



Annual Report 2022



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Please note: All Workforce statistics, remuneration reports and pay ratios are included in the Annual Report and Accounts

OUR APPRECIATION TO ALL COLLEAGUES

The Members of the States Employment Board would like to take the opportunity to thank publicly all its employees for their hard work and dedication throughout 2022.

As ever, the public service has been at the heart of many important events this year. In September, we came together to mark the demise of Her Majesty Queen Elizabeth II, recognising her lifetime of service to the British family and the Commonwealth. This, of course, was just shortly after we had celebrated Her Majesty's Platinum Jubilee.

Towards the end of the year, we stood together as a public service when three tragedies struck Jersey. We should especially take heart in the pride we feel for our emergency services, healthcare specialists, and public servants who responded professionally and compassionately as a public service to the tragedies we so sadly experienced. Their expertise and preparedness shone through as they responded to the immediate emergencies, the major incident response, and the ongoing recovery work; doing so alongside everything they would usually do to ensure the Island remained operational and safe. We would like you to know that we are very proud of you.

As Members of the States Employment Board, we are very grateful for the smooth transition following the elections and look forward to continue working with experienced colleagues to develop the agenda of the States Employment Board.

INTRODUCTION

The States Employment Board is constituted by the Employment of States of Jersey Employees (Jersey) Law 2005.

Our functions are wide ranging, covering matters of employment, pay, health and safety, the organisation of States employees and ensuring that the public service is appropriately supported and that it performs for the benefit of the whole community.

To those ends, we have introduced a greater focus on health and safety throughout the organisation.

We have confirmed the adoption of the current People Strategy and ascribe to the values and behaviours. We have enjoyed seeing the strategy come to life. The highlights include the Our Stars, long service recognition awards, annual public service awards, a showcase of recognition and achievements. The People Conference we hope becomes an annual fixture focussing on how we are developing as an organisation and engaging managers and employees in development opportunities.

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

Looking forward, we hope the foundations that are in place will allow the new SEB to continue the momentum that was created. This includes following through on the workforce plans to allow us to better manage succession and skills in a very competitive market. The continued investment in the workforce, culture and engagement is critical to employees. The next employee survey (Be Heard) is an opportunity for the SEB to baseline their achievements over the next 3 ½ years.

Deputy K.L.Moore
Chair, Board Member

Connétable Andy Jehan
Vice-Chair, Board Member

Deputy M E Millar
Board Member

Deputy Sir P.M. Bailhache
Board Member

Deputy B Ward
Board Member

Signed:



Dated: 31.03.23

ACCOUNTABILITY REPORT

An Overview of 2022

The current States Employment Board formed following the 2022 elections and commenced in post in July 2022.

The Board were provided with a comprehensive handover from the previous States Employment Board.

A part of the handover, it was highlighted that the 2021 staff survey (Be Heard) was very critical of leadership and management, as well as highlighting the lack of opportunity for development and progression in careers. The next staff survey is due to take place in Spring 2023.

There has been investment made during 2022 to begin to resolve several legacy issues with health and safety including conducting new risk assessments for fire, establishment of a governance framework and a suite of 27 Health and Safety Minimum Standards. However, it is recognised that there is a need for further remediation on developing Health and Safety cultural maturity.

During 2022, the Comptroller and Auditor General published [States Employment Board: Follow Up](#) report. The report made 18 recommendations, suggested 9 areas for prioritisation and 3 areas for consideration, all of which have been accepted by the current Board.

Since July 2022, the Board have quickly sought to move towards a longer term strategy, addressing issues with morale, workforce planning, attracting and developing talent from the Island, and looking towards a longer term sustainable public workforce. We also feel strongly that a higher level of scrutiny is applied in the assessment of P59s (applications for senior and high paid roles) and have introduced a mechanism to monitor suspension processes and cases which reach the Jersey Employment and Discrimination Tribunal.

Constitution of the States Employment Board

The States Employment Board is constituted by the [Employment of States of Jersey Employees \(Jersey\) Law 2005](#). Our functions are wide ranging, covering matters of employment, pay, health and safety, the organisation of States employees, instructing and responding on legal matters that concern the Board.

We employ all public employees in Jersey, and we are responsible for the setting of employees' terms and conditions of service. The Board is chaired by the Chief Minister (or a nominee) and brings together two States Members who are Ministers or Assistant Ministers, and two States Members who are nominated by the States Assembly and are not part of the Government.

Following a recommendation from the Comptroller and Auditor General, the Board have also reviewed and enhanced the scheme of delegation.

To assist in the discharge of our function we issue Codes of Practice. It is the responsibility of each Accountable Officer in a States-funded body (including non-ministerial bodies) to comply with these Codes.

This report provides information about the work of the States Employment Board (the 'Board') from 1 January 2022 through to 31 December 2022

Members at the date of publication of this document are:

Previous Members of States Employment Board from 1st Jan – 27th June	Current Members of States Employment Board 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*

States Employment Board Responsibilities

Remuneration policy for all employees of the States of Jersey is determined by the States Employment Board (SEB). On behalf of the 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. Pay scales are published and cover the following groups of employees:

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

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

The States of Jersey is an accredited Jersey Living Wage Employer and is committed to equal pay for equal work and adopting a socially responsible approach.

Independent Advisers

The independent adviser is independent of the Government of Jersey and officers and reports directly to the Board to:

- Provide advice and opinion to the States Employment Board in the lawful discharge of their duties
- Ensure good governance, probity, and decision making
- Advise on strategy development and risk management in respect of the workforce
- Advise on the development of Codes of Practice and the policy framework
- Challenge officers and probe recommendations
- Ensures independence of decision-making for the Board
- Assisting sub committees of the board

The Board may appoint up to two independent advisers.

In 2019, the Board recruited Mrs Beverley Shears who continues in the role of independent adviser. Mrs Shears functioned as the independent adviser to the Board throughout the year. She is an experienced executive and non-executive director across the public and private sectors, with an expertise in strategic employment matters.

A vacancy for a second adviser remains. The Board considered recruiting to a second adviser following the recommendation from the Corporate Services Scrutiny Panel. The Board have created a role profile and defined the recruitment process for the independent advisers.

An assessment by the Board has identified the need for future advisers to have a balance of skills at Board-level with one of the advisers with experience in employment law within Jersey.

Governance

The States Greffe provides administrative support and minute taking to the Board.

The Chief Executive and Head of Public Service provided advice and guidance to the Board, supported by senior officers as required.

Legal advice is provided by the Law Officers Department.

People and Corporate Services provide secretariat and coordinating functions.

Assessment of the Board of Governance and Assurance

The Board has implemented the following areas to assure ourselves in the discharge of our duties:

- **People Management Dashboard:** Key figures about the workforce
- **Risk Register:** Strategic risks linked to the People Strategy and operations across the public service. Local operational risks are reported through the Executive Leadership Team. Where these risks are serious, they are escalated to the Board.

- **Health and Safety:** Monthly reporting against the Health and Safety Plan implementation and key risks. Quarterly reporting from the Health and Safety Board chaired by the Chief Operating Officer.
- **Control of Establishment:** proposed organisational restructures are agreed by the States Employment Board. The use of consultants and senior recruitment is controlled through the P.59 process, whereby the Board are requested to approve a business case to go to recruitment or for the use of external consultants and interim contractors. A six-monthly report is presented to the States Assembly with the detail of the use of interim and consultant contractors.
- **Audit Tracker:** Reports to review the progress against audit actions and recommendations that have been accepted from Scrutiny Panels.

Meetings of the Board

In 2022 there were 21 meetings:

January 2022 – June 2022

Member	Meetings Attended	Apologies received	Non-attendance
Senator J.A.N. Le Fondré, Chair	5	1	2
Connétable R.A Buchanan of St. Ouen, Vice Chair.	7	1	0
Connétable D.W. Mezbourian of St. Lawrence	7	1	0
Deputy S.J. Pinel of St. Clement	7	1	0
Deputy G.J. Truscott of St. Brelade	8	0	0

June 2022 – December 2022

Member	Meetings Attended	Apologies received	Non-attendance
Deputy K.L. Moore of St. Mary, St. Ouen and St. Peter, Chief Minister, Chair	12	1	0
Connétable A.N. Jehan of St. John, Vice Chair	11	2	0
Deputy M.E. Millar of St. John, St. Lawrence and Trinity	12	1	0
Deputy B. Ward of St. Clement	13	0	0
Deputy Sir P.M. Bailhache of St. Clement	9	4	0

Financial Report

The Board does not have a budget. Any expenditure linked to a department is covered by that department. Administrative costs, where incurred, were the responsibility of the Chief Operating Office.

Members of the Board are remunerated as Members of the States Assembly. There are no additional allowances or expenses as a Member of the States Employment Board

Delegations

At the start of their term, the Board considered and re-issued their Scheme of Delegation with minor amendments to ensure greater control of staffing expenditure.

The Board considered and approved drafts for a revised Scheme of Delegation in 2022 to include delegations for Health and Safety.

The Board has considered the need to improve scrutiny and accuracy of information provided to them, particularly in their focus on health and safety, performance management, compliance, and employment risks.

Audit Reports

During 2022, the Comptroller and Auditor General published [States Employment Board: Follow Up](#) report. The conclusion of the C&AG was:

The publication of a People Strategy in November 2021 was an important milestone in setting out the high-level objectives and a clear strategy for developing the public service. The People Strategy now needs to be delivered in a systematic and prioritised manner ensuring that regular checks are made on its impact.

There is still work to be done to review and address the weaknesses in oversight of the management of the workforce, reported by the C&AG in 2019 and the Democratic Accountability and Governance Sub-Committee in 2022. Weaknesses remain relating to the establishment and functions of the SEB and the JAC. In addition, there are ambiguities and gaps in the current arrangements.

The report made 18 recommendations, suggested 9 areas for prioritisation and 3 areas for consideration, all of which have been accepted by the Board.

Internal Audit Reports during 2022

Report	Audit Rating	Recommendations and comments
2022 Voluntary Release Scheme Follow Up Review	5 - Excellent	No recommendations
Health and Safety Strategy Review	N/A	
Business Continuity Management	3 - Tolerable	4 – Medium 2 – Low 2 - Advisory

PERFORMANCE REPORT

Chair of SEB: Statement of Performance

The current Board recognised that it would be important for them to begin to assess how effectively they are performing their roles against the objectives and goals they have set for themselves.

It has been agreed this will take place on an annual basis. Discussions about the evaluation of the Board will be initiated by the Chairperson (or nominated Deputy) and the consensus of the Board members will be obtained, relating to the evaluation methodology and outputs.

The Board structure, the constitution and diversity of the members is assessed as a strength with the right size and mix of skills to ensure its optimum effectiveness. The frequency of the meetings and governance of the meetings is regarded as appropriate.

On appointment, the current members of the Board committed to undertake a comprehensive induction programme over 2022/23 and continuing. In addition, we have held development workshops covering governance, values, and behaviours.

The quality of participation in Board meetings ensures that all Board members support and debate the organisation's strategy and values and have a clear understanding on the strategic direction and the financial and human resources necessary to meet its objectives.

The Board have taken an active interest in establishment control, health and safety, and risk management and hope to develop this further in 2023.

The Board requires guidance with the latest developments in the regulatory environment e.g Health and Safety.

The Board have experienced issues with data quality, however, recognise that Officers are working hard to ensure improvements are made moving into 2023.

Strategy

The Board committed to maintaining the existing People Strategy to focus on four strategic commitments:

Your Experience	<ul style="list-style-type: none">• We say we are proud of who we work for• We have a sense of belonging where we can be ourselves• Managers are role models, set clear standards and are supportive• We play a role in helping to attract and retain the best talent in our workforce• We feel valued and say we work in a safe and supportive environment, free from bullying and harassment, and where we can express ourselves without fear• We are recognised for our contribution and successes are celebrated.
Your Development	<ul style="list-style-type: none">• We are confident and capable within our role and clear about what is expected of us• We will take ownership and opportunities for developing our potential• We will have a clear career path and participate fully in professional and personal development opportunities• We will learn from others, diversifying our experiences and knowledge• We will share our knowledge with others.
Our Organisation	<ul style="list-style-type: none">• Our people will understand and champion our collective values and display positive behaviours• Our people will have a say in how the organisation changes and are involved in shaping change that affects them• Our people will say they are well-led and speak of the positive impact their managers and our leaders have in the organisation• Our managers will have a clear purpose and understand our expectations of the role they need to play• Our people will feel they are making a difference to our community and Island, beyond their roles.
Our Future	<ul style="list-style-type: none">• We will work more sustainably, reducing our impact on the environment and working towards the Island's carbon neutral goal• We will design services to anticipate future demand for customers, which will be more agile and based on continuous improvement• We will define the skills needed for the future and work towards obtaining them, reducing the need to recruit off-Island• We will work to maximise the use of technology for efficiency and effectiveness• We will be able to work more flexibly.

Operational Focus

Our Values

The Board committed to strengthening the role of our values within the public service. We welcomed the adoption of the values by the Council of Ministers.

We continue to roll out recognition for those nominated by their peers for demonstrating exceptional conduct linked to the values.

Embedding these across the public service is being done through:

- Referencing them in all Codes of Practice and policies and procedures
- A communications campaign demonstrating how the values are adopted and used across different service settings
- Recognition and awards, with regular opportunities for employees to be nominated for 'living the values'
- Embedded with the performance conversations (MyConversation, MyGoals / Connect People)



People Strategy

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

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

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

Policy Framework

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

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

We have delivered the following policies with supporting toolkits:

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

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

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

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

[People Services policies: Government of Jersey](#)

[People Services policy toolkit: Government of Jersey](#)



Diversity, Equity, and Inclusion

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

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

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

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

Health and Safety (H&S)

The existing SEB have reviewed and approved the H&S Policy Statement of Intent in 2022.

The SEB is legally responsible under the Law and as set out in the statutory duties.

SEB remain committed to reducing the liabilities arising from Health and Safety duties, by taking a more rigorous leadership approach to the duties. Considerable progress has been made in 2022 which includes the progression of the Health and Safety Strategy. Alongside this, the following has been put in place:

- Refinement of the H&S Risk Group, as well as the H&S Serious Incident Review Group.
- Monthly reporting from the H&S Team to States Employment Board
- Suite of c.29 H&S Minimum Standards have been introduced across the organisation.
- Development of Connect H&S with support from the entire community of H&S managers ahead of its launch in Q2 2023. The new systems will enable more effective management of H&S performance and create opportunities to raise the quality of insights and communication of lessons learned from investigations.
- Workforce Immunisation policy was developed and approved with an in-house immunisation service established.
- Updated governance framework put in place for the Jersey Public Service, as well as a H&S assurance process agreed with the States Employment Board.

The H&S Annual report is due to be published shortly which will provide further detail on the actions taken by the organisation during 2022, as well as providing an outline of the key objectives and principles for the H&S Board to action during 2023.

A H&S assurance process has been approved by SEB – see illustration below – which describes how H&S assurance is linked to the reporting of the updated governance framework by departments for the H&S element. This will give Accountable Officers clarity on the evidence available to demonstrate operational H&S compliance in their areas of responsibility.

Delivering effective H&S Assurance

REPORTING TO THE STATES EMPLOYMENT BOARD

STEP 01

Self Declaration

Departments record ERM risk scores against H&S Minimum Standards

Accountable Officers provide annual return to Internal Audit via the Accountable Officer Governance Assurance Statement questionnaire.



STEP 02

Self Assessment

Accountable Officers measure Dept H&S performance - relating to Infrastructure and People. Use of H&S Minimum Standards; Corporate H&S Risks from ERM; Dept H&S Plans



STEP 03

Audit

Corporate H&S Team Audit Departmental performance in practice; evidence led. Using H&S Minimum Standards as the benchmark to achieve for H&S Infrastructure and People issues across the Jersey Public Service



STEP 04

Assurance

Corporate H&S Team report to SEB. Progress is facilitated.

External Auditors audit Corporate H&S Team and the whole assurance process



Business Continuity and Risk Management

During 2022, the Government developed a new Business Continuity Management portal to allow for closer integration of Business Continuity and Risk Management workflows. This moves away from the previous Business Continuity pages previously held on the intranet site. The closer integration of the two processes will see more robust governance and ease of management for business areas, as well as allowing for the use of improved functionality which has previously been developed for the Enterprise Risk Management processes.

2022 also saw a review of the communications methods used by the organisation during business continuity events. The review identified the need for a more robust and specialised communication system to fill some of the gaps that existed with the use of more traditional communication apps. A procurement process has been undertaken where several potential systems were analysed with a final decision taken to utilise the Everbridge “Crisis Event Management” system. The contractual process has been completed with the expected rollout of the technology to corporate Business Continuity personnel and senior leadership teams to be completed during 2023.

It is also appropriate to highlight at this juncture that the emergency services, support services, Leads and Representative bodies all demonstrated an exemplary joined-up approach to business continuity and risk management in the face of the three major incidents in Jersey.

Data quality, improvement, and reporting

Single Post Occupancy enables improved post-to-post reporting and management of staff in our HR systems. Approximately 4,500 staff moved into single post occupancy reporting in 2022 with all permanent and contracted posts moved as of July 2022.

RECOGNITION AND AWARDS

We have been proud to recognise the considerable contribution made by employees across the public service for the benefit of Islanders. We are particularly pleased when we are recognised across the British Isles as best in class and we wish to acknowledge the excellence within our public services. We are thrilled to share some examples of the incredible work that has been recognised in the Jersey Public Service Awards (known as Our Stars).

Our Stars 2022 was the biggest and most successful to date with a record 1,401 nominations received across 10 award categories as shown below. A two-stage approach started with departmental judging and celebration events, and culminated with over five hundred employees making it through to the finale where the overall Jersey Public Service winners were announced.

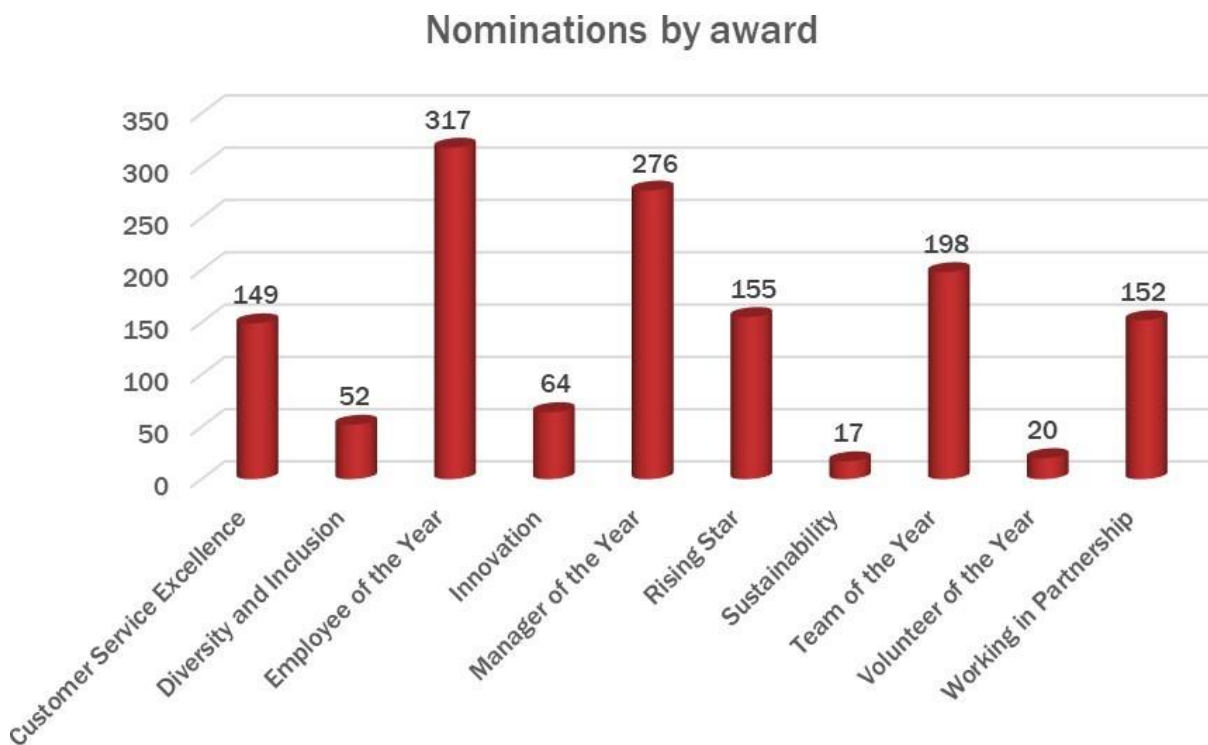
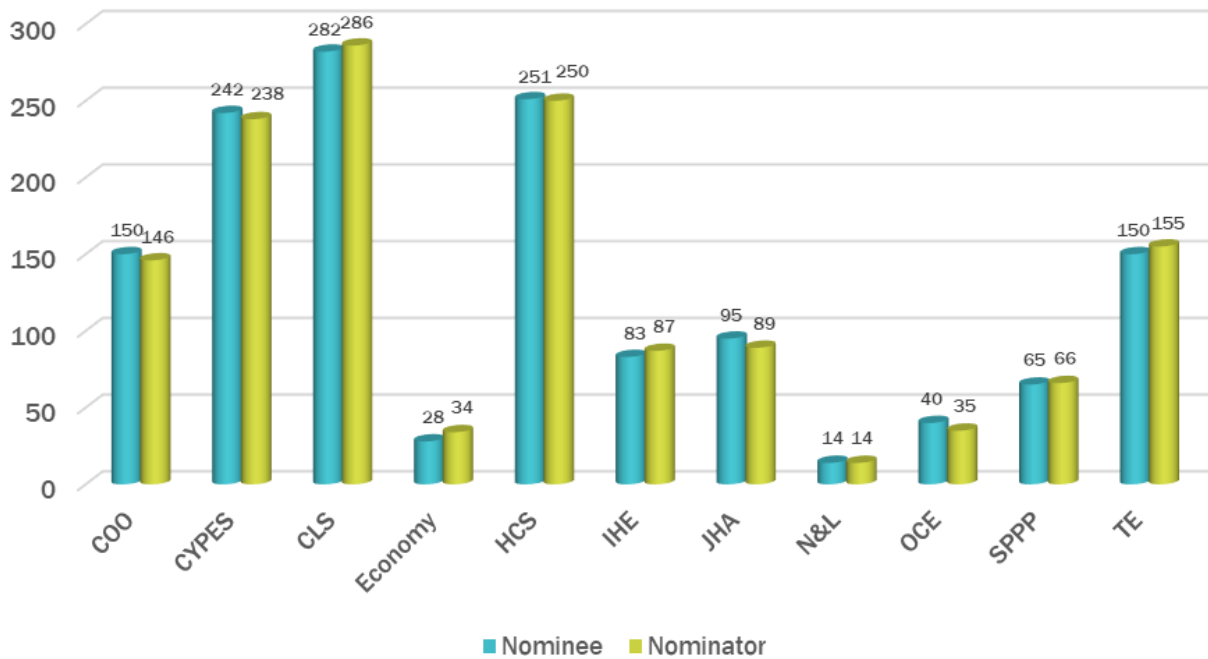


Chart: Number of nominations per award category in 2022

Increased departmental engagement had a positive impact on the employee experience, particularly where Chief Officers undertook the writing of individual notes of thanks, personally signing congratulations cards and hosting departmental events. Anecdotal feedback has indicated this approach has been welcomed and has contributed to staff feeling valued and more likely to become involved with the process.

Nominations by department



The Board is fully supportive of continuing with Our Stars, with appreciation that this is one of a number of ways to demonstrate thanks and appreciation for the contributions of colleagues, to show that we truly value efforts, and to help build morale and pride in public service.

Immediately after the event, attendees were asked how inspired, valued, and proud they felt as a result of the Our Stars journey, which showed a consistent high level of satisfaction. 93% of respondents reported that they are very likely or somewhat likely to recommend the event to other colleagues.

Our Stars awards winners:

- Employee of the Year – Samantha Rawlinson, Police Coroner’s officer in Justice and Home Affairs
- Manager of the Year – Carly Lucas, Jersey Domestic Abuse Support Manager in Justice and Home Affairs
- Team of the Year - The House Keeping Team in Health and Community Services
- Customer Excellence - Marcia Luis, Welcome Host in Customer and Local Services
- Volunteer of the Year - Micki Swift, Childhood Studies Tutor at Highlands College
- Innovation Award - Kierra Myles, Mentor in Children, Young People, Education and Skills
- Working in Partnership - Commissioning and Service Redesign Team in Children, Young People, Education and Skills
- Rising Star - Gemma Atherley, Assistant Economist in the Department for the Economy
- Diversity and Inclusion - Martin Davies, Detective Sergeant in the Public Protection Unit
- Sustainability - Jo Spybey, Head of Business Support in the Chief Operating Office

Long Service Awards

Long Service recognition is an important element of employee engagement where the organisation can demonstrably show that we value the contributions made by colleagues and is a way of saying thank you for dedication to service.

Long Service recognition is an area that offers clear opportunities for making improvements to how we engage with our employees and to demonstrably show how we are living and embedding our Values.

In 2022, we launched a new “Long Service” awards programme to recognise staff who have worked for the Government of Jersey over the period of 25 years. In our first year we have recognised 319 staff who reached working milestones of between 25 and 45 years’ service.

PRIORITIES FOR 2023-2026

The Board has held workshops, considered the Ministerial Plans, and in regular meetings considered areas of priorities. A focus on the following areas for 2023 will be:

i) Priorities Chief Minister Delivery plan 2023-2026

Recruitment and retention: improving our effectiveness in planning, routes to market, internal development, and support for key workers.

Key worker housing: A short-term goal of 100 units in 2023 is being delivered with a longer-term strategy and plan for key worker housing.

Performance and accountability: Development of the workforce through good performance management, clear objectives, development plans and accountability for performance will deliver a more productive and experienced workforce, reducing overheads and increasing capacity to deliver.

Employee Engagement: Undertake the Be Heard Survey in Spring 2023 – deliver an employee engagement report with progress made together with recommendations for areas of continued improvement.

Growing talent: through training and development programmes (talent attraction, paid internship, increase in the number of Apprentices).

ii) Priorities States Employment Board

Governance: The Board will publish proposals for the revised governance structures for the public service in respect of the Employment of States of Jersey Employees (Jersey) Law 2005.

Pay and Terms and conditions: Set a long-term pay strategy for the public service, alongside areas of reform for terms and conditions. Examine how performance management is reflected within terms and conditions.

Strategic Workforce Planning: The delivery of strategic workforce planning with a particular focus on recruitment and retention of staff in critical frontline services.

Health and safety: Improving our oversight, assurance, and delivery against identified risks and ensuring clear accountabilities and training within the public service. Every public servant will have an obligation and access to training to meet their standards for health and safety within the workplace.

Performance Management: Establishing a continuous performance management culture, which began in 2019 with the creation of My Conversation My Goals (MCMG) and the go-live of Connect People in January 2023 to raise the bar with regards to performance management.

Appendix 1 Public Sector Pay and Conditions

The SEB has thirteen recognised trade unions across the range of the public service. Additionally, there are nearly 200 individual contact holders (normally senior appointments or office holders).

Trade union relationships are normally cordial, and a good working relationship exists across the public service. From time to time, disputes and complaints arise – most of which are resolved without escalation to the SEB.

For the first time in 2022, the SEB successfully negotiated the 2022 pay awards with all pay groups and trade unions without dispute.

In 2021, all groups accepted with the exception of nurses, who had the deal imposed on them.

In 2020, there was a failure to agree with civil servants and disputes (eventually resolved) with nurses, teachers, and doctors.

The SEB negotiates annual increases with the trades unions. The main pay groups are shown below. Annual uplifts in pay are negotiated with the trade unions, with protocol to September inflation.

Table One: 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	Police	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 pay scale in 2020 which meant employees on average received a total increase of 7.0% for that year.

For 2023 pay awards, it is expected that negotiations will be significantly more difficult, potentially looking to the U.K. for increasing industrial action by trade unions over pay and benefits.

The SEB has committed to transparency in our pay. As such, we publish an annual Gender Pay Gap Report. Pay policies should address continuing pay and progression disparity within the workplace.

Appendix 2: Key Workforce Information

Table One: Headcount by Department

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	33	32
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	81	78
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
Total	8354	7595	7937	7239

Appendix 3: Proposition P.107/2022

The States Employment Board and Council of Ministers accepted the Proposition P.107/2022, for enhanced reporting of States salary statistics, which will further improve openness and transparency in relation to the composition of the public sector workforce.

Table One: Total remuneration for all Government of Jersey staff paid through payroll during 2022, split into salary bands and department.

Department	£0 – £19,999	£20,000 - £39,999	£40,000 - £59,999	£60,000 - £79,999	£80,000 - £99,999	£100,000+	Total
Chief Operating Office	£763,344	£1,659,909	£5,578,183	£6,455,549	£3,888,950	£3,320,421	£21,666,355
Children, Young People, Education	£7,143,501	£26,158,723	£23,505,604	£42,326,055	£22,059,985	£9,561,372	£130,755,240
Customer and Local Services	£1,102,602	£2,877,352	£7,288,535	£4,250,477	£458,724	£1,028,929	£17,006,619
Department For the Economy	£189,915	£209,102	£456,307	£779,435	£528,818	£1,826,377	£3,989,955
Department of External Relations	£43,629	£93,275	£216,881	£75,778	£276,010	£328,475	£1,034,048
Health and Community Services	£6,921,799	£22,695,590	£37,647,147	£39,813,064	£23,745,892	£29,083,005	£159,906,496
Infrastructure, Housing and Environment	£911,024	£3,835,845	£10,928,091	£9,971,465	£5,215,615	£4,469,964	£35,332,003
Justice and Home Affairs	£1,138,138	£3,109,209	£9,455,005	£18,588,454	£12,369,481	£4,719,516	£49,379,802
Non Ministerial	£382,552	£1,462,911	£3,312,077	£3,383,354	£2,368,186	£7,185,630	£18,094,710
Office of the Chief Executive	£142,360	£370,613	£1,447,724	£1,130,204	£704,523	£1,079,738	£4,875,162
States Assembly	£73,044	£1,581,432	£1,971,050	£943,706	£329,521	£1,459,439	£6,358,193
Strategic Policy, Performance	£1,304,568	£3,306,995	£2,880,836	£2,773,647	£2,715,232	£2,474,396	£15,455,674
Treasury & Exchequer	£666,628	£2,413,708	£5,406,724	£6,215,928	£4,118,291	£4,854,057	£23,675,336
	£20,783,104	£69,774,663	£110,094,162	£136,707,116	£78,779,227	£71,391,319	£487,529,591

Table Two: Percentage of Total Payroll Expenditure by salary band and department.

Department	£0 – £19,999	£20,000 - £39,999	£40,000 - £59,999	£60,000 - £79,999	£80,000 - £99,999	£100,000+
Chief Operating Office	4%	8%	26%	30%	18%	15%
Children, Young People, Educat	5%	20%	18%	32%	17%	7%
Customer and Local Services	6%	17%	43%	25%	3%	6%
Department For the Economy	5%	5%	11%	20%	13%	46%
Department of External Relations	4%	9%	21%	7%	27%	32%
Health and Community Services	4%	14%	24%	25%	15%	18%
Infrastructure, Housing and Environment	3%	11%	31%	28%	15%	13%
Justice and Home Affairs	2%	6%	19%	38%	25%	10%
Non Ministerial	2%	8%	18%	19%	13%	40%
Office of the Chief Executive	3%	8%	30%	23%	14%	22%
States Assembly	1%	25%	31%	15%	5%	23%
Strategic Policy, Performance	8%	21%	19%	18%	18%	16%
Treasury & Exchequer	3%	10%	23%	26%	17%	21%
	4%	14%	23%	28%	16%	15%

The States Employment Board and Council of Ministers agreed for the avoidance of doubt and consistency, that information provided within P.107/2022 about Consultants remuneration will use the same definition and data used to present the P.59 Report to the States.

The Seventh of these reports, covering January to June 2022, can be found here; [r.17-2023.pdf \(gov.je\)](https://www.gov.je/r.17-2023.pdf)

Appendix 4: 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 25 th 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 75 th 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%

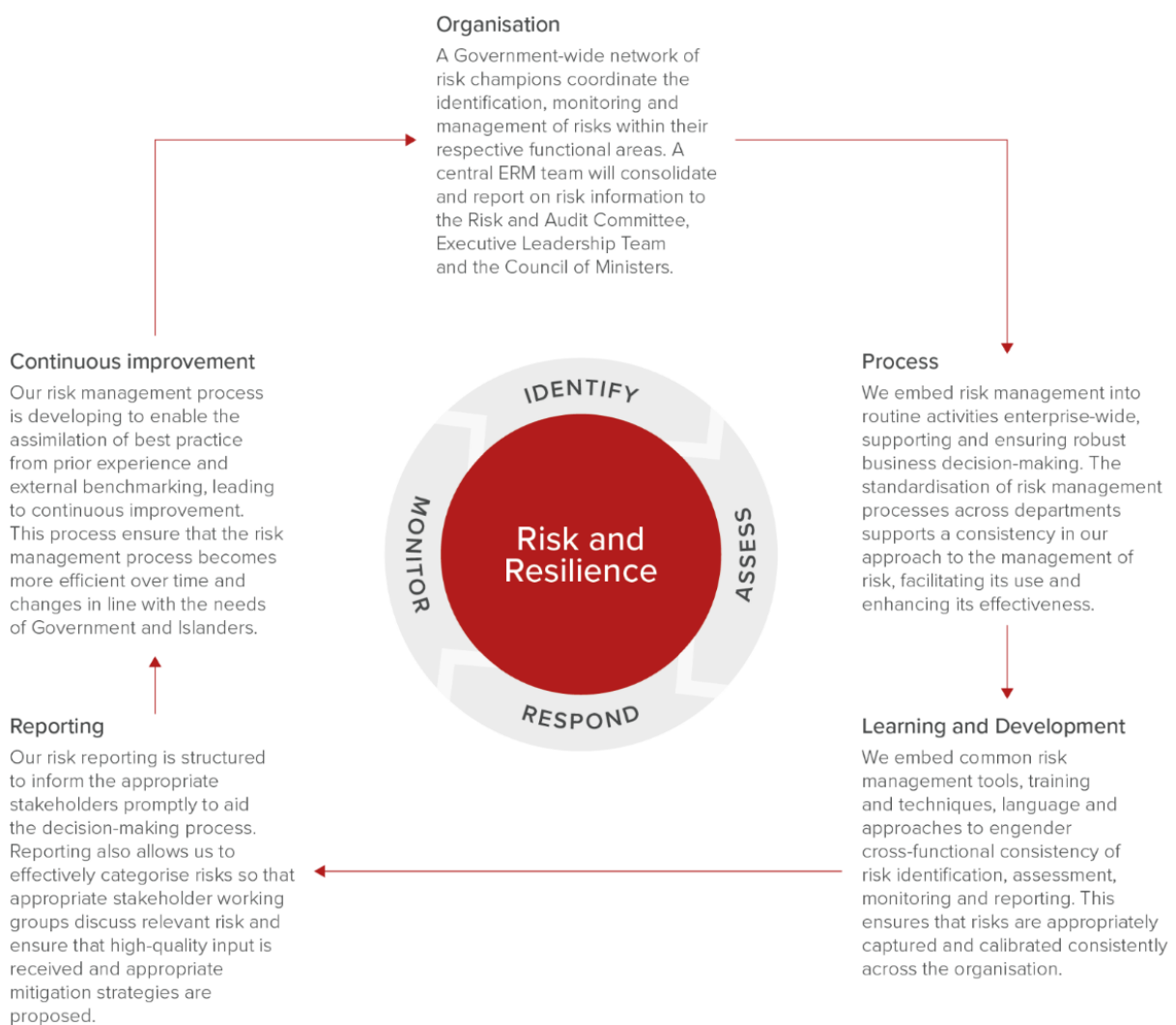
Note 1: Gender Pay June 2021/2022 figures Results differ from the previous year due to improved methodology. 2021 and 2022 figures in the table are on a consistent basis, however the 2021 figure is different from what was published in the ARA 2021 because of the improvement in methodology. Previously 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 payscales 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

Appendix 5: Risk Statement

Strategy for the management of risk continues to be developed and the Enterprise Risk Management (ERM) framework sets out the basis for risk and evidence-based decision making. Operational risks are managed by departments through the (ERM) system within Treasury and Exchequer. The Board has adopted this platform for the monitoring of strategic workforce risks and the platform allows the escalation of any operational risks to the Board.

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.



Workforce Strategic Risks

The register shows the actions being taken, the impact if the risk materialises, and the internal controls we have in place to manage the risk and the summary of key strategic workforce risks (December 2022)

The SEB has a keen interest in prioritising the delivery of strategic workforce planning across departments, with a particular focus on recruitment and retention of staff in critical frontline services, for example Children's Social Care, Education, and Healthcare.

The SEB expects 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 (always on) to address the need in recruiting Children's Social Workers.