



Performance in 2022

A Summary from the CEO and Head of the Public Service

Suzanne Wylie

Chief Executive

Introduction

I arrived in post early in 2022, taking over from Paul Martin, and set about leading the Public Service both in the final stages of the previous Government and in the early stages of this new Government.

Starting from the lead-in to the June 2022 elections, diverse teams came together to prepare the ground for an incoming new administration, ready to move forward with the entire government planning process, the implementation of the Chief Minister's 100 Day Plan, and the mini-budget to address the cost-of-living crisis.

I have been impressed by the calibre and dedication of my colleagues throughout the public services and our arm's length bodies, particularly in the face of continued pressures and unexpected events. These events included the tail-end of the pandemic response, the impacts of the war in Ukraine, the cost-of-living crisis, as well as the recent tragedies to affect the Island. The responses to these challenges in my view sum up what public service is all about, and demonstrate commitment to supporting Islanders.

The responses to the explosion at Haut du Mont and the loss of the fishing vessel L'Ecume II highlighted the close working relationships between the Government of Jersey, States of Jersey Police, Fire and Rescue and Ambulance Services, Andium Homes, Ports of Jersey, Parishes, businesses, charities, and volunteers. We are all indebted to their service at a time of unimaginable grief.

Performance Reporting

The annual [Service Performance Measures for each department](#) are being published online for the first time this year, with departmental commentary on their 2022 service performance included in the Annex – Government Departmental Annual Reports.

Although the highlights are summarised in the following pages, I would encourage you to read the detail of these short departmental reports to understand the breadth and depth of the work that is undertaken, achievements made, the standard of service delivered, and the improvements in train. Performance reports for all departments are also published on www.gov.je each quarter.

In terms of overall performance of the public service, we are improving year-on-year in setting targets, measuring progress and demonstrating change. We regularly seek feedback from service users and received almost 8,000 responses to our surveys in 2022. Customer satisfaction scores were up from 2021 to almost 80%, and 4 out of 5 people surveyed said their interaction with government was 'easy' or 'fairly easy'. It is clear that, despite the challenges mentioned above, the majority of services to the public are still highly thought of by Islanders.

Budgetary Control

Despite the impact of inflation on supplies and contracts, for example, all departments met or came in under their budget targets, with the exception being Health and Community Services (HCS).

Additional money had to be reallocated to HCS, particularly towards the end of the year. This was due primarily to pressures on the department from increases in healthcare demand, including long term care, and a significant increase in costs during the period of high inflation.

It also became apparent during 2022 that the last year of the original rebalancing (efficiency) programme would not meet targets, particularly in the front-line services such as HCS and Children, Young People and Education Services (CYPES). This led to the new Government reconsidering the targets and setting out a four year programme for realising a total of £40m of savings, with a significant focus on targeted Value for Money Reviews.

Independent Covid Review

In the second quarter of 2022, I commissioned an Independent Covid Review, led by Sir Derek Myers, in response to a State's Proposition brought by Connétable Jackson. The review panel reported in September 2022. Whilst important lessons were identified and action is being taken forward under our resilience workstreams, the overarching conclusion was that the Government did a good job; the impact of the pandemic could have been much worse; and the Government's interventions helped to protect Islanders.

Capital Build Programme

A considerable number of projects were completed or progressed under the capital programme, including significant progress on the Sewage Treatment Plant, the Millbrook children's water park, further works at La Moye Prison, and the Les Quennevais skatepark. In addition we commenced the new Government Headquarters which is currently within budget and on time to deliver for the summer of 2024. We have also made significant steps forward on the Inspiring Active Places programme with the completion of Springfield Stadium enhancements and the first stage of the Oakfield Sports project.

Despite the volatility in the economy and the effect this has generally had on costs of materials and contracts, there was no overspend within the capital programme. Further, the Corporate Programme Management Office (CPMO) made significant improvements in setting out key staging points for effective decision making and proportionate governance.

Whilst planning permission was granted for the Our Hospital Project in May 2022, the new Government undertook a review of the project as it became apparent that the existing project

could not be developed within the agreed budget envelope. The review was carried out within a short space of time, and a new multi-site New Health Facilities project set in motion. The new project is based on the development of a hybrid, phased re-provision of healthcare facilities, which replaces the single-site Our Hospital project. This includes the main delivery sites at Overdale and Gloucester Street/Kensington Place, as well as other sites, with opportunities to locate some services in other places. As part of the programme, the former Les Quennevais School health project is on track and due to deliver by the summer of 2024.

As referred to above, the new government headquarters building at The Parade will enable the Government of Jersey to consolidate staff and reduce dependence on multiple leasing arrangements, as well as freeing up buildings and sites for other purposes as staff move out. The new building will be built to BREAAAM excellent standard, will significantly reduce energy use, and will reduce travel between buildings.

Systems

Work continued on the design of Integrated Technology Solution (ITS), which will replace some outdated systems and improve the efficiency of our systems for procurement, financial management, asset management and recruitment and training of our staff. Whilst these are largely internally facing systems, they will, when implemented effectively, mean that we can provide more efficient services to Islanders and business. The first phase of implementation went live in January 2023.

A number of critical cyber security improvements were also made throughout 2022, given increased threat levels.

Our Workforce

During the year, a significant focus was placed on moving forward the GoJ People Strategy, including the launch of a volunteering programme and the development of a number of diversity networks throughout government. This has meant that our people have been supporting the Island in a much wider way, and that GoJ is actively encouraging a more diverse workforce.

Departments across government continued to develop both their People and Culture Plans and their individual Workforce Plans, attempting to address some critical recruitment challenges such as healthcare staff, social workers, teachers and engineers.

Accountability and senior officer performance systems were improved throughout the year, to ensure a more effective focus on the delivery of priorities and value for money.

The table outlining staff numbers employed across the public service can be seen on page 184. It should be noted that, as previously reported in the press, there is an increase in the number of public servants between 2021 and 2022. The vast majority of these posts relate to key service delivery demands and moves to fill vacant posts. They include additional teaching assistants and teachers, additions in our blue light services, a developing public health function, and fixed term staff delivering the ITS programme.

Delivery Hub and Cabinet Office

As part of the Chief Minister's 100 Day Plan, the Cabinet Office was established at the centre of Government. This brought together the parts of the civil service that support policy development, communications, ministerial offices, the CEO, people and digital services, project management and risk and audit. This aims to provide more effective support to Ministers to support them in developing policy and translating this into delivery.

A new Delivery Hub was set up within the Cabinet Office to assist with solving some of the more complex Island problems. An example of their work has been to improve recruitment and retention of some key posts in the most critical services, such as for teaching assistants and teachers. This approach is being rolled out for social workers and health workers.

Other Key Highlights

The Bridging Island Plan was unanimously adopted by the States Assembly in March 2022, providing the very important policy framework for ensuring the balance between needed development and protection of the Island's natural environment and heritage.

In the Autumn of 2022 the cost-of-living crisis was becoming evident and the Government responded with its mini-budget aimed at supporting those most in need through a 12% increase in Income Tax thresholds; a temporary reduction in Social Security contributions; doubling both the Cost of Living Temporary Support Scheme and the Community Cost Bonus; increasing income support components; temporarily increasing cold weather payments; and increasing the Old Age pension rate. I commend the Government, the Treasury, Social Security and Policy teams for delivering this support so quickly.

This Government has placed considerable emphasis on improving accessibility to decent and affordable housing. During 2022, Customer and Local Services continued to develop the Housing Advice Service, which exists to provide enhanced advice and support to Islanders who require support with housing; a formal definition of homelessness was published to make sure that those in greatest housing need are able to access the support they require; a Vacant Homes Service was launched; and Andium continued to progress with a significant build programme.

Health and Community Services came under significant pressure throughout the year as it continued to work within Covid guidelines for many months; faced allegations of poor behaviours and cultures in some parts; and responded to the publication of the Hugo Mascie-Taylor report on Clinical Governance that highlighted a lack of assurance in quality and safety. As a consequence, the Minister for Health and Social Services published a response setting out the improvements she expected to see implemented going forward. Additional budget was agreed in the Government Plan for a turnaround team to support the existing HCS team in bringing about the needed improvements.

As CEO I was directly involved in the appointment of this turnaround team, which was well underway by the end of the year. The team began the process of fact finding and planning improvements which are being implemented alongside the internally-led 'Being Our Best Programme', involving staff from across the service. In addition, proposals for an HCS Board to oversee quality and safety, with the involvement of Non-Executive Directors, were initiated. An interim Chairperson was appointed as a first step.

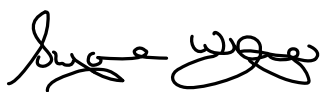
We also continued to build on our public health work, including the use of the COVID Health Recovery Fund to fund work to better understand the health and wellbeing implications of the pandemic. Within CYPES, participation standards were published to ensure that we involve more young people in decision making.

2022 has also been a positive year for sustainability, both for Government and the wider States of Jersey Group. A Decarbonisation Unit was established and we are offsetting our carbon footprint, installing electric charge points throughout Jersey, using 4 million fewer litres of water, and have reduced our total print volume by 2.5%, amongst a raft of other sustainability measures. In terms of our Government of Jersey fleet, we made significant steps forward in the use of sustainable diesel and electrification.

In summary, I believe this report demonstrates that the wider public sector is delivering on the objectives set by the Council of Ministers as well as demonstrating an agility in dealing with the emerging pressures and incidents facing Islanders. Whilst there is still much to be done to demonstrate excellence in performance effectively across all of our Public Services, I am very proud of Jersey's public servants for what they delivered in 2022 and their commitment to their public service values, as we strive to provide modern, efficient, and value-for-money services to Islanders.

I commend the performance report to all interested parties.

Yours



Suzanne Wylie
Chief Executive

Date: 28 April 2023