

Annex  
**Government Department  
Annual Reports**

# Introduction

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

Further information on each Department can be found at:

[Chief Operating Office \(COO\) \(gov.je\)](#)

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

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

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

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

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

[Infrastructure, Housing and Environment \(gov.je\)](#)

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

[Office of the Chief Executive \(gov.je\)](#)

[Strategic Policy, Planning and Performance \(gov.je\)](#)

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

Information on what the Department planned to change and improve, including the service performance measures it used, in 2022 can be found in the [Departmental Operational Business Plans for 2022](#).

This year the [annual Service Performance Measures](#) for each Department are also being published online for the first time.

# Chief Operating Office (COO)

**John Quinn**

Chief Operating Officer to 31 January 2023

## Performance against 2022 Key Objectives

### Key Objectives for 2022

- Delivery of Integrated Technology Solution (ITS) Programme 2022
- Delivery of Microsoft (MS) Foundations Programme 2022
- Delivery of Cyber Security Programme (CSP) 2022
- Delivery of the People Strategy
- Continuation of Covid Response

Despite ongoing challenges with resourcing and difficult supplier market conditions, the COO has continued to deliver on its key objectives for 2022, whilst experiencing some operational challenges and pressure. The department has made significant progress in the delivery of transformational change for the benefit of the organisation which will improve both the experience and security of Islanders for years to come.

### Delivery of Integrated Technology Solution (ITS) Programme 2022

Throughout 2022, the ITS programme team have reviewed and redesigned the processes and technology supporting the core operations of the organisation, Finance management, People management, Commercial management, and Inventory management.

There have been challenges to this delivery and all releases were replanned during 2022.

Release 1 (Connect Finance, Connect Suppliers Ariba, Connect Inventory and the non-payroll impacting elements of Connect People) was replanned to allow for a financial year end switchover and to accommodate additional scope, this went live at the beginning of January 2023. The delivery of Connect Finance will mitigate the technology risk posed through the continued use of the unsupported JD Edwards solution and will transition financial and commercial processes to new ways of working using the new SAP technology.

Release 2 (The remaining elements of Connect People) and subsequent releases are technically dependent upon Release 1 due to the interactive nature of the technology being deployed and as such were also replanned to align with Release 1. Challenges have been encountered, due to the age and complexity of legacy infrastructure and systems, which has led to work taking longer to than originally planned.

The remaining elements of the Programme are however still on target to deliver before the end of 2023 as committed in the approved Business Case.

## **Delivery of Microsoft (MS) Foundations Programme**

In 2022, the MS Foundations Programme implemented the majority of outstanding Office 365 deployments to approximately 7,000 users, including, in addition to original plans, rollout to c. 400 users in the States of Jersey Police, in line with additional Home Office security standards for Police users. This deployment has allowed our people to access Office 365 from anywhere. The platform will be kept safe and secure through active management by Microsoft.

The 'Clinical Working Environment' has delivered both hardware (laptop and desktop computers) and an IT environment which meets the latest standard in security and Microsoft updates which can be readily supported by Modernisation and Digital in line with Government of Jersey to align with the standards implemented across the organisation.

A pilot implementation of the Microsoft Managed Desktop (MMD) was undertaken, to enable simpler ongoing management and maintenance of end-user computer devices.

In addition, an audit and assessment was undertaken of IT systems across Government to establish viability of migration to the cloud in preparation for the implementation of our 'cloud-first' adoption strategy. Migration of departmental unstructured data to SharePoint online also commenced which in future phases of delivery will enable more efficient and secure data management.

## **Delivery of Cyber Security Programme**

The Cyber Security Programme has continued throughout 2022 to deliver changes in terms of security of technology, services, governance, people, and processes. To date, the programme has delivered upon the following key areas of scope:

- Managed Security Services
- Governance Improvements (Pt. 1 and 2)
- Identity and Access Management
- Asset Management
- People Security
- Network Security Services
- End-Point Detection and Response
- Retained Incident Response

These deliverables, which will continue to be built upon in 2023, have reduced the likelihood and impact of a successful breach to our security controls by building foundational capability and driving maturity improvement. The programme has faced challenges with respect to the ability of the organisation to support delivery, with a heavy reliance on already stretched operational teams which has led to timeline delays. Additionally, difficulties have been experienced in securing contracts in a timely manner, resulting in delays to progress. Consequently, formal programme closure has been extended into 2023.

## Delivery of Cyber ORI Project

In response to the Russian invasion of Ukraine, in 2022 the Government was put on a heightened state of alert due to the increased risk of cyber-attack from countries/states considered to be 'non-friendly' or sympathetic to the Russian war aims. This led to the prioritisation of a series of short and mid-term initiatives under the broad categories of cyber incident response, public infrastructure, responsiveness, and estate weakness.

## Delivery of the People Strategy

Our People Strategy is a plan with a long-term ambition to support the Government of Jersey in developing a world class public service. The People Strategy complements the Government Plan, the Common Strategic Policy, and the COO Departmental Operational Business Plans.

The States Employment Board commissioned the People Strategy and support the need to invest in the skills and people needed for delivering today, but also planning for what the future brings.

In 2022, we have made considerable progress in many aspects of the People Strategy:

**Employee Experience:** growing our talent through training and development programmes and increasing the number of apprentices employed by the Government year on year.

In 2022, 19 new Apprentices, in 8 different professional areas, joined the organisation, and our first care leaver was placed into a full time Apprenticeship. 41 Jersey degree students took on paid Internships, an increase of 20% on the previous year. We will be looking to increase the numbers of Apprenticeships offered to 50 and increase internship placements next year.

**Management capability:** a focus on getting the basics right at line management level, including the flagship programme World Class Manager, Espresso sessions and management qualifications.

**World Class manager:** so far around 300 managers across all departments have graduated from this programme since its launch in January 2021, with 91% reporting that they have been putting their learning into practice

**Espresso shot training:** Across all departments over 600 managers so far have participated in modules of this programme that cover management essentials and report that their knowledge levels increased between 23% to 66%

**Chartered Management Institute qualification (CMI):** a further 50 managers across all departments have embarked on two new CMI level 5 qualifications programmes in leadership and management that were launched as pilots in September 2022. These will be evaluated at key stages of the programme and be reviewed before offering more widely.

**Business Partnering Training:** a new Business Partnering training programme with Roffey Park was piloted during Q4 with a cross section of functional business partners from Finance, HR and Digital. This will be evaluated when concluded and assessed for further roll-out.

**Employee led network groups:** a suite of Employee Led Network (ELN) groups has been established in 2022 as part of our focus on improving our approach to Diversity, Equity, and Inclusion (DEI) so that the voices of all employees are heard, and we can act on feedback to build an inclusive workplace.

In addition to the I WILL network, we now have the following groups established:

- REACH – membership 57
- LGBTQ+ – membership 161
- Menopause Café – membership 121
- Neurodiversity membership 120
- Disability – membership 32

These groups are supported by a role specialising in Diversity and Inclusion. The role is responsible for taking forward our new Diversity, Equity, and Inclusion Strategy, which is part of the People Strategy, and the Chief Minister’s Delivery Plan.

**Employee Engagement:** being delivered through People and Culture Plans that have been developed in departments.

The Executive Leadership Team (ELT) deferred the planned delivery of the organisation wide Be Heard employee engagement survey from September 2022 as originally planned due to business pressures going into Autumn and Winter 2022. This is now scheduled for delivery in May 2023.

The following departments were supported in undertaking their own follow-up full or pulse survey in the year, based on their priorities.

- Customer and Local Services
- Infrastructure, Housing and Environment (Property Services team and Special Projects Team)
- Justice and Home Affairs – (Prison Service, Customs and Immigration and Core Team)
- Strategic Policy, Planning and Performance
- Law Officers Department

Each area has reported improvements since the initial survey results and the Law Officers Department (LOD) secured accreditation as a ‘1 Star’ organisation by Best Companies Ltd, the supplier who manages the Sunday Times Best Companies to work for index.

The Team Jersey Programme concluded in March 2022 and transitioned into business as usual with integration of the Team Jersey team members and associated training collateral into the Organisational Development team. All learning materials have since been reviewed, refined and an integrated core learning curriculum created.

**Performance Management:** being delivered through increased engagement with departments to establish a performance culture that is behaviour and contribution driven.

This has included building on the progress made in the use of My Conversations, My Goals during 2021 and the tailoring of bespoke functionality for Schools based colleagues, parts of Justice and Home Affairs (JHA) and Health and Community Services (HCS).

Preparation work for ITS Connect People Release 2 has been completed, with the creation of a new competency framework built on the organisation values. Refined and new training has been commissioned to help build manager confidence in holding performance conversations and 7 core thematic areas have been established that all colleagues across government should be using to set performance objectives in 2023. These are:

- Customer Service,
- Financial
- Risk (including Health and Safety)
- Compliance
- Change / Improvement
- People
- Stakeholder Management

This will enable more effective quality assurance of objective setting, create greater alignment, coupled with focus on key organisational governance and compliance areas, further supporting performance assessment and aid the new calibration approach at year end.

## Policies

The Codes of Practice issued by the States Employment Board have also been developed and consulted upon to support the delivery of the People Strategy, the codes are:

- Employee Rights at Work
- Performance and Accountability
- Reward and Benefits
- Engagement
- Talent Management

We have delivered the following policies with supporting toolkits:

- Disciplinary, including a focus on informal resolution and restorative practice
- Whistleblowing
- Dignity and Respect at Work
- Capability
- Job Evaluation
- Parental Leave and Induction
- Health and Safety policy with suite of 27 minimum standards.

Policies and toolkits are now live on gov.je, this was a key deliverable for 2022.

We have continued to develop our working relationship with the Trade Unions, creating a culture which mitigates workplace conflict. A Union Framework has been developed in partnership with our recognised trade unions. Regular quarterly meetings have taken place with the existing States Employment Board and the Chief Executive Officer improving working relationships, gaining trust and positive resolution. These will continue to take place on a quarterly basis in 2023.

A Flexible Working Policy, with supporting toolkits have been developed, supporting our on-going commitment to build a culture of trust to positively impact on employee experience, and supporting our People Strategy, improving job satisfaction and wellbeing.

Standards in Public Service have been developed to set out the expectations of how each public servant conducts themselves. These standards help public servants make informed decisions, promote standards, ethical behaviour and provide clarity about the absolute

standards to which all public servants are held.

## **Continuation of Covid Response**

During 2022, the COO continued to support the Island's COVID-19 response by maintaining, supporting, and developing the Book and Trace System (BATS) platform to provide PCR and Lateral Flow testing, COVID vaccination appointments and COVID Status Certificates.

Whilst the level of development to the platform reduced in 2022, compared to the height of the pandemic, there were still numerous updates required to ensure services were delivered in line with policy. This included the removal of testing at borders, consolidation of PCR testing into one location, additional vaccine boosters, Digital COVID Status Certificates through Apple or Google wallets and automatic recovery certificates following a period of COVID-19 infection.

We responded to changes in COVID-19 policy and supported the de-escalation from emergency response into business-as-usual operations. Towards the end of the year, we have continued business continuity support and prepared for a further de-escalation of measures in early 2023.



## Service Performance

### Modernisation and Digital

With regards to the Modernisation and Digital performance measures, network service average uptime and average request times have exceeded targets. The resolution of severity P1 issues (where the impact on the business is significant meaning that a system or service is unavailable to the majority of users) was above target (80%) in Q1 but below in the following 3 quarters. There were 8 Severity P1 incidents in Q4 2022. The small number of incidents means that any breach of the 2-hour SLA significantly impacts the performance measure. Resolution of some incidents were dependent on external parties and of a complexity that meant they could not be resolved within SLA.

The average customer satisfaction rate with the IT Service Desk (89%) has increased from previous years but remains below target (95%) for 2022. This is due to temporary staff supporting the business with long term absence, upskilling of new team members and the impact of several project implementations during the year.

### People and Corporate Services

With regards to the People and Corporate Services performance measures, sickness absence averaged 9 days per person for 2022, which was above the target of 6.5 days. The most common reasons for absence were Covid (20.8%), closely followed by colds, coughs, and flu (19%).

In terms of actions taken to address this, a new and enhanced contract with AXA Healthcare has been introduced in 2022. AXA provides an Occupational Health service to employees, alongside confidential access to information and resources on a wide range of work related or domestic topics. AXA also provides a greater level of signposting, self-supported health, and access to talking therapies and confidential support lines.

During 2022, there was a reduction in the number of bullying and harassment cases reported, indicating continued progress to improving our culture. Bullying and Harassment and Whistleblowing policies are now embedded, alongside an independent reporting service run by Navex Global, where our employees can report concerns.

Reporting on average turnover commenced in Q2 2022, and the average for the reporting period shows that the turnover (9.2%) is lower than the baseline (10.5%). Several Covid related roles were de-commissioned in 2022 which would also contribute to the turnover figures. Retention of staff is a key priority for the Government especially considering staff shortages in some key front-line services.

Capability cases have remained within baseline for the reporting period. Disciplinary cases have steadily increased over the course of 2022 as the processes are being more proactively managed. We continue to reduce the requirement for compromise agreements.

The introduction of ITS Connect in 2023 will support an increased level of reliable metrics for the P&CS directorate to use to measure performance improvements. In addition, the execution of the BeHeard survey in 2023 will allow for refreshed data with respect to employee engagement.

# Children, Young People, Education and Skills (CYPES)

**Rob Sainsbury**  
Chief Officer

## Performance against 2022 Key Objectives

### Early Years

Early Years workstreams included a pilot of integrated development assessments at three years and increased CPD to the sector, evaluation of the pilot will inform the next steps. Working with colleagues in Health and Community Services, a speech and language therapy pilot was initiated in two schools to inform future support models. These, and other workstreams, were supported by the creation of a delivery board with representation from Every Child Our Future, Family Nursing and Home Care, Jersey Child Care Trust and Jersey Early Years Association.

### Education catch up

The focus on Covid catch up continued this year. The Jersey Tutoring Programme supported around 30% of pupils in Government funded schools in 2022. From January to November, 7336 hours of additional individual and small group tuition were delivered. A further 5 teachers are undertaking Reading Recovery training. Social Recovery funding has enabled the 5 teachers who were trained in the previous year to continue in 2023. Ninety-five of the lowest attaining pupils in KS1 accessed the programme in 2022. In the summer term, 100 pupils from Years 5-7 accessed a Reading Fluency intervention and the impact data was positive. Two full Summer School programmes ran at d’Auvergne (28 pupils) and Haute Vallée Schools (98 pupils), with an additional 35 pupils benefitting from smaller scale provisions at Grainville, Samarès and Trinity schools. The Art Project aimed to improve achievement in art and design whilst supporting the wellbeing of pupils and teachers in primary schools. Teachers worked with local artists to deliver enriched lessons that increased pupils’ access to experiences unique to Jersey. 6,500 pupils and teachers from Years 1 to 6 in Government of Jersey schools were able to access the project.

### Highlands College Social Recovery

In 2022, 62 students attended training in English as an Additional Language (EAL) to support reconnection and reduce economic inequalities by increasing employability skills. A further 127 students studied English as a Second or other Language (ESOL) for Care, Retail, Construction and Hospitality sectors to augment workforce wellbeing with Improve Your Skills, and Functional Skills English and Maths. Highlands College supported EAL family learning at Plat

Douet School. Feedback from this programme led to the development of the Primary School Skills Hub being expanded to St Luke's and Samarés schools, with families being better able to support their children's development. Highlands supported Ukrainian Refugees by providing two courses to 33 students to aid their social reconnection in Jersey. The College also partnered with Les Amis and Brighter Futures to educate Additional Needs Adults in life skills and core literacy/numeracy.

## Education Reform

In 2022 there was a significant focus on implementing new provisions for our multilingual learners. This shifts the emphasis to an assessment of proficiency in English to determine how best to support learning. The first transitional stage of the new funding formula (for fully provided government schools) was implemented and, for the first time, published. Significant progress was made in developing the proposed inclusion components of the formula for implementation in 2023.

The Inclusion Service focused on a development plan to address the 50 recommendations of the Independent Review of Inclusive Education and Early Years in Jersey report. A development plan has been established to improve inclusion over the next ten years. Several recommendations were addressed during 2022, significantly improving outcomes for young people. A Virtual School was fully established to ensure that all 'Children Looked After', both on and off Island, have a case worker and termly Personal Education Plans to ensure that the educational offer is meeting their needs and progress is being made, with funding to facilitate a tailored curriculum offer.

Training was established for all Special Educational Needs Coordinators (SENCOs) on Island with the first cohort completing their Nasenco training linked with Winchester University. A full review of our Social, Emotional and Mental Health (SEMH) provision led to the restructure of La Sente and La Passarelle, resulting in the development of a therapeutic educational Primary and Secondary school incorporating both art and music therapy. A review of Additional Resource Centres (ARCs) led to a restructure and the addition of two new Nurture ARCs at both Primary and Secondary.

The funding process for Record of Need (RoN) has been evaluated and a new model developed which enables young people with a RoN to access the required support. A recruitment campaign was launched to encourage people into the role of learning support assistants, the first cohort of 12 practitioners have just started training.

The Anna Freud Centre audited the provision for mental health and wellbeing in schools. This led to the training and development of an identified lead for each school and further support for this area moving in to 2023.

The Inclusion service has expanded to ensure that there is additional support available to schools, this has included the recruitment of two additional educational psychologists (EPs), two assistant EPs, 4 additional teachers for SEMH, a special educational needs lead, transition workers and virtual school practitioners.

Policy development work continued, and in Q4, the Minister received a number of options to consider over 2023/4 including extension to the age of participation and greater collaboration across schools.

## Children's Social Care

In 2022 we experienced staffing challenges across our residential care settings. In the latter part of 2022, recruitment into permanent residential roles is moving forward and at end of 2022, all Registered Manager positions were covered and an additional 8 permanent childcare officers joined the service. The challenges have impacted upon the advancement of the Children's Homes Improvement Plan across the non-secure children's homes estate. Achievements have been significant within Oakwell and Eden homes which continue to be recognised as exemplary homes providing high quality care to children with complex needs and disabilities. Throughout 2022, a priority for Children's Social Care has been the improvement of the Greenfields Secure Children's home. Significant progress has been made to improve the provision of secure care at Greenfields and we end the year in a stronger position. Investment in specialist training has increased the skill within the staff group.

The availability of Foster Placements for children requiring care in the Island remains a challenge. The target to recruit eight Intensive Foster Carers in 2022 was not achieved, however a campaign at the end of the year has seen the highest response rate to date of enquiries from Islanders coming forward to be assessed to care for children. This puts us on a strong footing heading into 2023 with several families going through the assessment process.

The sufficiency strategy was launched in 2022 and significant investment has been awarded to increase the care options on-Island for children and young people in the care of the Minister. This will involve expanding the residential offer for children as well as creating a therapeutic children's home which was not achievable in 2022.

The Peer Mentoring Service for children in care and care leavers was launched in 2022 and there are 4 peer mentors undertaking training ready to support children in care and care leavers in 2023.

## Mental Health Strategy

The CAMHS redesign was implemented with distinct Duty and Assessment, Early Intervention, Specialist CAMHS, CAMHS Looked after Children, and Quality and Assurance Services launching. Recruitment progressed well, with 65 staff employed by the year end, up from 21 in 2021. The Early Intervention Service has enabled CAMHS to have a presence in schools and to support those with emerging mental health difficulties or difficulties that may not meet CAMHS criteria by offering short pieces of both one to one and group work. In February, CAMHS referrals began to come through the Children and Families Hub, with a CAMHS Nurse based in the Hub, triaging referrals with multi-disciplinary colleagues to provide a strengthened response to children and families.

## Right Help at the Right Time

Family and Community Support teams promoted the Jersey's Children First Practice framework throughout the year. The Family and Community Support Service increased staffing from 28 to 37 staff to build early help capacity. This has enabled more families to be offered support and an expanded parenting programme has been offered with more provision for parents of children with neurodevelopmental needs.

During 2022 we launched an Integrated and Intensive Youth Support Service for young people considered to be the most vulnerable, at risk or a risk to others. The service will provide 'wrap around' support, and deliver an effective response which intervenes in the presenting behaviours while responding in a child-centred manner that is inclusive of the family or carers, and is trauma-informed, restorative and underpinned by a systemic approach. During 2022 recruitment has taken place for a Head of Service, four teachers, an Advanced Social Worker and various building works have taken place to develop a hub for this multi-disciplinary team. A soft launch took place in September 2022 with 8 young people being supported through the new services.

## **Skills and Lifelong Learning**

In 2022 Skills Jersey collaborated with Professor Martin Dole to review the current skills system and interview stakeholders, this work went on to form the FE and Skills 37 point Actionable Agenda which aims to move towards a robust skills system for Jersey. Skills also collaborated with Government and industry on the Digital Education Strategy. Both have gained sign off and moved into the delivery stage at year end. The recommendations in the Digital Education Strategy represent significant change for our schools. There are obvious challenges ahead for the teams that will support them with their technology infrastructure, for the development of school staff who deliver in the classroom, and for all stakeholders who will contribute towards the creation of a new learning platform and curriculum framework.

## **Making children everyone's priority**

The re-launch of the Corporate Parenting Board has been a priority for the new administration and the Minister for Children and Education is leading on building a strong identity for children in care and care leavers with a well-attended Corporate Parenting Board with representation from across Government.

In 2022, hundreds of children, young people and professionals helped to co-create the first set of Participation Standards for Jersey. Participation Standards ensure that children and young people, who choose to have a say, are listened to, their views are included, and their contribution is respected and acted upon. In Summer 2022, following the Jersey Care Enquiry, we held our first Children's Day in Jersey, it was an event in partnership with the Independent Survivors' Steering Group and multiple agencies across the Island.

We continue to consider ways in which we respond effectively and efficiently to needs. Our Commissioning Team support transformation and project implementation activity. During 2022 the team continued work on the Children and Young People's Mental Health redesign, working alongside multi-agencies and our partners in CAMHS, this work led to the team being awarded the Our Stars Working in Partnership Award. The team also undertook the delivery of Free Period Products in Schools and the ongoing implementation and delivery of Free School Meals.

We continue to implement recommendations from the Comptroller and Auditor General, amongst others, to support effective and efficient ways of working.

## Service Performance

The 2022 Service Performance Measures demonstrate the impact of much of the activity outlined above, and the commitment and dedication of our staff. The Department selected 19 service performance measures for 2022, with end of year performance showing that we haven't made the progress we would have liked for two of these measures, these relating to CAMHS waiting times for the neurodevelopmental pathway, and long term placement stability for children who are looked after.

## Education

We are delighted to see real improvements in the Education performance measures in each age group in 2022. This was especially significant with the summer GCSE, A level and other examinations, with 'real' exams returning and Jersey students performing so well. Provisional results reveal that 80.9% of GCSE students achieved a standard pass (grade 4) in English and mathematics, outperforming their counterparts in England. At KS5, the average point score was 40.2, equivalent to a B. A detailed report will be published in the spring on 2022 performance. Significant activity has taken place in schools, nurseries and colleges which contributed to this improved performance.

The "50 things to do before you're 5" app was launched in April. The app has been downloaded on over 1350 devices, and supports families by providing a framework of fun activities that create opportunities for children to grow up healthy and happy. The success of the launch and pop-up events led to the team being awarded a highly commended classification at the Our Stars awards.

The early years inclusion team continued to see their referrals rise in number and complexity and we were unable to support over half of the children referred in a timely manner. Through a successful Government Plan bid we are now able to recruit 4 more staff in this team to enable us to meet the needs of more children in private nurseries, school nurseries and in their homes. The additional investment will support more children in Early Years to achieve the expected level of development.

The School Improvement and Advisory Service (SIAS) worked closely with schools and colleges throughout the year on a range of initiatives, focusing on the transition away from the mitigations and restrictions of the Covid period. 2022 saw the return and publication of formal reviews of schools under the Jersey Schools Review Framework. We also were able to return to using Year 6 curriculum tests to support our moderation of end of Primary school achievement.

In 2022 we appointed permanent headteachers to each school, after successful partnership models ran their course. SIAS launched the new Languages Policy and strategy for multi-lingual learners (MLL). This has been praised academically as the world's first fully inclusive languages policy, backed up by significant funding. Twenty schools have worked together on a "Voice 21" project to support children to articulate ideas, develop understanding and engage with others through spoken language. A number of Curriculum reviews have been advanced, including in PSHE, RE and Physical Literacy, heralding further work and implementation in 2023. The work in PSHE is informed by work of the Youth Parliament. We have worked with Governing Bodies to renew the Governors' Handbook and piloted new arrangements for primary schools' support.

Considerable effort was invested in recruitment for early years and schools. This reflects the well-recognised pressures across these sectors and will continue to be a significant focus in 2023. This work included expanding our on-Island graduate teaching route, with the introduction of paid bursaries to train as a teacher. Continuous professional development remains a priority and offers for the schools' workforce included Master's level accreditation for SENCOs, training to support multilingual learners, and inclusion-based learning and development. There was also considerable support for the early career teacher programme

## Skills Jersey

Completion rates for the apprenticeship programme rose to close to pre-pandemic levels, with 94% of apprentices completing the programme in 2022. Skills Jersey supported 80% of students involved in coaching and mentoring programmes to achieve positive destinations, such as further study or employment. This compares with 77% in 2021. Work continues to understand barriers to success and improve the support available to students.

New careers education programmes with Mont à L'Abbé, SJ Traineeship and Highlands Pathways were developed and delivered. To support GoJ departments, bespoke workshops were created and delivered for departments which including CLS and IHE. Relationships with the Island's careers teachers were built on further with 121 meetings to discuss what's worked and how the independent careers guidance team could support them further. Trackers widened the range of industries now serviced by mentoring only to cover agriculture/ horticulture, IT, quantity surveying, bike mechanics and youth and community studies. However, the recruitment process was identified as needing a radical overall. Skills Coach Programmes were created for years 7,8,9 and 10. These were built on common barriers identified from current students accessing the service and workshops were created to tackle or address these barriers in advance. This is in part a response to difficulty in arranging meetings with individual clients in school time.

## Jersey Youth Service

Jersey Youth Service returned to pre-pandemic levels of activity with over 34% of 10-16 year olds using Youth Service projects. 2022 saw the launch of a Youth Service improvement programme encompassing Quality Assurance, Systems and Processes, Workforce, Policy reviews and a new Youth Work Curriculum that will be implemented during 2023. Jersey Youth Parliament present on three topics that the young people felt important to them, these being Education, Mental Health and Climate Action, and the Minister responded positively to the comments that young people raised. Following the agreement of the Government Plan for 2022, funds were made available to undertake some research and then establish a project that focused on Portuguese, Romanian and Polish young people and create inclusive opportunities for young people. Within the last quarter of 2022 the service created a Multi-lingual Youth Project that included recruiting staff from the various communities as Sessional Youth Workers and the opening a new club for young people from the various communities.



## Family and Community Support

In 2022, the Children and Families Hub has been further developed as the single front door for requests for support. In addition to CAMHS joining the Children and Families Hub, bookings for parenting programmes and short break school holiday schemes are now also being administered through the Hub which responded to contacts relating to 3804 children over the year, a 35% increase from 2021. The increased activity at the Hub has resulted in increased demand for early help support from both partner agencies and the Service's Family Partnership Workers and Family Mentors. The teams have worked with 355 families (18% increase from 2021), undertaking direct work and co-ordinating teams around the child and family to build resilience. The teams report an increasing complexity of need and this is reflected in an increase over the year in the proportion of families being supported with an early help plan who subsequently needed Children's Social Care support (27% of families closed to Early Help in Q4 were referred to Children's Social Care). In the second half of the year, over 80% of families stepping down from Children's Social Care to Early Help successfully transferred between the services. This was slightly improved performance from a baseline of 78.1%. A low percentage of families are re-assessed at Early Help within 12 months (2.7%).

The team delivered 25 group parenting programmes reaching over 200 parents with new programmes introduced to meet the needs of parents of children with autism and ADHD.

As a result of ongoing recruitment, the team has increased from 28 to 37 staff. This is building capacity to respond to the increase in demand. There has been significant investment in professional development with 12 members of the team completing the level 4 qualification in working with children, young people and families and further training completed on the delivery of a range of parenting programmes. This has enabled more families to be offered support and an expanded parenting programme has been offered with more provision for parents of children with neurodevelopmental needs.

## Children's Social Care

The re-referral rate for Children's Social Care remains low which is a good indication that the service is supporting families to make sustainable changes. However, in the latter part of the year, demand for services increased and as a result the number of families receiving a statutory child and family assessment and children in need support have increased.

Our long term placement stability (% children who have been looked after for 2.5 years or more and have been in the same placement for 2 years) has decreased throughout the year, falling below our benchmarks in the last quarter of the year due to a small number of children who have been living off-Island returning to Jersey or moving on to more independent care settings. The issue of placement availability for those children who need to come into the care of the Minister remains both a challenge and a priority for 2023.

Throughout 2022 the proportion of care leavers in employment, education or training has increased. Similarly, the number of care leavers in suitable accommodation has increased (95% at the end of the year) and is above baseline (83.2%). Some children reaching 18 have remained with their long-term carers which is a really positive outcome.

There has been significant focus on Social Care workforce development in 2022. The Learning and Development offer for staff has been exceptional. Reflective Supervision Procedures for all Social Care staff were launched in 2022 and a bespoke management development programme for the social care and residential manager's group was designed in collaboration with Research in Practice. This year, all staff received training in Restorative Practice.

In 2022, we welcomed five newly qualified social workers who graduated from the Social Work Degree programme at Highlands College. A further five students are currently completing their final year placements with us. We continue to have a high ratio of agency to permanent staff, however we have over 95% of qualified social worker posts covered and we are seeing agency staff remaining in post for longer time periods. This is providing encouraging signs of increasing stability in our workforce. Recruitment of permanent social workers remains a priority and there will be a continued focus in this area in 2023.

We are embedding our Practice Model of Restorative, Trauma Informed, Rights Based and Strengths Based practice which is an enhancement of the Jersey's Children First Practice Model. This relationship-based approach to working with children and families supports a deeper understanding of the needs of children and families, and includes a focus on understanding the impact of trauma and adverse childhood experiences. We are seeing the impact of some really good pieces of intervention work upon which to build momentum. In 2022 the service received 48 complaints and 91 compliments from families. In 2021 there were 63 complaints and 64 compliments and in 2020 there were 36 complaints and 57 compliments. We also received encouraging feedback from the Court relating to the quality of social work evidence presented within some of our Care Proceedings applications.

## **Children's Mental Health and Wellbeing (CAMHS)**

2022 was a busy year for CAMHS with the increase in referrals post pandemic continuing. CAMHS received 1210 referrals in 2022, compared with 684 in 2020. Despite the significant volume of referrals, initial assessments for non-urgent referrals were completed on average within 25 days of referral in 2022. Whilst the increased demand has caused a longer average wait than our baseline (16.8 days), it falls within the target of 36 days (NHS target). Children with more urgent needs continue to be seen quickly, and are not included in this measure. Requests for neurodevelopmental assessments increased considerably with 351 referrals for ADHD assessments, compared with 51 in 2020; and 217 autism assessment referrals compared with 81 in 2020. This significant increase in demand meant that we did not meet our target of completing neurodevelopmental assessments within 13 weeks, instead the average waiting time was 26.7 weeks. Plans are in place to develop this area of the service in 2023.

It was positive to see the reduction in inpatient activity, with 5 admissions to Orchard House, compared with 12 in 2021. On Robin Ward, the number of bed nights used by CAMHS inpatients reduced from 336 in 2021 to 103 in 2022.

# Customer and Local Services (CLS)

**Ian Burns**  
Chief Officer

## Performance against 2022 Key Objectives

### Customer Strategy

2022 saw the final year of our 3 year customer strategy with significant achievements during the year. Many of the initiatives continue and now transfer into ongoing business as usual.

Highlights include:

- Customer Feedback for GoJ was rebranded and relaunched Island-wide
- A Customer Experience development programme was designed, developed and rolled out across GoJ
- Significant improvements to complaint handling and quality assurance have been completed as well as system enhancements improving monitoring and reporting.
- A Customer Experience Zone was created to host all Customer Experience (CX) information and resources to support colleagues cross GoJ improve their CX capabilities.
- A Continuous Improvement employee network was launched to nurture a culture of innovation and improvement across GoJ.
- Voice of Customer data capture continued to be expanded across customer facing services (e.g. Sport and IHE). The quantity of customer satisfaction ratings received increased from 5,764 in 2021 to 7,984 for 2022 and the overall customer satisfaction with services rose from 76.6% to 78.7%

### Transform

Our Transform team completed the design of detailed future state concepts for CLS's key services during 2022. These included Income Support, Back to Work, Long Term Care and Pensions, utilising the in-depth knowledge and experience of subject matter experts within the department during the design process.

The new service concepts have been created based on customer feedback to provide a fully digital-first approach that will deliver key service features that customers expect as standard, including;

- improved visibility of the status of their interactions with CLS via their online GOJ account
- reuse of data that has already been submitted to CLS/GOJ
- proactive notifications regarding eligibility for services and changes to the status of their benefits

Accessible service pathways will also be built for customers who are unable to interact with us online.

The completed design work provides the foundational requirements for the replacement to CLS's primary IT administration systems. The team has already engaged the IT market to understand the viability of the requirements and completed a detailed procurement strategy. A Pre-Qualifying Questionnaire was issued in December 2022 to identify and narrow down vendors who will be invited to submit tender proposals in 2023.

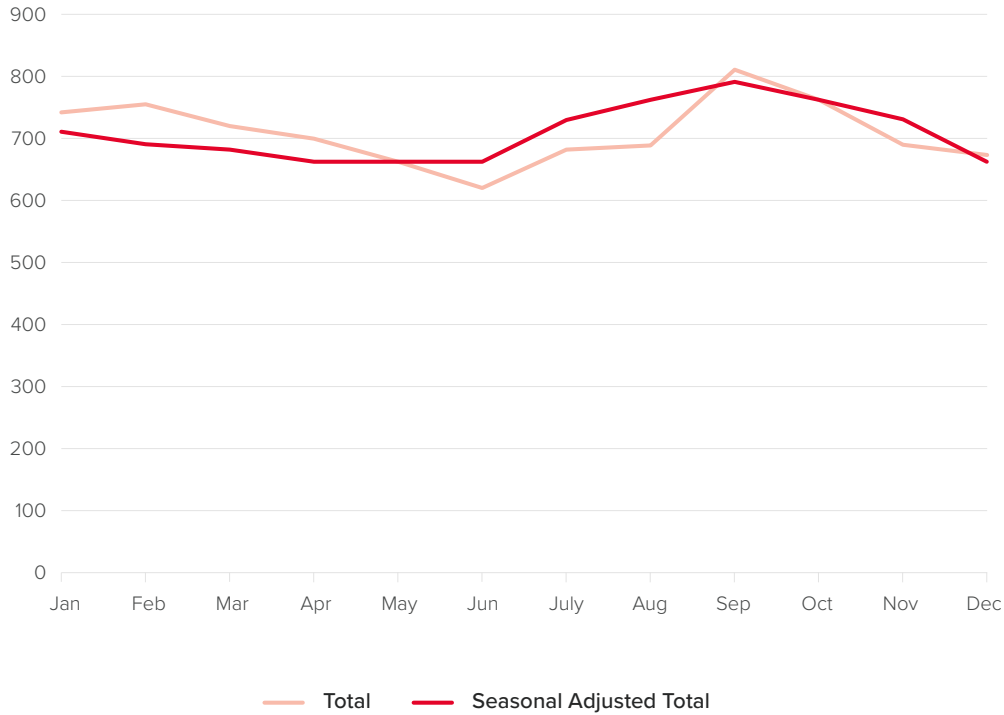
## Disability Strategy

The Disability and Inclusion (D&I) team, working with its partners and over 130 active stakeholders, are currently taking forward several initiatives. Their approach utilises working groups and 'safe spaces' to shape proposals to address issues in the disability strategy and current challenges raised.

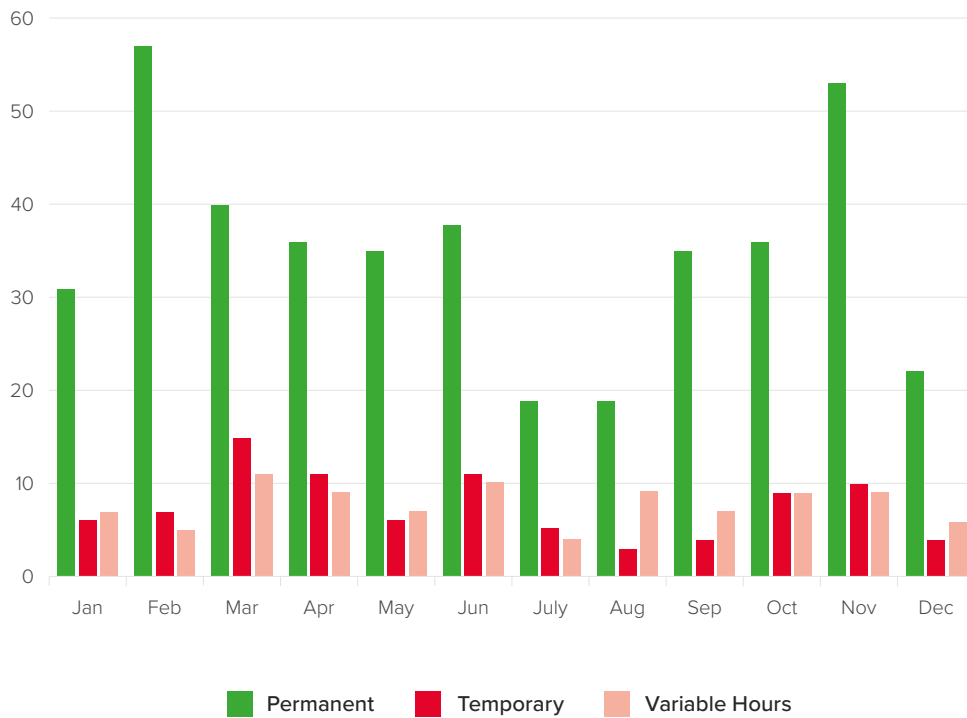
- The Community Transport scheme has undertaken an analysis of the current availability of minibuses owned by a range of organisations and the demand for them. A proposal is in the final stages of negotiation, and we will start a pilot in the Q1 2023
- Accessibility of public buildings. We are proposing a phased approach to ensure a more holistic and joined up way of undertaking audits and addressing accessibility issues in GoJ buildings. A presentation to the GoJ Executive Leadership Team will take place in January 2023 to agree a way forward.
- A Pathway to Adulthood pathway was developed in 2017 for children with disabilities and Special Education Needs. It is currently only offered to children who attend Mont a L'Abbe School and those open to the children's complex needs social work team. A workshop for key stakeholders took place in November 2022 to better understand these issues meetings, to consider the work required to improve transition for young people and work towards identifying a more inclusive approach. A problem statement is being developed utilising the findings from the event.
- Improving the accessibility of GoJ services and encouraging a more inclusive working environment for all. The D&I team have worked with GoJ departments to support reasonable adjustments to be made to services. In addition, the team has supported the setting up and progress of the disability network to encourage wider and diverse participation in decision making processes that affect their working environments.
- Targeting prejudice towards persons with disabilities on the Island. Last year's survey highlighted high levels of prejudice towards persons with disabilities. A second Embrace Our Difference event and campaign took place in 2022, spearheaded by gold medal winning Paralympian Liz Johnson, to encourage organisations and Islanders in general to be more inclusive in their work and play.
- Voting in the 2022 elections. All polling stations were re-visited on election day by Liberate auditors who had undertaken audits earlier in the year. The auditors' biggest positive impression was left by the people met during the audits and on election day who, without exception, were engaged in the process, wanted to do their best to include people and went out of their way to offer help. Candidates were also considerate of voters, enabling clear entrance ways by their positioning alongside the door.

## Unemployment

2022 saw the lowest Actively Seeking Work numbers recorded since Back to Work was formed in 2011; the year closed with 670 registered jobseekers. A spike in September was due to the parents who were registered as jobseekers because their youngest child turned four and started nursery, or their youngest child started primary or secondary education and were required to increase their working hours.



Our Back to Work team achieved a total of 605 job starts, 62% of which were fully employed permanent roles and more than half of these in the four main sectors of retail, hospitality, construction and administration.



A total of 111 different training courses were delivered for jobseekers, including Business Administration Industry Training which generated 13 job starts alone.

The team’s ongoing engagement with long-term unemployed people also saw a significant drop of 120 over the year to a new total of 200 at year end.

## Covid Recovery

The Coronavirus helpline continued to provide a service to Islanders throughout 2022 providing advice and support in line with the latest Public Health guidance. Demand remained high with peaks in call volumes experienced as covid cases increased or when vaccination boosters were made available to the public. Calls related to PCR test bookings, vaccination bookings, covid vaccination and recovery certificates and general advice and guidance.

Call volumes subsequently dropped as isolation guidance was simplified and demand for PCR tests reduced. Staff levels have been reduced accordingly and work is now ongoing to close the helpline and transition the service into business as usual within CLS at the request of Public Health. PCR Testing for the general population ended on 31 January 2023 and the new BAU service is restricted to provide support only for Islanders who are unable to use online services for vaccine certificates, vaccination bookings and to order Lateral Flow tests.

The team handled over 120,000 calls in 2022, with an average call answer rate of 93%.

The first quarter of 2022 saw the conclusion of the Covid support schemes, with the closure of both the Co-funded Payroll (CFPS) and Visitor Accommodation Support Schemes (VASS). Since then, several audits have taken place which highlighted the need for a number of people to repay monies.

We paid over 27,000 CFPS claims during the scheme lifetime, with payments totalling over £140M. As part of her 100-day plan, the Chief Minister mandated a CFPS appeals process. This came into effect in October 2022; to date we have received 361 appeals. The process ran to the end of December 2022.

For VASS, the audit has been conducted by our audit partners. Over the scheme duration, 61 separate visitor accommodation providers were supported via 567 individual claims, totalling gross £8.75M.

## Service Performance

CLS concluded 2022 with a strong set of achievements against its key service measures.

The table below summarises the quantity and value of the top seven benefits we provided during the year.

Benefit	2022 value £M	Quantity	Unit	Time Period
Old Age Pensions	223.8	32,959	claims	at year end
Income Support	69.4	5,249	claims	at year end
Long-term Care	61.1	1,431	claims	at year end
Long-term Incapacity Allowance and Invalidity Benefit	28.4	4,899	claims	at year end
Pharmaceutical Benefit (cost of drugs and dispensing)	23.5	2,282,486	items prescribed	in full year
Short Term Incapacity Allowance	16.3	over 502,000	days paid	in full year
Medical Benefits (payments to GPs, including medical benefit for GP consultations, pathology benefit, JQIF, Health Access Scheme, and various contracts with GP practices)	13.3	over 315,000	consultations	in full year

Customer satisfaction feedback rated 'very satisfied' or 'satisfied' was exactly on target at 80%. A continued focus on initiatives to improve the customer experience is in place to maintain and improve on this position.

During 2022, customer effort scores were consistently on or above target with a year end result of 82% against a target of 80%. Our continuous improvement focus on our processes as well as enabling more customers to self-serve online at their convenience has supported this position.

We consistently met our call answering target, recognising the importance of providing a quick and easy service to our customers who need to contact us and achieving a result of 96% against a 95% target.

The demographics of the jobseekers and the job market have significantly changed since the pandemic resulting in lower than anticipated numbers of jobseekers and therefore fewer numbers to move back into employment. As a result, we achieved 605 job starts against our target of 1,300. Nonetheless, the Back to Work team have continued to engage with all job seekers, achieving a 10-year low number of long-term unemployed people at year end. This has also led to the lowest level of Income Support claims since the scheme began.

In contrast, 81% of full-time permanent contract job starts sustained at least 6 whole months' employment, against our target of 70%. This was in part due to considerable effort supporting the jobseeker into the right role and then ensuring in-work support was also available.

Our Work and Family and Pension and Care Hubs' focus on always ensuring we processed new claims promptly enabled us to exceed our target of 5 days from receipt of all required information. 96.2% of claims met or exceeded this target.



Our Business Hub consistently also exceeded its target for processing business licence applications within published turnaround times. Their overall achievement was 97.6% for January to November, recognising the importance of ensuring that businesses are provided with timely decisions on starting up and/or employing additional staff.

Finally, we successfully delivered our rebalancing target of £575k pa in full in 2022, as well as completing all CAG, PAC and scrutiny recommendations that were open at the start of the year by its end.

# Economy (ECON)

**Richard Corrigan**  
Chief Officer

## Performance against 2022 Key Objectives

### Key Objectives for 2022:

- Protect and diversify our economic interests
- Protect and enhance our financial services industry
- Enhance Jersey's international reputation
- Working in collaboration with CYPES to assist in the provision of a framework for delivering a skilled local workforce
- Continue to strengthen and develop the digital economy

### Protect and diversify our economic interests

The Fiscal Policy Panel's 2022 annual report concluded that Jersey's economy had recovered well from the Covid-19 pandemic, as evidenced by data from the labour market and businesses. Recovery was not uniform across all sectors, but only the electricity, gas and water sector shrank, by 5% in real GVA.

The FPP anticipated rising interest rates delivering increased profits to the financial services sector, which would enable Jersey's economy to be somewhat insulated from global forecasts of a weakening economy.

Against this backdrop, the first step was taken towards addressing the underlying economic challenges including an ageing demographic and the need to improve productivity and growth, in order to maintain Jersey's standard of living in the long term. In May, the first milestone of the Future Economy Programme (FEP) was reached with the publication of the Outline Economic Strategy for Jersey. It was based on data analysis collected over the two preceding years and presented an economy-wide direction for the next 20 years.

During 2022, engagement with key stakeholders helped develop the FEP and to add to the vision it set out, for Jersey to become a consistently high performing, environmentally sustainable and technologically advanced small island economy by 2040.

The importance of this programme was reflected in September's ministerial priorities, and the additional resource allocated to it.

Our response to Covid-19 was concluded in 2022 with the publication of a summary of the financial support given to different sectors.

## **Protect and enhance our financial services industry**

The vision, as set out in December 2021 in the Financial Services Policy Framework, has been developed through a programme of legislative development, industry engagement, financial crime strategy co-ordination and risk assessment work.

In 2022, legislative developments enhanced Jersey's funds industry legislative framework, with the update to the Limited Partnership (Jersey) Law; developed the winding up provisions for creditors; and gave greater legal protection to Islanders receiving pension advice.

In June, the Government formally started preparing for the 2023/24 MONEYVAL assessment of Jersey with the formation of a multi-agency preparation group and the progress of the "Combatting Financial Crime Together" outreach and engagement programme which included several industry events and drop-in sessions. In September, the National Strategy for Combatting Money Laundering, Terrorist Financing and Financing of Proliferation of Weapons of Mass Destruction was published, setting a clear four-year vision for combatting financial crime.

Government worked with Jersey Finance Limited to ensure that the governance of their grant expenditure was appropriate and in line with Government objectives. Activity included a soft launch of the Singapore office and a ministerial visit to the United States. Jersey Finance also delivered the 'Jersey for Good' pathway for sustainable finance, as well as industry recommendations that support our sustainable finance ambition for Jersey as an IFC.

Policy continued to be developed around beneficial ownership transparency in line with evolving international standards. As well as participating in revising the international standards at the Financial Action Task Force (FATF), Jersey consulted on access for regulated financial services providers to the Register, to enhance customer due diligence requirements, and the outcome was published in December.

## **Enhance Jersey's international reputation**

We have raised Jersey's profile and communicated our commitment to net zero and the transition of our finance industry, through participation in key international platforms for sustainable finance: International Network of Financial Centres for Sustainability, Network of Central Banks and Supervisors for Greening the Financial System, and Conference of the Parties of the UNFCCC (COP 27).

Jersey continues to be represented in forums in the Organisation for Economic Co-operation and Development (OECD), and at both FATF and the Council of Europe Committee of Experts on the Evaluation of Anti-Money Laundering Measures and the Financing of Terrorism (MONEYVAL), where the Island continues to actively develop policy and contribute to discussions around international best practice in tax transparency, financial crime and anti-corruption.

In response to the significant increase in the number of sanctions imposed following the Russian invasion of the Ukraine, Jersey's sanctions regime was bolstered to ensure that the Island remained both compliant, and seen to be compliant, with international standards. The freezing of US\$7 billion of assets belonging to Roman Abramovich by Jersey's Royal Court brought international media attention to Jersey's regime.

In the second half of the year, greater efforts were made to develop links with our closest neighbours. In September, the Corn Riots Festival was attended by artists and traders from Normandy, and other initiatives, such as cultural exchanges, were developed. Working with colleagues in External Relations, significant progress was made in reaching an agreement for fishing in the Bay of Granville.

Significant groundwork was completed to enable an export strategy to be published in Q1 2023, in line with ministerial plans.

### **Working in collaboration with CYPES to assist in the provision of a framework for delivering a skilled local workforce**

One of five missions set out in the Future Economy Programme's Outline Economic Strategy (see above) was to develop a skills-led economy where people were the key asset driving competitiveness and socially cohesive growth.

Actions have included the cross-departmental development of a Jersey skills barometer and the establishment of the Labour Shortages Taskforce. In September, the new Council of Ministers allocated greater resource and focus to the challenge, establishing a Population and Skills Ministerial Group to provide oversight for a rapid review of the current workforce. It concluded that the most critical sectors were social care, hospitality and construction, and solutions which provided support for these sectors were prioritised.

### **Continue to strengthen and develop the digital economy**

Jersey's digital infrastructure has been supported through the Cyber Emergency Response Team which, during 2022, became fully established and resourced, and launched a series of engagement initiatives, including a month-long programme of events during Cyber Security Awareness Month in October.

Work on Jersey's telecoms security framework and cyber security strategies progressed during 2022, involving frequent engagement with individual telecommunications providers, the Jersey Competition Regulatory Authority and relevant counterparts in the United Kingdom.

Digital Jersey were appointed as delivery partner for the Technology Accelerator Fund (approved by the States Assembly in May) and work has progressed on developing the terms of reference and framework for the £20 million fund, which will be used to enable technological solutions to the biggest challenges faced in Jersey.

## **Service Performance**

### **Financial Services Directorate**

The majority of the work undertaken in 2022 built on the vision set out in the Financial Services Policy Framework: to create the environment required to enable the continued success of Jersey's financial services industry by facilitating its digital transformation, its continued compliance with global standards, and its transition into being a leading centre for sustainable finance.

The progress was reviewed at the Government keynote event in December, which was attended by 250 industry representatives. Industry engagement rose compared to 2021, with 11,045 members and gatekeepers attending Jersey Finance Limited events, an increase of 37% compared to 2021.

A consultation helped identify the perceived barriers to businesses adopting digital identification systems when meeting customer due diligence requirements, and work has started to reduce or remove those barriers.

Work on the transition to being a leading centre for sustainable finance included aligning the initiative with Jersey's carbon neutral roadmap, international engagement, and work with Jersey Finance and Jersey Financial Services Commission to deliver the two-year industry pathway.

A review of the banking sector was started, and the review of our core product and service laws to ensure they remain fit for purpose and meet industry expectations, continued. Team members increased their engagement with industry and colleagues across government in connection with various topics arising, including initiatives from the OECD and other international bodies.

Consumer protections have been embedded for pension-related product advice and the Financial Services Ombudsman's remit has been enhanced for pension-related complaints. The options available to a creditor of an insolvent company were widened, with the adoption of the adapted creditors' winding up procedure. The initial preparatory work was done to develop a consumer lending legislative and regulatory framework.

### **Financial Crime Strategy Directorate**

Of more than 150 action items listed in the National Financial Crime Workplan, more than 80 were completed during 2022 in preparation for MONEYVAL.

Two key documents - (i) The National Strategy for Combatting Money Laundering, the Financing of Terrorism, and the Financing of Proliferation of Weapons of Mass Destruction, and (ii) The National Statement on Financial Services and Financial Crime: Activities, Risk Appetite and Mitigation – were published. They set out how Jersey will meet its long-term commitment to prevent and detect all forms of financial crime and included an action plan for increasing the effectiveness of the Island's regime. This was accompanied by significant work on risk understanding, with reports being produced and published across thematic areas including

money laundering risk for not-for-profit organisations (NPOs), virtual asset service providers (VASPs) and the Jersey Private Fund.

The Island significantly reformed the legislative structure of the Financial Intelligence Unit (FIU), enabling increased resourcing and effectiveness. The Island also introduced a revised regulatory regime to mitigate the risk of Jersey NPOs being abused to finance terrorism.

The Russian invasion of Ukraine and subsequent imposition of sanctions led to a significant refocusing of resource on meeting international obligations and the formation of a specific cross-Government taskforce. Work was conducted at a strategic level to ensure this could occur rapidly and effectively.

## **Economic Advisory – Competition and Intellectual Property**

Much of 2022 was spent supporting the JCRA following the demerger of CICRA. The JCRA has developed a rolling programme of market studies and research to support Government objectives for competition policy.

## **Economic Advisory – Economics**

In 2022, we set the ambition of putting economics at the heart of Government, building the team and starting to develop a programme of delivery and engagement.

The purpose has been to further develop the understanding of the economic impact of policy decisions by Ministers and officers across Government. That has included contextualising and giving meaning to economic data and statistics, so that policy will be more cohesive and coordinated.

Stakeholder engagement has been through new channels including informal ‘lunch and learn’ sessions and a monthly newsletter, established in October, to provide background explanations to headline data.

In response to concerns about post-Covid cost of living pressures, the Inflation Strategy Group was established, and its work informed the mini budget which was passed by the States Assembly in September.

## **Economy – HVR**

Amid a Ministerially-commissioned review of the future direction of the 2(1)(e) scheme, work continued to attract high value residents to Jersey, but in a more limited capacity. The baseline of 15 applications was exceeded by one and, in order to maximise the social and financial contribution made to Jersey’s economy by its HVR community, four events were held as part of the Locate Jersey aftercare event programme to welcome the new arrivals to Jersey and enable established HVRs to engage with Island philanthropic and entrepreneurial initiatives.

## **Economy – Digital Economy (Telecoms, Cyber, Data Protection)**

In the first full year of the Cyber Emergency Response Team, CERT ran a month of cyber security awareness and was involved in supporting several incidents. Progress was made on developing Jersey’s telecoms security framework, although reduced resource limited the progress.

The number of business licenses allocated to digital sector businesses fell from 23 in 2021 to 12 in 2022 and, while Jersey remained within the target of being in the top five jurisdictions for broadband speed, the Island fell from first to second place, as ranked by cable.co.uk.

## Economy – Rural and Marine

Policy documents published in April (The Economic Framework for the Marine Environment) and in May (The Economic Framework for the Rural Environment) provided a clear structure within which Government interventions could be directed in a manner which would be accountable, measured, valued and reported.

The Marine Economy Advisory Group was established to bring together the industry's key stakeholders to help achieve the vision: for Jersey to have a vibrant and sustainable marine sector, providing employment and economic opportunity, and maintaining fisheries and aquaculture as an integral part of the Island's cultural identity.

The number of projects supported by the Rural Initiative Scheme increased from 11 in 2021 to 30 in 2022, and the percentage of farmland managed under LEAF / Organic Certification also met targets, increasing very slightly from a baseline of 75% to 76.1%. However, a number of growers left the industry in 2022 in the face of economic pressures, and Government efforts focused on increasing support, while developing a long-term strategic plan to diversify the industry.

Development of the cannabis industry, a cornerstone of diversification, progressed with the bedding in of a licensing and regulatory framework and an industry review by Scrutiny, which led to recommendations, some of which were implemented. The number of licences to grow medicinal cannabis crops reached five, and a British consumer goods company moved its headquarters to Jersey, attracted by the favourable business environment created by amendments to Jersey's Proceeds of Crime Law which enable the legal trade of cannabis related products.

In September, using the Rural Economy Framework, an additional £400,000 of urgent funding was used to help Jersey's dairy and poultry sectors cope with an unprecedented rise in costs as a result of the summer's extreme weather and global supply chain issues.

## Economy – Retail and Visitor

Exit surveys indicated that both visitor numbers and visitor spend decreased significantly in 2022. Visitor numbers fell by 38.6% compared to the baseline, to 473,000, and associated spend fell by 17.5% to £231 million.

Businesses in the sector struggled to find staff, and Government took action in March, signing a Memorandum of Understanding which enabled staff from Antigua and Barbuda to work in Jersey during the peak summer season. The scheme resulted in around 50 staff arriving in Jersey in April for the first season of a three-year project. This was regarded as a short-term measure which would be adapted as part of a longer-term strategy.

During the first half of the year, a policy framework for tourism was developed following consultation with the industry. The framework is part of work that is underway to develop a longer-term strategy that aligns with Ministerial priorities. Its publication was delayed ensuring that, post-election, the new Minister would not be committed to a predecessor's strategy. A working group reflecting the interests of the industry was established at the end of 2022.

In September the new Minister prioritised the strategy for the visitor economy over the retail strategy. The interim retail strategy, which was published in 2021, included requirements for data collection in order for there to be a greater understanding of the challenges faced by the sector. That data continued to be collected during 2022.

## **Economy – Aviation and Maritime**

Jersey Aircraft Registry closed after it was concluded that the further investment required could not be justified. An analysis of the future potential of Jersey's aviation sector was produced and is being considered by the Minister.

Work was also completed on amendments to shipping legislation to bring Jersey into line with international obligations.

The Ports Policy Group was revitalised with new Terms of Reference ahead of programme of meetings in 2023.

## **Economy – Growth and Trade**

The Island's first export strategy progressed, with a Green Paper, public consultation, business survey, and stakeholder engagement all being undertaken, and the strategy remains on track for publication in Q1 2023, as outlined in the Ministerial Priorities. An inward investment strategy draft was completed before the 2022 election and has since been further refined to reflect the Common Strategic Priorities of a new Council of Ministers.

Two funding rounds for the Productivity Support Scheme were concluded although the level of interest, as seen by the number of applications and resultant award of funds, was low. We continue to fund - and work with - Jersey Business in this important area and are reviewing, with the Chief Economic Advisor, further potential measures.

One-to-one advisory support to businesses increased in 2022 to 872 clients, an increase of 22.8% compared to 2021. Direct business support also increased by 5%.

## **Economy – Arts, Culture, Heritage and Sport**

This was the first year in which the Government's commitment to devoting 1% of annual expenditure to arts, heritage and culture took effect. Engagement with both residents and visitors was above the target of 205,000, reaching a total of 221,537 visits. The number of school visits and student visits outside of schools surpassed the ambition by 2,078 indicating that our heritage is still seen as important by Jersey's young people.

During the year, that investment enabled arts and culture organisations to move from a short-term strategy to long-term sustainable partnership. In March, the arts strategy was published, setting out the long-term ambitions and the priority themes (workstreams). It also included a vision of art in Jersey being at the heart of Jersey as a place of sustainable wellbeing which prioritises excellence and innovation in the arts to support a healthy and happy population, an enriching environment and a productive and balanced economy.

Alongside the strategy, the Creative Island Partnership was established in March as a forum for direct engagement with Government. Approximately 100 arts and cultural industry leaders and enthusiasts have joined, and workstreams for the practical delivery of the strategy have been established. Through summer and autumn, around 50 events were delivered at



various locations under the Creative Spaces initiative. The Corn Riots Festival was run for the second year in 2022, and enabled international cultural relations to be developed, as well as celebrating Jersey's heritage and culture.

In May Jersey's first Heritage Strategy was published. As well as presenting a vision: to inspire a virtuous circle of understanding, valuing, caring and enjoyment of Jersey's heritage, the strategy set out a performance framework and a summary of the programmes scheduled for 2022 to 2025 which would support the vision. During the strategy's development, the Heritage Advisory Partnership was established, itself a recommendation of the strategy, bringing together the three main heritage organisations: Jersey Heritage Trust, National Trust for Jersey, and Société Jersiaise, and Economy officers to advise the Minister on heritage matters.

Jersey Opera House remained closed throughout 2022, but the money allocated to its restoration as part of the post-Covid Economic Recovery Fund was successfully supplemented by additional funds in recognition of the importance of the building to Jersey's heritage and arts sector. The building will remain closed for restoration until at least the end of 2024. A design team was appointed and a planning application for the restoration of the works submitted,

During 2022, the Elizabeth Castle refurbishment project continued, with completion of the survey works, and tendering and appointment of a preferred supplier.

The mission for Jersey to increase physical activity by 10% by 2030 has continued via Jersey Sport and the grants they receive from Economy and other areas of Government. As with other arms-length bodies, Jersey Sport reports on their key performance indicators within an annual report and accounts.

# External Relations (ER)

**Kate Nutt**  
Chief Officer

## Performance against 2022 Key Objectives

### Protect and promote Jersey's interests through enhanced international engagement.

Throughout 2022 the Ministry of External Relations has continued to represent the interests of the Government, Islanders, and businesses with partner jurisdictions globally.

The function moved from the Office of the Chief Executive (OCE) to form an independent department in May 2022, while maintaining the budget, structure and objectives established in the OCE Departmental Operational Business Plan.

To fulfil our 2022 objectives, departmental actions have included:

- Agreeing a revised Common Policy for External Relations approved by the new Council of Ministers following an in-committee States Assembly debate;
- Providing additional resource to ensure the full implementation of a wide range of new international sanctions in response to Russia's invasion of Ukraine, and to support preparatory work in advance of the MONEYVAL assessment in 2023;
- Facilitating Jersey's inclusion in two new UK trading agreements;
- Coordinating a policy review to understand how, and to what extent, Jersey can comply with the services aspects of the UK's Free Trade Agreements;
- Establishing the first cross-government France working group, and strengthening Jersey's relationship with regional partners in Brittany and Normandy;
- Negotiating international agreements like Double Taxation Agreements (DTAs), Bilateral Investment Treaties (BITs), and Asset Recovery Agreements (ARAs);
- Supporting Ministerial engagement at multilateral fora including COP27, and leading Jersey's delegation to the Commonwealth Heads of Government Meeting (CHOGM).

The department has delivered strongly against the performance metrics set for the year, having more than doubled the targeted media coverage of external relations engagement in the national and local press, and almost doubled targeted participation in external multilateral events. In addition, 762 meaningful interactions have taken place with key decision-makers, including Ministers, Parliamentarians, and senior government officers.

## Service Performance

### Global Relations

Across 2022, the Global Relations team has delivered a successful programme of engagement in pursuit of Jersey's objectives with international partners across all priority regions: Africa; Asia; the Middle East; and North America. The team has also worked closely with the full range of government departments and with arms-length organisations such as Jersey Overseas Aid, Jersey Business, Digital Jersey and Jersey Finance Ltd to support their international objectives.

New initiatives were developed in priority sectors, such as through the commencement of the Jersey and US student exchange programme, and the Hospitality Partnership between Jersey and Antigua and Barbuda – delivering on the ambition in the new Common Policy on External Relations to broaden Jersey's international engagement in new areas of activity. These initiatives, alongside other achievements, have seen 359 pieces of international and local media coverage in 2022, against a target of 150.

The team organised inward visits to Jersey by the Ambassador of Thailand to the United Kingdom, His Excellency Pisanu Suvanajata; the High Commissioner of Antigua and Barbuda to the United Kingdom, Her Excellency Karen-Mae Hill; and inward working-level visits to Jersey by delegations from the Republic of Ghana and the Republic of Rwanda.

The external visit programme included the United States (New Jersey and Washington DC) by the Minister for External Relations and the Minister for Treasury and Resources; attendance at the 2022 Commonwealth Games and multilateral fora by the Chief Minister, Minister for External Relations and Assistant Minister for Sport; and officials-level visits to Singapore, Thailand and Malaysia, and Qatar among others.

External Relations officials led Jersey's delegation to the Commonwealth Heads of Government Meeting (CHOGM) and Commonwealth Trade and Investment Summit (CTIS), and were invited to present on Jersey's positive track record at the United Nations Office on Drugs and Crime (UNODC) International Expert Meeting on asset return. These were just some of the 57 multilateral events the Department participated in during 2022, against a target of 30.

In March 2022, Jersey and Kenya signed an historic Asset Recovery Agreement in London which facilitated the return of £3 million of confiscated funds to support Kenya's ongoing response to the COVID-19 pandemic, specifically Virology laboratory testing equipment. External Relations also led a busy programme of treaty negotiations in 2022, making progress on two new agreements with Ghana (Bilateral Investment Treaty and Double Taxation Agreement – latter finalised) and securing commitments from new jurisdictions (such as Kuwait) for new agreements.

## Financial Sanctions

The Financial Sanctions Implementation Unit (“FSIU”) supports the Minister in implementing an effective sanctions regime and ensuring a whole-Island approach in accordance with Financial Actions Task Force (“FATF”) standards. In April 2022, the States Assembly adopted the Sanctions and Asset-Freezing (Amendment No. 2) (Jersey) Law 2022, which made important changes to Jersey’s sanctions legislation in line with FATF recommendations as preparation for the Island’s MONEYVAL assessment.

The FSIU have also coordinated the full implementation of sanctions made under the Russia (Sanctions) (EU Exit) Regulations 2019 (the “UK Russia Regulations”) in Jersey following Russia’s invasion of Ukraine. In response to the resulting unprecedented surge in sanctions work, the FSIU expanded to provide additional resource to the team, ensuring the full implementation of Russia sanctions and at the same time preparatory work in advance of the MONEYVAL assessment in 2023 continued apace. This has maintained Jersey’s reputation as a responsible international actor and enhanced links with UK equivalent bodies, such as OFSI.

## International Trade Unit (ITU)

ITU focussed on embedding new ways of working post-Brexit into business-as-usual for trade implementing requirements, such as World Trade Organisation (WTO) notifications and committee involvement. ITU also harnessed a greater understanding of UK ambitions and progress in trade negotiations as a newly independent trading nation – and has used this to monitor and establish better ways to protect and promote Jersey’s interests in the negotiations.

The ITU dedicated significant resource in 2022 to coordinate a policy review to understand how, and to what extent, Jersey can comply with the wider services aspects of Free Trade Agreements (FTAs). This work is ongoing and, as the UK seeks to make progress with further FTAs in 2023, it will form a greater focus of Jersey’s trade policy activity in the year ahead. The ITU is working closely with the governments of the Crown Dependencies, and with the UK, to establish the best way to achieve Jersey’s ambition of services participation in FTAs where it is deemed in the Island’s interests.

The ITU has facilitated Jersey’s inclusion in two new UK trading agreements. Participation in the UK’s FTA with New Zealand has delivered security of preferential tariff rates for Jersey goods and secured incorporation in rules of origin and other customs facilitation chapters, ensuring smooth and efficient trade processes for Jersey exporters of goods. 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 businesses over time.

The ITU has also successfully secured a unilateral extension mechanism for Jersey within the UK-Singapore Digital Economic Agreement, which represents a first for the Island in terms of wider inclusion within UK trade agreements beyond goods. Importantly, as the extension mechanism is unilateral, this means that when Jersey is ready - and if assessment to be in Jersey’s interests to extend the agreement – this can be achieved automatically through the UK solely. This agreement is an enhanced ‘bolt-on’ to the current UK-Singapore FTA, in which Jersey participates for goods, so the extension represents a potential future opportunity, particularly for Jersey’s digital trade offering.

## UK Engagement

For some years, the UK political context has been fast-moving, and this was especially so in 2022, the year of three UK Prime Ministers. Such turnover can pose a risk to Jersey, given the Island's established networks of political contacts. In response, the UK Affairs Team supported rapid work to build links with new Ministerial teams under first Rt Hon Liz Truss MP, then Rt Hon Rishi Sunak MP.

This complemented routine political engagement, including Ministerial attendance at UK Party Conferences. As for inbound travel, Minister Mike Freer MP, lead Minister for the Crown Dependencies at the Ministry of Justice, undertook a two-day visit to Jersey in Autumn 2022. Key topics of discussion included the constitutional relationship, fisheries, and post-Brexit trade. In addition to these governmental interactions, the UK Affairs Team supported a continued programme of cross-party engagement, including with the Labour Party, ahead of the UK General Election expected to take place in 2024. The Department engaged in 762 meaningful engagements with such key decision makers during the year, against a target of 400.

The British-Irish Council (BIC) continues to act as a valuable forum to progress shared interests across the political jurisdictions making up the British Isles. During 2022, the UK Affairs Team supported attendance by Jersey Ministers at BIC Summits in Guernsey and in Blackpool. Summits provide a valuable opportunity for bilateral discussions, and in Blackpool Chief Minister Deputy Moore engaged with the new UK Prime Minister, Rt Hon Rishi Sunak MP. Towards the end of 2022, the UK Affairs team began preparations for the BIC Summit in Summer 2023, which will be hosted by Jersey.

Further afield, the UK Affairs Team supported attendance by Deputy Jeune at the COP27 climate summit in Sharm El-Sheikh, Egypt, following the extension of the UK's membership of the Paris Agreement to Jersey in 2021. Deputy Jeune met a range of Ministers from the UK and from across the world and was able to showcase Jersey's carbon reduction ambitions and climate finance activities.

## European Engagement

In December 2022, the European Affairs team hosted the first Jersey diplomatic dinner in London since 2019. Attended by 22 Ambassadors and representatives it built key personal relationships and increased positive visibility and understanding of Jersey in Europe post-Brexit, across all policy portfolios.

France has been a priority and the Department has established the first cross-government France working group. Successful Ministerial engagement with French partners included the Embassy in London and newly elected French government in Paris, with inward visits from the French Naval Attaché and French Cultural Counsellor. The European Engagement team has continued to develop their relationship with the British Embassy in Paris, laying the foundation for an increased officer presence from 2023.

On Island we worked to support our European Honorary Consuls, including an inward visit by the Romanian Consul General. Other inward visits included a very successful visit by the Polish Ambassador, with a delegation of Polish business representatives, and an informal visit by the Irish Ambassador. The team has also advised on the political handling in relation to European countries of contentious issues such as fisheries and supported policy colleagues deliver in areas such as Cultural Diplomacy and Climate Diplomacy.

Face to face engagement has been key in facilitating many of these achievements, along with cooperating closely with our overseas offices (CIBO and BIAN) and with Guernsey where appropriate. Regular bilateral engagements and the diplomatic dinner resulted in an increased understanding of Jersey's unique position amongst many European partners, better access to decision-makers, and less negative media coverage of the Island.

## French Regional Engagement

In 2022, the Bureau des Iles Anglo-Normandes (BIAN) continued to be a valuable platform for information and communication with French regions within the second phase of fishing discussions. Reporting and understanding concerns from all perspectives helped to foster better relations with the drafting of the Extent and Nature policy. Facilitating communication and acting as a "cultural translator" was BIAN's motto on this matter.

In terms of regional cooperation, BIAN managed an important "tour of French regions" in October which allowed the new Minister for External Relations, alongside the Minister for EDTSC, to introduce himself and share Jersey's intention to develop more links with Brittany and Normandy in terms of transport, culture, tourism, emergency planning, energy and marine resources. This included regional media interviews to support the department's objectives around raising Jersey's visibility in France and achieve the key performance indicators on media coverage.

BIAN also coordinated an inward visit from the President of la Manche in summer 2022 to revive cultural and economic cooperation with Jersey in a post-Covid world. More specifically, in relation to emergency planning, BIAN was instrumental in creating new relevant contacts with French regional authorities when dealing with emergency procedures, exercises, and surveys around French nuclear sites.

## EU Engagement

In 2022 the Channel Islands Brussels Office (CIBO) helped ensure that Jersey retained their "whitelist" status following reviews of the EU non-cooperative jurisdictions (NCJ) list by EU Finance Ministers (ECOFIN) in February and October 2022.

Supporting the Islands' implementation of the TCA, CIBO has supported the Island's individual discussions with the Commission and France on the implementation of Extent and Nature conditions in respect of fisheries licences, and maintained working relationships with UKMis, Defra and Commission officials. CIBO secured and helped preparations ahead of two joint (Jersey/Guernsey) Ministerial meetings with EU Commissioner for Oceans, Environment and Fisheries, Virginijus Sinkevicius in November and December 2022.

CIBO contributed to Island's handling of the proposed review by the Code of Conduct Group (CoCG) into the possible application of economic substance to trusts and fiduciaries, monitored and provided up to date information on CoCG thinking in relation to this and organised a meeting between the Crown Dependencies and DG TAXUD in May 2022. CIBO also provided preparation and analysis support ahead of the visit of the FISC (tax) Subcommittee of the European Parliament in June 2023.

CIBO tracked progress on the implementation of the EU project to interconnect registers of beneficial ownership information (BOI); and provided monitoring and feedback on Member State's reactions to the CJEU ruling on BOI. We monitored EU reactions to the Pandora Papers,

reported instances when the Island was unhelpfully referenced, and engaged with European Parliament policy advisors to ensure through lobbying that Jersey was not referenced in the recent report on the Pandora papers.

We continued to track developments in UK/EU relations in Financial Services regulation and maintained good contact with UKMis Financial Services leads. Supported a Financial Services-focussed visit out to Brussels and Luxembourg in October 2022 to meet the European Investment Fund to support ongoing positive cooperation, along with the European Funds and Asset Management Association, the UK Mission Financial Services leads, and the City of London.

CIBO delivered the first joint Ministerial externally-focussed visit to Brussels since before the pandemic in November 2022, and supported Ministers to reengage with Brussels' based stakeholders, including the EU Commission, Czech Presidency, Permanent Representations and Third Country Missions.

## **International Treaties**

In May 2022, Jersey signed a Memorandum of Understanding with the UK and Guernsey for the implementation of the UK-France Maritime Security Agreement (the "Agreement") in Channel Island waters, also allowing for the UK to ratify the Agreement. Negotiations of the Memorandum of Understanding were coordinated by International Compliance and included stakeholders from across government, the Law Officers' Department, the States of Jersey Police, and the Ports of Jersey.

## **Civil Aviation (non-commercial)**

During 2022, a new joint Channel Island Director of Civil Aviation (DCA) was recruited. The new DCA took office in September 2022 and has been working with External Relations officers in conjunction with Guernsey colleagues to create a joint Office of the DCA, where subject matter experts employed in both Islands can be deployed in either Jersey and Guernsey, thus increasing efficiency and reducing duplication.

# Health and Community Services (HCS)

**Caroline Landon**

Chief Officer to 31 March 2023

## Performance against 2022 Key Objectives

2022 was a challenging year for the HCS Department. In addition to managing the continued impact of COVID on its service and focusing on the delivery of the eight ambitious objectives set out below, the Department had to step up a response to a review of its clinical governance arrangements, which set out sixty-one recommendations for change (The Hugo Mascie-Taylor, HMT, report).

It is thanks to the dedication and hard work of HCS' staff, that the Department continued to deliver care and support to Islanders whilst also working to deal with challenges and bring about improvements across many services.

The eight objectives for 2022, identified at the end of 2021 were:

1. we will provide high quality care, and continuously improve health and care standards,
2. we will continuously improve customer experience and ensure Islanders are actively engaged in planning health and care services,
3. we will make HCS an outstanding place to work, where staff feel valued and are supported to reach their potential,
4. we will continue to strengthen our relationships with partners on and off-Island,
5. we will, in partnership with other Government departments, delivering the milestones set for the Jersey Care Model Project in 2022,
6. we will, in partnership with other Government departments, delivering the milestones set for the Our Hospital Project in 2022,
7. we will deliver services within the HCS financial envelope,
8. We will, in partnership with the Modernisation and Digital team, continue the implementation of the Digital Health Strategy.

These objectives have not been fully delivered but there have been notable achievements.



## Waiting times

Whilst several waiting lists remain over target, there have been significant improvements in waiting times across many specialities, including community health dental services, physiotherapy, general surgery and neurology. Overall outpatients waiting times reduced as the year progressed, however the target of less than 25% of patients waiting more than 90 days has not yet been met and needs continued focus.

Waiting times for adult mental health services also decreased, driven in part by some innovative work involving service users and carers in the redesign of adult community mental health services, including:

- recruitment of a Peer Support worker, whose lived experience is key to the support they provide to peers,
- establishment of an “Equals by Experience’ forum, enabling those with lived experience to shape services.

Although more needs to be done to bring waiting times down across all other adult mental health services, it is anticipated that the Minister’s proposed new mental health strategy, to be developed during 2023, will be instrumental in achieving reduced waiting times.

During 2023, the Department will continue to reduce waiting lists in those areas which are not improving quickly enough; work enabled by the £5M waiting list recovery monies allocated in the 2023 Government Plan.

## Patient experience

In addition to reducing waiting times, HCS also focused on delivering an improved patient experience across all its services. The Patient Advisory and Liaison Service (PALS) reduced its backlog of unresolved customer complaints during the course of the year. During 2023, PALS will build on this progress through the introduction of an improved complaints handling process and associated training for staff.

Whilst it is acknowledged that much still needs to be done to improve patient experience for everyone, an independent patient experience survey, conducted during 2022, found that the Department is getting it right for most, with the majority of survey respondents (over 1,300 people in total) rating their overall care experience as positive (i.e. at least 7 out of 10). This includes:

- 85% of people who used urgent and emergency care services,
- 83% of people treated as a hospital inpatient,
- 79% of recent mothers who used maternity services,
- 66% of people who used community mental health services.

Whilst encouraging, the survey nevertheless highlights differences between services and identified key areas for improvement, including the need to ensure all patients are involved in decisions about their care. The Minister has committed to the development of other initiatives which will further improve patient and service user experience, including development of a Patient User Panel, a Citizen Engagement Strategy and Service Excellence Standard.

## Staff experience

Patient experience is inextricably linked to staff experience, with work being undertaken during the course of the year to help improve the working culture and enhance employee wellbeing, including:

- support and well-being initiatives for staff including personal counselling sessions, mindfulness sessions, and response to incidents with a Trauma Risk Management approach (TRiM),
- recognising and rewarding individuals and team achievements, through a range of activities including the dedicated Our Stars awards
- HCS' second Wellbeing week, providing opportunities for staff to take part in a range of wellbeing activities designed by and for them
- a dedicated staff group focusing on understanding challenges and identifying actions to improve culture change, engagement, and wellbeing across the department.

It will take time to create a positive culture, one in which all staff feel heard, respected, and able to do their best work. We will continue to focus on this in 2023.

## On-Island training

Throughout the year, the Department continued to experience recruitment difficulties. In response to challenges associated with recruiting on-Island Nurses, HCS partnered with the Robert Gordon University, which has enabled HCS to continue to offer on-Island nursing programmes for adult nursing, mental health, children, and midwifery. Social work degree courses also continued to be provided on-Island during 2022, with the first cohort that started the course in 2019, now in employment within HCS.

## Off-Island health and care services

Off-Island acute care for tertiary pathways continued to be commissioned with a variety of NHS Trusts to ensure access for both emergency and planned care services. 1,727 Islanders received care off-Island, via 6,316 appointments. Work continues to evaluate care pathways in 2023, to ensure patients are receiving the highest quality health and care services when not delivered on Island.

## Partnerships

An innovative partnership arrangement was made in radiology, where a new tele-radiology service was established with off-Island partners, which ensures that on Island patients are covered with out-of-hours radiology services.

A key partnership development was made in 2022 via the establishment of the Mental Health Strategic System Partnership Board, to oversee and develop a whole system and effective partnerships in mental health, which includes membership across Public Health, CYPES, equals by experience, local providers of mental health services and HCS. The adult mental health service introduced a nurse role dedicated to coordinating, reviewing and monitoring the quality of all off-Island mental health placements, ensuring smooth transition on return to Jersey.

A dedicated Commissioning and Partnership team within HCS, continues developing services through partnerships with on-Island health and care providers, ensuring Islanders can receive the right care, in the right place.

## **Delivery of community service initiatives**

In Q1 and Q2 2022, work progressed on delivery of community service initiatives including:

- replacing the out-of-date Community Alarm System with new devices that will better supporting independent living,
- reduction in hospital admissions achieved through new health services for vulnerable adults, including homeless people, an improved referral system enabling health professionals to refer patients and clients to the right service at the right time and additional overnight community care.

Roll out of other community initiatives was paused in Q3 and Q4 to allow the Minister to conduct a review of that activity but, subject to confirmation of budgetary matters, much of the work will continue in 2023.

## **Hospital facilities**

The new Minister for Infrastructure led a review of the proposed single site hospital, concluding that a multi-site / hybrid solution would be better deliver appropriate and affordable health care facilities, with activity to progress this multi-site option being a key area of activity in 2023 (See section on 'Key Theme: Hospital Facilities'). In the meantime, work commenced to convert the former Les Quennevais School into a modern, fit for purpose outpatient facility in which to decant services during the development of the new facilities.

## **Review of clinical governance**

In response to the review of clinical governance (HMT report), the Department established a programme of work, focusing on addressing the recommendations set out in the report. A new Turnaround Team was established in the last quarter and they will provide additional expertise and capacity needed to deliver change through 2023.

## **Digital Health Strategy and Electronic Patient Record projects**

In relation to other projects, clinical and technical support from HCS was provided to progress the implementation of the Digital Health Strategy projects. The Electronic Patient Record project progressed well, however the portfolio was, at the end of year, in amber status due to several projects reporting delays due to resource and technical constraints.

## Funding

During 2022, additional revenue funding totalling £17.94 million was allocated to HCS, over and above that agreed in the Government Plan for 2022, for a range of financial pressures resulting from increases in healthcare demand, morbidities, long term care and continued rising inflation. Furthermore, this additional funding ensured the Department remained in compliance with the Public Finance Manual (PFM) and legal requirements in regard to Public Finance Law.

The MHSS announced in Q3 that she wished to review the approach to the Jersey Care Model and this work continues. As at the end of 2022, the Jersey Care Model budget reported an underspend of £3.05 million and, funding of £8.04 million for COVID19 was made available. Funding for both allocations was ringfenced and therefore not available for repurpose to offset in-year pressures.

2022 Capital expenditure was as follows:

- Major Projects (including Our Hospital) £21.3 million
- Estates £4.99 million
- Replacement Assets £0.37 million

At the time of writing, the 2022 position is subject to the external financial audit of States of Jersey Annual Report and Accounts for 2022 with a contractual date for the closure of the audit of 31 March 2023 when figures will be confirmed as appropriate.

During 2023, the Department team will need to regroup around its future financial position; ensuring that it can demonstrate it has a robust understanding of the drivers of those financial challenges, as well as a good grip on financial management and VFM across its services. To this end, a Financial Recovery Plan will be established early in 2023 to drive focus and progress in addressing the underlying overspend position.

Whilst much was achieved in 2022 against the priorities, there have been many factors that have impacted the delivery which means there remains further room for improvement across areas such as patient and staff experience, governance arrangements and waiting lists.

## Service Performance

### Adult Mental Health

- Following the external review of adult mental health services in 2021, 2022 commenced by redesigning the leadership, management, and governance arrangements across services, and identifying key priority areas for the year. These have mostly been delivered as follows:
- review and redesign of community mental health services model has been completed and implemented - creating improved access, a more consistent timely response, improved response to crisis (within 4 hours) and the introduction of the Care and Recovery Framework. In December 2022, 75% of crisis referrals had been seen within 4 hours and 88% of referrals to community services were seen within the 10 day target,
- implementation of a programme of physical health checks and interventions for people with serious mental illness,
- introduction of a Mental Health Legislation and Capacity Oversight Group, to monitor and support the implementation of mental health and capacity law and develop our systems,
- development of a new multi-agency perinatal team model for women with mental health needs associated with pregnancy and childbirth,
- improving service user and carer involvement and feedback, including the development of peer support and carer support roles and a new monthly service user and carer forum with the Director of Mental Health and Adult Social Care.
- Access to psychological therapies and specialist diagnostic services (such as Autism, ADHD, and Dementia) remain a key challenge with significant waiting lists in these areas, which is a priority for 2023. Although 150 people were waiting at the end of December to be seen by Jersey Talking Therapies, the service was still achieving the target of seeing most people referred for an assessment within 90 days (98% in December). A key challenge in these areas is the availability of specialist workforce, which we aim to address through some workforce redesign in 2023 and the implementation of new roles, which has contributed towards a yearly average of 50.5% of patients waiting over 18 weeks for treatment, against a target of 5%.
- Bed occupancy within the inpatient service remained high in 2022 (full year average of 92.3% against a target of <88%). This is particularly affected by the high number of people waiting in hospital beyond the point that this is required, because of lack of appropriate community placements. This will remain a key focus for 2023, alongside a review of our inpatient care models (“Inpatient Excellence Programme”).

## Adult Social Care

- A new reviewing process was introduced, with the dual aim of ensuring timely reviews of both social care placements and learning disability physical health reviews.
- The percentage of needs assessments closed within 30 days increased throughout the year: Q1 72% to Q4 94%. The annual average was 84.2% against a >80% target.
- The target of 4% of cases being reopened within 90 days was not achieved (18% at year-end) although this was due several administrative issues and the way the target is measured; this will change in 2023 to more accurately reflect our aim.
- A learning disability website was co-produced and developed to improve and enhance communication with clients, their carers, and members of the public.
- The Day Services staff and Learning Disability Nurses supported the COVID19 vaccination programme for all adults with learning disabilities on the Island.
- The Safeguarding Adults Team experienced considerable operational pressures during the year, which was combined with increased volume of referrals. This is a priority area for review and development in 2023.
- There were successful Jersey Care Commission inspections, under the Regulation of Care Law (Jersey) 2014, for Adult Social Care's eight care home, home care and day care provisions. All reports are available in the public domain via the Jersey Care Commission (JCC) website – look under HCS.

## Improvement and Innovation

- The Improvement and Innovation team support strategic and operational areas across HCS, which, for example, contributed to:
- enhanced partnership working with private, voluntary, and charitable partners which led to the production and delivery of new services,
- implementation of the Jersey Commissioning Strategy,
- transfer of inpatient rehabilitation services from JGH back to Samarès Ward at Overdale,
- development of a central data hub for clinicians to access operational performance data,
- improved services through the provision of analytics and data insights,
- improved services in the Adult Mental Health Community Service's redesign,
- a Discharge service process review and pilot,
- successful community FIT mask testing,
- provision of a wellbeing week for staff,
- better understanding of processes of ward rounds and the early escalation of deteriorating patients,
- development and coordination of strategic plans and reports,
- coordination and provision of information for ministerial requests

Demand for support from the team was higher than capacity. The aim is to focus on development and deployment of Service Improvement tools and training in 2023 to empower and upskill clinical and support staff to take forward their improvement initiatives.

## Medical and Un-Scheduled Care

- There was a 14% year-on-year increase in ED attendances in 2022 however, the percentage of patients admitted into the hospital from ED throughout the year (15.7%) remained below baseline of 18%, albeit above the <15% target. The percentage of patients who had treatment commence within 60 minutes was 61.3% which is below the target of >90%. The average time a patient spent in ED during 2022 was 177 minutes, which stays within the performance metric standard ( $\leq 240$  minutes).
- The move of rehabilitation services from Plémont Ward back to Samarès Ward was facilitated, which allowed for the rehabilitation of patients within a bespoke facility outside of JGH.
- The PCR Laboratory was fully operational, providing 119,411 PCR tests (excluding combined Flu and COVID19 tests and urgent COVID19 tests).
- Patient safety has been improved through the implementation of a new Acute Medicine model which sees Consultant medical cover provided 12 hours a day, 7 days a week and, additional expertise from Advanced Clinical Practitioner roles in Haematology and Cardiology, a Nurse Consultant in Cardiology and an Emergency Nurse Practitioner in ED.
- Challenges included staffing capacity throughout the year, particularly in the Acute Assessment Unit (AAU), the Emergency Department and in the Stroke speciality.

## Non-Clinical Support Services and Estates

- The team strengthened their management and governance structure to provide efficient and effective support services within HCS, including: admin and clerical teams, porters, estates, catering, laundry, domestic services, medical supplies, and health and safety.
- Key successes include:
  - opening of Thyme Out Express (café) in the Gwyneth Huelin wing
  - completion of Medical Records infrastructure project for space and cost efficiency
  - significant improvement in H&S compliance and training
  - transition from COVID related processes/services to BAU
  - estates projects including refurbishment of Maternity and Samarès Ward
- Continuing operational challenges in Medical Records will remain a focus for improvement. Some progress was made in aligning administrative services to enable positive patient experience attending elective care but, more work is required to mitigate avoidable errors and streamlining interactions.

## Primary Care, Prevention, Therapies and Community Dental

- Improvements in therapy services commenced, with the team successfully reducing their physiotherapy outpatient waiting list to target by year end.
- The Faecal Immunochemical Test (FIT) programme was commenced and as a result the bowel screening waiting list backlog has been eliminated as cohorts who should have been screened in 2020, 2021 and 2022 have now been offered FIT bowel screening which is a non-invasive procedure and can be done at home.

- The breast screening waiting list backlog has been reduced, from a peak of 3 years and 2 months to currently 2 years and 8 months, recovery will continue throughout 2023.
- The Child Health and Immunisation team transitioned successfully to Public Health as planned.
- The care group has grown to include Adult Therapies and Community Dental. Q4 saw the launch of the commissioned community dental covid recovery scheme, with 403 <18-year-olds receiving primary dental care by the end of the year.
- The merger of the care group only happened in Q4 and therefore changes still need embedding.

## Surgical and Scheduled Care

- Elective theatre list utilisation remained under the target for the year, with a yearly average of 72.4% against a 72% baseline, and >85% target. Initiatives to improve this position were started during the year, which continue into 2023:
  - Theatre Direct – enables Clinicians to see patients in one place thus providing a better patient experience and reducing waiting times before an operation,
  - A different booking methodology will increase the up-take of appointment slots available at short notice, to ensure appropriate and quality theatre bookings.
- Several metrics showed improved performance in Q4 compared to previous quarters but remained below the target for the entire year:
  - % of patients waiting over 90 days for elective admission. 50% vs <25% target,
  - % patients waiting over 90 days for diagnostic procedure. 53.6% vs <25% target. Q1 was 68.25%, reducing to 50.51% in Q4,
  - out-patient follow up rate. 2.81 days vs <=2 days target.
- A lack of inpatient beds, COVID19 cancellations and recruitment issues continue to challenge the Care Group. Initiatives such as an increase in day case surgery and the introduction of improved patient will work towards overcoming these challenges.
- A safe and effective emergency surgical strategy was implemented, with most deliverables being achieved in support of this objective. These included:
  - Consultant delivered Emergency surgical service,
  - dual-accredited Critical Care Consultant,
  - defined NCEPOD and TRAUMA operating lists.
- Improvements were made through the provision of a comprehensive Radiological Diagnostic and Interventional Service, through the development of a live Patient tracking list for all modalities and the appointment of a substantive Radiology Manager.
- Three clinical Consultant Service Leads were appointed to support the clinical oversight of the departments. A Junior Doctor Rota Coordinator was also recruited who began work to improve service performance, which enabled the Care Group to become compliant with the British Medical Association's recommendations for Junior Doctor working.



## Quality and Safety

- Improved incident reporting and analysis of the trends of reported incidents and serious incidents resulted in the Recognise, Escalate and Rescue (RER) Programme which resulted in strengthening our clinical governance and improving outcomes for patients.
- The number of investigations into Serious Incidents (SI's) increased in 2022. It is important that SIs are being reported and learning takes place to avoid similar errors in future. The focus in 2023 will be to ensure that we have processes in place to continue to learn from previous investigations and actions are directed into learning and embedding the changes into practice across HCS.
- The team started recruitment to new posts to ensure that HCS learns from incidents, serious incidents and deaths, and are able to join the National Audit Programme in 2023 - increasing the Clinical Audit and Effectiveness Team.
- Risks ownership and review times have significantly improved in 2022. This helps to keep patients and staff safe and provide service continuity / identify opportunities for improvements.
- Twelve deep dives into high-risk areas were completed in 2022, in addition to two HCS High risks focus reviews since Q3 2022. The number of overdue risks has more than halved since January 2022.
- The recommendations of the Hugo Mascie-Taylor report are being taken forward through the Turnaround Team, the 2023 priorities and via the Be- Our-Best, HCS wide programme.

## Women, Children and Families

- Maternity services continue to participate in national clinical audits to capture women's and their babies' outcomes, in particular MBRRACE, UKOSS and Small for Gestational Age (SGA) babies. HCS came 6th out of 192 organisations for their detection rate of SGA babies.
- Maternity services have streamlined services by working closely with the diabetes centre in the care and management of gestational diabetes mothers.
- Maternity services have since achieved a stage one accreditation from the Baby Friendly Initiative.
- In 2022, the long-awaited refurbishment of maternity and neonatal facilities and environment commenced. SCBU was rebranded as Jersey Neonatal Unit and has been relocated to a larger area.
- Following a proof-of-concept initiative, the team have successfully appointed a Paediatric Epilepsy Nurse. This role has been a great addition to the team in supporting our families when their child has a new diagnosis of epilepsy.
- The care group supported the successful award and subsequent investment into paediatric neurodevelopmental resources. This has allowed for continued development of a clearer neuro pathway and recruitment into CAMHS Medical posts, Community Paediatric posts and Allied Health Care Professional paediatric posts.
- There was a focus on initiating the Women's Health Strategy, to drive positive change in these areas.
- The recommendations of the review of Maternity Services as still being implemented. This will be a significant focus for 2023.

# Infrastructure, Housing and Environment (IHE)

**Andy Scate**  
Chief Officer

## Performance against 2022 Key Objectives

### Capital Projects

2022 has been another challenging but productive year for IHE. 2022 delivery has been within a context of tight financial resources, increasing inflationary pressures across contracts and materials, and pressures on departmental income. The challenge has been magnified by staffing pressures throughout the year, and significant vacancy levels across all areas.

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

There was significant success in the Our Hospital Project in the first half of 2022, in securing planning consent for the project. Delivery momentum was however tempered by the significantly changing economic landscape. The project was then successfully reviewed within the 100-day plan of the new government, and a new direction was secured by year end, with new capital budget approvals.

The new Government Office project has successfully continued into delivery, with the achievement of planning consent and the completion of the development agreement with the developer. The project has commenced construction and remains on track for delivery in the summer of 2024. This has been a significant milestone in the Government rationalising its office space within St Helier.

Within 2022, the Fort Regent project continued its direction to decant the Public Sport facilities into new premises. The type and scope of the regeneration programme is being reconsidered due to the need for review following the changing economic climate and the need for the new Government to signal future direction. The project remains live, and it is anticipated that decisions will be made in early 2023 to inform future work.

The Sewage Treatment works project is a significant success for IHE within 2022. Following the collapse of the previous principal contractor, the department stepped in to take this role and engage directly with both local and UK contractors. The project has had a very positive internal audit review and positive response from the Public Accounts Committee. It remains on track for delivery by the end of 2023 and within budget.

Inspiring Active Places has had a positive year in the delivery of ground improvements at Springfield Stadium, delivery of the Springfield sports centre refurbishment, near completion of the new skatepark facility, and securing planning consent of Oakfield Sports Centre. Work on a new sports centre at Le Rocquier is being reconsidered to deliver an affordable proposal which will meet needs.

Capital delivery across the rest of the department remains strong, especially in the infrastructure area, and the department has delivered circa £50M of capital spend, with the remaining c.£20M awaiting client department direction.

## **People and Culture**

The department has had a very positive year in the people and culture space. There has been a significant focus on resourcing and strategic workforce planning, and we have seen positive results in attracting over 70 new members of staff to address the vacancy levels of the department. In addition, the department has continued to progress staff through the world class manager programme, has held more leadership and induction events, and has delivered several successful lunch and learn sessions. Of note is a focus on diversity and inclusion, mental health, and the roll out of a resilience programme within the department. The department ended the year with the drainage operations team winning the “star of stars” award at the Government of Jersey’s Our Stars event.

## **Digital Technology**

The department has successfully engaged with the ITS project and has led on release 3, “connect assets”. It has formed a new Enterprise Asset Management team for the Government of Jersey and is well prepared for go live in 2023.

The RIDA project continues in its discovery and has re-orientated for delivery in 2023, following a successful period of optioneering and market assessment.

The Vehicle Registration System has successfully gone live and continues into its next phase of further online services for the public.

## **Estates Strategy**

The strategy continues into delivery. The Corporate Asset Management board is now embedded into corporate processes, and the corporate landlord model continues to evolve. New Service Level Agreements between Corporate Landlord and tenant departments have been developed, along with more robust health and safety spend prioritisation. In addition, transfer of property resources from departments to JPH continues to take place, as does the development of asset management planning across service departments.

## **Climate Change**

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

## **Service Performance**

The department has had a challenging year in maintaining service levels for the Island. It has faced significant recruitment pressures which at times, in certain areas, have reached thirty percent vacancies - but on average remains in double digits across the department. In addition, it has been faced with unprecedented inflationary pressures across contracts, materials and projects which have not been seen for decades, and a significant drop in income in certain areas, such as Sport.

### **Resilience**

The department has responded very well to a number of high-profile incidents facing the Island. Emergency response and contingency planning has held up well and the response teams have been a credit to the Island.

Despite this, core services have been maintained. The Island's critical national infrastructure in both solid and liquid waste has continued to successfully operate with reactive maintenance slightly below target, but with planned maintenance resulting in no waste spillages due to either asset or mechanical failure. An increase in waste recycling from construction, excavation and demolition of 5.5% in 2022 is as a result of a drop in materials being disposed of at IHE La Collette Landfill.

### **Roads and buses**

The Islands structures and highways have continued to successfully operate, with road works conducted during peak hours exceeding targets. The Road Safety team oversee 5,000 utility roadworks and 3rd party roadworks each year. We have seen a 41% increase in bus passenger demand from 2021 to 2022, which is still suppressed following the pandemic. However, demand from young persons using bus travel has increased during 2022 following a political decision to offer unlimited free access to the bus network to all Islanders 18 years old or under for an annual charge of £20 to cover the administration costs.

### **Capital projects**

Of specific note has been the work to successfully complete a number of capital projects, and the continued maintenance of over £2Bn worth of assets and infrastructure. Funding against these assets is however a significant pressure and further resources should increase to maintain life, or to prevent failures.

### **Return to 'business as usual'**

The department has been able to return to 'business as usual' following a long impact tail from the COVID-19 pandemic, and make significant strides forward in our people plan, recruitment, diversity and health and wellbeing.

## Health and Safety

The Health and Safety framework continues to improve, with risk and performance measurement focusing on the health and safety and welfare for all staff, service users, members of the public, contractors, and for achieving legal compliance.

## Property estate and decarbonisation

The Government of Jersey property estate comprises a total of 867 sites, with a total site area of 9.8 square kilometres, which represents 12% of the total Island area (120 sqm). The last valuation of the estate was conducted in 2022 and was valued at £1,006,231,150 an increase of +4% on previous valuation in 2020 (nb input factors have changed since 2020).

The development of the Corporate Landlord Model will enable the Government to utilise its assets to deliver better, more efficient service, as does the work to decarbonise the Government's property and fleet with more than 300t of CO<sub>2</sub>e reduced from vehicle emissions in 2022.

## Natural Environment and Regulation

Both Natural Environment and Regulation directorates have been beset with recruitment pressures but have had new investment in 2022. The consistently high standards of registered food businesses reflect the proactive visits and training provided with industry representatives.

The work the department continues to do in the post-Brexit landscape is good, and both Natural Environment and Regulation are delivering well in this space. Work to progress a new Food Law has been a real positive in 2022.

It is acknowledged that performance in planning and building is not at the desired level, with application approvals below the 80% target for the year and significantly under the target time for completion. This has been a combination of process, system, and staffing. A new review in 2023 will address these issues.

The effects of climate change are seen across all department services, and of specific note, the continued work of Natural Environment in terms of weather/climate and environmental messaging, with biosecurity and animal health should be appreciated, along with the work of the operations team who are always on call to respond to severe weather events.

The department is focusing on better performance indicators in 2023 which are more reflective of the breadth of work undertaken in IHE for the Island. Of note are indicators related to maintenance of infrastructure, where it will be critical for appropriate funding to remain to enable the drainage system and pumping stations to be as effective as possible.

# Justice and Home Affairs (JHA)

**Kate Briden**  
Chief Officer

## Performance against 2022 Key Objectives

**We will deliver the people model and the computer aided despatch system for the Combined Control Room to improve integrated service delivery across our emergency services.**

The original combined control room project has been converted into a programme incorporating four projects. This has enabled more effective governance, a smoother delivery path and provides cross-project oversight to ensure the right elements within the projects are delivered at the right time, so that benefits are realised as early as possible. The conversion to a programme followed a discovery and feasibility review since there was a significant pivot from delivering a tri-service control room with a tri-service computer aided dispatch solution. In 2022 we consulted on and delivered a new people model. In addition, the four projects are delivering operational improvements aligned to the programme benefits; namely Improve Speed and Accuracy, Improve Resilience and Improve Compliance. The renamed Emergency Services Control Centre (ESSC) Programme now includes the Telephony, Technology, People and Process and Emergency Call Handling Discovery Projects.

**We will focus on delivering the JHA vision as part of our commitment to making sure that Islanders are safe and protected at home, work and in public. Specific activity will include 'high rise fire response', 'national operational guidance for the Fire and Rescue service' and 'reviewing, updating and creating operational and clinical guidance for clinicians and staff within the Ambulance Service'.**

Following significant work throughout the Fire and Rescue Service, including an independent peer review to validate various findings of the Service Leadership Team and the finalisation of a business case, the Minister, Council of Ministers and States Assembly all approved investment funding in the Government plan 2023-2026 to build the capacity to address a range of strategic risks, including High Rise firefighting. The Service's very limited capacity was exacerbated by numerous vacancies throughout 2022 and, as a result, very limited progress was made on key operational objectives. However, it is expected that progress will be made in 2023.

Significant progress has been made towards the updating of Ambulance Service policies and procedures and the creation of new ones throughout 2022, with nine new operational policies introduced, one updated and a further three in production. Clinical guidelines have now been moved to electronic format, after the Service invested in the JRCALC plus app. This now

allows clinicians to access up to date, live clinical guidance at the patients side, whilst allowing new guidance to be put out regularly, ensuring it's all located in one place and allowing us to monitor when new guidance has been read. This brings the Service in line with national standards.

**We will address concerns about rising demands on the Ambulance service by conducting a safe staffing review and working with HCS on the Jersey Care Model, developing a proof of concept for a specialist paramedic team that is capable of responding to less critical calls and trained to treat patients on-site.**

An external Demand and Capacity review was undertaken in 2022, led by the Association of Ambulance Chief Executives to ensure its independence. The final report is due by the 31 January 2023 and will set out the requirements to ensure the service has the capacity to meet its predicted demands over the next three years. A business case was accepted through the Government Plan process which sets out the Services staffing and budget requirement to meet the Demand and Capacity review recommendations. As it was not known at the time exactly what the Demand and Capacity review would recommend, the business case was caveated as subject to change within the same financial envelope. The business case includes two specialist paramedic roles in 2023 to enable the Service to develop this role.

**We will develop and embed people and culture plans and a diversity and inclusion plan across the department and all services in line with the GOJ people strategy. Specifically focusing on workforce planning, recruitment and retention and talent management and succession.**

**Equity, Diversity and Inclusion (EDI)** - Monthly meetings across JHA, started in February 2022 with all JHA services well represented by a 'core group' of 8-10 people supported by People and Corporate Services.

In March 2022 we invited staff to suggest a name for our group which became 'Shoulder to Shoulder'. The launch event took place on 23rd November 2022 with more than 50 colleagues attending. The evening was opened by our Chief Officer who welcomed everyone and expressed her support for the initiative. The Prison Governor introduced guest speaker John Abel, Technical Director within the Office of the CTO at Google Cloud.

Following John's talk, the Prison Governor explained how colleagues can do something meaningful to support the EDI aims and asked that they commit to the following pledges:

- Equity: I pledge to actively ask colleagues about their perceptions of equity in the workplace and to make time to properly listen to their lived experience if they describe perceived lack of equity.
- Diversity: I pledge to lead or engage with a celebration of 'difference' within my organisation in 2023

In 2023 we look forward to building on our success and raising the profile of 'Shoulder to Shoulder' with more organised events and speakers.



**People and Culture** - The JHA People and Culture group was refreshed in 2022 with a new Terms of Reference and board. The group met throughout the year to drive forward initiatives on the areas detailed below:

- Communications
- Collaborative working across JHA
- Talent and Succession planning
- Our Culture
- EDI (see more as above)
- Wellbeing

Detailed action plans for Police, Fire and Rescue, Ambulance, Customs and Immigration, and the Prison were presented to JHA's change board in Q3 and Q4 and are owned by the services.

This work is now being connected further by aligning it with the overarching JHA Strategic Workforce Plan due to be published in Q1 of 2023.

**We will collaborate with CYPES to deliver a programme of preventative intervention sessions to protect and support children and young people.**

To replace the gap left after Prison Me No Way, in 2022 JHA have identified and scoped a gap within preventative education within schools and a desire from CYPES to maintain engagement with key services to provide an education platform for children and young people (JHA Schools Engagement Programme). This will become intrinsic part of the BASC strategy where 'Jersey experiences low levels of crime' and 'All children in Jersey grow up safely.'

During 2022 JHA have engaged and collaborated with CYPES as well as key JHA stakeholders, SPPP, Probation service and the charity sector to scope how a new schools programme can be designed to maintain a service within schools. The workshops will be education sessions with the aim of protecting and empowering children and young people to become safe and responsible citizens. The focus of these sessions will be on prevention from a range of risks.

As well as a focus on key stakeholders we intend that the programme will include a voice for primary and secondary head teachers and importantly children themselves. This will allow their input on issues they may be seeing amongst their peers or identifying gaps for topics that should be covered, working with CYPES and the Youth Service to ensure appropriate representation.

It has been agreed the programme will initially commence with school years 7 for pilot sessions to be rolled out in early 2023, JHA are currently working with CYPES to secure dates within schools.

To make it easy for parents, teachers and young people to access a consolidated set of resources that are up to date and relevant to their needs. This will be web content on gov.je or a similar platform and could potentially be well coordinated with the existing 'Learn at Home' resources maintained by CYPES.

It has been identified that as the programme evolves and develops there is a need for JHA to recruit for a coordinator to ensure levels of communication across the services remain robust and the programme can adapt to trends. This includes ensuring the programme meets current government and ministerial strategies and remains aligned into the wider BASC strategy in a collaborative manner. Recruitment for this role (a Building a Safer Community - Support Officer) commence in late January 2023 and has been successful.

**Customs and Immigration (JCIS) will work across government, in collaboration with relevant UK departments and local industry to adhere to the principles of the future border Immigration system and the UK Crown dependencies Customs Union. Strategic consideration to bespoke Island needs such as the supply chain and local workforce (e.g. hospitality and agriculture) will be key considerations to ensure Island economic wellbeing.**

JCIS continued to operate within the UK Crown Dependencies Customs Union to develop Customs policy and address the Island's bespoke needs including the supply chain.

JCIS is a key stakeholder in a Government Labour Shortage Taskforce, with specific focus on the development of immigration and work permit policy, ensuring where critical shortages occur, that employers can access overseas labour markets. There is an increasing focus on compliance, to make certain that employers are affording overseas workers suitable wages and conditions of service.

**The States of Jersey Prison Service, in collaboration with the Jersey Probation and After Care Service will baseline existing data and use innovation and partnership working to deliver an enhanced programme of activity in support of rehabilitating offenders, ultimately contributing towards reducing reoffending**

The Prison Governor and Chief of Probation meet regularly to ensure that priorities for treatment programs and reducing reoffending are aligned. There has been an increase from one to two probation officer working in the Prison and a manager tasked with specific responsibility for working collaboratively with the prison. There is a new monthly reducing reoffending meeting which is structured around the seven pathways proven to reduce reoffending. Behind this are seven separate pathway meetings, each of which have nominated representatives from both prison service and probation service, and a representative from other relevant departments in government. This is to ensure that interventions are done in a joined-up way and are responsive to the criminogenic needs of prisoners.

A review of staffing in the reducing reoffending department in the prison has taken place. This was done collaboratively with representatives from prison and probation management and is included in the design of the new prison operating model. The prison is currently creating job descriptions for the new roles that have been identified. These are due to be evaluated and we expect to be able to recruit to by the end of March 2023.

## Service Performance

### Justice and Home Affairs

#### Department Summary

2022 has been a year of significant achievement for the Department in terms of the key objectives set out above. We have also laid good foundations for 2023, with significant investment secured for the Ambulance and Fire and Rescue Services, which was an immediate priority for the new Minister on her appointment.

The achievements of all of the Services are set out below, giving a comprehensive picture across the Department for 2022 and showing the depth and breadth of our work.

We have reacted quickly and decisively to changes and challenges which came our way, including the war in Ukraine, and we were all deeply saddened to end the year with the response to the Haut du Mont incident. JHA teams responded immediately and continue to do so. I am proud of everything they do and have achieved.

#### **Kate Briden**

Chief Officer, Justice and Home Affairs

### Jersey Customs and Immigration Service

Activity at the borders returned towards pre-pandemic levels with increased sea and air services and passenger numbers. The effect of this was exhibited in several ways including a sharp decrease in excise receipts for tobacco goods (£25m in 2020 and 2021, down to £14m in 2022) resulting principally from increased duty-free purchases, which resulted in duties collected being slightly lower than anticipated. (£75.8 vs £78.5m). Significant increases in passport applications were also seen, causing processing backlogs of up to 10 weeks at their peak, most notably in Quarter 3, although this issue was evident in countries across the world and additional resources were drafted in to ensure that disruption to the travelling public was minimised.

The post-Brexit immigration regime contributed to labour market shortages particularly in occupations that previously relied heavily on EU workers such as hospitality. However, it should be noted that the shortage of workers is a complex issue involving factors such as the impacts of Covid, changing migration patterns, accommodation shortages and cost of living considerations. Work continued with stakeholders from across government and industry to facilitate, where possible, access to overseas labour to ensure the economic wellbeing of the Island. The effect of Brexit on immigration is clearly shown in the number of work permit (400 in 2020, 1700 in 2022) and visa applications (400 in 2020, 1000 in 2022).

The UK / Crown Dependencies Customs Union successfully operated for the second year and over 3.7m goods consignments and 0.2m goods declarations were processed through the customs declaration systems 'CAESAR' (so 3.9m compared to the 2020 baseline of 2.9m). Development work, undertaken in 2022, on the public interface with CAESAR is due to go live in February 2023 which will significantly improve customer experience and reduce administrative burden. Preparations were also made for the reduction in the GST 'de minimis' from £135 to £60 on 1st July 2023.

Business cases were approved for additional funding and resources to be allocated to the Service to manage all the above additional work.

The Service continued to focus efforts to identify and prosecute those responsible for trafficking drugs and laundering the proceeds of crime.

## **States of Jersey Prison Service**

2022 has seen significant progress in the new operating model for the prison, securing a structure that makes each Head of Function accountable for performance and finance within it. This has enabled us to shift in focus on to ensuring that the prison is complying with the expectations of Her Majesty's Inspectorate of Prisons and can be confident of success on future inspections and addresses historic repeat recommendations.

As a result of this work, existing key performance indicators have been reviewed and revised for 2023 to include remand prisoners as well as sentenced prisoners. This will ensure that a reliable measure is reported on that is consistent with national standards. The measures have also been aligned with the new operating model which has set the prison up to deliver effectively against these performance indicators.

As with 2021, in 2022 there was a significant impact on staffing. This was due to:

- changes to parental leave (and the backdating of that allowance)
- COVID-19 and subsequent staff absence
- having a child in the prison meaning a requirement to run and staff an additional unit
- a backlog of recruitment

This resulted in a reduction in hours out of cell of 5.44 hrs per prisoner per day in 2022 against the baseline of 8 hrs and purposeful activity 'Prisoners engaged in learning / employment programmes' where the baseline is 2 hrs 30 min per prisoner per day being 2 hours 19 minutes.

However, despite these challenges a highlight was that, although the target for prisoners with pre-release plan in place was missed by 1% (97% vs 98%), in Q2-Q4, 100% was achieved due to the issue being addressed early in the year.

Another positive is that as of January 2023, we have a full complement of staff for the first time since before the COVID-19 pandemic and so we anticipate really good delivery in all areas in 2023.

## States of Jersey Ambulance Service

Having received the report from our independent peer review, undertaken in late 2021, a delivery and implementation plan was compiled to track progress against actions and objectives set from the report and for our business plan 2022/25. The peer review was based on similar, but localised lines of enquiry, as used by the Care Quality Commission in the UK.

There were 18 areas identified for improvement in the peer review document, each of these areas containing specific actions required to meet the level of improvement required.

- Staffing Levels
- Advanced or specialist paramedic model
- Financial envelope
- Triage and despatch methodology
- No clinicians based within the CCR
- Workforce planning
- Other workforce issues
- Linkages to Health and Community Services (HCS)
- The role of the Medical Director
- Flagging system
- Information Governance
- Clinical Guidelines
- Endotracheal Intubation
- Workforce policies and procedures
- Emergency preparedness for the Island
- Business Continuity Plans
- Estates
- Mentoring system

Of these, work on only two have not yet started, four have been completed in full, and the remainder are at various stages of progress and are regularly monitored.

The Service successfully implemented the Joint Royal Colleges Ambulance Liaison Committee guidance in electronic format through an App that allows clinicians to access clinical guidelines at the side of the patient. This allows access to the most up to date guidance, increasing patient safety, and allows audit to ensure staff have familiarised themselves with the changes.

The Ambulance Response Programme (ARP) was successfully implemented following the review to ensure that patients with life-threatening conditions receive an ambulance in the quickest possible timeframes. As ARP differs to our previous system, Key Performance Indicators (KPI's) will therefore not be comparable to previous performance data provided prior to October 2022.

Medical call volumes continue to increase. In 2022 there were 11,666 '999' calls against a baseline of 9,957 (2020). A successful business case within the 2023 to 2026 Government Plan means that a fourth emergency ambulance crew is now being provided to help manage demand.

Despite the significant increase in calls 'Red 1 Mean Average response times', at 7:28 minutes, were only marginally off the target of 7 minutes. 'Red 2 Mean average response times', at 9:42 min, were well within the 18-minute target.

Continued increase in demand for ambulances is being seen across the UK year on year. It is worth noting that, although response times in Jersey are not quite hitting the target for Red 1 calls, the situation in England is very different - response times being nowhere near targets in many local authorities.

## States of Jersey Fire and Rescue Service

The States of Jersey Fire and Rescue Service experienced a year of contrast. It was significantly challenging with a high departure rate, notable unfilled vacancies and, most importantly and impactfully, the tragic incident, involving an explosion at Pier Road in December

The Pier Road major incident, very sadly, is the reason that the number of fatal fire injuries was 11 against a target of nil and number of reportable injuries to firefighters was two against a target of nil.

Overall, there were elevated levels of demand across all areas - 1,245 emergencies in 2022 against baseline of 907 in 2020, so a 37% increase over that period. With limited capacity and challenges in recruiting and retaining people, service levels fell and outcomes are inevitably affected. The impact on ‘% of emergency response within target’ was that the annual figure was 35% and so 16 percentage points below the target of 51%.

The number of safe and well visits undertaken in 2022 at ‘199’ was significantly higher than the target of ‘99’.

We had planned to inspect 59 care homes (high-risk premises) in 2022 and inspected 75% of those so also fared well against our baseline of 18%

Equally, important work and discussion has progressed at a more strategic level in securing Ministerial and wider political support within the 2023 to 2026 Government Plan for investment in the Service’s operational and fire safety capacity, all of which was independently validated through a peer challenge and review process.

## Health and Safety Inspectorate

2022 was a challenging year for the HSI, primarily due to an inability to recruit to 2 vacant Inspector posts following retirements mid-year. The situation was exacerbated due to the planned retirement of another Inspector on 31 December 2022, resulting in a 75% Inspector vacancy rate at year end. This had a significant impact on the ability to undertake proactive inspections of high-risk workplaces in the latter half of the year, although the total annual number appears balanced at year end due to an above target number conducted in the first 6 months with 256 achieved in 2022 against a baseline of 268 that we wanted to exceed, (5% within target despite the challenges).

A revision of the Safe Use of Rider Operated Lift Trucks Approved Code of Practice (ACoP) came into force on 1 November 2022 following an extensive stakeholder and public consultation. An ACoP, which has a special legal status, providing duty holders with practical guidance on how to comply with the law.

The ACoP for Gas Safety was updated to include a requirement, with effect from 1 January 2022, for all gas engineers working in Jersey to be registered with the Gas Safe Register. This aligns with the requirements for gas engineers working in the UK, Isle of Man and Guernsey.

The tragic explosion at Pier Road in December 2022 had an immediate impact on the very limited resources of the HSI, with the subsequent, and on-going, joint investigation into the incident being undertaken with the States of Jersey Police. Technical and regulatory resource has been provided by the UK Health and Safety Executive but this investigation will undoubtedly have a significant impact on the Inspectorate for some time.

## **Business Support Unit**

In 2022 the unit supported and / or coordinated numerous programmes, events, initiatives, and incidents across JHA services.

These included:

- Major incidents (Operation Spire / Nectar) – loggist, logistics, travel and wellbeing support
- Health and Safety minimum standards audits and adoption, Facilities management
- People and Culture Plan - Shoulder to Shoulder (EDI) / JHA Wellbeing Week / Staff awards / surveys
- 'Connect' system changes and adoption (People, Finance, Assets and Procurement)
- Building a Safer Community including the JHA School Engagement Programme
- Customer Strategy and Customer Feedback management
- Information Security / Data Privacy Framework / Records Transformation Programme
- Learning and Development

The unit also led on risk management, governance and administration and ensured that the departments risk register was maintained, meetings across JHA were organised and actions and decisions from those meetings were recorded and managed.

# Office of the Chief Executive (OCE)

**Catherine Madden**  
Chief of Staff

## Performance against 2022 Key Objectives

### **Working collaboratively across all departments, manage the transition between the interim Chief Executive and new Chief Executive.**

In 2022, the Office of the Chief Executive worked to enable an efficient handover from the interim Chief Executive leaving post and the new Chief Executive starting in post. The Office provided extensive briefing information about States of Jersey and government organisational arrangements, which allowed the incoming Chief Executive to understand the political and operational priorities and issues requiring her attention from the start of her tenure. A comprehensive induction programme saw the incoming Chief Executive meet Ministers and States Assembly Members, as well as undertake site visits to all government departments

### **Coordinate the transition between the outgoing Council of Ministers and new Council of Ministers**

In early 2022, the Ministerial Office supported the development of guidance related to the appropriate conduct of Ministers and government officials during the pre-election period.

In anticipation of a new Council of Ministers, the Office of the Chief Executive worked with colleagues across all departments to prepare induction material, to ensure that the incoming Council was fully briefed about policy and operational challenges with the least delay possible. The Council of Ministers received briefings on governance and operational arrangements for the Government of Jersey, the most up to date financial position, and the strategic delivery framework, with a focus on improving the sustainable wellbeing of Islanders.

The Council of Ministers' immediate priorities for improving Island outcomes, particularly in the context of a cost-of-living crisis, were then communicated by the Chief Minister in her 100-day plan. The 100-day plan was delivered successfully in line with the Chief Minister's mandate.

As part of the 100-day plan, the creation of a Cabinet Office was announced, to integrate closer working arrangements between the Office of the Chief Executive, Strategic Policy, Planning and Performance and the Chief Operating Office. The purpose of the Cabinet Office is to improve coordination of the work of government and strengthen collective decision making. In



order to meet this objective, a Delivery Unit has been set up to address strategic and complex organisational challenges, such as recruitment and retention. Detailed arrangements for the operating model for the Cabinet Office continue to be developed.

In addition to supporting the Council of Ministers to deliver its near-term priorities, the Office of the Chief Executive supported the Council to develop its longer-term vision as part of the Government Programme. This involved the development of a new Common Strategic Policy, Government Plan 2023-2026 and Ministerial Plans for 2023, which established an annual cycle of publishing Ministerial priorities and reporting.

### **Strengthen and consolidate governance arrangements across the Government of Jersey to support a culture of continuous improvement and high performance.**

In 2022, the Office of the Chief Executive undertook a mapping exercise to assess the Jersey's public service governance-related activity against its corporate governance framework. The assessment concluded that the organisation had made significant progress in improving its governance arrangements over recent years, and that systems of governance in the public service compared favourably to arrangements in other places. However, the work recognised that the Government of Jersey is a complex organisation and that in some circumstances, prioritisation with respect to organisational risk and clarity of governance arrangements needed improving.

In response, the government has placed greater emphasis on developing a positive governance culture, which is illustrated by improvements in risk management maturity and the embedding of the Comptroller and Auditor General, Public Accounts Committee and Scrutiny Tracker in business as usual. In this way departments focus their activity on responding to risk and are focused on continuous corporate improvement, sharing lessons learned where relevant.

### **Build on current investment in automation to improve the quality and alignment of data intelligence across the Government of Jersey.**

In accordance with the Office of the Chief Executive business plan 2022, dashboards based upon the C&AG, PAC and Scrutiny Tracker have been developed. This allows officers within departments to access a visual representation of open recommendations from these sources of challenge, and determine the extent to which progress has been made in line with published action plans. Providing a meaningful interpretation of governance and performance data to support the Executive Leadership Team in the strategic management of the organisation remains a priority, and will continue to feature in Cabinet Office work plans in 2023.

The 2022 OCE business plan outlined an intention to improve the Freedom of Information Service through the implementation of automated solutions. However, due to staff vacancies this activity was deferred to focus on delivering the core business of responding to information requests from the public. However, the improvement intention remains and will be considered as part of 2023 objectives subject to available resources.

## Service Performance

The Office of the Chief Executive continues to play a leadership role in the coordination of key Government initiatives. Significant contributions include:

- Coordinating the Government response to the major incidents at the end of 2022, particularly to ensure that there was appropriate support to the families of the deceased and other community members impacted by the events.
- Coordinating the overall Government response to the Covid-19 pandemic as we transition to a more normal way of life alongside the virus.
- Driving through the delivery of the Council of Ministers' 100 Day Plan, consisting of actions to improve government decision-making, increase transparency and engagement, and address some immediate concerns of Islanders, including the cost of living and housing. The 100 Day Plan included 18 actions, all of which were completed, or significant progress was made, during that initial period following taking office.
- Creation of the Cabinet Office, as a key 100 Day Action, and beginning the integration of constituent functions, which continues in 2023.

As part of business as usual, the Chief Executive leads the Executive Leadership Team, which provides oversight of the organisation's financial performance, and seeks to identify strategic and operational implications of new schemes and policy initiatives being developed by officers on behalf of the Council of Ministers, as well as providing a senior leadership role in the delivery of major strategic projects. Throughout 2022, the Chief Executive has also coordinated business support for addressing cross-cutting issues on behalf of the Council of Ministers. One such example is developing the scope and setting up the Future Places group, which focuses on better place-making and regeneration for Jersey.

In addition, the Chief Executive leads officer support to the States Employment Board (SEB). Relative to this, in 2022, some key responsibilities of the Chief Executive include leading the delivery of the People Strategy, and working to make improvements to performance management processes at Chief Officer level, which will continue into 2023.

## **Governance**

The Chief of Staff area has focused on continuously reviewing and improving the organisation's governance arrangements, particularly through the schedule of regular briefings with the Public Accounts Committee, and managing these key relationships with the PAC and Comptroller and Auditor General.

The use of the PAC, C&AG and Scrutiny Tracker has been embedded across the organisation and in 2022 there has been a drive to progress implementation of recommendations recorded in the Tracker. In total, over 300 recommendations have been closed this year – around half of which are in respect of recommendations recorded prior to 2022 that have either been implemented or superseded. This represents 63.7% of the recommendations which were recorded in the Tracker before the start of 2022, against a communicated target of 80%. Whilst it was communicated in 2022 Departmental Operational Business Plans that there was an intention to publish performance information against this target at a departmental level, a decision has been taken by the Executive Leadership Team to report at a corporate level only. This is due to reporting challenges arising from recommendations being updated to reflect changes in lead departments from one department to another. This is a challenge that is planned to be addressed as part of improvement work to the Tracker system.

This indicator was always anticipated to be a 'stretch' target, and the closures achieved illustrate significant progress in embedding ways of working across the organisation and an increasing focus on improving corporate governance arrangements. These statistics do not take account of the scale of work required to implement some requirements, as this differs between recommendations: some require small process changes, whilst others require large-scale system change.

We consider that this ongoing activity, alongside risk management and internal audit processes, demonstrates the corporate commitment to continuous improvement. Indeed, improvements have been observed by the C&AG in the maturity of the public service's risk management arrangements, supporting the organisation to take a greater risk-based approach in planning activity and service design.

In 2022, the Office of the Chief Executive area has also coordinated the delivery of the Jersey Independent Covid-19 Review and the Our Hospital Review from a Government of Jersey perspective, and led the cross-departmental initiative to deliver an improved framework of management processes for Arm's Length Bodies.

## **Freedom of Information**

With respect to the Central Freedom of Information Unit, 2022 saw 883 valid requests, 22% lower than 2021 (1130). Health treatment and services continues to be the most requested topic, with other key themes including public sector staffing and costs, policing, crime, courts and prison, and Government administration. Indeed, HCS received the highest number of requests in 2022. Repeat individuals submitted 48% of overall requests. The percentage of responses within 20 working days is 75% against our published target of 95% - which may be due to resource challenges within departments, and this will need to be addressed in 2023. Where an applicant is not satisfied with the response provided, an Internal Review is conducted by officers independent to the response preparation. The percentage of Internal Reviews was 2% and there is currently one Appeal being considered by the Office of the Information Commissioner.

## **Transition to a new Government**

In 2022, the Ministerial Office focused on the transition to a new Government. This included supporting the previous government on completing outstanding work and appropriate processes around their exit as Ministers; the management of the election period from a government side; the induction and support of new Ministers; and aiding the development and approval of the core strategic products – Common Strategic Policy and Government Plan. The Ministerial Office performed well during this transitional year, including changes in Ministers – and a rotation within the ministerial support team and their roles, and the development of new products, such as the new ministerial code. The challenge in 2023 is to now focus on delivery of the agenda for the new government, and continuing improvements in support.

## **Ministerial Office**

The primary performance measure for the Ministerial Office relates to the timeliness of lodgings with the States Assembly, and in that area, the percentage on time increased from 74% in 2021 to 89% in 2022 (comprised of 97% of Propositions on time, and 69% of Comments). In 2023 internal performance measures will be extended to the timeliness of correspondence, and quantitative measures around satisfaction.

## Communications Directorate

In 2022 the Communications Directorate built on the lessons learnt during the COVID-19 pandemic and subsequent Review to improve the effectiveness, reach, and organisation of Government communications, particularly during major incidents.

An internal review was undertaken to improve and clarify internal processes and procedures, including the approvals process for media statements through Ministers, making sure the press receives quick and effective responses. This has been reflected in a progressive increase in the positive sentiment for government in the Jersey media sentiment tracker; 41% positive for 2022 compared to baseline of 32%. The Communications Directorate managed the communications period of sensitivity during the 2022 election, providing Arm's Length Organisations with proactive communications advice, and supported the Council of Ministers with both internal and external communications support during their induction. It should be noted that the number of Ministerial interviews was, by necessity, reduced during this period, leading to a reduction against the target number.

A series of emergency scenario planning exercises was undertaken and the overarching Major Incident Communications Plan and sub-plans were reviewed and updated. One of these sub-plans was implemented when the Communications Directorate successfully managed the communications process for the death of Her late Majesty Queen Elizabeth II, working in partnership with the Bailiff's Chambers. The overarching plan was implemented in the two major events at the end of the year (the L'Ecume II and Haut du Mont incidents), when the Directorate managed a 24/7 communications response which attracted both local, national, and international media attention. Building on the lessons learned from the pandemic, the Press Office and Parade Studio provided upgraded facilities for streaming and press interviews for major international broadcasters.

Under the new Council of Ministers, the Communications Directorate supported the development and dissemination of the 100 Day Plan, Common Strategic Priorities and Mini-Budget, as well as undertaking business-as-usual support for departmental campaigns and public information campaigns, including ongoing Public Health messaging surrounding winter illnesses. Across the year improvements were made to the Parade Studio, including bringing previously outsourced services and technology in-house, allowing more cost-effective solutions for the entire States of Jersey. The Director of Communications also authored the Engagement and Information Improvement Report alongside the Director of Statistics, providing 37 proposed actions to improve how the Government provides information to Islanders and actively listens to their views during the policy development process.

# Strategic Policy, Planning and Performance (SPPP)

**Tom Walker**  
Chief Officer

## Performance against 2022 Key Objectives

Leading the transition from COVID-19 Emergency Pandemic Status to the management of COVID-19 on a non-emergency basis, including the modernisation of health protection functions, stepping down of emergency governance and operations, research to understand the effects of the pandemic, and implementation of post-pandemic learning and recovery, whilst delivering world-leading COVID-19 operational services including testing, tracing, Covid Safe support to businesses, and our vaccination programme.

The process of transition from a pandemic emergency to non-emergency basis has been ongoing throughout 2022, and is expected to be complete before Q2 2023.

The main changes have included reducing and then removing the need for individual contact tracing, reducing the need to provide support for clusters and outbreaks in occupational settings as organisations are aware of the required measures, and embedding outbreak support for care homes and other residential settings into ongoing health protection work. PPE provision continued to be provided for care homes and vulnerable settings free of charge.

Measures around travel have been de-escalated, and now there is no mass testing or proof of vaccination requirements for passenger arrivals.

The uptake of the drive thru testing facility has been declining and is expected to come to an end during Q1 2023. Lateral Flow Tests continue to be available for Islanders, delivered to their homes, and peer swabbing in higher risk enclosed setting such as hospital and care homes has continued; both of these will be reviewed during 2023, with health protection policy amended as risks change.

COVID vaccination has remained throughout 2022 as a key public health measure to help protect Islanders from serious illness and will continue in 2023 in line with the guidance from the UK Joint Committee on Vaccination and Immunisation.

Throughout 2023, Public Health will continue to monitor for new variants of concern and, based on the emerging situation, will respond as appropriate.

**Strengthening the public health directorate so that it can cover the full range of public health policy and delivery functions: improving health and tackling inequality, protecting health, healthcare public health and public health intelligence, as well as continuing Medical Officer of Health functions.**

The Public Health directorate has been strengthened throughout 2022. There was successful recruitment to three senior positions, which completes the leadership team.

As part of the COVID transition and in line with a recently completed health protection review, the COVID Response Team has become a dedicated health protection team, expanding to take on the remit of supporting both infectious diseases and environmental hazards.

In May, the health promotion team moved across from HCS, which has enabled joined-up health promotion activities between the two teams.

The COVID Health Recovery Fund enabled the temporary recruitment of qualitative analysts to better understand the health and wellbeing implications of the pandemic. Through the Big Health and Wellbeing Conversation, Public Health talked with over 1,000 Islanders to understand Islanders' perceptions of their own health and wellbeing.

The directorate has developed a strategy for improving population health, which will guide activities for future years and a new public health law will be prepared for lodging in 2024, which will support the continued strengthening of the team, and embedding of population health into the business of the whole of Government.

**Supporting ministers to publish key policies and legislation in the first quarter of 2022, including key changes to population and migration policy, the Strategic Housing Action Plan, children and family law reforms.**

The Council of Ministers received regular updates on the progress of the overall Government Legislative Programme, which allowed Ministers to set the priorities for the final States Assembly sessions in early 2022. Policy officers supported Ministers to lodge the final pieces of key legislation and assisted with the briefings required for productive Scrutiny and Assembly debate. This included significant reforms such as:

- Civil Partnership (Amendment) (Jersey) Law and Marriage and Civil Status (Amendment No.5) (Jersey) Law
- Children (Convention Rights) (Jersey) Law;
- Control of Housing and Work (Amendment) (Jersey) Law;
- Police (Complaints and Conduct) (Jersey) Law.

This process involved Ministers prioritising legislation, including consideration of what could be drafted within the remaining time available. Therefore, there were examples of priority work which was not ready for lodging and which was carried forward ready for the new Council of Ministers to consider, such as a Public Sector Ombudsperson and the Children and Civil Status Law.

**Deliver key long-term strategies for debate and decision in the States Assembly, including the Bridging Island Plan, Carbon Neutral Roadmap and transport and housing plans.**

The States Assembly debated and agreed a number of key strategic documents and the new Government has embedded these in the Common Strategic Policy and Ministerial Plans

The Bridging Island Plan (P.36/2021) was unanimously approved, as amended, after two weeks of debate by the States Assembly, on Friday 25 March 2022, and came into immediate effect. Since the election of the new Government, the Minister for the Environment has been developing supplementary planning guidance in accordance with the requirements of the plan. Two guidance notes have been issued for consultation during 2022 and will be considered for adoption in early 2023, with others to follow.

The new Minister for Infrastructure has committed to delivery of a Preferred Strategy for Transport early in 2023 to identify his priorities for the transport system over this term, which will include delivery of a Cycling and Walking Infrastructure Investment Strategy, bus provision development programme and parking policy delivery plan. Policies within the Carbon Neutral Roadmap will also be delivered in collaboration with the Minister for Environment and Council of Ministers.

The Carbon Neutral Roadmap (P.74/2022) was debated and approved as amended in April and the UK's signatory to the Paris Agreement was extended to Jersey in early May.

Work has commenced with the new Government in delivering the implementation schedule of the Carbon Neutral Roadmap, with key notable deliverables in 2022 including the Sustainable Construction Summit, the establishment of the Decarbonising Government of Jersey unit, low-carbon lifestyles campaign, the COP26 Education Pledge, the development of a commercial energy performance certificate system and extensive preparation work ahead of the launch of a low carbon heating incentive and electric vehicle incentive in 2023. In addition, proposals for the Establishment of a Climate Council (P.117/2022) were lodged on 22 December and are due to be debated in February 2023.

The Minister for Housing and Communities continued the implementation of actions set out in "Creating better homes: an action plan for housing in Jersey" (R.98/2021) and since the arrival of the new Government, housing policy priorities have been re-established in the published Ministerial Plans for 2023. The Action on Vacant Properties plan was published 30 November 2022 for implementation throughout 2023.

### **Preparing for the new Council of Ministers after June 2022, and supporting the development of a new Common Strategic Policy, with its consequential effect on the Government Plan and Government's Legislative Programme.**

Working closely with the Office of the Chief Executive and Treasury and Exchequer, plans were developed for supporting the new Council of Ministers as it took office, and specifically to assist with the development of the Common Strategic Policy and Government Plan in accordance with statutory deadlines. The change in election date put pressure on an already very tight timeline to develop and lodge these documents.

In addition, the new Council of Ministers was also supported with the delivery of the 100 Day Actions and, as part of the new Government Programme, with the development of Ministerial Plans and Delivery Plans, replacing the previous Departmental Operational Business Plans with a new Ministerially focussed approach to planning activity during 2023. A new Delivery Unit was also created to help drive delivery on key priorities, as described in the report from the Office of the Chief Executive.



In spite of these additional expectations, the Common Strategic Policy and Government Plan were lodged with the States Assembly in accordance with statutory deadlines, the 100 Day Actions were delivered or significantly progressed within the first 100 days, and the Ministerial Plans were published alongside the Common Strategic Policy and Government Plan. The Delivery Plans are on track to be published early in 2023.

For the first time, the Council of Ministers also set out its proposed Legislative Programme for the calendar year 2023. This involved close working across all the government policy teams, with Legislative Drafting Office and the Law Officers' Department. The Cabinet Office has led the coordination of this work and maintains a grip on its delivery through a new single data tracker, monthly senior official group and quarterly reporting back to Council of Ministers.

**Publish high quality Statistics Jersey outputs according to the pre-announced release dates, including 2021 Census results, and initial income distribution analyses in time for the Common Strategic Policy process. Work with departments to improve Departmental Service Performance Measures for 2022; ensure publication to an agreed timetable. Improve procedures so that Island Outcomes and Indicators are kept up to date.**

Statistics Jersey published 100% of official statistics according to the pre-announced release dates during 2022. The first three census bulletins were published before the election, as was the income distribution analyses of the curtailed 2019/20 Living Costs and Household Income Survey. The remaining three census bulletins were published in July, with the final 2021 Census Report published in December 2022.

Statistics and Analytics worked with departments during 2022 to improve the service performance measures and to make them more relevant to users – these will apply from 2023 onwards.

The currency of Island Outcome Indicators has been improved, and further work will continue during 2023 to seek to make them more relevant to users. A number of Island Outcome Indicators were identified and have been included in the new Government's Common Strategic Policy to monitor progress.



## Service Performance

### Statistics and Analytics

Statistics Jersey pre-announce the release date of all their statistics. During 2022 100% of releases were published at 10.00 on the pre-announced date.

Statistics and Analytics collate and publish the service performance measure data for government of Jersey departments – it was not possible to publish 100% of the data on time due to some data not being provided by departments.

The Island Outcome Indicators are updated at the end of each quarter with the latest available data. Q2 data was not updated because this was still during the Election Period when only official statistics could be published. For other quarters around 85% of data was updated by the end of the quarter because of the unavailability of various departmental data.

### Public Health

We have three Public Health Consultants (senior professionals in public health), and additional staff registered across the team. Internal training sessions have been run by Public Health for the team to help develop their broader knowledge within a wide field. Four topics have been covered so far, with another 8 planned for 2023. Each topic covered twice to maximise attendance, and an average of 27 colleagues have attended each topic.

In 2022, the proportion of cremations processed at least 48 hours before the cremation ranged from 20%-45%. During periods of demand and holiday leave such as in Q3, the proportion of cremations approved at least 48 hours before the event declines. This decline is the result of many factors external to SPPP. However, the risk will be partially mitigated in 2023 by introducing holiday cover for the medical examiner role. More significantly, legislative change is needed to improve performance. Proposals for this are currently being actively pursued. No cremations have been delayed due to these challenges.

The Health and Wellbeing Framework programme was superseded by the Public Health Strategy during 2022, so the measures are no longer relevant. The strategy is on track to be reviewed by the States Assembly in Q1 2023 and published thereafter.

The Public Health directorate have an annual publication schedule, and 100% of reports were published on the pre-announced date.

Public Health have undertaken three engagement events with the public, including a major engagement event in October where we spoke with over 1,000 Islanders called the Big Health and Wellbeing Conversation. The feedback we received has informed the forthcoming Public Health strategy.

Five behavioural science reviews have been conducted and have been improving public health interventions particularly around COVID (vaccination, testing and isolation policy, non-compliance of masks in healthcare settings, and ventilation) and school food projects to help to improve public health outcomes. This exceeds the target of two for 2022.

90% of SPPP C&AG, PAC and Scrutiny recommendations outstanding at the start of the year were implemented during the year.

# Treasury and Exchequer (T&E)

**Richard Bell**  
Chief Officer

## Performance against 2022 Key Objectives

### Government Plan

The Financial Planning team worked with colleagues across the department, in SPPP and the wider Government to support the newly formed Council of Ministers to develop their own Common Strategic Policy, and prepare and lodge the 2023-2026 Government Plan to a much tighter timetable than usual due to the elections. The Department then supported the Government and States Members through to the approval of the Plan by the Assembly.

### Mini-budget

As part of the Chief Ministers' 100-day plan, to address the cost-of-living crisis, a mini-budget was proposed and passed by the States. Revenue Jersey teams worked with colleagues across government to create a package which puts almost £15 million back into Islanders' pockets in 2022 and almost £42 million in 2023.

### Revenue Jersey Policy programme

During 2022, Revenue Jersey continued work to a busy tax policy implementation programme, most notably:

- Independent Taxation became the default in January 2022 for new Jersey taxpayers and those marrying after 31 December 2021. A number of existing married taxpayers opted to move to Independent Taxation voluntarily in 2022 and 2023, and additional legislation was adopted in December 2022 to allow further voluntary opt-ins from 2024. The legislation to introduce the proposed mandatory phase from 2025, including a compensatory allowance, is due to be lodged by the end of April 2023 for Assembly approval.
- The extension of GST registration to offshore (online) retailers from 2023 was deferred to 1 July 2023. This was in response to a request from a group of businesses impacted by the new rules to allow them time for necessary systems changes.
- After public consultation, Economic Substance Law was extended to business partnerships. From 2023, they will file one combined notification each year, containing information relating to the partnership's economic substance and income tax position, where relevant. General partnerships will cease to file joint assessments from 2023.

- A review of the tax-appeals process included an initial public consultation was conducted at the end of 2022. The programme will now move to form a working group and consider the detail of legislative and other changes required.
- A wider review of the Stamp Duty regime is expected to commence during 2023, taking account of the new Government's strategic priorities for housing. This follows prioritisation in 2022 of legislation to implement a higher Stamp Duty rate for 'Buy to Let' investment properties, second homes and holiday homes, which was implemented from 1 January 2023.
- Further progress was made on tax policy to support long-term climate action including a replacement for fuel duty. Vehicle Emissions Duties for 2023 were increased as part of the Climate Neutral Roadmap and 9p per litre of fuel duty continues to be added to the Climate Emergency Fund.
- We continue to monitor the international roll out of the OECD global tax rules: ensuring that we preserve our commitment to global tax standards and maintaining our international tax competitiveness.

Revenue Jersey operational implementations in 2022 also included:

- The Combined Employer Return was introduced at the start of the year and employers have been getting used to it and upgrading their systems.
- The development and testing work to move Social Security Contributions from the aging legacy system to the new Revenue Management System has progressed well and is on course to be completed in 2023. Clearing this major piece of work will allow resources to focus on the development and rollout of online services. A digital strategy is being initiated to ensure future services are aligned to global best practice and wider government initiatives.

## **Integrated Technology Solution**

Delivery of the Integrated Technology Solution was led by the Chief Operating Office (COO, see page 3) and T&E were the key clients for release 1. There were challenges to the delivery and all releases were replanned during 2022, and our work focussed on addressing these challenges, this included inputting to the design, user acceptance testing, supplier on-boarding, assisting with preparation of training for finance staff, requisitioners, suppliers and budget holders and new process design. The decision to go-live was made at the end of 2022 and the system went live (Release 1) in January 2023. Support for budget holders and requisitioners in the new system, as well as suppliers will continue throughout 2023 as the new system and processes are introduced as part of BAU. The Department will also be heavily involved in future releases throughout the year. From February 2023 lead responsibilities for ITS have transferred to the Treasurer following the departure of the Chief Operating Officer.

## Commercial Services Transition

The transition of Commercial Services into Treasury and Exchequer and the continued work on the Integrated Technology Solution has enabled the complete procure to pay process reviews. Commercial changes within the Public Finances Manual are being embedded through training across the organisation, enhancing understanding of roles and responsibilities, alongside improved toolkits, which will enable enhanced compliance.

This integration will continue through 2023, this includes the establishment of a Procure to Pay (P2P) hub working collaboratively across T&E supporting our stakeholders both internally and externally to the organisation.

## New Hospital funding

A financing solution was proposed in line with the previous States Decision to approve borrowing as the funding method for Our Hospital. This is outlined in the Government's debt strategy with the costs of servicing the debt due to be met through future gains made on the Strategic Reserve.

On 1st November 2022 the Minister for Infrastructure published R.154/2022: A Review of the Our Hospital Project, this report concluded that “...it would no longer seem prudent to expend such a large sum on one project in such uncertain times.” As a result, the approved Government Plan 2023-26 has significantly reduced the level of borrowing approval to align to the new approach for improvements to the Island's healthcare facilities.

Dedicated finance business partnering and commercial support has been provided to the Our Hospital programme during 2022.

## Past Service Pension fund liability

The Treasury team led the issuance of a sovereign bond of £500m in May 2022 primarily to refinance existing employee past service pension liabilities. The lower effective interest rate means that Government can pay the interest on the bond and build a sinking fund for its eventual repayment in 2052, whilst saving £700 million of taxpayers money over the life of the bond.

## Service Performance

The Treasury and Exchequer service measures for 2022 demonstrate the journey we are on as a department and how we are transforming our taxation, finance and commercial functions and the service we provide to our internal and external customers. An obvious example is the online tax form where online filing rates increased from 42% in 2021 to 47% in 2022 and 80% of people received their tax assessments within 30 days. We can also see that we pay the vast majority (99%) of invoices electronically and receive most income via digital channels (89%).

Revenue Jersey, supported by additional resources, has maintained service levels, whilst supporting Islanders' queries on Prior Year Basis and Independent Taxation. Email backlogs have been fully cleared and a new online enquiry form offers a 5-day turnaround for most personal tax queries. Taxpayer enquiries via telephone were answered on average under 5 minutes. The personal team tax help desk at La Motte Street re-opened for walk-in enquiries in July. Revenue Jersey piloted a mobile community helpdesk service jointly with colleagues in Modernisation and Digital, which achieved a customer satisfaction score of 92%.

The quantity of customer feedback gathered increased after the customer satisfaction survey was added to Revenue Jersey's phone call management system and online enquiry form. The overall 2022 rating increased by 1.5% to 67.5% on the previous year. However, the final quarter, achieved 71%, despite the seasonal spike in tax payment and ITIS rate enquiries.

The Comptroller and Auditor General recommended that Treasury should distribute the financial monitor to the Government of Jersey Extended Leadership Team within 10 working days of each month end. We have worked to reach the target of 100% of reports being submitted within 10 working days, however some Q1 reports were delayed due to work on the Annual Report and Accounts and to ensure quality standards were met (82%). Performance against this target was enabled by an increased speed of month end departmental finance report production which now only takes 8 days after ledger close – a reduction of 1 day from 2021.

2022 saw the total Common Investment Fund return a net loss of 6.5% (1 year Rate of Return) though longer term returns remain positive with an annualised rate of return over three years equalling 3.7% and 7.3% over ten years. Losses in 2022 have stemmed from a number of factors including the war on Ukraine and the ongoing impact of Covid on supply chains, particularly in China. These shocks have fed through to a rapid rise in inflation and strong central bank responses in the form of rapidly rising interest rates. This combination of events have resulted in a broad market sell off impacting both fixed income and equity markets.

The Investment portfolio has underperformed market benchmarks by around 3.5% over the course of 2022, which has fed through to longer term performance metrics. Underperformance versus the market is expected from time to time as the CIF follows an active approach taking positions away from the benchmark with the aim of delivering outperformance over the long term. The independent Treasury Advisory Panel remains confident in the positioning of our portfolio and its ability to meet our long term aims.

A recent review of our Government credit rating demonstrated continued market confidence in the Island's finances.

This year has seen an increase in maturity in Commercial Services' data capture, manipulation and reporting to better deliver insight-led decision making, improved ways of working, and steer transformation. We have seen changing behaviours across government in registering and storing contracts in a central repository, significantly aiding contract management and improving governance and risk management.

The increased number of commercial exemptions received suggests an improved understanding of guidance as well as better compliance with policy. Transformation will be critical to address business needs for upskilling commercial capability and easy to use guidance and toolkits for end users.

We have exceeded our target for additional tax revenues assessed – increasing the additional amount to £24.2 million in 2022 (2021: £12.9m). This service measure reflects improvements to compliance activities and building the Revenue Jersey team and Revenue Management System. Revenue Jersey has continued to enhance its capabilities with improvements in staff training and the bedding in of the target operating model. Revenue Jersey published its second annual programme for compliance activities in accordance with the Revenue Compliance Strategy.