

Performance Report

Introduction

The Performance Report includes the following:

- The Chief Executive Officer's Report
- A summary of the financial performance of the States of Jersey Group
- A summary of performance of the Government of Jersey

Detailed performance analysis can be found at:

- Appendix 1: Financial Review
- Appendix 2: Sustainability Report

Further information at department level can be found at:

- [Annex: Government Department Annual Reports](#)
- [Annual Service Performance Measures 2022](#)



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 reprovision 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 BREAM 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 launched the Housing Advice Service 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.

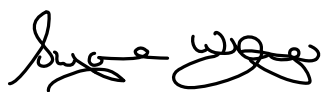
We also continued to build on our public health work, including the use of the COVID Health Recovery Fund to fund work to better understand the health and wellbeing implications of the pandemic. Within CYPES, participation standards were published to ensure that we involve more young people in decision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



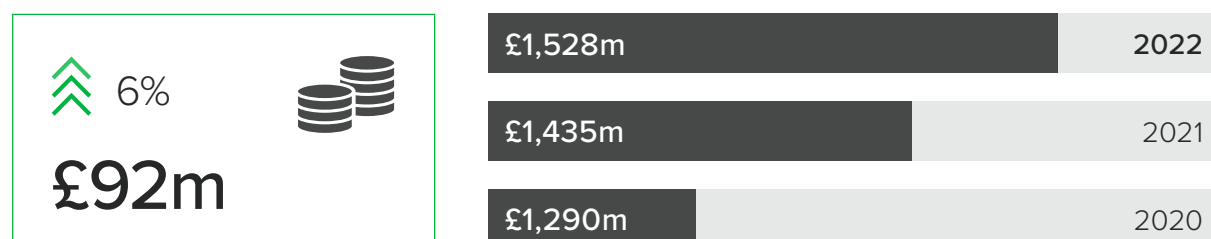
Suzanne Wylie
Chief Executive

Date: 28 April 2023

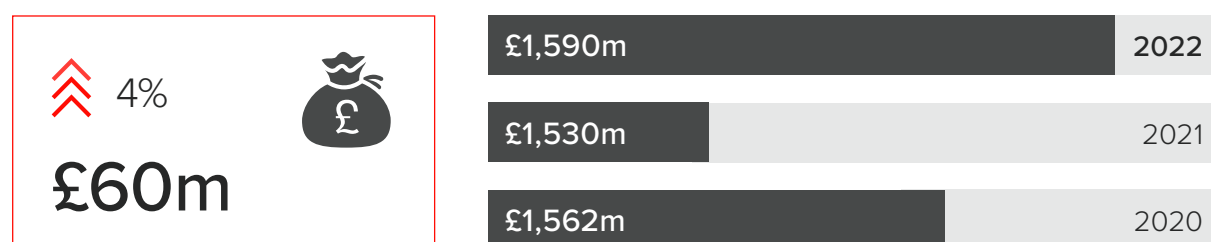
Summary of the financial performance of the States of Jersey Group

For more information see Appendix 1 Financial Review

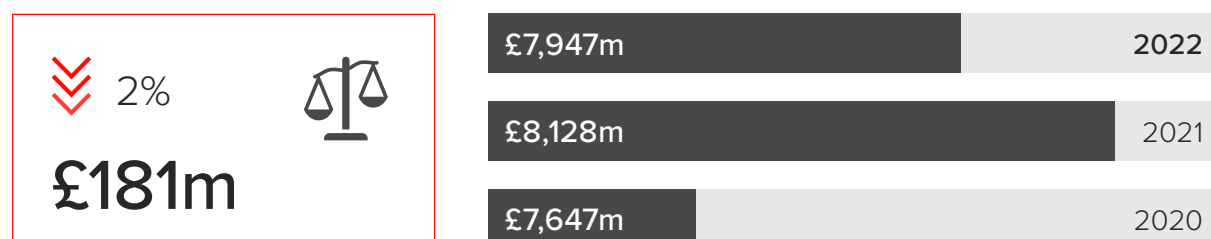
Group Income



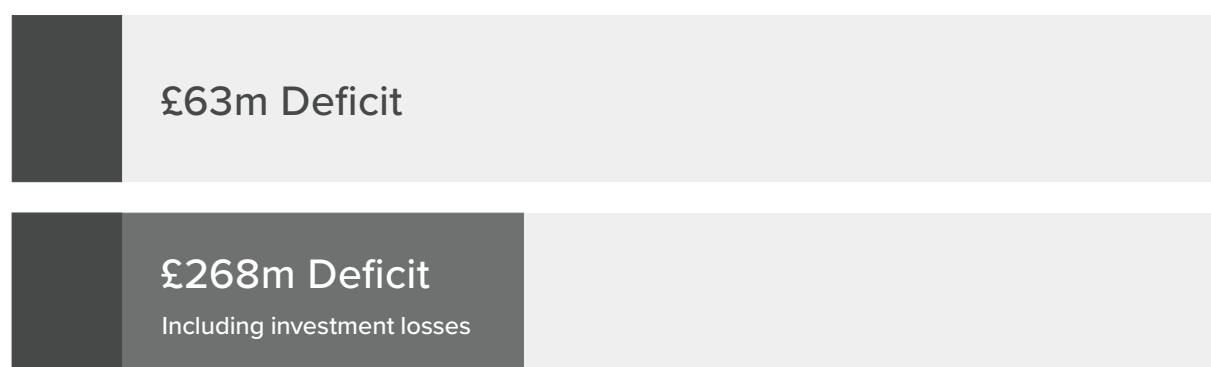
Group Expenditure



Group Balance Sheet - Net Assets

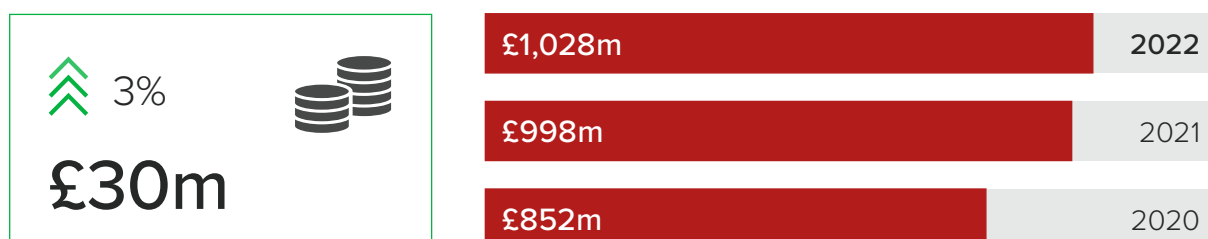


Group Surplus/Deficit

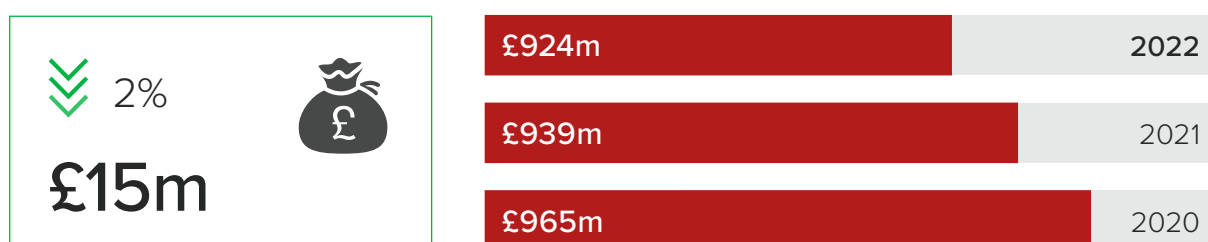


Summary of the financial performance of the States of Jersey Group (Continued)

States Assembly Approved Income



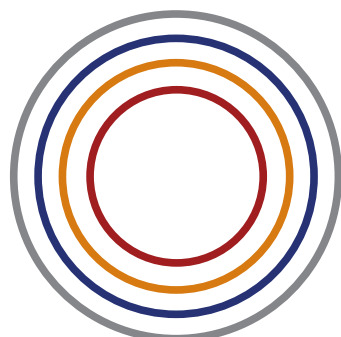
States Assembly Approved Expenditure



States Assembly Surplus



States of Jersey Group – Financial Performance



SOJ Group

- Revenue £1.5 billion (up 6%)
- Expenditure £1.6 billion (up 4%)
- Losses from the revaluation of investments of £213 million compared to gains of £348 million last year

Highlights Include:



States Assembly approved

Net General Revenue Income £1,028 million. £30 million (3%) increase from 2021. Includes:

- Income Tax £720 million (up 12%)
- GST £118 million (up 11%)
- Impôts and Stamp Duties £121 million (up 14%)
- Dividends £12 million (down 75%)

Department Net Expenditure £873 million. £15 million (2%) decrease from 2021. Includes:

- Staff Costs £512 million (up £35 million, 7%)
- Social Benefits Payments of £127 million (down £29 million, 19%)

Operating Surplus £155 million. (£110 million in 2021)

Surplus after depreciation £104 million. (£59 million in 2021)

Revenue spend on projects less net income from trading operations £35 million (£12 million in 2021)



Funds

Income £366 million. £33 million (10%) increase from 2021. Includes:

- £326 million of Social Security contributions excluding those from the States of Jersey (up 10%)

Expenditure £440 million. £35 million (9%) increase from 2021. Includes:

- Social Security contributory benefits £376 million (up 7%)

Net Operating Expenditure £74 million (£72 million 2021)

Investment losses of £239 million. (£326 million gains in 2021)

Net Expenditure £313 million. (£254 million net income in 2021)



Subsidiaries

Income £109 million. £11 million (11%) increase from 2021. Includes:

- £58 million of rental income through Andium Homes (up 5%)
- £29 million of sales in Ports of Jersey including landing dues (up 38%)

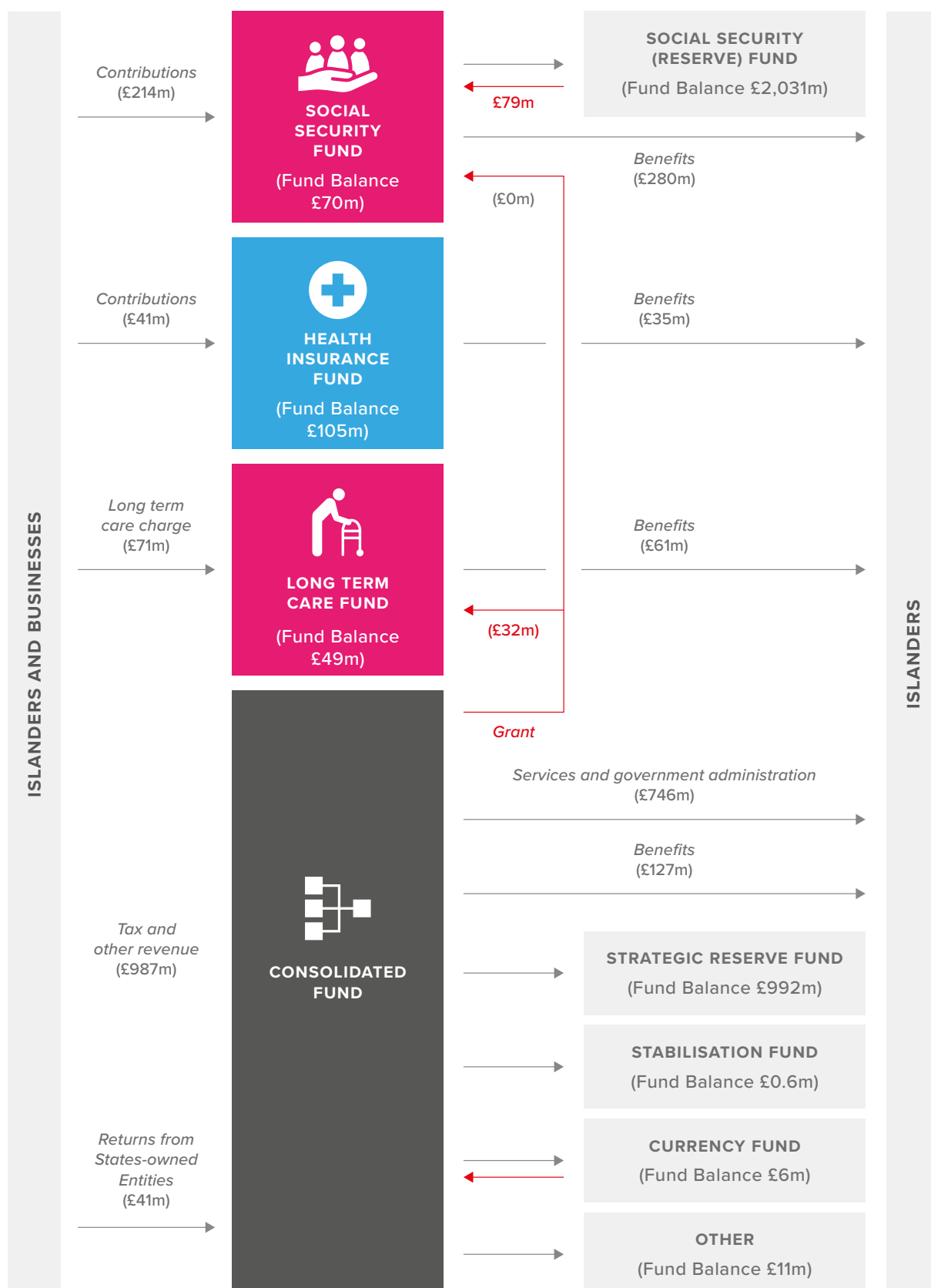
Expenditure £111 million. £9 million (7%) decrease from 2021. Includes:

- £30 million of staff costs (up 15%)
- £29 million of financial returns to the States of Jersey from Andium Homes (down 5% from 2021)
- £18 million of premises and maintenance costs (up 16%)

Net Operating Expenditure £2 million. (£22 million in 2021)

(Rounding applied)

How Islanders' Money Is Used



Summary of performance of the Government of Jersey

Introduction

The States Assembly and the Council of Ministers

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

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

More information on the membership of the Council of Ministers during 2022 can be found at [Accountability Report](#).

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

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

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

The Chief Executive Officer is the Chief Executive to the Council of Ministers. In this context, she is the principal advisor.

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

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

² [What is the States Assembly? \(gov.je\)](#)

³ Art. 18 SOJL

⁴ Art. 26 SOJL

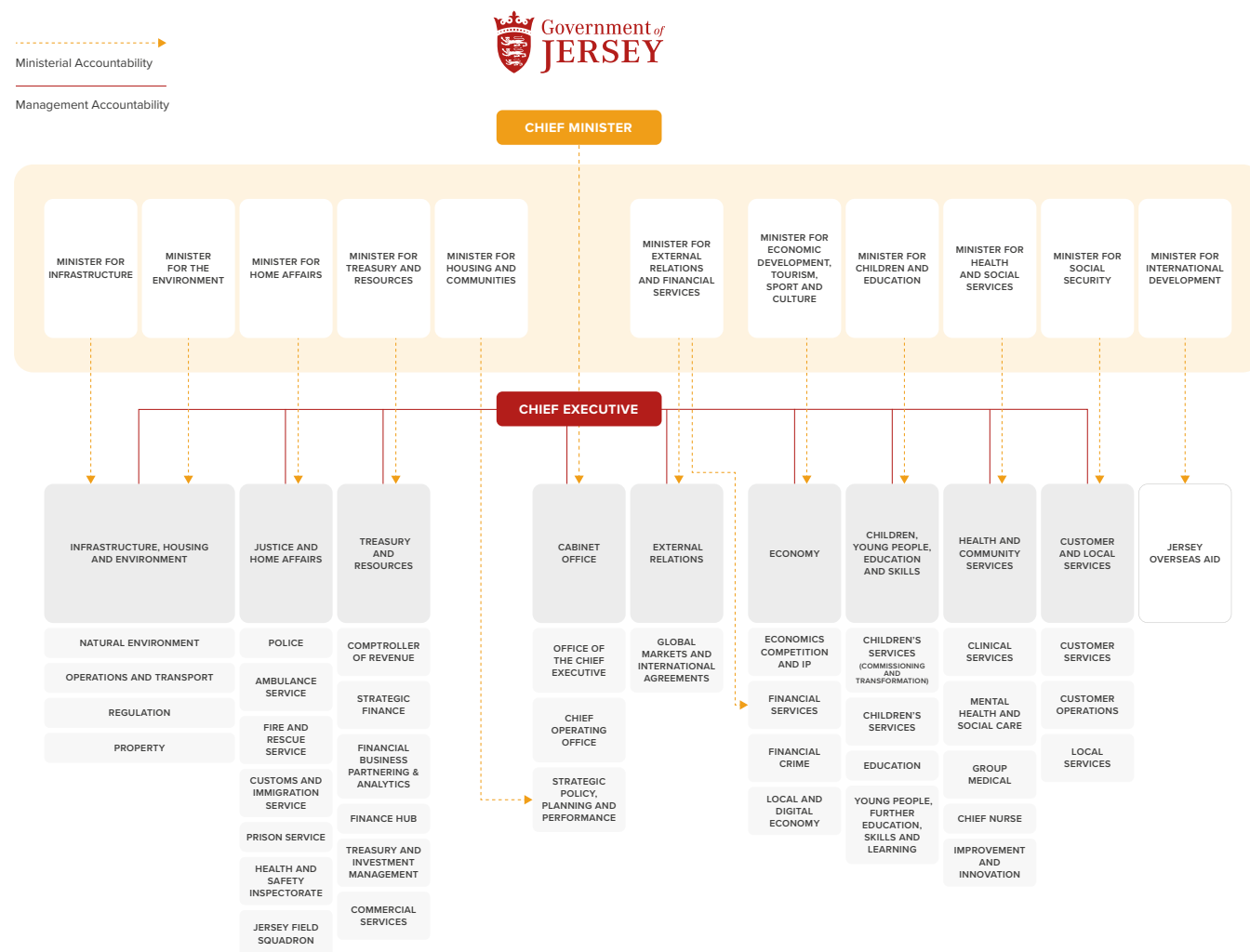
⁵ Art. 18(3A) SOJL

⁶ Art. 26(6) SOJL

The Government of Jersey

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

Following the approval of the Government Plan 2023-26 the structure of the Government of Jersey is:



As at 31 Dec 2022

In September 2022, the Chief Minister announced the establishment of the Cabinet Office to better coordinate the work of ministers, strengthen decision-making and support integrated working. As at 31 December, proposals for the senior leadership structure of Cabinet Office had been approved; the aim is to complete the senior leadership implementation by mid-February. The detailed work regarding the realignment of Cabinet Office Tier 2 and 3 (Directors and Heads of Service) commenced in January 2023.

In February 2023 the Chief Minister announced that political and legal responsibilities for Financial Services would transfer to the Chief Minister. Deputy Elaine Millar and Deputy Ian Gorst were appointed as Assistant Chief Ministers with delegated responsibility for Financial Service.

The Common Strategic Policy

Each new Council of Ministers is required, at the beginning of its term of office, to lodge with the States Assembly 'a statement of its common strategic policy'⁷. The 'Common Strategic Policy' sets out the shared strategic policy of the Council of Ministers and is debated and approved by the States Assembly.

Common Strategic Policy 2018-2022

Between 2018 and July 2022 the [Common Strategic Policy 2018-2022](#) (CSP18-22) of the previous Council of Ministers focused on the following Priorities:



The previous Council of Ministers set out how it would deliver the CSP18-22 in 2022 through the [Government Plan 2022-25](#) and the [Departmental Operational Business Plans for 2022](#).

Common Strategic Policy 2023-2026

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

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

Improving outcomes for Islanders



Housing and Cost of Living

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

Economy and Skills

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

Children and Families

Help all children and young people to have the best start in life, recognising that the early years have a lasting impact, and that being loved, being listened to, and receiving a good, rounded education are essential to future life chances.

Ageing Population

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

Health and Wellbeing

Provide and regulate good quality healthcare and social services, promoting better health and wellbeing underpinned by improvements in public health.

Environment

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

Community

Create a more inclusive, vibrant community where people feel respected and able to flourish, as well as safe and protected.

Improving how we deliver



Building trust

We will uphold the highest standards of conduct, enhancing trust in Government by being responsive, compassionate, accessible, and inclusive, harnessing the expertise of those in Government, the States Assembly, and the public of Jersey. This includes being serious about and responsive to the Scrutiny process.

Accountability

We will lead in a professional way. This includes being accountable, promoting good governance and democracy, and operating in an open and transparent way with clear communication. We will work with the Privileges and Procedures Committee, the Scrutiny Liaison Committee, and the Comité de Connétables in seeking to increase civic engagement and understanding.

Being prudent

We are serious about sound financial management. We will use taxpayers' money wisely, ensuring that our stewardship of the public finances supports a stable economic outlook for Jersey. The Island's strong reputation for financial management has been hard won and our approach to income and expenditure, and our restraint when it comes to borrowing, will bolster this reputation.

Focusing on delivery

We will drive effective and efficient delivery of public services by identifying where performance needs to improve, as well as recognising and learning from good practice, so that we can provide the services people deserve.

Being evidence-based

We will take decisions based on the collection and rigorous analysis of evidence and data. We will look outward to learn from elsewhere, while delivering solutions tailored for Jersey.

Our workforce

We rely on the people who work for us, and will forge a motivated and productive workforce, addressing skills and labour gaps, especially in critical front-line services such as health and social care.

A commitment to partnership

We maximise our impact when we work together across the whole of government and with the private sector, voluntary and community organisations, as well as maintaining strong relationships with international partners.

Our Values



WE ARE RESPECTFUL

We care about people as individuals and show respect for their rights, views and feelings

WE ARE BETTER TOGETHER

We share knowledge and expertise, valuing the benefits of working together

WE ARE ALWAYS IMPROVING

We are continuously developing ourselves and our services to be the best they can be for Jersey

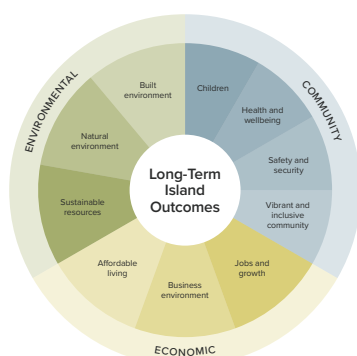
WE ARE CUSTOMER FOCUSED

We are passionate about making Jersey a better place to live and work for everyone

WE DELIVER

We are proud of Jersey as a place and are passionate about shaping and delivering great public services

Contributes towards



The Future Jersey Vision

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

Government Programme 2023-26: From vision to action

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



Common Strategic Policy

The shared policy of the Council of Ministers.

Approved by States Assembly on 23 November 2022



Ministerial Plans

Sets out individual Minister's priorities and the legislative programme for 2023.

Provides a clear focus for action, and aiding the Assembly in holding each Minister to account for their delivery.

Presented to States Assembly on 11 October 2022 and then updated annually



Government Plan

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

Approved by the States Assembly on 16 December 2022 and then annually prepared, debated and approved



Delivery Plans

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

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

Published early 2023 and updated annually



Government Programme
2023-26



100 Day Actions

In July 2022 Chief Minister Deputy Kristina Moore announced the Council of Ministers' set of **18 priorities** aimed at improving Government decision-making, increasing transparency and engagement, and addressing some immediate concerns of Islanders.

[Council of Ministers' 100 Day Plan \(gov.je\)](https://gov.je/Council-of-Ministers/100-Day-Plan)

Address the cost of living crisis	Islanders can better engage with government	Involve young people in policy formulation and decision making	Establish the Older Persons Living Forum	Hasten our progress towards a living wage for all	Introduce an appeal process for the Co-Funded Payroll Scheme
Create a Cabinet Office	Limit the number of houses that can be built over 3000sq ft for a period	Conduct an evidence-based review of the Our Hospital Project	Establish a public service ombudsperson	Ensure that school children have access to one meal a day in school	Bring forward propositions to create prefabricated homes
Create a People and Skills Commission	Reorganise government departments to provide for direct accountability of ministers	Deliver free sanitary products	Ministers will finalise their plans for the coming year and present their plan to the States Assembly	Open constituency offices	Plan to open a Cultural Centre



In October 2022 it was reported that the Government had completed, or made significant progress, on all 18 actions.

[100 Day Plan delivered \(gov.je\)](https://gov.je/100-Day-Plan-delivered)

The Jersey Performance Framework

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

The Jersey Performance Framework comprises:

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

Island Outcomes and Sustainable Wellbeing

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



The Future Jersey Vision

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

The Island Outcomes

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

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

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

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

Service Performance Measures

The Jersey Performance Framework also includes the Service Performance Measures for each Government Department which, since 2021, have been published each quarter on [Performance Measures 2022 \(gov.je\)](#).

This year the annual [Service Performance Measures](#) for each Department are also being published online for the first time; departmental commentary on their 2022 service performance is included in the Annex – Government Department Annual Reports.

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

This Government has moved to make these performance reports more meaningful and the Chief Statistician has worked with departments during 2022 to review their measures to ensure that they are relevant to users and Islanders rather than just being of relevance internally. A reduced set of measures have therefore been included in the 2023 Delivery Plans.

Government of Jersey Performance Summary

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

For each Wellbeing Aspect we have grouped:

- The Island Outcomes
- The Common Strategic Policy 2018-22 Priorities which were most closely aligned with the Island Outcomes
- The Common Strategic Policy 2022-26 Priorities which are most closely aligned with the Island Outcomes
- The Ministers – the Key Ministers in respect of the Common Strategic Policy Priorities. For more detailed information on Ministerial priorities for 2023 see the links to the [Ministerial Plans for 2023](#) and the [Delivery Plans for 2023](#)
- The Departments – the Key Departments which support Ministers in respect of the Common Strategic Policy Priorities. For more detailed Government department performance analysis see the Annex – [Government Department Annual Reports for 2022](#) and the [Service Performance Measures for 2022](#)
- Key Events, Themes and Risks in 2022 associated with the Common Strategic Priorities
- 2022 Milestones – milestones for the Government of Jersey in 2022

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

Community Wellbeing

Island Outcomes

Children

Children enjoy the best start in life

Health and Wellbeing

Islanders enjoy long, healthy, active lives

Safety and Security

Islanders feel safe and protected at home, work and in public

Vibrant and Inclusive Community

Islanders enjoy living in a vibrant and inclusive community

CSP Priorities for 2018-22

We will put children first

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

We will improve Islanders' wellbeing and mental and physical health

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

We will reduce income inequality and improve the standard of living

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

CSP Priorities for 2023-26

Children and Families

Help all children and young people to have the best start in life, recognising that the early years have a lasting impact, and that being loved, being listened to, and receiving a good, rounded education are essential to future life chances

Health and Wellbeing

Provide and regulate good quality healthcare and social services, promoting better health and wellbeing underpinned by improvements in public health

Ageing Population

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

Community

Create a more inclusive, vibrant community where people feel respected and able to flourish, as well as safe and protected

Community Wellbeing (continued)

Key Ministers

Chief Minister	Ministerial Plan 2023 and Delivery Plan for 2023
Minister for Children and Education	Ministerial Plan 2023 and Delivery Plan for 2023
Minister for Economic Development, Tourism, Sport and Culture	Ministerial Plan 2023 and Delivery Plan for 2023
Minister for External Relations	Ministerial Plan 2023 and Delivery Plan for 2023
Minister for Health and Social Services	Ministerial Plan 2023 and Delivery Plan for 2023
Minister for International Development	Ministerial Plan 2023 and Delivery Plan for 2023
Minister for Justice and Home Affairs	Ministerial Plan 2023 and Delivery Plan for 2023
Minister for Social Security	Ministerial Plan 2023 and Delivery Plan for 2023

Key Departments

Children, Young People, Education and Skills	For performance analysis see: CYPES Departmental Annual Report 2022 and CYPES Service Performance Measures 2022
Strategic Policy, Planning and Performance	For performance analysis see: SPPP Departmental Annual Report 2022 and SPPP Service Performance Measures 2022
Health and Community Services	For performance analysis see: HCS Departmental Annual Report 2022 and HCS Service Performance Measures 2022
Customer and Local Services	For performance analysis see: CLS Departmental Annual Report 2022 and CLS Service Performance Measures 2022
Justice and Home Affairs	For performance analysis see: JHA Departmental Annual Report 2022 and JHA Service Performance Measures 2022
Economy	For performance analysis see: ECON Departmental Annual Report 2022 and ECON Service Performance Measures 2022

Community Wellbeing (continued)

Key data

The results of the census of 21 March 2021 were published during 2022.

On that date:

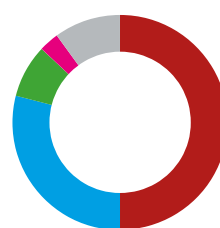


Total resident population of Jersey was

103,267

Increase of 5,400 since 2011 corresponding to an **increase of 5.5% over 10 years.**⁸

5.5%



- **Half (50%)** of Jersey residents were born in Jersey.
- **Nearly a third (29%)** were born in the British Isles
- **8%** were born in Portugal / Madeira
- **3%** were born in Poland
- **11%** were born elsewhere¹¹



The dependency ratio for Jersey (the ratio of those outside of working age to those of working age) was **52%**; up from **46% in 2011.**⁹



87% of adults stated that they identified as straight or heterosexual



2.0% identified as either gay, lesbian or bisexual. **0.2%** of the adult population stated another sexual orientation.¹²

There were **51,003** males and **52,264** females.¹⁰



There were **189** adults (**0.2% of the adult population**) who reported that their gender was not the same as the sex they were registered at birth.¹³

In 2021
19,577
children and young people resident in Jersey

In 2021
4,662
were below 5 years old

In 2021
12,868
were 5-16 years old (compulsory school-age)

In 2021
2,047
were 17-18 years old

Note

⁸ [R CensusBulletin1 20220413 SJ.pdf \(gov.je\)](#)

⁹ [R CensusBulletin1 20220413 SJ.pdf \(gov.je\)](#)

¹⁰ [R CensusBulletin1 20220413 SJ.pdf \(gov.je\)](#)

¹¹ [R CensusBulletin1 20220413 SJ.pdf \(gov.je\)](#)

¹² [R CensusBulletin1 20220413 SJ.pdf \(gov.je\)](#)

¹³ [R CensusBulletin1 20220413 SJ.pdf \(gov.je\)](#)

Community Wellbeing (continued)

Children

11,700 children were taught in Government of Jersey schools

The total number of pupils in GoJ schools increased over a five year period to the academic year 2020/21 but the **numbers have reduced over the last two academic years**.

Increase in Care Leavers in Education, Employment or Training from **44.2% in the first quarter to 58% in the fourth quarter**.

Health and Wellbeing

820 Jersey babies delivered in 2022 (a decrease from 2021)

38,949 Emergency Department patients attended – an increase over 2021

8,890 operations performed

81,024 surgical outpatient appointments attended

11,666 Jersey Ambulance Service 999 calls attended

Safety and security

Medical '999' call volumes **continue to increase** – 11,666 in 2022 against a baseline of 9,957 in 2020

'Red 1' mean average ambulance response times were **7:28 minutes**, only marginally off the target of 7 minutes

'Red 2' mean average response times were **9:42 minutes**, well within the target of 18 minutes

1,186 fire and rescue emergencies in 2022

Vibrant and Inclusive Community

Work permits applications – **400 in 2020, 1700 in 2022**

Visa applications – **400 in 2020, 1000 in 2022**

Approximately 400,000 visits across the whole library network (Town, Communicare and Mobile)

Community Wellbeing (continued)

Tragic Events: L'Ecume II and Haut du Mont

In December 2022 the Island suffered two major tragedies; the explosion at Haut du Mont and the loss of the fishing vessel L'Ecume II, leaving families bereaved and people displaced from their homes. Both of these tragedies shocked our Island Community. They also demonstrated the dedication of, and close working relationships between the Government of Jersey, States of Jersey Police, Fire and Rescue and Ambulance Services, Parishes, businesses, charities and volunteers. The value in close working relationships with colleagues in Guernsey, the UK, France and beyond was also evident.

L'Ecume II

On 8 December, the fishing vessel L'Ecume II sank following a collision at sea, with the tragic loss of life of the three crew members. In the days following the incident an exclusion zone was established and an extensive search and recovery operation for L'Ecume II and her crew took place. This round-the-clock operation involved the Government of Jersey and States of Jersey Police, Fire and Rescue and Ambulance Services, Parishes, Ports of Jersey and Guernsey and French Emergency Services, working closely with members of the fishing and maritime community and the public.

The L'Ecume II's wreckage and surrounding seabed were extensively searched by MV Freja using specialist equipment. On Wednesday 14 December, the bodies of two crew members were brought ashore. The vessel was searched extensively but very sadly the third crew member was not found. A decision has now been made to raise the wreck.

The Government of Jersey and States of Jersey Police provided support through the Family Liaison Officers, and the Ministry of External Relations, to the families of the crew.

An independent investigation is being led by the States of Jersey Police, supported by UK's Maritime and Coastguard Agency Enforcement Team. Based upon this investigation, the Attorney General will determine whether any criminal charges should be brought.

Given the resource pressures put upon the States of Jersey Police by the Haut du Mont disaster (see below) additional resource was sought and a senior investigator appointed.

In addition, a maritime safety investigation is being led by the Bahamas Maritime Authority.

The Government's priorities are ensuring that the families and communities here and in the Philippines are supported; the facts are established; and any necessary action taken, to ensure an incident like this does not happen again.

Haut du Mont

At just before 4am on 10 December 2022 an explosion took place at a block of flats in Haut du Mont, an Andium Homes operated property on Pier Road, St Helier. The building was demolished by the explosion and a fire subsequently occurred.

Community Wellbeing (continued)

Emergency services including States of Jersey Fire and Rescue Service, Police Service, Ambulance Service and the Honorary Police attended at the scene, which was declared a major incident. A surface search of the site was carried out. The fire was extinguished by the Jersey Fire and Rescue Service by 8am. Two firefighters were injured during the response. Fort Regent, the vaccination centre, and the immediate vicinity around Pier Road were closed to the public.

Jersey's Emergency Services were subsequently supported by the South-West Hazardous Area Response Team and the Urban Search and Rescue Team from Hampshire and Isle of Wight Fire and Rescue Service who brought their specialist skills to assist with the ongoing site search. Further support was provided by the Military and Coastguard services who provided essential logistical support.

Two wounded people were taken to Jersey General Hospital and Islanders were asked not to go to the Emergency Department unless absolutely necessary. Relatives were contacted by Family Liaison Officers. Tragically, ten people died as a result of the explosion.

Approximately 30 households were displaced by the explosion. Haut du Mont residents were initially moved to the Town Hall or went to stay with their families, where they were offered support by Government of Jersey, Andium Homes, the Parish of St Helier and St John Ambulance. The Bailiff's Island Appeal was launched and many other individuals, charities and organisations, including the Jersey Chamber of Commerce and the Institute of Directors, provided donations and assistance.

The Government of Jersey and Andium Homes coordinated support for the displaced families and individuals, including alternative housing, financial help, the redirection of post, GP care, emotional wellbeing services and travel.

Investigations are being led by States of Jersey Police, and also include the Health and Safety Inspectorate. Support continues to be provided at the time of writing.

Key Theme: Hospital Facilities

At the start of 2022, the Our Hospital project was progressing plans for a single-site hospital at Overdale. Following a public inquiry in April 2022, the Planning Inspector presiding over the inquiry recommended to the former Minister for Environment that he grant conditional planning permission for the development.

The former Minister for Environment authorised this permission. However, alongside this, discussions between the Government of Jersey and the appointed Design and Delivery Partner about affordability within the uncertain economic climate had been on-going over several months. Global events such as the Covid-19 pandemic and the war in Ukraine had resulted in increases in costs of materials, labour shortages and fractured international supply chains.

As the year progressed, the Design and Delivery Partner and expert cost consultants advised that the single-site Overdale scheme was not likely to be deliverable within the limit approved by the States Assembly at £804.5m. Costs plans suggested that under the market conditions at the time, costs would be £70 million to £115 million in excess of the figures provided in the approved Outline Business Case.

Following the general election, the new Chief Minister commissioned a review as part of her 100-day plan to identify whether any changes could be made to the hospital project to deliver a more affordable and appropriate alternative.

Community Wellbeing (continued)

As a result of the discussions between the Government of Jersey and the Design and Delivery Partner on cost that had commenced prior to the general election, the Pre-Construction Services Agreement was concluded in September 2022 by mutual agreement.

The completed review was presented to the States Assembly in November 2022 and concluded that the adoption of a phased option delivered over two or more sites, Overdale and Gloucester Street/Kensington Place, would provide the best opportunity to make the scheme more affordable and appropriate.

It suggested that this would be a prudent risk management approach to deliver a more affordable project through a different financing model, and by spreading commitment to spend over a longer period, rather than progressing a significant scheme that would be delivered in one phase. It also concluded that services could be broken over two or more sites to deliver a more appropriate service provision without the same degree of environmental or infrastructure impacts as a single-site scheme.

In December 2022 as part of the Government Plan 2023-2026, funding was approved to develop detailed feasibility studies to identify a route to delivery for a hybrid, phased reprovision of healthcare facilities. The feasibility studies are likely to consider options for a scheme that includes the main delivery sites at Overdale and Gloucester Street/Kensington Place, as well as other sites. For example, the studies will consider the potential for utilising the former Les Quennevais School on a long-term basis, and opportunities to locate mental health services with or separate from the anticipated main delivery spaces.

It is important to note that feasibility studies currently being undertaken will establish a clearer picture of overall cost for the hybrid, phased approach. It is also important to ask at the point of delivery of feasibility studies, and an Outline Business Case, that the States Assembly and public do not just take into account cost in making judgements about plans for New Healthcare Facilities, but that they consider the environmental factors, the benefits, the risks, the constraints, the deliverability and the financing of delivering different options, in taking an overall view of the proposed arrangements.

As part of the Government Plan 2023-2026, funding was also approved to enable the strategic acquisition of property in Kensington Place, and for early works at the former Les Quennevais School to continue. These works will enable services currently delivered from Overdale to be relocated quickly once plans are in place for a smaller scale redevelopment of part of the site.

Separately, the Government of Jersey has now agreed the Planning Obligation Agreement that enables initial demolition work to begin at Overdale. This means that whatever the agreed direction of travel the project will allow the demolition and clearing of the site for any enabling works.

Community Wellbeing (continued)

Key Theme: Public Health

The Public Health directorate is being strengthened 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 developed throughout 2022. Following recruitment of Jersey's first Director of Public Health in summer 2021, during 2022 appointments were made to three senior professional positions, which completes the leadership team.

As part of the COVID transition and in line with a recently completed internal health protection review, the COVID Response Team has become a dedicated health protection team, expanding its remit to support prevention of infectious disease, environmental hazards and contributing to major incident planning and response. A new public health law will be prepared for lodging in 2024, which will support the continued strengthening of the function, embedding population health into the work of the whole of Government.

The directorate has been developing a strategy for improving population health, which will guide activities for future years and will be published in early 2023. To help develop the strategy, the 'Big Health and Wellbeing Conversation' was held in October, with the Public Health team talking with over 1,000 Islanders to understand individuals' perceptions of their own health and wellbeing. In addition, the COVID Health Recovery Fund has enabled the temporary recruitment of qualitative analysts to better understand the health and wellbeing implications of the pandemic, and more public engagement will be undertaken in 2023.

In May, the health promotion team moved into Public Health from HCS, which enables joined-up health promotion activities between the two teams, and it was agreed that children's immunisation delivery would be moved to Public Health from January 2023.

Community Wellbeing (continued)

Principal Risks

For information on our areas of focus and mitigations in respect of these risks see the [Accountability Report](#).

Patient waiting times for treatment due to post Covid backlog for elective surgery and difficulty recruiting. To mitigate this risk the Government invested in developing capacity and productivity across day surgery and main theatre. Additional productivity led initiatives were also commenced, to permit more efficient use of Clinicians time and to reduce the number of empty appointment slots.

Assurance on the quality and safety of HCS care. The Hugo Mascie-Taylor report revealed that despite the hard work of staff, there is no effective assurance system in place, data quality is poor and serious longstanding cultural issues remain unresolved. The report identified 61 recommendations to be addressed. These recommendations have been incorporated into a significant improvement programme for secondary care.

Assurance on the provision of services and care that will effectively support the best outcomes for children's health. Of particular focus is the protection of children in the care of the Government and also the growing number of referrals in to CAMHS and number of children and families requiring support. The Government has placed a significant focus on safeguarding and from the beginning of 2022 there was allocation of an additional £6 million of funding into CAMHS over the next 4 years to address the capacity issues and increase the workforce within CAMHS. Current waiting times for CAMHS remain within targets. The Care reform programme is also underway with a core focus on children in need, vulnerable children, family support and early intervention.

Community Wellbeing (continued)

2022 Milestones



Children

[Multi-agency child neglect strategy launched](#)



Health and Wellbeing

[COVID-19 Vaccination offered to vulnerable 5-to-11 year olds](#)

[Ministers announce plans for COVID-19 de-escalation](#)

[Visiting to mental health and adult hospital wards resumes](#)



Safety and Security

[Two sentenced for drug trafficking and money laundering offences](#)



Vibrant and Inclusive Community

[New Jèrriais dictionary for nursery children](#)



Children

[Contact Tracing in education settings ends](#)

[Major plan to improve children's mental health and wellbeing](#)

[Improvements in Child and Adolescent Mental Health Services](#)

[Fee structure proposed for children's services providers](#)



Health and Wellbeing

[Long COVID clinic launched](#)

[Safer Travel Policy to be suspended from Monday](#)

[COVID-19 vaccines to be administered in secondary schools and colleges](#)

[Office of the Superintendent Registrar's annual report](#)
[Testing staff recognised for administering one million PCR tests](#)



Safety and Security

[Postal importation of drugs](#)

[Two sentenced for Class A drug importation](#)

[Emergency Services complete first driving course](#)



Vibrant and Inclusive Community

[Arts Strategy and Creative Island Partnership unveiled](#)

[New marriage and civil partnership laws passed](#)

[Government pledges £1 million to Ukraine appeal](#)

[Disability and Inclusion report published](#)



Children

[Healthy eating programme launches in primary schools](#)

[Children and Young Persons Survey results published](#)

[Regulation of children's social work and mental health services](#)

[Free app for families with children under five](#)



Health and Wellbeing

[Improved Rehabilitation Services announced](#)

[Assisted dying engagement to start](#)

[COVID-19 Spring boosters offered to vulnerable Islanders](#)

[First Island-wide Health and Care Partnership Group meeting held](#)



Safety and Security

[Three sentenced for drug and money laundering offences](#)

[Man sentenced for attempted drug importation](#)

[Prisoners support local charities with crochet project](#)



Vibrant and Inclusive Community

[New Strategy sets out Future for Jèrriais](#)

[Firefighters travel to deliver fire engines for Ukraine](#)

[Polish Ambassador to visit Jersey](#)

[Children's book explores Jersey's Stone Age past](#)



Children

[COVID-19 Education Recovery Report launched](#)

[Welsh universities to charge Jersey students home fees](#)

[Teachers' Survey shows impact of pandemic](#)

[Year 6 students have their say at the first 'Little Parliament'](#)



Health and Wellbeing

[Updates to COVID-19 guidance in education and childcare settings](#)

[Public Health advise on rare hepatitis in children in the UKM](#)



Safety and Security

[Money laundering case in the Royal Court](#)

JANUARY

FEBRUARY

MARCH

APRIL

Community Wellbeing (continued)

2022 Milestones



Children

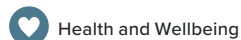
[Launch and celebration of Jersey's first Language Policy](#)

[New panel set up to support young people's mental health](#)

[Jersey's foster carers recognised](#)

[New cycle initiative for Les Landes School](#)

[Higher Education Grant Scheme uplift applied](#)

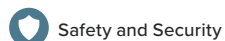


Health and Wellbeing

[Assisted dying report on public engagement](#)

[Response to report from Comptroller and Auditor General](#)

[Director of Public Health issues reassurance on monkeypox](#)



Safety and Security

[£1.9 million of funds seized](#)

[Jersey Fire and Rescue Service launch new initiative](#)

[Sentencing following Class A drug importation](#)



Vibrant and Inclusive Community

[Jersey's Heritage Strategy is published](#)

[Jersey welcomes Thai Ambassador](#)

[Jersey Cultural Diversity Map Launch](#)

MAY



Children

[Hundreds have their say on Jersey Children's Day](#)

[Highlands College launches digital degree](#)



Health and Wellbeing

[Monkeypox added to notifiable diseases](#)

[Time is running out for the spring booster](#)

[Rise in Covid cases](#)

[Rock-up clinics return](#)



Safety and Security

[New premises officially opened for Victims First Jersey](#)

[Attorney General secures repatriation of \\$529,000 to U.S.A.](#)



Vibrant and Inclusive Community

[Jersey delegation attends British-Irish Council](#)

[Creative spaces launched](#)

[Connect me connecting our communities](#)

[Ministers to support Jersey at Commonwealth Games](#)

[at Commonwealth Games](#)

JUNE



Children

[New bursary route for trainee teachers](#)

[Online maths tuition for Covid recovery](#)

[Thousands attend Children's Day events](#)

[Children's Commissioner resigns from her post](#)

[Inspiring the Future launched in Jersey](#)



Health and Wellbeing

[Community First Responders are introduced](#)

[Contact tracing for probable Monkeypox](#)

[Student nurses and midwife celebrate final teaching day](#)



Safety and Security

[New developments enhance reducing reoffender strategies](#)

[Drug Smuggler Jailed](#)

[States of Jersey Fire and Rescue Service reducing the risk of wildfires](#)

[RNLI lifeboat review published](#)

JULY



Children

[Haute Vallée summer school returns](#)

[A level students celebrate success](#)

[GCSE students celebrate results day](#)



Health and Wellbeing

[Maternity celebrates World Breastfeeding Week](#)

[New doctors begin training at Hospital](#)

[Neonatal unit opens as part of Maternity refurbishment](#)

[Independent Health Board to be established in response to hospital review](#)

[Public Health to provide harm reduction messaging](#)

[Eligible Islanders able to book their Autumn Booster](#)



Vibrant and Inclusive Community

[International Cricket Tournament](#)

AUGUST

Community Wellbeing (continued)

2022 Milestones

Children

[Support service for families celebrates first year](#)
[Government standards for engaging with children and young people](#)
[Jersey Child Measurement Report](#)
[Bailiff to open youth and community centre](#)

Health and Wellbeing

[Mortality Report for 2021 published](#)
[Our Hospital Review](#)
[Jersey Immunisation Statistics report published](#)

Safety and Security

[Appeal against forfeiture of £1.9m dismissed](#)

Vibrant and Inclusive Community

[Free Jërriais picture book for all Reception students](#)
[New children's book explores Jersey's history](#)
[Corn Riots set to become annual event](#)

Children

[Social Work graduates celebrate 100% success](#)
[£1.6 million ringfenced for healthier school meals](#)
[School funding formula published](#)
[Town Primary School Review report published](#)
[Participation Standards published on 100th day](#)
[Jersey student maintenance payments increased](#)

Health and Wellbeing

[Minister unveils plans in response to clinical governance report](#)
[All Islanders invited to join Jersey's Big Health and Wellbeing Conversation](#)
[Islanders asked to help develop adult mental health services](#)
[Jersey Independent Covid-19 Review Final Report](#)
[Islanders' views sought on Assisted Dying](#)
[Results of blood testing for PFAS chemicals](#)

Safety and Security

[Taskforce launched to tackle Violence Against Women and Girls](#)
[Three couriers sentenced for attempted importation of cocaine](#)
[New Ambulance Response Programme to improve patient care](#)

Vibrant and Inclusive Community

[Opera House investment](#)
[Same sex parent legislation to be lodged](#)
[Older Persons Living Forum launched](#)
[Women encouraged to talk about the menopause](#)
[International Cultural Centre Steering Group launched](#)
[Free period products for Islanders launched](#)
[Ministers strengthen national and regional French ties](#)

Children

[Review of Springfield School published](#)
[Policy Inclusion Framework consultation period launched](#)
[Review of St Martin's School published](#)

Health and Wellbeing

[Obesity, Diet and Physical Activity Profile published](#)
[Chair appointed to establish new Health and Care Board](#)
[Minister publishes Jersey Care Model Review](#)

Safety and Security

[Independent reviews of two States of Jersey emergency services published](#)

Vibrant and Inclusive Community

[Disability Inclusion event](#)
[Crown Dependencies Minister visits Jersey](#)
[Channel Islands ministers visit Brussels](#)
[Jersey delegation attends British Irish Council](#)
[Ministers meet with European Ambassadors](#)
[New Common Policy for External Relations](#)

Children

[FE and skills report sets out life-long learning aim](#)
[Plat Douet School review published](#)

Health and Wellbeing

[Scarlet Fever advice for Islanders](#)
[Island's Mental Health Profile Published](#)
[New dental scheme to tackle child waiting times](#)

Safety and Security

[Exclusion zone around maritime collision site](#)
[Major incident update](#)
[Two men sentenced for tobacco and cigarette smuggling](#)

Vibrant and Inclusive Community

[Minister attends Commonwealth summit](#)
[Minister meets with French Secretaries of State](#)
[Alarm that supports people to live at home upgraded](#)

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

Economic Wellbeing

Island Outcomes

Affordable Living

Islanders are able to afford a decent standard of living

Business Environment

Jersey is an attractive place to do business

Jobs and Growth

Islanders benefit from a strong economy and rewarding job opportunities

CSP Priorities for 2018-22

We will reduce income inequality and improve the standard of living

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

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

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

CSP Priorities for 2023-26

Housing and the Cost of Living

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

Economy and Skills

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

Ageing Population

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

Economic Wellbeing (continued)

Key Ministers

Minister for Economic Development, Tourism, Sport and Culture	Ministerial Plan 2023 and Delivery Plan for 2023
Minister for External Relations	Ministerial Plan 2023 and Delivery Plan for 2023
Minister for Housing	Ministerial Plan 2023 and Delivery Plan for 2023
Minister for Social Security	Ministerial Plan 2023 and Delivery Plan for 2023
Minister for Treasury and Resources	Ministerial Plan 2023 and Delivery Plan for 2023

Key Departments

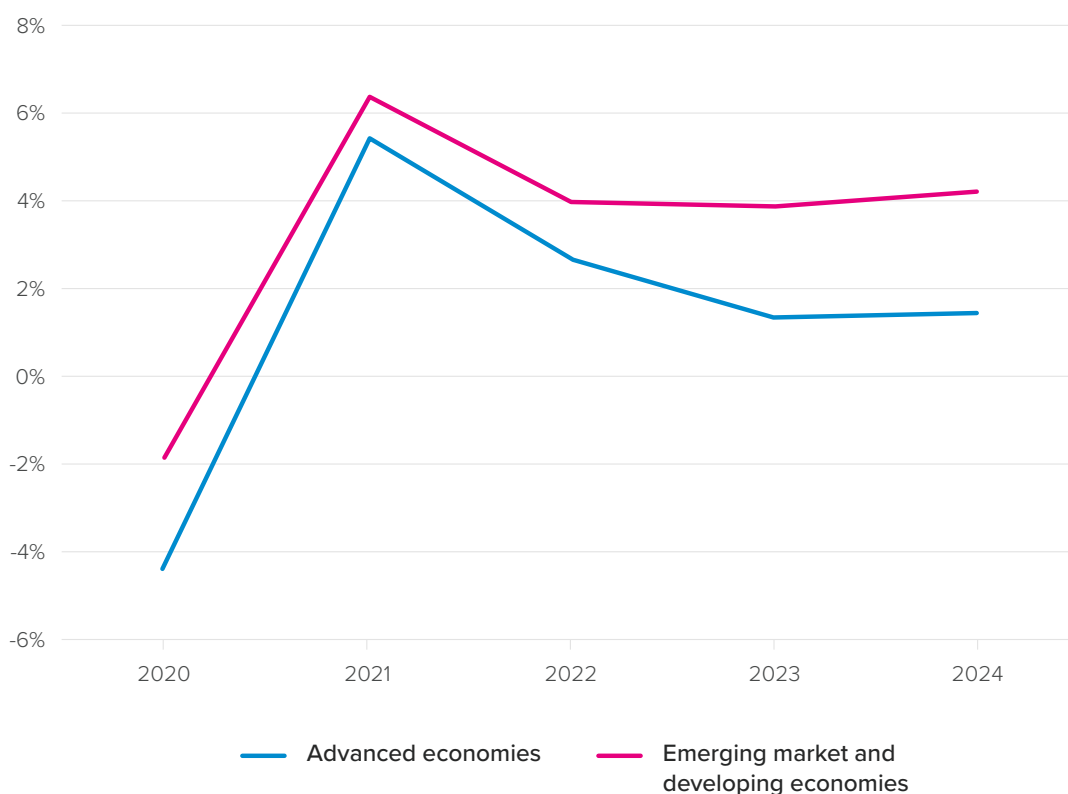
Economy	For performance analysis see: ECON Departmental Annual Report 2022 and ECON Service Performance Measures 2022
External Relations	For performance analysis see: ER Departmental Annual Report 2022 and OCE Service Performance Measures 2022
Strategic Policy, Planning and Performance	For performance analysis see: SPPP Departmental Annual Report 2022 and SPPP Service Performance Measures 2022
Customer and Local Services	For performance analysis see: CLS Departmental Annual Report 2022 and CLS Service Performance Measures 2022
Treasury and Exchequer	For performance analysis see: T&E Departmental Annual Report 2022 and T&E Service Performance Measures 2022

Economic Wellbeing (continued)

Economic context

The international economic outlook

The economic outlook for 2022 was mixed. In its latest projections published in [April 2023](#), the International Monetary Fund forecast global growth of 3.4% in 2022 and 2.8% in 2023, both of which are much lower than the 6.3% growth seen in 2021. Whilst global growth of 2.8% may appear strong, growth of below 3% is considered weak in the global context.



Growth in the US, Eurozone and UK slowed in 2022. Inflation forecasts for 2022 were revised upwards to 7.3% (advanced economies) and 9.9% (emerging markets and developing economies). Rising inflation, driven by the ongoing conflict in Ukraine, and the ensuing tighter monetary conditions, are reducing household consumption and affecting business investment. Further, weak conditions for the global economy were compounded by reduced demand from China; China experienced rapidly spreading COVID-19 cases in 2022, which dampened production and growth due to its zero-tolerance policy and the resultant local lockdowns. However, this has since been lifted, paving the way for faster recovery in 2023 but inflationary pressures persist.

Economic Wellbeing (continued)

Economic context (continued)

Jersey's economic outlook

After a sharp contraction in 2020 of -9.6% (GVA) Jersey's economy bounced back strongly in 2021 growing by 9.2%. This was faster than any other advanced economy. Strongest growth was seen in the hotel, restaurants and bar sector (+56%) with weaker growth seen in financial services (+5% - mainly due to the effect of Bank Rate cuts affecting profits), public administration (+4%) and wholesale and retails (+2%). The only sector in which real GVA fell was the electricity, gas and water sector (-5%).

Available data suggests that Jersey's economy continued to perform well in 2022, with increases in the Bank Rate expected to drive banking profits.

Since a pandemic peak in the lockdown of spring 2020, the number of people Actively Seeking Work (ASW) in Jersey has fallen from 2,290 to just over a quarter of that figure at 620 in June 2022, the lowest since records began. This, combined with approximately 1,000 job positions being available, places the economy in a position of near-full employment and suggests a strong recovery from the pandemic.

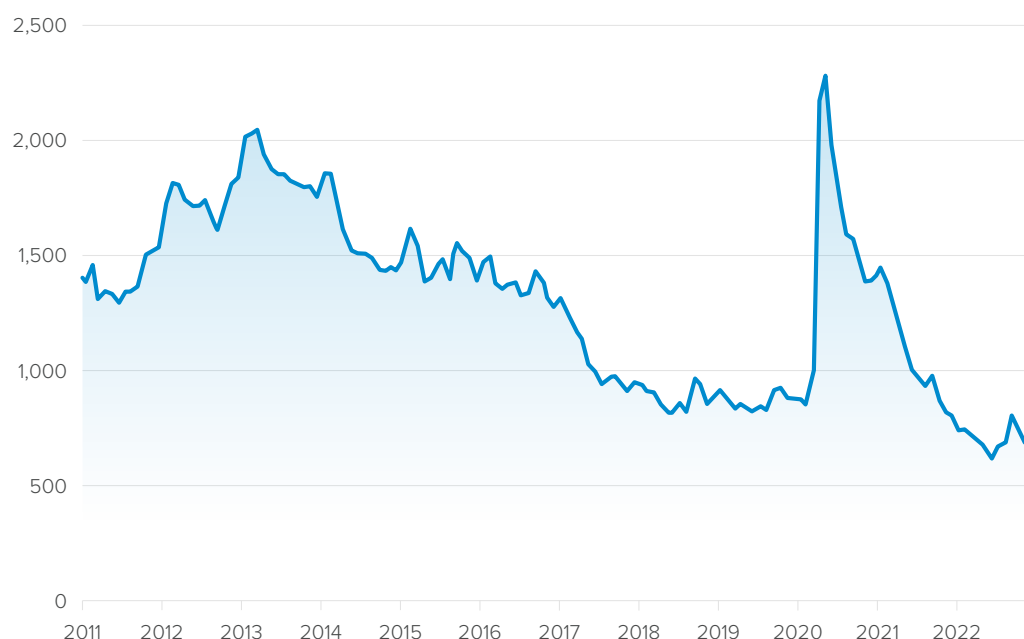


Figure 3: Actively Seeking Work (non-seasonally adjusted). Source: Statistics Jersey

Results from the Business Tendency Survey throughout 2022 suggest that the economy had recovered post-pandemic. However, by June businesses in all sectors reported facing considerable price-related pressures. Results from December 2022 indicate that no business reported a decrease in input costs on the previous quarter, compared to 84% reporting an increase. In the finance sector, 21% of surveyed businesses reported a decrease in profitability, compared to the considerably higher figure of 52% in the non-finance sector.

Economic Wellbeing (continued)

Economic context (continued)

The headline business activity indicator, although still neutral in December 2022, had fallen, with business optimism remaining negative.

Where previously the hospitality industry was lagging behind other areas on a return to trend 'business activity' levels due to extended periods of inactivity through the pandemic, they have now caught up with other sectors, turning negative in December 2022. On the other hand, the finance sector faced the least impact from the pandemic and therefore had the least recovery needed to return to trend levels. Most sectors are now sitting in a similar, slightly positive place on this measure, however business activity for hospitality has become negative in December 2022.

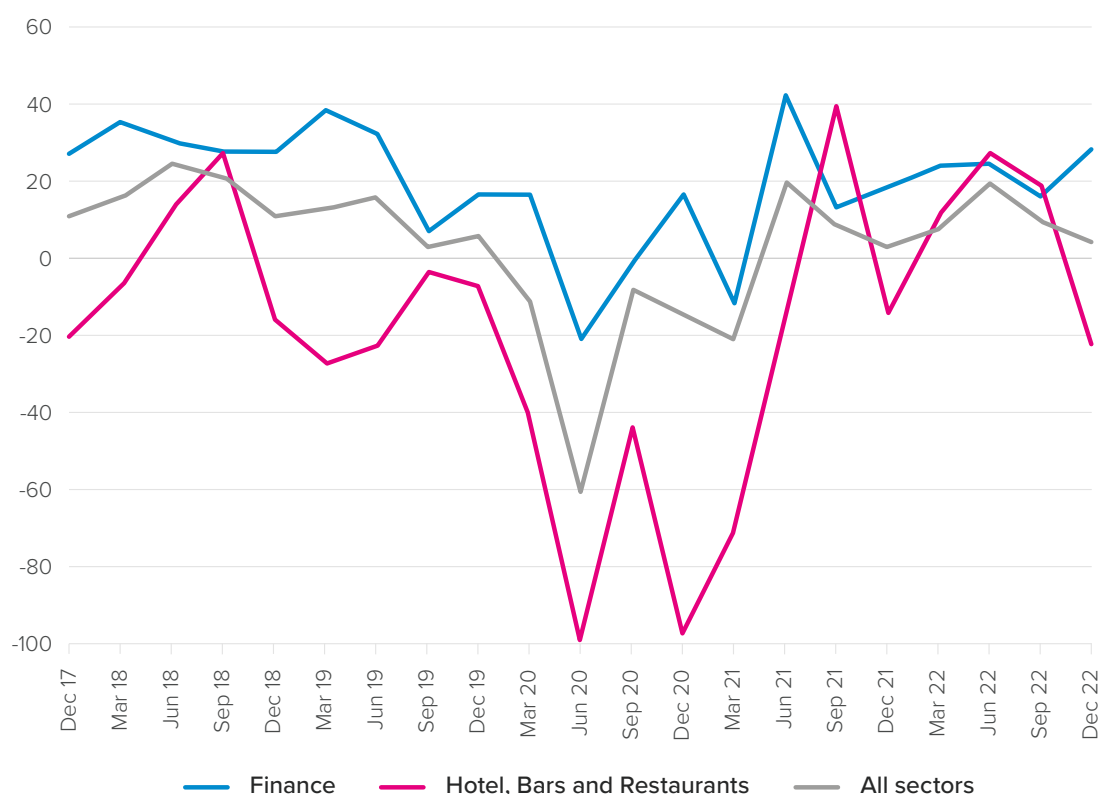


Figure 4: Weighted net balance of responses to business activity question of the Business Tendency Survey, by sector. Source: Statistics Jersey

Jersey's Standard and Poor credit rating unchanged

In January 2022 Standard & Poor's (S&P) credit rating for Jersey was unchanged at AA-/A-1+; this was affirmed again in January 2023. In its latest review, S&P confirmed that there is no change to the long and short-term sovereign credit rating for Jersey. In its report S&P noted that its rating is based on a stable outlook for the Island, which is supported by the strong and flexible institutions, a wealthy economy, and considerable fiscal buffers.

Economic Wellbeing (continued)

Key Theme: Cost of Living Crisis

Following the election of the new Government, a number of measures were approved unanimously by States Members to address the cost of living crisis in a mini budget, which included:

- 12% increase in Income Tax thresholds and allowances
- A temporary reduction of 2% in Social Security contributions from 1 October to 31 December 2022
- Doubling the Cost of Living Temporary Support Scheme (COLTS) from £20 to £40 per person per month, August to December 2022
- Doubling the Community Cost Bonus (CCB) from £258.25 to £516.50 and extending eligibility to include households who paid less than £2,735 tax in 2021
- Increasing Income Support components, from January 2023, in line with September 2022 RPI figure
- Temporarily increasing cold weather payments to £70 a month from October to March 2023 regardless of the temperature

In addition, the Old Age Pension rate was increased in October 2022 in line with June 2022 RPI Pensioners of 7.7%.

In its Annual Report (November 2022) the Fiscal Policy Panel commented that Jersey's economy had been largely insulated from the weakening global outlook and rising inflation. Its forecasts for economic growth remained largely unchanged from the summer, with a near-term period of stronger growth expected (as increases in the Bank Rate feed through to higher Banking profits).

The FPP concluded that Jersey's economy overall remains in a good position to weather global shocks, but looking ahead there were risks from an ageing population, weak productivity and also the impact on households from rising interest rates.

Source: Fiscal Policy Panel

Key Theme: Housing Crisis

Statistics published by Statistics Jersey show that the House Price Index in 2022 was 11% higher than in 2021, with affordability, as measured by whether a working household with mean net income (£68,100) is able to purchase property, worsening. For illustration, the mean (average) price of a one-bedroom flat increased from £322,000 in 2021 and £361,000 in 2022 and the price of a two-bedroom house increased from £567,000 to £636,000. Advertised private sector rental prices were 10% higher than in 2021.

Key Government activities in 2022:

- The Housing Advice Service was launched by Customer and Local Services, which exists to provide enhanced advice and support to Islanders who require support with housing. A formal definition of homelessness was also published, which helps to ensure that those in greatest housing need are able to access the support they require, and to build a picture of the true extent of homelessness in Jersey.

Economic Wellbeing (continued)

Key Theme: Housing Crisis (continued)

- The publication of the Modern Methods of Construction: Housing Delivery Innovation report, which was delivered as part of the Chief Minister's 100 day action plan. This made six ministerial commitments, including that a Construction Sector Innovation Hub will be established to support housing delivery. An inception session was held with key stakeholders in November 2022, and more announcements in relation to the hub will be made in 2023.
- The publication of the Action on Vacant Properties plan, which included six actions to tackle the issue of vacant homes in Jersey, including the creation of the Empty Homes Service which launched in January 2023.

Principal Risks

For information on our areas of focus and mitigations in respect of these risks see the [Accountability Report](#).


Inflationary Pressures. Global and UK inflationary pressures are feeding through to the Jersey economy and are particularly impacting on the most disadvantaged in society. The Government has put mitigations in place via the 100 Day Plan, Cost of Living Strategy Group, mini budget and the Government Plan 2023-26.

Island workforce sustainability. Not delivering a workforce strategy that develops local talent or brings the right skills to the Island would impact the ability to sustain our economic strategy and improve productivity. Mitigations include development of the Digital Skills Academy; Jersey Employers Group and Government of Jersey Engagement; the Economy Workforce Plan and the Government of Jersey People and Culture Plan.

Loss of Economic Prosperity. A failure to sustain, diversify and grow could impact economic prosperity negatively. Consequential damage could be to the public finances and ability of the Government to deliver high quality public services and support. Mitigations include diversification of the local economy; delivery of the Financial Services policy framework; and the Future Economy Programme (Economic Framework).

Economic Wellbeing (continued)

2022 Milestones

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
<p> Affordable Living Fair Rents Plan published</p> <p> Jobs and Growth Business support extended Unemployment at pre-pandemic levels</p>	<p> Affordable Living Right sizing housing survey launched</p> <p> Business Environment External Relations Minister's statement on sanctions Corporate tax filing deadline consultation opens Ministers respond to situation in Ukraine Rwandan delegation undertakes visit to Jersey Jersey included in UK-New Zealand Free Trade Agreement (FTA)</p> <p> Jobs and Growth Business support extended to more sectors Consultation opens on new rules for business partnerships Hundreds of Islanders take up retraining offer Proposition lodged to protect zero-hour employees Self-employed given additional time to make Co-Funded repayments</p>	<p> Affordable Living Housing Gateway eligibility expanded</p> <p> Business Environment Statement on Ukraine Chief Minister to visit the United States of America Jersey implements latest UK sanctions Hospitality Partnership between Jersey and Antigua and Barbuda Customer relationships associated with Russia and Belarus Jersey suspends tax cooperation with Russia Ghanaian delegation visits Jersey Pensions regulations strengthened Jersey and Kenya sign historic Asset Recovery Agreement Control of Housing and Work law amendments adopted</p> <p> Jobs and Growth Government launches careers opportunities Digital Degree Apprenticeship scheme launched</p>	<p> Affordable Living Financial Wellbeing in Old Age report published March 2022 Retail Prices Index report published</p> <p> Business Environment Boost for charities claiming back tax Government policy paper on international tax Business Tendency Survey results published PYB 'Ways to pay' booklet delivered</p> <p> Jobs and Growth Free skills courses open to Islanders Registered unemployment report published Unemployment figures lowest since 2011 Help At Home campaign: 33 Islanders offered jobs Government apprentice scheme applications open #RecruitLocal campaign results released December Labour Market report published</p>	<p> Affordable Living Temporary cost of living scheme available Rent tribunal recruitment New process for COVID-19 sickness benefit claims Income Distribution Report Published Jersey Homes Promise proposals</p> <p> Business Environment Don't put off filing your tax return Strategic Overview for Economy</p> <p> Jobs and Growth Technology Accelerator Fund next steps</p>	

Economic Wellbeing (continued)

2022 Milestones

£ Affordable Living

[June 2022 Retail Prices Index report published](#)

[Employment forum consultation on the minimum wage](#)

📁 Business Environment

[Four weeks to online tax deadline](#)

[Deadline reminder for voluntary independent taxation](#)

[Business Tendency Survey results published](#)

[Telecommunications Statistics and Market report published](#)

📈 Jobs and Growth

[Registered unemployment report published](#)

£ Affordable Living

[£56.5 million mini-budget proposals unveiled](#)

[Northern Quarter: 169 new affordable homes](#)

[Mini Budget Q and A](#)

[House price report for the second quarter 2022](#)

[Average Earnings and Income Distribution reports published](#)

📈 Jobs and Growth

[Careers event for school leavers and graduates](#)

[Government Foundations programme getting people back into work](#)

£ Affordable Living

[Recruitment opens for additional member of Rent Tribunal](#)

[Increase in the Minimum Wage](#)

[Mini-budget proposals Passed](#)

[Community Costs Bonus enhanced to help with the cost of living](#)

📁 Business Environment

[Final week of Export Strategy Consultation](#)

[Replacing Jersey Currency](#)

[Jersey publishes national strategy for combatting financial crime](#)

📈 Jobs and Growth

[Minister approves urgent support for dairy sector](#)

£ Affordable Living

[Revenue Jersey Community Helpdesk](#)

[Homelessness definition published](#)

[Support available from Housing Advice Service](#)

[September 2022 Retail Prices Index](#)

📁 Business Environment

[Financial Crime Risk Assessment is launched](#)

[Population & Skills Ministerial Group launched to tackle labour shortages](#)

[Business Tendency Survey results published](#)

[Financial crime risk assessment extended](#)

📈 Jobs and Growth

[Measuring Jersey's economy: GVA and GDP 2021](#)

[Jersey Skills Show returns next week](#)

[Launch of the Co-Funded Payroll Scheme Appeals Process](#)

[Registered unemployment report published](#)

[Actively seeking work figures released](#)

[June Labour Market Report published](#)

[Jersey Aircraft Registry to close](#)

£ Affordable Living

[Private Rented Dwellings Licensing Scheme](#)

[Action On Vacant Properties report published](#)

📁 Business Environment

[Jersey recognised for tax cooperation](#)

[Short-term holiday lettings reminder](#)

[House price report for the third quarter 2022](#)

[French business connections develop](#)

[‘Pay on Account’ taxpayers - Payment deadline](#)

[Financial stability advice takes step forward](#)

📈 Jobs and Growth

[Channel Islands ministers visit Brussels](#)

[Treasury Minister says economy remains strong at Chamber of Commerce meeting](#)

[Digital Skills Strategies launched today](#)

[New Common Policy for External Relations](#)

£ Affordable Living

[Closer to home event focuses on cost of living and winter pressures](#)

[Increase to weekly care rates](#)

[Indicators of deprivation report released today](#)

[Parental support payments for families with under 5 years residence](#)

[Gateway income thresholds increase](#)

📁 Business Environment

[Consultation response published – access to beneficial ownership information on legal entities](#)

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

Environmental Wellbeing

Island Outcomes

Built Environment

Jersey's built and historic environment is valued and enjoyed

Natural Environment

Jersey's unique natural environment is protected for future generations

Sustainable Resources

Jersey's natural resources are managed and used responsibly

CSP Priorities for 2018-22

We will protect and value our environment

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

We will reduce income inequality and improve the standard of living

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

CSP Priorities for 2023-26

Environment

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

Housing and the Cost of Living

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

Environmental Wellbeing (continued)

Key Ministers

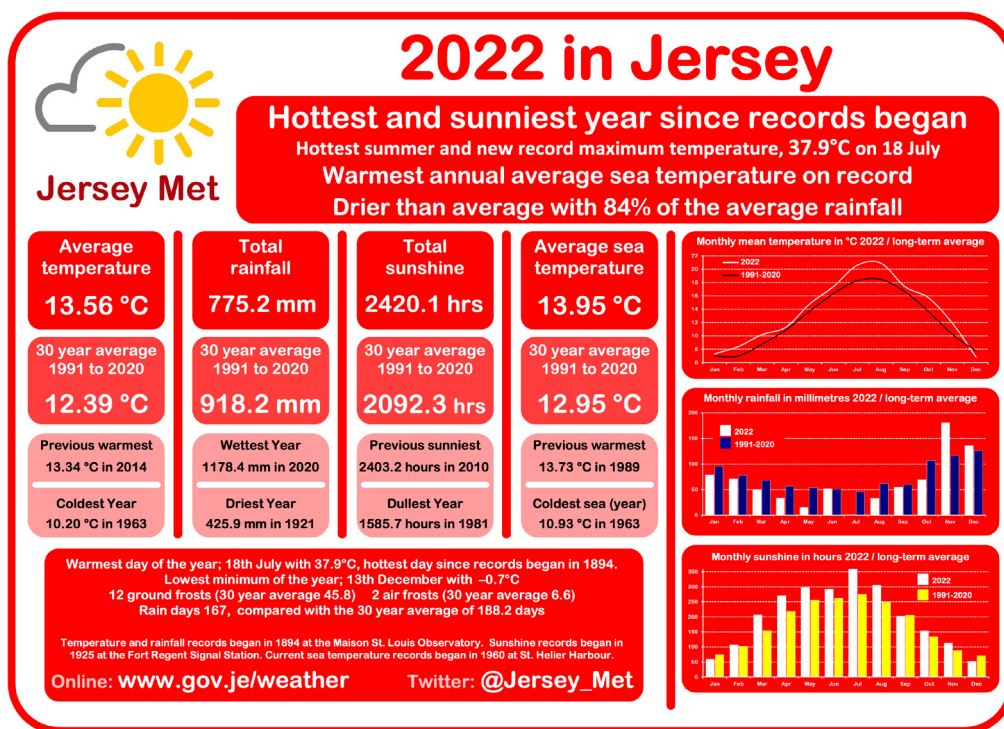
Minister for the Environment	Ministerial Plan 2023 and Delivery Plan for 2023
Minister for Infrastructure	Ministerial Plan 2023 and Delivery Plan for 2023
Minister for Housing	Ministerial Plan 2023 and Delivery Plan for 2023

Key Departments

Infrastructure, Housing and Environment	For performance analysis see: IHE Departmental Annual Report 2022 and IHE Service Performance Measures 2022
Strategic Policy, Planning and Performance	For performance analysis see: SPPP Departmental Annual Report 2022 and SPPP Service Performance Measures 2022

Environmental Wellbeing (continued)

Key data:



Built Environment

79.5% Planning applications have been approved

At 4,199,285 the number of passenger bus journeys in 2022 was 1,218,301 (41%) higher than 2021

263 pollution, fly tipping and burning incidents investigated

Natural Environment

149 coverage in square kilometres of Marine Protected Area

70 kilometres of coast and countryside access routes available to the public

Sustainable Resources

52.3% of inert waste was recycled in 2022

On average 507KWh of electricity is generated per tonne of waste

Environmental Wellbeing (continued)

Key Theme: Climate Emergency

Only a tiny fraction of the planet's total warming is felt by us in the air, the majority of it being absorbed by the world's oceans,¹⁴ which are heating rapidly.¹⁵ This destabilization of planetary balances due to greenhouse gases means our climate and environment are changing, creating a global emergency. Previously once-in-a-generation weather events, and their fallout, are now increasingly regular occurrences, forming an overarching context for human activity for the foreseeable future.

However, this warming occurs unevenly. In Jersey, the average (mean) temperature for the 2010s was 12.5°C. This is 1.5°C higher than for the 1900s, which had an average temperature of 11.0°C¹⁶. In 2022, the Island saw some of the highest temperatures measured since records began in 1894, along with increased changes to rainfall patterns, and further sea level rise.

Top 3 Hottest Years		1. 2022	2. 2014	3. 2020
8/10 of hottest years on record occur post-2000	8 days of 30°C or more in a year, the highest total since records began	37.9°C Set a new record for hottest air temperature	25.2°C Set a new record for warmest night	
Changes to rainfall patterns		Wetter Winters		Drier Summers
7/10 of recent years have been wetter than average	+16% drier in 2022 than the 30-year average period of 1991-2020	- 45% drop in summer rainfall predicted by 2080	+24% increase in winter rainfall predicted by 2080	
Changes to sea level				
Doubling In rate of global sea level rise experienced since 1993	10% Of sea level rise has occurred in last 2.5 years, since satellite measurements started nearly 30 years ago.	13.95°C Warmest annual average sea temperature on record, and 1°C above the 30-year average period of 1991-2020.		

Note

¹⁴ Q13 – Excess heat in oceans | Gapminder

¹⁵ Provisional State of the Global Climate in 2022 | World Meteorological Organization (wmo.int)

¹⁶ <https://www.gov.je/Government/JerseyInFigures/Environment/pages/climate.aspx#anchor-1>

Environmental Wellbeing (continued)

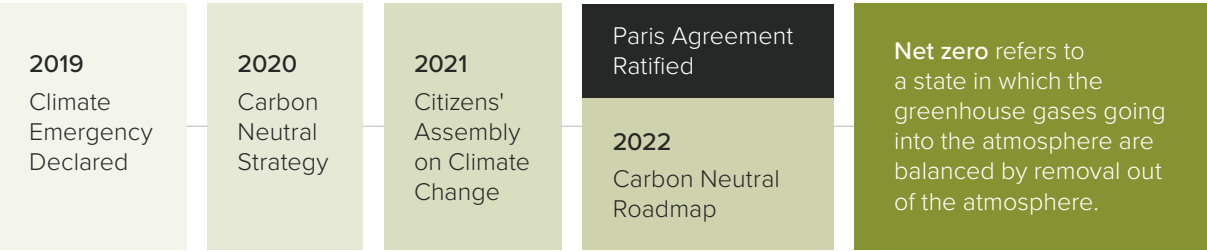
Changes in local species, as well as a rise in invasive species:		
<div>- 58%</div> <div>Reduction in brown crab since 2012, previously a key target for Jersey fishers</div>	<div>174</div> <div>Asian hornet nests recorded in 2022</div>	<div>Double</div> <div>The previous record of 83 Asian hornet nests (2019)</div>

Key Theme: Climate Emergency (continued)

Confronting the challenge of a climate emergency will require global coordination and effort. However, around 65% of the world’s population view climate change as a threat to their country in the next 20 years, and 191 of the world’s 195 countries have ratified the Paris Agreement,¹⁷ committing their governments to tackling this situation.

Jersey is no different. On the 2 May 2019, 40 elected members in the States Assembly voted to declare, “*that there exists a climate emergency likely to have profound effects in Jersey*”.¹⁸

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



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

In November 2022, Deputy Hilary Jeune, Assistant Environment Minister, attended the Conference of Parties (COP27) in Sharm El-Sheikh as part of the UK delegation. The invitation to attend acknowledged Jersey’s efforts to reduce its emissions, and allowed opportunity to share, collaborate and learn from other international jurisdictions.

For further detail on our Island decarbonisation strategy, see: the [Carbon Neutral Roadmap](#).

For further detail on our organisational decarbonisation strategy, see: the Sustainability Report (Appendix 2).

Note

¹⁷ [UNTC](#)

¹⁸ [Votes \(gov.je\)](#)

¹⁹ [Paris Agreement extended to Jersey \(gov.je\)](#)

²⁰ [Carbon Neutral Roadmap \(gov.je\)](#)

Environmental Wellbeing (continued)

2022 Milestones




JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
 Built Environment Draft Bridging Island Plan: Inspectors' report and Minister's response published	 Built Environment Public Inquiry into Waterfront plans  Natural Environment Dead buzzards test positive for bird flu	 Built Environment Bridging Island Plan is approved  Natural Environment Keepers encouraged to house birds due to bird flu Chief Vet introduces bird flu restrictions Bird flu: Chief Vet introduces restrictions Conservation areas consultation launched  Sustainable Resources Carbon Neutral Roadmap lodged	 Built Environment Broad Street to remain closed to traffic  Natural Environment Bird flu measures to remain in place Areas of Special Protection on Les Ecréhous Update on bird flu restrictions Portelet 'No Take Zone' agreed	 Built Environment Jersey Design Awards Launched  Natural Environment Japanese Knotweed seminars Invasive Species Week  Sustainable Resources Paris Agreement extended to Jersey Jersey's emission statistics are published House price report for the first quarter 2022	 Natural Environment Hot weather advice issued Oak Processionary Moth caterpillars in park

Environmental Wellbeing (continued)



2022 Milestones

-  **Natural Environment**
[Very high temperatures expected](#)
[Extreme weather warning and school advice](#)
[Islanders encouraged to report signs of bat roosts](#)
[Bird flu: positive case in herring gull](#)
-  **Sustainable Resources**
[Reminder over single use bag ban](#)
[Single use bag ban begins](#)




JULY

-  **Built Environment**
[Howard Davis Hall public open day](#)
[Widened cycle path in St Aubin's Bay](#)
-  **Natural Environment**
[High temperatures expected on Battle Day and beyond](#)
[Bird flu: Protection zone declared](#)
[Invitation to bid for funding to create countryside paths](#)
-  **Sustainable Resources**
[Energy Trends report 2021 published](#)



AUGUST

-  **Built Environment**
[Coronation Park extension consultation](#)
[No Water's Edge Hotel public inquiry](#)
-  **Natural Environment**
[Bird flu confirmed in St Lawrence](#)
[Island-wide bird flu Prevention Zone](#)
[Conservation Areas framework published](#)


SEPTEMBER

-  **Built Environment**
[Modern Methods of Construction report](#)
[Sustainable Construction Summit held](#)
[Safety improvements at La Haule](#)
[Planning guidance out for consultation](#)
[Modern Methods of Construction letters sent to developers](#)
-  **Natural Environment**
[Bird flu restrictions to be lifted](#)
[iBats report released after 10-year study](#)
-  **Sustainable Resources**
[Blue carbon research published](#)

OCTOBER

-  **Built Environment**
[La Frégate awarded listed status](#)
-  **Natural Environment**
[Bird flu: Biosecurity reminder for keepers](#)
[African swine fever: pork importation restrictions](#)
[Islanders asked to avoid birds at risk of bird flu](#)
-  **Sustainable Resources**
[Jersey to be represented at COP27](#)
[Toy Swap Shop has emissions message](#)

NOVEMBER

-  **Natural Environment**
[Bluefin tuna tagged for research](#)
[Samples being analysed after cattle deaths](#)

DECEMBER

Corporate Performance

CSP 2018-22

Modernising Government

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

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

CSP 2023-26

How we will deliver

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

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

Key Ministers

Chief Minister	Ministerial Plan 2023 and Delivery Plan for 2023
Minister for Treasury and Resources	Ministerial Plan 2023 and Delivery Plan for 2023

Key Departments

Office of the Chief Executive	For performance analysis see: OCE Departmental Annual Report 2022 and OCE Service Performance Measures 2022
Treasury and Exchequer	For performance analysis see: T&E Departmental Annual Report 2022 and T&E Service Performance Measures 2022
Chief Operating Office	For performance analysis see: COO Departmental Annual Reports 2022 and COO Service Performance Measures 2022
Strategic Policy, Planning and Performance	For performance analysis see: SPPP Departmental Annual Report 2022 and SPPP Service Performance Measures 2022
Customer and Local Services	For performance analysis see: CLS Departmental Annual Report 2022 and CLS Service Performance Measures 2022

Corporate Performance (continued)

Key Theme: Customer Feedback



8,012

rate our service surveys submitted by customers in 2022 (compared to 5764 in 2021).

Customer experience team continued to expand Voice of customer (VOC) data capture across customer facing services (for example for departments in IHE and sport).



334

colleagues attended customer experience related training

The Customer experience development programme was developed and rolled out across GoJ in 2022.

185 colleagues were trained in complaints handling

96 colleagues in Customer Services Skills

35 managers trained in espresso Customer Experience for managers

18 colleagues trained in facilitating successful customer journey mapping.



2,446

pieces of feedback received in 2022.

1085 complaints, 455 comments and 906 compliments

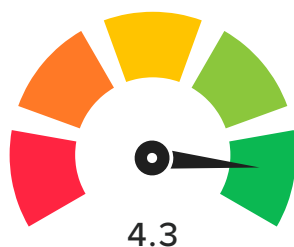
Customer feedback for GoJ was rebranded and relaunched Island wide in 2022

There was an increase in number of comments **(246)** and compliments **(701)** when compared to 2021.

Corporate Performance (continued)

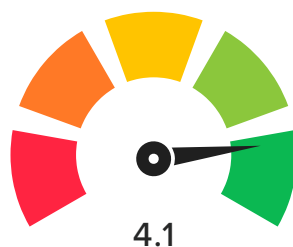
Key Theme: Customer Feedback (continued)

Customer Sentiment Indicator (CSI)



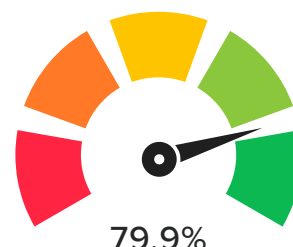
Increased availability and utilisation of customer insight data across all interaction channels

Customer effort score (CES)



2022 has seen customer effort scores **consistently on target or above**.

Customer Satisfaction (CSAT)



Slightly below target of 80%. 3% increase from 2021

The **Customer Effort Score** for 2022 was on target at 4 out of 5 with customers who complete the surveys scoring the interaction they had as 'easy' or 'fairly easy'

The **Customer Satisfaction Score** was up 3% from 2021 and slightly below target (80%) with 79.9% of customers saying that they were 'very satisfied' or 'satisfied' with the service they had interacted with.

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

Corporate Performance (continued)

Key Theme: Projects and Programmes

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

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

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

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

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

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

Corporate Performance (continued)

Key Theme: Projects and Programmes (continued)

Major and Strategic projects and programmes: Summary of status at the end of 2022

	Red	Red/Amber	Amber	Amber/Green	Green	Completed	Reset	Totals
Major								
Chief Operating Office	0	0	0	1	4	0	0	5
Children, Young People, Education and Skills	0	1	0	0	0	0	2	3
Department for the Economy	0	0	0	0	1	0	0	1
Health and Community Services	1	0	0	0	1	0	0	2
Infrastructure, Housing and Environment	0	1	0	0	1	0	1	3
Justice and Home Affairs	0	0	0	0	0	0	1	1
Office of the Chief Executive	0	0	0	0	1	0	0	1
Strategic								
Chief Operating Office	0	0	0	2	4	1	0	7
Children, Young People, Education and Skills	0	0	1	0	5	0	3	9
Customer and Local Services	0	0	0	1	1	1	0	3
Department for the Economy	0	0	0	1	1	0	0	2
Health and Community Services	2	0	1	0	0	0	2	5
Infrastructure, Housing and Environment	0	2	2	0	3	0	0	7
Justice and Home Affairs	0	0	1	0	1	0	0	2
Strategic Policy, Planning and Performance	0	0	0	0	3	0	0	3
Treasury and Exchequer	0	1	0	0	2	1	0	4
Grand Total	3	5	5	5	28	3	9	58

The three Completed projects are Digital ID within the Service Digitisation Programme); Customer Strategy – GoJ Service Standards and Fiscal Stimulus Fund.

The three Red projects are Our Hospital; EMIS Primary and Community Services; and Health Demographic Services

More detail on major and strategic projects can be found in Annex – [Government Department Annual Reports](#) as well as the [Status of Strategic and Major projects at 2022 year end](#).

Corporate Performance (continued)

Principal Risks

For information on our areas of focus and mitigations in respect of these risks see the [Accountability Report](#).

Like all governments, Jersey faces the constant threat of a cyber-attack and, as a consequence, is undertaking targeted action to enhance our technology estate, data management and information security against a backdrop of increased global cyber security risk from hostile state and criminal activity. Other measures to mitigate potential loss include the establishment of the Cyber Security Centre (CERT), regular threat monitoring and horizon scanning.

An increasing risk that there could be service disruption and an impact on the ability to provide quality property maintenance services to Islanders. Resources are being diverted from reactive maintenance to allow greater effort to keep Government properties compliant with legislation and statutory inspections. Assets are being managed however there is a risk that this could result in decaying asset values. Other potential consequences are improvement and enforcement notices; health and safety incidents; harm to people/loss of property; litigation and reputational damage. Mitigations include the Estates Strategy; implementation of the Property Target Operating Model and collaboration with tenant departments.

If Government does not plan for its workforce effectively and implement good recruitment and retention practice. This would result in resourcing challenges for key services and possible impact on public safety; higher costs; and Government developing a reputation as a poor employer brand. It may also result in higher levels of absenteeism, lower productivity and wellbeing, higher levels of health and safety incidents, development of toxic cultures or workforce. This could be due to poor resourcing and management information in decision-making and failure to implement effective departmental people strategies and culture plans, and HR governance. Mitigations include Workforce plans and Succession planning; alignment with the Government plan; Exit and Be Heard surveys; People and Culture Plans and employee led networks.

Corporate Performance (continued)

2022 Milestones

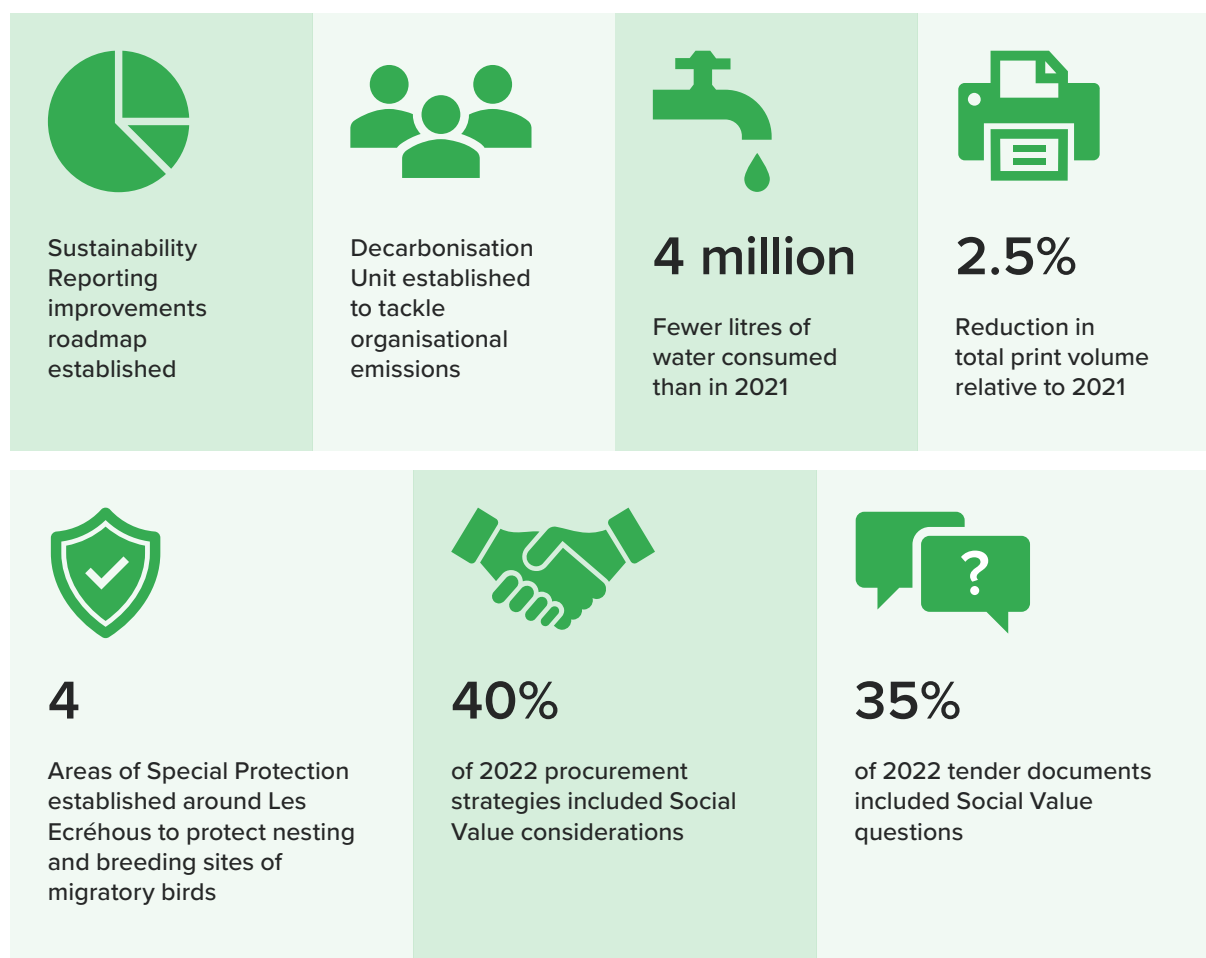
Jersey's Standard and Poor credit rating unchanged	<p>Interim CEO, Paul Martin, departs, new CEO, Suzanne Wylie, commences</p> <p>Government Plan 2022-2025 updated</p>		<p>2021 Annual Report and Accounts published</p> <p>Jersey Better Life Index 2021</p> <p>States Employment Board welcomes JAC annual report</p> <p>First Census Results Published</p> <p>Government improves feedback services</p> <p>States Employment Board annual report 2021</p> <p>Strong interest in new States of Jersey £500m Bond issuance</p>		
JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
<p>New Council of Ministers takes office</p> <p>Assistant Ministers are appointed</p> <p>Further census bulletins published</p>	<p>Additional census tables published</p> <p>Government reaches halfway point of 100-Day Actions³</p>	<p>Statement on the death of Her Majesty The Queen by the Chief Minister, Deputy Kristina Moore</p> <p>Proclamation of the King</p> <p>Policy Professional Apprenticeships Begins</p>	<p>Jersey's proposed Government Plan and Common Strategic Policy launched</p> <p>Ministerial Plans published</p> <p>New Ministerial Code of Conduct and Practice</p> <p>100 Day Plan delivered</p>	<p>Common Strategic Policy approved by the States Assembly</p> <p>Engagement and Information Improvement Report published</p>	<p>Government Plan approved by the States Assembly</p> <p>Jersey Opinions and Lifestyle report published</p> <p>Census final report published</p>
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER

Sustainability

2022 has been a positive year for sustainability, both for Government and the wider States of Jersey Group.

We hope to continue to build on this in the run up to 2030 and beyond, offering greater clarity on our internal operational practice, as well as monitoring the long-term value for money and improved organisational resilience targeted through sustainability measures.

Government of Jersey and Non-Ministerial Departments



As part of our sustainability work, we have been reviewing the way that we collate figures on our energy consumption, emissions and spend and air travel. This information for 2022 will be published once available alongside comparable 2021 data and will be included in future years' Annual Report and Accounts.

Sustainability (continued)

States of Jersey Group



Increased proportion of GVA spent by JOA on international development contributes to the UN's Sustainable Development Goals.



100%

Of JOA travel use by staff and volunteers offset



99.9%

Of Andium homes electrically heated



20

Andium electric car sharing clubs started



BREEAM Excellent

certification targeted for IFC 6, in construction throughout 2022 by Jersey Development Company



175

Electric charge points installation agreed during 2022 for the Horizon residential development being delivered by Jersey Development Company with their Joint Venture partner



Collaborative Partnership

between Ports of Jersey, Universal Hydrogen and Blue Islands



Carbonpass App

launched by Ports of Jersey for airport passengers to balance their carbon with Durrell Rewild

Appendix 1

Financial Review

This Financial Review section provides a summary analysis of the consolidated group, including all funds and subsidiary companies, as well as component entities.

States Assembly performance refers to the general revenue income and department expenditure as it has been approved by the States Assembly in the Government Plan or decisions of the Treasury and Resources Minister

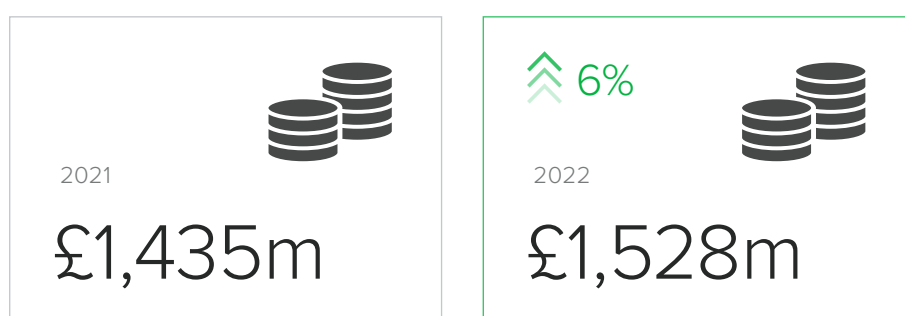
The Statement of Comprehensive Net Expenditure is split by 'Core' and 'Group' where 'Core' is all parts of the States of Jersey group apart from the consolidated subsidiaries and 'Group' includes those subsidiaries per the diagram on page 6 and the information in Note 4.26 on page 325.

Income

Consolidated Group

Income, excluding gains/losses on the revaluation of investments, increased by £92 million (6%) in 2022, compared to 2021. There was a £89 million (12%) increase in taxation revenue with an £78 million (12%) increase in income tax and £11 million (10%) increase in GST offset by reductions elsewhere including a £36 million (75%) reduction in dividends income due to the additional £40 million dividend from JT Group following the sale of their Internet of Things business in 2021.

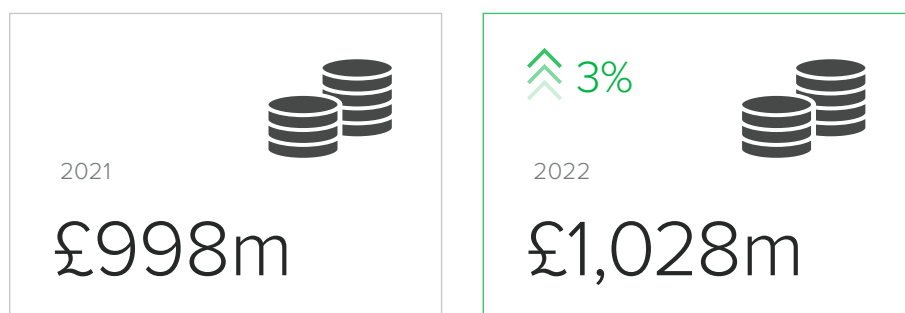
More detail is provided later in this section on page 83.



States Assembly Approved

States Net General Revenues Income increased by £30 million (3%) from 2021. The increase is over the amount for 2021 that included a £40 million exceptional dividend from JT Group.

More detail is provided later in this section on page 85.

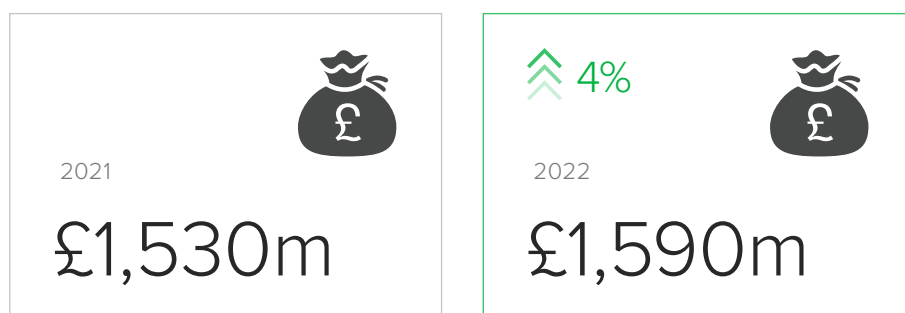


Expenditure

Consolidated Group

Expenditure increased by £60 million (4%) from 2021. There were reductions in spend on specific Covid-19 related costs offset by an increase in staff costs of £38 million (8%).

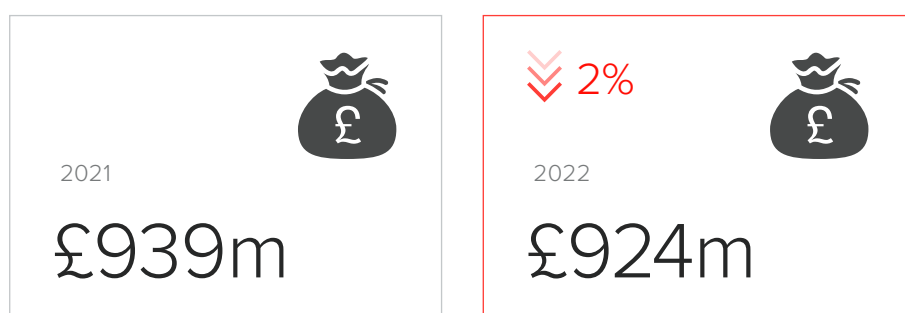
More detail is provided later in this section on page 83.



States Assembly Approved

Departmental net expenditure, including depreciation, decreased by £15 million (2%), which is primarily the impact of reduced Covid-19 expenditure and an increase in operational income offset by increases in staff costs and other operating expenditure.

More detail is provided later in this section on page 85.

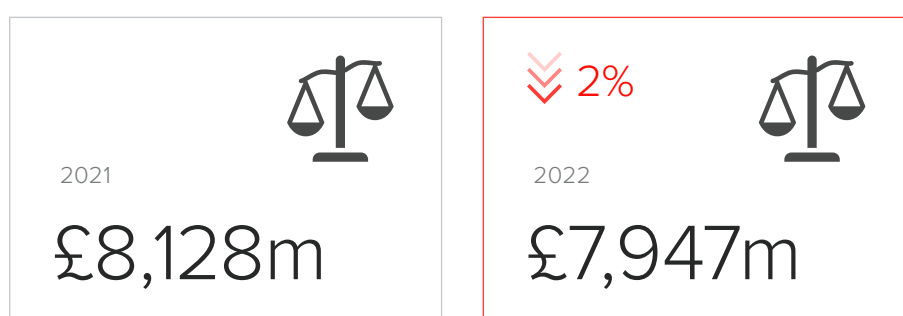


Balance Sheet

Consolidated Group

2022 was a challenging year for investment performance on the back of a period of sustained growth in the investment portfolio with investment revaluation losses of £213 million recognised in 2022. Despite that reduction in the value of investments, a strong balance sheet is maintained with a net asset position of £7.9 billion. The decrease in the net asset position of 2% is mainly attributable to the reduction in value of the investment portfolio offset by increases in the value of infrastructure and property assets following revaluation.

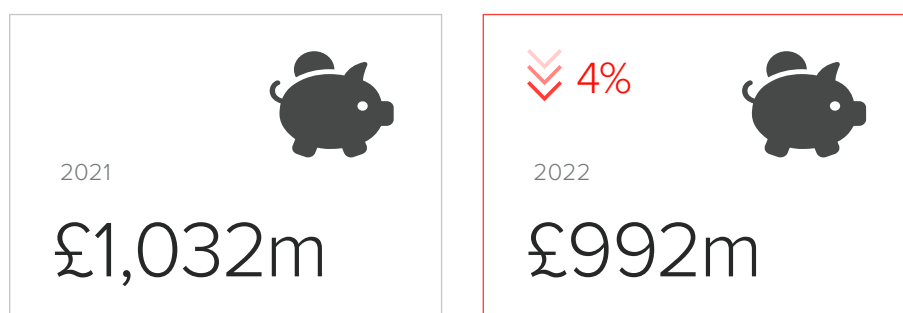
More detail is provided later in this section on page 99.



Strategic Reserve

Despite the challenging investment environment in 2022, the Strategic Reserve remains in a strong position with a balance of £992 million. The decrease reflects investment revaluation losses of £68 million, reflecting the overall investment performance as at the end of 2022. There were also transfers in/out of the fund to help manage the costs of financing as planned in the Government Plan.

This is largely within the 'Other Financial Assets' lines within the Statement of Financial Position.



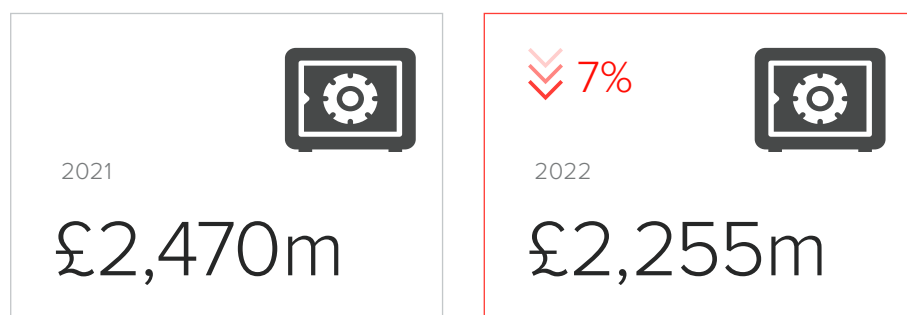
Social Security Funds

The Social Security Funds have decreased in value by £216 million (9%) from 2021. As with the Strategic Reserve, this is predominantly due to investment performance on the Social Security (Reserve) Fund with the other funds all increasing in value as at the end of 2022.

The largest of these funds, the Social Security (Reserve) Fund, recognised investment losses of £158 million in 2022. Despite this, it remains well placed to manage movements in the market thanks to the investment strategy in place and the longer-term investment performance horizon. Three-year investment performance for the fund was 4.0% and the five-year was 4.6%.

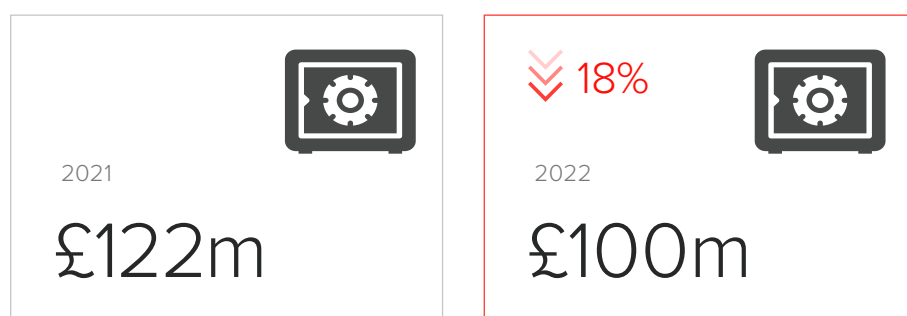
A transfer of £79 million was made from the Social Security (Reserve) Fund to the Social Security Fund in 2022 to offset the removal of the States grant which was re-directed towards funding the Covid-19 response 2022.

This is largely within the 'Other Financial Assets' lines within the Statement of Financial Position.



Consolidated Fund

The Unallocated balance in the Consolidated Fund decreased from £122m in 2021 to £100 million in 2022. However, this is an improvement over the position included in the Government Plan 2023-2026, driven by higher general revenue income than forecast, offset by the cancellation of transfers from the Health Insurance Fund originally planned to fund work on the Jersey Care Model and Digital Care Strategy. Whilst the balance has improved compared expectations in the Government Plan 2023-2026, the Consolidated Fund is still forecast to decrease over the coming years as the States continues to invest in capital projects.



States of Jersey Group

The 2022 Annual Report and Accounts presents the financial outturn for the States of Jersey Group, as well as the outturn for the income and expenditure approved by the States Assembly. This section of the report provides background information about the services and activities those figures represent, setting out what is and what is not included in the Group and States of Jersey's accounts.

Government and Non-Ministerial Activities

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

The States of Jersey Accounting Boundary

The entities included within the States of Jersey Accounting Boundary are shown below. More information on specific entities is given below.

Core Entities

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

Consolidated Fund – General Revenues and Department Expenditure

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

Trading Operations

Under the Public Finances (Jersey) Law 2019, the States can designate any distinct area of operation as a States Trading Operation. Estimates for Trading Operations are approved in the Government Plan.

States Funds

In addition to the Consolidated Fund, the Public Finances (Jersey) Law 2019 names two States Funds – the Strategic Reserve Fund and the Stabilisation Fund.

The Public Finances (Jersey) Law 2019 also allows the States to establish other States funds for specific purposes.

These are usually established by legislation or a States Assembly decision. A full list of the funds, their purpose and the net asset values held is provided later in this section on page 104.

Social Security funds

In 2013 the Accounting Boundary was expanded to include the Social Security Fund, Social Security (Reserve) Fund and Health Insurance Fund. The Jersey Dental Scheme and the Long-Term Care Fund, were also included in this category.

States-controlled subsidiary entities

Andium Homes Limited

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

Ports of Jersey Limited

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

Jersey Development Company

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

The above subsidiaries are distinguished from the Strategic Investments in the utility companies shown below by way of the level of control exerted by the Government of Jersey. This judgement has been written in to the accounting boundary defined in the Jersey Financial Reporting Manual ('JFReM') but it is anticipated it will be removed and these entities will also be consolidated within the States of Jersey accounting boundary in future years as part of the continual review of the JFReM against International Financial Reporting Standards ('IFRS').

The relationship with the entities below is judged to be sufficiently different to consider them outside of the group boundary for accounting purposes.

Public sector bodies outside of the Accounting Boundary

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

Parishes

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

Trust and bequest funds

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

Strategic investments

The Government owns controlling investments in the following utility companies:

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

In accordance with the interpretation of direct control applied in the Jersey Financial Reporting Manual ('JFReM') based on the States, Council of Ministers or a Minister exercising in year control over operating practices, these entities are not consolidated in these accounts and are held as strategic investments.

More information about the valuation of these companies is given in Note 4.11.

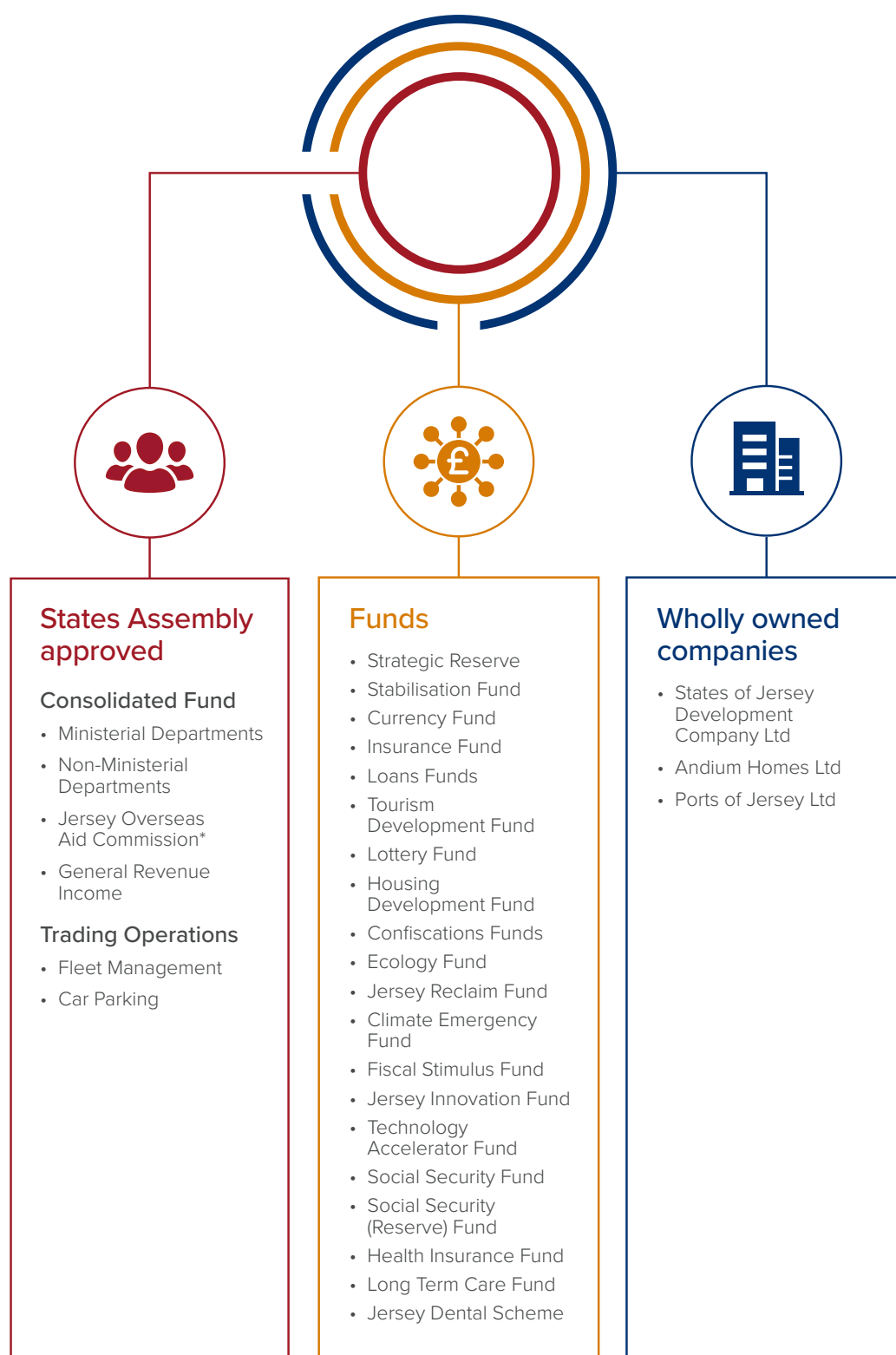
Independent bodies

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

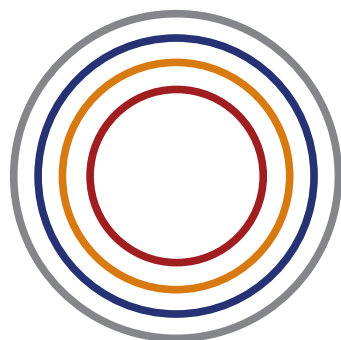
Minor Entities not consolidated but within the accounting boundary

There are a number of smaller entities which fall within the accounting boundary of the States of Jersey but which are not consolidated as they are immaterial to the financial statements as a whole.

States of Jersey Group (SOJ Group)



SOJ Group – Financial Performance



SOJ Group

- Revenue £1.5 billion (up 6%)
- Expenditure £1.6 billion (up 4%)
- Losses from the revaluation of investments of £213 million compared to gains of £348 million last year

Highlights Include:



States Assembly approved

Net General Revenue Income £1,028 million. £30 million (3%) increase from 2021. Includes:

- Income Tax £720 million (up 12%)
- GST £118 million (up 11%)
- Impôts and Stamp Duties £121 million (up 14%)
- Dividends £12 million (down 75%)

Department Net Expenditure £873 million. £15 million (2%) decrease from 2021. Includes:

- Staff Costs £512 million (up £35 million, 7%)
- Social Benefits Payments of £127 million (down £29 million, 19%)

Operating Surplus £155 million. (£110 million in 2021)

Surplus after depreciation £104 million. (£59 million in 2021)

Revenue spend on projects less net income from trading operations £35 million (£12 million in 2021)



Funds

Income £366 million. £33 million (10%) increase from 2021. Includes:

- £326 million of Social Security contributions excluding those from the States of Jersey (up 10%)

Expenditure £440 million. £35 million (9%) increase from 2021. Includes:

- Social Security contributory benefits £376 million (up 7%)

Net Operating Expenditure £74 million (£72 million 2021)

Investment losses of £239 million. (£326 million gains in 2021)

Net Expenditure £313 million. (£254 million net income in 2021)



Subsidiaries

Income £109 million. £11 million (11%) increase from 2021. Includes:

- £58 million of rental income through Andium Homes (up 5%)
- £29 million of sales in Ports of Jersey including landing dues (up 38%)

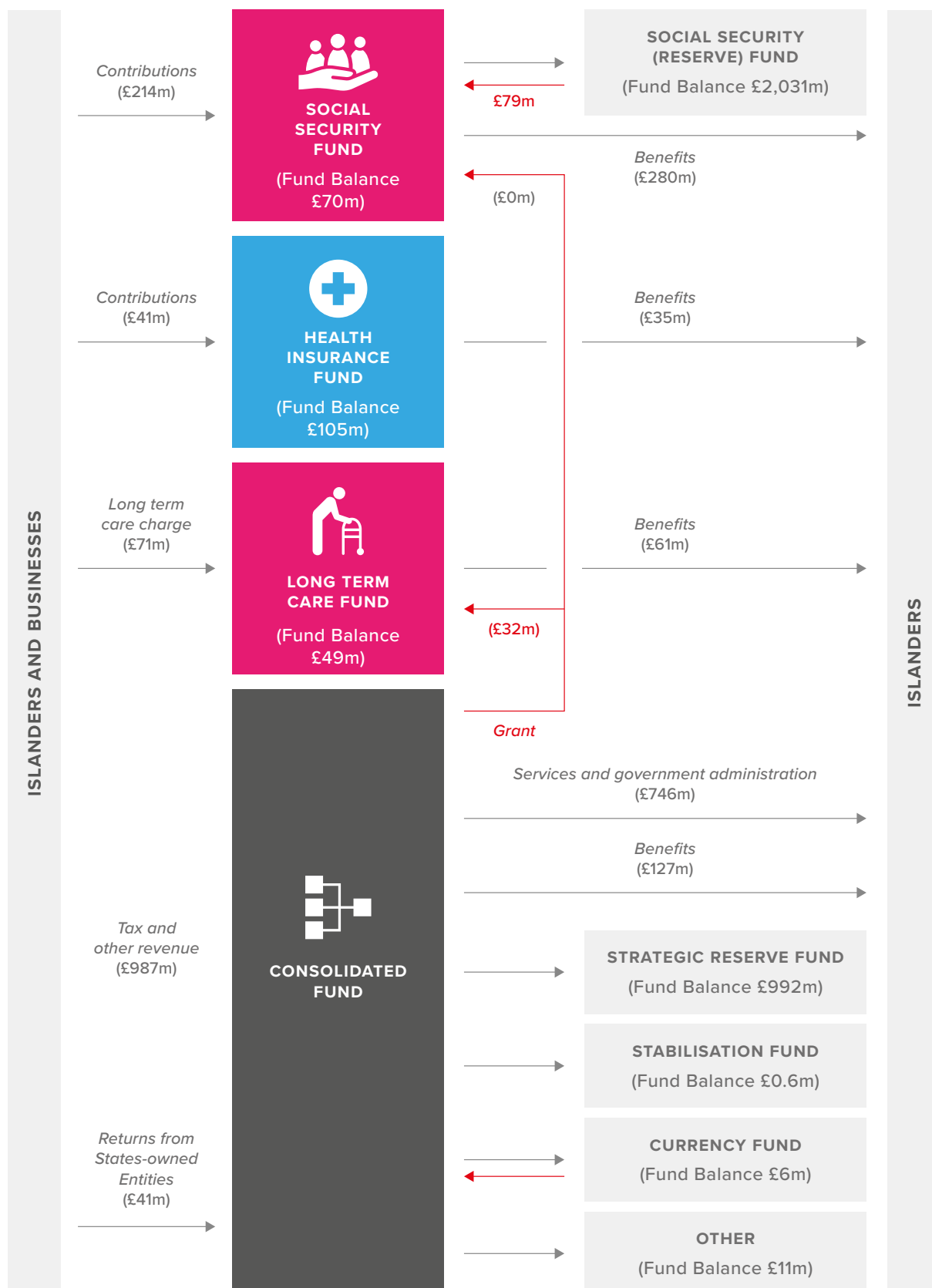
Expenditure £111 million. £9 million (7%) decrease from 2021. Includes:

- £30 million of staff costs (up 15%)
- £29 million of financial returns to the States of Jersey from Andium Homes (down 5% from 2021)
- £18 million of premises and maintenance costs (up 16%)

Net Operating Expenditure £2 million. (£22 million in 2021)

(Rounding applied)

How Islanders' Money Is Used



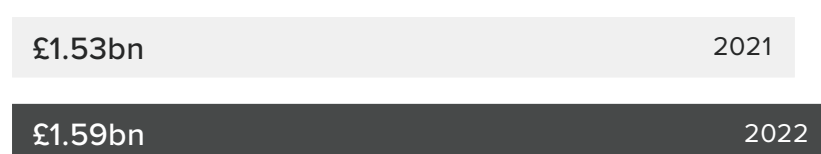
Financial Summary 2022

States of Jersey Group

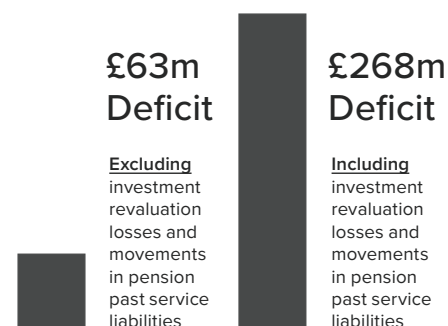
Revenue



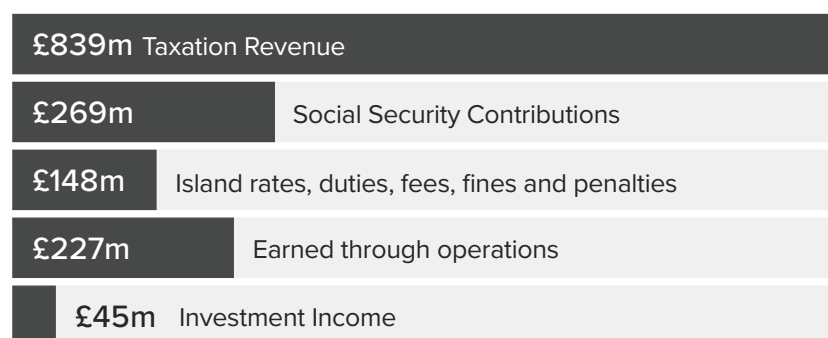
Expenditure



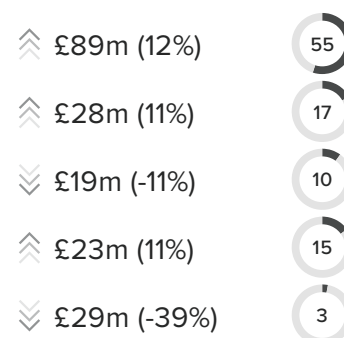
Overall



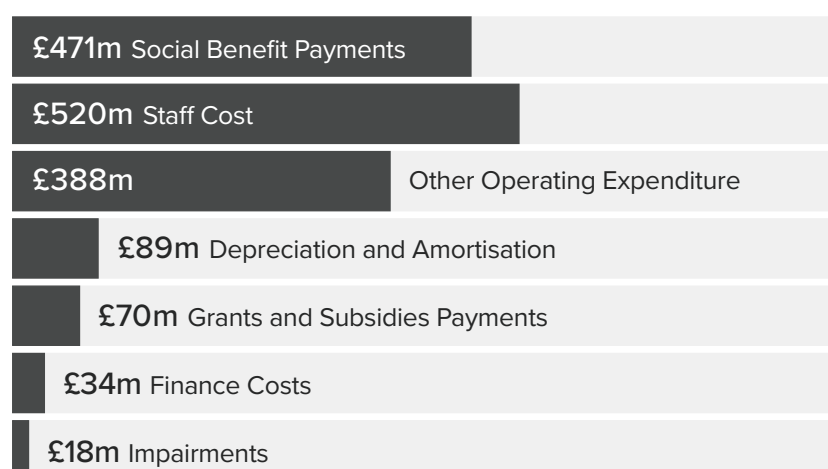
Breakdown of Revenue



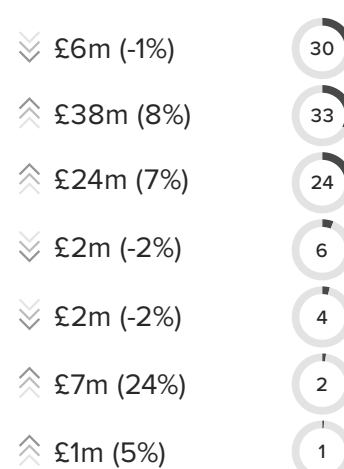
Movement from 2021 % of Total



Breakdown of Expenditure



Movement from 2021 % of Total



(Rounding applied)

Financial Review

Excluding losses on the revaluation of investments and the movement in the pension liabilities, expenditure exceeded income by £63.0 million in 2022, compared with £95.4 million in 2021. (See the 'Operating Net Revenue Expenditure/(Income)' line in the Statement of Comprehensive Net Expenditure on page 231).

Revenues increased overall with taxation revenues increasing by £89.1m (12%) and social security contributions by £27.6m (11%).

Expenditure increased overall by £60.0 million (4%) in 2022. Social benefits expenditure reduced by £5.5m (1%) which is the result of reduced levels of Covid-19 benefits for the second consecutive year. This was offset by increases across other benefits.

Staff costs increased by £37.6m (8%) in 2022 reflecting an increase in the number of staff and pay awards in the year. There is more detail on staff numbers and costs by segment in the Staff Report.

Finance costs have also increased by £6.6 million (24%) to £34.2 million in 2022 which is primarily the cost of servicing the additional bond issued in 2022 to repay the pension past service liabilities and the revolving credit facility.

Non-Operating Gains/Losses

In a challenging market setting, the Common Investment Fund generated a net loss of 6.5% in 2022, outperforming most market indices and not fully eroding the gains of 10.5% seen in 2021. This resulted in losses of £213 million compared to gains of £348 million in 2021.

Investments are subject to volatility and are best viewed over a long term investment horizon. While the 2022 loss has reduced performance over all timescales, performance over 3, 5 and 10 years remains positive at 3.7%, 4.2% and 7.2% respectively. Since inception in June 2010, the CIF has delivered an annualised average net return of 7.2%.

The pension debt liabilities reduced by £8 million in 2022 compared to a £14 million increase in 2021. This valuation movement was prior to the full repayment of these liabilities using the proceeds of the additional borrowing in 2022.

These items have been separated in the financial statements as they are non-operational and subject to greater volatility. Isolating them makes it easier to understand the underlying financial performance of the organisation.

Including all of the above, there was a deficit of £268 million in 2022 compared to a surplus of £239 million in 2021.

(See the 'Net Revenue Expenditure/(Income)' line in the Statement of Comprehensive Net Expenditure on page 231).

States Assembly Approved

Net General Revenue Income

£998m	2021
£1.03bn	2022

Expenditure (including depreciation)

£939m	2021
£924m	2022

Overall



Including depreciation, there was a surplus of £104 million in 2022 compared to £59 million in 2021. As agreed in the Government Plan 2022, no States Grant to the Social Security Fund was made in 2021 or 2022. This would have been an additional expenditure of £65 million in 2021 and £80 million in 2022.

Breakdown of Net General Revenue Income

	Movement from 2021	% of Total
£720m Net Income Tax	⬆️ £78m (12%)	70
£118m Goods and Services Tax (GST)	⬆️ £11m (11%)	12
£67m Impôts Duties	⬇️ £14m (-17%)	7
£54m Stamp Duty	⬇️ £7m (-11%)	5
£15m Island Rate	⬆️ £0.8m (6%)	1
£12m Other Income (Dividends)	⬇️ £36m (-75%)	1
£14m Other Income (Non Dividends)	⬇️ £1.5m (-9%)	1
£29m Other Income (Return from Housing Associations)	⬇️ £1.5m (-5%)	3

(Rounding applied)

£ Net Income Tax

2022	£720m
2021	£642m
2020	£582m

Net General Revenue Income for 2022 was £1,028.4m compared to £998.1m for 2021.

Net income tax was £77.9m (12%) higher than 2021 and comprised Personal Income Tax of £599.4m and Companies Income Tax of £121.5m.

In the latest Fiscal Policy Panel (FPP) report ([FPP Annual Report March 2023](#)), the Panel suggest strong growth in all of the components used in the forecasting model for income with the growth in overall income suggested to be the highest in over a decade.

In preparing their economic assumptions, the FPP also assume that employment income will rise consistently in the finance sector whilst non-finance sectors will see a period of above trend growth. This reflects the strong post-pandemic recovery in the labour market.

Personal income tax for 2022 is £41.6m (7%) higher than reported in 2021. This is £42.3m higher than the estimate in the Government Plan 2022 and £29.4m higher than the most recent forecast used in Government Plan 2023-26.

The increase in 2022 personal income tax revenues reflect a continued growth in earnings in line with the expectations of the FPP.

Companies Tax increased by £36.1 million (42%) from 2021 and was £26.8m higher than estimated in the Government Plan 2022 and £11.5m higher than the latest forecast used in the Government Plan 2023-26. As Company Tax is recognized one year in arrears, this reflects a recovery in 2021 profits following the impact of the pandemic on business in 2020.



2022	£118m
2021	£106m
2020	£94m

GST increased by £11.0 million (10%) compared to 2021. The outturn was approximately £14 million higher than the estimate in the Government Plan 2022.

The retail sector makes up the largest proportion of GST revenue with 43% in 2022. As GST is a sales-based tax, revenue generally increases in-line with inflation assuming there are no big changes in overall sales volumes. The All items Retail Price Index (RPI) or Jersey increased by 12.7% during the twelve months to December 2022. GST from the retail sector increased by 14% in 2022, up to £43.9 million.

While the impacts of restricted off-island travel due to Covid-19 were less in 2022 compared to prior years, travel numbers haven't returned to pre-pandemic levels. This, combined with the increase in online shopping with the reduction in the de minimis for GST on imported goods introduced in 2021 has also led to an increase in import GST.

The next largest sectors for GST revenue are financial services and hospitality with increases of 20% and 36% respectively which, again, reflects an increase in activity and turnover across both of those sectors in 2022.

Impôts Duties

2022	£67m
2021	£80m
2020	£74m

Impôts decreased by £13.7 million (17%) from 2021. The outturn was £5.6 million lower than the estimate in the Government Plan 2022 and £7.6 million lower than the forecast included in the Government Plan 2023-26.

Income from Impôts was significantly higher than trend over 2020 and 2021. This has been largely attributed to the lack of opportunities for duty free imports with restricted travel. Limited travel restrictions were in place in 2022 which corresponds with a significant reduction in duties from both tobacco and spirits as the two most common duty free commodities.

Tobacco saw the largest reduction in duties received with a reduction of £11.9 million (46%).

The Government Plan 2022 continued the published policy to increase tobacco duty by an additional 65p (RPI (3.5%) + 6.0%) per pack of 20 cigarettes and an additional £3.55 (RPI + 10%) per 50g tobacco pouch in 2022 on health grounds. In addition, new legislation came into force in Jersey on 31st July 2022 introducing plain packaging for domestic sales and banning flavoured cigarettes (e.g. menthol) from being produced or supplied in the Island. The Restriction on Smoking (Standardised Packaging and Labelling) (Jersey) Regulations 2021 are intended to encourage smokers to stop smoking and may in turn contribute to the steady decline in consumption and quantities of duty paid tobacco in Jersey which for the period 2015-2019 averaged about -6% each year.

It is difficult to precisely separate the impact of duty free imports and public health policy on the consumption of duty paid tobacco products but there was a clear spike in duties during the periods of restricted travel. The reduction in 2022 brings tobacco duties more in line with pre-pandemic levels albeit the lowest since 2015.

Duties from spirits reduced by £2.0 million (22%) in 2022 which brings it in line with the pre-pandemic trend, suggesting reduced duty free imports during 2020 and 2021 are the primary factor.

Stamp Duty

2022	£54m
2021	£61m
2020	£37m

Stamp Duty decreased by £6.7 million (11%) from 2021. The outturn was £12.6 million higher than the estimate in the Government Plan 2022 and £0.6 million lower than the forecast included in the Government Plan 2023-26.

2021 was a particularly strong year for property transactions with a lot of activity in the market and strong growth in property prices. While that did carry on through 2022, conditions had already shifted in the latter half of the year as economic conditions tightened and the Bank of England Bank Rate was increased from the unprecedented low levels seen in recent years. The Bank Rate shifted from 0.25% at the start of 2022 to 3.5% as the year closed with broader impacts seen in the commercial residential lending markets following unexpected UK Government policy announcements leading in to Quarter 4.

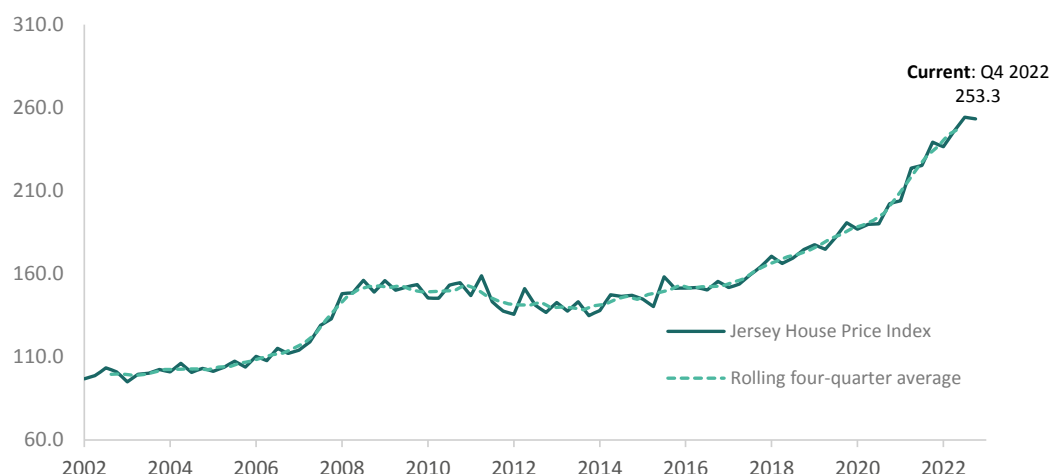
The turnover of properties was 12% lower in 2022 compared to 2021. This comprised an increase in the sale of 1-bedroom properties with decreased sales of all other property types.

There were 341 court transactions with a consideration value of £1.0 million or more in 2022 compared to 431 in 2021. The five largest stamp duty transactions yielded combined duty of £5.1 million in 2022 compared to £6.5 million in 2021.

House prices have seen a significant increase in the last few years as illustrated by the below chart from the [Statistics Jersey House Price Index Quarterly Summary for Q4 2022](#). The House Price Index was 11% higher in 2022 than 2021.

Figure 1 – Jersey House Price Index, Q1 2002 to Q4 2022

(2002 = 100; including share transfer properties and non-seasonally adjusted)





Other Income Sources

2022	£70m	
2021	£69m	JT Exceptional Dividend £40m
2020	£65m	

2021 included a special dividend of £40m from JT Group following the sale of its Internet of Things business.

Excluding this exceptional item, other income increased by £1.5 million (2%) from 2021. The outturn was £3.9 million higher than the estimate in Government Plan 2022 and £7.4 million higher than the forecast included in the Government Plan 2023-26.

While dividend and non-dividend income was higher than forecast for 2022, with company registration fees and tax penalties exceeding expectations, the return from Andium Homes was lower than estimated in the Government Plan 2022 due to the rent freeze and reduction in the market rent cap from 90% to 80% agreed by the States Assembly.

Financial Review

Breakdown of Net Revenue Expenditure By Department

		Movement from 2021	% of Total
£247m	Health and Community Services	⬆️ £18m (8%)	28
£176m	Children, Young People, Education and Skills	⬆️ £19m (12%)	20
£92m	Customer and Local Services	⬆️ £0.5m (1%)	11
£75m	Treasury and Exchequer	⬇️ £0.8m (-1%)	9
£49m	Infrastructure, Housing and Environment	⬆️ £2.7m (6%)	6
£39m	Chief Operating Office	⬆️ £5.7m (17%)	4
£37m	Department for the Economy	⬆️ £4m (12%)	4
£32m	Justice and Home Affairs	⬆️ £1.6m (5%)	4
£26m	States of Jersey Police	⬆️ £0.7m (3%)	3
£15m	Jersey Oversea Aid	⬆️ £2.5m (21%)	2
£12m	Strategic Policy, Planning and Performance	⬆️ £2.4m (26%)	1
£6m	Office of the Chief Executive	⬆️ £0.4m (8%)	1
£3m	External Relations	⬆️ £0.6m (24%)	0
£33m	Non Ministerial States Funded Bodies and the States Assembly	⬆️ £5m (16%)	4
£43m	Covid 19 Response	⬇️ £66m (-61%)	5
£0m	Debt management	⬇️ £0.1m	0
£0.1m	Finance Costs	⬇️ £0.1m	0
(£9m)	Past Service Pension Liabilities Refinancing	⬇️ £9m	-1

(Rounding applied)

Breakdown of Net Revenue Expenditure By Type

		Movement from 2021
(£123m)	Income	⬆️ £20m (19%)
£127m	Social Benefit Payments	⬇️ £29m (-19%)
£512m	Staff costs	⬆️ £35m (7%)
£278m	Other Expenditure	⬆️ £5m (2%)
£68m	Grants and Subsidies Payments	⬇️ £5m (-7%)
£11m	Financing*	⬇️ £1m (-8%)

(Rounding applied)

*net of £11.8 million gains on a hedging arrangement in 2022

Financial Review

In 2022, Near Cash Net Revenue Expenditure for departments was £873 million (2021: £888 million). This included departmental income of £123 million (2021: £103 million), giving gross expenditure of £996 million (2021: £991 million).

Before taking account of Covid and financing related expenditure, Net Revenue Expenditure increased by £61 million (8%).

Once Covid and financing spend is taken in to account, 2022 Net Revenue Expenditure fell by £15 million (2%) compared to 2021 being the net impact of the £66 million (61%) reduction in costs associated with the response and management of the Covid-19 pandemic and increased income received directly by departments. The reducing cost of Covid-19 is reflected in the £29 million (19%) reduction in social benefits expenditure in 2022 (breakdown can be found in Note 4.6 on page 256), £5 million (7%) reduction in grants and subsidies (breakdown can be found in Note 4.8 on page 258) and £20 million (19%) increase in income in the above chart.

This was offset by a £35 million (7%) increase in staff costs due to an increase in staff numbers and pay awards and other expenditure which increased less than inflation during the year. Details are provided in the Staff Report on page 184 and Note 4.7 on page 257.

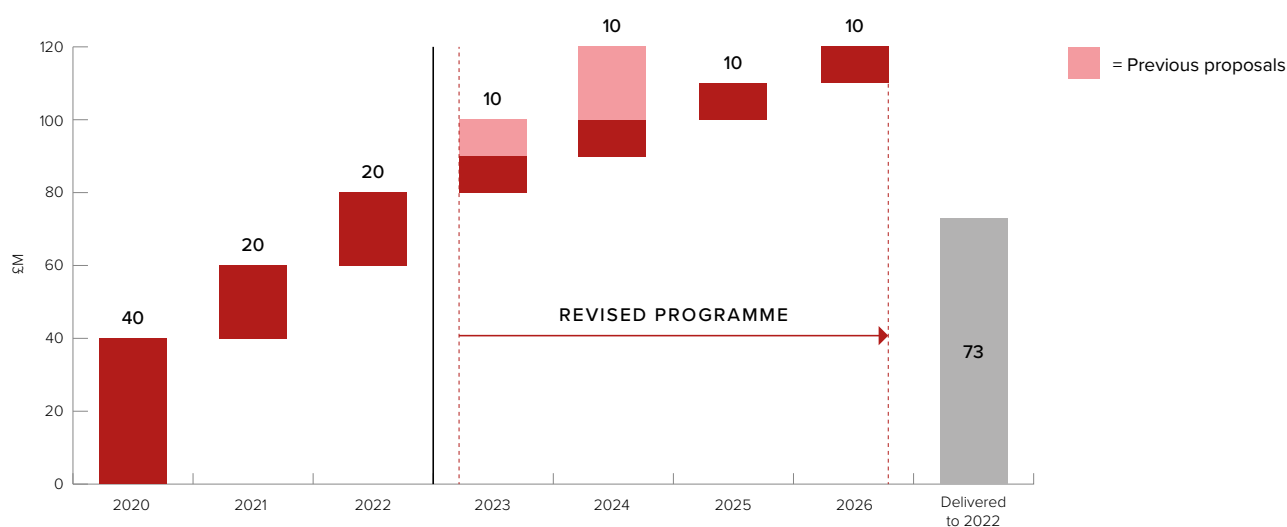
Efficiencies and Rebalancing for 2022

The Government Plan 2020-2023 set out the ambition to achieve £100 million of efficiencies, with the first £40 million to be achieved in 2020. Within the Government Plan 2021-2024, the Council of Ministers added a further £20 million objective in 2024, increasing the total value to £120 million of efficiencies and other rebalancing measures to be delivered across 2020 to 2024.

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

More detail can be found in the [Government Plan 2023-2026](#).

Below is an illustration of the cumulative delivery of the efficiencies and value for money programme over 2020 - 2026, including the revised profile across 2023 - 2026.





States Funds

During 2022, the funds saw expenditure exceed income before investment returns by £74 million compared to £72 million in 2021.

After investment losses of £239 million (£326 million gains in 2021), Funds had net expenditure of £313 million compared to net income of £254 million in 2021, reflecting no States Grant to the Social Security Fund in each year.

The biggest impact in 2022 was the performance of investments which suffered revaluation losses in extremely challenging market conditions. However, the losses in 2022 are still only equal to 73% of the gains recorded in 2021.

A more detailed look at investment performance in 2022 can be found on page 101.

The Social Security Fund was again impacted by the approval of the States Assembly to cancel the grant paid by the States Treasury and Exchequer from taxation income to supplement Social Security Contributions. The Fund managed that lost income in 2022 through a transfer of £79 million from the Social Security (Reserve) Fund.

Social Security contributions from employers and employees increased by £30 million (10%) to £326 million and social benefits payments increased by £24 million (7%) to £376 million.

60% of social benefits spend out of the Funds is on old age pensions which increased by £15 million (7%) in 2022 to £227 million.

Strategic Reserve Fund



Social Security (Reserve) Fund





Subsidiary Companies

These accounts consolidate the activities of three wholly-owned subsidiary companies: the States of Jersey Development Company, Andium Homes and Ports of Jersey.

The headline performance of each is shown below including investment gains/ losses and before any adjustments in the group accounts for payments made to or from the States of Jersey and differences in accounting treatment.

The financial performance reported below for the subsidiary companies may vary from those reported directly by the entities due to adjustments made during the final stages of respective audits.

More information can be found in the Annual Report and Accounts for each entity which will be published through their respective websites below.

[Andium Homes Limited](#)

[Ports of Jersey Limited](#)

[States of Jersey Development Company Limited](#)

Jersey Development Company Net Income

£0.5m	2021
£1.6m	2022

Jersey Development Company's operational performance remained stable with property rental and car parking income offsetting staff and operational expenses.

However, there was a loss of £1.5 million in 2022 due to the impairment of inventory which was principally because of increased financing costs. This was offset by an unrealised gain of £3.2 million resulting from a hedge, reflecting measures taken to protect the Company against interest rate increases.

Completion of the first block at the Horizon development narrowly missed year end hand over to purchasers, with 108 apartments ready shortly thereafter. The expected share of profits will now be recognised in 2023.

Construction is well underway on the latest office building at the International Finance Centre, IFC6, with the superstructure complete by year end and the project on target for completion in November 2023.

Developments continue to be funded from retained earnings and financing.

Andium Homes Net (Expenditure)

	(£78.7m)	2021
	(£70.7m)	2022

Andium's performance remained stable in 2022 with a £2.6 million increase in operational income from £56.8 million to £59.4 million which is predominantly property rental from the social housing estate with an additional 206 new homes delivered in 2022.

The net expenditure position improved in 2022 from £31.1 million in 2021 to £8.1 million. This is largely a reflection of the continued strength of the housing market, resulting in a reduction in the impairment of our housing stock.

This position also includes a financial return from Andium to the Government of £28.6 million in 2022 (£30.2 million in 2021), which was reduced following agreement by the States Assembly following the decisions to freeze social housing rents and cap them at 80% of market rate compared to 90% of market rate previously.

Ports of Jersey Net (Income)

(£0.7m)		2021
	£4.7m	2022






While the Jersey Development Company and Andium Homes were not significantly impacted by the pandemic, Ports of Jersey suffered significant financial impacts through the loss of travel through the airport and, to a lesser but still significant extent, the harbour.

2022 saw recovering air and sea passenger numbers which contributed to an overall increase in income of £9.3 million (26%) to £45.5 million. Operating costs also increased with the largest increase at the Airport.

Overall, Ports of Jersey moved from net expenditure of £0.7 million in 2021 to net income of £4.7 million in 2022.

Capital and Project Expenditure

2022 saw significant capital and project expenditure. A total of £273 million (£258 million in 2021) - equivalent to 6% of the total value of property, plant and equipment - was spent on capital projects across the States of Jersey Group, comprising:

£273 million	£102m by Departments including:	£17.6m on Sewage Treatment Works £14.7m on Integrated Technology Solution £12.1m on Our Hospital	
	£3m by Trading Operations including:	£2.2m on vehicle and plant replacement £0.5m on car park refurbishments	
	£105m by Andium Homes including:	£29m on acquisitions £15.8m on Edinburgh House (La Collette Low Rise) £12.1m on Cyril Le Marquand Court (Ann Court) £6.6m on The Mayfair £16.4m on The Limes £16.6m on Major refurbishments	
	£12m by Ports of Jersey including:	£5.3m on Harbour Master Plan works £2.7m on St Helier Marina works	
	£51m by States of Jersey Development Company: <i>(including that of the Joint Venture) on:</i>	£32.2m on the Horizon Development £17.0m on the International Finance Centre	

A full list of projects with a breakdown of the budget approved in the Government Plan compared to actual spend for 2022 can be found in the Statement of Outturn against Approval section within the Accountability Report on page 200.

Our Hospital Project - Impairment

Government ministers announced in 2022 that the project to build a single facility at Overdale will not be progressed. A [review of the proposals](#) found “... *the Our Hospital Project is no longer achievable within the £804.5 million funding approved by the last States Assembly, and that it would cost between £70 million and £115 million more under current market conditions.*”

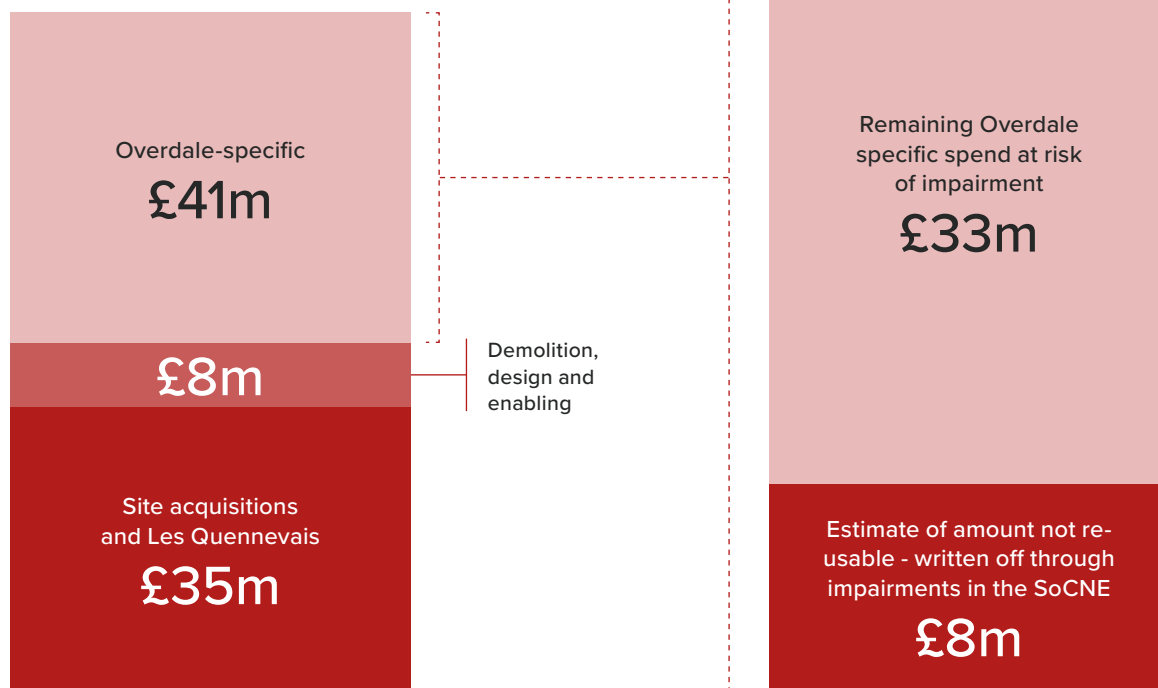
Revised proposals are for a smaller development at Overdale and a redevelopment of the site of the current hospital and adjacent sites. The revised proposals are subject to approval by the States Assembly.

On that basis, a judgement has been made in these accounts that some of the costs incurred on the Our Hospital project will no longer contribute towards the revised solution so they should be recognised through expenditure during the year. This is an estimate based on information available at the time of preparing the accounts. Further information is provided on the uncertainty in Note 4.3.

In summary:

- The total spend on the Our Hospital project to the end of 2022 was £84 million.
- £35 million of that was on site acquisitions and work that will continue to contribute towards subsequent plans such as the Health and Wellbeing Centre at the former Les Quennevais School.
- The remaining £49 million includes £8 million of costs such as demolition and design that are also likely to be reused.
- The balance of £41 million of Overdale-specific costs are at risk of being written off.
- A judgement has been made that 70-90% of the £41 million can be re-used – this does not equate to 70-90% of the floor area or building size.
- A central estimate of 80% of the £41 million being re-usable has been used so an impairment of £8 million (20%) has been recognised in the SoCNE.

Total Project Expenditure

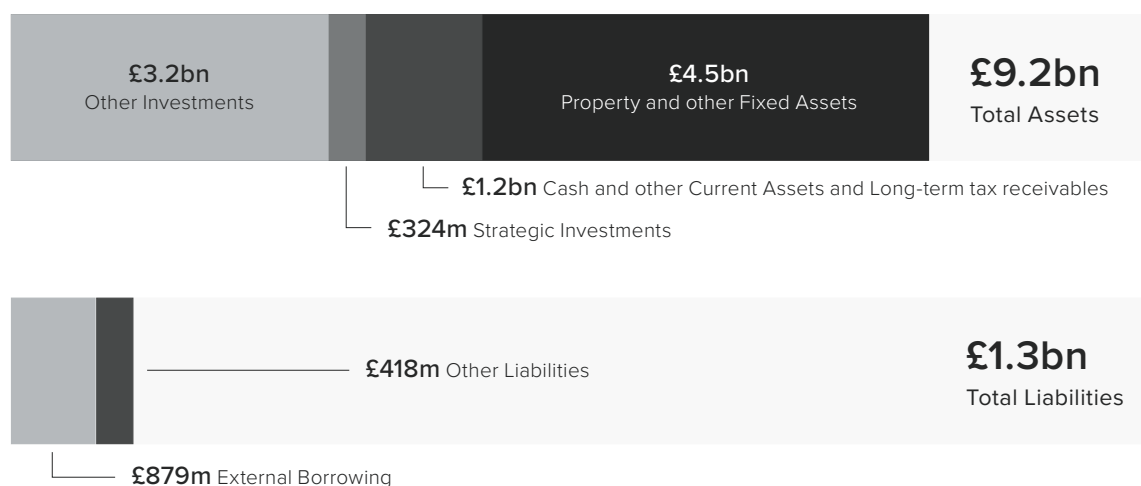
£84m

This assumption and estimate will be revisited once a decision has been made with an update provided in the 2023 Annual Report and Accounts. All expenditure across the Future Hospital and Our Hospital projects will be considered in any final judgement.

SOJ Group – Balance Sheet

The States net asset position of £7.9 billion is illustrated by the chart below. The States has total assets of £9.2 billion compared to total liabilities of £1.3 billion. This is a small decrease in the net asset position which was £8.1 billion in 2021.

Breakdown of Assets and Liabilities



(Rounding applied)

The majority of the States assets comprise property, plant and equipment of £4.5 billion (up £241 million, 6% from 2021), which includes the Island's infrastructure assets, States land and buildings and the social housing stock administered by Andium Homes Limited. External valuations were carried out in 2022 on land and buildings, social housing and infrastructure assets resulting in upwards revaluations of £281 million offset by downwards movements of £102 million.

Breakdown of Property and Other Fixed Asset Values

		Movement from 2021
£1.5bn	Networked (Infrastructure)	⬆️ 3%
£1.0bn	Social Housing (inc Land)	⬆️ 10%
£757m	Buildings	⬆️ 0%
£390m	Land	⬆️ 11%
£371m	Other Structures	⬆️ 3%
£378m	Assets under Construction	⬆️ 24%
£111m	Other Fixed Assets	⬆️ 14%

The second biggest group of assets totalling £3.5 billion comprises the cumulative investment holdings and includes the funds of the Strategic Reserve and Social Security Funds.

**Spotlight on: Pension Refinancing**

Pensions liabilities relating to past service have been paid off in full as set out in Note 4.20. In accordance with the plan agreed by the States Assembly in the Government Plan 2022, an amount of £337.5 million for PECRS pre-87 debt and £135.2 million for the JTSF pre 2006 debt were paid in 2022 to clear the liabilities. This was funded from the additional borrowing taken out in 2022 in the form of a £500 million government bond issuance.

The new debt, issued at a lower rate, replaces the older debt paying higher rates earning a net saving for the Government.

The balance of the debt issued has been used to fund expenditure in respect of healthcare facilities.

More detail on the borrowing is provided in Note 4.16.

Movements in Assets and Liabilities

The value of fixed assets such as land and buildings increased by £241 million (6%) in 2022. This follows external professional valuations of land and buildings, infrastructure and social housing assets.

Receivables have increased by £46 million in 2022. This was predominantly due to an increase in Income Tax receivables and accrued income of £81 million which reflects the increase in revenue recognised for both personal and companies taxpayers driven by increased earnings and profits respectively. That increase was offset by reductions across other receivables including a £26 million reduction in Social Security accrued income as the frequency of payment periods increased, reducing the need for estimated liabilities (contributions revenue) for payees. £10.6 million of Social Security Contributions were deferred as at the end of 2022 (£17.8 million as at the end of 2021).

From 2021 all taxpayers became current year taxpayers and 2019 tax bills were frozen but will have to be paid in the future. This frozen tax debtor has been recognised within Taxation Receivables falling due after one year. This does not impact the total receivables but it did reduce current receivables due within one year and increase receivables due over one year. The balance was £316 million as at the end of 2022 as £13 million was paid during the year and assessments were reviewed.

The Common Investment Fund

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

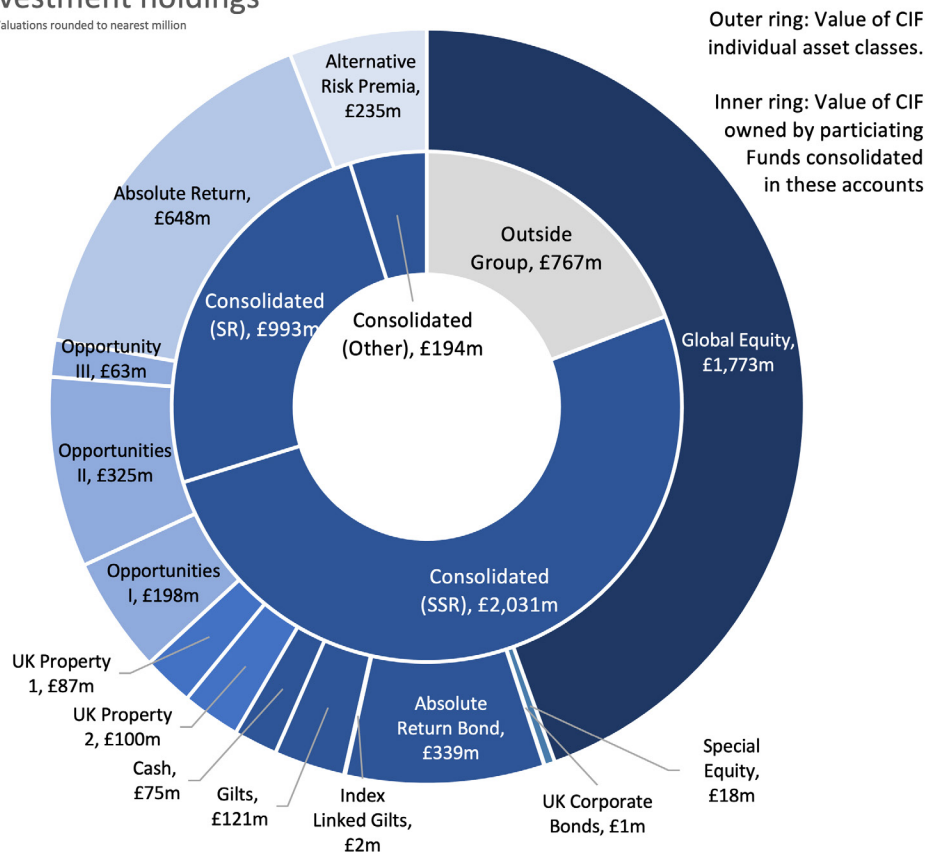
Each Fund operating through the CIF follows an investment strategy, collated into an Investment Strategy document presented to the States Assembly by the Minister at least annually and published online (The most recent strategy published in 2022 can be found [here](#)). ([r.131-2022.pdf \(gov.je\)](#))

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

The following chart illustrates the total value of the CIF as of the year end.

CIF Investment holdings

Valuations rounded to nearest million



Financial Review

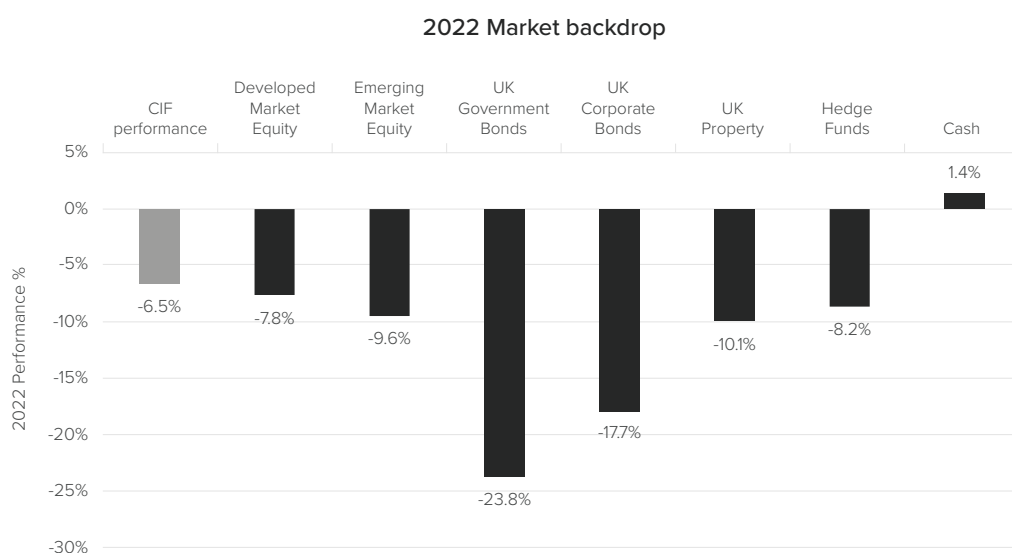
The investment portfolio of the States is exposed to risk through participation in the various markets through which long term returns are generated. In constructing the portfolio, due attention is given to diversification, most notably but not solely, across asset class, sector, and geography. Diversification is designed to spread risk and smooth out unsystematic risk events in a portfolio, so the positive performance of some investments neutralises the negative performance of others. In simple terms, it is the process of ensuring not all eggs are in one basket.

2022 Performance

2022 was a challenging year for the portfolio, driven by a number of shocks impacting an unusually broad range of investment classes. The Russian invasion of Ukraine at the beginning of the year resulted in a sharp selloff of equities, as geopolitical risk took centre stage and unsettled markets. Consequent spikes in energy prices driven by concerns about European gas reserves and ongoing supply chain issues exacerbated by Chinese measures to contain Covid contributed to significant and persistent inflation necessitating aggressive central bank interest rate hikes.

Fixed income and equity markets globally were both negatively affected, suffering significant falls. The losses were unusual in how widely spread they were across different, normally less correlated, markets.

Although losses have been seen across all key markets as illustrated in the graphic below, the diversification of the CIF has provided some protection. Wary of the potential for rising rates to negatively impact the portfolio, care has been taken to ensure diversification by strategy, including allocation to a number of market neutral strategies such as absolute return, and non-correlated assets such as alternative risk premia, designed to generate returns and provide protection even in a rising rate environment such as that seen this year. These strategies have been successful in preserving value.



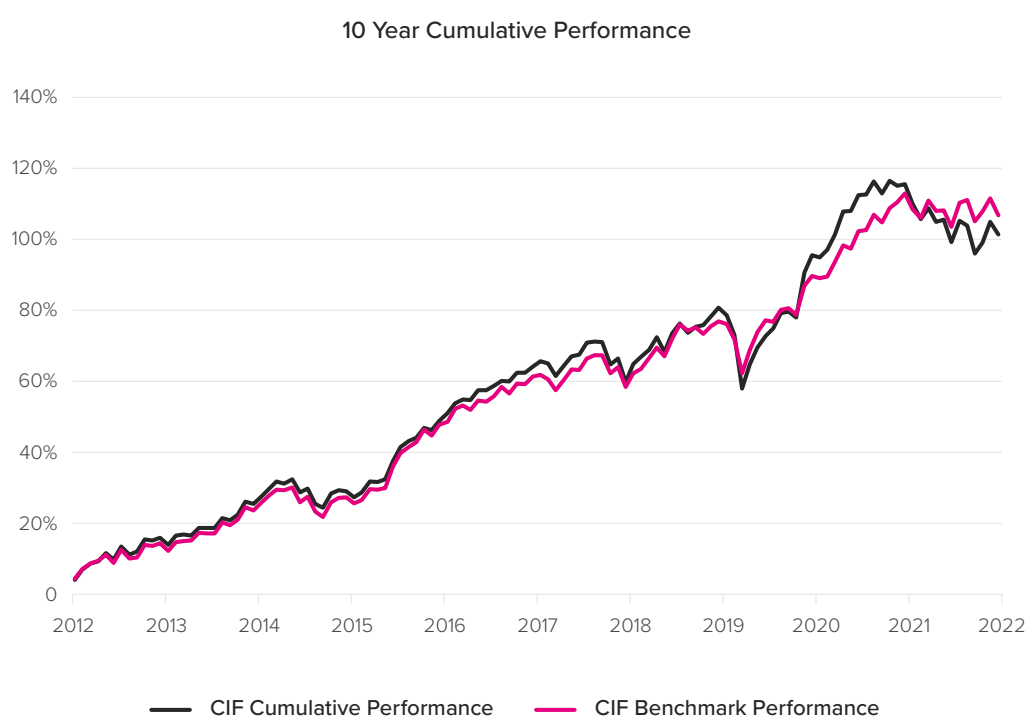
However, the CIF as a whole saw a drop in value of 6.5% in 2022, which was a smaller drop than most market indices, but larger than the CIF's composite benchmark (2.9%). This was driven mostly by the relative performance of equity investments against benchmark. The equity pool is a highly active pool, taking concentrated positions away from the benchmark to generate outperformance over the long run. Whilst this is still expected, the performance information is used to assess the quality of the decisions of the CIFs underlying managers.

Financial Review

The CIF invests for the long term, and since inception in June 2010, the CIF has delivered an annualised net return of +7.2%. The drop in value in 2022 is lower than the 10.5% gains seen in 2021, meaning the CIF has increased in value over the 2 years. Nevertheless longer term performance benchmarks have been impacted reducing annualised gains over 3,5 and 10 years to +3.7%,+4.2% and +7.2% respectively.

The two largest participants, the Social Security (Reserve) and Strategic Reserve were impacted - recording losses of 6.9% and 6.4% respectively.

One of the greatest strengths of the States investment portfolio is the ability to take a long-term view and hold assets through periods of volatility to secure improved returns. The following diagram illustrates the power of simple compounded returns over an extended period.



The Treasury Advisory Panel, who advise the Minister and Treasurer, will continue to monitor the CIF's long-term strategic aims and individual managers closely. Periods of underperformance are expected where active investment is undertaken and strategies may underperform across multiple time periods however through a systematic strategic approach to allocation, we have a high degree of confidence that we are well placed to meet our long-term investment objectives for the public of the Island.

Financial Review

States Funds

States Funds	2022	2021	Function
	£000	£000	
Strategic Reserve Fund	991,919	1,031,704	<p>Established under the Public Finances (Jersey) Law 2005 and continued in the 2019 Law with the same name, this is a permanent reserve. The policy for the Reserve was agreed by the States under P.133/2006, stating that it is to be used only in exceptional circumstances to insulate the Island's economy from severe structural decline (such as the sudden collapse of a major Island industry) or from major natural disaster.</p> <p>The States subsequently approved P.84/2009 which proposed that this policy be varied to enable the Strategic Reserve to be used, if necessary, for the purposes of providing funding up to £100 million for a Bank Depositors Compensation Scheme.</p>
Stabilisation Fund	571	611	<p>Established under the Public Finances (Jersey) Law 2005 and continued in the 2019 Law of the same name, the purpose of this Fund is to provide a reserve which can be used to make Jersey's fiscal policy more countercyclical in order to create a more stable economic environment.</p> <p>The Fund receives cash allocations in more buoyant economic conditions and makes payments at times of anticipated economic downturn.</p>
Insurance Fund	7,335	8,437	Established in R111/2019 as required under the Public Finances (Jersey) Law 2019, the Fund facilitates the provision of mutual insurance arrangements for States funded bodies and other participating bodies.
Dwelling Houses Loans Fund	1,662	5,286	Established under the Building Loans (Jersey) Law 1950, to establish a building loans scheme to enable residentially qualified first-time buyers, who have never owned residential freehold property in Jersey, to purchase their first home. No new loans were made in 2019.
Assisted House Purchase Scheme	300	2,276	Established in 1977, the purpose of this fund was to aid the recruitment of staff from the UK, by facilitating the purchase of suitable properties by the States on behalf of the employee. It is no longer making new loans.
99 Year Leaseholders Fund	837	830	Established by the former Housing Committee under the general powers of the Building Loans (Jersey) Law 1950, this fund allowed the Committee to lend to individuals offering leasehold property as security (at a time when there was no share transfer or flying freehold legislation). It is no longer making new loans.
Agricultural Loans Fund	579	571	<p>Established under the Agriculture (Loans and Guarantees) (Jersey) Regulations 1974, the fund makes loans to individuals engaged in work of an agricultural nature in Jersey for the purpose of furthering their agricultural business.</p> <p>Approval of new loans to farmers has been suspended.</p>
Tourism Development Fund	17	17	Established under P.170/2001 to replace the Tourism Investment Fund, this fund makes grants to the tourism industry in order to improve Jersey's competitiveness and sustain the industry as an important pillar of the economy.
Channel Islands Lottery (Jersey) Fund	1,612	2,601	Established by the Gambling (Channel Islands Lottery) (Jersey) Regulations 1975, the fund promotes and conducts public lotteries, the draws for which may be held in Jersey or Guernsey. The money held is distributed to charities.
Jersey Innovation Fund	848	3,854	Established under P.124/2012, the fund was set up to make investments in private and public sector projects to drive greater innovation in Jersey and improve competitive advantage.

Financial Review

States Funds (continued)

States Funds	2022	2021	Function
	£000	£000	
Housing Development Fund	(14,303)	(14,625)	Established under P.74/99 and P.84/99, the fund assists in meeting the requirements for the development of social rented and first-time buyer homes by providing development and interest subsidies.
Criminal Offences Confiscation Fund	1609	4167	These funds are established under the Proceeds of Crime (Jersey) Law 1999 and Civil Asset Recovery (International Co-operation) (Jersey) Law 2007 respectively. These funds hold amounts confiscated under law. Funds are then distributed in accordance with the relevant legislation.
Civil Asset Recovery Fund	44	11	
Ecology Fund	457	544	Established in 1991, the purpose of this fund was to support local environmental projects.
Dormant Bank Accounts	0	0	<p>Established under the Dormant Bank Accounts (Jersey) Law 2017. The Fund serves to receive the balances of dormant Jersey bank accounts transferred in accordance with the law.</p> <p>Money from Jersey bank accounts meeting dormancy conditions, as outlined in the Law and accepted by the Chief Minister, are to be transferred into the Fund annually. Banks may reclaim from the Fund amounts paid out to customers in relation to those dormant accounts, up to a maximum equal to the amount paid in.</p> <p>The Chief Minister having consulted the Minister for Treasury and Resources, may determine to make distributions from the Fund for the purposes outlined below:</p> <ul style="list-style-type: none"> to defray the cost of the remuneration or other payment for the services of the Commissioner due under the terms of his or her appointment and the cost of providing staff, accommodation or equipment that are required for the proper and effective discharge of the Commissioner's functions; and charitable purposes in accordance with the Law.
Currency Fund	6,056	13,000	<p>Established under the Public Finances (Jersey) Law 2019, the Currency Notes (Jersey) Law 1959, and the Decimal Currency (Jersey) Law 1971, the fund holds assets that match the value of Jersey currency notes and coinage in circulation, such that the holder of Jersey currency could be repaid on request.</p> <p>It also produces and issues currency notes and coins, and administers the currency in issue.</p>
Climate Emergency Fund	10,362	7,698	The Climate Emergency Fund (CEF) was established in the Government Plan 2020-2023. It provides an initial route of income and source of expenditure for projects tackling the climate emergency.
Fiscal Stimulus Fund	0	0	Established to provide funding for fiscal stimulus projects. Funded from the borrowing facility. Only the amount paid out during the year was required to be drawn down from the borrowing facility which leaves a net asset value of nil.
Technology Accelerator Fund	19,770	0	<p>Established in 2022 to be used to accelerate the use of technology which supports economic, environmental and social priorities such as:</p> <ul style="list-style-type: none"> improving productivity and Islanders' skills supporting new economic opportunities improving health and wellbeing responding to the climate emergency.

Social Security Funds

States Funds	2022	2021	Function
	£000	£000	
Social Security Fund	69,858	66,252	Established under the Social Security (Jersey) Law 1974, the fund receives all contributions payable under the Law, and pays out benefits such as the old age pension and incapacity benefit and expenditure related to the administration of these benefits.
Social Security (Reserve) Fund	2,030,724	2,263,660	Established under the Social Security (Jersey) Law 1974, the fund sets aside funds for the future provision of pension benefits for those in employment so as to reduce the impact of pensions in future generations, as well as to smooth contributions for Social Security benefits over time.
Health Insurance Fund	104,696	96,072	Established under the Health Insurance (Jersey) Law 1967, the fund receives allocations from Social Security Contributions for the purpose of paying claims for medical benefits and pharmaceutical benefit as defined in the law.
Long-Term Care Fund	49,375	41,031	Established under the Long Term Care (Jersey) Law 2013, the fund receives allocations under the Social Security Law, for the purpose of paying out benefits and expenditure relating to longterm care.
Jersey Dental Scheme	33	29	The Jersey Dental Benefit Scheme was established under the Jersey Dental Care Subsidy Scheme Act of June 1991 with the objective of providing a professional service of regular dental care to maintain the dental fitness of the members of the Scheme and to maintain a system of peer review of dental services provided to members under the scheme.

Appendix 2

Sustainability Report

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

The Public Finances (Jersey) Law 2019 requires the Council of Ministers to take into account the sustainable wellbeing of the inhabitants of Jersey over successive generations when they prepare the Government Plan, which is defined in three parts:

Environmental Wellbeing

+

Community Wellbeing

+

Economic Wellbeing

The Government of Jersey and the States of Jersey Group recognises the impacts of its many and varied operations across these areas. However, whilst the Jersey Performance Framework considers Island-wide outcomes, this report focuses on organisational-level practice, through which we aim to contribute to:

- resilience, service continuity and quality;
- long term value for money.

This report also considers two areas:

- Government of Jersey and Non-Ministerial Departments
- States of Jersey Group, as defined by the JFReM

States of Jersey Group JFReM Boundary			
States Assembly Approved		Funds	Wholly-Owned
Consolidated Fund: Ministerial Departments Non-Ministerial Departments Jersey Overseas Aid General Revenue Income	Trading Operations: Fleet Management Car Parking	See page 325	Andium States of Jersey Development Company Ports of Jersey

In the main, this report focuses on the Government of Jersey and Non-Ministerial Departments. However, the Government of Jersey will also continue to enhance its reporting across the wider States of Jersey Group performance over the coming years, as part of its improvement journey.

Sustainability Reporting Improvements

The Government of Jersey aims to embed sustainability in corporate decision-making and reporting, making it a high-level lens through which internal activity is seen, and shared. Whilst this year has seen positive action, we also recognise there is further to go. In 2021, the Comptroller and Auditor General's report laid out [multiple reporting recommendations](#) to aid us on this journey, and we have further consulted with colleagues to:

- implement some recommendations in 2022
- establish our ambition for 2023-24

Over the next two years, we hope to:



Distinguish more clearly between sustainability achievements in an Island-wide context through policy and the services we provide, and that of our internal operations.



Improve alignment with best practice methodologies, whether between relevant departmental service performance measures and Island Indicators on the Jersey Performance Framework or internationally recognised frameworks.



Improve systems, data and real-time reporting to feed organisational decision-making and enhance responsiveness.



Develop minimum sustainability reporting standards across the wider States of Jersey Group, including Jersey Overseas Aid, Andium, Jersey Development Company, and Ports of Jersey.



Ensure reporting is meaningful; review and include insightful and relevant metrics, e.g. carbon intensity measures, to aid benchmarking.



Include future-orientated risk-based disclosures. This will mean a shift towards scanning the horizon for climate-related risks and opportunities against a variety of warming scenarios, and calibrating our trajectory as an organisation and Island accordingly.

A plethora of models exist to guide organisations in this arena, however best practice is in the process of converging on a small pool of internationally endorsed choices. Through 2023-24, the Government of Jersey will explore these initiatives to see which best apply to a Jersey context, and how we can align.

The complexity of landscape, data and data collection involved means that this will be a multi-year reporting improvement journey.

Government of Jersey and Non-Ministerial Departments

Environmental Sustainability

Decarbonisation and Emissions

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

Our Strategy

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

Carbon Neutral Roadmap – EN1, Decarbonising Government of Jersey

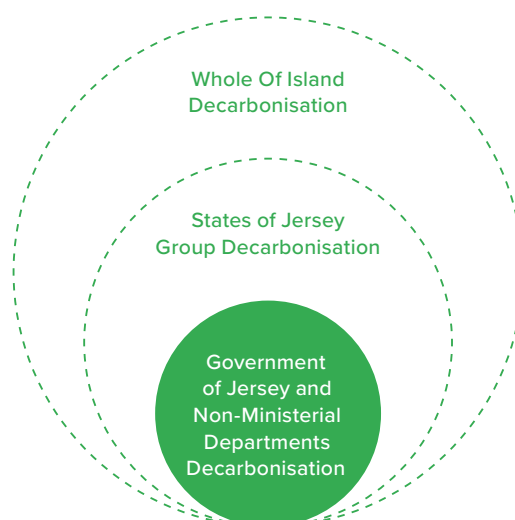
Sets out how **scope 1 and 2** departmental operational emissions will reduce for us as an organisation, through:

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

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

Over the next 2 years, the Decarbonisation Unit will continue to evolve the strategy and implement projects to reduce our carbon emissions, setting the Government of Jersey on its path for 2030 and beyond, through:

- Identifying baselines and key areas of emissions, primarily around buildings and vehicles, plant and equipment
- Supporting departments to develop detailed action plans and costings for tackling reductions over the next 8 years
- Securing funding routes for decarbonisation initiatives
- Delivering an initial suite of actions to begin to decarbonise government operations by the end of 2025



We also recognise that without Government reductions, it is unlikely that Jersey will achieve its overall decarbonisation targets as an Island.

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

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

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

Progress in 2022

For a number of years, the Government of Jersey has reported on carbon emissions from Government and Non-Ministerial Departments via its annual Sustainability Report, thereby disclosing their contribution to global climate change. This includes energy consumption and its carbon dioxide equivalent (CO₂e) for scope 1 and 2 emissions, along with some scope 3 emissions in the form of commercial air travel.

What are Scopes?

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

Scope 2 = the emissions from purchased energy

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

Source: Greenhouse Gas Protocol

During 2022, the Government of Jersey made significant strides in its organisational decarbonisation journey, supported by the Decarbonisation Unit:



However, our data journey is still ongoing. As part of our sustainability work, we have been reviewing the way that we collate figures on our energy consumption, emissions and spend and air travel. This information for 2022 will be published once available alongside comparable 2021 data and will be included in future years' Annual Report and Accounts.

Property Sites in 2022

The age and condition of the estate portfolio presents a significant challenge around transitioning to a low-carbon model. However, although the initial capital outlay of transition is high, there is opportunity to realise reduced operational running costs for the long term via improved energy efficiency and reduced consumption.

Significant behind-the-scenes enabling work has also been undertaken, which we believe will begin to facilitate greater emissions reductions from building heating systems over the next couple of years:

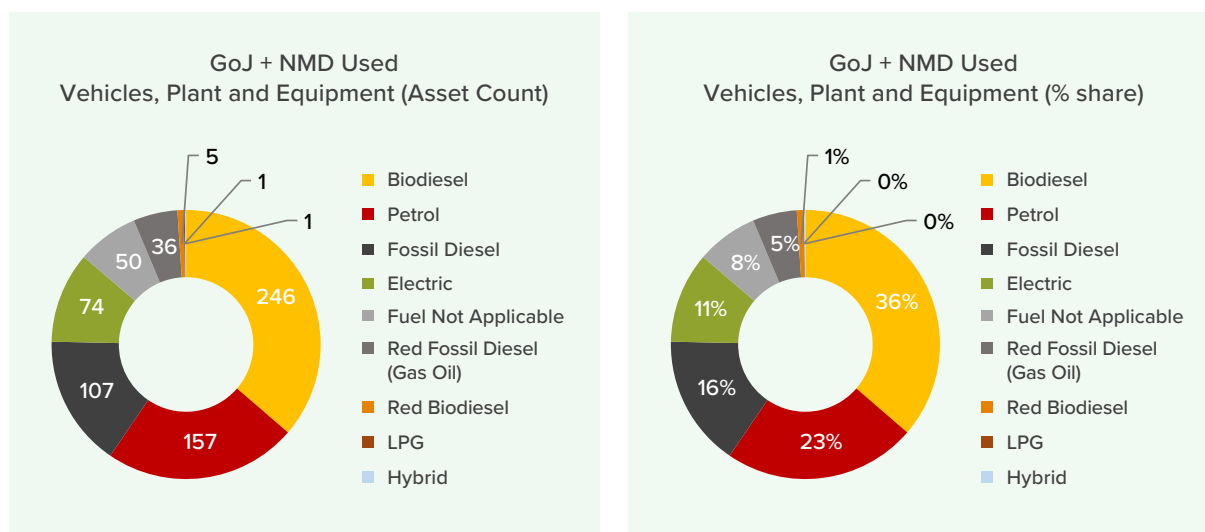
- Initial modelling around heatpump and hydrotreated vegetable oil (HVO) roll-out scenarios for existing building stock
- Planning for a trial programme to modify existing fossil boilers to support biofuels until end of life
- Planning for a trial programme of electrification via heatpump
- Discussion with capital projects teams, where construction is involved, to strengthen decision-making made around decarbonisation needs
- Exploration of Jersey Property Holdings and procurement frameworks to help further influence future lease agreements and renewals
- Planning for condition surveys across the estate (last undertaken in 2008), which will support fabric improvements leading to lower consumption
- Preparation for Energy Performance Certificates on all Government of Jersey estate by 2025

Vehicles, Plant and Equipment in 2022

At the end of 2022, across the Government of Jersey and Non-Ministerial Departments, we had in operation:

- 74 zero emissions electric vehicles (EVs), 26 of which were electrified during 2022
- 1 ultra-low emission vehicle (hybrid)
- 251 biofuel assets (biodiesel and red biodiesel), all added in 2022 following a trial in 2021
- 27 electric charge points, 9 of which were added in 2022
- 9 vehicles were also retired and not replaced.

As of the end of 2022, the fuel split for these vehicles, plant and equipment looked as follows:



Digital and IT in 2022

The Government of Jersey employs a large workforce, the majority of whom have computers and monitors to facilitate their on-site work, which consume energy. Our 2022 focus in this area has been on behavioural changes, such as switching monitors off from idle status, and considering air conditioning usage hours.

Commercial Air Travel in 2022

Whilst commercial (i.e. non-Government of Jersey or Non-Ministerial vehicle) travel is classed as a scope 3 emission, and therefore does not count towards our EN1 carbon neutral targets, we still consider this area as part of our wider organisational practice.

Before employees can book off-Island travel, a 'request to travel' form, encouraging more sustainable alternatives, must be completed, with guidance provided on how employees can reduce their carbon footprint.

People in 2022

In 2022, the Decarbonisation Unit worked on ways to provide all Government of Jersey and Non-Ministerial employees with the knowledge and understanding of the causes and impacts of our carbon emissions, including setting up a Decarbonising Government Employee Forum. The initial focus has been on cycling and related facilities, using feedback loop surveys that aim to highlight, simplify, educate, and engage employees.

In 2023, a carbon literacy training programme will be launched to improve employee awareness of the carbon costs and impacts of the Government's everyday activities, and to increase motivation to reduce emissions on an individual, community and organisational basis.

Climate Change Adaptation

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

In 2022, £378,000 was spent on improving Island sea defences, including sites within the Government portfolio, as a result of rising sea levels and increased instances of extreme weather. New cooling considerations, the need for shading and increased storm water management will also impact Jersey Property Holdings' assessment of the Estate.

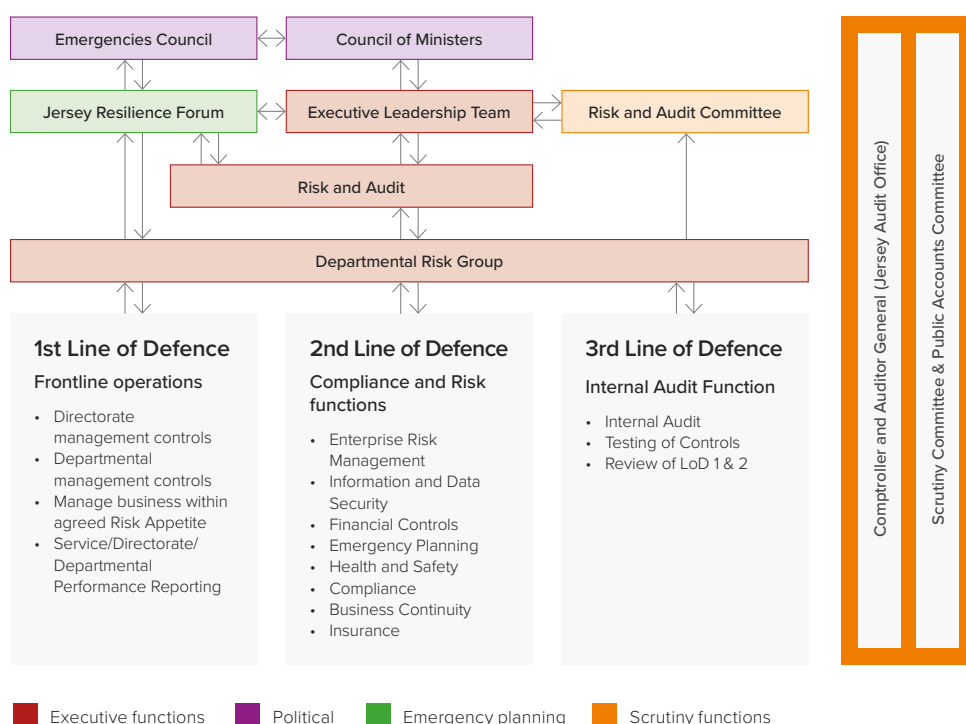
The new office being built on the site of Cyril le Marquand house will have a BREEAM excellent rating and an EPC A energy rating, as well as utilising high quality insulation, low emissivity glass and heat recovery air conditioning to minimise internal temperature variations arising from external changes.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

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

Other recommendations from the SFRA, for the strategic management of inland flooding and emergency planning, are under consideration.

In 2023, we will explore further ways to become more climate resilient, including via new climate risk management and assessment tools.

Organisational Climate Risk



Our approach to tackling climate-related organisational risks is in development.

These risks are to be managed in the first instance through departmental risk registers and, where appropriate, escalated to the corporate (or community) risk registers. For more information on this process, please see [Risk Management](#).

The separate (but interlinked) area of whole-of-Island risk is handled via the community risk register, which is owned by the Emergencies Council and administered through the Jersey Resilience Forum and the JRF Risk Working Group.

Climate Risk Strategy

Our organisational exposure to climate risk stems predominantly from our Estates portfolio, much of which is likely to be affected by:

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

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

Climate Risk Management

To manage and mitigate our risk, we are acting to:

- Commence examining risk to Government in terms through further functionality to the ERM system in 2023 by introducing the following risk categories for departments to consider:
 - **Physical risks:** which include direct damage to assets and indirect impacts of supply chain disruption. They can be event-driven, for example, storms. Or longer-term shifts, for example, a rise in water levels.
 - **Transition risks:** which relate to financial risks that arise as a consequence of transitioning to a lower-carbon or “green” economy, and can develop as the government supports or subsidises low-carbon initiatives. They can also apply to changes in public attitudes and preferences.
 - **Liability risks:** which arise from the potential for litigation if organisations do not adequately respond to the impacts of climate change.
- Develop climate risk guidance and training
- Develop mitigation and resilience planning, manage our risk appetite considerations
- Utilise climate-related risk frameworks, including a new climate risk taxonomy developed initially by the Financial Stability Board and adopted by many regulators, to provide a clear delineation of the financial risks associated with climate change.

Through inclusion of a climate lens, risk managers will be able to better articulate and inform senior management about how climate change risks may be linked to the various risk categories within the organisation.

Climate Risk Metrics and Targets

We will look to develop metrics and targets against 'Physical' 'Transition' and 'Liability' risks in due course.

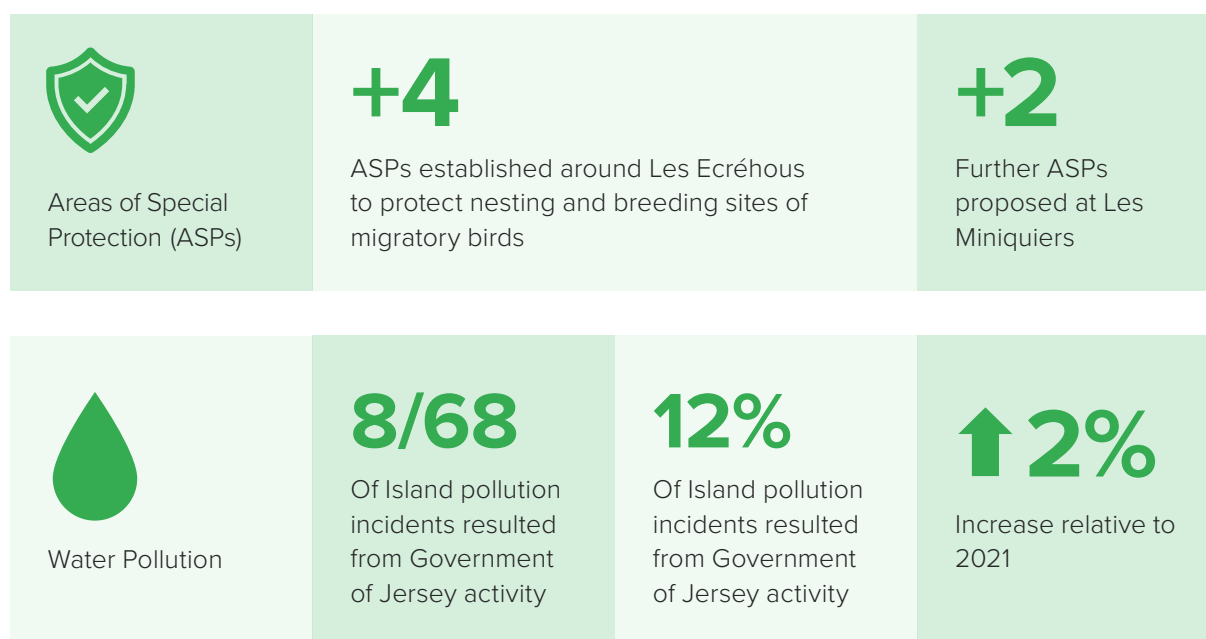
The Government of Jersey recognises that reducing its greenhouse gas emissions is not the same as managing the risk to Jersey from a changing global climate, e.g. extreme weather events, and both aspects will need to be part of our overall approach.

Biodiversity, Nature Recovery and Pollution

At an organisational level, through its Estate, the Government of Jersey's natural capital covers a wide range of habitats, from Les Blanchés Banques SSI (sand dunes), Noirmont SSI, and Les Landes SSI, to gardens and parks, headlands, wooded verge, fields, ponds and reefs.

These are home to a thriving ecosystem of wildlife, all aspects of which we aim to support and enhance as nature-rich spaces whilst combatting biodiversity loss.

Progress in 2022



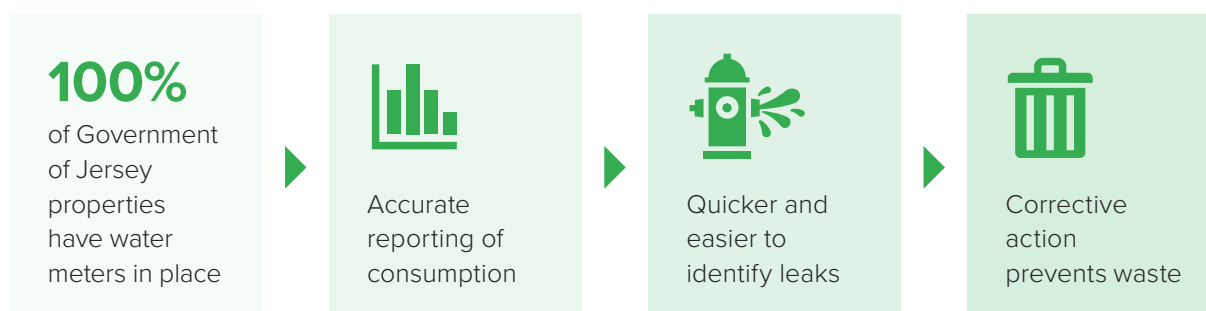
Although 2022 has seen a slight increase on 2021 in Government of Jersey water pollution incidents as a percentage of the Island total, this is due to a drop in the overall number of incidents. 2022 still saw two less Government of Jersey incidents than in 2021.

For the full water pollution data table, please see [Data and Data Sources](#).

Finite Resource Consumption

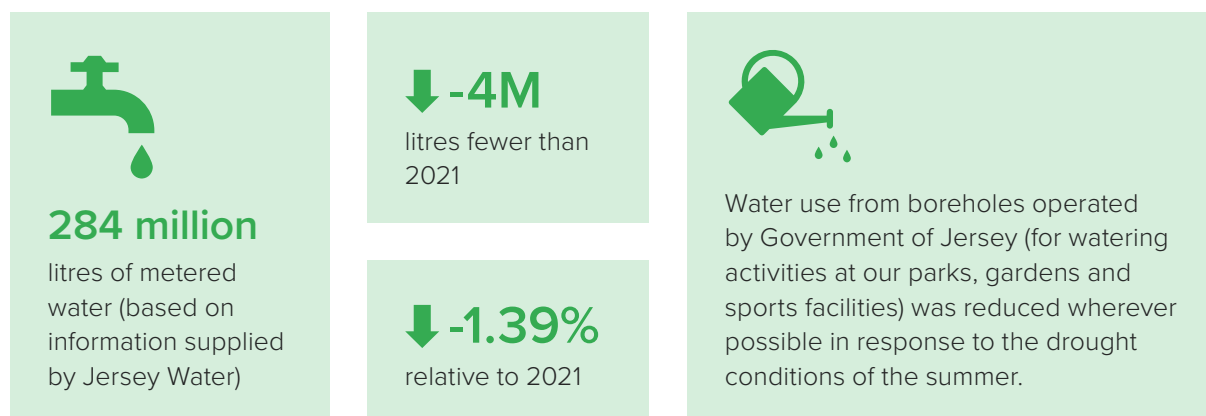
Water Use

The total amount of water purchased by the Government of Jersey and Non-Ministerial Departments includes all public toilets, showers and schools, plus the airport, hospital and all other Government of Jersey activities.



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

In 2022, the Government of Jersey and Non-Ministerial Departments together consumed:



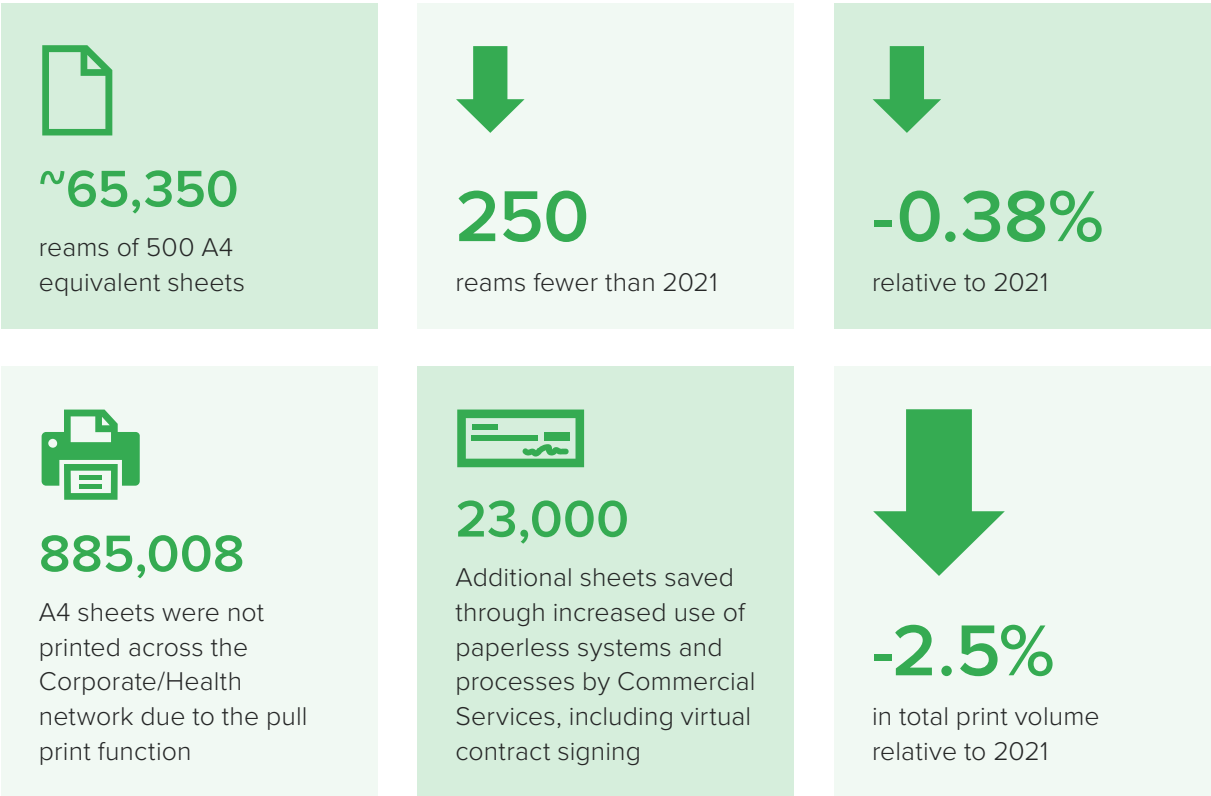
For the full table, please see [Data and Data Sources](#).

Paper Use

In 2022, the Government of Jersey continued to follow the policy of using recycled white A4 paper as its default primary paper product, as well as recycling inks and toner cartridges.

Government continues to use a managed print service for most of its office print volumes. Use of printing configuration controls results in less waste, such as ‘pull printing’ where users must intentionally pull their printing from machines, rather than printing automatically, and default double sided mono printing.

In 2022, Government of Jersey and Non-Ministerial Departments purchased:



Overall, compared to the same period in 2019, there has been a 14.7% reduction in printing.

Waste

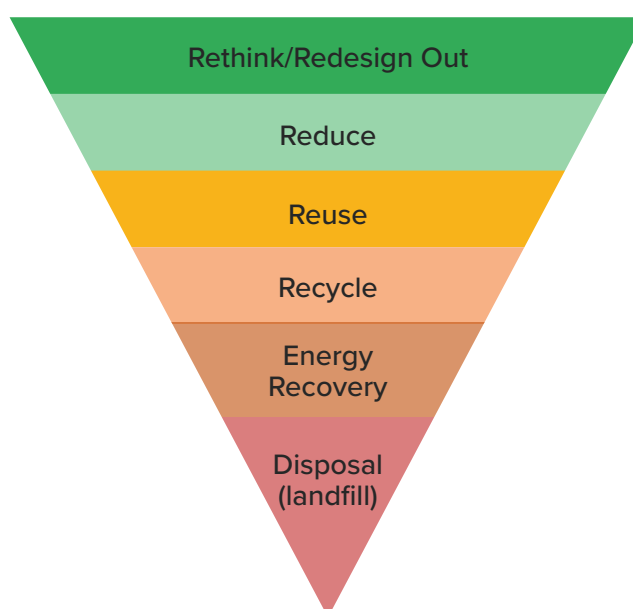
As an organisation, the Government of Jersey both produces waste and is responsible for the processing of Islanders' waste for the community, in partnership with the Parishes.

Strategy

We are currently in the process of drawing up a new Facilities Management Strategy, which will consider:

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

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



Progress in 2022

Currently, there are multiple different cleaning contracts in place across Government of Jersey Departments, some of which include recycling provision whereas others do not. However, we are progressing towards inclusion of a standardised recycling service, as each contract comes up for renewal.

Equally, the new office accommodation project will offer improved recycling facilities to migrated teams on completion.

Social Sustainability


Social Value Through Procurement

As part of the procurement process, Government is looking at the sustainability of materials and goods it purchases, as well as its buying power to secure social value commitments from its contract and service providers.

Strategy

Embedding Social Value into Government procurement processes enables a shift in focus from the bottom-line price or cost of services/goods, towards a more holistic assessment of the value and sustainability of supply chain commitments over time. It ensures that Government spend achieves value for money, by maximising economic, social and environmental benefits for Jersey and our Island community.

As a result, our Social Value approach makes a strong commitment to sustainable wellbeing, and aligns with both:



The Jersey Performance Framework

The United Nation's Sustainable Development Goals (SDGs)

Progress in 2022

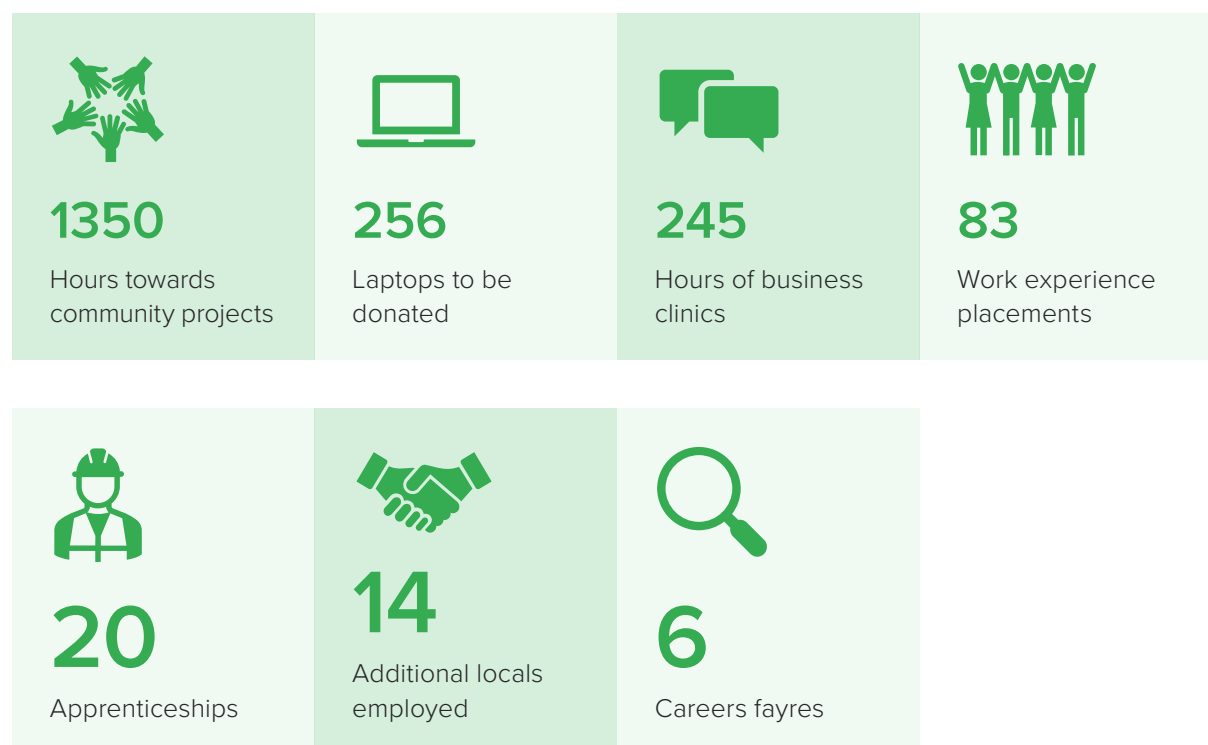
Throughout 2022, Commercial Services have built upon and enhanced the Government of Jersey's existing capabilities to enable the delivery of Social Value:

- 40% of 2022 procurement strategies included Social Value considerations
- 35% of 2022 tender documents included Social Value questions

A Social Value Community of Practice has also been established, with members from across Government, to enable the delivery of Social Value. Within our sessions we share best practice, market trends and insights related to Social Value and sustainability, from both Government and local organisations.

Sustainability Report

Since introducing Social Value into Government procurement processes at the end of 2021, our supply chain has made the following commitments:



In addition, we have also undertaken mileage monitoring and reduced delivery schedule for janitorial supplies to limit our carbon emissions.

States of Jersey Group

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

For individual entities' 2022 progress, please see below.

Funds

The Government of Jersey, through the Minister for Treasury and Resources, invests revenue received into individual funds with the aim of long-term capital growth. The investment returns for some funds may be used to provide budgets and support initiatives. The Minister for Treasury and Resources has a duty as the steward of these funds to invest responsibly, and the consideration and integration of environmental, social and corporate governance ('ESG') issues are paramount to this objective.

As part of the published Investment Strategies for States Funds, the Minister sets out the approach to Responsible Investment.

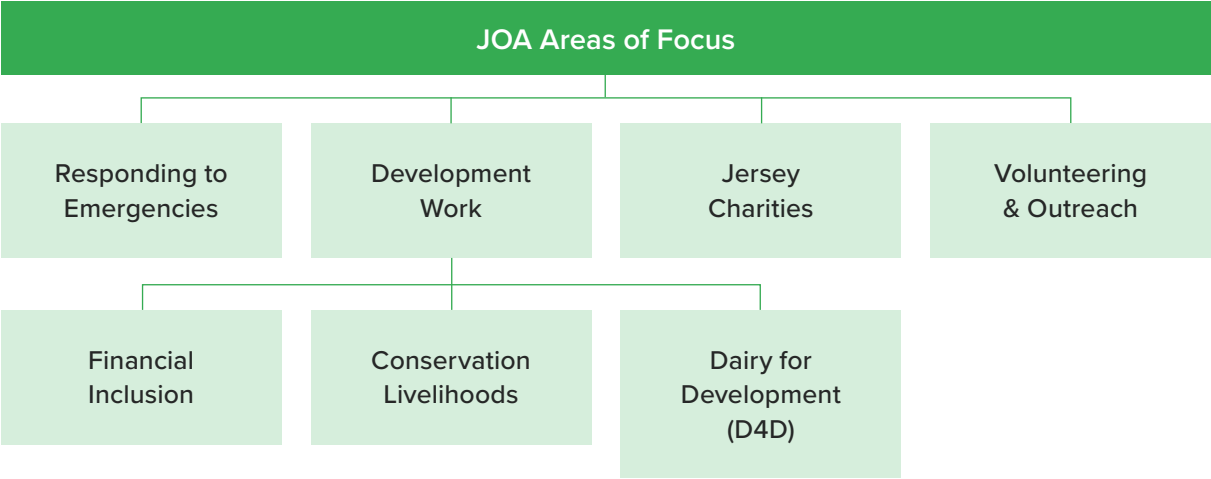
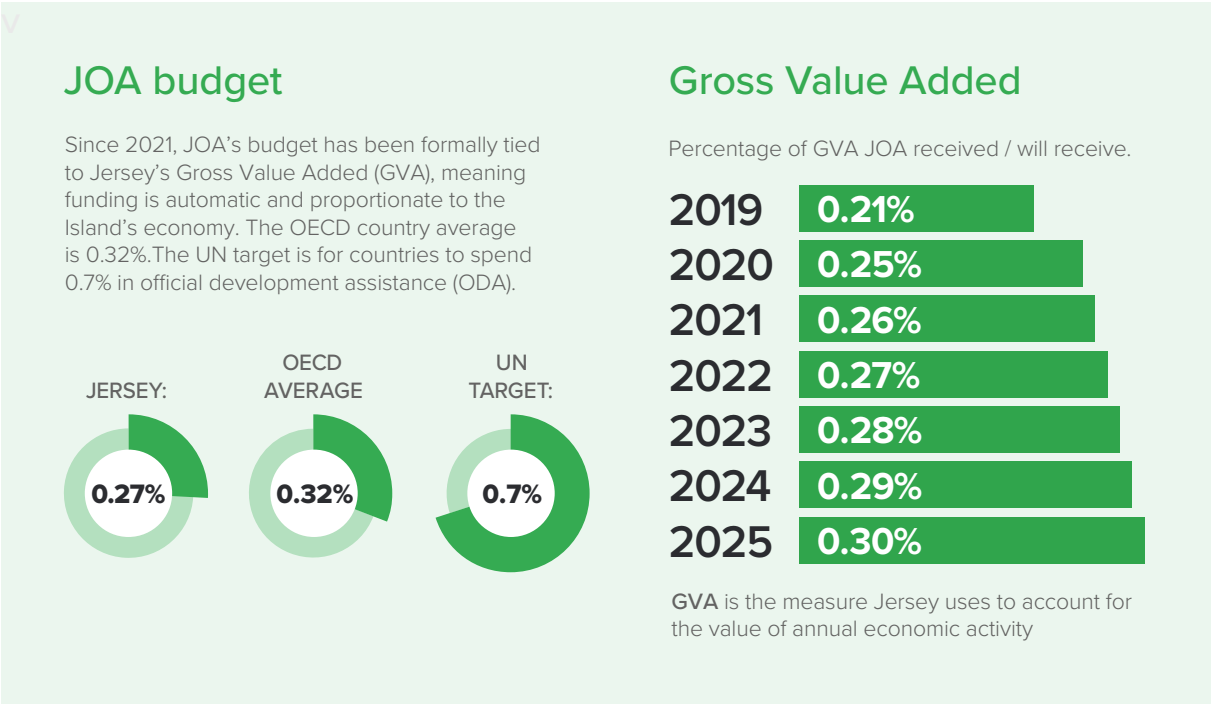
Responsible Investment Approach

The Treasury Advisory Panel (TAP) has been tasked with taking the following steps to monitor and assess ESG related risks and opportunities:

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

Jersey Overseas Aid (JOA)

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



Strategy

Responding to Emergencies

JOA provides emergency humanitarian support across the globe.

In 2022, much of this was in response to climate emergencies, including the devastating floods in Pakistan, the protracted drought in the Horn of Africa, and ongoing disaster recovery in Haiti and Mozambique.



Development Work

JOA focuses its development work on three themes, all of which add value through Jersey expertise as well as funding.

Between them, these areas contribute towards nine of the 17 UN Sustainable Development Goals:



Dairy for Development (D4D)

- Improves efficiency of dairying practices, reducing the Greenhouse Gas Emissions per litre of milk produced.
- Promotes the Jersey breed, whose small size and feed intake, relative to productive milk output, is both a significant advantage for farmers with limited resources and reduces the carbon footprint relative to many other breeds.



Conservation Livelihoods

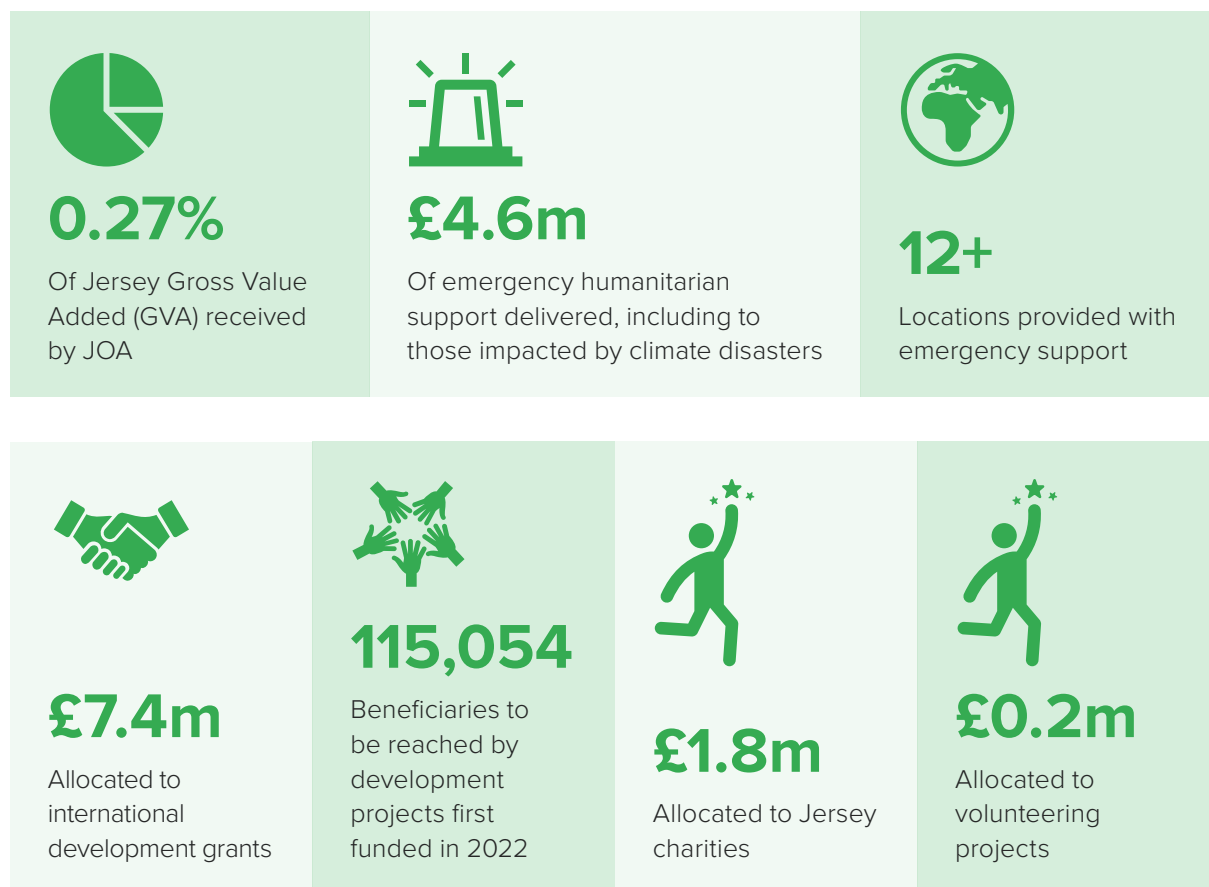
- Focuses on 27 ecosystems under threat from population growth, habitat destruction or changing weather patterns, from Ethiopia to Nepal.
- Supports governments and communities to alleviate poverty without detriment to surrounding environments through participatory and inclusive natural resource management.



Financial Inclusion

- Works to address the 1.4 bn unbanked adults worldwide, through developing access to useful and affordable financial products and services.
- Allows people to save more, spend more on healthcare and education, start and invest in enterprises leading to job creation, and weather unexpected shocks.

Progress in 2022



Also in 2022, JOA:

- Launched its 5-year Strategic Plan which outlines the overarching objectives, priorities and principles and how JOA will work towards achieving the UN's SDGs
- Signed an agreement with the Government of Zambia to roll out its dairy programme to Zambia, in addition to existing projects in Rwanda, Ethiopia, Malawi and Nepal.
- Facilitated workshops, conferences and learning events for international experts in the field of Conservation Livelihoods, and rolled out its Conservation Livelihoods strategy.
- Undertook monitoring and assessment visits to partners in Rwanda, Nepal, Malawi, Ethiopia and Sierra Leone.
- Deployed Jersey volunteers abroad for the first time since 2019, who constructed an environmentally-friendly sand dam in Kenya.
- Offset all travel use by staff and volunteers through Durrell ReWild.

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

Wholly-Owned Entities

The Government of Jersey's wholly-owned entities within the JFReM boundary, comprise three different organisations, all of which are also on their own sustainability journey:

- Andium Homes
- Jersey Development Company
- Ports of Jersey

Andium

With over 10% of the Island's population living in its homes, Andium recognises it has a crucial role in contributing towards a sustainable future, in line with its vision of "Great homes and services for all who need them" by:

- Delivering high quality, low-carbon homes within vibrant, safe and sustainable communities
- Focussing services on what matters most for clients; their health, wellbeing and satisfaction, and by delivering services that support more clients living independently
- Delivering services which support clients living independently and meeting cost-of-living challenges, whilst also refurbishing existing homes, and building 3,000 new homes by 2030, to address the Island's housing needs

Strategy

As it develops its Environmental, Social and Governance Framework, Carbon-Free Strategy and Sustainable Financing Strategy, Andium is focussing services to deliver across the Jersey Performance Framework and the Government's Carbon Neutral Roadmap.



Environmental Excellence

As the largest developer in Jersey, Andium has a responsibility to ensure its' regeneration is truly sustainable. By concentrating on building great homes and places, Andium aims to transform lives, regenerate communities and achieve new environmental benefits.



Social Responsibility

As a responsible social housing provider, Andium recognises its duty of care to all of its Clients, Partners and Guarantor in sustainable regeneration that benefits the Island as a whole.



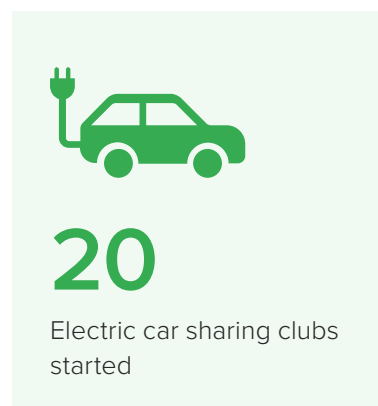
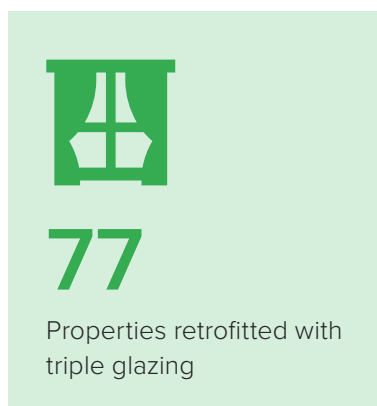
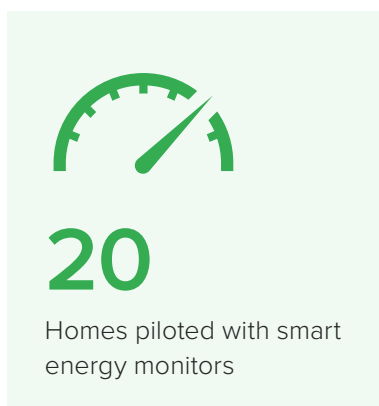
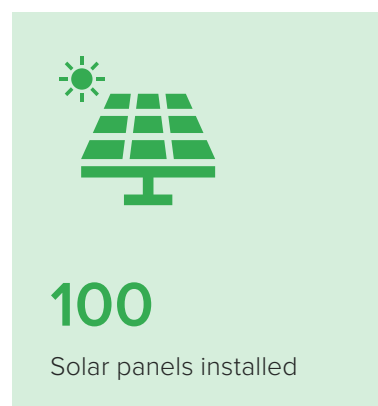
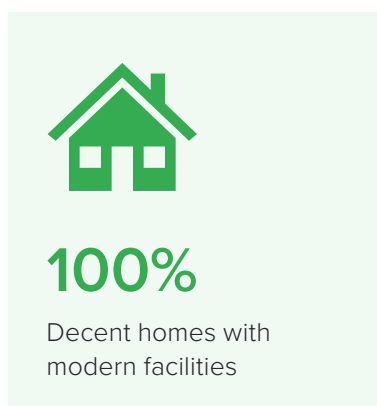
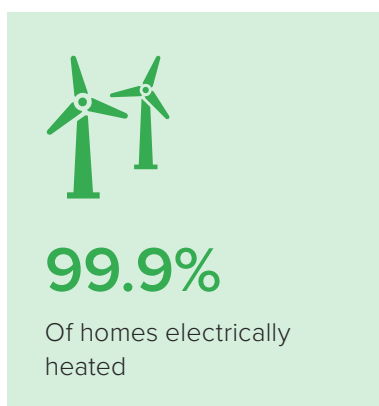
Good Governance

As a public authority, Andium aims to achieve the highest standards of governance for the people of Jersey. By focussing on client and business excellence, Andium can help tackle affordability and give enduring social benefit.

This also aligns to a number of UN SDGs:



Progress in 2022



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

Jersey Development Company (JDC)

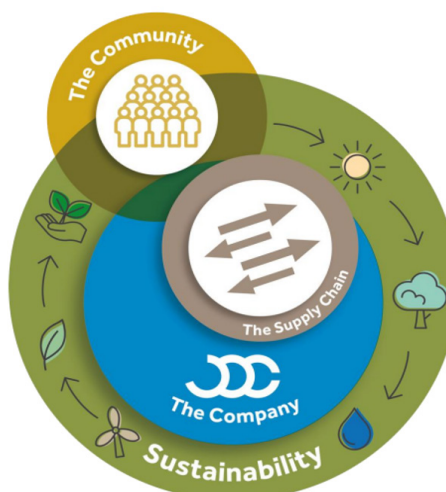
The Jersey Development Company is strongly committed to sustainability and has invested much time during 2022 improving its knowledge around carbon, the environment and wider social considerations.

Strategy

In October 2022, the JDC Board approved the Company's first ESG Strategy, which considers impacts and responsibilities around the Company's key stakeholders, grouped according to three spheres of influence:

- Company
- Supply Chain
- Community

Its 9-pillar approach reflects both the Jersey Performance Framework and the UN Sustainable Development Goals, with a particular commitment to working towards Goal 11: Sustainable Cities and Communities.



It also aligns with the Government of Jersey's roadmap to achieve Net Zero by 2050 and aims to bolster the company's vision and mission to ensure that the impact on planet and people is considered in everything it does.

Progress in 2022

A double materiality assessment of which of the UN SDGs Goals are most relevant to JDC was conducted and its strategy mapped across those. Targets and goals within each of the three spheres were identified to align with the ESG strategy, including consideration of:

- reducing embodied carbon on all future developments
- reducing carbon in use of the occupied building when completed
- focusing on urban greening and biodiversity
- considering modern methods of construction
- ensuring safe working environments



BREEAM Excellent

certification targeted for IFC 6, in construction throughout 2022



Level 3

in the Code for Sustainable Homes achieved by the Horizon residential development



A thoughtful landscaping scheme, including trees and plants suitable for the local environment, established for the Horizon residential development



A green/brown roof system planned for the Horizon residential development



175

Electric charge points installed in the Horizon residential development during the 2022 construction period to encourage sustainable transport

For further detail, please see: [Financial \(jerseydevelopment.je\)](https://www.jerseydevelopment.je/Financial)

Ports of Jersey

Ports of Jersey aims to take a leading role in developing a sustainable future for the Island and tackling the challenges this brings head on.

For anyone in the travel industry, the conversation about climate change is never going to be an easy one. The aircraft and boats that provide us with critical connectivity are also currently greenhouse gas polluters. Therefore, to decarbonise travel, all parts of the supply chain will need to coordinate to enable meaningful actions and take responsibility for the actions they take that contribute to emissions.

For Ports, that means ensuring the facilities provided operate sustainably, offering opportunities for its customers and enabling its business partners to contribute to the Island's net zero ambition.

Strategy

Ports' sustainability strategy (Planet and People Plan), is an employee-led initiative that considers all elements of sustainability, creating a holistic and joined up approach, from decarbonisation to staff wellbeing:



Progress in 2022



Toulouse Declaration

Joined by Jersey Airports, a ground-breaking treaty on aviation decarbonisation



Collaborative partnership

Between Ports of Jersey, Universal Hydrogen and Blue Islands



Carbonpass App

Between Ports of Jersey, Universal Hydrogen and Blue Islands



Level 1

EcoPort designation achieved



Level 1

ACI Airport Carbon Accreditation achieved



ALIAS Drone Partnership

A £3.7million project that could lead the way for autonomous flights

Other progress includes:

- 2019 Jersey Airport and Jersey Harbours carbon footprints verified, creating baseline year
- Launch of pilot sea grass regeneration programme at St Catherines
- Recycling airline waste (plastic, tins and cardboard) with Easyjet, Blue Islands and British Airways
- New recycling relationship with St Helier to pick up waste from Jersey Airport, as St Peter doesn't currently provide commercial recycling
- Doppler VHF Omni Directional Range (DVOR) site turned into a pollinator patch
- Deployment of Hippo bags to reduce water wastage from water flushing

For further detail, please see: [Annual reports | Ports of Jersey](#)

Data and Data Sources

Data Tables

Pollution

Water Protection Data	2022	2021	2020	Avg
Total water pollution incidents	68	96	129	98
Total Government incidents	8	10	7	8
Government % of all incidents	12%	10%	5%	9%
Total Andium, SOJDC and POJ incidents	1	2	0	1
Total Group incidents	9	12	7	9
States Group % of all incidents	13%	13%	5%	10%

Finite Resources

Water Consumption	2022	2021	2020
Government + Non-Ministerial metered water consumption (millions of litres)	284	288	319
Government + Non-Ministerial metered water costs as % of total water supply costs	100%	100%	100%
Water supply cost (£m)	0.9	0.8	0.9

Paper Consumption	2022	2021	2020
Government + Non-Ministerial approximate paper consumption (Reams of 500 A4 Equivalent Sheets)	65,350	65,600	59,800
Government + Non-Ministerial paper supply cost (£)	124,043	102,101	101,685

Data Sources

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

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

The Government of Jersey would like to thank all the companies and departments that have provided information to support the drafting of the 2022 Sustainability Report.