

# Accountability Report

# Corporate Governance Report

---

The Corporate Governance Report explains the composition and organisation of the States of Jersey Group, its governance structures and how they support the achievement of the States' objectives. It includes the Directors' Report and the Governance Statement, which in turn includes descriptions of significant governance issues and key risks facing the organisation.

The purpose of this report is to demonstrate how the Group has implemented the principles of good corporate governance and to outline how it has reviewed its system of internal controls during 2022.

The primary focus of the report is on the "States Assembly approved" element of the Group. Funds are included within the responsibilities of appointed Accountable Officers, and the Public Finances Manual includes a section and supporting document on Funds. The relationship of the Government of Jersey with the Wholly owned companies is defined in the Public Finances (Jersey) Law 2019 (see Article 53) and Memoranda of Understanding, published to the States Assembly by the Minister for Treasury and Resources in [P.56/2022](#).

## The Directors' Report

### Ministers and Accountable Officers

Details of individuals who served as Ministers, the Principal Accountable Officer and Accountable Officers are set out in the Governance Statement with disclosures in respect of remuneration included in the Remuneration and Staff Report.

### Directorships and Significant Interests

Under the Standing Orders of the States of Jersey, details of directorships and other significant interests held by Ministers (and all States Members) are set out in the Register of Interests held by the Greffier of the States and are available, against each individual Member, on the Members page on the States Assembly website (<https://statesassembly.gov.je/Pages/Members.aspx>).

The Register of Interests is used to identify parties related to Members of the States of Jersey for the purpose of preparing disclosure of related party transactions in the States of Jersey Annual Report and Accounts.

The Government maintains a register of interests which records details of directorships and other significant interests held by the Principal Accountable Officer and Accountable Officers. The register of interests for those senior officers is not publicly available, but any individual transactions which may be affected by those interests are reported in Details of Related Party Transactions, listed in the Financial Statements at Note 4.24 – Related Party Transactions.

## Governance Statement

### Executive Officers

Details of Ministers and the Accountable Officers responsible for ensuring effective governance arrangements during the period are as follows:

### The Council of Ministers

Jersey's Government comprises the Chief Minister and eleven Ministers, who, with the support of the Assistant Chief Ministers, collectively form the Council of Ministers. The States Assembly elects the Government by way of appointing the Chief Minister and voting on the Chief Minister's nominations for Ministers. In addition, Ministers, with the consent of the Chief Minister, may appoint their own Assistant Ministers, ensuring that the combined total of members appointed as Ministers and Assistant Ministers does not exceed 21, and therefore remains in the minority in the States Assembly.

2022 saw an election, in June, with new Ministers being appointed by the States Assembly at its sitting on 11th and 12th July 2022. The new Council of Ministers proposed its Common Strategic Policy on 4th October 2022, and this was adopted (as amended) by the States Assembly at the sitting of 23rd November 2022. Whilst the adoption of a new Common Strategic Policy may have some impact on the Performance Report, there has been continuity of governance arrangements. The Council of Ministers published (as R.104/2022) its Code of Conduct and Practice for Ministers and Assistant Ministers on 12th October 2022. This makes reference to the "Seven Principles of Public Life" (selflessness, integrity, objectivity, accountability, openness, honesty, leadership) and the Code of Conduct for Elected Members. On 2nd March 2022 the States Assembly approved changes to the latter Code, in P.1/2022, brought forward by the Privileges and Procedures Committee following a review of the Code and associated processes triggered by the Comptroller and Auditor General's (C&AG's) report entitled "Anti-Corruption Arrangements" (R.21/2021). The Code of Conduct for Elected Members is published as part of the Standing Orders of the States of Jersey.

The following tables show the Ministers in post during 2022.

Ministers to 12th July 2022:

Name	Area of Responsibility
Senator John Le Fondré	Chief Minister
Senator Lyndon Farnham	Deputy Chief Minister, Minister for Economic Development, Tourism, Sport and Culture
Deputy Scott Wickenden	Minister for Children and Education
Senator Ian Gorst	Minister for External Relations and Financial Services
Deputy Carolyn Labey	Minister for International Development
Deputy Kevin Lewis	Minister for Infrastructure
Deputy Judy Martin	Minister for Social Security
Deputy Russell Labey	Minister for Housing and Communities
Deputy Gregory Guida	Minister for Home Affairs
Deputy Susie Pinel	Minister for Treasury and Resources
Deputy Richard Renouf	Minister for Health and Social Services
Deputy John Young	Minister for the Environment

Ministers from 12th July 2022:

Name	Area of Responsibility
Deputy Kristina Moore	Chief Minister
Deputy Inna Gardiner	Minister for Children and Education
Deputy Kirsten Morel	Deputy Chief Minister, Minister for Economic Development, Tourism, Sport and Culture
Deputy Philip Ozouf	Minister for External Relations and Financial Services
Deputy Karen Wilson	Minister for Health and Social Services
Deputy Helen Miles	Minister for Home Affairs
Deputy David Warr	Minister for Housing and Communities
Deputy Tom Binet	Minister for Infrastructure
Deputy Carolyn Labey	Minister for International Development
Deputy Elaine Millar	Minister for Social Security
Deputy Jonathan Renouf	Minister for the Environment
Deputy Ian Gorst	Minister for Treasury and Resources

## The Council of Ministers



**Deputy  
Kristina Moore**

Chief Minister



**Deputy  
Inna Gardiner**

Minister for Children  
and Education



**Deputy  
Kirsten Morel**

Deputy Chief Minister,  
Minister for Economic  
Development, Tourism,  
Sport and Culture



**Deputy  
Philip Ozouf**

Minister for External  
Relations and Financial  
Services



**Deputy  
Karen Wilson**

Minister for Health and  
Social Services



**Deputy  
Helen Miles**

Minister for  
Home Affairs



**Deputy  
David Warr**

Minister for Housing  
and Communities



**Deputy  
Tom Binet**

Minister for  
Infrastructure



**Deputy  
Carolyn Labey**

Minister for International  
Development



**Deputy  
Elaine Millar**

Minister for  
Social Security



**Deputy  
Jonathan Renouf**

Minister for the  
Environment



**Deputy  
Ian Gorst**

Minister for Treasury  
and Resources

The Council of Ministers is the executive government of Jersey, and coordinates and prioritises the policies and public administration for which Ministers are individually responsible, including setting executive and legislative priorities. Ministers are individually responsible for decisions in their areas of responsibility, but the more important and cross cutting a matter, the higher the obligation to take to the Council of Ministers to agree a shared policy position. The Council meets 2 – 3 times a month and comprises the 12 Ministers. In addition, Assistant Ministers to the Chief Minister are invited, along with the Chief Executive, Greffier, Attorney General, the lead officer supporting the Council, and other staff to ensure good record-keeping and administration.

The attendance record for Ministers at Council meetings for 2022 is as follows. Where a Minister was unable to attend and nominated an Assistant Minister to attend on their behalf this is treated as attendance by the Minister him or herself.

Minister (or Assistant Minister)	CoM meetings prior to election (20 meetings)
Senator John Le Fondré	20/20
Deputy John Young	18/20
Deputy Kevin Lewis	17/20
Deputy Richard Renouf	18/20
Deputy Judy Martin	19/20
Deputy Russell Labey	19/20
Deputy Susie Pinel	20/20
Senator Ian Gorst	16/20
Deputy Carolyn Labey	13/20
Deputy Gregory Guida	19/20
Deputy Scott Wickenden	16/20
Senator Lyndon Farnham	17/20

Minister (or Assistant Minister)	CoM meetings after election (20 meetings)
Deputy Kristina Moore	19/20
Deputy Kirsten Morel	17/20
Deputy Philip Ozouf	19/20
Deputy Karen Wilson	14/20
Deputy Helen Miles	16/20
Deputy David Warr	20/20
Deputy Tom Binet	17/20
Deputy Carolyn Labey	16/20
Deputy Elaine Millar	17/20
Deputy Jonathan Renouf	19/20
Deputy Inna Gardiner	20/20
Deputy Ian Gorst	17/20

## Accountable Officers

The following table identifies the Accountable Officers serving during 2022. The year saw a change in Chief Executive Officer (and hence Principal Accountable Officer) with the arrival of Suzanne Wylie, who took office on 1st February 2022.

Chief Executive Officer	Position	Accountable Officer
Principal Accountable Officer	Chief Executive	Paul Martin (interim CEO and PAO to 31 January 2022) Suzanne Wylie (from 1 February 2022)
Ministerial Departments	Position	Accountable Officer
Office of the Chief Executive:		
Chief of Staff	Chief of Staff	Catherine Madden
Communications	Director of Communications	Dirk Danino-Forsyth
Treasury and Exchequer	Treasurer of the States and Chief Officer	Richard Bell
Ministry of External Relations	Chief Officer	Kate Nutt from 17 May 2022 (Interim Chief Officer to 16 May 2022)
Chief Operating Office	Chief Operating Officer and Chief Officer	John Quinn
Strategic Policy, Planning and Performance	Chief Officer	Tom Walker
Department for the Economy	Chief Officer	Richard Corrigan
Justice and Home Affairs	Chief Officer	Kate Briden from 17 May 2022 (Interim Chief Officer to 16 May 2022)
Health and Community Services	Chief Officer	Carolyn Landon
Children Young People Education and Skills	Chief Officer	Rob Sainsbury from 15 December 2022 (Interim Chief Officer to 14 December 2022)
Infrastructure Housing and Environment	Chief Officer	Andrew Scate
Customer and Local Services	Chief Officer	Ian Burns
Non-Ministerial Departments	Position	Accountable Officer
States of Jersey Police	Chief of Police	Robin Smith
States Assembly (States Greffe)	Greffier of the States	Mark Egan (to 30 April 2022) Lisa Hart (from 1 May 2022)
Law Officers' Department	Practice Director	Alec Le Sueur
Viscount's Department	Viscount	Elaine Millar (to 31 March 2022) Mark Harris (Acting Viscount from 1 April to 16 June 2022) Matthew Swan (from 17 June 2022)
Judicial Greffe	Judicial Greffier	Adam Clarke
Office of the Lieutenant Governor	Chief of Staff and Private Secretary	Justin Oldridge
Official Analyst	Official Analyst	Nick Hubbard



Bailiff's Chambers	Chief Officer	Steven Cartwright
Probation and After Care Service	Chief Probation Officer	Mike Cutland
Office of the Comptroller and Auditor General	Comptroller and Auditor General	Lynn Pamment
<b>Other</b>	<b>Position</b>	<b>Accountable Officer</b>
Jersey Overseas Aid	Executive Director	Simon Boas
<b>Trading Operations</b>	<b>Position</b>	<b>Accountable Officer</b>
Jersey Car Parking	Chief Officer	Andrew Scate
Jersey Fleet Management	Chief Officer	Andrew Scate
<b>States Body / Fund</b>	<b>Position</b>	<b>Accountable Officer</b>
Strategic Reserve Fund	Treasurer of the States and Chief Officer - Treasury and Exchequer	Richard Bell
Stabilisation Fund		
Insurance Fund		
Assisted House Purchase Scheme		
99 Year Leaseholders Scheme		
Agricultural Loans Fund		
Housing Development Fund		
Criminal Offences Confiscation Fund		
Civil Assets Recovery Fund		
Social Security (Reserve) Fund		
Channel Islands Lottery (Jersey) Fund		
Tourism Development Fund		
Fiscal Stimulus Fund		
Jersey Innovation Fund		
Jersey Reclaim Fund		
Technology Accelerator Fund		
Climate Emergency Fund	Chief Officer - Strategic Policy, Planning and Performance	Tom Walker
Social Security Fund	Chief Officer - Customer and Local Services	Ian Burns
Health Insurance Fund		
Long Term Care Fund		
Jersey Dental Scheme		
Bailiff's Ukraine Appeal	Chief Officer - Bailiff's Chambers	Steven Cartwright

Collectively, the majority of Government Accountable Officers sit on the Executive Leadership Team (ELT). Representatives from the Non-Ministerial Departments attend meetings but are not formal members. ELT, and its subsidiary Operating Committee (OpCo), both operate to agreed terms of reference adopted in 2021.

The attendance record for ELT meetings in 2022 is as follows. Where an ELT member sent an approved delegate this is treated as attendance by the member him or herself.

Department	ELT Board Members or delegate	ELT meetings in 2022	ELT workshops in 2022
CEO	CEO - Suzanne Wylie (Chair)/ Paul Martin/ substitute chair	26/26	10/10
Economy	Richard Corrigan	25/26	10/10
T&E	Richard Bell	26/26	10/10
IHE	Andy Scate	26/26	7/10
HCS	Caroline Landon	24/26	10/10
OCE - Chief of Staff	Catherine Madden	24/26	8/10
COO	John Quinn	26/26	10/10
OCE - Comms	Dirk Danino-Forsyth	19/26	8/10
JHA	Kate Briden	26/26	10/10
External Relations	Kate Nutt	24/26	9/10
CLS	Ian Burns	26/26	10/10
CYPES	Robert Sainsbury	26/26	10/10
SPPP	Tom Walker	26/26	10/10

All reports to ELT must include a covering sheet setting out:

- The action requested from ELT
- Key considerations (including financial and staffing implications, Children's rights, policy impacts and impacts on Non-Ministerial Departments).

## How Ministers and Accountable Officers work together

Accountable Officers in Government departments, and their officers, work closely with their respective Ministers to deliver government policy. Ministers are responsible for policy decisions, departments deliver those decisions, with each department's Accountable Officer ensuring spending is proper, regular and good value for money – Accountable Officers have obligations for these matters under the Public Finances Law. Typically, those Accountable Officers will have regular meetings with their Minister and take proposals to the Minister where formal decisions are needed. On the rare occasions when the Accountable Officer considers that a Minister's proposed course of action might infringe upon the Accountable Officer's legal obligations, there is a process by which the Minister can direct the Accountable Officer, provided that the proposed action is legal (known as a "Letter of instruction"). In practice this is likely to be where there is insufficient time for the Accountable Officer to carry out all diligence activity that would normally take place to provide assurance, particularly in relation to value for money. Letters of instruction are published at <https://www.gov.ie/government/planningperformance/publicfinances/pages/lettersofinstruction.aspx>. One such letter was issued and published in 2022, relating to a change in scope of the Co-Funded Payroll Scheme.

## Assurance of service performance data in the Annual Report and Accounts

For both the 2020 and 2021 Annual Report and Accounts there was an internal statement of assurance which covered the service performance measure data and the customer experience data included in the performance section of the Annual Report and Accounts (ARA).

The following assurance procedure was applied in each of the 2020-2022 ARAs:

- Analyst and business partner teams from each department provided data from departmental databases in writing or via email.
- Service Performance Data provided by departments, including that published separately online for 2022, was quality assured by the Director of Statistics and Analytics or his staff. All queries were fed back to departments for checking and confirmation before being included in the ARA (or, in 2022, the Annex document).
- Chief Officers for all departments signed off their Service Performance Measures data for inclusion in the ARA (or, in 2022, the Annex document).
- The Director of Statistics and Analytics checked all departmental commentary on the Service Performance Measures for consistency with the Service Performance Measure data and that statements in the commentary were supported by the data.
- All queries on the commentary on the Service Performance Measures was fed back to departments for clarification or rectification before inclusion in the ARA (or, in 2022, the Annex document). This led to changes to the data or changes to the commentary, depending on which was the cause of the inconsistency.
- All Chief Officers were sent a copy of the draft content requiring them to sign off that both their Service Performance Measure data and commentary was correct

The Director of Statistics and Analytics and the Chief Officer for SPPP each signed off that the Service Performance Data and commentary was correct.

## The Governance Framework

The Governance Framework comprises the systems, processes, cultures, values and procedures through which the States of Jersey is directed and controlled and the activities through which it accounts to and engages with the Islanders.

This framework enables monitoring of the delivery of the States' strategic objectives and analysis of whether these objectives have delivered appropriate services and value for money. The framework aims to ensure that in conducting its business the States:

- Operates in a lawful, open, inclusive and honest manner
- Makes sure that public money is safeguarded, properly accounted for and used economically and effectively
- Has effective arrangements for managing risk
- Secures continuous improvements in the way that it operates.

Since 2021, ELT has adopted a Corporate Governance Framework for the States of Jersey. This consists of nine principles of good governance, each with a number of underlying statements that provide further detail. Against each of the underlying statements are recorded the Laws, policies, codes of practice and other arrangements that, taken together, make up Jersey’s corporate governance arrangements. The Framework is managed by a cross-departmental group of senior officers that meets to agree changes and consider how the Framework may be used in practice.

Every Accountable Officer must complete an Annual Governance Statement questionnaire that asks how the Framework is applied in their area of responsibility, and the grounds supporting their belief that they comply with requirements contained in the Framework. It also allows for a description of how and why they may not be fully compliant with an area of the Framework. The information gathered through these questionnaires helps build the “Update on Governance Issues” section below.



## Scope of Responsibilities

The Public Finances (Jersey) Law 2019 makes the Chief Executive the Principal Accountable Officer (PAO), answerable to the States and accountable to the Council of Ministers. The PAO may appoint Accountable Officers (excluding those in Non-Ministerial Departments) to exercise functions as determined but maintains overall responsibility for ensuring the propriety and regularity of the finances of States bodies (excluding Non-Ministerial Departments) and funds and ensuring that the resources of States bodies and States funds are used economically, efficiently and effectively.

Each Accountable Officer is personally accountable for the proper financial management of the resources under their control in accordance with the Law, any subordinate legislation and the Public Finances Manual, including ensuring that public money is safeguarded and properly accounted for, used only for those purposes approved by the States and used economically, efficiently and effectively.

Each Accountable Officer (excluding those in Non-Ministerial Departments) is responsible for exercising the functions that are determined by the PAO, and that apply to that accountable officer (if any) as specified in any relevant enactment of the States. In discharging their financial responsibilities, Accountable Officers must ensure that robust governance arrangements are in place, which include a sound system of internal control and arrangements for the management of risk.

For Non-Ministerial Departments, the responsibilities of Accountable Officers are the same as those of Government departments. However, they are not appointed by the PAO. Under the Public Finances Law, the chief officer of a Non-Ministerial States body is also its Accountable Officer. With the agreement of that chief officer the Minister for Treasury and Resources can appoint another officer as Accountable Officer.

## Legal Framework

A number of key laws collectively set the procedures for the governance of the operations of the Government, public finances, the employment of States employees and, during the pandemic, the arrangements for declaring an emergency:

- Employment of States of Jersey Employees (Jersey) Law 2005;
- States of Jersey Law 2005;
- Public Finances (Jersey) Law 2019;
- Comptroller and Auditor General (Jersey) Law 2014;
- Emergency Powers and Planning (Jersey) Law 1990.

## The Public Finances Manual

The Public Finances Manual provides guidance on how to apply the Public Finances (Jersey) Law 2019 and therefore helps ensure the proper stewardship and administration of the Law and of the public finances of Jersey. Accountable Officers are required to comply with the Public Finances Manual and other key controls, including departmental risk management measures, and resource management policies.

## Accountable Officers

All Accountable Officers have provided a Governance Statement which confirms, to the best of their knowledge, that governance arrangements operated adequately in their area(s) of responsibility during 2022 and/or steps are being taken to address known areas of weakness. Internal Audit have reviewed these statements for consistency and compliance.

Weaknesses identified by Accountable Officers are summarised below in the section “Update on Governance Issues”.

## Internal Audit

The Treasurer of the States, under the Public Finances (Jersey) Law 2019, is responsible for establishing a system of internal audit and for designating a person as chief internal auditor. The chief internal auditor is required to deliver a service that is compliant with professional Internal Audit Standards and for providing an annual opinion of the adequacy of the internal control environment to the Principal Accountable Officer, Treasurer and the Risk and Audit Committee.

## The Comptroller and Auditor General (C&AG)

The C&AG is required to provide the States with independent assurance that the public finances of Jersey are being regulated, controlled, supervised and accounted for in accordance with the Comptroller and Auditor General (Jersey) Law 2014. During 2022 the C&AG issued 10 reports, one Good Practice Guide and one Thinkpiece. The governance issues arising from these reports are reflected in the review of effectiveness section below. The C&AG issues her own Annual Report, which includes details of her work.

The C&AG appoints the external auditors of the States of Jersey. The report of the auditor, Mazars LLP, is included within the accounts.

## Review of effectiveness of the governance framework

The States and Government receive valuable independent feedback from a number of sources on the adequacy of governance arrangements. These sources include:

- Internal Audit;
- Scrutiny Panels (although observations and recommendations often relate to Ministerial policy, as opposed to implementation and governance);
- The Public Accounts Committee (PAC);
- The Comptroller and Auditor General (C&AG) (see above).

All recommendations from Scrutiny Panels, the Public Accounts Committee and the Comptroller and Auditor General that are accepted are entered into a database (commonly known as “the Tracker”) which is used to monitor implementation of those agreed recommendations.

The Tracker process is managed through representatives from each department meeting regularly with officers from the Cabinet Office and Treasury. Progress is then collated quarterly into reports for OpCo, ELT and PAC.

At the start of 2022 there were 295 outstanding recommendations from the PAC and C&AG (which are those most relevant to the governance framework), with a small number dating back as far as 2014. At the start of 2022, the States and Government set a stretch target of implementing

80% of those recommendations by the end of the year. Whilst that target wasn't fully achieved (just over 60% of those recommendations were implemented), 180 of those recommendations were closed during 2022.

An additional 209 recommendations were made during 2022, of which 98 were closed during the year. At the end of 2022 there was a grand total of 226 recommendations outstanding.

Amongst those recommendations implemented during 2022 were some arising from C&AG reports on subjects like:

- Anti-corruption arrangements
- Covid (various aspects)
- Cyber security
- Governance of the States of Jersey Police
- Financial management and internal control
- Insurance
- Operational land and buildings
- States Employment Board

This illustrates not only the breadth of the work of the C&AG and other bodies, but also the degree of influence that work has in generating improvements in the States' governance framework.

The States and Government receive additional assurance from the work of the Risk and Audit Committee (see below in the Risk Management section for details of membership). During 2022, following a recommendation by the C&AG, an Audit Committee was established for the following Non-Ministerial Departments:

- Law Officers' Department
- Judicial Greffe
- Viscount's Department
- States Greffe
- Probation and After-Care Service
- Bailiff's Chambers

## Human Rights, Anti-Bribery and Anti-Corruption Statement

### Human Rights

Jersey has had the European Convention on Human Rights extended to it since 23 October 1953, which has been incorporated into Jersey law through the Human Rights (Jersey) Law 2000.

### Anti-Bribery and Anti-Corruption

The Government of Jersey has had the following anti-bribery and anti-corruption treaties extended to it: UN Convention against Corruption (since 9 November 2009), the Council of Europe Criminal Law Convention on Corruption (since 1 October 2013), the UN Convention against Transnational Organised Crime (since 17 December 2014) and the OECD Convention on Combatting the Bribery of Foreign Public Officials in International Business Transactions (since 16 November 2009).

The States of Jersey has also enacted the Corruption (Jersey) Law 2006.

In 2022 the Government of Jersey adopted an Anti-Fraud and Corruption Policy and Strategy.

In addition, procurement tendering rules are designed to help achieve compliance with the UN Convention against Corruption.

During 2023, the Government of Jersey will design and deliver Anti-Corruption training to employees of the States of Jersey.

In 2022, the States Assembly adopted changes, proposed by the Privileges and Procedures Committee, to arrangements for States Members, in particular in relation to declarations of interests.

## Governance during the COVID-19 Pandemic

The Covid-19 Pandemic required the Government to put in place emergency procedures and governance mechanisms never previously required. The governance structure shown below became operational during March 2020 in order to provide a co-ordinated response to the risks, issues and actions required for the Island to respond to the threat from Covid-19. Whilst the worst effects of the first wave of the pandemic had significantly reduced by July 2022, the structures were retained due to the threat of a second and subsequent waves. During November 2022 the governance arrangements were once again operationalised to respond to increasing cases and expert advice from the Scientific and Technical Advisory Cell.

### Overview of the Roles in the Decision-Making Process during COVID-19

#### *Emergencies Council*

The Emergencies Council sat to co-ordinate and support any work to prepare for, or respond to, the emergency, including needing to agree the exercise of Competent Authority powers. If, as a last and necessary resort, a state of emergency is called by the Lieutenant Governor, the Council can act as a collective decision-body in any area of response and has wide ranging powers to amend enactments by Order, without the requirement for the prior approval of the Assembly for the period of the emergency. The Emergency Powers and Planning (Jersey) Law 1990 sets out the provisions for responding to an emergency.

#### *Individual Ministers*

In advance of a state of emergency being declared, individual Ministers continue to exercise their statutory and non-statutory powers. These include powers under enactments within their authority, to make Orders or Propose Regulations, and pursuant to the Covid-19 (Enabling Provisions) (Jersey) Law 2020, Ministers could propose wide ranging reforms to the Assembly, to consider and approve necessary changes.

#### *Competent Authority Ministers*

(Chief Minister, Minister for External Relations, Minister for Economic Development Tourism Sport and Culture, Minister for Infrastructure, Minister for Home Affairs, Minister for Health and Social Services)

Competent Authority Ministers only act in their areas of competency, for example, the Minister for Home Affairs has powers as a Competent Authority Minister over Gas and Postal Services, with



the agreement of the Emergencies Council. Outside of their areas of competency, the Competent Authority Minister is simply acting in their ministerial capacity, i.e. not as a Competent Authority Minister (CA).

Competent Authority Ministers did not make collective decisions, as their powers are individual and narrow and executed by making orders, but they did confer and advise each other, and they do largely hold the core powers, whether as Ministers, or as CAs, that are needed in the event of an emergency. The Minister for Treasury and Resources and Minister for Children and Education were invited to CA meetings and circulations given the importance of their portfolios.

## Officer Groups

### *Strategic Co-ordination Group*

The Strategic Co-ordination (Gold) Group (SCG) had the main strategic co-ordinating responsibility for the command and control of emergency services, and other agencies, responsible for dealing with the immediate response to the pandemic.

The SCG was also concerned with considering and assessing updated intelligence and information from various sources to help determine strategy, and give clear direction to its Operational (Bronze) Commanders through the Gold, Silver and Bronze Command structure.

### *Tactical Co-ordination Group*

The Tactical Co-ordination (Silver) Group (TCG) is a multi-agency group of tactical (silver) commanders that met to determine, co-ordinate and deliver the tactical response to the emergency within the parameters set by the SCG. The TCG ensured that the actions taken at the Operational level were co-ordinated, coherent and integrated to achieve maximum effectiveness and efficiency.

All meetings had formal terms of reference, escalation points, record of discussion, rationale for decisions and action points.

## Risk Management

This section of the Corporate Governance Report sets out how the States of Jersey identifies and manages risks. Risks impact on the achievement of objectives (see the Performance Report) and the organisation's governance (see "Update on Governance Issues" later in the Corporate Governance Report). Active management of risks seeks to minimise these impacts.

The top five risk themes in 2022 were:

- External risks - macroeconomic risk, geopolitical and environmental risks
- Health and wellbeing
- Cyber Security and Information Technology
- Estate management
- Workforce planning, recruitment and retention

These correlate closely not only with governance issues identified (see the following section) but also global risks experienced by many other jurisdictions (see below). There are also clear correlation areas with the seven Common Strategic Policy priorities for change (see [P.98/2022](#) as amended, the Performance Report and the table below).

## CORRELATION OF POLICY PRIORITIES, RISK AND GOVERNANCE

### Common Strategic Policy priorities for change

- Community
- Housing and Cost of Living
- Economy and Skills
- Children and Families
- Ageing Population
- Health and Wellbeing
- Environment

### States of Jersey top risk themes

- External risks - macroeconomic risk, geopolitical and environmental risks
- Health and wellbeing
- Cyber Security and Information Technology
- Estate management
- Workforce planning, recruitment and retention

### Top 3 Global Risks

- Energy Crisis
- Food Crisis
- Cost of Living

### Governance themes and issues

- People Policies and Resourcing
- People Strategy
- Organisational Change
- Information Security and Information Governance
- Cyber Security and IT Systems
- Estate Management
- Programme and Project Management
- Governance Arrangements
  - Health and Social Care
- Decision Making - Major Projects
- Arm's Length Organisations

The following sections set out the overarching arrangements for managing the States' risks, as well as the detailed mitigation work carried out on the top five risk themes during 2022.

The Government faces a wide range of uncertainties, challenges and opportunities as it seeks to realise its ambitions for Islanders. Effective governance and risk management is recognised as an essential component of assisting the public service to become a modern, forward-looking organisation which is capable of delivering long-term outcomes and efficient and effective services.

In order to help with the assessment and evaluation, risks are broadly categorised as follows:

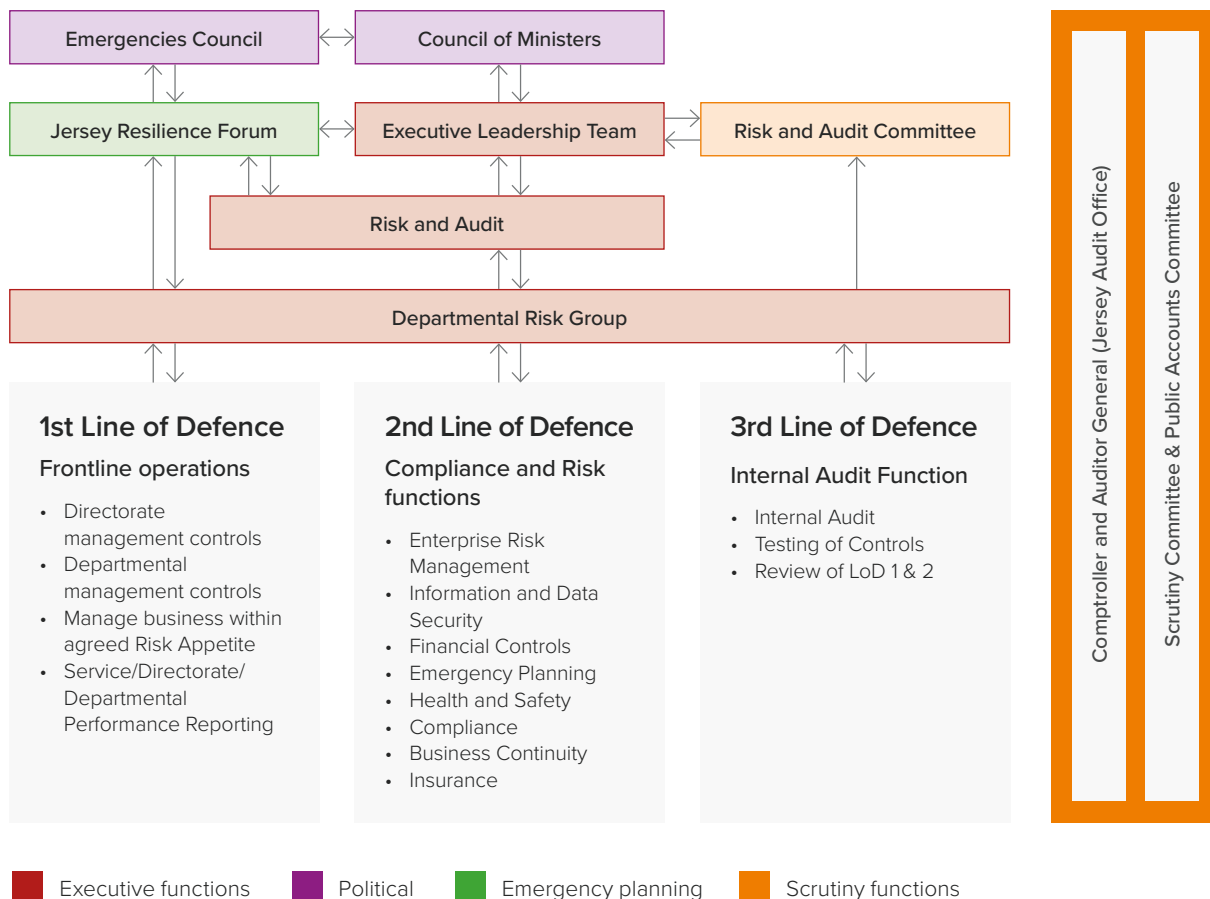
- Financial – risks that relate to a weakness in financial controls, for example, financial fraud;
- Service delivery;
- Reputational;
- Legal and regulatory;
- People health and safety;
- Economic;
- Environmental and social.

It is also recognised that future risks will take place against the backdrop of a planetary climate emergency, which is seeing both communities and organisations experiencing fallout from increased weather extremes.

## How Risk is Controlled

The States' and Government's risk management approach is grounded in a no blame culture and for bad news to be reported immediately and in accordance with prescribed escalation guidelines so there is sufficient notice to determine an effective response.

## Risk Management – Roles and Responsibilities



## Council of Ministers

The Council of Ministers has responsibility for ensuring the Government of Jersey delivers on its strategic priorities by holding the ELT to account, and in relation to risk management has responsibility for:

- Setting the tone and influence for the culture of risk management across the Government of Jersey and with partners;
- Determining the nature and extent of the principal risks it is willing to take in relation to achievement of its strategic priorities;
- Setting the priorities for delivery by the Executive Leadership team
- Reviewing the Corporate Risk Register on a regular basis and receiving feedback from the Principal Accountable Officer and the Risk and Audit Committee as to the effectiveness of the risk management systems; and
- Conducting an Annual Review of the effectiveness of the risk management systems in support of the Annual Accountability Report and Governance Statement.

## Executive Leadership Team (ELT)

ELT has responsibility for ensuring that the Government of Jersey delivers on its strategic priorities and, in relation to risk management, ELT has responsibility for:

- Setting the tone and influence for the culture of risk management across the Government;
- Overall accountability for ensuring that a system is in place for identifying, assessing and managing existing and/or emerging risks;
- Determining the nature and extent of the principal risks it is willing to take in relation to its strategic objectives;
- Conducting an annual review of the effectiveness of the risk management systems in support of the governance statement and the Statement of Internal Control;
- Ensuring risk is appropriately considered in items or activities that require political direction; and
- Regularly reviewing the Strategic Risk Report (or equivalent risk report showing corporate risk profile) and ensuring alignment to the Government's Strategic Priorities.

## Risk and Audit Committee

The Risk and Audit Committee (R&AC) supports the Government in delivering its responsibilities for risk management, internal control, governance and audit. The Committee's role is to review and provide independent advice to the PAO, Minister for Treasury and Resources, Treasurer and, in exception, the Council of Ministers, on the completeness, reliability and integrity of assurances as they relate to their responsibilities under the Public Finances Law and as set out in the Public Finances Manual. The R&AC acts in an advisory role as an internal assurance body and supports the Government to fulfil its governance responsibilities, providing oversight of Internal and External Audit and Risk Management. Its primary function is to add value within the formal scrutiny arrangements, providing adequate and appropriate assurance to the delivery of Government business.

The committee considers and advises ELT on the following issues:

- The effectiveness of the current enterprise risk management process and policies including the review process into the corporate risk register;
- Development, management and monitoring of risk management activities;
- Assurance relating to the adequacy and effectiveness of the risk, control and governance processes across the Government; and
- Aligning the Government's risk strategy against strategic priorities and good practice.

For 2022, the membership of the Risk and Audit Committee comprised an Independent Chair and two other independent members with a requirement of two members plus the Chair being present for the meeting to be quorate. The Risk and Audit Committee summarise their work in an annual report which is presented to and considered by the Executive Leadership Team.

The membership of the Committee throughout 2022 comprised:

Name	Position	Appointment date
Vineeta Manchanda	Chair (Risk and Audit) / Independent Member	01/10/2018 – to date
John Kent	Independent Member	28/11/2019 – to date
David Smith	Independent Member	28/11/2019 – to date

## Risk Management – Developments in 2022

### Global Risks

The global risk landscape and how that translated into a local context in Jersey continued to be challenging in 2022. Continued compound effects of global pandemic, geopolitical tensions and socio-economic pressures resulted in “polycrises” facing governments and organisations worldwide, according to the World Economic Forum’s [Global Risks Report 2023 – 18th edition](#).

At the beginning of 2023, the report lists the top 3 currently manifesting Global Risks as:

- Energy Crisis
- Food Crisis
- Cost of Living

In 2025, experts are still expecting Cost of Living to be top of the Global Risk agenda. In 2033, the top risks are predicted around climatic and environmental risk and risks that are associated with that, for example large scale involuntary migration over the longer term.

Today, leaders are facing multiple crises that are happening at the same time. Over 80% of the 1200 expert respondents in the WEF Global Risks Report expected consistent ongoing crises that are compounding each other on an increasingly volatile trajectory.

The situation is “eerily familiar” with a lot of old risks which have come back to the fore that, at the beginning of the decade, countries were looking to solve through sustainable development goals.

The world faces re-emerging energy, food, health, and cost of living crises and at the same time some new risks layered on top of that: potential recession, infectious diseases, trade wars and weaponising of economies and climate risks. Concerns around climate risks focus on the rate of adaptation by jurisdictions towards carbon neutrality.

Food insecurity has increased due to major reductions in grain exports, lack of fertilizer and climate events. No country is immune to social erosion due to shortages of basic necessities caused by lack of availability or affordability. Cost of living and food shortages could cause social instability, as seen in 2022 in terms of protests and industrial action in various countries.

Countries and organisations are now turning from a just-in-time to a just-in-case strategy, near-shoring and friend-shoring. This means bringing production closer to home. There is also a trend of vertical integration meaning that companies are looking to acquire suppliers to secure the supply chain.

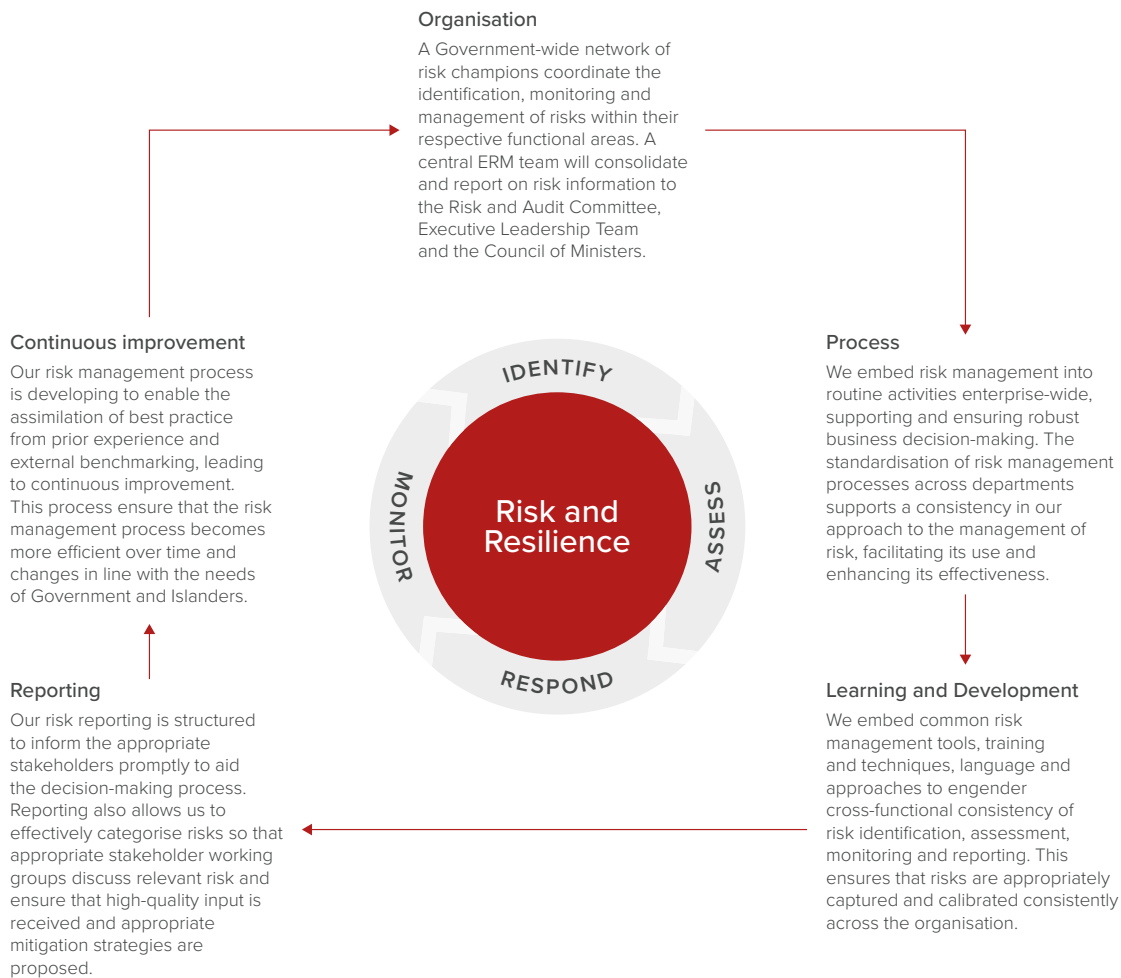
### Local Impacts

There are several potential direct or indirect local impacts. For example, as the Cost of Living and Inflationary Pressures impacted in 2022, a mitigation from the Bank of England was to increase interest rates, which in turn has economic consequences in terms of affordability of housing, the cost of borrowing, labour costs, and food and commodity retail prices. See below for more detail on these impacts and mitigations, in particular in relation to the “External Risks” theme.

## Enterprise Risk Management

The States and Government have continued to develop their strategy for the management of risk, and the Enterprise Risk Management (ERM) framework sets out the basis for risk and evidence-based decision making. It remains the ambition to continue to embed risk into the decision-making of the organisation in line with the process shown below.

Further progress has been made on the approach to ERM during 2022 and a roadmap setting out key developments and goals is in place to deliver further improvement in 2023.



Notable developments in 2022 included the further development of joint working with the Emergency Planning group to develop a National Security Risk Assessment based approach to the capture of risk on the Community Risk Register. This work is being undertaken in shadow form in advance of introducing legislation equivalent to the UK Civil Contingencies Act.

Capturing risk on the Community Risk Register is the responsibility of the Emergency Planning Team within Justice and Home Affairs and forms part of the work undertaken by the Jersey Resilience Forum.

Work was undertaken in 2022 to further embed the ERM system changes across Government of Jersey Ministerial and Non-Ministerial Departments through workshops, training and regular reviews.

The system of reviews includes quarterly risk management reports to the Risk and Audit Committee, Executive Leadership Team and the Departmental Risk Group. It is led by risk leads across Government who now meet regularly to discuss quarterly risk reports, approaches under ERM and relevant topics within their Terms of Reference. The Government's Head of Risk meets monthly with department leads to discuss their risk registers.

Other enhancements in the year included the formation of Risk Committees in some of the larger Departments. These committees were given responsibility for reviewing their risk registers and escalating risks to Senior Leadership Teams. The Head of Risk and Chief Internal Auditor now hold quarterly meetings with Accountable Officers to review their significant risks.

A further development was the continued embedding of use of the "Deep Dive" template, introduced in 2021, which examines how risk is managed at Departmental and Corporate levels. A number of deep dives were carried out in 2022.

Risk Deep Dives are an end-to-end review of a specific risk or issue. They are an essential way of better understanding the "path to green" in the management of a risk. They examine the scoring, control environment, and progress in terms of actions. They also seek to evidence the performance of the risk through key risk indicators. The template allows those carrying out the assessment to understand inhibitors and opportunities and escalate any issues to senior management teams, the Executive Leadership Team and Council of Ministers for decision-making. They are a key tool in better-informed decision making and prioritisation.

Other work in 2022 included the following:

- Regular, collaborative working with Business Continuity officers;
- Head of Risk meeting quarterly with States-owned Entities and attending shareholder meetings. These meetings allow for a discussion of the risks recorded within their respective risk registers and how they may affect wider Government as well as the community. The meetings also examine emerging risks.
- Providing advice to major projects and programmes on risk and insurance management, as required.
- Workshops with Council of Ministers and the Executive Leadership Team on the Corporate Risk Register.

During 2022, the Risk and Audit Committee undertook regular reviews of the Corporate and Departmental Risk Registers. These reviews are now standing items on the Risk and Audit Committee's briefing sessions.

## Risks Reported in Year

The top five key risk themes and risks and issues in 2022 were as follows:

### 1. External Risks

External risks include macroeconomic risk, geopolitical and environmental risks which are captured on the Corporate Risk Register in terms of their material impact on the Government of Jersey and its strategic objectives. They also include economic and reputational risks deriving from the implementation of new fisheries management arrangements as part of the Trade and Cooperation Agreement, developments in international tax at EU and global level and Jersey's ability to secure appropriate access to, and participation in, the UK's new trade agreement (FTA) programme.

Mitigations in these areas include:

- relationship building and regular liaison with other jurisdictions, including stakeholders, the UK government, France, Brussels, and key multilateral fora including the OECD;
- an extensive programme of bilateral engagement with priority global markets to build broad, enduring friendships and to increase economic cooperation; and
- effective political oversight and horizon scanning for future external trends, risks and opportunities.

This area remained a significant risk in 2022 and the international position is under constant review by Government and arm's length organisations such as Jersey Finance.

The following provides a summary of principal risks and issues for this theme and is not exhaustive. Climate change and decarbonisation risks for both the Island and Government are currently being developed and will feature more prominently in future annual reporting. In the meantime, see the Sustainability Report for further detail on the initial corporate approach and operational strategy in this area.

#### Issue: Inflationary Pressures and impact on economy/population

**Owner:** Chief Economic Advisor

**Department:** Economy

**Trend:** Increasing in 2022

**Risk Appetite:** Low

#### Description:

If Global and UK inflationary pressures continue to feed through to the Jersey economy, bearing on the population and economy in a variety of negative ways, it could lead to stunted economic growth and cost people large parts of their disposable income. Particularly affecting the most disadvantaged in society.

#### Areas of Focus/Mitigations:

- 100 Day Plan
- Cost of Living Strategy Group
- Mini-budget and Government Plan 2023-26
  - £53 million for impact of inflation on public services
  - 12% increase in Income tax personal allowances
  - Enhanced Cost of Living Temporary Scheme (COLTS)
  - Increase to Community Cost Bonus
  - Enhancement to Cold weather Bonus and Payment Schemes
  - Further support for families with less than five years' residence
  - Additional revenue measures that continue to support Islanders, restraining overall increases in duties where appropriate to do so.
  - Targeted measures to raise additional income.



**Issue: Island workforce sustainability**

**Owner:** Chief Officer  
**Department:** Economy  
**Trend:** Increasing  
**Risk Appetite:** Low

**Description:**

If we are not be able to deliver a workforce strategy that develops local talent or brings the right skills to the Island then we may not be able to sustain our economic strategy and improve productivity leading to direct impact on quality of service, patient safety and financial sustainability.

**Areas of Focus/Mitigations:**

- Develop Digital Skills Academy
- Jersey Employers Group and Government of Jersey Engagement
- Economy Workforce Plan and Government of Jersey People and Culture Plan

**Issue: Loss of Economic Prosperity**

**Owner:** Chief Officer  
**Department:** Economy  
**Trend:** Stable (but under pressure from global recession)  
**Risk Appetite:** Low

**Description:**

If there is a failure to sustain, diversify and grow then our Island economy will negatively impact economic prosperity with consequential damage to the public finances and ability of the Government to deliver high quality public services and support.

**Areas of Focus/Mitigations:**

- Diversify Local Economy
- Protect and grow financial services through delivery of Financial Services policy framework
- Delivery of Future Economy Programme (Economic Framework)
- Annual Ministerial Plan

## 2. Health and Wellbeing

The Covid pandemic inflicted considerable pressures on all government services, especially our provision of health and social care, and required significant financial support for local businesses. The vaccination and other programmes meant good progress was made in 2021 and 2022 to counter the impact on health, though there remains significant risk that further costs will arise because the impact of the pandemic remains uncertain. To help manage this uncertainty in 2022, the Government Plan provided an additional £52 million held in reserves.

Assuming good progress continues to be made to emerge from Covid health challenges, there remains a high risk of legacy health problems - many unreported, which will need to be addressed post pandemic.

Due to its age, the current hospital site continues to provide challenges if we are to maintain service delivery. Proposed mitigations include updating and renovating wards. Even with proposed mitigating actions, delays to the delivery of new healthcare facilities mean increased risk of service disruption and poor clinical outcomes for patients.

Recruitment and retention of skilled clinical and non-clinical staff for HCS services, including but not limited to Pharmacy, Pathology, Radiology, Dentistry, Mental Health and Social Care and some non-clinical support services; continues to be challenging due to high costs of living, labour market shortages and restricted availability / quality of housing.

### Issue: Covid recovery (backlog of patient waiting post COVID elective suspension)

**Owner:** Chief Officer HCS

**Department:** HCS

**Trend:** PTLs increased during 2021 and first half 2022 (impacted by COVID) but have generally reduced since

**Risk Appetite:** Low

#### Description:

If there are inadequate resources to reduce patient waiting times then patients could experience delays receiving treatment resulting in avoidable harm (including death), financial loss and reputational damage.

HCS monitors waiting times through the Patient Tracking Lists (PTLs), examples include,

1. First (appointment) Outpatient PTL – acute and community (e.g. Dentistry)
2. Follow up pending list (Outpatients)
3. Elective inpatient PTL
4. Diagnostics (e.g. Endoscopy)
5. Surveillance Diabetic screening
6. Radiology (in test)

HCS closely monitors the PTLs and associated risks are managed through the care groups. However, staff sickness, winter pressures and workload / resources can disrupt progress.

#### Areas of Focus/Mitigations:

1. PTL weekly meetings with each Care Group
2. Outsource children's dental provision - resulting in significant improvements in access to routine dentistry
3. Teleradiology (remote diagnoses)
4. Business Case for growth of Radiology team to increase hardware utilisation and provide additional capacity
5. Use of agency staff / locums to support HCS (back fill, cover sickness and increase capacity)
6. Patients are seen according to clinical priority
7. Integrated Modelling and Analysis System (IMAS) to improve job planning
8. Recruitment campaigns for difficult to fill posts
9. Wellbeing programme to improve retention and protect staff

**Risk: If HCS fails to respond to the recommendations made in Hugo Mascie-Taylor (HMT) report, then HCS and Islanders cannot be assured of the quality and safety of HCS's services**

**Owner:** Chief Officer HCS

**Department:** HCS

**Trend:** Reducing

**Risk Appetite:** Low

**Description:**

The report revealed that despite the hard work of staff, there is no effective assurance of patient safety and the quality and standard of care is variable, data quality is poor and serious longstanding cultural issues remain unresolved. In such circumstances, Islanders cannot be assured of the quality and safety of HCS's services. The report identified 61 recommendations to be addressed.

The initial plans include:

- Establish a new Health Board
- Engage additional expertise and support by establishing a dedicated Turnaround Team
- Provide additional resources and expertise to support and drive the turnaround
- Produce a detailed implementation plan
- Bring forward a sustainable workforce plan
- Establish an effective accountability framework and assurance reporting mechanism
- Independent feedback on the patient experience
- Develop a safety culture underpinned by service excellence standards
- Ensure clarity of roles and responsibilities
- Appoint a Freedom to Speak up Guardian

**Areas of Focus/Mitigations:**

1. Turnaround team expertise to be brought in to address all areas including financial recovery and recruitment, retention, organisational development
2. A Programme of implementation has been set up in response to the recommendations which has the following workstreams:
  - Assurance
  - Culture, engagement and behaviours
  - Governance
  - Patient and user involvement
  - Private patients
  - Roles and responsibilities
  - Standards and benchmarking
  - Workforce planning and development
3. Each workstream has worked with staff to review the relevant recommendations and created a list of approximately 147 actions which are being implemented and monitored
4. Wellbeing programme progressing (HCS staff awards, management engagement / recognition activity, wellbeing week, events, lectures and activities)
5. 'Be our Best' Wednesday morning updates – executive and group presentations with question and answers
6. Expansion of the Quality and Safety team (Successfully recruited to 5 positions in 2022) to improve Governance (Patient Safety, Risk Management, Safety Alerts, Feedback, etc)
7. Improvements to governance system (Datix) to improve reporting and insight
8. Additional Patient Experience Team resources and improvements in complaints handling and gathering feedback from patients and users

## Risk: Children's Health

**Owner:** Directors General of CYPES and HCS

**Department:** CYPES / HCS

**Trend:** Increasing referrals in 2022

**Risk Appetite:** Low

### Description:

There is a risk that if the GoJ fails to provide adequate protection for children that it cares for, or comes into contact with, best outcomes may not be achieved and harm could occur resulting in financial, reputational and regulatory damage. Of particular concern is the growing number of referrals in to CAMHS and number of children / families requiring support.

### Areas of Focus/Mitigations:

#### Significant area of focus:

- Additional government plan funding secured for inclusion in schools. A full review of Mental Health and Well Being in Primary and Secondary schools was carried out by Anna Freud from the UK in 2022. This has led to the training of designated Mental Health Leads in all Primary and Secondary schools in Autumn 2022 and subsequent train the trainer sessions in Spring 2023. All schools are developing their policy for mental health and wellbeing in schools. The new inclusion funding for schools also includes protected roles for Emotional Literacy Support Assistants (ELSAs) and school counsellors.
- Additional government plan funding secured for Children's Social Care Reform. A key aspect of the reform work will be to ensure there are sufficient and appropriate places for children looked after and in the care of the Minister. This will include improvements in current residential settings and identifying new provisions, including a Therapeutic Children's Home. In addition, there will be an increase in the number of permanent social workers recruited and a focus on practice improvement (CYPES).
- Development of Mental Health Strategy and enhanced CAMHS provision. There were additional Government plan funds for CAMHS in 2022 which allowed expansion of the staff team from 21 up to 65, with a successful impact on waiting times and inpatient care. The service began implementation of the Children's Emotional Wellbeing and Mental Health Strategy (2022-2025) which included significant redesign to services with a clear focus on reducing waiting times and improving performance. Additional funds in 2023 will see expansion to Duty and Assessment Team hours and launch of a neurodevelopmental service. (CYPES)

### Areas of mitigation:

- Use of Kooth (external independent support service for those 12 and above) (CYPES)
- Use of MyConcern system to track safeguarding concerns within States Funded Schools (CYPES)
- Monitoring attendance and attainment data to ensure children achieve full potential and measures are put in place to address those falling behind (CYPES)
- Use of Jersey Premium to provide support to those falling behind or in need of help (CYPES)
- Youth Services outreach programmes and youth projects, including the development of an Integrated Support Service (CYPES)
- Training of the 100 support workers in Schools (CYPES)
- Covid recovery monies and additional Business Cases to help provide resources to reduce waiting times (e.g. Dental wait times, Radiology scans, Neuro diverse conditions, etc) (HCS)
- Prioritisation of children waiting for treatment (HCS)
- Health Safeguarding Committee, Health Safeguarding Group and Safeguarding Champions embedded to provide oversight and assurance of safeguarding across HCS (HCS)
- Governance Oversight Group (CYPES / HCS) frequent meetings in place including risk sharing / dialogue
- Health Safeguarding team have a programme of work to provide safeguarding supervision, training, timely advice/guidance and support (HCS)
- Refurbished and modernised Neo Natal unit (formally SCBU) (HCS)
- Health have introduced a mechanism to capture and report on risks that relate to safeguarding in HCS risk system (HCS)
- Suicide awareness training available to staff (eLearning) (GoJ)
- Wellbeing programmes are in place to support staff and help ensure continuity of service (HCS staff wellbeing Team, CYPES)
- Provision of free access to GPs (CLS)
- Monthly Care Group performance reviews monitor quality / operational metrics for all HCS Care Groups (HCS)
- During working hours Safeguarding concerns are picked up by the Children's and Families Hub. If a child is at immediate risk out of hours, service users are directed to the Police on 999 who work alongside the Crisis team (Mental Health team / CAMHS)
- Delivery of Digital Strategy to improve information systems to improve care and information sharing (CYPES / HCS / M&D)

The Government continues to monitor health impacts across all areas of society. The Government Plan 2022-2025 included considerable funding for health-related measures.

### 3. Cyber Security and Information Technology

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, regular threat monitoring and horizon scanning.

The Government Plan has significant resources dedicated to this area. Jersey also works closely with the UK's National Cyber Security Centre.

#### Issue: Cyber Defence - Information Security

**Owner:** Chief Information Security Officer  
**Department:** Chief Operating Office  
**Trend:** Stable (but inherent risk has increased globally)  
**Risk Appetite:** Low

#### Description:

As with all Governments, there is a risk that IT systems could be successfully breached by a threat actor leading to a loss of government data and/or failure of public services. This could be caused by weaknesses in the control landscape which may not detect or prevent specific threats. This could result in reputational and/or regulatory consequence as well as financial consequence including cost of recovery.

#### Areas of Focus/Mitigations:

Continued implementation of the Cyber Security programme to improve the security risk position and maturity of the organisation in relation to a number of industry standard people, process and technology controls, including:

- Raising awareness amongst staff and service users of potential threats
- Enhancing and improving process to strengthen resilience
- Investment in new technology and continued review of current capabilities

These workstreams and associated projects allow the Government to manage secure access to critical systems, proactively detect security incidents and manage the security of assets used within the network. Additional investment has been deployed to enable the Island to respond to the heightened cyber threat related to the new geopolitical risk landscape. The existing Cyber Security Programme is being brought to its planned conclusion and cases are being developed for ongoing improvements.

## 4. Estate Management

A number of risks arise from a lack of financial, system and human resources. To address these risks, a new Estates Strategy was introduced which adopts a multi-layered approach from political oversight and strategic response to tactical and operational levels.

Steps taken include better asset management, greater preventative maintenance and the recruitment of additional staff. Wide consultation took place on the proposals and the Government Plan 2022-2025 included specific funding to address relevant risks.

### Issue: GoJ Property Maintenance (Resourcing)

**Owner:** Director/Chief Officer

**Department:** Jersey Property Holdings/Infrastructure, Housing and Environment

**Trend:** Increasing

**Risk Appetite:** Medium

#### Description:

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 but there is an increasing risk that there could be service disruption and an impact on the ability to provide quality services to Islanders. This could also 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.

#### Areas of Focus/Mitigations:

- Estates Strategy – adoption and focus on completion of condition survey in 2023 to inform;
  - Planned Preventative Maintenance
  - Corporate Policies (Health and Safety)
  - Asset Management
- Implementation of Property Target Operating Model
- Collaboration with tenant departments to identify resource requirements

## 5. Workforce Planning, Recruitment and Retention

It is a priority for the Government to continue to support the delivery of efficient, effective public services by prioritising the delivery of strategic workforce planning across departments with a particular focus on recruitment and retention of staff in critical front line services, for example Children's Social Care, Education and Healthcare.

The Government will ensure that each department has a Strategic workforce plan in place in 2023 and departments will work towards objectives set. In the first quarter of 2023 there will be a launch of an education microsite which will be at the centre of a multi-channel multi-audience campaign to attract qualified teachers and support people to train to teach. We will also deliver an Evergreen Campaign to address the need in recruiting Children's Social Workers.

### Issue: Workforce Planning, Recruitment and Retention

**Owner:** Group Director for People and Corporate Services

**Department:** Chief Operating Office

Trend: Increasing

**Risk Appetite:** Low

#### Description:

The risk that the Government does not plan for its workforce effectively and implement good recruitment and retention practice. 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. 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.

#### Areas of Focus:

- Critical vacancies in JHA (Fire and Rescue Service and Ambulance);
- Teaching Vacancies (CYPES),
- HCS dependence on Bank and Agency/Locums

#### Mitigations:

- Workforce plans and Succession planning
- Government Plan – alignment
- Management information
- Exit Surveys
- Employee Value proposition
- Development of Government careers portal and employer brand
- Early-in-career scheme – organisational development
- Development of in-house academy
- People and Culture Plans
- Resourcing panel
- Be Heard Surveys
- Employee Led Networks
- Outsourced vetting/compliance

## Update on Governance Issues

Based on their awareness of the major issues facing the organisation, the Chief Executive Officer and the Treasurer of the States have determined the issues detailed below as being the most significant governance issues to be included in this Governance Statement. These issues have been drawn from departmental governance assurance statements, management reviews and the work of the Comptroller & Auditor General, internal and external audit.

The following issues, reported in the 2021 Annual Report and Accounts, are now considered to be well managed as part of “business as usual” and have been removed from the table:

- Anti-Money Laundering and Counter Fraud and Corruption (a Policy and Strategy were approved in 2022); and
- The States as Shareholder (Memoranda of Understanding have now been agreed and published).

The unprecedented events of late 2022 and early 2023 – the Haut du Mont explosion, the loss of a fishing vessel and crew, and severe flooding displacing Islanders - tested governance arrangements and risk management. Credit is due to all staff and Islanders who worked tirelessly at this sad time. Following the Haut du Mont tragedy the Government immediately put arrangements in place to manage consequences. Essentially these arrangements comprised:

- A Political Oversight Group, chaired by the Deputy Chief Minister; and
- A Recovery Co-ordination Group of officers, chaired by the Treasurer and Assistant Chief Executive, and Deputy Chaired by the Chief Officer of Justice and Home Affairs.

The Treasurer met immediately with the Minister for Treasury and Resources and then provided assurance to Accountable Officers of affected departments that additional resources would be made available from the General Reserve, if required, for all expenditure reasonably incurred. A Ministerial Decision was signed early in 2023 to allocate such additional resources to the Justice and Home Affairs Department in 2022. Other costs were able to be absorbed by the Departments concerned. There will be further additional costs in 2023, for which allocations will be made by the Minister for Treasury and Resources from the General Reserve if required.



Ongoing governance theme Identified in 2022 or a Prior Year	Actions Undertaken in 2022
<p><b>People Policies and Resourcing (previously, States Employment Board)</b></p> <p>Policies and procedures need to be brought up to date and made consistent to avoid potential confusion and misinterpretation.</p> <p>Additionally, a fundamental review of the framework for the oversight of human resources of the States was identified as being required, including, in respect of both SEB and the Jersey Appointments Commission:</p> <ul style="list-style-type: none"> <li>• scope;</li> <li>• functions;</li> <li>• membership; and</li> <li>• operation.</li> </ul>	<p>Work began in early 2021 to refresh and simplify people management policies.</p> <p>Recommendations from the Comptroller and Auditor General report regarding the Role and Operation of States Employment Board were accepted and a People Policy framework was adopted.</p> <p>People and Corporate Services have prepared a work schedule to refresh all policies, setting out the prioritisation for the Codes of Practice and policy delivery.</p> <p>A number of important changes were made in 2022 including the completion of the Codes of Practice and the 'big 5' policies of bullying and harassment, grievance, disciplinary, code of conduct (standards in public service) and whistleblowing.</p> <p>The policy framework has been launched, this is supported by all new and updated people policies being published on Gov.je. The Government now has a policy site that provides a governance structure which auto informs policy holders when policies are due for review. Auto workflows and reporting has been made easier.</p> <p>Flexible working policy has also been a significant achievement, for the policy team as well as Non-Executive Director policy and Establishment policy.</p> <p>Work being done on the role and function of the States Employment Board and the Jersey Appointments Commission is being carried out in two phases:</p> <ul style="list-style-type: none"> <li>• Phase 1 establishes the Jersey Appointments Commission as an independent body, as well as setting out its duties, functions and powers.</li> <li>• Phase 2 will address the role and function of the States Employment Board.</li> </ul>

### Ongoing governance theme Identified in 2022 or a Prior Year

### Actions Undertaken in 2022

#### People Strategy

The need to update employment law and to develop an overarching People Strategy has been identified as key improvement required to overall governance arrangements.

Delivery against the commitments made in the People Strategy have been made at pace throughout 2022 including:

**Your Experience:** a suite of Employee Led Network (ELN) groups has been established as part of our approach to Diversity, Equity and Inclusion (DEI) so that the voices of all employees are heard These are:

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

These are supported by a Diversity and Inclusion Consultant who is responsible for taking forwards our DEI strategy.

**Your Development:** a solid platform of manager and colleague development programmes have been established including World Class Manager; Espresso Shots; CMI Level 5 qualifications; Business Partner Training; and integrated core curriculum with Team Jersey collateral.

**Our Organisation:** departments have been supported in undertaking their own employee engagement surveys during the year, either a full or pulse surveys. This included the Non-Ministerial Law Officers' Department (LOD) who completed a full survey and secured accreditation as a '1 Star' organisation by Best Companies Ltd, the supplier who manages the Sunday Times Best Companies to work for index.

Pulse surveys were undertaken by the following with all reporting improvements and progress in employee engagement since 2020:

- CLS
- IHE (2x directorates)
- JHA - Prison Service
- JHA - Customs and Immigration
- JHA core team
- SPPP

**Our Future:** Strategic Workforce Planning has been conducted in every department to establish detailed future focused plans, to be finalised in 2023.

A talent pipeline has been established through the creation and implementation of an 'Apprenticeships First' strategy that resulted in 19 new apprentices being taken on in 8 different areas; 41 paid internships; and 585 hours of volunteering time recorded on the new Uniti Volunteering platform.

Ongoing governance theme Identified in 2022 or a Prior Year	Actions Undertaken in 2022
<p><b>Organisational Change</b></p> <p>The previous One Gov agenda identified the need to fundamentally review the organisational structure and culture in order to facilitate the ambition change programme.</p>	<p>The Team Jersey programme concluded in March 2022 and transitioned into business as usual with integration of the Government’s Team Jersey team members and training and development collateral into the Organisational Development (OD) team. All learning materials have since been reviewed, refined and updated and an integrated core learning curriculum created This includes a focus on relationships, psychological safety in teams and encourage a balance of supportive and challenging behaviours in teams.</p> <p>The OD team supports departments in developing and maintaining their People and Culture plans, prioritising identified areas of need and focus on rebuilding teams and improving employee engagement and wellbeing.</p> <p>In line with the new Council of Minister’s ‘100 Day Actions’, the Cabinet Office was formed in Autumn 2022, bringing together three departments into one in order to streamline the centre of government. (The three departments were: Strategic Policy, Performance and Planning; Office of the Chief Executive; and the Chief Operating Office.) Work continues into 2023 to integrate Cabinet Office functions.</p>
<p><b>Information Security and Information Governance</b></p> <p>Improvements were required across Information Governance including to records management, information management and the development of a data strategy. Information Security requires continual development to respond to the changing landscape.</p>	<p>In 2021, an information security staff training programme was delivered to all staff. Additional staff have been recruited and work performed across information security, but further work is required to address this area of risk as the threat landscape evolves.</p> <p>Information Governance continued to be developed in 2022 with a privacy framework being agreed by ELT in February 2022. At present controls are in place across information governance which has meant there are no material issues which impact the annual accounts.</p>

Ongoing governance theme Identified in 2022 or a Prior Year	Actions Undertaken in 2022
<p><b>Cyber Security and IT Systems</b></p> <p>Like all governments, cyber security systems need to be continually updated to both detect and deter access which is not appropriate and to ensure compliance with GDPR legislation.</p> <p>Improvements remain to be made in the quality and effectiveness of our Information Technology and digital infrastructure.</p>	<p>We have continued to monitor and update our cyber security including the delivery of training to all staff, engaging a managed security service, building information and physical asset registers, implementing Information Security Risk management process, developing and launching a new Information Security Policy framework and improvements to Identity Management.</p> <p>Steady progress has been made in the year to replace and upgrade the Government's digital systems and infrastructure, and steps are being taken to replace some legacy IT systems.</p> <p>The consolidation of Health, Education and Police technology teams and responsibilities within the Modernisation and Digital Directorate this year has enabled a more consistent and thorough approach to Cyber risk assessment and management. It has also allowed a rigorous analysis of the size and complexity of the entire Government technology estate.</p> <p>Outward facing improvements to the Islands' Cyber Resilience are being made with the continued work of the Cyber Emergency Response Team (CERT). This (external) body has already responded to several Cyber incidents on behalf of non-Government entities and reduced the impacts of these events.</p>
<p><b>Estate Management</b></p> <p>The effectiveness of planned maintenance procedures and compliance with Health and Safety requirements needs improvement.</p>	<p>The Estates Management Strategy developed in 2021 has been embedded in our work practices.</p> <p>H&amp;S reviews across the estate have been undertaken in Fire Safety and Radon and mitigations for areas that have fallen short of the requirement have been discussed with the tenant organisations, prioritised and works undertaken, by both Landlord and tenant. Water safety is being addressed through appointment of a responsible person and development of a detailed programme of work on flushing and safety measures. Asbestos management continues in accordance with the regulatory requirement in terms of site management and the process of instructing and managing works in areas where there is or suspected of being asbestos containing materials.</p> <p>Whilst this work is largely reactive to date, the 2023 programme of work is using improved management information to provide a detailed picture of estate assets and facilitate the planning of works in consultation with the prioritisation of operating departments. Government plan funds for a full condition survey will allow a more strategic approach to estate planning for scale and scope. This will also allow a more proactive response to health and safety and planned maintenance requirements.</p>

Ongoing governance theme Identified in 2022 or a Prior Year	Actions Undertaken in 2022
<p><b>Programme and Project Management</b></p> <p>Project management and governance arrangements for a range of projects have been identified as requiring improvement.</p>	<p>During 2022, the CPMO (Corporate Programme Management Office) continued to refine and enhance the existing Project and Programme Delivery Frameworks and introduced 4 additional Frameworks to support specific project types (Construction and Infrastructure, IT, Public Policy and Corporate Policy). The Frameworks provide stage gate controls, templates and tools to support effective project review and regular assessment of progress against the approved business case.</p> <p>Further training was provided during the year to both Senior Responsible Officers, Project Managers and colleagues involved in change. Over 2022, the CPMO worked with departments to align existing projects to a relevant framework.</p> <p>Throughout 2022, the CPMO continued to capture monthly performance reporting on all programmes and projects in the portfolio. These reports were reviewed monthly with Chief Officers in Departmental Portfolio Reviews with a focus on escalations, issues and risks. Portfolio level reporting and recommendations was also presented each month to the Executive Leadership Team for review, consideration and the resolution of any escalations made.</p> <p>Major and Strategic initiative progress reporting is quality checked, with comments returned to the Project Manager. The CPMO control progression of projects through the stage gates of the respective Framework, providing a regular point of progress review.</p>
<p><b>Decision Making - Major Projects</b></p> <p>Decision making for a number of major projects, including the previous Future Hospital project, has been identified as in need of improvement.</p>	<p>Through 2022, the CPMO have launched further tailored Project Delivery Frameworks to support decision making relevant to the type of project. The Major Projects section of the Public Finances Manual was amended during the year to expand on the requirements and principles of effective and best practice project management. The amendments included the definition of a minimum Project Governance Framework with defined roles and responsibilities for decision making. Clear project governance allows for the clarity of escalation and stage by stage decision making to ensure projects are undertaken in a controlled manner.</p>

Ongoing governance theme Identified in 2022 or a Prior Year	Actions Undertaken in 2022
<p><b>Governance Arrangements – Health and Social Care</b></p> <p>The governance arrangements in the Health and Community Services Department were judged as needing improvement in a report issued by the Comptroller and Auditor General (C&amp;AG) in 2018. 22 recommendations were made.</p>	<p>A follow-up C&amp;AG review published in September 2021 reported partial progress being made to implement the recommendations of an earlier report. Recommendations for creating better board level oversight were taken forward in 2022 with the recruitment of an independent Chair who will support the development and creation of a statutory board and related governance structures.</p> <p>Many of the recommendations made in the C&amp;AG report are reflected in the recommendations of the Review of Governance Arrangements within Secondary Care (September 2022), and are being addressed jointly through the Delivery Plan of the Minister for Health &amp; Social Services (MHSS) and a dedicated action plan. Additional expertise and capacity have been established (Turnaround Team) by the MHSS to address the C&amp;AG and Governance Review report recommendations.</p>
<p><b>Arm's Length Organisations (previously Commercial Approach)</b></p> <p>The development of the One Gov approach identified the need for a more commercial approach to assist with improvements to value for money.</p>	<p>In 2022, a governance framework was updated, tested and shared with ALO (Arm's Length Organisation) partners. The framework is focussed on assuring the robust health of ALO partners and promotes early intervention to support partners under pressure. The framework has been well received and will be further embedded in 2023.</p> <p>The ALO Working Group has continued to share experiences and best practice within Government and, following an ALO mini-conference in November 2022 with many of our external ALO partners, the working group format is being expanded to include ALOs.</p>

## Closing statement

The organisation has responded positively to the significant challenges faced and delivered a range of positive outcomes during 2022. The impact of the pandemic will be felt for generations and, as a result, the Government has taken the opportunity to re-evaluate its priorities and the associated risks over the short and medium term. Whilst it is accepted that a longer-term piece of work needs to be formulated to sit alongside the Island Plan, the organisation has continued to push forward its transformation and taken the opportunity to address a number of the governance, operational and risk issues raised in this report, which will enable the Government to perform in a more efficient and effective way to deliver for Islanders.

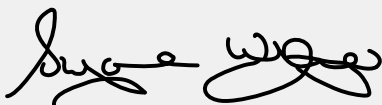
The Government is confident that the governance arrangements in place during 2022 have been effective, with the exception of the governance issues identified above and in individual departmental 2022 Governance Statements.

The organisation is committed to maintaining and, where possible, improving its governance arrangements, in particular by:

- Addressing the issues identified, and in particular those reported by the C&AG, as requiring improvement;
- Working with Scrutiny to learn the lessons from and develop stronger policy around key initiatives and services;
- Enhancing performance reporting and focusing on key risks; and
- Using the Government Plan as a basis for planning to improve services and outcomes for Islanders and taxpayers.

The improvements and actions identified will take place over a long period. It is recognised the Government is on an improvement journey but its commitment to delivering better outcomes for Islanders and taxpayers will remain constant throughout.

It is our view that the Annual Report and Accounts, as a whole are fair, balanced and understandable and represents a true and fair view of the financial performance of the organisation.



Suzanne Wylie  
Chief Executive  
Date: 28 April 2023



Richard Bell  
Treasurer of the States of Jersey  
Date: 28 April 2023

# Remuneration and Staff Report



## Remuneration Report

### Remuneration policy

Remuneration policy for all employees of the States of Jersey is determined by the States Employment Board (SEB). On behalf of SEB, the People and Corporate Services directorate provides an employer-side secretariat for the purpose of negotiation and consultation with the recognised trades unions and associations.

The States Employment Board is the employer of all public employees in Jersey and is responsible for fixing these employees' terms and conditions. It is chaired by the Chief Minister, or their nominee, and brings together 2 members who are Ministers or Assistant Ministers and 2 members who are not. Members at the date of publication of this document are:

Members from 1st Jan – 27th June	Members from 19th July – 31st December
Senator John Le Fondré (Chair)*	Deputy Kristina Moore (Chair)
Connétable Richard Buchanan (Vice Chair)	Connétable Andy Jehan (Vice Chair)
Connétable Deidre Mezbourian	Deputy Elaine Millar
Deputy Susie Pinel	Deputy Barbara Ward
Deputy Graham Truscott	Deputy Sir Philip Bailhache

\* The Chair of the Board remained in his role until the new Board could be constituted

The States Employment Board (SEB) is responsible for setting the remuneration and terms of engagement for all employees of the States of Jersey. Pay scales are published and cover the following groups of employees:

- Civil Servants
- Nurses and Midwives
- Manual Workers
- Workforce Modernisation Group
- Teachers
- Headteachers and deputies
- Prison Officers
- Fire and Rescue
- Non-Ministerial Departments
- Individual contract holders (normally senior civil servants)

In addition, The SEB are responsible for the remuneration and terms of engagement of those who are office holders, but not employees of the SEB.

- Bailiff
- Deputy Bailiff
- Attorney General
- Solicitor General
- Viscount
- Deputy Viscount
- Judicial Greffier
- Deputy Judicial Greffier

- Greffier of the States
- Deputy Greffier of the States
- Master of the Royal Court
- Magistrate/Deputy Magistrate
- Information Commissioner
- Children's Commissioner

SEB has policies on pay and reward to ensure fairness and consistency, which includes:

- Establish pay scales
- Job Evaluation
- Benchmarking
- Organisation design

## Reward principles

### Equal pay for equal work

Pay should be fair and equitable, recognising the requirements of differing roles and the value they bring to the organisation. We have and will continue to use objective job evaluation methods to validate decisions on job level.

### Market sensitivity

We recognise that we compete in the market for our people and that some skills have a market value that differ from others. We will ensure that we remain competitive and pay the right rate for the job.

### Total reward approach

We take into account all elements that make up the employment deal when considering our approach to pay and reward.

### Flexibility

We need to ensure that our pay structures provide us with flexibility for employees and for our future needs.

### Performance and recognition

We will recognise both contribution and behaviours to build a performance culture linked to outcome-driven delivery.

### Affordability and sustainability

We have a responsibility to our employees and to Islanders to maintain pay policies that are affordable and sustainable.

### Socially responsible

The States Employment Board is an accredited Jersey Living Wage Employer.

## Pay awards and progression

How pay is uplifted and increased differs between pay groups. Each pay group is represented by trades unions who negotiate any annual increase. Most pay groups have pay scales that allow progression through a grade. It varies between groups on how progression occurs between automatic progression based on time served, through to requirements for training, qualifications and performance.

Annual uplifts in pay are negotiated with the trade unions; with protocol to September inflation

### Annual uplift by pay group compared to inflation 2013 - 2022

Year	RPI (September of Previous Year)	Civil Servants	Nurses & Midwives	Manual Workers	Teachers	Prison	Fire	Po-lice	Headteachers
2013	2.8%	1.0%	4.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
2014	1.2%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
2015	1.9%	0.0%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2016	0.1%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
2017	2.0%	2.0%	2.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
2018	3.1%	1.0%	3.1%	4.5%	2.0%	2.0%	2.0%	2.0%	2.0%
2019	4.3%	1.0%	3.0%	2.2%	2.0%	2.0%	2.0%	2.0%	2.0%
2020	2.7%	4.0%	6.0%	4.0%	4.8%	4.2%	4.2%	4.0%	4.0%
2021	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%
2022	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
Compounded % increase 2013 - 2022	24.1%	19.2%	31.4%	24.8%	22.5%	21.8%	21.8%	21.6%	21.6%

#### Notes:

1. The Teachers' pay award in 2020 is broken down as RPI (2.7%) + 1.3% + 0.8% gainshare. This gainshare amount of 0.8% is dependent on conclusion on the joint gainshare work.
2. Headteacher's also received a new payscale in 2020 which meant employees on average received a total increase of 7.0% for that year.

## Council of Ministers Remuneration

As elected members of the States of Jersey, Members of the Council of Ministers are entitled to remuneration. For 2022, States Members were each entitled to remuneration of £50,000.

As members of the States Assembly, the Council of Ministers are remunerated in line with other Members at rates set by the States Assembly. (Set by Privileges and Procedures Committee)

Although States Members are treated as being self-employed for Social Security purposes, the States also cover an equivalent amount to an employer's Social Security liability (up to 6.5% of the Social Security standard earnings limit) on behalf of the Members. This may not apply to all States Members, for example, Members who are claiming a Social Security pension or those who chose to exercise the married woman's election may not have a Social Security liability.

### Remuneration of the current Council of Ministers in 2022

		July 2022 – 31 December 2022 Chief Minister from 5th July 2022 Other Ministers from 11th July 2022			
		Salary and Allowances	Other Remuneration	Pension-related benefits	Total
£000's unless stated otherwise					
Chief Minister	Deputy Kristina Moore	25 - 30	0 - 5	0 - 5	25 - 40
Minister for Economic Development, Tourism, Sport and Culture	Deputy Kirsten Morel	25 - 30	0 - 5	0 - 5	25 - 40
Minister for External Relations and Financial Services	Deputy Philip Ozouf	25 - 30	0 - 5	-	25 - 35
Minister for Health and Social Services	Deputy Karen Wilson	25 - 30	0 - 5	-	25 - 35
Minister for Home Affairs	Deputy Helen Miles	25 - 30	0 - 5	-	25 - 35
Minister for Housing and Communities	Deputy David Warr	25 - 30	0 - 5	-	25 - 35
Minister for Infrastructure	Deputy Tom Binet	25 - 30	0 - 5	-	25 - 35
Minister for International Development	Deputy Carolyn Labey	25 - 30	0 - 5	0 - 5	25 - 40
Minister for Social Security	Deputy Elaine Millar	25 - 30	0 - 5	0 - 5	25 - 40
Minister for the Environment	Deputy Jonathan Renouf	25 - 30	0 - 5	0 - 5	25 - 40
Minister for Treasury and Resources	Deputy Ian Gorst	25 - 30	0 - 5	-	25 - 35
Minister for Children and Education	Deputy Inna Gardiner	25 - 30	0 - 5	0 - 5	25 - 40

## Remuneration of the previous Council of Ministers

£000 Unless Otherwise Stated	1 January 2022 - July 2022 Chief Minister up until 4th July 2022 Other Ministers up until 10th July 2022					1 January 2021 – 31 December 2021			
	Salary and Allowances	Other Remuneration	Pension Related Benefits*	****Loss of office and compensatory payments	Total	Salary and Allowances	Other Remuneration	Pension Related Benefits*	Total
<b>Chief Minister</b> Senator John Le Fondré	20-25	0-5	0-5	15 - 20	35 - 55	45 – 50	0 – 5	0 – 5	50 - 55
<b>Minister for Economic Development, Tourism, Sport and Culture</b> Senator Lyndon Farnham	20-25	0-5	0-5	-	20 - 35	45 – 50	0 – 5	0 – 5	50 - 55
<b>Minister for External Relations and Financial Services</b> Senator Ian Gorst (start date 03/02/2021)	20-25	0-5	-	-	20 - 30	45 – 50	0 – 5	-	45 - 50
<b>Minister for Treasury and Resources</b> Deputy Susie Pinel	20-25	0-5	-	-	20 - 30	45 – 50	0 – 5	-	45 - 50
<b>Minister for Children and Housing (End Date 09/02/2021)</b> Deputy Jeremy Maçon	20-25	0-5	0-5	10 - 15	30-45	0 – 5	0 – 5	0 - 5	0 - 5
<b>Minister for Housing and Communities (Start Date 09/02/2021)</b> Deputy Russell Labey (Until 02/03/21)						40 – 45	0 – 5	0 - 5	45 - 50
<b>Minister for Health and Social Services</b> Deputy Richard Renouf	20-25	0-5	0-5	-	20 - 35	45 – 50	0 – 5	0 – 5	50 - 55
<b>Minister for Social Security</b> Deputy Judy Martin	20-25	0-5	-	20 - 25	40 - 55	45 – 50	0 – 5	-	45 - 50
<b>Minister for the Environment</b> Deputy John Young	20-25	0-5	-	-	20 - 30	45 – 50	0 – 5	0 – 5	50 - 55
<b>Minister for Infrastructure</b> Deputy Kevin Lewis	20-25	0-5	0-5	-	20 - 35	45 – 50	0 – 5	0 – 5	50 - 55
<b>Minister for Home Affairs</b> Connétable Len Norman (Deceased on 01/06/2021)						20 – 25	0 – 5	0 – 5	20 - 25
<b>Minister for Home Affairs</b> Deputy Gregory Guida (Start Date 29/06/2021)	20-25	0-5	-	0-5	20 - 35	20 – 25	0 – 5	-	20 - 25
<b>Minister for Education (Resigned on 19/01/2021)</b> Senator Tracey Vallois	20-25	0-5	-	-	20 - 30	0 – 5	0 – 5	-	0 - 5
<b>Minister for Children and Education</b> Deputy Jeremy Maçon (Start Date 09/02/2021, Resigned 08/06/2021)						15 – 20	0 – 5	0 - 5	15 - 20
<b>Minister for Children and Education</b> Deputy Scott Wickenden (Start Date 29/06/2021)	20-25	0-5	-	-	20 - 30	20 – 25	0 – 5	-	20 - 25
<b>Minister for International Development</b> Deputy Carolyn Labey	20-25	0-5	0-5	-	20 - 35	45 – 50	0 – 5	0 - 5	50 - 55

\*\*\*\* COM loss of office - compensation is paid in accordance with a recommendation of the former States Members' Remuneration Review Body and is limited to Members who stand for, but who fail to secure, re-election. Such Members are entitled to one month's basic remuneration per four years' continuous service (subject to a minimum of two years' service and pro-rated as necessary)

## Senior officer remuneration (Accountable Officers)

### Executive Leadership Team

The States of Jersey Executive Leadership Team are those responsible for the leadership across the Government and Non-Ministerial Departments. Table 4 below provides the actual payments to the Executive Leadership Team (including informal attendees with standing invitation) who were employed in 2022.

### Remuneration of the Executive Leadership Team

Role	1 January 2022 – 31 December 2022					1 January 2021 – 31 December 2021				
	Salary and Allowances	Other Remuneration and benefits	Pension Related Benefits**	****Loss of office and compensatory payments	Total	Salary and Allowances*	Other Remuneration and benefits	Pension Related Benefits**	****Loss of office and compensatory payments	Total
<b>Chief Executive Officer and Head of Public Service</b>										
Charlie Parker (End date 31/03/21)						65-70	-	5-10.	500-505	570-585
Paul Martin (start date 01/03/21 - end date 31/01/22)	40-45	0-5	-	-	40-50	205-210	5-10.	-	-	210-220
Suzanne Wylie (Start Date 01/02/22)	220-230	-	35-40	-	255-270					
<b>Chief Operating Officer</b>										
John Quinn	175-180	5-10.	25-30	-	205-220	175-180	5-10.	25-30	-	205-220
<b>Chief Officer for Strategic Policy, Planning and Performance</b>										
Tom Walker	150-155	-	20-25	-	170-180	150-155	-	20-25	-	170-180
<b>Chief Officer for Treasury and Exchequer (Treasurer of the States)</b>										
Richard Bell	175-180	-	25-30	-	200-210	175-180	-	25-30	-	200-210
<b>Chief Officer for Health and Community Services</b>										
Caroline Landon	185 – 190	-	25-30	-	210-220	185 – 190	-	25-30	-	210-220
<b>Chief Officer for Justice and Home Affairs</b>										
Julian Blazeby (end date 31/10/21)						140 – 145	-	20-25	-	160-170
Kate Briden (Acting CO from 15/10/21) (Permanent CO from 01/06/22)	145-150	-	15-20	-	160-170	30 – 35	-	-	-	30 – 35
<b>Chief Officer for Customer and Local Services</b>										
Ian Burns	150-155	-	20-25	-	170-180	150-155	-	20-25	-	170-180
<b>Chief Officer for Infrastructure, Housing and Environment</b>										
Andy Scate	165-170	-	25-30	-	190-200	160-165	-	20-25	-	180-190

Role	1 January 2022 – 31 December 2022					1 January 2021 – 31 December 2021				
	Salary and Allowances	Other Remuneration and benefits	Pension Related Benefits**	****Loss of office and compensatory payments	Total	Salary and Allowances*	Other Remuneration and benefits	Pension Related Benefits**	****Loss of office and compensatory payments	Total
<b>Chief Officer for Children, Young People, Education and Skills</b>										
Mark Rogers (End date 31/12/2021)						185-190	-	-	-	185-190
Rob Sainsbury (Act-up since 01/01/2022) Permanent CO from 16/11/22	150-155	5-10.	15-20	-	170-185					
<b>Chief Officer for the Economy</b>										
Richard Corrigan	150-155	55-60	30-35	-	235-250	160-165	40-45	30-35	-	230-245
<b>Chief Officer for External Relations</b>										
Kate Nutt 1/09/22 employed via Channel Islands Governmental Services Company (London) Limited	145-150	0-5	20-25	-	165-180	135-140	5-10	20-25	-	160-175
<b>Director of Communications</b>										
Dirk Danino-Forsyth	125-130	-	15-20	-	140-150	120-125		15-20	-	135-145
<b>Chief of Staff</b>										
Catherine Madden	150-155	-	20-25	-	170-180	145-150	-	20-25	-	165-175
<b>Greffier of the States</b>										
Mark Egan (End Date 31/05/22)	100-105	-	-	-	100-105	145-150	-	20-25	-	165-175
Lisa Hart (Start Date 01/05/22)	90-95	-	15-20	-	105-115					
<b>Practice Director (Law Officers' Department)</b>										
Alec Le Sueur	115-120	-	15-20	-	130-140	110-115	-	15-20	-	125-135

\*The figure includes annual increases for 2020 and 2021 which were back paid in 2021

\*\*The figure represents the employer pension contributions

\*\*\*Loss of office previously reported under the category of other remuneration

Other Remuneration includes back pay, sickness benefit and other pensionable and non-pensionable pay adjustments and compensatory amounts

## Fair pay disclosure

The following table provides details of pay ratios and multiples. The median remuneration is a form of average, representing the individual where 50% of employees earned more and 50% earned less. This is the mid-point of remuneration. The calculations are based on a full-time equivalent annual salary (including benefits, but not including pension contributions by the employer). This represents all employees on a permanent, temporary or fixed-term contract, but not including those on zero-hour contracts.

	2022	2021
Pay ratio between the highest paid employee and the lowest paid employee	18:1	18:1
Pay ratio between the highest paid employee and the 25th percentile pay of all employees	7:1	7:1
Pay ratio between the highest paid employee and the median pay of all employees	5:1	6:1
Pay ratio between the highest paid employee and the 75th percentile pay of all employees	4:1	4:1
Upper quartile Remuneration	£62,142	£60,588
Median remuneration	£48,271	£45,139
Lower quartile remuneration	£35,608	£33,726
Gender Pay Gap Median Hourly Pay	15.01%	12.25%
Gender Pay Gap Mean Hourly Pay	14.07%	14.33%

\*Gender Pay June 2021/2022 figures

Results differ from the previous year due to improved methodology. 2021 and 2022 figures in the table are on a consistent basis, however the 2021 figure is different from what was published in the ARA 2021 because of the improvement in methodology.

Previously the methodology was to use annual salary from contract. The new methodology is based on UK government guidelines and uses a snapshot month to calculate ordinary pay. The snapshot month for these calculations was June. This monthly figure is then converted to an annual figure and divided by total working hours to get ordinary hourly pay inclusive of supplements, shift pay, skill related payments and standby payments. The minimum salary included for Pay Ratios is inclusive of apprentices. New Apprentice pay scales have since been created to ensure apprentices are paid the living wage. Further information on the government gender pay gap will be provided in the upcoming gender pay gap report.

The Government of Jersey is taking steps to address the gender pay gap. Structured and transparent pay grades and scales are in place, alongside increased flexibility, particularly for working parents as part of the flexible working policy. The Government has also developed the IWILL network, alongside a mentoring programme. Additionally, we have many employee-led networks which includes Diversity and Inclusion and the Menopause Café.

The Government has adopted a new diversity, equality and inclusion strategy to improve our offer to our community. This includes employee-led networks for neurodiversity, ethnicity and cultural heritage, disability, menopause, LGBTQ+ and other groups. This is with the ambition of becoming a more inclusive employer through every stage of the employment relationship. This includes the accessibility of adverts and job opportunities, the selection processes, support and adjustment in work and development opportunities.



## Pension benefits

The Government administers three public service pension schemes, the Public Employees Contributory Retirement Scheme (PECRS or the Final Salary Scheme), the Public Employees' Pension Scheme Pension (PEPS or the Career Average Scheme), (these two schemes come under the umbrella of the Public Employees Pensions Fund (PEPF)) and the Jersey Teachers' Superannuation Fund (JTSF). Employees of the Government and 30 admitted employers are members of the schemes.

The PECRS and the PEPS are the pension schemes for all public servants, with the exception of teachers, and have around 18,400 scheme members, of whom over 7,700 are employed and accumulating benefits.

Around 7,400 employees were accumulating pensions in the Career Average Scheme at the end of 2022. The Career Average Scheme of the PEPF provides benefits based on the pensionable earnings paid to the member each year and for non-uniformed members has a normal expected retirement age linked to the Social Security Pension Age, which is increasing to age 67. Non-uniformed employees contribute 7.75% of their earnings to the scheme. Uniformed employees have an earlier normal retirement age of 60 and contribute 10.1% of earnings. The Government makes an employer contribution of 16% of pensionable salaries into the pension fund.

There are only around 270 employees who continue to accumulate pensions in the Final Salary Scheme of the PEPF. These employees will reach their normal retirement age within three years. No new entrants can be admitted into the Final Salary Scheme.

The JTSF has around 3,000 scheme members, of whom over 1,200 are employed and accumulating benefits. JTSF is a final salary pension scheme with benefits based on length of service and final salary on leaving or retiring from the scheme. The scheme has an expected retirement age of 65 for new entrants. Teachers contribute up to 6% of their salaries into the scheme. The Government also makes an employer contribution of 10.8% of teacher pensionable salaries towards the costs of future pension accrual.

The public service pension schemes in Jersey are not balance-of-cost schemes and the employer contribution is capped. Pension increases are subject to the financial position of the pension funds remaining satisfactory and are not guaranteed.

## Pension Benefits Disclosure Table

Directors (ELT Member)	Annual Pension at retirement at 31/12/22	Annual Pension at retirement at 31/12/21	CETV at 31/12/22	CETV at 31/12/21	*Difference between 2021 and 2022 total CETVs
	£000	£000	£000	£000	£000
Mr R Bell	50-55	45-50	882	974	(92)
Mrs K Briden	5-10	5-10	89	57	32
Mr I Burns	25-30	20-25	352	359	(6)
Mr R Corrigan	15-20	10-15	223	176	47
Mr D Danino-Forsyth	5-10	0-5	48	29	18
Mrs L Hart	45-50	35-40	764	703	61
Mrs K Nutt	10-15	10-15	147	125	22
Mrs C Landon	10-15	5-10	139	97	42
Mr A Le Sueur	35-40	30-35	702	721	(19)
Ms C Madden	90-95	85-90	1,603	1,587	16
Mrs S Wylie	0-5	n/a	49	n/a	n/a
Mr J Quinn	10-15	5-10	184	134	50
Mr R Sainsbury	10-15	5-10	140	99	45
Mr A Scate	70-75	60-65	967	1,038	(71)
Mr T Walker	45-50	35-40	681	648	33

\* This figure comprises the movement in the Cash Equivalent Transfer Value (CETV) from the previous year. This represents the accrued pension fund available for the individual from which their pension benefit will be paid rather than the amount that will be paid as a pension benefit.

## Lump sum

Members of PEPF can choose to exchange up to 30% of their pension for a lump sum upon retirement. For every £1 of annual pension given up, members will receive a cash sum of £13.50. As each individual may choose to exchange a different proportion, individual lump sums are not shown.

## Cash Equivalent Transfer Value

The Cash Equivalent Transfer Value (CETV) represents the value of rights accrued in the scheme and is calculated based on a transfer to a private pension scheme. Transfer values payable from PEPF are subject to a market adjustment factor, which is derived from the future investment return of the Pension Fund. The transfer values will generally increase each year due to an additional year of accrual of benefits in the PEPF, but in 2022 the changes to the market adjustment factors have also reduced the CETV value in some cases.

## Compensation on early retirement or loss of Office (Accountable Officers only)

Reason	2022		2021	
	Number	Amount	Number	Amount
Compensation for loss of office (compromise agreement) At the time of agreement.	0	0	0	0

Note: This table represents when payments were accounted for within the financial statements. The senior officer remuneration table is based on when payments were made.

## Exit Packages (All States of Jersey Employees)

There was a total of 27 individuals who received £737,487 in severance and ex-gratia payments between them in 2022. In 2021, 22 individuals received £851,871 in severance and ex-gratia payments between them. This includes employees in the compensation figures. These payments were for compulsory and voluntary redundancy and loss of office. The other reasons include conciliation payments, notice and contractual annual leave payments.

This includes all other exit packages that have not been disclosed elsewhere in this report.

Reason	2022		2021	
	Number	Amount	Number	Amount
Compulsory or voluntary redundancy	12	£453,321	3	£352,100
Loss of office	2	£63,140	5	£304,856
Other reasons	13	£221,025	14	£194,915
<b>Total</b>	<b>27</b>	<b>£737,487</b>	<b>22</b>	<b>£851,871</b>

There was a total of 11 States Members in receipt of Loss of Office Compensation in 2022 at a total value of £97,569. Compensation is paid in accordance with a recommendation of the former States Members' Remuneration Review Body and is limited to Members who stand for, but who fail to secure, re-election. Such Members are entitled to one month's basic remuneration per four years' continuous service (subject to a minimum of two years' service and pro-rated as necessary)

## Voluntary Release Scheme

There was no Voluntary Release Scheme available during 2022. Three of the redundancy payments above were voluntary and approved in 2021 with a leave date and payment in 2022.

## Employee Report

The table below shows the number of directors and senior civil service staff, defined as civil service grade 15 and above, split out from the total year-end headcount.

The figures presented are for December headcount for departments and trading operations.

	2022				2021			
	Government of Jersey Core		Subsidiaries		Government of Jersey Core		Subsidiaries	
	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
Directors (ELT)	15	15	12	12	15	15	13	13
Senior staff	100	100	16	15.5	109	109	16	15.5
Other staff	7,789	7,032	422	420.5	7,446	6,750	338	336.5
<b>Total Employees</b>	<b>7,904</b>	<b>7,147</b>	<b>450</b>	<b>448</b>	<b>7,570</b>	<b>6,874</b>	<b>367</b>	<b>365</b>

## Gender Pay Gap

States of Jersey Gender Pay Gap Report (2022) provides further data relating to:

- Difference in mean and median hourly rate of men and women in tier 1 and tier 2 senior leadership roles and for the remaining organisation by department
- Number and percentage of workforce who are male or female
- Number and percentage of workforce who are male or female at each salary band
- Gender comparison by Departments and Pay Groups
- Gender comparison for the whole workforce split into four quartiles, where quartile 1 is the percentage workforce on the lowest 25% hourly rate – quartile 4 is the percentage workforce on the highest 25% hourly rate

## Headcount by Department as at end of year

The number of employees as at 31st December in each of the years by employee and full-time equivalent roles.

Department	2022		2021	
	Number of Employees	Full-time Equivalent	Number of Employees	Full-time Equivalent
Chief Operating Office	329	323	267	261
Children, Young People, Education and Skills	2,503	2,048	2,340	1,946
Customer and Local Services	349	325	323	303
Department for the Economy*	46	45	-	-
Department of External Relations*	15	15	-	-
Health and Community Services	2,439	2,266	2,475	2,294
Infrastructure, Housing and Environment	629	607	592	573
Justice and Home Affairs	728	689	756	731
Non-executives and legislature	213	199	217	201
Office of the Chief Executive	71	68	114	110
States Assembly (States Greffe)	46	44	49	47
Strategic Policy, Planning and Performance**	190	180	113	97
Treasury & Exchequer	346	338	324	311
Subsidiaries	450	448	367	365
<b>Total</b>	<b>8,354</b>	<b>7,595</b>	<b>7,937</b>	<b>7,239</b>

\*Department of External Relations and Department for the Economy were formally established in 2022. They were previously included within the Office of the Chief Executive. \*\* Department for Strategic Policy, Planning and Performance now includes Covid staff in 2022 comprising circa 70 employees (previously included in figures for HCS and JHA) and 8 employees of the Official Analyst.

## Employee numbers

The average number of full-time equivalent persons employed is set out in the following table.

	2022				2021			
	Government of Jersey Core		Subsidiaries		Government of Jersey Core		Subsidiaries	
	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
Fixed Term Employees	657	579	42	41	774	629	15	15
Permanent Employees	7,247	6,568	408	407	6,758	6,170	352	350
<b>Total Employees</b>	<b>7,904</b>	<b>7,147</b>	<b>450</b>	<b>448</b>	<b>7,473</b>	<b>6,799</b>	<b>367</b>	<b>365</b>

## The average Headcount and FTE by Department

Average Headcount and FTE				
Department	2022		2021	
	Number of Employees	Full-time Equivalent	Number of Employees	Full-time Equivalent
Chief Operating Office	307	301	258	252
Children, Young People, Education and Skills	2,426	1,970	2,355	1,903
Customer and Local Services	334	313	314	295
Department for the Economy*	39	37	33	-
Department of External Relations*	13	13	-	-
Health and Community Services	2,416	2,238	2,471	2,288
Infrastructure, Housing and Environment	608	588	583	563
Justice and Home Affairs	728	688	797	772
Non-executives and legislature	214	199	216	199
Office of the Chief Executive	70	67	108	137
States Assembly (States Greffe)	46	44	48	45
Strategic Policy, Planning and Performance**	181	166	96	90
Treasury & Exchequer	341	332	297	286
<b>Total</b>	<b>7,723</b>	<b>6,955</b>	<b>7,473</b>	<b>6,830</b>
Subsidiaries	450	448	367	365
<b>Total</b>	<b>8,173</b>	<b>7,403</b>	<b>7,838</b>	<b>7,195</b>

\*Department of External Relations and Department for the Economy were formally established in 2022. They were previously included within the Office of the Chief Executive. \*\* Department for Strategic Policy, Planning and Performance now includes Covid staff in 2022 comprising circa 70 employees (previously included in figures for HCS and JHA) and 8 employees of the Official Analyst.

The average headcount is calculated by the number of employees on the last working day of each month throughout 2022.

## Segmental analysis of employees

The tables below give details of the numbers of employees whose total remuneration exceeds £100,000, split by department and then by pay group. Remuneration includes salaries and wages, benefits and pension contributions paid by the States.

## Segmental analysis of total remuneration of £100,000 and above by department

Number of Employees with total remuneration over £100,000 per year (excluding social security contributions)

Department	£100,000 - £149,999		£150,000 and over	
	2022	2021	2022	2021
Chief Operating Office	24	13	3	4
Children, Young People, Education and Skills	61	44	4	3
Customer and Local Services	6	3	1	1
Department for the Economy	13	N/A	3	N/A
Department of External Relations	3	N/A	N/A	N/A
Health and Community Services	62	65	98	80
Infrastructure, Housing and Environment	29	18	2	2
Justice and Home Affairs	31	20	2	2
Non-Ministerial (including States Assembly)	32	32	20	14
Office of the Chief Executive	6	16	2	5
Strategic Policy, Planning and Performance	14	11	5	4
Treasury and Exchequer	30	18	7	4
<b>Total</b>	<b>311</b>	<b>240</b>	<b>147</b>	<b>119</b>

Note: Increase in number of employees with total remuneration of £100,000 and £150,000 and over, due to annual salary increase and inflation increase.

Subsidiaries remuneration	2022	2021
£100,000 - £119,999	23	24
£120,000 - £139,999	26	24
£140,000 - £159,999	8	3
£160,000 - £179,999	1	0
£180,000 - £199,999	4	3
£200,000 - £219,999	2	2
£220,000 - £239,999	4	1
£240,000 - £259,999	0	1
£260,000 - £279,999	0	0
£280,000 - £299,999	1	0
£300,000 - £319,999	0	0
£320,000 - £339,999	0	1
£340,000 - £359,999	1	0
<b>Total</b>	<b>70</b>	<b>59</b>

## By Pay group

### Remuneration and Pay

Number of Employees with total remuneration over £100,000 per year (excluding employer social security contributions)

	£100,000 - £149,999		£150,000 and over	
	2022	2021	2022	2021
Civil Servants	166	94	3	5
Doctors	27	44	95	74
Fire and Rescue Services	2	1	0	0
Headteachers and Deputies	37	33	0	0
Individual Contract Holders	23	25	27	26
Manual Workers	0	1	0	0
Law Officers	25	23	12	5
Nurses and Midwives	11	3	0	0
Office Holders	1	0	9	8
Prison Officers	2	1	0	0
States of Jersey Police	15	10	1	1
Workforce Modernisation Group	2	1	0	0
<b>Total</b>	<b>311</b>	<b>236</b>	<b>147</b>	<b>119</b>

### Pay by Band (excluding social security)

	£0 – £19,999	£20,000 – £39,999	£40,000 – £59,000	£60,000 – £79,000	£80,000 – £99,999	£100,000+	Total
Civil Servants	1,334	1,406	1,242	750	332	169	<b>5,233</b>
Doctors	52	39	34	20	14	122	<b>281</b>
Fire and Rescue Services	31	6	14	38	6	2	<b>97</b>
Headteachers and deputies	1	3	1	4	37	37	<b>83</b>
Individual Contract Holders <sup>2</sup>	0	0	2	0	2	50	<b>54</b>
Law Officers	0	0	0	0	0	37	<b>37</b>
Manual workers	231	340	328	59	5	0	<b>963</b>
Non-Ministerial Departments	2	2	2	1	0	0	<b>7</b>
Nurses and Midwives	427	243	342	371	117	11	<b>1,511</b>
Office Holders <sup>1</sup>	0	0	1		2	10	<b>13</b>
Prison Officers	11	5	45	42	19	2	<b>124</b>
States of Jersey Police	9	16	39	96	48	16	<b>224</b>
Teachers	194	161	238	483	115	0	<b>1,191</b>
Workforce Modernisation Group	102	29	73	67	10	2	<b>283</b>
<b>Total</b>	<b>2,394</b>	<b>2,250</b>	<b>2,361</b>	<b>1,931</b>	<b>707</b>	<b>458</b>	<b>10,101</b>

Note: The figures include zero hours employees.

Notes:

1. These are roles as defined by the Employment of States of Jersey Employees (Jersey) Law 2005 Schedule 1

2. These are senior civil servants and directors within the Government of Jersey, Non-Ministerial Departments

## Employees costs - Audited

The tables below provide a breakdown of employees across core Government and non-ministerial departments. A full breakdown of employee costs across the group can be found in note 4.7 Staff Costs.

2022 Year End FTE	Department	Salaries and Wages	Pension	Social Security	Total
		£000	£000	£000	£000
323	Chief Operating Office	17,209	2,651	1,055	20,914
2,048	Children, Young People, Education	108,894	13,939	6,641	129,474
325	Customer and Local Services	13,282	2,112	883	16,277
45	Department For the Economy	3,481	526	170	4,177
15	Department of External Relations	1,074	134	41	1,248
2,266	Health and Community Services	144,008	17,694	7,727	169,429
567	Infrastructure, Housing and Environment*	26,329	4,317	1,757	32,403
689	Justice and Home Affairs	40,041	5,897	2,412	48,349
199	Non-Ministerial	14,261	2,504	783	17,547
68	Office of the Chief Executive	3,969	615	229	4,812
44	States Assembly	5,719	460	163	6,342
180	Strategic Policy, Planning and Performance	14,196	1,451	838	16,485
338	Treasury & Exchequer	18,225	2,819	1,103	22,148
<b>7,107</b>	<b>Department Total</b>	<b>410,688</b>	<b>55,119</b>	<b>23,802</b>	<b>489,605</b>
19	Jersey Car Parks*	700	118	48	866
21	Jersey Fleet Management*	895	142	61	1,098
<b>40</b>	<b>Trading Operations Total</b>	<b>1,595</b>	<b>260</b>	<b>109</b>	<b>1,964</b>
<b>448</b>	<b>Subsidiaries</b>	<b>24,299</b>	<b>3,038</b>	<b>1,410</b>	<b>28,747</b>
<b>7,595</b>	<b>Grand Total</b>	<b>436,580</b>	<b>58,417</b>	<b>25,319</b>	<b>520,316</b>

Note: Jersey Car Parks and Jersey Fleet Management sit under the Department for Infrastructure, Housing and Environment in previous headcount tables in this report. In this section they are split out to show costs separately.



2021 Year End FTE	Department	Salaries and Wages	Pension	Social Security	Total
		£000	£000	£000	£000
261.3	Chief Operating Office	14,201	1,978	774	16,953
1,945.6	Children, Young People, Education and Skills	99,571	14,953	6,130	120,654
303.2	Customer and Local Services	13,117	1,973	813	15,903
532.9	Infrastructure, Housing and Environment	23,290	3,950	1,604	28,844
2,294.0	Health and Community Services	133,280	17,164	7,421	157,865
731.3	Justice and Home Affairs	38,255	5,789	2,340	46,384
200.8	Non-Ministerial	13,158	2,366	740	16,264
77.7	Office of the Chief Executive	7,619	1,113	388	9,120
46.7	States Assembly (States Greffe) (Excl. States Members)	5,469	440	161	6,070
96.6	Strategic Policy, Planning and Performance	16,295	1,281	858	18,434
311.2	Treasury and Exchequer	15,958	2,460	950	19,368
<b>6,833.0</b>	<b>Department Total</b>	<b>380,213</b>	<b>53,467</b>	<b>22,179</b>	<b>455,859</b>
19	Jersey Car Parks	651	111	44	806
21.5	Jersey Fleet Management	853	132	58	1,043
<b>40.5</b>	<b>Trading Operations Total</b>	<b>1,504</b>	<b>243</b>	<b>102</b>	<b>1,849</b>
<b>311.8</b>	<b>Subsidiaries</b>	<b>21,047</b>	<b>2,745</b>	<b>1,245</b>	<b>25,037</b>
<b>7,185.3</b>	<b>Total</b>	<b>402,764</b>	<b>56,455</b>	<b>23,526</b>	<b>482,745</b>

## By Pay Group

Pay Group	2022	2021
	£000	£000
Director's General, Judicial Greffe, Crown Appointments, Legislative Drafters and Other Personal Contract Holders	9,364	10,211
Civil Servants	185,306	168,313
Doctors and Consultants	24,188	23,271
Energy Recovery Facility	1,748	1,608
Heads and Deputy Heads, Highlands Managers	6,850	6,557
Law Officers	4,650	3,564
Manual Workers	26,570	25,819
Nurses and Midwives	56,526	55,447
Other Health Pay Groups	5,282	4,846
Teachers and Lecturers	55,035	51,346
Uniformed Services	26,815	25,291
Youth Service	1,807	1,671
Subsidiaries	25,709	22,162
Other Accounting Adjustments	6,730	1766
Amount Shown in Other Employee Costs (see note 4.7)	(1,355)	895
<b>Total Salaries and Wages</b>	<b>436,580</b>	<b>402,764</b>
Pension	58,417	56,455
Social Security	25,319	23,526
<b>Total</b>	<b>520,316</b>	<b>482,745</b>

## By Payment Type

Payment Type	2022	2021
	£000	£000
Ad Hoc Payments / Supplements	2,833	2,058
Basic Pay	405,600	372,661
Benefits	713	491
Business Expenses	51	50
Other Time Payments	505	317
Overtime	12,460	8,387
Purchased Annual Leave	(334)	-
Relocation Expenses	357	242
Shift Allowances	12,002	12,242
Sickness Offsets From Social Security	(1,811)	(2,070)
Skill Related Payments	2,732	2,770
Standby Payments	2,409	2,311
Other Accounting Adjustments	(937)	3,304
Amount Shown in Other Employee Costs (see note 4.7)	(1,355)	894
<b>Total Salaries and Wages</b>	<b>436,580</b>	<b>402,764</b>
Pension	58,417	56,455
Social Security	25,319	23,526
<b>Total</b>	<b>520,316</b>	<b>482,745</b>

## Employee sickness absence

Absence Type	Hours				Days			
	2022	2021	2020	2019	2022	2021	2020	2019
Sickness	500,136	426,531	265,227	313,986	67,586	57,639	35,841	42,430
CoronaVirus	-	36,823	167,880	-	-	4,976	-	-
<b>Total</b>	<b>500,136</b>	<b>463,353</b>	<b>433,107</b>	<b>313,986</b>	<b>67,586</b>	<b>62,615</b>	<b>58,528</b>	<b>42,430</b>
<b>% Working Time Lost</b>	<b>4%</b>	<b>4%</b>	<b>3%</b>	<b>3%</b>	<b>4%</b>	<b>4%</b>	<b>4%</b>	<b>3%</b>

Note: This table excludes subsidiary companies' sickness.

During 2020 and 2021, COVID-19 absences were not counted with general sickness figures. This policy was closed down in 2022 and COVID-19 absences are now counted alongside all other sickness absences. The largest cause of sickness absences in 2022 was COVID-19 related.

## Expenditure on Consultancy and Temporary Employees

Consultants are hired to work on projects in a number of specific situations:

- where the Government does not have the skills set required
- where the particular requirement falls outside the core business of public servants
- where an external, independent perspective is required.
- When used appropriately, consultancy can be a cost-effective and efficient way of getting the temporary and skilled external input that the government needs.

Engagement of consultants is governed by the Public Finances Manual.

Expenditure accounted for as consultancy and temporary employees was £2.6 million and £14.4 million in 2022 compared to £1.3 million and £15.2 million respectively in 2021. This analysis is based on the accounting definitions of spend on consultancy and temporary staff, which is not the same as spend with consultancy companies that can provide employees to operate within the organisation on a hired services basis.

A more detailed analysis of spend on consultants is published at six monthly intervals in response to Proposition 59/2019.

# Political Accountability Report

## Statement of Outturn against Approvals

This section provides a breakdown of how much the government has received in income and spent against the approvals made by the States Assembly. It is presented consistently with approvals made under the Public Finances (Jersey) Law 2019 and in the Government Plan 2022 -2025.

The budgeting system, and the consequential presentation of the Statement of Outturn against Approvals (SoOaA) and related notes has different objectives to IFRS-based accounts. The system supports the achievement of macro-economic stability by ensuring that public expenditure is controlled, with relevant States approval, in support of the Government's fiscal framework.

## Statement of Revenue Outturn against Approvals

2021		2022 Government Plan	2022 Final Approved Budget*	2022 Actual	Difference from Approval
£'000		£'000	£'000	£'000	£'000
998,068	States Net General Revenue Income	930,875	930,875	1,028,317	97,442
(887,914)	Departmental Net Revenue Expenditure - Near Cash	(858,499)	(922,898)	(873,361)	49,537
<b>110,154</b>	<b>Operating Surplus/(Deficit)</b>	<b>72,376</b>	<b>7,977</b>	<b>154,956</b>	<b>146,979</b>
(42,418)	Departmental Depreciation/Amortisation	(57,724)	(57,724)	(51,412)	6,312
<b>67,736</b>	<b>(Deficit)/Surplus of General Revenue Expenditure over Income</b>	<b>14,652</b>	<b>(49,747)</b>	<b>103,544</b>	<b>153,291</b>
(11,860)	Revenue Expenditure on Projects			(19,636)	
(2,089)	Revenue Expenditure on Projects Reclassified in Year			(7,138)	
-	Our Hospital AUCC Impairment			(8,376)	
-	Departmental Net Revenue Income/(Expenditure) - Other Non Cash			(3,423)	
2,303	Trading Operations Net Revenue Income/(Expenditure)			3,553	
85,506	Net Revenue Income/(Expenditure) of Special Funds			(90,191)	
168,450	Net Revenue Income/(Expenditure) of Social Security Funds			(222,461)	
540	Net Revenue Income/(Expenditure) of SOJDC			(2,748)	
(31,056)	Net Revenue (Expenditure) of Andium Homes			(7,838)	
(21,596)	Net Revenue Income/(Expenditure) of Ports of Jersey			(17,372)	
(17,258)	Other Income/(Expenditure) <sup>1</sup>			6,490	
(1,795)	Consolidation Adjustments <sup>2</sup>			(2,509)	
<b>238,881</b>	<b>Net Revenue Income/(Expenditure) as Reported in the SoCNE</b>	<b>14,652</b>	<b>(49,747)</b>	<b>(268,105)</b>	<b>153,291</b>

Reconciliation of Approvals on page 199 provides a summary of the approved changes to the budgets approved by the States Assembly in the Government Plan to the Final Approved Budget.

1. This includes other Consolidated fund items, including movements in Pension Liabilities, charges relating to Finance Leases and movements in hedging arrangements.

2. Accounting Standards require that all transactions and balances between entities within the States of Jersey group are eliminated in the consolidated accounts.

\* e) Reconciliation of Approvals on page 199 provides a summary of the approved changes to the budgets approved by the States Assembly in the Government Plan to the Final Approved Budget.

## Reconciliation of movement in Unallocated Consolidated Fund Balance

	2022 £'000	2021 restated £'000
Opening balance	122,298	336,050
<b>Carry forwards from previous year</b>	<b>106,153</b>	<b>155,593</b>
<b>Net General Revenue Income</b>	<b>1,028,317</b>	<b>998,068</b>
<b>Net Departmental expenditure - near cash</b>		
Revenue	(873,362)	(887,914)
Capital	(3,638)	(4,328)
<b>Project spend</b>		
Capital	(96,698)	(122,477)
Revenue	(35,148)	(13,949)
<b>Other near-cash spend</b>		
Expenditure	216	(3,155)
<b>Asset disposal proceeds</b>	-	<b>86</b>
<b>Capital repayment to currency fund</b>	<b>(709)</b>	<b>(684)</b>
<b>Transfers from</b>		
Strategic reserve fund		
Hospital Financing costs	499	2,000
Capital repayment	11,320	-
Hospital Project costs	2,712	21,000
Health insurance fund	-	6,332
Civil asset recovery fund	-	4,200
Criminal Offences Confiscation Fund	2,985	4,196
Jersey innovation fund	3,000	-
Loans funds	5,700	-
Fiscal stimulus fund	(19,359)	-
<b>Transfers to</b>		
Climate emergency fund	(3,913)	-
Strategic reserve fund		
Proceeds (RCF)	10,000	(21,000)
Proceeds (Bond)	(24,000)	-
Technology accelerator fund	(20,000)	-
Insurance fund	(1,244)	-
<b>Borrowing</b>		
Movements in RCF	(74,806)	85,806
Bond issuance	487,562	-
Past service liability repayment	(472,731)	-
Realisation of PYB 2019 tax debtor	19,289	-
<b>Consolidated Fund movement</b>	<b>52,145</b>	<b>223,774</b>
Closing balance before carry forwards	174,443	559,824
Carry forward to subsequent year from:	(74,799)	(106,153)
<b>Closing balance</b>	<b>99,644</b>	<b>453,671</b>
Less: PYB Tax Debtor >1yr	-	(331,373)
<b>Adjusted Closing Balance</b>	<b>99,644</b>	<b>122,298</b>

Note: 2021 has been restated to recognise the Rolling Credit Facility proceeds and associated transfer to the Strategic Reserve during the year.

## Notes to the Statement of Outturn Against Approvals - Revenue Expenditure

### a) Net General Revenue Income against Estimate

2021 Actuals		2022 Budget	2022		Actual	Difference from Budget
			Income	Expenditure		
£'000		£'000	£'000	£'000	£'000	£'000
<b>Income Tax</b>						
557,798	Personal Income Tax	557,100	599,427	-	599,427	42,327
85,476	Companies	99,000	121,544	-	121,544	22,544
(1,444)	Provision for Bad Debts	(6,000)	-	(1,306)	(1,306)	4,694
<b>641,830</b>	<b>Net Income Tax</b>	<b>650,100</b>	<b>720,971</b>	<b>(1,306)</b>	<b>719,665</b>	<b>69,565</b>
<b>106,373</b>	<b>Goods and Services Tax (GST)</b>	<b>103,600</b>	<b>117,976</b>	<b>(277)</b>	<b>117,699</b>	<b>14,099</b>
<b>Impôts Duties</b>						
9,312	Spirits	7,321	7,269	-	7,269	(52)
9,640	Wines	9,231	8,863	-	8,863	(368)
881	Cider	889	993	-	993	104
6,041	Beer	6,261	6,548	-	6,548	287
25,669	Tobacco	16,135	13,862	-	13,862	(2,273)
25,131	Fuel	28,328	25,880	-	25,880	(2,448)
1,145	Goods (Customs)	800	895	-	895	95
2,511	Vehicle Emissions Duty	3,130	2,416	-	2,416	(714)
37	Impôts Other	-	-	(42)	(42)	(42)
<b>80,367</b>	<b>Impôts Duties</b>	<b>72,095</b>	<b>66,726</b>	<b>(42)</b>	<b>66,684</b>	<b>(5,411)</b>
<b>Stamp Duty</b>						
54,666	Stamp Duty	36,168	46,715	-	46,715	10,547
3,004	Probate	2,500	3,160	-	3,160	660
3,322	Land Transactions Tax	3,069	4,429	-	4,429	1,360
<b>60,992</b>	<b>Stamp Duty</b>	<b>41,737</b>	<b>54,304</b>	<b>-</b>	<b>54,304</b>	<b>12,567</b>
<b>Fines and Other Income</b>						
48,667	Dividends	11,082	12,389	-	12,389	1,307
15,942	Non Dividends	9,107	15,379	(994)	14,385	5,278
30,143	Returns from Housing Associations	28,976	28,613	-	28,613	(363)
<b>94,752</b>	<b>Fines and Other Income</b>	<b>49,165</b>	<b>56,381</b>	<b>(994)</b>	<b>55,387</b>	<b>6,222</b>
<b>13,754</b>	<b>Island Rate</b>	<b>14,178</b>	<b>14,578</b>	<b>-</b>	<b>14,578</b>	<b>400</b>
<b>998,068</b>	<b>Net General Revenue Income</b>	<b>930,875</b>	<b>1,030,939</b>	<b>(2,619)</b>	<b>1,028,317</b>	<b>97,442</b>

## Notes to the Statement of Outturn Against Approvals - Revenue Expenditure

### b) Ministerial and Non-Ministerial Departments Net Revenue Expenditure (Near Cash) against Approval

2021 Actuals	Government Plan 2022			Final Approved Budget*			2022 Outturn			Difference from Final Approved Budget
	Income	Expenditure	Net Government Plan Budget	Income	Expenditure	Net Final Approved Budget	Income	Expenditure	Net Outturn	
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Ministerial Departments</b>										
33,031	(1,475)	39,369	37,894	(1,436)	40,102	38,666	(1,698)	40,358	38,660	(6)
157,390	(20,536)	188,014	167,478	(23,114)	199,512	176,398	(22,708)	198,572	175,864	(534)
91,784	(10,233)	104,800	94,567	(11,265)	106,428	95,163	(11,464)	103,738	92,274	(2,889)
46,085	(28,734)	77,392	48,658	(34,491)	83,876	49,385	(34,667)	83,493	48,826	(559)
228,915	(25,526)	251,816	226,290	(22,951)	272,675	249,724	(25,778)	272,423	246,645	(3,079)
12,116	-	13,375	13,375	-	14,633	14,633	(5)	14,607	14,602	(31)
30,253	(3,187)	33,933	30,746	(4,343)	36,314	31,971	(4,500)	36,362	31,862	(109)
25,721	(234)	25,439	25,205	(581)	27,013	26,432	(630)	27,062	26,432	-
7,724	-	5,569	5,569	(705)	7,450	6,745	(820)	6,452	5,632	(1,113)
	(145)	3,063	2,918	(265)	3,349	3,084	(277)	3,362	3,084	-
32,604	(54)	36,732	36,678	(3,216)	40,114	36,898	(3,199)	39,795	36,597	(301)
9,387	(588)	11,676	11,088	(1,714)	13,879	12,165	(1,555)	13,305	11,750	(415)
75,270	(2,912)	71,510	68,598	(3,395)	77,902	74,507	(3,509)	78,016	74,507	-
108,928	-	33,588	33,588	-	55,840	55,840	(88)	43,122	43,034	(12,806)
<b>Non-Ministerial States Funded Bodies and the States Assembly</b>										
2,002	(68)	2,195	2,127	(68)	2,721	2,653	(18)	2,671	2,653	-
883	(78)	1,035	957	(78)	1,051	973	(82)	1,055	973	-
6,367	(1,468)	10,423	8,955	(1,468)	10,553	9,085	(2,122)	9,161	7,039	(2,046)
8,384	(288)	9,303	9,015	(288)	10,472	10,184	(507)	10,598	10,091	(93)
777	(107)	965	858	(107)	992	885	(157)	1,025	868	(17)
542	(53)	663	610	(53)	678	625	(50)	675	625	-
2,276	(88)	2,516	2,428	(88)	2,592	2,504	(98)	2,428	2,330	(174)
7,145	(79)	8,232	8,153	(79)	8,366	8,287	(212)	7,691	7,479	(808)
230	(806)	2,550	1,744	(806)	2,615	1,809	(1,307)	2,307	1,000	(809)
<b>Other Heads of Expenditure</b>										
	-	21,000	21,000	(565)	21,565	21,000	(565)	499	(66)	(21,066)
100	-	-	-	-	1,900	1,900	-	1	1	(1,899)
	-	-	-	(18,725)	10,107	(8,618)	(18,725)	9,324	(9,401)	(783)
<b>887,914</b>	<b>(96,659)</b>	<b>955,158</b>	<b>858,499</b>	<b>(129,801)</b>	<b>1,052,700</b>	<b>922,898</b>	<b>(134,741)</b>	<b>1,008,102</b>	<b>873,361</b>	<b>(49,537)</b>
<b>Capital Spend in Ministerial Departments</b>										
32	-	-	-	-	342	342	-	342	342	-
784	-	-	-	-	2,145	2,145	-	2,178	2,178	33
-	-	-	-	-	369	369	-	369	369	-
3,512	-	-	-	-	84	84	-	84	84	-
-	-	-	-	-	665	665	-	665	665	-
<b>4,328</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,605</b>	<b>3,605</b>	<b>-</b>	<b>3,638</b>	<b>3,638</b>	<b>33</b>
<b>892,242</b>	<b>(96,659)</b>	<b>955,158</b>	<b>858,499</b>	<b>(129,801)</b>	<b>1,056,305</b>	<b>926,503</b>	<b>(134,741)</b>	<b>1,011,740</b>	<b>876,999</b>	<b>(49,504)</b>



## Notes to the Statement of Outturn Against Approvals - Revenue Expenditure

The refinancing of past-service pension liabilities of £472.7 million was funded through the issue of a bond, with the net income (from hedging arrangements) on Past Service Pension Liabilities Refinancing head of expenditure contributing to this repayment.

### c) Ministerial and Non-Ministerial Departments Net Revenue Expenditure (Non Cash) against Approval

2021 Actuals	Government Plan 2022			Final Approved Budget			2022 Outturn			Difference from Final Approved Budget
	Income	Expenditure	Net Government Plan Budget	Income	Expenditure	Net Final Approved Budget	Income	Expenditure	Net Outturn	
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Ministerial Departments</b>										
30	-	3,502	3,502	-	3,502	3,502	-	363	363	(3,139)
139	-	204	204	-	204	204	-	126	126	(78)
11	-	18	18	-	18	18	-	13	13	(5)
37,240	-	46,910	46,910	-	46,910	46,910	-	49,569	49,569	2,659
2,932	-	3,530	3,530	-	3,530	3,530	-	2,647	2,647	(883)
-	-	-	-	-	-	-	-	-	-	-
361	-	1,534	1,534	-	1,534	1,534	-	586	586	(948)
525	-	650	650	-	650	650	-	474	474	(176)
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
37	-	37	37	-	37	37	-	37	37	-
978	-	1,218	1,218	-	1,218	1,218	-	903	903	(315)
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
<b>Non-Ministerial States Funded Bodies and the States Assembly</b>										
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
50	-	50	50	-	50	50	-	51	51	1
66	-	22	22	-	22	22	-	17	17	(5)
-	-	-	-	-	-	-	-	-	-	-
49	-	49	49	-	49	49	-	49	49	-
<b>42,418</b>	<b>-</b>	<b>57,724</b>	<b>57,724</b>	<b>-</b>	<b>57,724</b>	<b>57,724</b>	<b>-</b>	<b>54,835</b>	<b>54,835</b>	<b>(2,889)</b>

## Notes to the Statement of Outturn Against Approvals - Revenue Expenditure

### d) Trading Operations Net Revenue Expenditure against Approval

2021 Actuals	Government Plan 2022			Final Budget			2022 Outturn			Difference from Final Approved Budget
	Estimated Income	Estimated Expenditure	Estimated Net Income	Income	Expenditure	Net Budget	Income	Expenditure	Net Outturn	
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(1,286) Jersey Car Parking	(6,933)	5,772	(1,161)	(6,933)	5,772	(1,161)	(8,419)	4,875	(3,544)	(2,383)
(1,017) Jersey Fleet Management	(4,971)	3,027	(1,944)	(4,971)	3,027	(1,944)	(5,682)	3,157	(2,525)	(581)
<b>(2,303) Net Revenue Income/(Expenditure) – Trading Operations</b>	<b>(11,904)</b>	<b>8,799</b>	<b>(3,105)</b>	<b>(11,904)</b>	<b>8,799</b>	<b>(3,105)</b>	<b>(14,101)</b>	<b>8,032</b>	<b>(6,069)</b>	<b>(2,964)</b>

## Notes to the Statement of Outturn Against Approvals - Revenue Expenditure

### e) Reconciliation of Approvals

Department	2022 Government Plan As Amended	Carry Forward from 2021	Additional Funding	Fiscal Stimulus Expense	Fiscal Stimulus Income	Allocation of Reserves	Transfers to/from Projects	Departmental Transfers	2022 Approved Budget Near Cash	2022 Capital Budget	2022 Approved Head of Expenditure	Gov Plan 2022 Total NRE Non Cash	2022 Approved Budget Non Cash	2022 Final Approved Budget with Capital Approvals
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Ministerial Departments</b>														
Chief Operating Office	37,894	-	-	-	-	1,839	-	(1,067)	38,666	-	38,666	3,502	3,502	42,168
Children, Young People, Education and Skills	167,478	-	87	2,149	(2,578)	9,063	(163)	362	176,398	342	176,740	204	204	176,944
Customer and Local Services	94,567	-	-	1,032	(1,032)	596	-	-	95,163	-	95,163	18	18	95,181
Infrastructure Housing and Environment	48,658	95	-	2,359	(4,504)	6,377	(3,100)	(500)	49,385	2,145	51,530	46,910	46,910	98,440
Health and Community Services	226,290	1,500	-	272	(272)	25,545	-	(3,611)	249,724	369	250,093	3,530	3,530	253,623
Jersey Overseas Aid	13,375	258	-	-	-	1,000	-	-	14,633	-	14,633	-	-	14,633
Justice and Home Affairs	30,746	-	-	204	(204)	1,225	-	-	31,971	-	31,971	1,534	1,534	33,505
States of Jersey Police Service	25,205	-	-	-	-	1,227	-	-	26,432	-	26,432	650	650	27,082
Office of the Chief Executive	5,569	612	-	-	-	379	-	185	6,745	-	6,745	-	-	6,745
Ministry of External Relations	2,918	-	-	-	-	166	-	-	3,084	-	3,084	-	-	3,084
Department for the Economy	36,678	-	-	3,162	(3,162)	220	-	-	36,898	84	36,982	-	-	36,982
Strategic Policy, Planning and Performance	11,088	81	-	-	-	448	-	548	12,165	-	12,165	37	37	12,202
Treasury & Exchequer	68,598	50	-	-	-	1,776	-	4,083	74,507	-	74,507	1,218	1,218	75,725
Covid-19 Response	33,588	-	-	-	-	22,252	-	-	55,840	665	56,505	-	-	56,505
	<b>802,652</b>	<b>2,596</b>	<b>87</b>	<b>9,178</b>	<b>(11,752)</b>	<b>72,113</b>	<b>(3,263)</b>	<b>-</b>	<b>871,611</b>	<b>3,605</b>	<b>875,216</b>	<b>57,603</b>	<b>57,603</b>	<b>932,819</b>
<b>Non-Ministerial States Funded Bodies</b>														
Bailiff's Chambers	2,127	-	-	-	-	526	-	-	2,653	-	2,653	-	-	2,653
Comptroller and Auditor General	957	-	-	-	-	16	-	-	973	-	973	-	-	973
Judicial Greffe	8,955	-	-	-	-	130	-	-	9,085	-	9,085	-	-	9,085
Law Officers Department	9,015	-	-	-	-	1,169	-	-	10,184	-	10,184	-	-	10,184
Office of the Lieutenant Governor	858	-	-	-	-	27	-	-	885	-	885	-	-	885
Official Analyst	610	-	-	-	-	15	-	-	625	-	625	50	50	675
Probation	2,428	-	-	-	-	76	-	-	2,504	-	2,504	22	22	2,526
States Assembly	8,153	-	-	-	-	134	-	-	8,287	-	8,287	-	-	8,287
Viscounts Department	1,744	-	-	-	-	65	-	-	1,809	-	1,809	49	49	1,858
	<b>34,847</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,158</b>	<b>-</b>	<b>-</b>	<b>37,005</b>	<b>-</b>	<b>37,005</b>	<b>121</b>	<b>121</b>	<b>37,126</b>
<b>Other Heads of Expenditure</b>														
Past Service Pension Liabilities Refinancing	-	-	(8,618)	-	-	-	-	-	(8,618)	-	(8,618)	-	-	(8,618)
Debt Management & Finance Costs	21,000	1,900	-	-	-	-	-	-	22,900	-	22,900	-	-	22,900
Reserve	22,385	51,031	-	-	-	(32,236)	-	-	41,180	-	41,180	-	-	41,180
General Reserve	77,847	24,230	-	-	-	(55,262)	-	-	46,815	-	46,815	-	-	46,815
	<b>121,232</b>	<b>77,161</b>	<b>(8,618)</b>	<b>-</b>	<b>-</b>	<b>(87,498)</b>	<b>-</b>	<b>-</b>	<b>102,277</b>	<b>-</b>	<b>102,277</b>	<b>-</b>	<b>-</b>	<b>102,277</b>
<b>Net Revenue Expenditure</b>	<b>958,731</b>	<b>79,757</b>	<b>(8,531)</b>	<b>9,178</b>	<b>(11,752)</b>	<b>(13,227)</b>	<b>(3,263)</b>	<b>-</b>	<b>1,010,893</b>	<b>3,605</b>	<b>1,014,498</b>	<b>57,724</b>	<b>57,724</b>	<b>1,072,222</b>
Past Service Pension Liabilities Refinancing	-	-	472,731	-	-	-	-	-	472,731	-	472,731	-	-	472,731

## Project Expenditure

### a) Project Expenditure from the Consolidated Fund

Head of Expenditure	Department	2022 Government Plan Allocation	Carryforward from 2021	Allocations from Reserves	Capital From Department Revenue	Movements within the same Head of Expenditure	Available Budget	2022 Capital Expenditure	2022 Revenue Expenditure	Total 2022 Expenditure	Unspent Project Approvals as at 31 December 22	Returns to the Consolidated Fund	Carryforward Project Approvals as at 31 December 22
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Central Planning</b>													
Central Planning Reserves	Central	900	450	-	-	-	1,350	-	-	-	1,350	-	1,350
Central Risk & Inflation	Central	1,800	1,500	-	-	-	3,300	-	-	-	3,300	-	3,300
Jsy Instrumental Music Service	IHE	-	83	-	-	-	83	-	24	24	59	-	59
VCP Replacement School	IHE	-	141	-	-	-	141	(1)	14	13	128	-	128
Greenfields	IHE	-	76	-	-	-	76	(14)	34	20	56	-	56
<b>Total</b>		<b>2,700</b>	<b>2,250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,950</b>	<b>(15)</b>	<b>72</b>	<b>57</b>	<b>4,893</b>	<b>-</b>	<b>4,893</b>
<b>Major Projects</b>													
MS Foundation (Major Project)	COO	5,546	-	677	-	-	6,223	1,708	4,515	6,223	-	-	-
Integrated Tech Solution (MP)	COO	19,730	-	1,166	-	-	20,896	17,091	3,804	20,895	1	-	1
Cyber (Major Project)	COO	4,370	-	1,696	-	-	6,066	3,708	2,358	6,066	-	-	-
Vehicle Testing Centre (Major	IHE	-	193	-	-	-	193	8	-	8	185	-	185
Learning Difficulties - Special Needs	HCS	3,300	-	-	-	-	3,300	815	-	815	2,485	-	2,485
Fort Regent	IHE	2,000	2,777	-	-	-	4,777	1,149	122	1,271	3,506	-	3,506
Our Hospital	HCS	85,000	-	-	-	-	85,000	12,092	8,364	20,456	64,544	-	64,544
Digital Care Strategy	COO	3,900	2,331	-	-	(6,231)	-	(565)	565	-	-	-	-
Digital Care Strategy	HCS	-	-	-	-	6,231	6,231	3,427	421	3,848	2,383	-	2,383
Digital Care Strategy	HCS	-	-	-	-	-	-	(2,032)	2,032	-	-	-	-
Office Modernisation	COO	460	-	54	-	-	514	-	514	514	-	-	-
Office Modernisation	IHE	-	-	-	-	-	-	(171)	171	-	-	-	-
Elizabeth Castle	ECON	1,250	-	-	-	-	1,250	318	-	318	932	-	932
ITS Release 3 & 4	COO	4,200	-	-	-	-	4,200	4,180	20	4,200	-	-	-
ITS Release 3 Additional	COO	1,264	-	-	-	-	1,264	1,145	-	1,145	119	-	119
Ambulance and Fire Quarters	IHE	500	-	-	-	-	500	12	-	12	488	-	488
Schools Estate	IHE	1,250	-	-	-	-	1,250	-	-	-	1,250	-	1,250
Inspiring Active Places SS	IHE	814	-	-	3,100	-	3,914	2,406	-	2,406	1,508	-	1,508
Sewage Treatment Works	IHE	10,740	-	6,827	-	-	17,567	17,567	-	17,567	-	-	-
Infrastructure Rolling Vote	IHE	13,318	-	-	-	-	13,318	11,511	(76)	11,435	1,883	-	1,883
Infrastructure	IHE	-	-	506	-	-	506	506	-	506	-	-	-
<b>Total</b>		<b>157,642</b>	<b>5,301</b>	<b>10,926</b>	<b>3,100</b>	<b>-</b>	<b>176,969</b>	<b>74,875</b>	<b>22,810</b>	<b>97,685</b>	<b>79,284</b>	<b>-</b>	<b>79,284</b>

## Project Expenditure

### a) Project Expenditure from the Consolidated Fund (continued)

Head of Expenditure	Department	2022 Government Plan Allocation	Carryforward from 2021	Allocations from Reserves	Capital From Department Revenue	Movements within the same Head of Expenditure	Available Budget	2022 Capital Expenditure	2022 Revenue Expenditure	Total 2022 Expenditure	Unspent Project Approvals as at 31 December 22	Returns to the Consolidated Fund	Carryforward Project Approvals as at 31 December 22
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Projects</b>													
Replacement Assets	COO	3,000	-	-	-	-	3,000	(1,994)	4,939	2,945	55	-	55
Electronic Document Management	COO	2,200	-	-	-	-	2,200	-	443	443	1,757	-	1,757
IT for Migration Services	COO	-	870	-	-	-	870	259	-	259	610	-	610
Service Digitisation	COO	1,750	-	-	-	-	1,750	1,341	216	1,557	193	-	193
Customer Relationship Management	COO	736	-	-	-	-	736	500	-	500	236	-	236
Jersey Care Model	HCS	800	1,138	-	-	(1,700)	238	-	-	-	238	-	238
Jersey Care Model	COO	-	-	-	-	1,700	1,700	245	-	245	1,455	-	1,455
Replacement Assets	CYPES	200	-	-	-	-	200	65	120	185	15	-	15
PPE Disposal (Gain)/Loss	CYPES	-	-	-	162	(31)	131	(350)	481	131	-	-	-
Discrimination Law, Safeguarding	CYPES	600	-	44	-	31	675	32	643	675	-	-	-
Discrimination Law, Safeguarding	IHE	1,000	-	113	-	-	1,113	1,078	19	1,097	16	-	16
Replacement Assets	IHE	3,980	-	-	-	-	3,980	3,953	27	3,980	-	-	-
Prison Phase 8	IHE	-	-	-	-	(3)	(3)	(3)	-	(3)	-	-	-
Prison Phase 8	JHA	1,609	663	-	-	3	2,275	524	-	524	1,751	-	1,751
Army Sea Cadets Quarters	IHE	494	-	-	-	-	494	19	-	19	475	-	475
North Of St Helier YC	IHE	2,000	-	-	-	-	2,000	-	-	-	2,000	-	2,000
School & Educational Development	IHE	10,650	-	-	-	-	10,650	326	692	1,018	9,632	-	9,632
Regulation Digital Assets	IHE	1,230	-	-	-	-	1,230	445	-	445	785	-	785
Sports Division Refurbishment	IHE	-	53	-	-	-	53	6	47	53	-	-	-
New Skatepark	IHE	700	559	85	-	-	1,344	1,814	(470)	1,344	-	-	-
Drainage Foul Sewer Extension	IHE	-	878	-	-	-	878	160	-	160	718	-	718
Demolition Fort Regent Pool	IHE	-	-	12	-	-	12	(74)	86	12	-	-	-
Infrastructure Assets	IHE	2,300	-	-	-	-	2,300	393	161	553	1,747	-	1,747
Replacement Assets	HCS	2,600	-	-	-	-	2,600	370	-	370	2,230	-	2,230
Health Services Improvements	HCS	5,000	-	204	-	-	5,204	5,181	23	5,204	-	-	-
Five Oaks Refurbishment	HCS	-	58	-	-	-	58	(185)	-	(185)	243	-	243
In-patient/support services	HCS	989	50	-	-	-	1,039	519	-	519	520	-	520
Replacement Assets	JHA	1,071	-	-	-	-	1,071	135	173	308	763	-	763
Dewberry House SARC	IHE	882	201	-	-	41	1,124	100	-	100	1,023	-	1,023
Dewberry House SARC	JHA	-	-	-	-	(41)	(41)	(41)	-	(41)	-	-	-
Combined Control IT	JHA	400	1,352	-	-	-	1,752	410	6	416	1,336	-	1,336
Electronic Patient Records	JHA	130	528	-	-	-	658	244	-	244	414	-	414

## Project Expenditure

### a) Project Expenditure from the Consolidated Fund (continued)

Head of Expenditure	Department	2022 Government Plan Allocation	Carryforward from 2021	Allocations from Reserves	Capital From Department Revenue	Movements within the same Head of Expenditure	Available Budget	2022 Capital Expenditure	2022 Revenue Expenditure	Total 2022 Expenditure	Unspent Project Approvals as at 31 December 22	Returns to the Consolidated Fund	Carryforward Project Approvals as at 31 December 22
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Minor Capital 2021	JHA	-	184	-	-	-	184	120	63	183	1	-	1
Police Minor Capital 2021	JHA	-	200	-	-	-	200	-	200	200	-	-	-
Aerial Ladder Platform	JHA	-	97	-	-	-	97	-	-	-	97	-	97
States of Jersey Police Firearms Range	JHA	264	1,022	-	-	-	1,286	74	-	74	1,212	-	1,212
Next Passport Project	JHA	355	-	-	-	-	355	-	-	-	355	-	355
Revenue Transformation Project	T&E	3,385	-	-	-	-	3,385	428	2,348	2,776	609	-	609
Phoenix Software	NMD	-	45	-	-	-	45	-	-	-	45	-	45
Non-Ministerial IT	NMD	1,413	-	-	-	-	1,413	369	328	697	716	-	716
Conversion Courtroom	NMD	-	438	-	-	-	438	-	-	-	438	-	438
<b>Total</b>		<b>49,738</b>	<b>8,336</b>	<b>458</b>	<b>162</b>	<b>-</b>	<b>58,694</b>	<b>16,462</b>	<b>10,545</b>	<b>27,007</b>	<b>31,685</b>	<b>-</b>	<b>31,685</b>
<b>Other Projects</b>													
Computer Development Vote	COO	-	-	-	-	-	-	(90)	90	-	-	-	-
Victoria College	CYPES	-	6	-	-	-	6	-	-	-	6	-	6
ESC Minor Capital / AUCC	CYPES	-	125	-	-	-	125	19	-	19	106	-	106
School ICT	CYPES	-	90	-	-	-	90	(45)	45	-	90	-	90
Replacing assets and minor capital	IHE	-	-	-	-	-	-	(34)	34	-	-	-	-
Web Development	COO	-	-	-	-	-	-	(98)	98	-	-	-	-
CRM Platform Renewal	COO	-	-	-	-	-	-	(42)	42	-	-	-	-
HR Transform (Turnaround Team Trf)	COO	-	-	-	-	-	-	(1)	1	-	-	-	-
T&R JDE System	COO	-	-	-	-	-	-	(400)	400	-	-	-	-
Replacing assets and minor capital	CYPES	-	-	-	-	-	-	(174)	174	-	-	-	-
North of St. Helier Youth Clu b	IHE	-	-	-	-	-	-	(5)	5	-	-	-	-
Rouge Bouillon	IHE	-	-	-	-	-	-	(41)	41	-	-	-	-
IAP Feasibility	IHE	-	-	-	-	-	-	(162)	162	-	-	-	-
Rouge Bouillon Site Review	IHE	-	-	-	-	-	-	(29)	29	-	-	-	-
Mental Health Facility Overdale	IHE	-	-	-	-	-	-	(135)	135	-	-	-	-
Relocation Fire Station	IHE	-	-	-	-	-	-	(88)	88	-	-	-	-
EFW Plant La Collette	IHE	-	-	-	-	-	-	(6)	6	-	-	-	-
Minor Capital	JHA	-	-	-	-	-	-	(247)	247	-	-	-	-
Minor Capital	JHA	-	-	-	-	-	-	(4)	4	-	-	-	-

## Project Expenditure

### a) Project Expenditure from the Consolidated Fund (continued)

Head of Expenditure	Department	2022 Government Plan Allocation	Carryforward from 2021	Allocations from Reserves	Capital From Department Revenue	Movements within the same Head of Expenditure	Available Budget	2022 Capital Expenditure	2022 Revenue Expenditure	Total 2022 Expenditure	Unspent Project Approvals as at 31 December 22	Returns to the Consolidated Fund	Carryforward Project Approvals as at 31 December 22
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Victoria College capital proje	HCS	-	150	-	-	-	150	14	-	14	135		135
Archive Storage Extension	HCS	-	17	-	-	-	17	2	-	2	15		15
Grainville Phase 5	HCS	-	48	15	-	-	63	63	-	63	-		-
St Mary School	HCS	-	113	-	-	-	113	43	-	43	70		70
Orchard House	HCS	-	4,317	-	-	-	4,317	2,849	-	2,849	1,468		1,468
Prison Phase 6	HCS	230	3,750	-	-	-	3,980	2,492	-	2,492	1,488		1,488
Automatic Weather Station	HCS	-	35	-	-	-	35	31	-	31	4		4
Equipment, Maintenance, Minor	HCS	-	19	-	-	-	19	5	-	5	14		14
Eastern Cycle Network	HCS	-	66	-	-	-	66	11	-	11	55		55
Replacement Assets	HCS	-	100	-	-	-	100	59	-	59	41		41
Taxes Office System Renewal	T&E	-	1,471	-	-	-	1,471	1,427	43	1,470	0		0
Non-Mins - Minor Capital	NMD	-	203	-	-	-	203	66	-	66	137		137
Drainage Foul Sewer Extensions	IHE	-	-	-	-	-	-	(2)	-	(2)	2		2
Replacement Assets and Minor Capital	IHE	-	-	-	-	-	-	(105)	79	(26)	26		26
<b>Total</b>		<b>230</b>	<b>10,510</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>10,755</b>	<b>5,373</b>	<b>1,723</b>	<b>7,096</b>	<b>3,657</b>	<b>-</b>	<b>3,658</b>
<b>Grand Total</b>		<b>210,310</b>	<b>26,397</b>	<b>11,399</b>	<b>3,262</b>	<b>-</b>	<b>251,368</b>	<b>96,696</b>	<b>31,150</b>	<b>131,845</b>	<b>119,519</b>	<b>-</b>	<b>119,519</b>

## Capital Expenditure

### *b) Capital Expenditure from Trading Funds*

	Total Project Expenditure £'000	Total Allocated Budget £'000	Remaining Unspent Budget £'000
<b>Jersey Car Parking</b>			
Anne Court Car Park	3,808	6,985	3,177
Automated Charging System	281	312	31
Car Park Maintenance & Refurbishment	8,753	17,384	8,631
<b>Jersey Car Parking Total</b>	<b>12,842</b>	<b>24,681</b>	<b>11,839</b>
<b>Jersey Fleet Management</b>			
Vehicle & Plant Replacement	21,371	23,229	1,858
<b>Jersey Fleet Management Total</b>	<b>21,371</b>	<b>23,229</b>	<b>1,858</b>
<b>Total</b>	<b>34,213</b>	<b>47,910</b>	<b>13,697</b>



## Covid-19 by Department and Project (including capital)

Project by Department	Government Plan 2022 Budget	Allocations to/from Reserves	Departmental Transfers	Budget as at 31 December 2022	Actuals as at 31 December 2022	Difference from Final Budget
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Office of the Chief Executive</b>	<b>500</b>	-	-	<b>500</b>	<b>228</b>	<b>272</b>
Covid-19 Review	500	-	-	500	228	272
<b>Department For the Economy</b>	<b>10,200</b>	-	<b>(775)</b>	<b>9,425</b>	<b>3,703</b>	<b>5,722</b>
Economic Recovery	10,200	-	(775)	9,425	3,703	5,722
<b>Children, Young People, Education and Skills</b>	-	<b>1,814</b>	<b>1,884</b>	<b>3,697</b>	<b>3,198</b>	<b>500</b>
Covid-19 Pressures	-	1,814	-	1,814	1,814	-
Covid-19 Social Recovery	-	-	1,884	1,884	1,384	499
<b>Customer and Local Services</b>	<b>672</b>	<b>395</b>	<b>1,108</b>	<b>2,176</b>	<b>2,118</b>	<b>58</b>
Covid-19 Income Support Costs	672	395	775	1,843	1,843	-
Covid-19 Social Recovery	-	-	333	333	275	58
<b>Infrastructure, Housing &amp; Environment</b>	<b>2,205</b>	-	<b>375</b>	<b>2,580</b>	<b>1,754</b>	<b>826</b>
Covid-19 Bus Contract	1,200	-	-	1,200	958	242
Covid-19 Social Recovery	-	-	375	375	5	370
Support for Sports Infrastructure	1,005	-	-	1,005	790	215
<b>Health and Community Services</b>	<b>9,106</b>	<b>7,028</b>	<b>(3,469)</b>	<b>12,664</b>	<b>12,726</b>	<b>(62)</b>
Covid-19 PPE Provision and Supply	3,300	-	-	3,300	3,299	1
Covid Recovery	-	6,362	-	6,362	6,476	(113)
Covid-19 Health Service Recovery	1,296	-	-	1,296	1,300	(4)
Covid-19 PPE Warehousing	407	-	-	407	346	61
Covid-19 Social Recovery	-	-	634	634	641	(7)
Covid-19 Vaccine	4,103	-	(4,103)	-	-	-
Test and Trace	-	665	-	665	665	-
<b>Justice and Home Affairs</b>	-	<b>564</b>	-	<b>564</b>	<b>564</b>	-
Covid-19 Pressures	-	564	-	564	564	-
<b>Treasury &amp; Exchequer</b>	<b>7,136</b>	-	-	<b>7,136</b>	<b>3,232</b>	<b>3,904</b>
Covid-19 Revolving Credit Facility	7,136	-	-	7,136	3,232	3,904
<b>Strategic Policy, Performance</b>	<b>3,769</b>	<b>13,116</b>	<b>878</b>	<b>17,763</b>	<b>16,177</b>	<b>1,586</b>
Covid-19 Social Recovery	3,769	-	(3,225)	544	89	455
Covid-19 Vaccine	-	-	4,103	4,103	2,971	1,132
Test and Trace	-	13,116	-	13,116	13,116	-
<b>Total</b>	<b>33,588</b>	<b>22,917</b>	-	<b>56,505</b>	<b>43,699</b>	<b>12,806</b>

## Budget Allocations - Ministerial Decisions Approved vs Amounts Allocated

Ministerial Decision	Description	Amounts Allocated £'000	Amounts Allocated £'000
MD-TR-2022-083	2021 End of Year Flexibility (Opera House)	2,237	151
MD-TR-2022-131	Voluntary Release Scheme	1,015	834
MD-TR-2022-132	Special Educational Needs	2,000	2,000
MD-TR-2022-156	Response to ongoing crisis in Ukraine	1,250	1,144
MD-TR-2022-228	Covid-19 Helpline	500	395
MD-TR-2022-229	Covid Pressures	2,241	1,814
MD-TR-2022-241	Independent Jersey Care Inquiry	250	83
MD-TR-2022-341	Reserve funding for Covid-19 Response (PCR Laboratory & Testing)	23,343	13,781
MD-TR-2022-344	Reserve funding for various pressures in 2022	5,205	2,667
MD-TR-2022-352	Reserve funding for various Covid-19 pressures	6,944	6,927
MD-TR-2022-439	Special Payment	1,114	1,114
MD-TR-2022-453	Special Payment	375	375
MD-TR-2022-478	Pay Awards - Teachers	2,410	2,373
MD-TR-2022-813	Funding for Health and Community Services pressures	13,357	13,275
MD-TR-2022-814	Funding, Additional Income and Repurposing in 2022	14,181	2,181
MD-TR-2022-357	Reserve funding for various financial pressures	8,346	6,675
MD-TR-2022-399	Pay Awards	16,372	16,372
MD-TR-2022-083	2021 End of Year Flexibility (Oakfield)	3,100	3,100
MD-TR-2022-431	Revenue to capital expenditure (Discrimination Law and Safeguarding)	163	163
		<b>104,403</b>	<b>75,424</b>
MD-TR-2022-083	Allocation of unspent 2021 approvals	4,496	4,461
MD-TR-2022-083	Allocation of unspent 2021 approvals	21,476	21,476
		<b>25,972</b>	<b>25,937</b>
MD-TR-2022-131	Transfer to capital (Oakfield)	(3,100)	(3,100)
MD-TR-2022-431	Transfer to capital (Discrimination Law and Safeguarding)	(163)	(163)
		<b>(3,263)</b>	<b>(3,263)</b>
<b>Total</b>		<b>127,112</b>	<b>98,098</b>

## Budget Allocation - Fiscal Stimulus Movements by Department

Revenue Head of Expenditure	Ministerial Decision	Description	Amount £'000
Department for the Economy	MD-TR-21-044	049-RJAHS-Groundsrefurb	298
Department for the Economy	MD-TR-21-044	024-Heritage-Hamptonne	869
Department for the Economy	MD-TR-21-044	025-Heritage-LaHougueBie	237
Department for the Economy	MD-TR-21-044	074-JAC-ArtCentre	0
Department for the Economy	MD-TR-21-044	091-Heritage-Systems	101
Department for the Economy	MD-TR-21-044	174-NT-MoreIFarm	1,639
Department for the Economy	MD-TR-21-044	037-Jconsumer-Confidence	19
Children, Young People, Education and Skills	MD-TR-21-044	171-Convent-Centre	445
Children, Young People, Education and Skills	MD-TR-21-044	051-CYPES-RETRAIN	221
Children, Young People, Education and Skills	MD-TR-21-044	038-JsyYouthS-FirstTower	1,327
Children, Young People, Education and Skills	MD-TR-21-044	041-TrinityYS-YouthC	208
Children, Young People, Education and Skills	MD-TR-21-044	001-Jscout-Kfaucon	14
Children, Young People, Education and Skills	MD-TR-21-044	102-Jscout-StLukes	50
Children, Young People, Education and Skills	MD-TR-21-044	002-Local Church - Ebenezer	11
Children, Young People, Education and Skills	MD-TR-21-044	160 J Scout Les Creux	81
Children, Young People, Education and Skills	MD-TR-21-044	160 J Scout St Ouen	221
Customer and Local Services	MD-TR-21-044	029 Howard Davis Hall Redevelopment	598
Customer and Local Services	MD-TR-21-044	099-CLS-UnemplSupp	178
Customer and Local Services	MD-TR-21-044	071-JET-Acorn	256
Customer and Local Services	MD-TR-21-044	008-JCAB-Website	0
Infrastructure, Housing & Environment	MD-TR-21-074	021-Jcricket-Grainville	300
Infrastructure, Housing & Environment	MD-TR-21-074	057-IHE-Springfield	1,671
Infrastructure, Housing & Environment	MD-TR-21-074	104-IHE FBFields	68
Infrastructure, Housing & Environment	MD-TR-21-074	027 Jbaptist Facility	7
Infrastructure, Housing & Environment	MD-TR-21-074	034 J racecourse	14
Infrastructure, Housing & Environment	MD-TR-21-074	084-Jpadel-Padelfacilities	425
Infrastructure, Housing & Environment	MD-TR-21-074	150 Durrell Conservation	980
Infrastructure, Housing & Environment	MD-TR-21-074	153 Healing Waves	392

## Budget Allocation - Fiscal Stimulus Movements by Department (continued)

Revenue Head of Expenditure	Ministerial Decision	Description	Amount £'000
Infrastructure, Housing & Environment	MD-TR-21-074	148 Biodiversity Nature	22
Infrastructure, Housing & Environment	MD-TR-21-074	020-IHE Coronation	624
Justice and Home Affairs	MD-TR-21-074	060-Aircadets-BuildingM	204
Health and Community Services	MD-TR-21-074	069 - Brook Premises	8
Health and Community Services	MD-TR-21-074	026 - Brighter Strategy	45
Health and Community Services	MD-TR-21-074	136- HCS Stimulation	175
Health and Community Services	MD-TR-21-074	107-JAAR-premises	4
Health and Community Services	MD-TR-21-074	135-JAAR Site	5
Health and Community Services	MD-TR-21-074	131-Hospice-Assistants	35
<b>Total Fiscal Stimulus allocations</b>			<b>11,752</b>

## Budget Allocations - Transfers from Reserves by Department

Revenue Head of Expenditure	Ministerial Decision	Description	Amount £'000
Chief Operating Office	MD-TR-2022-131	Voluntary Redundancy	7
Chief Operating Office	MD-TR-2022-399	Pay Awards	718
Chief Operating Office	MD-TR-2022-439	Special Payment	1,114
Children, Young People, Education and Skills	MD-TR-2022-132	Demographic Pressures - SEN and RON	2,000
Children, Young People, Education and Skills	MD-TR-2022-131	Voluntary Redundancy	130
Children, Young People, Education and Skills	MD-TR-2022-399	Pay Awards	2,827
Children, Young People, Education and Skills	MD-TR-2022-357	Social Worker and Recruitment & Retention	1,570
Children, Young People, Education and Skills	MD-TR-2022-478	Pay Awards - Teachers	2,373
Children, Young People, Education and Skills	MD-TR-2022-431	Revenue to capital expenditure (Discrimination Law and Safeguarding)	163
Customer and Local Services	MD-TR-2022-399	Pay Awards	596
Infrastructure, Housing and Environment	MD-TR-2022-344	Increased Chemical Costs in Energy Recovery Facility	550
Infrastructure, Housing and Environment	MD-TR-2022-344	IHE - Future Fisheries & Marine Resources Management	366
Infrastructure, Housing and Environment	MD-TR-2022-344	IHE - Vienna Convention vehicle testing	72
Infrastructure, Housing and Environment	MD-TR-2022-344	IHE - UK EU TCA Biosecurity Border Controls	1,804
Infrastructure, Housing and Environment	MD-TR-2022-399	Pay Awards	1,412
Infrastructure, Housing and Environment	MD-TR-2022-357	Westaway Court Refurb	490
Infrastructure, Housing and Environment	MD-TR-2022-131	Voluntary Redundancy	93
Infrastructure, Housing and Environment	MD-TR-2022-344	Brexit funding Return	(801)
Infrastructure, Housing and Environment	MD-TR-2022-344	Sewage Treatment Works Return	(709)
Infrastructure, Housing and Environment	MD-TR-2022-083	Oakfield Sport Centre	3,100
Health and Community Services	MD-TR-2022-131	Voluntary Redundancy	360
Health and Community Services	MD-TR-2022-344	Relocate Samares/Plemont: Revenue Expenditure	583
Health and Community Services	MD-TR-2022-357	Financial pressures 2022	4,085
Health and Community Services	MD-TR-2022-399	Pay Awards	6,818
Health and Community Services	MD-TR-2022-131	Total Reward & Recognition 2022	50
Health and Community Services	MD-TR-2022-453	Special Payment	375
Health and Community Services	MD-TR-2022-813	Funding for pressures	13,275
Jersey Overseas Aid	MD-TR-2022-156	Ukraine Funding	1,000
Justice and Home Affairs	MD-TR-2022-344	JCIS Legal & Policy	73
Justice and Home Affairs	MD-TR-2022-399	Pay Awards	962
Justice and Home Affairs	MD-TR-2022-814	Operation Spire Reserve Funding	190
States of Jersey Police Service	MD-TR-2022-131	Voluntary Redundancy	11
States of Jersey Police Service	MD-TR-2022-399	Pay Awards	803

## Budget Allocations - Transfers from Reserves by Department (continued)

Revenue Head of Expenditure	Ministerial Decision	Description	Amount £'000
States of Jersey Police Service	MD-TR-2022-814	Smoothing Reserve - C&CC	413
Office of the Chief Executive	MD-TR-2022-156	Ukraine Funding	144
Office of the Chief Executive	MD-TR-2022-399	Pay Awards	170
Office of the Chief Executive	MD-TR-2022-131	Voluntary Redundancy	65
Ministry of External Relations	MD-TR-2022-131	Voluntary Redundancy	50
Ministry of External Relations	MD-TR-2022-399	Pay Awards	50
Ministry of External Relations	MD-TR-2022-814	Reserve Funding, Additional Income and Repurposing in 2022	66
Department for the Economy	MD-TR-2022-083	Opera House: Revenue Expenditure	67
Department for the Economy	MD-TR-2022-399	Pay Awards	153
Strategic Policy, Planning and Performance	MD-TR-2022-131	Voluntary Redundancy	37
Strategic Policy, Planning and Performance	MD-TR-2022-241	Independent Jersey Care Inquiry (IJCI) Care Survivor led Legacy	83
Strategic Policy, Planning and Performance	MD-TR-2022-399	Pay Awards	328
Treasury and Exchequer	MD-TR-2022-131	Voluntary Redundancy	31
Treasury and Exchequer	MD-TR-2022-357	Additional bank charges and card fees	530
Treasury and Exchequer	MD-TR-2022-344	Land & building valuation	262
Treasury and Exchequer	MD-TR-2022-399	Pay Awards	788
Treasury and Exchequer	MD-TR-2022-814	Reserve Funding, Additional Income and Repurposing in 2022	200
Treasury and Exchequer	MD-TR-2022-083	Return of unspent allocations	(35)
<b>Departmental Allocations</b>			<b>49,862</b>
Covid-19 Response	MD-TR-2022-228	Covid Helpline	395
Covid-19 Response	MD-TR-2022-229	Covid Pressures	1,814
Covid-19 Response	MD-TR-2022-352	Ambulance Service Improvements	565
Covid-19 Response	MD-TR-2022-352	Covid response pressures	6,362
Covid-19 Response	MD-TR-2022-341	Test & Trace Programme	13,116
<b>Covid-19 Response Allocations</b>			<b>22,252</b>
Baliff's Chambers	MD-TR-2022-399	Pay Awards	41
Baliff's Chambers	MD-TR-2022-814	Reserve Funding, Additional Income and Repurposing in 2022	485
Comptroller and Auditor General	MD-TR-2022-814	Reserve Funding, Additional Income and Repurposing in 2022	16
Judicial Greffe	MD-TR-2022-399	Pay Awards	130
Law Officers Department	MD-TR-2022-344	JCIS Legal & Policy	99
Law Officers Department	MD-TR-2022-399	Pay Awards	259

## Budget Allocations - Transfers from Reserves by Department (continued)

Revenue Head of Expenditure	Ministerial Decision	Description	Amount £'000
Law Officers Department	MD-TR-2022-814	Reserve Funding, Additional Income and Repurposing in 2022	811
Office of the Lieutenant Governor	MD-TR-2022-399	Pay Awards	27
Official Analyst	MD-TR-2022-399	Pay Awards	15
Probation	MD-TR-2022-399	Pay Awards	76
States Assembly	MD-TR-2022-399	Pay Awards	134
Viscount's Department	MD-TR-2022-399	Pay Awards	65
<b>Non-Ministerial Allocations</b>			<b>2,158</b>
Various	MD-TR-2022-083	Allocation of unspent 2021 approvals	4,496
Various	MD-TR-2022-083	Allocation of unspent 2021 approvals	21,476
<b>Additional allocations</b>			<b>25,972</b>
Health and Community Services	MD-TR-2022-344	Relocate Samares/Plemont: Capital Expenditure	369
Department for the Economy	MD-TR-2022-083	Opera House: Capital Expenditure	84
Covid-19 Response	MD-TR-2022-341	PCR Laboratory	665
<b>Departmental Capital expenditure allocations</b>			<b>1,118</b>
Children, Young People, Education and Skills	MD-TR-2022-431	Revenue to capital expenditure (Discrimination Law and Safeguarding)	(163)
Infrastructure, Housing and Environment	MD-TR-2022-083	Revenue to capital expenditure (Oakfield)	(3,100)
<b>Reclassified as Capital expenditure</b>			<b>(3,263)</b>
<b>Total Reserves Allocations</b>			<b>98,099</b>

## Budget Allocations - Departmental Transfers

From	To	Ministerial Decision	Description	Amount £'000
<b>Covid-19 Response Transfers</b>				
Health and Community Services	Strategic Policy, Planning and Performance	AO Letter 19/01/2022	COVID 19 Vaccine	4,103
Strategic Policy, Planning and Performance	Children, Young People, Education and Skills	AO Letter 07/03/2022	Social Recovery: CYPES Health and Further Education	1,884
Strategic Policy, Planning and Performance	Infrastructure, Housing & Environment	AO Letter 07/03/2022	Countryside Access & Wellbeing	375
Strategic Policy, Planning and Performance	Health and Community Services	AO Letter 07/03/2022	Dental Health Transfer	423
Strategic Policy, Planning and Performance	Customer and Local Services	AO Letter 24/03/2022	Arts and Wellbeing project	333
Department for the Economy	Customer and Local Services	AO Letter 24/03/2022	Economic Recovery	500
Strategic Policy, Planning and Performance	Health and Community Services	AO Letter 12/05/2023	Social Recovery	210
				<b>7,828</b>
<b>Departmental Transfers</b>				
Chief Operating Office	Treasury and Exchequer	MD-TR-2022-009	Transfer of Commercial Services	4,268
Treasury and Exchequer	Office of the Chief Executive	MD-TR-2022-029	Transfer of Risk Funding	185
Strategic Policy, Planning and Performance	Health and Community Services	MD-TR-2022-185	Transfer of Analytics Transformation Prog	519
Health and Community Services	Strategic Policy, Planning and Performance	MD-TR-2022-260	Transfer of Reducing Preventable Disease	276
Health and Community Services	Chief Operating Office	MD-TR-2022-261	Transfer of Digital Assets	3,201
Children, Young People, Education and Skills	Strategic Policy, Planning and Performance	MD-TR-2022-660	Transfer of Reg & Insp of Children Services	291
Infrastructure, Housing & Environment	Strategic Policy, Planning and Performance	MD-TR-2022-720	Transfer of Housing PDB and LT Plan	500
Health and Community Services	Children, Young People, Education and Skills	MD-TR-2022-730	Transfer of CAMHS	653
Department for the Economy	Customer and Local Services	MD-TR-2022-005	Transfer of CFPS	275
				<b>10,168</b>
<b>Total transfers</b>				<b>17,996</b>



## Other Accountability Disclosures

### Personal Data Related Incidents

There were 17 personal data related incidents reported to the Office of the Information Commissioner in 2022. Not all incidents reported will be upheld as a data breach by the Information Commissioner.

An incident is defined as a loss, unauthorised disclosure or insecure disposal of personal data. Protected personal data is information that links an identifiable living person with information about them which, if released, would put the individual at risk of harm or distress. The definition includes sources of information that, because of the nature of the individuals or the nature, source or extent of the information, is treated as protected personal data by the States.

### Gifts

A gift is defined as something voluntarily donated, with no preconditions and without the expectation of any return. Transfers of assets between States entities, grants, social benefits, retirement gifts and long service awards are specifically not classified as gifts. As per the JFRoM, only gifts over 10,000 in value are to be disclosed. No gifts were made in 2022 (2021: nil)

### Losses and special payments

	2022	2021
	£000	£000
Losses	11,063	2,367
Fruitless payments	622	-
Special payments	1,625	3,054
<b>Total</b>	<b>13,310</b>	<b>5,421</b>

Losses and special payments are items that the States would not have contemplated when it agreed budgets or passed legislation. By their nature they are items that ideally should not arise.

The term loss includes the loss of money or property belonging to a States entity. Examples include overpayments of grants, social benefits and to employees as well as theft, fraud, physical loss and abandoned debts, damage or loss of inventory and impairments.

A fruitless payment is a payment for which liability ought not to have been incurred, or where the demand for the goods and service in question could have been cancelled in time to avoid liability. Because fruitless payments will be legally due to the recipient they are not regarded as special payments. However, as due benefit will not have been received in return, they should be regarded as losses. Fruitless payments include abandoned capital schemes and constructive losses. Significant individual items are disclosed separately.

Special payments include compensation payments made under legal obligations, extra payments to contractors, ex gratia payments, severance payments and regulatory payments.

Losses includes an £8.4 million impairment estimate recognised to reflect the decision to review and amend the Our Hospital project solution from a single site at Overdale. While there is still uncertainty pending a confirmed specific solution, this is an estimate of the amounts already incurred and recognised as an asset within Assets Under the Course of Construction in the Property, Plant and Equipment balance on the Statement of Financial Position that will no longer contribute to the revised solution. For example, costs incurred on specific elements of the Our Hospital project that only support the single site at Overdale solution.

More information on the minimum and maximum impairment and the range of scenarios is provided in Note 4.3 Key Sources of Estimation Uncertainty.

The fruitless payments recognised in 2022 predominantly relate to costs incurred across a number of projects on feasibility or pre-feasibility work that did not then go ahead. They include:

• Jersey College for Girls and Jersey College Preparatory music facilities	£192,240
• Overdale Mental Health facilities	£134,772
• Les Landes Nursery	£111,492
• La Moye Hall Extension	£42,339
• Jersey Instrumental Music Service	£41,338

A further breakdown of losses and special payments is provided in Note 4.23.

## Statement of responsibilities

The Treasurer of the States is required by the Public Finances (Jersey) Law 2019 to prepare the annual accounts and financial statements of the States of Jersey. The annual financial statements must be prepared in accordance with Generally Accepted Accounting Principles, and accounting standards prescribed by the Treasurer of the States with the approval of the Minister for Treasury and Resources. Under the Social Security (Jersey) Law 1974, Health Insurance (Jersey) Law 1967 and Long-Term Care (Jersey) Law 2012, accounts of the relevant funds are to be prepared in such form, manner and at such times as the Minister for Social Security may determine. The Minister considers the consolidation of the Funds into the States of Jersey Accounts sufficient for statutory reporting requirements, and so for 2022 will prepare an Annual Performance Report for the Funds that reports upon their performance with reference to the relevant statements in these accounts, rather than a separate set of accounts.

The Public Finances (Jersey) Law 2019 came into force in June 2019 and confirmed arrangements introduced by amendments to that Law in 2018 which made the Chief Executive, as Principal Accountable Officer, legally and financially accountable for the decisions and budgets of the Government of Jersey, with appropriate delegation of accountability to Accountable Officers for departments and projects. Detailed arrangements are set out in the Public Finances Manual.

In preparing the accounts, detailed in the following pages, the Treasurer has:

- applied the going-concern principle to all entities included within the accounts
- applied appropriate accounting policies in a consistent manner
- made reasonable and prudent judgements and estimates.

The Treasurer confirms that, so far as he is aware, there is no relevant audit information of which the States' auditors are unaware; and he has taken all steps that he ought to have taken as Treasurer to make himself aware of any relevant audit information and to establish that the States' auditors are aware of that information.



**Richard Bell**  
Treasurer of the States

Date: 28 April 2023

# Independent auditor's report to the Minister for Treasury and Resources

## Report on the audit of the financial statements

### Opinion

We have audited the financial statements of the States of Jersey Core Entities and its subsidiaries specified for consolidation in the Government of Jersey Financial Reporting Manual (the 'group') for the year ended 31 December 2022 which comprise the:

- Consolidated Statement of Comprehensive Net Expenditure;
- Consolidated Statement of Financial Position;
- Consolidated Statement of Changes in Taxpayers' Equity;
- Consolidated Statement of Cash Flows; and
- Notes to the financial statements, including significant accounting policies.

The financial reporting framework that has been applied in their preparation is applicable law and the 2022 Government of Jersey Financial Reporting Manual (the 'JFRm'), which applies EU adopted International Financial Reporting Standards (IFRS) in place as at 1 January 2020 as adapted or interpreted for the Public Sector in Jersey.

In our opinion, the financial statements:

- give a true and fair view of the financial position of the group as at 31 December 2022 and of the States of Jersey Core Entities and the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with the JFRm;
- have been prepared in accordance with the requirements of the Public Finances (Jersey) Law 2019; and
- properly represent the activities of the States of Jersey.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)), the Code of Audit Practice (November 2020) issued by the Comptroller & Auditor General, and applicable law. Our responsibilities under those standards are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report. We are independent of the States of Jersey Core Entities and of the group in accordance with the ethical requirements that are relevant to audits of financial statements in the UK, including the FRC's Ethical Standard as applied to public interest entities and listed entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Treasurer's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Our audit procedures to evaluate the Treasurer's assessment of the States of Jersey Core Entities and of the group's ability to continue to adopt the going concern basis of accounting included but were not limited to:

- the interpretation of going concern in the public sector context as reflected in the JFRoM;
- undertaking an initial assessment at the planning stage of the audit to identify events or conditions that may cast significant doubt on the States of Jersey Core Entities and group's ability to continue as a going concern;
- assessing the challenges and mitigating actions put in place in response to Covid-19;
- making enquiries of the Treasurer, the Minister for Treasury and Resources, and the Chair of the Risk and Audit Committee in relation to the appropriateness of the adoption of the going concern assumption; and
- evaluating the appropriateness of the Treasurer's disclosures in the financial statements on going concern.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the States of Jersey Core Entities or on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

## Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) we identified, including those which had the greatest effect on: the overall audit strategy; the allocation of resources in the audit; and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

We summarise below the key audit matters in forming our audit opinion above, together with an overview of the principal audit procedures performed to address each matter and key observations arising from those procedures.

These matters, together with our findings, were communicated to those charged with governance through our Audit Completion Memorandum.

Key Audit Matter	How our scope addressed this matter
<p><b>Risk of fraud in revenue recognition – personal income tax (States of Jersey Core Entities)</b></p> <p>Risk of fraud in revenue recognition (presumed to be a significant risk because of the potential to inappropriately shift the timing and basis of revenue recognition as well as the potential to record fictitious revenues or fail to record actual revenues).</p> <p>We have determined the risk of fraud in revenue recognition as being principally in relation to the personal income tax revenue because of the value and the estimation involved in accounting for and recognising the income.</p> <p>As disclosed in the note 4.3 of the financial statements, personal income taxation is identified by the States as a key source of estimation uncertainty.</p> <p>Personal income tax recognised in the 2022 SoCNE is £599m. Of this, £585m is based on the personal income tax estimate for 2022. The remaining £14m relates to previous years when the estimated income was lower than the actual income.</p> <p>We also consider the risk of fraud in revenue recognition exists in income earned through operations where a long-term contract covers several reporting periods.</p>	<p>We addressed this risk by carrying out the following audit procedures:</p> <ul style="list-style-type: none"> <li>• evaluation of the design and implementation of controls over the tax estimation methodology;</li> <li>• challenging the methodology and the assumptions used in the tax estimate; we used our internal actuarial team for this;</li> <li>• considering the historical accuracy of the estimates made for the 2021 financial year against actual tax revenues;</li> <li>• challenging any changes to the current year estimate compared to prior year;</li> <li>• substantively testing the source data used in the estimate; and</li> <li>• substantively testing income earned through operations associated with long term contracts covering different reporting periods.</li> </ul> <p><b>Our observations</b></p> <p>We obtained sufficient, appropriate audit evidence that the estimate for personal income tax recognised was not materially misstated for the year ended 31 December 2022.</p> <p>Our work on long term contracts did not identify a risk of material misstatement.</p>
<p><b>Valuation of land, buildings, social housing, networked assets and other structures (States of Jersey Core Entities and Group)</b></p> <p>The net book value of Property, Plant and Equipment at the 31 December 2022 was £4.5 billion.</p> <p>As disclosed in the note 4.3 of the financial statements, the valuation of these assets is identified by the States as a key source of estimation uncertainty.</p> <p>Note 4.9 discloses the following net book values at 31 December 2022:</p> <ul style="list-style-type: none"> <li>• Land: £390m</li> <li>• Buildings: £757m</li> <li>• Social Housing: £1,006m</li> <li>• Networked Assets (including land): £1,459m</li> <li>• Other Structures £371m.</li> </ul> <p>Management makes key judgements, estimates and assumptions depending on the asset type when valuing these assets. Small changes in the judgements and assumptions used in valuing these assets could result in a material change to the net book value.</p>	<p>We addressed this risk by:</p> <ul style="list-style-type: none"> <li>• obtaining an understanding of the design and implementation of controls over the valuation process;</li> <li>• considering the reasonableness of the valuations and engaging our in-house valuations expert to support our challenge of the key assumptions used in the valuation;</li> <li>• assessing the competence, skills and experience of the valuer and the instructions issued to the valuer;</li> <li>• substantively testing the source data provided to and used by the valuer; In particular, evaluating the appropriateness of data provided to the valuer by management; and</li> <li>• sample testing individual assets to ensure the basis of valuations completed in 2022 was appropriate.</li> </ul> <p>The work done by our in-house valuations expert included consideration of the methodology and assumptions used in the 2022 valuations.</p> <p>For the valuation of social housing held in Andium Homes Limited, we reviewed and evaluated the work performed by the component auditor in accordance with our instructions.</p> <p><b>Our observations</b></p> <p>We obtained sufficient, appropriate audit evidence that the valuation of land, buildings, social housing, networked assets and other structures was not materially misstated as at 31 December 2022.</p>

## Key Audit Matter

## How our scope addressed this matter

**Valuation of strategic investments (States of Jersey Core Entities)**

Strategic investments at 31 December 2022 were valued at £324m, and represent the four subsidiaries that the JFRM requires to be valued rather than consolidated in the group accounts.

As disclosed in the note 4.3 of the financial statements, the valuation of strategic investments is identified by the States as a key source of estimation uncertainty.

One subsidiary is a Level 1 investment as it is listed, and the other three subsidiaries are Level 3 investments where the valuation is based on inputs that are not readily observable.

The assets are valued at fair value and the Level 3 assets require judgements regarding comparative data on which to base the fair value estimate. The assets are valued at fair value and require judgements which could be sensitive to change in markets.

We addressed this risk by carrying out the following audit procedures:

- obtaining an understanding of the design and implementation of controls over the valuation process;
- engaging an in-house expert to critically assess and challenge the valuation methodology and the assumptions used by management; and
- substantively testing the accuracy of the source data used in the valuation.

We tested that the valuations have been accurately reflected in the financial statements and that the disclosures are in line with the reporting framework.

**Our observations**

We obtained sufficient, appropriate audit evidence that the valuation of strategic investments was not materially misstated as at 31 December 2022.

**Valuation of unquoted investments for which a market price is not readily available (States of Jersey Core Entities)**

At 31 December 2022 the Common Investment Fund had assets of in the region of £3.5bn. This included £1.3bn of assets valued as Level 3 investments. The valuation of these assets involves significant judgements given the unobservable inputs.

As disclosed in the note 4.3 of the financial statements, these valuations are identified as a key source of estimation uncertainty. Note 4.11(d) of the financial statements details the sensitivity of Level 3 investments to movements assumptions.

We addressed this risk by carrying out the following audit procedures:

- obtaining an understanding of the design and implementation of controls over the valuation process;
- understanding and testing the source of data used in the valuations to ensure it is independent;
- agreeing the valuation to supporting documentation including the investment manager valuation statements and cash flows for any adjustments made to the investment manager valuation;
- critically assessing methodologies used to value the investments as set out in investment manager valuation policies or other relevant documentation;
- agreeing the investment manager valuation to audited accounts or other independent supporting documentation, where available; and
- inspecting control reports, and where relevant, bridging letters, from investment managers to identify any matters impacting on the valuation.

**Our observations**

We obtained sufficient, appropriate audit evidence that the valuation of unquoted investments was not materially misstated as at 31 December 2022.



## Our application of materiality

The scope of our audit was influenced by our application of materiality. We set certain quantitative thresholds for materiality. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures on the individual financial statement line items and disclosures and in evaluating the effect of misstatements, both individually and on the financial statements as a whole.

Based on our professional judgement, we determined materiality for the financial statements as a whole as follows:

	States of Jersey Core Entities	States of Jersey Group
Overall materiality	£84.5m	£92.4m
How we determined it	1% of total assets	
Rationale for benchmark applied	We consider total assets to be the key focus of users of the financial statements	
Performance materiality	£67.6m	£73.9m
	Performance materiality is set to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements in the financial statements exceeds materiality for the financial statements as a whole.	
Reporting threshold	£2.5m	£2.8m
	This is the level above which we agreed we would report misstatements identified during the audit, as well as misstatements below that amount that, in our view, warranted reporting for qualitative reasons.	

In our view, a lower materiality level was appropriate for the Consolidated Statement of Comprehensive Net Expenditure, where the Statement of Outturn against Approvals and regularity nature of reporting is particularly relevant. We considered total expenditure to be a focus of the user in this Statement and as such we based our specific materiality around this benchmark.

We set a materiality threshold at 1% of total expenditure, resulting in overall materiality of £14.9m, performance materiality of £11.9m and a reporting threshold of £0.4m for the Consolidated Statement of Comprehensive Net Expenditure.

Other specific materiality levels set were related party transactions (£100k), losses and special payments (£100k) and remuneration disclosures (£5k).

## An overview of the scope of our audit

As part of designing our audit, we assessed the risk of material misstatement in the financial statements, whether due to fraud or error, and then designed and performed audit procedures responsive to those risks. In particular, we looked at where the Treasurer made subjective judgements such as making assumptions on significant accounting estimates.

We tailored the scope of our audit to ensure that we performed sufficient work to be able to give an opinion on the financial statements as a whole. We used the outputs of a risk assessment, our understanding of the States of Jersey Core Entities and of the group, their environment, controls and critical business processes, to consider qualitative factors in order to ensure that we obtained sufficient coverage across all financial statement line items.

Our group audit scope included an audit of the financial statements of the States of Jersey Core Entities and of the group. The group comprises the States of Jersey Core Entities, which include Government Departments and a number of Non-Ministerial bodies and operations, and three wholly owned subsidiaries.

Based on our risk assessment, Andium Homes Limited and Ports of Jersey Limited were subject to full scope audit, and Jersey Development Company was subject to specific review. The work required for group audit purposes was undertaken by the component auditor of each subsidiary.

Subsidiary	Share of 2022 Group Total Assets of £9.2 billion	Share of 2022 Group Total Expenditure of £1.4 billion	Scope
States of Jersey Core Entities	82.1%	93.1%	Full scope audit (Mazars)
Andium Homes Limited	12.0%	2.7%	Full scope audit (separate component auditor)
Ports of Jersey Limited	4.8%	3.9%	Full scope audit (separate component auditor)
Jersey Development Company	1.1%	0.3%	Specific review (separate component auditor)
TOTAL	100.0%	100.0%	

We issued group audit instructions for the work that we required from the component auditors to support the Group audit opinion. We provided component auditors with materiality levels to apply for the purposes of the group audit. We liaised with the component auditors on an ongoing basis during the audit. We received formal reports from the component auditors on the outcomes of their work, and we reviewed key working papers relating to the components under full scope audit.

We also tested the consolidation process and carried out analytical procedures to confirm our conclusion that there were no significant risks of material misstatement of the aggregated financial information.

## Other information

The other information comprises the information included in the Annual Report and Accounts other than the financial statements and our auditor's report thereon. The Treasurer is responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Responsibilities of the Treasurer and Principal Accountable Officer

As explained more fully in the "Statement of responsibilities" set out within the Accountability Report, the Treasurer is responsible for the preparation of the financial statements. The JFReM requires that the Treasurer should only approve the financial statements if they are satisfied that they give a true and fair view of the financial position. As explained in the Accountability Report, the Principal Accountable Officer and Accountable Officers are responsible for the proper financial management of the resources under their control and must ensure that robust governance arrangements are in place, which include a sound system of internal control and arrangements for the management of risk. These arrangements are necessary to enable the Treasurer to prepare financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Treasurer is responsible for assessing the States of Jersey Core Entities and the group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the States Assembly either intends to liquidate the States of Jersey Core Entities or the group or to cease operations, or has no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Based on our understanding of the States of Jersey and of the group, we identified that the principal risks of non-compliance with laws and regulations related to the Public Finances (Jersey) Law 2019, and we considered the extent to which non-compliance might have a material effect on the financial statements.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- at the planning stage of our audit, gaining an understanding of the legal and regulatory framework applicable to the States of Jersey Core Entities and to the group, and the structure of the States of Jersey Core Entities and of the group, and considering the risk of acts by the States of Jersey Core Entities and by the group which were contrary to applicable laws and regulations;
- discussing with the Treasurer the policies and procedures in place regarding compliance with laws and regulations;
- discussing amongst the engagement team the identified laws and regulations, and remaining alert to any indications of non-compliance; and
- during the audit, focusing on areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general sector experience, through discussions with the Treasurer and the Risk and Audit Committee, from inspection of correspondence, and from review of minutes of meetings of the Council of Ministers in the year.

In addition, we evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates and significant one-off or unusual transactions.

Our procedures in relation to fraud included but were not limited to:

- making enquiries of the Treasurer, the Chair of the Risk and Audit Committee and the Minister for Treasury and Resources on whether they had knowledge of any actual, suspected or alleged fraud;
- gaining an understanding of the internal controls established to mitigate risks related to fraud;
- discussing amongst the engagement team the risks of fraud, such as opportunities for fraudulent manipulation of financial statements, and determined that the principal risks were related to posting manual journal entries to manipulate financial performance and management bias through judgements and assumptions in significant accounting estimates; and
- addressing the risks of fraud through management override of controls and the risk of fraud in revenue recognition.

The primary responsibility for the prevention and detection of irregularities including fraud rests with both those charged with governance and management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

The risks of material misstatement that had the greatest effect on our audit (whether or not due to fraud) are discussed in the key audit matters section of this report.

A further description of our responsibilities is available on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Other matters which we are required to address

We were appointed by the Comptroller and Auditor General on 9 October 2020 to audit the financial statements for the year ended 31 December 2020 and subsequent financial periods. The period of total uninterrupted engagement to date is three years, covering the year ended 31 December 2020, the year ended 31 December 2021 and the year ended 31 December 2022.

The non-audit services prohibited by the FRC's Ethical Standard were not provided to the States of Jersey Core Entities or to the group and we remain independent of the States of Jersey Core Entities and the group in conducting our audit.

Our audit opinion is consistent with the additional report to the Minister for Treasury and Resources and the Risk and Audit Committee, which comprises our Audit Completion Memorandum and follow up letter.

## Report on regularity

### *Opinion on regularity*

In our opinion, in all material respects:

- the Statement of Outturn Against Approvals properly presents the outturn against the budget approved by the States Assembly for the year ended 31 December 2022 and shows whether those totals have been exceeded; and
- the income and expenditure relating to the States of Jersey Core Entities in the Statement of Comprehensive Net Expenditure for the year ended 31 December 2022 have been applied to the purposes intended by the States Assembly and the financial transactions recorded in the financial statements confirm to the authorities which govern them.

### Basis for opinion on regularity

We are required to give reasonable assurance that the Statement of Outturn Against Approvals properly presents the outturn against amounts approved by the States Assembly and that those totals have not been exceeded. We are also required to obtain evidence sufficient to give reasonable assurance that the income and expenditure recorded in the financial statements have been applied to the purposes intended by the States Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

## Report on other legal and regulatory requirements

### *Opinion on other matters prescribed by the Code of Audit Practice*

We are required by the Code of Audit Practice (November 2020) issued by the Comptroller & Auditor General to give an opinion on whether the part of the Remuneration Report to be audited has been properly prepared in accordance with the relevant accounting and reporting framework.

In our opinion, the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with the JFReM.

## Matters on which we are required to report by exception under the Code of Audit Practice

We are required by the Code of Audit Practice (November 2020) issued by the Comptroller & Auditor General to report, by exception, where the Corporate Governance Report included in the Annual Report and Accounts:

- does not comply with any requirements for its compilation stated in the Annual Report and Accounts of the States of Jersey or directed in the Public Finances Manual, as issued by the Minister for Treasury and Resources under Article 31 of the Public Finances (Jersey) Law 2019; or
- is misleading or inconsistent with information of which the auditor is aware as a result of their audit.

We have nothing to report in these respects.

## Use of our report

This report is made solely to the Minister for Treasury and Resources in accordance with Article 12(1) of the Comptroller and Auditor General (Jersey) Law 2014. Our audit work has been undertaken so that we might state to the Minister for Treasury and Resources those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Minister for Treasury and Resources for our audit work, for this report, or for the opinions we have formed.



**Mark Kirkham**

Partner

for and on behalf of Mazars LLP

5th Floor

3 Wellington Place

Leeds

LS1 4AP

Date: 28 April 2023

# Report of the Comptroller and Auditor General to the States Assembly



## Certificate of the Comptroller and Auditor General to the States Assembly

In accordance with Article 12(1) of the Comptroller and Auditor General (Jersey) Law 2014, I have ensured that an audit of the financial statement of the States of Jersey for the year ended 31 December 2022 has been completed. I have no matters to which I wish to draw the States' attention in accordance with Article 12(3) of the Comptroller and Auditor General (Jersey) Law 2014.



**Lynn Pamment**  
Comptroller and Auditor General

Jersey Audit Office  
de Carteret House  
7 Castle Street  
St Helier  
Jersey  
JE2 3BT

Date: 28 April 2023