers into employment, including five into Care Leaver Internship posts (although COVID restrictions limited the full ambition in this area). Looking ahead into 2022, the team wants to continue to strengthen the working relationships between CLS, the Leaving Care team and care leavers by continuing the monthly meetings between the two departments. This will ensure that all action plans are combined, giving each care leaver just one comprehensive plan of support and a wrap-around services from the two teams. The team will carry on reviewing its support, making sure it gives the best advice and service to care leavers.



## Put Children First

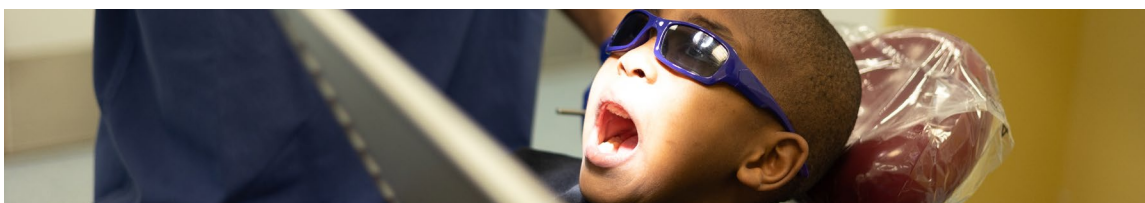
MSS, CLS

### Health Access Scheme

A new Health Access Scheme (HAS) was launched at the end of 2020 to ensure cost isn't a barrier to visiting the doctor. The Scheme includes free GP surgery visits for children up to the age of 17 living in an Income Support household.

Additionally, older children and adults receiving income support or members of the Pension Plus scheme can visit a GP surgery for a flat rate of £12 including additional services such as blood tests and spirometry.

Approximately 11,000 people were eligible for the HAS scheme at the end of 2021 and 56,000 payments were covered by it during the year.



## Put Children First

MSS, CLS

### COVID Catch-up on Dental Treatment

In December 2021, a new, short-term scheme was launched to help low-income families with the cost of catching up dental treatment due to the pandemic. Public Health advice is that children in low-income households were more likely to have fallen behind in regular dental treatment due to the pandemic. This scheme therefore supports the costs of a check-up, treatment and application of preventative treatments including fluoride varnish for all secondary school children in Income Support households. The Scheme is temporary and will run until June 2022.



## We will improve Islanders' wellbeing and mental and physical health

by supporting Islanders to live healthier, active, longer lives, improving the quality of and access to mental health services, and by putting patients, families and carers at the heart of Jersey's health and care system.

The following are highlights of our progress in supporting this priority in 2020, through activity to protect lives and livelihoods during Covid-19, service delivery and Government Plan programmes and projects.



Health and Wellbeing

MHSS, SPPP


### COVID-19 Vaccination Programme

Throughout 2021, over 210,000 doses of COVID-19 vaccinations have been provided to Islanders. The Vaccination Programme operated in every week of the year, in a mass vaccination centre, in care homes, private homes and various institutions.


The objective of achieving an 80% take up for both primary doses in adults was achieved on 8 August 2021. By the end of the year, 88% of the population over 18 had received two vaccinations and 62% of all Islanders over 18 had received two doses and a booster.

The team demonstrated excellent collaborative working, and this was recognised by winning the 'Team of the Year' award in 2021 awarded by the Government of Jersey Star Awards.

The success of the Vaccine Programme meant that primary and acute care services were not overwhelmed; Islanders had strong protection against serious illness, hospitalisation, death, and infection levels were lower than would otherwise have been the case. As a side benefit, offering the flu vaccination alongside COVID vaccinations for those aged 50-65 led to a doubling of uptake, reducing the number of those suffering illness from flu over the winter. The high vaccination levels underpinned the formulation of public health measures relating to education, economic and social welfare.



**COVID-19 Laboratory**  
Government of Jersey

 Health and Wellbeing

MHSS, HCS

### COVID-19 Healthcare Response and Recovery Plan

As part of the COVID-19 response Health and Community Services (HCS) has maintained its incident response structure within HCS but also across the community. HCS has introduced a new on-island COVID-19 testing facility increasing the on-island testing ability into a Government operated facility. Further expansions to testing arrangements include the introduction of 4 in 1 testing for respiratory viruses, including Covid, RSV, flu A and B.

The COVID-19 clinical guidelines are consistently reviewed with emerging science, changes in treatment internationally. A Long COVID-19 Service has been established initially focusing on paediatrics with all children diagnosed with long COVID-19 under the age 10 having been reviewed.

The COVID-19 pandemic is considered the major disruptive event of this decade, affecting health and care systems worldwide. This novel virus has increased the influx of patients in hospitals, and healthcare organisations are facing unprecedented constraints in their operations to deal with increased demand and pressed capacity.

HCS was forced to change the profile of the services that can be offered during the pandemic, with much of the focus being on dealing with urgent rather than routine work as capacity was restricted. This has created waiting list pressures and delays in provision of preventative services such as cancer screening.

In early 2021 HCS produced a comprehensive recovery plan for all services materially affected by COVID-19 disruption. All HCS services were reviewed and those that have been particularly impacted by COVID outlined their plans to be able to return to pre-COVID business as usual positions. A detailed plan was prepared to allow for wave 2 and catch up on services using a mixture of internal and external resources. Backlog was calculated looking at the Q1 position in 2020, compared to the Q1 position in 2021 and the net difference calculated.





## Connect Me



Health and Wellbeing

CM, OCE

### COVID-19 Communications Campaign

Since the start of the pandemic, communications have been vital in keeping Islanders informed about important changes to policy, urgent action to take, the importance of vaccination prompted by behaviour change, and the shift to taking personal responsibility with use of Lateral Flow Tests and other public health mitigations.

The communications approach throughout the course of 2021 included regular engagement with industry bodies, arm's-length organisations, Parishes and the voluntary and community sector, to ensure key stakeholders and their audiences were kept informed. Frequent briefings with States Members, Scrutiny panels and the Island's media were also held ahead of significant announcements. Important announcements and updates were frequently communicated through press conferences, media releases, interviews with Ministers and subject matter experts, and multi-media Island-wide campaigns. In 2021, nearly 300 COVID-19 related media releases were issued, 17 press conferences were held, and 36 COVID-related campaigns were rolled out to all Islanders.

A key focus of the approach was to ensure that our communications were accessible to all. All press conferences were subtitled and content was translated into British Sign Language. In Q1 of 2021, we rolled out the Vaccination Programme to some of the Island's most vulnerable. The communications factored in how important it was to make sure the messages about vaccination were heard by Islanders who are traditionally harder to reach. As such, direct engagement took place with the Connétables and Parishes to ensure that Islanders who needed assistance were identified, and the team worked with organisations and charities such as Call and Check, Age Concern, Good Companions Club and Jersey Alzheimer's Association to further support vaccination bookings.

The Connect Me service was a vital part of the COVID communications for 2021, particularly in support of rolling out the Vaccination Programme. Through the service, frequent meetings were held with the voluntary and community sector to ensure the communications were meeting the needs of all Islanders. The input from these collaborative meetings informed the communications approach and channels used, for example:

- Ensuring letters to high and moderate risk Islanders were also posted out as Easy Read Information versions for Islanders who find written information difficult
- A walk-through video of the vaccination centre was created with Disability and Inclusion Officer to ensure Islanders with disabilities felt prepared when attending their appointment
- Clocks from EYECAN were placed at the vaccination centre for Islanders with sight impairment
- All leaflets were translated into French, Polish, Portuguese, Bulgarian and Romanian and distributed via the Connect Me service
- All leaflets were created in Easy Read Information format
- Radio ads translated into different languages to support vaccine roll out

Communications were informed by work with behavioural scientists, including focus groups and surveys, to ensure campaigns where behaviour change was needed were as successful as possible.

# ASSISTED DYING IN JERSEY



Health and Wellbeing

MHSS, SPPP

## Assisted Dying

The Minister for Health and Community Services made a commitment to establishing a Citizens' Jury to consider the matter of assisted dying by writing to all States Members on 13 February 2020. This followed community interest in the matter, including an e-petition in 2018 signed by 1,861 people, to request a change in the law, public meetings and a public survey in 2019 which indicated public support for assisted dying.

A deliberative 'Citizens Jury' approach was selected to gain an in-depth understanding of the community response to a complex moral and ethical issue that could not be achieved by focus groups or surveys alone.

The Jury made its decision that, in principle, assisted dying should be permitted in Jersey. On 23 November 2021, the States Assembly voted to agree with the Council of Ministers' recommendation to enact the Jury's decision. Policy and legislative drafting have commenced to enact the changes necessary during 2022 and 2023. This decision has made Jersey the first jurisdiction in the British Isles to move to legalise assisted dying.



Health and Wellbeing

MHSS, HCS

## Patient Tracking list (PTL)

### Inpatient

The Elective Waiting List at the end of 2021 was 10% lower than at the end of 2019. The Diagnostic Waiting List increased by 74% during that period - this is due to endoscopy procedures being delayed due to COVID. The growth in this waiting list slowed in the second half of 2021 and we are starting to see the impact of the introduction of the new bowel screening programme Faecal Immunochemical Test – (FIT) in December. It is anticipated that this reduction will continue through 2022 as the FIT programme is rolled out. In addition, endoscopy capacity is being reviewed.

### Outpatient

Overall, the Outpatient Waiting List is up minimally (0.8%) compared to the end of 2019. This constitutes a 13% reduction in the Acute Secondary Care Waiting List and a significant increase in the waiting list for our community services (dental services and some physiotherapy services). It is evident that the reduction in the Acute Secondary Care Waiting List is driven by increased activity during 2021 as opposed to a reduction in referrals.

Work is ongoing to separate outpatient diagnostics from the outpatient waiting lists and move them to the Diagnostics Patient Tracking List.



## Jersey Care Model



Health and Wellbeing

MHSS, HCS

### Jersey Care Model

2021 marked the first year of the Jersey Care Model (JCM), a five-year programme to improve healthcare in Jersey. The key objectives identified in the Jersey Care Model are:

- To ensure care is person-centred with a focus on prevention and self-care
- To reduce dependency on secondary care services by expanding primary and community services
- To redesign health and community services to meet the current and future needs of Islanders.

The work for the JCM has been split into three groups (tranches). All targets set for 2021 (Tranche 1) have been met. These deliverables include:

- Recruiting a team of clinical and project staff to support the delivery of the programme
- Establishing of a new Public Health team. Last summer, we appointed the Island's first Director of Public Health to head up a new team focussed on health improvement, disease prevention and reducing avoidable health inequalities
- To begin developing an intermediate care service. This service helps people avoid going into hospital, keeping them living at home independently and providing them with support when leaving hospital. Work has started on developing new services. The Overnight Community Care service has already launched, and further services will roll out in 2022
- Establishing of a formal commissioning structure. This will create a more co-ordinated collaboration with health and care partners to support Islanders
- Developing an Island-wide workforce strategy. This will support training, recruitment and the retention of health and care professionals and will be completed during 2022
- The first phase of updating the hospital patient administration system will be rolled out by the end of 2022. Further developments will add electronic patient record keeping in 2023
- To ensure the JCM delivers on its strategic intentions we are establishing robust governance systems and checks. Review of Jersey Care Model's first year ([gov.je](http://gov.je)).



## Our Hospital



Health and Wellbeing

MHSS, MINF, HCS, IHE

### Our Hospital

The States Assembly approved a preferred site and access route in January 2021. We worked with clinicians to ensure the designs for Our Hospital meet the needs of Islanders. Designs were published in May, and the project budget and financing were approved by the Assembly in October. In November the planning application for the main site was submitted. It is anticipated a decision will be made in quarter two of 2022, following a public inquiry.

In addition:

- The project has assembled the majority of land required to deliver a new hospital at Overdale. In a very small number of cases, agreement has not been reached on terms with landowners, and compulsory purchase processes have commenced
- Work is ongoing to temporarily relocate services currently based at Overdale to the former Les Quennevais School. In December, planning consent was obtained for the change of use of the existing buildings at Les Quennevais to provide healthcare services.

The Our Hospital Project is therefore poised to move into the construction phase subject to a favourable planning determination. This will be a significant step forward in providing Islanders with a modern, fit for purpose hospital to:

- Improve patient experience
- Support modern health care practice and future health care models
- Meet both current and future clinical and patient needs

#### Overdale Reprovision Project

This project is an enabler of the overarching Our Hospital Project. To build the new hospital we will need to clear the Overdale site.

At the beginning of the year, the services provided on the Overdale campus were reviewed. This identified which services could move to the former Les Quennevais school and which need to be found alternative sites. Only the Assisted Reproduction Unit and Pharmacy Stores will not move to Les Quennevais.

The design of the new facility had significant clinical input through a series of User Groups. The design has a greatly improved clinical working environment for the majority of services moving to Les Quennevais. Patient facing activities will be undertaken on the ground floor. The upper floors will provide staff space including:

- Administration areas
- Rest areas
- Changing facilities.

The Planning Application for the change of use from a school to a health facility was submitted in August. Once submitted, asbestos removal commenced, along with a soft strip of the former school. This was completed in December, with planning approval awarded in the same month. Planning permission is in place as well as the finances. Tendering is currently underway and there are no significant impediments to construction at this time.

The current pharmacy store will revert to the Five Oaks site. To enable this to happen Building Bye-Laws Application was submitted in December.

Regular engagement with clinical users will continue until services move to the new site, which is anticipated to be at the end of 2022.



## Health and Wellbeing

MHSS, HCS

### Community Maternity services

The Community Midwifery and wider team have been supporting women with the choice of where to give birth. The completion of the maternity refurbishment with the new midwifery led birthing centre will give women further choice on where to give birth. Last year, 38 women delivered their babies at home which is positive for both mother and baby. This is 4.5% of the births compared to only 2% in UK.

There has been an increase in home births of 1-3% year on year since 2013 except 2021. BBC Jersey have recently run a radio and TV section on rising home birth rates, so another increase is expected. Initially 10% of women booked for a home birth in 2021. Actual percentage of home births is lower due to women changing their mind or due to increased delivery risk factors like premature rupture of membranes, premature labour, and breech presentation

Progress in the service for 2021:

- We continue to use standardised homebirth bags developed by Baby Lifeline a national charity.
- We are able to provide pools for women to use and a 24/7 on call service
- All midwives have now got personal safety devices for lone working
- We have implemented a yearly obstetric emergencies training day for the community midwifery team to practise for emergencies, specifically in a home birth setting. In a first for Jersey, we are going to be training with the ambulance service as a multi-disciplinary team.

The Maternity Voice Partnership (MVP) officially launched in October 2021, though the MVP have been working with maternity throughout 2021. The MVP are individuals who are committed to co-producing maternity services to ensure the model of maternity care is woman and family centred.

The MVP have an independent website for women and their families, to seek the feedback of individuals regarding their experience. This feedback is used in the co-production process for service improvements. The MVP is chaired by members of the Clinical Governance Committee for the Women and Children's division in HCS.

We have seen real commitment and engagement with the MVP in 2021 and their desire to keep reaching out to all families, proactively hearing the voice of all women.



## We will create a sustainable, vibrant economy and skilled local workforce for the future

by delivering an economic framework to improve productivity, by nurturing and strengthening our financial services industry, by enhancing our international profile and promoting our Island identity, by delivering the best outcomes from Brexit, and by improving skills in the local workforce to reduce Jersey's reliance on inward migration.

The following are highlights of our progress in supporting this priority in 2020, through activity to protect lives and livelihoods during Covid-19, service delivery and Government Plan programmes and projects.

## Spend local. Support our economy.



Economy and Skills

MEDTSC, MTR, OCE (Economy),  
T and E, CLS

### COVID Ongoing Business Support

Businesses whose trade continued to be severely affected by COVID-19 received Government support to enable them to remain operating as the Island recovered from the pandemic.

#### Fiscal Stimulus Fund

The Fiscal Stimulus Fund has been created to allow funding for projects that will enable the Jersey economy to recover from the effects of the pandemic in the short to medium-term. Each of these projects had to fulfil the criteria of being timely, targeted, and temporary and they had to be managed individually by an Accountable Officer to ensure that the benefits were being realised.

The funding was aimed at smaller scale, agile projects of no more than £5 million per project, which could also demonstrate they could:

- Assist in reducing the fall in output and employment in the short-term
- Provide opportunities to assist in reducing the damage to the economy in the medium to long-term.

#### Co-Funded Payroll Scheme

The Co-Funded Payroll Scheme (CFPS) was Government's primary response to the economic consequences of COVID-19 during 2021. The Scheme has now provided more than £140 million of support to businesses since its inception in March 2020. Support in 2021 peaked in the month of January when more than £9.5 million was provided to support 7,400 workers across almost 1,800 businesses.

The CFPS, the biggest economic intervention made by Government in Jersey's history, was established as an emergency measure to protect employment when businesses were required to close. At its peak, the CFPS supported more than 15,000 jobs and 3,500 businesses at a monthly cost of £21 million. Through 2021, it continued to help protect jobs as businesses adapted to changing conditions.

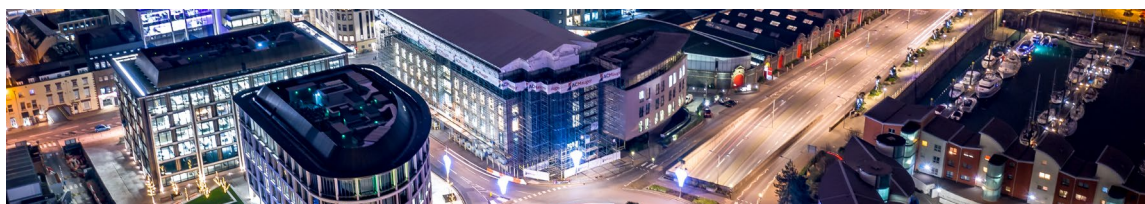
The Scheme is currently on track to deliver its objectives which are as follows:

- **Support Islanders' incomes:** ensure workers continue to benefit from a reasonable level of income to avoid hardship during the crisis and preserve demand to support an economic recovery once physical distancing and Stay at Home restrictions are lifted
- **Ensure businesses can survive the crisis:** enable as many businesses as possible to survive the immediate crisis so they are in a position to resume trading and supply capacity remains intact
- **Maintain employment:** ensure employment remains as close to pre-crisis levels as possible
- **Support a robust economic recovery:** enable nominal Gross Value Added (GVA) in each of Jersey's sectors to return to pre-crisis (2019) levels by 2022 at the latest.

The Treasury team reviewed funding requests and business cases resulting in a total allocation £133m to COVID response in 2021 and worked to ensure that the Government Plan includes suitable levels of funding as we move into the recovery phase.

#### Other Schemes

Other schemes included the Fixed Costs Support Scheme, the Business Disruption Loan Guarantee Scheme and sector-specific schemes which helped sectors even after the Island had exited the Reconnection Roadmap, and public health restrictions had been largely removed.



 Economy and Skills MERFS, OCE (Economy)

**Financial Services Policy Framework**

Financial Services is at the heart of Jersey’s economy, representing over 40% GVA and employing over 13,000 people directly as well as supporting other sectors. In 2021 work took place to ensure that Jersey remains one of the world’s successful international finance centres by updating the Government’s policy framework for the sector with the intention of protecting and nurturing the strengths which have enabled the industry to thrive for six decades.

The framework sets out the Government’s vision to create the environment required to enable the continued success of Jersey’s financial services industry across private wealth, funds, capital markets, and banking. It will do this by facilitating the industry’s digital transformation, its continued compliance with global standards, and its transition into being a leading centre for sustainable finance. The framework focuses on ten strategic priorities that will guide Government’s support for the sector in partnership with the regulator and industry.

In 2021, we also laid the groundwork to bring the Jersey Resolution Authority into effect, which will form a key part of Jersey’s financial stability architecture by reducing the risk of financial loss due to bank failure and protecting and enhancing our reputation and integrity as a financial centre.

We maintained and enhanced Jersey’s competitiveness by developing, and in some cases lodging, several pieces of legislation that will support the island’s attractiveness, including reforms to prospectus rules, limited partnerships and limited liability companies, and the establishment of a creditors winding up regime.

 Economy and Skills MERFS, OCE (Economy)

**National Financial Crime Structure and Workplan**

At the core of Jersey’s reputation as a responsible international finance centre is our ability to demonstrate that we adhere to global standards. In 2021, significant progress was made to prepare Jersey for our 2023 MONEYVAL assessment against the Financial Action Task Force (FATF) international standards on combatting money laundering and the financing of terrorism.

More than 100 workstreams were launched under a workplan to ensure that Jersey will be ready for the MONEYVAL assessment, six pieces of critical financial crime legislation were passed by the States Assembly, and 10 more prepared for debate in early 2022. Jersey’s first National Risk Assessment of Terrorist Financing was published, demonstrating the Island’s commitment to implementing all relevant international standards in full, and playing our part in the global fight against financial crime.





## Economy and Skills

MERFS, OCE (Economy)

### Bilateral Investment Treaty with the United Arab Emirates

In November 2021, the Government of Jersey and the Government of the United Arab Emirates (UAE) signed a Bilateral Investment Treaty (BIT) in Dubai. The negotiations on the Jersey-UAE BIT had been underway since 2018, and 2021 saw them reach fruition.

Bilateral Investment Treaties (BITs) are international agreements that help facilitate increased flows of investments from investors of one jurisdiction into the territory of the other jurisdiction. BITs do this by providing investors with greater protection and certainty of treatment regarding their investments, helping to enhance international investments and promoting sustainable economic development.

The BIT is the first of its kind for the Island and, we believe, Jersey is the first Crown Dependency or Overseas Territory to negotiate and conclude a BIT separately to, but with permission from, the United Kingdom. It therefore represents an important milestone in the development of the Island's international relations. It is vital that Jersey can broaden its own treaty network post-Brexit, including through agreements like BITs, which support the growth in investment between both jurisdictions.

The Jersey-UAE BIT is designed to promote responsible investment including considerations of public health, the environment, and labour protections. The new Agreement has been designed specifically to meet Jersey's requirements and is in line with Jersey's economic substance regime.



## Economy and Skills

MERFS, OCE(ER)


### Participation in Free Trade Agreements


In late 2020, the International Trade Unit (ITU) was formed to support the Island's growth in trade and investment, as a new international trading agenda developed in the aftermath of the UK's exit from the EU.

In 2021, ITU facilitated Jersey's inclusion in new UK trading agreements including with Norway, Lichtenstein and Iceland (known as the European Economic Area - EEA) which has delivered further continuity in trade relations. Jersey is also included in the brand-new Free Trade Agreement (FTA) the UK has negotiated with Australia, signed in December.

The International Trade Administration (ITA) proposed principles for Jersey's inclusion in UK FTAs, which have been debated and were unanimously endorsed by the States Assembly in November. This provides a transparent and robust mandate to support Jersey's further participation in future UK trade agreements.

Participation in these FTAs has delivered security of preferential tariff rates for Jersey goods and secured incorporation in vital rules of origin and other customs facilitation chapters, ensuring smooth and efficient trade processes for all our Island's exporters. This is supported by the inclusion of an extension mechanism for other parts of the agreement, particularly services chapters which have the potential to offer not only greater market access but enhanced protections for Jersey businesses over time.

 <p>Economy and Skills</p>	<p>MERFS, MEDTSC, MENV OCE(ER), IHE</p>
<p><b>Brexit</b></p>	
<p>Brexit has produced its own challenges in 2021 and will continue to do so during 2022. As well as having approved the UK / EU Trade and Economic Co-Operation Agreement, we have also seen agreed 15 separate pieces of legislation to ensure we are prepared and are compliant in the way we travel, work and trade with Europe and the rest of the Common Travel Area (CTA).</p>	

 <p>JERSEY EU <b>settlement scheme</b></p>	
 <p>Economy and Skills</p>	<p>MHA, JHA</p>
<p><b>Settled Status Scheme</b></p>	
<p>The impacts of Brexit resulted in large increases in immigration permissions (140%) and work permits (350%). The Customs and Immigration Service worked extensively with the hospitality, agriculture, and construction sectors as well as local business to introduce bespoke work permits schemes. The vastly higher volume of temporary workers brought with it a significant increase in the number of immigration permissions denied or revoked. 17,000 'in-time' applications to the EU settled status scheme have been submitted, 93% of which were finalised by the end of 2021. This has resulted in more than 15,000 resident EU nationals having received their protected rights to continue living in Jersey and have unhindered travel across the Common Travel Area border.</p>	

 	
 <p>Economy and Skills</p>	<p>MEDTSC, OCE (Economy)</p>
<p><b>B &amp; I Lions Training Camp</b></p> <p>We supported the visitor economy, and its diversification into attracting elite athletes to Jersey, by facilitating a training camp for the British and Irish Lions rugby squad in Jersey.</p> <p>The ten-day camp in June, in preparation for their 2021 tour to South Africa, generated the equivalent of £6 million in media coverage, presenting the Island as a visitor destination, and was used as an opportunity to raise money for Jersey children and for the Island to build diplomatic relations.</p> <p>While in Jersey, squad members visited pupils from 11 schools and were involved in a Gala Dinner which raised more than £100,000 to enable disadvantaged young people in Jersey to access sport at all levels. The squad also held two open training sessions, each in front of 1,200 spectators and, as well as national and international media, the Lions' visit attracted the Ambassador of Ireland to the United Kingdom, Adrian O'Neill, and the UK Secretary of State for Digital, Culture, Media, and Sport, The Right Honourable Oliver Dowden MP, who met Jersey Ministers while here for the camp.</p> <p>The Lions' visit was co-ordinated by a team from across Government, Visit Jersey, Jersey Finance, Jersey Sport, and private sector partners, and was a springboard which has since attracted other elite athletes to use Jersey as a training location.</p>	

	
 <p>Economy and Skills</p>	<p>MEDTSC, OCE (Economy)</p>
<p><b>Corn Riots Festival</b></p> <p>The Corn Riots Festival was launched in 2021 with the objective of promoting and celebrating Jersey's history, culture, heritage and identity.</p> <p>The four-day festival (which was also given the Jèrriais name La Folle d'Avoût) was established following the States Assembly declaration of a public holiday to commemorate the 250th anniversary of the Corn Riots, and subsequent Code of 1771.</p> <p>Around 25,000 people were attracted to events which included musical, theatrical and film shows, exhibitions, talks, workshops, and a culinary and craft market. The ambition is for the festival to become an annual event which fosters a stronger sense of cultural identity and national belonging in Jersey.</p>	



## We will reduce income inequality and improve the standard of living

by improving the quality and affordability of housing, improving social inclusion, and by removing barriers to and at work.

The following are highlights of our progress in supporting this priority in 2020, through activity to protect lives and livelihoods during Covid-19, service delivery and Government Plan programmes and projects.



### Income Inequality and Standard of Living, Economy and Skills

MSS, CLS

#### Reducing Unemployment

Overall, it's been a phenomenal year for Back to Work in helping the Island reduce unemployment, starting the year with 1,400 people actively seeking work (ASW) and finishing in December with 810 jobseekers registered as actively seeking work. We hit a peak of 2,290 back in May 2020 but we are now in a much stronger position with the number of jobseekers at its lowest level since 2011.

The Fiscal Stimulus funding we were awarded has enabled the provision of more financial incentives to employers to recruit long-term jobseekers into permanent contracts. This funding has helped to bring the numbers of jobseekers down and also enabled us to focus the range of training courses available for eligible jobseekers in an industry specific way, particularly in areas such as Care, Hospitality and Administration. In Back to Work we launched the Leaving Care team who provide dedicated job-seeking support for our younger customers who have experienced some form of care and to help them benefit from the Care Leavers Guarantee.



### Income Inequality and Standard of Living

MSS, CLS

#### Housing and Regeneration

The Minister for Housing and Communities' [Creating Better Home Action Plan](#) introduced an ambitious programme for 'stronger system' leadership and co-ordination within Government, necessary in tackling the pressing housing challenges faced by Islanders.


A new post of Head of Strategic Housing and Regeneration has been created and appointed (with development of the team underway), who is working to co-ordinate housing policies across Government.


The creation of the Strategic Housing Partnership has brought together representatives from across Jersey's housing sector to articulate the challenges, share ideas and, ultimately, to help shape strategic housing policy. The first meeting of the Partnership was held on 29 September 2021, and the next one is scheduled for 18 February 2022.

An important milestone was the publication of a pipeline for [Publicly owned sites for housing](#), emblematic of the Government's commitment to delivering more affordable homes. This was complimented by the Minister's [Fair Rents Plan](#), which sets out the positive action being taken in Jersey's rental sector.

The establishment of a Cross-Ministerial Housing Political Oversight Group provides stronger political leadership and political oversight for the implementation of the Creating Better Homes Action Plan. There is also now Housing-Ministerial input to the Regeneration Steering Group, securing direct influence for the Housing Minister in the Government Estates Strategy.

A Modern Methods of Construction (MMC) political working group has been set up with the objective of proving the case for new technologies in Jersey, which could unlock an additional source of high quality, sustainable and affordable homes.

 <p><b>Income Inequality and Standard of Living</b></p>	<p>MHC, CLS</p>
<p><b>Housing Advice Service and Homelessness Strategy Implementation</b></p>	
<p>The first phase of the Housing and Homelessness Project was completed early in 2021 with the launch of the new Housing Advice Service. The new Service means that the team is able to offer more comprehensive services, working collaboratively with all agencies to make things easier for members of our community experiencing housing concerns or homelessness.</p> <p>The second phase of the project builds on the achievements of Phase 1. We have partnered with UK-based charity, Homeless Link, to review and develop a more robust service for tackling homelessness, bespoke to the needs of Jersey's population. Stakeholder engagement has been key, ensuring that the feedback and recommendations of those working with Islanders affected by homelessness are taken on board. This has included the formation of a Steering Group, a virtual Stakeholder Workshop, a Stakeholder Survey and one-to-one consultation interviews. Consultation will continue in 2022, engaging with Islanders using services to ensure their views are captured and reflected in all future plans.</p> <p>A number of recommendations have been delivered to date which will be used to design future improvements to the service. The next phase of work will see the development of the tools required to deliver a wider range of services, including more specialist support for those with complex needs.</p>	

<p style="text-align: center;"><b>embrace our difference</b></p>	
 <p><b>Income Inequality and Standard of Living</b></p>	<p>MSS, CLS</p>
<p><b>Disability Strategy Implementation</b></p>	
<p>During 2021, five separate working groups were created providing opportunities for all stakeholders to fully participate in the delivery of the strategy. The 'Embrace our Difference' campaign captured perceptions about disability and inclusion on the island. This reflected that prejudice is still a significant issue for persons with disabilities, with underlying social attitudes remaining a significant barrier to inclusion. These findings will influence our plans for 2022 and were presented at an event in the Jersey Library attended by members of the community and States Members. Lord David Blunkett provided the keynote speech.</p> <p>Significant progress was also made on the six delivery targets in 2021. 70 buildings including 44 individual Government of Jersey buildings were audited for accessibility. Design activities have commenced to introduce a community transport scheme. In 2020 53% of the Discrimination Claims to the Employment and Discrimination Tribunal were regarding disability demonstrating that people are actively seeking remedy under that provision.</p>	



Income Inequality and Standard of Living

MINF, IHE

### Estate Strategy

In March 2021, the Island Public Estate Strategy 2021-35 was published marking a first of its kind for Jersey. This long-term strategy sets the framework for the management of all Government operational land and buildings (the Estate) under a single Corporate Landlord Model. It provides an assessment of our existing assets and defines the vision, aims and objectives for the Estates Strategy in the context of the current economic and financial environment, while balancing future needs and aspirations for social housing, education, youth services, victim support, sports facilities and amenity space.

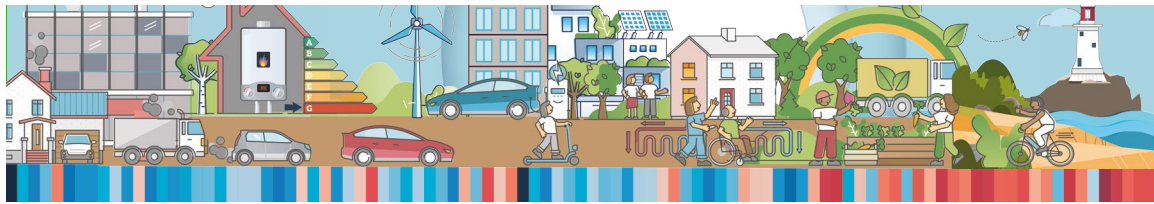


## We will protect and value our environment

by embracing environmental innovation and ambition, by protecting the natural environment through conservation, protection, sustainable resource use and demand management, and by improving the built environment, to retain the sense of place, culture and distinctive local identity.

The following are highlights of our progress in supporting this priority in 2020, through activity to protect lives and livelihoods during Covid-19, service delivery and Government Plan programmes and projects.





Environment

MENV, SPPP

### Carbon Neutral Roadmap

In 2021, development of the Carbon Neutral Roadmap began with an Island-wide programme of community engagement, which ran from February to April and explored how the Island might address the climate emergency. A representative Citizens' Assembly of 45 Islanders considered evidence presented by experts and stakeholders for a total of 1,500 hours and published a report with detailed recommendations about Jersey's decarbonisation journey. This work is captured and published at [climateconversation.je](https://climateconversation.je)

At the end of the year the draft Carbon Neutral Roadmap was published for consultation, with policies and ambition designed as a result of the people-powered process.

As part of the development of the Carbon Neutral Roadmap, Ministers worked with the UK Government to secure formal intent to extend the Paris Agreement to Jersey at the United Nations Conference on Climate Change, a conference of 26 parties held in Glasgow in November, at which Jersey was represented for the first time.



## ISLAND PLAN 2021-30



Environment

MENV, SPPP

### Island Plan Review

The new Bridging Island Plan will set the means to facilitate the Island's positive future growth over a period of significant uncertainty and provide a new framework against which planning decisions will be made. The plan will be key to ensuring that the Government of Jersey can deliver sustainable development that will meet the needs of the community, as it balances the future economic, environmental and social needs of the Island in a way that is best for Jersey and which reflects the vision and aspirations of Islanders.


The States Assembly adopted the current Island Plan in 2011. Much has changed since then and there was a need to evidence and respond to current economic, environmental and social challenges, including:

- The need for homes
- Safeguarding the environment
- Supporting the economy
- Mitigating the impacts of climate change
- Responding to our ageing population
- Securing good design and creating better places.

In April 2021, the draft Bridging Island Plan was published for consultation. This was followed by an examination in public, held by independent planning inspectors in November and December, to rigorously test the draft plan in light of the issues raised during consultation and States Members' amendments.

The draft plan is scheduled to be debated by the States Assembly in March 2022. Once adopted, it will set the planning policy framework to help deliver the Government's objectives, where they are affected by development and the use of land, sea and buildings.



 Environment	MINF, IHE, SPPP
---	-----------------

**Sustainable Transport Initiatives**

Throughout 2021, multiple workstreams have delivered data and intelligence around the use of cycling and walking across the Island, behavioural and attitudinal insights into why Islanders make the decisions they do on whether they use the bus network as their primary mode of transport, alongside studies on the opportunities of parking policy and emerging technology to support the increase of sustainable transport going forward.

Successful engagement work has been undertaken across key stakeholder groups as well within the community to raise awareness of the positive impacts sustainable transport can deliver at a local level through the increased opportunities of reallocation road space to support play streets for residents.

The Minister for Infrastructure published a second interim report on the Sustainable Transport Policy (STP), with updates on each of these areas, in December 2021. The work highlighted in that report will support the development of a Sustainable Transport Roadmap, to be published in 2022, that will set out the long-term changes to the Island’s transport systems – including new funding streams to support investment in sustainable transport infrastructure, and needed to achieve the States Assembly’s vision that: “By 2030, our transport system will make our everyday lives better, support businesses, encourage us and our children to be healthier and make our Island greener”.

 Environment	MINF, IHE
---	-----------

**Sewage Infrastructure Works**

Construction of the new sewage treatment works has progressed well despite the challenges posed by the COVID-19 pandemic, with ongoing delays. The new tanker import facility was successfully completed on 12 April 2021.

In Q3 the main contractor entered into administration and the disruption and delays to the completion of the project were dealt with by contingency measures put in place to minimise any delays and complete the project by the end of 2023.

The First Tower Pumping Station Upgrades Project was initiated in 2019 to coincide with the replacement of the Sewage Treatment Works at Bellozanne. Requirement for upgrades was identified for increased capacity, reduced maintenance, and improved performance as part of the improvements in the Bellozanne Valley area. A new high-capacity odour control system and associated equipment has been installed to replace the existing system for further improvements. The new equipment has significantly improved the odour control and reduced the number of odour-related complaints received by the department. The project has been a huge success and delivered to programme budget and quality standards expected by the department. Furthermore, the co-ordinated design development enables the pumping station to be integrated into the control and automation of the new Bellozanne Sewage Treatment Works for improved operational performance.

Pumping Station odour control replacement. Three stations were identified as requiring replacement odour control units: Le Hocq, Pontac and Le Bourg. This project was completed June 2021.



## Modernising Government

We will improve the way in which Government and the public service function, so they deliver modern, efficient, effective and value-for-money services and infrastructure, sound long-term strategic and financial planning, and encourage closer working and engagement among politicians and Islanders.

**5**  
ongoing initiatives

- A States Assembly and Council of Ministers that work together for the common good
- A new, long term strategic framework that extends beyond the term of a Council of Ministers
- A modern, innovative public sector that meets the needs of Islanders effectively and efficiently
- A sustainable long-term fiscal framework and public finances that make better use of our public assets
- An electoral system which encourages voter turnout and meets international best practice

The following are highlights of our progress in supporting this priority in 2020, through activity to protect lives and livelihoods during Covid-19, service delivery and Government Plan programmes and projects.



Modernising Government - A  
Modern, Innovative Public Sector

CM, CLS

### Customer Strategy

Although Customer Strategy is led from within CLS, it covers all Government departments. Success is down to these departments adopting new ways of working and changing old habits. We receive hundreds of pieces of feedback each week and this helps us to measure where we are and to make changes and improvements.

We increased the availability and utilisation of customer insight data across all Government interaction channels and in 2021 collected 5,769 'rate our service' surveys submitted by customers (compared to 604 in 2020).

One of the success factors in this increase of customer insight was the initiation of a telephone survey facility which captured 73% of overall service ratings. We also ran customer focus groups to inform service improvements and will continue to increase and embed the voice of the customer work throughout 2022.

A Customer Experience development programme is underway, with customer service and early resolution of complaints training coming in early 2022. 104 colleagues have already been trained in complex complaints handling. Customer feedback quality assurance processes, internal training and complaints handling procedures have been rolled out across Government. 10% of all closed complaints are now peer reviewed for quality purposes as of September 2021. Cross department engagement is high and four monthly working groups have been established.

The customer insight which is now available allows us to identify where potential improvements can be made either in terms of accessibility, consistency, ease of use or where we need to think ahead for customers – all part of our ACE+ framework. The 'starting a business' life event continues to be worked on in 2022 with others to be prioritised and work to commence on improving the current customer journeys across all touchpoints.



Connect  
Commercial



Modernising Government - A  
Modern, Innovative Public Sector

CM, COO

### Integrated Technology Solution (ITS)

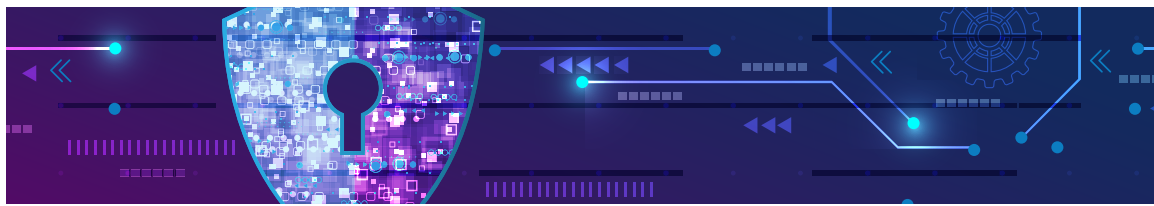
For the ITS Programme 2021 has been about ensuring that the Programme has been initiated in the right way. Bringing together the multiple partners into a single ecosystem, implementing a standard toolset, processes, way of working and governance to ensure that the programme has the foundations for a successful delivery. We commenced Release 1 of the Programme that looks to provide Treasury and Exchequer (T and E) a more standard way of working as well as replacing un-supported and outdated technology with leading edge, future-proofed cloud technology. This release also replaces Supply Jersey with a more seamless and modern way for our suppliers to connect with Government, and we have already contacted circa 7,000 suppliers to ensure that they are ready for the change. By the end of the year we had completed all requirements definition, ratification, and the design of what the new ways of working will look like and how the new system will support these and had completed 50% of the build of these new processes. We also implemented the Leaders of Change initiative aligned with the wider Change Network.

In parallel to the above we commenced Release 2, which will benefit all employees of the Government of Jersey in providing a standard solution for all things HR and Learning and Development (L&D) related.

In addition, the ITS Programme also delivered on a number of Social Value initiatives that had been committed.

The beneficial impact of ITS during 2021 is focussed on the Social Value initiatives that have:

- Provided 18 weeks work experience for 2 people via the Trident scheme run by Team Jersey
- Committed to an agreed spend with a key local supplier (WARM) who have consequently employed 3 full-time employees (FTEs) to support delivering their commitments back to ITS
- In partnership with Digital Jersey we have delivered the first two “Learn to Code” courses
- Working with Highlands College we have identified the first three of six students to use SAP Student licences (the aim is to build a capability on-Island in SAP Development and Configuration, and we will expand this to provide work experience within the Government of Jersey M&D team)
- Working with Arts Jersey, we have provided £15,000 to Map of Wonders
- Undertaken a 1-day volunteering day at Durrell
- Provided 180 Refurbished Laptops to schools on the Island for use by less privileged students.



 <p>Modernising Government - A Modern, Innovative Public Sector</p>	<p>CM, COO</p>
--	----------------

**Cyber Programme**

The Cyber Security Programme has practically completed the first wave of projects which were designed to uplift the maturity of the organisation in terms of security risk posture and cyber industry good practice. In 2021 substantial progress has been made with a range of people, process, and technology controls being introduced or improved, including – a new suite of policies and standards, a focused set of processes for cyber risk management and governance, deployment of a new computer based training course for information security, building an inventory of all our critical data and information assets across Government, as well as a number of technical access control, monitoring, and incident detection/ response capabilities. Going into 2022 the cyber programme has already prepared to accelerate delivery and has ambitious plans to push on with the introduction of further technical controls that will help us protect both citizen and employee data/information.

This programme will enable us to continue to respond to the Cyber threat and evolving landscape we are operating in to reduce risk and protect our assets and people.



Modernising Government - A  
Modern, Innovative Public Sector

CM, COO

## People Strategy

We have launched our People Strategy in November 2021 which outlines our shared ambition: to be a forward-thinking organisation, which offers high-quality public services, values our people, and grows our talent for the future.

More than 400 colleagues were involved in developing the People Strategy, sharing what was important for them to see and experience in our organisation. And, as the name suggests, our people are at the very heart of these ambitions. Central to these plans are our four commitments:

**Your Experience:** We aim to work together to create a great place to work where we are all supported, belong and are valued.

**Your Development:** With you, we will create opportunities as a learning organisation to help you to achieve your potential.

**Our Organisation:** Together we will develop and deliver the right environment for us all to succeed and to be proud of our achievements.

**Our Future:** We will work together to build a view of the future of work for our people and our island and deliver a plan to get there.

Our People Strategy has been built by our people for our people, and as such has created a greater sense of ownership and joint responsibility for ensuring that the ambition and promises articulated through our four commitments are realised. The publication of the strategy and ongoing engagement events are encouraging and enthusing our people about what they can do in their own respective areas as part of our shared and collective responsibility to help bring these commitments to life. For example, colleagues are now refreshing their department level People and Culture Plans so that they become more expansive and include firm actions to be progressed in each of the four commitment areas. Not only does this help create more expansive and future oriented plans but, they include more robust measures and metrics that will help them to evaluate progress and achievements.





**Team Jersey**

The Team Jersey programme works to embed the Government of Jersey values and behaviours framework to build a culture where employees feel valued, included, focused and inspired.

Due to the pandemic Team Jersey sessions were delivered online for the first quarter of 2021 before returning face to face from April 2022 with reduced capacity to allow physical distancing. Despite these constraints the programme has delivered 295 workshops to leaders and colleagues and engaged over 3000 of the workforce to date. New content has been designed and delivered to support building positive relationships, enhance psychological safety in teams and encourage a balance of supportive and challenging behaviours in teams. The programme has purposely focused on working directly with departments supporting them to build and implement People and Culture plans that prioritise identified areas of need and focus on rebuilding teams and improving employee engagement and wellbeing following the pandemic response.

Work to sustain the Jersey Employers Group (JEG) continued and Team Jersey supported JEG in the delivery of a Strategic Workforce Plan for the island and the development and launch of an online Diversity and Inclusion toolkit for employers.


In addition, 2021 has seen the establishment of an internal team who have co-delivered the programme, building their capability to continue to run the programme in house beyond March 2022 when the contract with our delivery partner TDP ends. Team Jersey will continue as part of our business-as-usual activity supporting the ongoing development of a positive culture and implementation of the People Strategy.


People and culture plans are in place in the majority of departments ensuring leadership teams are focused on improving employee engagement and improving their organisational culture. Employees in department who are more advanced have been involved in the improvement activity, can see improvement happening and will feel more listened too.

A better understanding of the organisation values and behaviours has been created and a common language has been established where individuals understand the importance of a positive culture and their role in helping this to happen.

Externally the establishment of JEG has raised Government’s profile in leading cultural improvement and as a result Government is working in partnership with the private and third sector to build on Island talent and capability.

We have built internal capability to allow us to continue this work beyond the contract with TDP ensuring this work is sustained and the progress made to date, is built upon.



 <p>Modernising Government - A Modern, Innovative Public Sector</p>	<p>CM, OCE</p>
<p><b>Ask the Ministers</b></p>	
<p>Following the success of the online Ministerial Panel Q&amp;A sessions created for the launch of the Government Plan 2021-24, a series of 'Ask the Ministers' live-streamed events were planned and broadcast between May and December 2021.</p> <p>The Ask the Ministers events allowed members of the public to pose their questions directly to Ministers through an online platform, and also provided the opportunity to expand the public perception of the Government's role and Ministers' responsibilities.</p> <p>The events were hosted from a purpose-built modular set in the Government's Parade Studio, this has subsequently been used for press conferences and other live events, which were streamed on the Government's social media platforms including Facebook, YouTube, Twitter and LinkedIn. Panel hosts included the late Gary Burgess, Chair of the IoD Lisa Springate, and President of the Chamber of Commerce, Jennifer Carnegie.</p> <p>Ask The Ministers has provided a significant new channel to engage with members of the public, with over 35,900 views of the seven events in 2022. The success of Ask the Ministers has led to the development of a range of live-streamed events including Ask the Experts on vaccination and the launch of independent taxation.</p> <p>The events have also been used to promote the wider work of Government, with the production and streaming of the short Your Government film which provided clarity on the work of Government across all Departments, including emergency services and ALOs.</p>	

# census 2021

Modernising Government - A  
Modern, Innovative Public Sector

CM, SPPP (Statistics Jersey)

**2021 Census**

21 March 2021 was Census Day for the latest decennial census. The census holds a mirror to society, will provide the latest definitive population estimates, and enables Government and Islanders to understand the circumstances and needs of Islanders. Statistics Jersey carries out the census.

New questions were added on health, long-term limiting illness; sexual orientation; and gender identity – these new questions will enable Government and others to understand how best to support Islanders. An online response option was offered, with over 30 percent of Islanders choosing this approach. With the support of Islanders, the data collection phase was highly successful, with a response rate of over 99 percent.

Since the data collection phase ended, Statistics Jersey has been processing the data – capturing data from paper questionnaires; checking for duplicate and missing people; carrying out quality assurance and validation checks, etc. The data will then be aggregated, analysed and the data released in a series of reports during Q1 and Q2 of 2022. The first report will focus on the size and make-up of the population.

# Independent Taxation



Modernising Government - A  
Modern, Innovative Public Sector

MTR, T and E

**Independent Taxation**

The States Assembly agreed the first law changes to deliver Independent Taxation on 15 September and the first group of Islanders moved to Independent Taxation from 1 January 2022. The introduction of Independent Taxation means that tax law will now reflect the equality and fairness we expect today from our relationships, families, and community, with both partners in a marriage or civil partnership being treated in the same way for tax purposes. Eligible couples can choose voluntarily to move to Independent Taxation from 2023 and, once further legislation is approved, remaining couples will be moved to it from 2025. A Compensatory Allowance will ensure that no couples suffer material financial hardship from the consequential changes to the system of tax allowances which has historically favoured certain types of working arrangements for married couples, providing a gentle transition into the new arrangements.

Modernising Government - A  
Modern, Innovative Public Sector

MTR, TandE

**Long-term Financial Sustainability**

The Minister for Treasury and Resources published R.132/2021 Debt Framework on 10th August 2021. This included the Debt Strategy which detailed how the States will issue debt and monitor and control the overall programme.

The Refinancing of Pension Debt project was established to review options for the repayment of the Public Employees Contributory Scheme (PECRS) Pre-1987 debt and Jersey Teachers Superannuation Fund (JTSF) Pension Increase Debt. The project identified external borrowing to repay the pension increase debts as the preferred option. This recommendation was included and agreed in the Government Plan 2022-25. The repayment of the pension increase debts will reduce the cost of financing these liabilities delivering cash savings of £3.6 billion over the long-term equivalent to £700 million when adjusted for inflation.

Measures to achieve balanced budgets by 2024. Work progressed through the year to identify measures to close the forecast budget deficit. The Government Plan included rebalancing measures of £20 million in 2021 with £15 million in departments, £4.8 million held centrally and £1.3 million in Revenues. £15.5m of the 2020 £40m target was achieved through one-off measures and had been rolled over to 2021 with departments required to find recurring savings. In 2020 the brought forward target was £15.5m of which £11.5m was delivered. In 2021 the target was £20m of which £20.8m was delivered.

The Government Plan 2021-24 assumed recurring delivery of all rebalancing measures. Departments are forecasting to deliver £26.8 million of the £29.5 million excluding centrally held and Income Tax. This forecast remains under review as proposals for delivery have not been confirmed in all cases. The target for delivery is of £35.5m.



### Modernising Government - A Modern, Innovative Public Sector

CM, OCE

#### Office Accommodation Project

In 2021, OCE supported the Office Accommodation Project to reach several significant milestones. The Project entered its delivery phase in Spring 2021 following the appointment of a development partner to work alongside the Government of Jersey in delivering a new office building. In early 2021, the former Cyril Le Marquand House site was identified as the preferred site, and in September, planning permission was granted, with demolition commencing in November. Alongside these developments, staff have been engaged to shape the projects, including office concepts, design and accessibility for all colleagues and Islanders using Government services. The Office has supported this in several key ways, with the Chief of Staff acting as the Accountable Officer for the Project until the handover to Infrastructure, Housing, and the Environment and continuing to provide strategic oversight and governance, alongside other OCE colleagues, thereafter.

The Office Accommodation Project will deliver improved teamwork and collaboration across functions and departments, enhance customer services, and reduce operating costs, with practical completion scheduled for mid-2024.