



State of the Estate 2023

R.63/2024

April 2024



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Minister's Foreword

The Island's property estate provides an essential platform for public services and government operations, from our education and schools, health, emergency services, and justice system through to our administration offices, recreation spaces and cultural assets.

The first [Island Property Estate Strategy](#)¹ was published in 2021, and this has set the objectives to guide all our property asset management activity and ensure that it is undertaken professionally, transparently and with a proper understanding of the impact on our local community – now and into the future.

This first annual State of the Estate report is a review of our performance against the objectives we set in this Strategy, and principally relates to the performance of the estate during 2023.

Following the publication of the Strategy in 2021, two significant recent events have had a direct impact upon the property estate. In 2021, Jersey Property Holdings (JPH) responded to the COVID-19 pandemic by putting in place extensive measures to make public buildings secure and compliant whilst enabling new ways of delivering services, including office staff working from home, providing more online public services and, previously, the delivery of a Nightingale Hospital. COVID-19 has both triggered and accelerated long-term changes in ways services are delivered to the public and how civil servants work and these long-lasting changes will shape our future estate.

More recently in November 2023, storm Ciarán had a significant impact upon many aspects of Island life and directly impacted the public property estate. These challenges were swiftly and effectively dealt with to ensure the minimum amount of impact to those services.

The Government property estate has a key part to play in delivering new services, transforming the government estate to a sustainable, net zero platform for future public services and, where appropriate, accelerating housing supply. There are significant plans to develop key infrastructure to include a new corporate office, a new hospital, and new education facilities.

The department will continue to work in partnership with all Government directorates, States Owned Entities (SOE's) and private enterprises to ensure that these new facilities are built to modern, net zero standards and take account of whole life costs and apply best practice construction standards including Modern Methods of Construction.



Constable Andy Jehan
Minister for Infrastructure

¹ <https://statesassembly.gov.je/assemblyreports/2021/r.52-2021.pdf>

1 Introduction

About this report

This first annual report describes the overall performance and use of the operational estate set out in the Island Property Estate Strategy (IPES), as depicted in figure 1. This first report measures the key performance indicators but recognises at this time that there are some information gaps, notably the details on the formal condition of the estate and environmental performance indicators, such as building energy ratings, which are still being developed and scheduled to be completed in time for future annual reports.

Reporting Period & Scope

The report principally covers the period from 1 January to 31 December 2023, although in some areas other relevant data is used that covers earlier time periods.

Impact of COVID-19 and Storm Ciarán

COVID-19 had an impact on the Government throughout 2021/2022 and led to some capital projects being impacted, with delays and/or cost increases into 2023. The longer-term use of the public estate has also changed, particularly for office uses as flexible working has increased.

A significant level of work was undertaken on the estate to make it compliant with the changing levels of COVID-19 regulations and a Nightingale Hospital was delivered in record time to support the Island's health response.

The construction sector has performed resiliently thanks to additional Government intervention with fiscal stimulus funding and both the property and construction sector remaining open despite recurring lockdowns.

Although the impact of the pandemic is receding, the positive operational upgrades made to the public estate means that any future events will be better managed and be less impactful to the Island.

Storm Ciarán was a devastating natural event that hit the Island in the early hours of 2 November 2023, and caused extensive damage across the Island, but particularly in the eastern parishes where a tornado made landfall at St Clement, on the southeastern coast of the Island.

The wind vortex then left a trail of destruction stretching five miles, before it exited the Island in the Fliquet area in the northeast. It was reported as the strongest wind recorded in the British Isles for almost 70 years.

JPH worked with Government departments to assess all Government and Public buildings and facilities, to ensure they were fit for use and identify any works needed to get them back into operational use, particularly the education property estate. This led to the temporary closure of some sites whilst repairs were undertaken.

Island Property Estate Strategy Performance

The IPES identified five strategy objectives and the summary of achievements against these are listed below in table 1.

Table 1: Summary of Property Strategy performance

Island Property Strategy Objective		Summary of 2023 Achievements
Strategic	A unified, sustainable, and smart estate which respects the natural and historic environment	<ul style="list-style-type: none"> ✓ Ten meetings of the Corporate Property Management Board (CPMB) and the governance structure reviewed to align to new Future Places Ministerial Group. ✓ Property Asset Management Plan Group established, and evidence base gathering underway to support development of Property Asset Management Plans. ✓ Unified database of all public land and property developed. ✓ Mapped all sites and buildings on the corporate Geographic Information System (GIS)² and linked to property management system. ✓ Established metrics for Key Performance Indicators (KPIs).
Customer focused	Meets the needs of the client and building occupiers	<ul style="list-style-type: none"> ✓ Service needs being reviewed. ✓ Priority condition survey (Highlands) completed. ✓ Full estate wide condition survey undertaken.
Financial	Economic and efficient operation, facilitating investment, supporting growth and regeneration, and delivering value for money	<ul style="list-style-type: none"> ✓ Establishment of Corporate Landlord and consolidation of assets and budgets. ✓ Identified surplus sites to support delivery of housing and regeneration opportunities. ✓ Valuation of the entire property estate undertaken and completed.
Innovation	Continuous improvement through consideration of emerging design and evolving technologies	<ul style="list-style-type: none"> ✓ Reviewed and directed SMART building technology for inclusion in new office accommodation project. ✓ Included rainwater harvesting in Les Quennevais school project and PV and use of heat pumps installed on all new building projects where appropriate. ✓ External (Drone) and internal building (Matterport) survey technology acquired.
Operational	Effective and efficient operations supported by a comprehensive asset management system	<ul style="list-style-type: none"> ✓ Condition survey of estate undertaken including 10-year cost profile. ✓ Property assets graded and recorded in asset management system. ✓ CPMB approved Disposals and Acquisitions policy.

From these five key objectives fifty-two actions were identified and where relevant, measured against relevant KPIs. These are detailed in **Appendices 1 and 6** of this report.

² [Public Land and Property Sites \(arcgis.com\)](https://arcgis.com)

Delays in the implementation of the new structure of Property Holdings, or Target Operating Model (TOM), have meant that some of the wider corporate actions, such as carrying out the directorate-wide Property Asset Management Planning have been delayed by a lack of dedicated resources, but with a new structure now in place, significant progress is expected during 2024, which will be reported in the next State of the Estate Report.

Key Performance Indicators (KPIs)

KPIs have been established to measure the estate portfolio against the key objectives set out in the Strategy. Benchmarks have been identified where relevant, although in some cases the data needs either updating or will be the first data reporting year, and so comparisons or trends will not emerge until more data points are in place. The KPIs are set out in [Appendix 1](#).

Trends

This first report will set the baseline for future reports to measure the performance of the property estate against. Where trends have been identified, they will be used to direct future property decisions to support the objectives set out in the IPES.

2 Overview of the Public Estate

Summary

The Government of Jersey property estate comprises all the categories in the light green box as depicted in figure 1. It is a diverse estate, covering infrastructure, including public car parks, pumping stations, energy from waste plant, seawall defences and public open spaces, to the operational land and buildings (dark green box), which includes the schools, health facilities, offices, prison, commercial, and the most southerly public toilets in the British Isles located on the Les Minquiers reefs.

The published Island Property Estate Strategy only covers the **Operational Land & Buildings** as depicted in the dark green box (figure 1) and this is the focus of this report. The yellow Infrastructure box includes assets that are under separate strategies, and which are not included in this report.

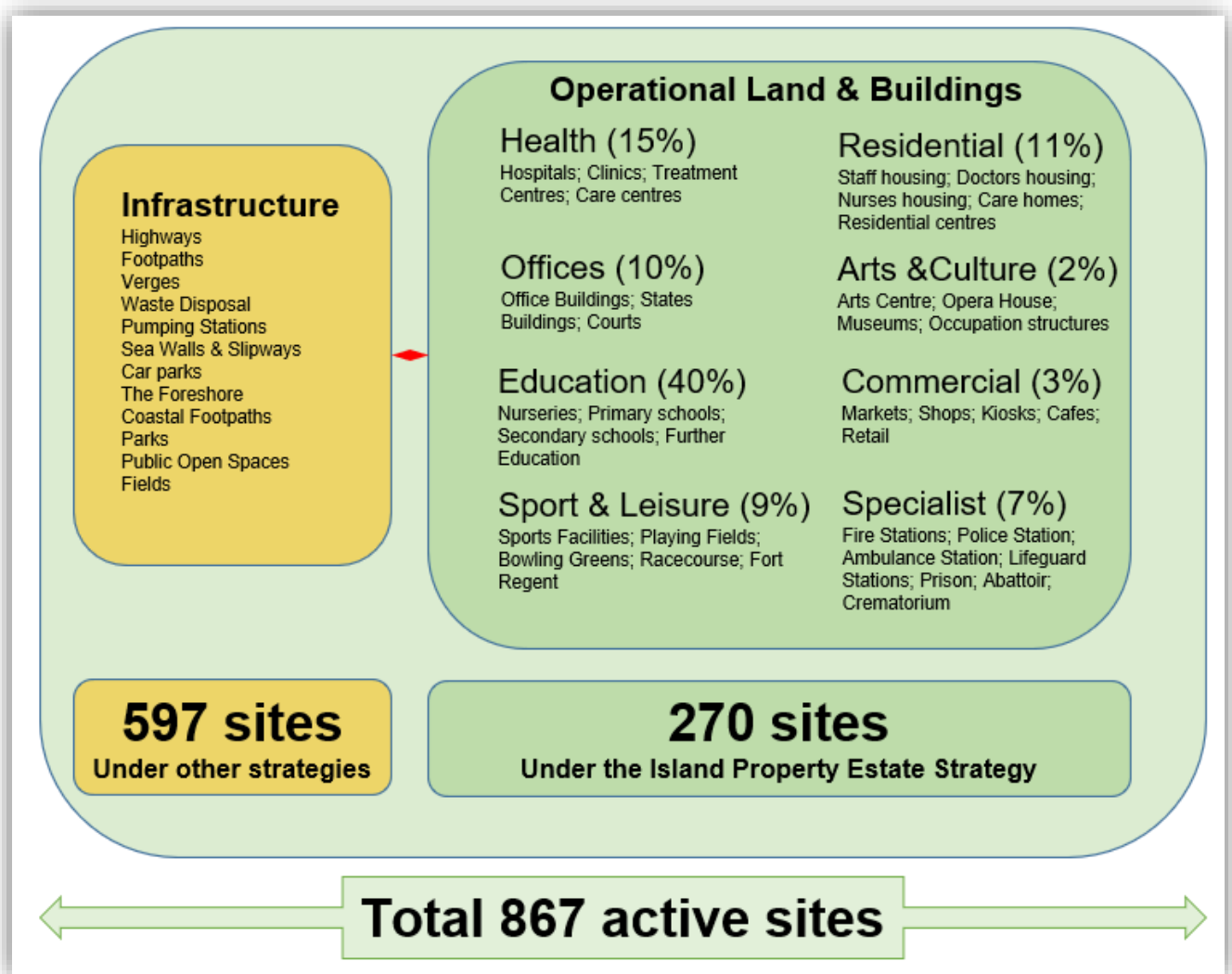


Figure 1: Property estate categorisation (2023)

Size

The estate comprises a total of 867 sites, with a total site area of 9.8 square kilometres, which represents 12% of the total island area (120 sqm). A location map of all Government-owned sites and land can be found in [appendix 5a](#).

The 270 sites defined as operational land and buildings under the IPES in figure 1 comprise a total site area of 4.2 square kilometres and are further broken down by % Sqm of asset category in figure 2. A location map of all 270 sites that are covered by the property strategy can be found in [appendix 5a](#).

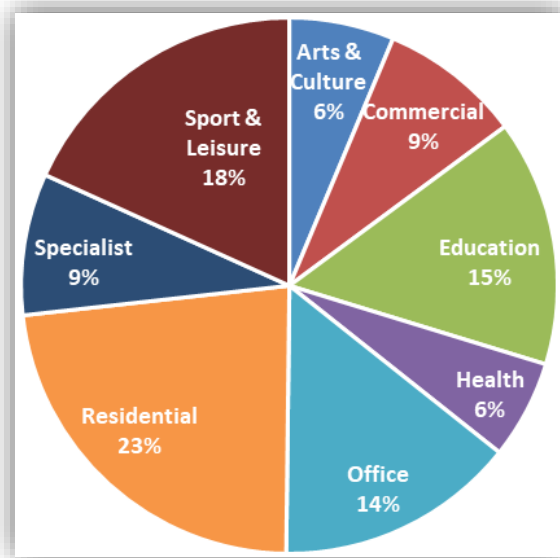


Figure 2 - % Gross internal area (sqm) by IPES category

Value

The last full valuation of the estate was conducted in 2022 and was valued at £1,006,231,150 which includes the car park trading fund, valued at £47,580,750.

Social Value

Economic, social, and environmental benefits are important to the Government of Jersey but are not commonly expressed or measured in the same way that financial value is.

A commitment has been made to embed Social Value into the procurement process to enable a shift in focus from just the bottom-line price or cost of services/goods, towards the overall value of commitments. It is considered that these commitments will contribute to the sustainable wellbeing and resilience of Islanders, the Island community, and the wider environment.

On this basis, the Government of Jersey definition of social value is:

Social Value means considering the wider social, economic, and environmental benefits of the commitments we make and how they will affect our Island and our people.

This is a new way of working and so it is anticipated that in future reports a measure of social value can be included where appropriate to do so.

Income

The total income received across the property estate in 2023 was £9.1m, with JPH receiving £5.4 million, of which £2.4m was received as recharges and so the net total income to JPH was £3m. The income received by other directorates is derived from a variety of sources and work is underway to realign these budgets to reflect the use of property as established under the developing corporate landlord model which sets out a centralised approach to property management.

All lease agreements are regularly reviewed and in 2023 there were 62 rent and three market reviews undertaken to ensure that best value and return was received on those assets.

Maintenance

Relative to the value, size and variety of the public estate, the maintenance budget is not significant and requires the property team to prioritise maintenance and upgrades, ensuring the estate is safe and compliant for all users.

The total annual JPH maintenance budget in 2023 was £7 million³, with Education and Health sites accounting for just over 70% of the total spend. The total budget has fallen in real terms since 2015 when the annual budget was £8.5 million, illustrated in figure 5. By taking in the effects of inflation over the period⁴, the 2023 budget has fallen by £5 million per annum in real terms since 2015.⁵ Inflationary pressure is currently quite significant (10.1% in December 2023), and this continues to have a direct impact upon the cost of materials, transport and construction for both maintenance and capital programming.

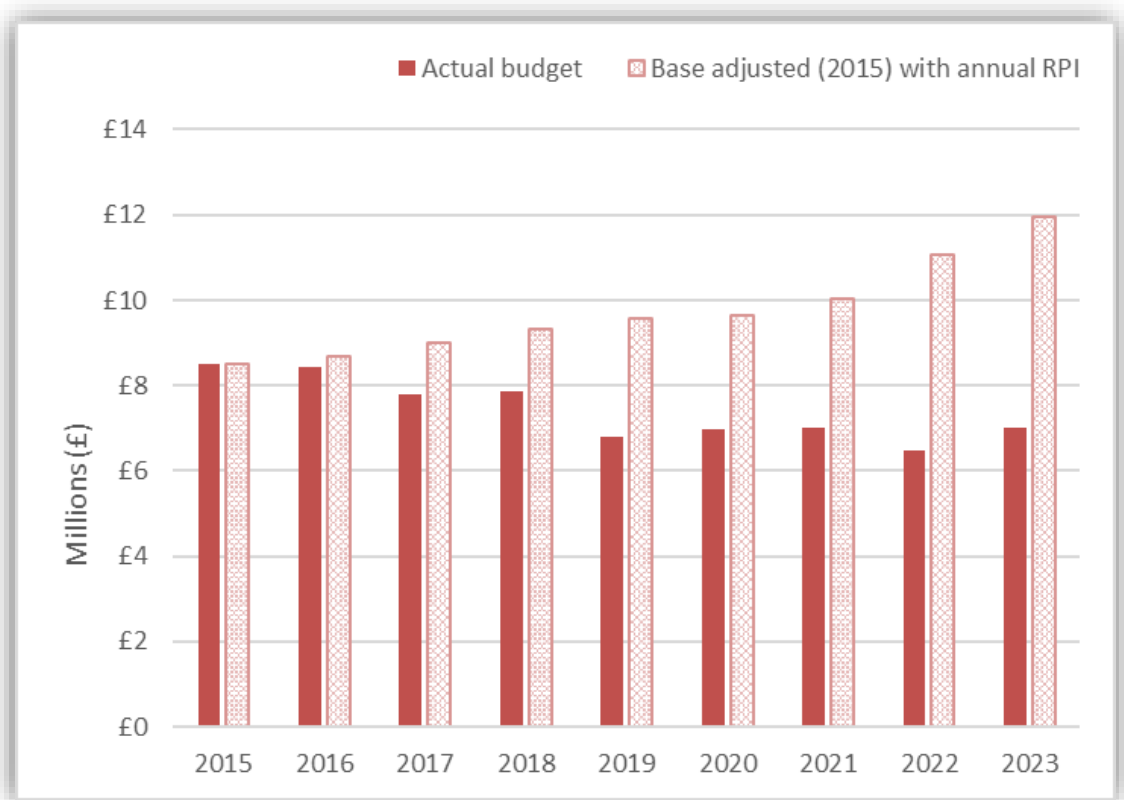


Figure 5 Annual actual v RPI adjusted maintenance budget 2015-23

To address this shortfall, there is an ongoing piece of work to move some legacy maintenance budgets from directorates that operate and occupy some specific properties and assets to JPH. This is part of the work to establish the corporate landlord model (see [section 4](#)).

A review of the condition of the estate is underway and this, together with the development of Property Asset Management Plans (AMPs) and specific property plans, will provide a clearer longer-term view on the future levels of maintenance required across the estate, and will in turn signal future budget requirements.

³ This excludes JPH staff costs.

⁴ Average inflation over the period 2015-23 of 4.4%

⁵ This comparison does not account for the minor changes in the size and shape of the portfolio over the period 2015-22.

Condition of the Estate

Separate condition surveys on both buildings and assets within them have been carried out on the property estate.

Operational buildings conditions survey

The condition of the estate on a property-by-property basis is an essential part of not only a Property Asset Management Plan, but also good estate management practice. Condition surveys identify both a holistic assessment of a property and an elemental assessment. This helps determine the remaining life of each component part, from roofs to floors, walls to windows and pipework to lifts. The assessment is an important part of the information needed to provide a detailed maintenance and upkeep agenda, but also assess the short- and long-term investment needs across the estate.

A full condition survey was carried out on the operational buildings in the Public Estate in 2023 and the early findings of that survey are set out below. The building condition survey concentrated on the structure and decoration of buildings and examined 40 main elements, which in turn were sub-divided into some 100+ sub-elements under which all deficiencies were recorded.

Assessments for condition surveys have been conducted in accordance with industry and RICS guidelines and the full detailed reports at property and element level will be available in early 2024.

From the 2023 survey, the initial high level condition grading was as follows:

Grade	Category	% Assets
A: Excellent	Item or property is in outstanding or like-new condition, with minimal or no signs of wear or damage.	2%
B: Good	Indicates Sound, operationally safe and shows above average condition. The item or property may show some signs of use or wear but is generally well-maintained and functional.	32%
B/C: Between Good & Fair	Sound, operationally safe and shows average deterioration. There may be noticeable wear or minor issues, but overall, it is still in acceptable condition.	40%
C: Fair	Showing major defects and/or not operating as intended. The item or property may have visible signs of wear, use, or aging. It may require some repairs or maintenance.	19%
D: Poor	Implies significant wear, damage, or dysfunction. Repairs or restoration may be necessary to bring the item or property to an acceptable standard.	7%

Table 2. Operational buildings condition survey results (2008)

The summary of the property grading from the survey can be further broken down by category and is set out in figure 6.

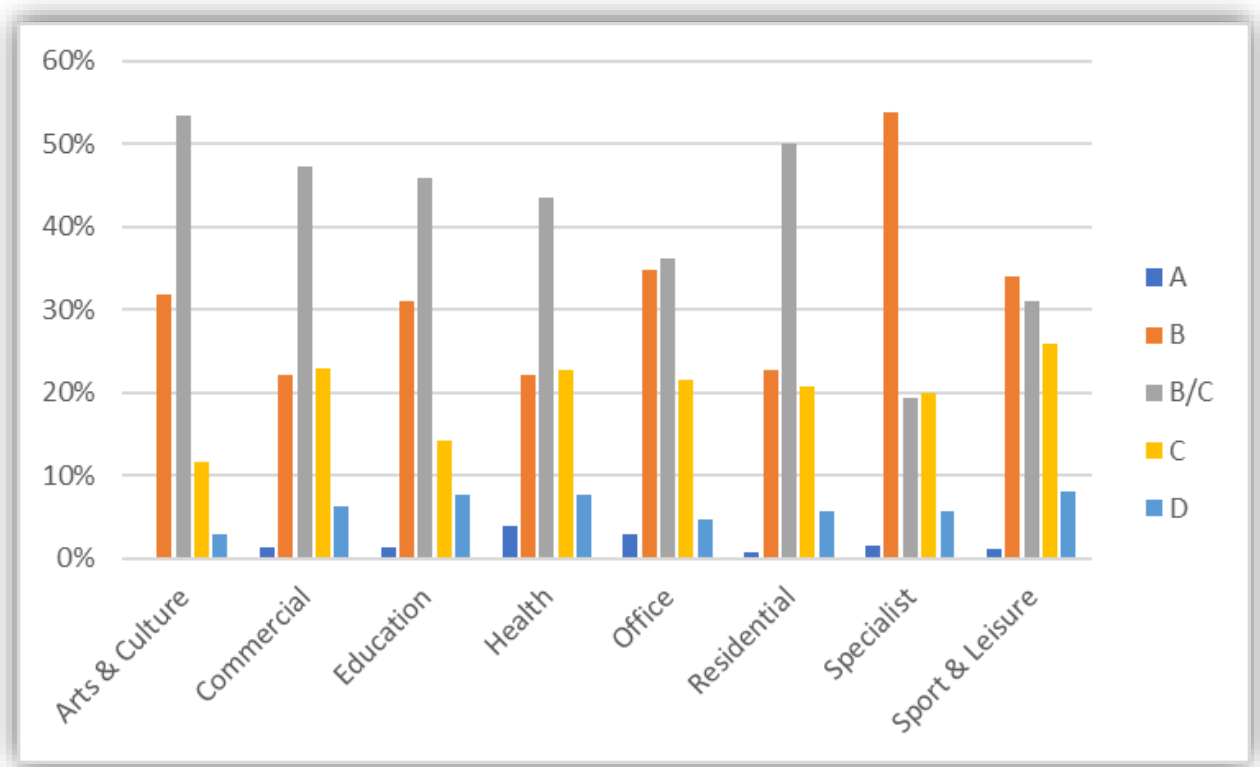


Figure 6 – Property Condition summary by category

From the initial report, a significant backlog maintenance requirement has been identified that needs to be undertaken in the next two years and in the longer term the anticipated 10-year maintenance will require additional budget levels to cover future maintenance costs. This predicted requirement is currently beyond the current annual property maintenance budget and will need to be addressed in future Government Plans and the longer-term capital programme to be supported by property recommendations set out in the Property Asset Management plans.

The completed survey report will provide further evidence to support future maintenance decisions as it will set out more detailed information on:

- the life, which we are confident can be achieved
- the cost of any repairs or upgrading required rectifying defects or deficiencies over the next 10 years
- an assessment of the relative importance and risk of the defect on a priority grading 1 – 4

The introduction of priority grading will enable the current limited resources to be allocated to condition deficiencies based upon core business needs. This principle of priority based on business objectives will provide for the more efficient investment of resources to drive the maintenance decisions.

The full condition survey report will shape the development of the Property Asset Management Plans to provide for a more efficient and well-maintained property estate, in which decisions will be made about whether to retain, maintain or dispose of out worn property assets. This is described in more detail in [section 8.2](#).

Assets condition survey

A survey of the assets within buildings was undertaken and completed in 2022 and over 18,391 assets have been surveyed and graded on a total of 126 sites and 251 buildings.

The specified assets have been tagged using a unique barcode and undergone a visual inspection which was graded A-D and the data imported to the Concerto property management asset database against a site, associated at Room level.

The ongoing result of this survey is being used to undertake a repair/replacement programme and will allow Property Holdings to calculate the lifecycle of an asset. It is being used to prepare for future funding requirements.

The category of surveyed assets is set out in [appendix 4](#). The grading used and results of the surveys undertaken to date⁶ are set out in table 3.

Grade	Category	% Assets
A	Good. Performing as intended.	2%
B	Satisfactory. Performing as intended but showing minor deterioration	76%
C	Poor. Exhibiting major defects and/or not running as intended	21%
D	Bad. Life expired and/or serious risk of imminent failure	<1%

Table 3. Asset condition survey results (March 2022)

Suitability

Suitability surveys were undertaken in 2023 to assess the overall quality of buildings to ensure that they are 'fit for purpose' for delivering the service. The survey asks questions about our buildings related to their:

- suitability
- performance
- functionality
- sustainability

The results will inform the property management team in ensuring that our public estate is fit for purpose and supports the best possible standards for current and future public services.

A total of 1,570 individual responses across three surveys were received to help us understand the building suitability:

- General public consultation: to gather the views generally on all publicly owned buildings.
- Public sector employees' consultation: to specifically gather the views of public sector employees on the building they work from.
- Residential tenants' consultation: to gather the views of those who live in Government properties to have their say on the property they live in.

The aim is to improve the overall percentage of responses being good/excellent for service suitability, performance, functionality, and sustainability which will be measured in future surveys. Overall, 62% of buildings scored above this level in 2023.

⁶ As of March 2022

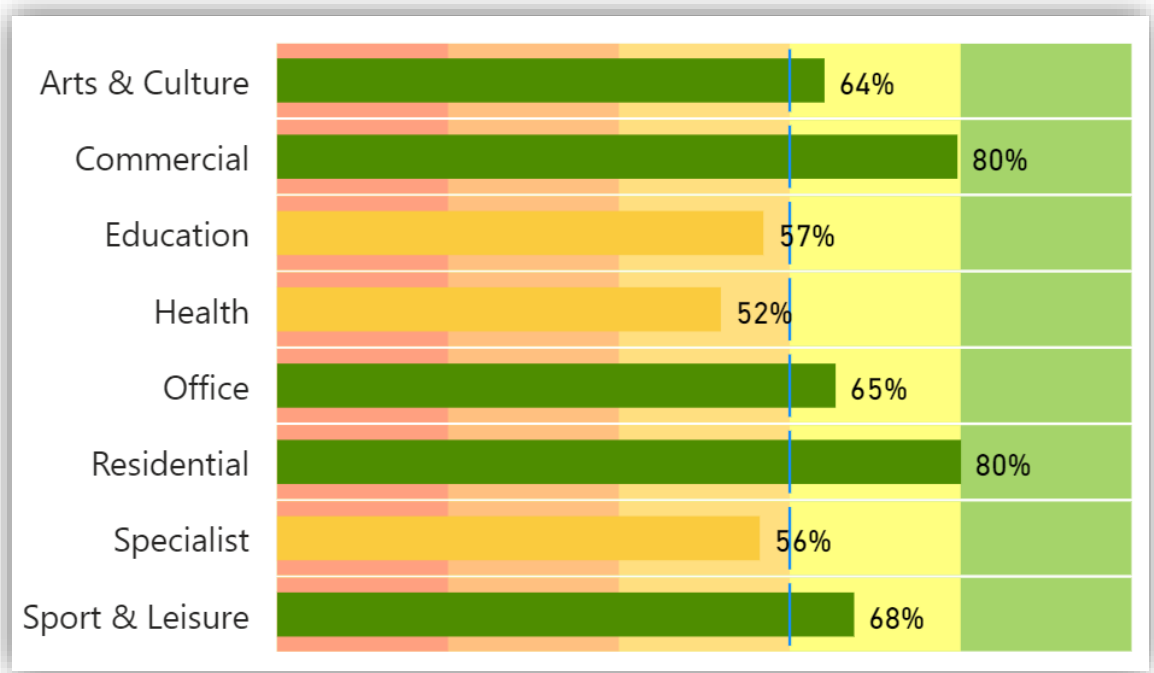


Figure 7 Positive Responses by service area

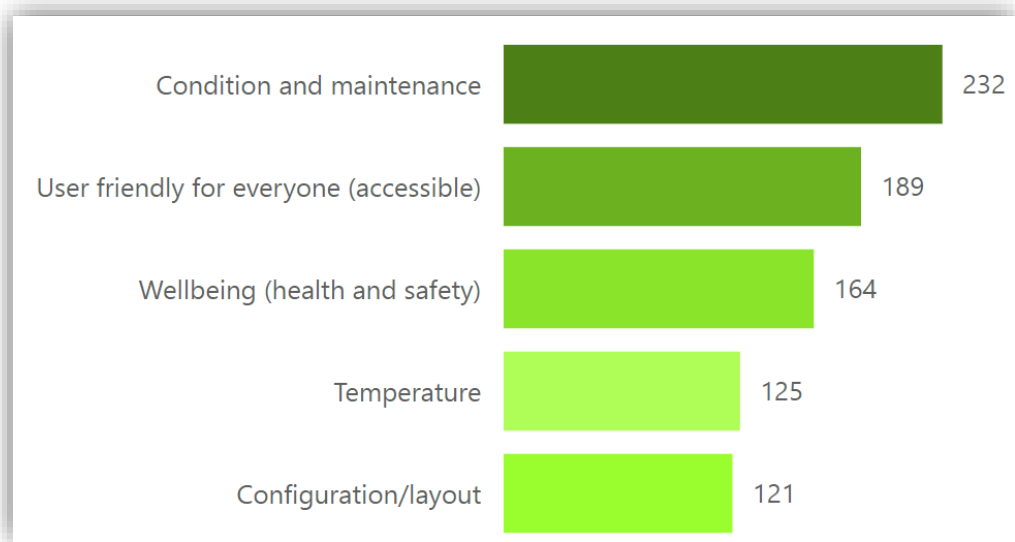







Figure 8 Most important areas for future property improvements (survey responses)

The detailed survey results will be used alongside the condition survey information and sufficiency data to support the work being undertaken to develop the Property Asset Management plans and provide the evidence for future changes for the property estate.

Compliance

Summary

A summary of the compliance of the estate is set out below:

				
Fire Certificates and inspections	Legionella	Radon Gas	Asbestos	Disability Legislation compliance
100% of properties requiring certification	1596 monitoring visits	Ongoing surveys on 197 sites (using 245 monitors) to comply with relevant laws and best practice⁷	159 properties with annual inspections	47 DDA surveys

Fire Certificates & Inspections

Certificates are in place for all properties that require fire certification. These properties are inspected by the Fire & Rescue Service which issues certificates when they are satisfied that all criteria are fulfilled. The properties covered by the certification scheme are mainly Health and CYPES properties providing 24/7 residential care – such as nursing or care homes, or small residential properties accommodating Health or CYPES clients and dedicated care workers who occupy those properties. Certification also covers dwelling houses of multiple occupancy.

To keep a valid certification, JPH must provide evidence of maintenance on any fire related system within a building including fire alarms, fire detection, sprinklers, fire extinguishers and emergency lighting.






2023 Performance: 99.3% complete

The properties currently covered by the certification scheme include but are not limited to:

- Sandybrook Nursing Home (HCS)
- Maison Jubilee (HCS)
- Orchard House - St Saviours Hospital site (HCS)
- Clinique Pinel (HCS)
- Rosewood House (HCS)
- Hautlieu School House (CYPES)
- Casa Mia (CYPES)
- Vue de L'Ecole (CYPES)
- Maple House (CYPES)
- Fieldview - Greenfields Campus (CYPES)
- Astoria Lodge/House (HCS)

JPH Maintenance undertakes a number of Planned Preventative Maintenance contracts covering aspects of fire safety:

⁷ Health and Safety Law (Jersey) 1989 and the Ionising Radiations Regulations 2017 (IRR17)

 Fire Alarm/Detection Systems	 Fire Extinguishers	 Sprinkler Systems	 Emergency Lighting	 Smoke Extract Systems
6 monthly maintenance inspections	annual maintenance	6 monthly maintenance inspections	monthly testing with one annual 3hr drain down test	annual maintenance
134 sites	110 sites	11 sites	128 sites	9 sites

In addition to this list, there are further works that will fall out of the ongoing assetisation of the estate.

Under Jersey Fire legislation, there is no requirement to perform risk assessments. However, they have been undertaken based on compliance with the Health and Safety at Work (Jersey) Law and to follow best practice (UK Fire Orders 2005). A review of the Property Risk register is underway to ensure compliance with the standards.

Fire Risk assessments are being carried out across the portfolio by an independent fire risk assessor. These risk assessments identified some unsatisfactory fire safety management issues characterised as:

- **Compromised means of escape**
- **Lack of compartmentation (smoke spread)**
- **Sources of ignition and fire loading on escape routes**

These issues have been catalogued and are being addressed as a matter of high priority. Where risks are high, spaces have either been put out of use, or practices such as removal of fire loading or combustible material have been undertaken to manage the risk and sustain safe operation until structural alterations can be undertaken. All primary and secondary schools have been assessed; the final secondary schools were completed at the end of January 2022. The fire risk assessments concentrated on the strategy used in schools for the escape and protection of staff and pupils. The focus was life risk with high regard to property protection and business continuity.

Legionella

JPH’s portfolio consists of a vast and diverse range of buildings in complexity, size, age, and use, ranging from large office suites to public toilets.

In compliance with HSE guidance from HSG 274, approved code of practice L8 and HTM 04., there are legal obligations to ensure that these sites are safe for all building users.

To follow these Health and Safety requirements, there is a programme of planned preventative maintenance (PPM) to control and minimise the risk of Legionella across the sites. This consists of monthly schedules carried out by competent external contractors. This includes monitoring water temperatures, inspections, servicing of plant equipment and cleaning assets such as tanks and showerheads.

These are reviewed to ensure that they continue to remain appropriate, and compliance maintained.

During the COVID-19 lockdown, for example, where buildings were not in use, additional measures were implemented where required to ensure that the water systems did not pose a hazard.

In 2022, Legionella risk assessments were commissioned and have been now all been completed by an independent accredited company (UKAS (United Kingdom Accreditation Service)) for all sites in the JPH portfolio. These provide detailed reports and schematics with full asset lists and have encompassed all JPH sites, capturing some sites that were previously not covered in past assessments.

With added sites coming into the domain of JPH these will be added to the RA schedule and added to the PPM schedule.

Risk assessments (RA) are reviewed, and remedial actions carried out on a priority basis, based on the findings of the RA to ensure that our buildings have the correct measures in place and are safe.

Further re-assessments are conducted when there are changes to the water systems, changes in legislation, building use or a confirmed incidence of Legionella associated with the building.

Quarterly, the Water Safety Group meet, comprising of members from across the Government including Sport, CYPES, Prison, Police, CLS and Property, Health and Safety representatives and an external consulting authorising engineer.

Other meetings are scheduled with contractors, health, building/directorate users as a part of the water management compliance programme.

Refurbishments and new builds have the appropriate considerations in the design process; proposed designs are reviewed to ensure that these are compliant in terms of water management and ongoing maintenance.

Legionella Awareness Training is an important part of educating users of the buildings to ensure that they have appropriate knowledge and are aware of the implications of poor water management.

JPH maintenance staff and key personnel have more in-depth Legionella Training every three years from an external provider to ensure they are up to date.

There is an ongoing audit process carried out internally by the Compliance team and by an independent authorising engineer (Water) who works closely with JPH.

Radon Gas

Radon gas measurements have been undertaken in Government buildings and results returned to the Health and Safety team. These measurements were arranged as part of this organisation's obligations under the Health and Safety Law (Jersey) 1989 and under the Ionising Radiations Regulations 2017 (IRR17) adopted as best practice. To comply with statutory obligations, a project to determine the risks in Government buildings commenced in May 2021. This involved risk grading buildings and prioritising those used as sleeping accommodation and schools, working with CAD drawings to set monitor locations, and inserting monitors and removing them after a three-month period for analysis by Public Health England. This project is now being overseen by a dedicated engineering project team within the Infrastructure and Environment department.

In 2022/23, 382 sites were reviewed and of those 197 required testing for Radon with 1213 monitors installed. To date, 530 results have been completed, with 45 sites (22%) resulting in remedial works being required.

On-going monitoring of those higher risk sites will be carried out to ensure that safe levels are maintained.

Asbestos

In 2018 and 2019, JPH undertook a thorough review of the portfolio with regards to asbestos and management of asbestos. This led to a schedule of new Management Surveys (visual surveys with samples taken to confirm presence or not) being undertaken (by accredited on-island surveying companies) in some cases to update information on our existing buildings. Any buildings constructed post-2000 were out of scope as they were built after the use of asbestos had been banned at the end of 1999 and so this is a diminishing issue with time.

From the existing data and the new Management Surveys, an annual Reinspection Programme covering circa 120 Properties is carried out on all properties identified with 'Asbestos Containing Materials' (ACM's). This annual programme re-surveys each ACM to continually monitor condition and determine if any remedial works are required.

All the surveys are reviewed by staff from JPH who include the Compliance Manager, Compliance Officer, JPH Maintenance Manager, a representative from the Infrastructure and Environment Health & Safety team and Operations Manager.

Where remedial actions have been identified, these works are prioritised, and the necessary measures taken to implement the remediation works. These works are carried out using licensed removal contractors to ensure that all relevant procedures are followed.

The COVID-19 pandemic, along with contractor issues meant that the annual frequency of these re-inspections was severely tested and affected.

However, in 2023 these reinspection surveys re-commenced and are back on track for completion.

2023 Performance: 98.5% complete

Mandatory Refurbishment and Demolition (R&D) Surveys are undertaken for any intrusive works on buildings constructed prior to 1999, that may require removing floors, creating openings in floors/ceilings/walls etc, and generally any works which affect the fabric of the building.

The R&D survey is an intrusive survey and will determine if any ACM's are hidden from sight and need to be removed or remediated prior to any new works being undertaken. This forms part of the JPH Maintenance procedures⁸.

All JPH Maintenance staff have up to date Asbestos Awareness & Management training, which is refreshed every three years.

An ongoing review to ensure compliance inspections align with Health and Safety minimum standards is ongoing and due to be complete by the end of 2024.

Disability Legislation Compliance

All public facing premises and those that require public access, have had a survey to determine physical accessibility. The surveys are in line with the Disability Discrimination Act (DDA)⁹, which works to protect people with disabilities – including blind and partially sighted people – from discrimination. Further consultation is being sought from the local charity Liberate on the wider issues of access that the DDA is designed to mitigate. This includes staff training to ensure that all individuals, including those with needs that are not readily obvious, are not disadvantaged and can be accommodated and receive the services

⁸ Tenant's and contractors have a responsibility to undertake this when carrying out works in the property.

⁹ The DDA defines disability as "a physical or mental impairment which has a substantial and long-term adverse effect on a person's ability to carry out normal day-to-day activities". This includes significant sight loss.

they require. Jersey Library and the new police station have obtained the kite mark, with the relevant staff training and site mitigation all complete.

Each survey is held by the organisation that provides the service, and JPH is working with Liberate to address any issues, with the intention to receive an access kitemark for each location. Mitigation continues to be identified and delivered, with an allocated community enhancement budget of £1m together with existing operational budgets to address the recommendations.

Risk Management

Property Holdings is adopting a thorough risk management strategy based on government guidelines. They identify, assess, control, and continuously review risks in a structured cycle. JPH aims to improve its risk management. Goals include developing a solid risk framework, integrating risk management into its culture, enhancing its Risk Register, collaborating with other departments, and active participation in risk forums. The aim is to establish an effective and proactive risk management approach for JPH's success.

Further information on JPH's approach to risk management can be found in [appendix 8](#).

Property Disposals and Acquisitions

A total of one disposal and eleven acquisitions of property took place in 2023 and these are detailed in [appendices 2a and 2b](#).

Disposals

One property was disposed of in 2023 which was the South Hill offices site that was sold to the States of Jersey Development Company for housing development.

Acquisitions

Of the 11 acquisitions in 2023, six were gifts to the Public of the Island, mostly related to footpath and road widening initiatives. The most significant purchases were related to the New Healthcare Facilities Programme and the total 2023 expenditure on all new acquisitions was £17,719,000.00.

Capital and Strategic Planning

Several Government strategic plans and policies have direct impacts upon the property estate, and these are summarised as follows:

Government and Capital Plan¹⁰

The Government Capital Plan programme is set out in the [Government Plan 2022 to 2025](#) and meets the commitments made in the [Common Strategic Policy](#), which was developed by the Council of Ministers in 2023.

It brings together revised spending and investment plans to support the five strategic priorities, and addresses legacy issues like the new hospital, government headquarters, Fort Regent, and IT infrastructure. The programme aspired to deliver 39 projects (valued at circa £100m¹¹), but most of these

¹⁰ With the recent election of a new Council of Ministers, priorities, and actions for 2024 may change and will be reflected in the next 2024 Estate report alongside the 2024-7 Government Plan and new Ministerial priorities.

¹¹ Not including the New Healthcare facilities programme (Our Hospital project)

have been affected in some way from the lingering impacts of Covid-19 and of Brexit, with the reduced availability and higher cost of resources being the main effect.

The most significant projects underway are:

- [New Healthcare Facilities Programme](#)¹²
- Office Accommodation Project
- Prison improvement plans
- Les Quennevais Skate Park (completed in 2023)
- Fort Regent, Oakfield & Springfield sports facilities

The following capital projects require site locations to be confirmed for their delivery and, in some cases, rely on other inter-dependent property site decisions to be made, which will emerge from Property Asset Management Plans and be agreed through an updated governance process that was agreed with CPMB:

- Further Education Campus
- New town primary school
- New Ambulance, Fire & Rescue Headquarters
- Mont a'Labbe Secondary School
- VCP Replacement School (Pre-Feasibility)
- Crematorium
- New Skate Parks (rural parishes)

The current capital projects in the Government Plan are described in more detail in [section 3](#) of this report under each of the relevant asset category headings and a summary of the projects by stage at the end of 2023 is set out in [appendix 7](#).

Bridging Island Plan

The Bridging Island Plan was approved in March 2022 and *'sets out how, as a community, we will create homes; strengthen our economy; protect and improve our environment; provide for a good quality of life; and enhance what's special about our island'*.

In delivering this ambition, it contains both strategic and specific policies which will have a direct impact or relationship with the property estate portfolio. Notably, **Strategic Proposal 5** is to develop an infrastructure roadmap for Jersey and *will inform short and long-term strategic policy making and help to understand the costs and consequences for the environment, economy, and wider society of key future infrastructure choices*. This strategic ambition will be directly supported by the work being undertaken by JPH to develop Property Asset Management Plans across the operational estate as these will set out the future service needs to inform the infrastructure roadmap. This is set out in more detail in [section 8](#) of this report.

The plan also identifies more specific policies related to supporting increased housing supply from surplus Government owned land¹³, together with wider reviews of other infrastructure and community needs, particularly in the education, sports, and health categories. These are covered in more detail in [section 3](#) of this report.

Creating Better Homes Action Plan

In addition to the Strategic Asset Management Plan, the 2021 [Creating better Homes Action Plan](#) made a commitment to publish a list of Government owned land which could be used for the provision of housing. This was developed by the Strategic Housing and Regeneration team in discussion with JPH and identified potential [Publicly owned sites for housing](#) that may emerge over the short to medium term. These sites are in many cases still in Government use and subject to a final decision on their future

¹² Previously Our Hospital

¹³ Bridging Island Plan 2022-25 [Proposal 22 – residential delivery and management strategy](#)

use based upon emerging decisions arising from the development of the AMPs and discussions with Departments operating on these sites.

Carbon Neutral Roadmap

The [Carbon Neutral Roadmap](#)¹⁴ as amended was approved by the States Assembly on 29 April 2022. It builds on the progress made through the Pathway 2050: An Energy Plan for Jersey and supersedes the Carbon Neutral Strategy 2019.

The Carbon Neutral Roadmap outlines the proposed policies to start our journey to net-zero. Policies come under four main categories:

- transport
- heating, cooking, and cooling
- other on and off-island emissions
- enabling policies

The Carbon Neutral Roadmap focuses on the steps that need to be taken from 2022 to 2026 and there are several policies that will have a direct impact on the management and development of the property estate. These are described in more detail in [section 5.2](#) of this report.












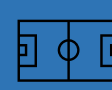
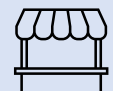







¹⁴ <https://www.gov.je/Government/Pages/StatesReports.aspx?ReportID=5530>

3 Property Portfolio

This section summarises the performance of the property estate by portfolio, as set out in the Island Property Estate Strategy (IPES).

Summary

The following portfolio summary is based upon the 270 sites that fall under the IPES.

 Total Portfolio 424,000 sqm	 Total Asset Value £898m	 Site Tenure 85% Freehold	 Annual Maintenance budget £7.5m
 36,000 Sqm office space	 499 Residential units	 11 Health facilities	 1 Prison
 25 Primary Schools	 7 Secondary Schools	 1 Further Education College	 6 Leisure Centres
 2 markets	 90 Listed Sites	 5 Emergency Services properties	 22kg CO2e/sqm/year
 Buildings Condition¹⁵ A – 2%	 Buildings Condition⁷ B – 36%	 Buildings Condition⁷ C – 35%	 Buildings Condition⁷ D – 26%

EDUCATION AND SCHOOLS






Summary

The Education and Schools’ estate is operated by the Children, Young People, Education and Skills Department (CYPES) which is responsible for children’s services, CAMHS and education, including higher and further education policy, apprenticeships, Jersey Youth Services, and wider skills in Jersey. They deliver their services from 25 primary schools including some nurseries, seven secondary schools, three specialist facilities, Highlands Campus for further education, Youth Services, Child and Adolescent Mental Health Services (CAMHS), residential care facilities, and the town and western libraries.

The former Les Quennevais school site, which was still part of the educational portfolio in 2021, was re-developed in 2023 to provide health services, decanted from the Overdale site as part of the New Healthcare Facilities Programme (NHFP).

¹⁵ From 2023 survey

The current portfolio is summarised below, and a location map of the sites depicted in appendix 5b.

 Number of Facilities	 Total Site and Floor Area (sqm)	 Total pupils & Teaching staff	 Annual maintenance costs/sqm	 KG CO ² /sqm/year
25 Primary 7 Secondary 3 Specialist 1 Further Education College 2 Public Libraries	121,000	11,734 pupils 2,000+ teaching staff	£22.50	13

Current and Planned Projects

In 2021, CYPES began an ambitious long-term reform of the Island’s education system - the Education Reform Programme - to support the improvement of long-term educational outcomes for all children and young people. This, coupled with a review of the education estate, is likely to lead to significant changes to the structure and delivery of education in the Island and the infrastructure that is required to support it.

The 2023-26 Government Plan identified a capital budget of £13.6m in 2023 for the upgrade to the CYPES estate and a further 3.5m for new School and educational developments.

The Bridging Island Plan contains future education related policies and proposals which will have direct property estate requirements, either on existing or proposed new sites. These are:

- **Policy CI1 – Education facilities**

To address specific deficiencies in the provision of education facilities, the following sites are safeguarded for educational use:

- **Grainville School: Field S367, St Saviour - conditional on agricultural access being maintained to the surrounding fields;**
- **Jersey College for Girls and Jersey College Prep. School: Field S800 and S801, St Saviour – for outdoor amenity space to serve both schools;**
- **Mont à L’Abbé School: field H1256, St Helier;**
- **Haute Vallée School: Part of field H1219, St Helier;**
- **First Tower School: Field H1533, St Helier;**
- **St John’s School: Part of field J525, St John;**
- **Les Landes School: Part of field 782, St Ouen;**
- **Jersey Gas Site: Tunnell Street, St. Helier**

- **Policy CI4 – Community facilities and community support infrastructure**

Specifically safeguards **Nelson Street car park /The Old Fire Station site** to address specific deficiencies in the provision of youth facilities.

The Jersey Gas Site: Tunnell Street, St Helier has formally been allocated for the site of a primary school in the Government Plan 2023-2026. In addition, the current Springfield School and Le Bas Centre sites will be transformed into new community open spaces, helping to create green access corridors for

moving to and around the new school, and improvements to public realm and local active travel access routes, including to St. Saviour schools.

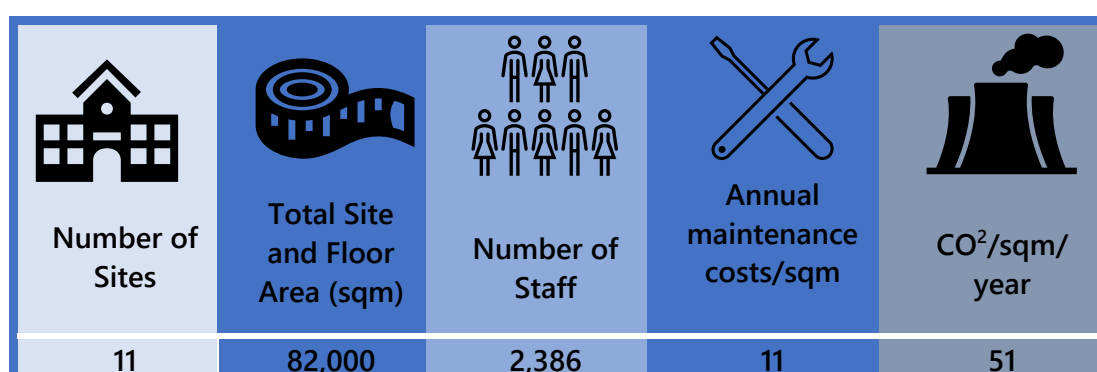
Long term planning on future requirements and changes to the portfolio are underway between CYPES and JPH as part of the Property Asset Management Plan (AMP) process, which will inform future Government Plan bids, including the provision of:

- The new town primary school
- Further education campus.

HEALTH

Summary

The health portfolio, under the Department for Health and Community Services, supports a wide array of hospital services, social care and support in the community.



Current and Planned Projects

New Healthcare Facilities Programme (NHFP)

A review of the Our Hospital Project¹⁶ was announced on 1 September 2022 and concluded on 1 November 2022. In November 2022, the findings of the Our Hospital Review led by the Minister for Infrastructure found the plans for a single-site hospital at Overdale were no longer affordable or appropriate within the funding approved by the States Assembly.

The report recommended the plan be replaced with a phased development across two or more sites, including:

- Overdale
- Kensington Place
- the existing hospital site at Gloucester Street

The New Healthcare Facilities Programme (NHFP) was established to take forward the findings of the review, and to conduct a full feasibility study into the delivery of multi-site hospital facilities. The team is working with JPH to support this project including the acquisition of new property and sites. These are detailed in the Property Disposals and Acquisition [section 6](#) of this report.

Dementia Care Day Centre

The Dementia Care Day Centre was located at the Limes and the entire site was transferred to Andium to

¹⁶ <https://www.gov.je/Health/OurHospital/pages/ourhospitalreview2022scope.aspx>

deliver affordable housing in 2021. As part of this new development, an updated replacement facility on the site is expected to be completed in 2024.

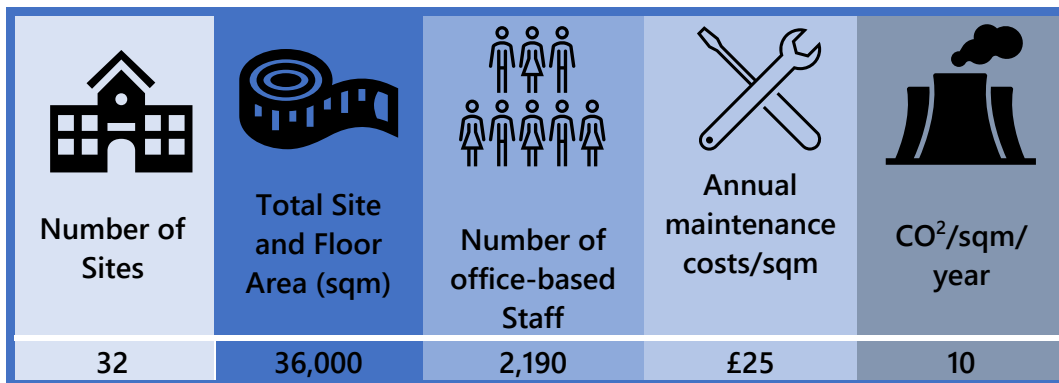
Long term planning on future requirements and changes to the portfolio are underway between Health and JPH as part of the Property Asset Management Plan (AMP) process, which will inform future Government Plan bids, including mental health and other care facilities as a rolling programme over the coming years.

OFFICES AND ADMINISTRATION

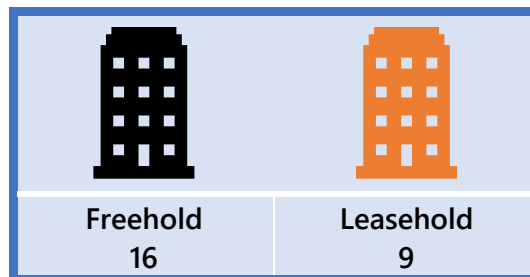
Summary

The office portfolio is used by most of the Government users with administrative functions to deliver their services. The Government of Jersey office portfolio is generally not fit for purpose, inefficient and not considered to be an effective workplace environment. The inefficiencies relate to the fact that there is currently a greater provision of office accommodation than is necessary and that teams are dispersed across several buildings leading to operational challenges.

The current portfolio is summarised below, and a location map of the sites depicted in appendix 5c.



Number of properties



Current and Planned Projects

The Office Accommodation Programme (OAP) has been identified to develop an agile, efficient, and effective modern office environment for customers and staff. Office modernisation and changing the way people work in offices has become recognised as a means of delivering considerable financial and non-financial benefits for all businesses, especially within the public sector.

By investing in the working environment, technology and business processes, and flexible working practices, the benefits for public services are straightforward and significant, including:

- lower operating costs;
- higher productivity;
- improved staff performance;

- better service delivery;
- improved environmental performance (learning valuable lessons experienced in Broad Street regarding lighting for example) and social sustainability; and
- better employee health, wellbeing, and retention

The new offices also offer the opportunity to develop more innovative solutions that will support the project objectives, described in more detail in [section 7](#) of the report.

The development of the OAP will release existing sites for re-development for other uses and provide some savings through greater efficiencies and reduced costs from no longer leasing some sites.

The sites that will be available for re-development following the delivery of the OAP are covered in more detail in [section 6](#).

Case Study: Office Accommodation Programme



Specification

- 10,400 Sqm
- Ground Floor plus 6
- Open plan
- Air Conditioned
- Raised access floors.
- Suspended ceilings
- DDA Compliant
- BREEAM Excellent
- Wired score "Gold"
- Cycle, shower & changing facilities.
- CAT B fit out.

- ✓ Capacity for 2,000 employees
- ✓ Flexible working solution with 6:10 desk ratio
- ✓ Reduces total office space from 36,000 to 18,000 sqm.
- ✓ Government's greenest office building (EPC 'A' rating)

Construction of the new office on the old Cyril le Marquand Government office site began in 2021 and is expected to be completed by summer 2024.

RESIDENTIAL

The social housing residential housing stock was transferred to Andium Homes in 2014¹⁷. Those units retained under the Government portfolio were principally by the Health and Community Services department to house key workers and other specialist housing such as for the Jersey Field Squadron officers and prison staff.

Summary

Number of units/sites	Total Site and Floor Area (Sqm)	Annual maintenance costs/sqm	KG CO ² /sqm/year
499/90	43,000	£11	6

Number of holdings

There are 499 units of accommodation, across 90 sites, which are used predominantly for key workers and other members of Government staff. There are some temporarily vacant properties, with some long-term units relating to outworn nurses accommodation at St Saviour’s Hospital site that is planned for re-development.

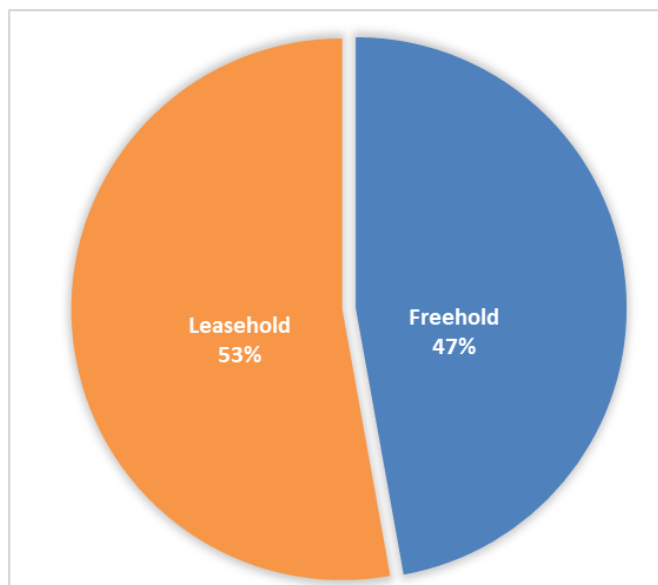


Figure 9 units by ownership

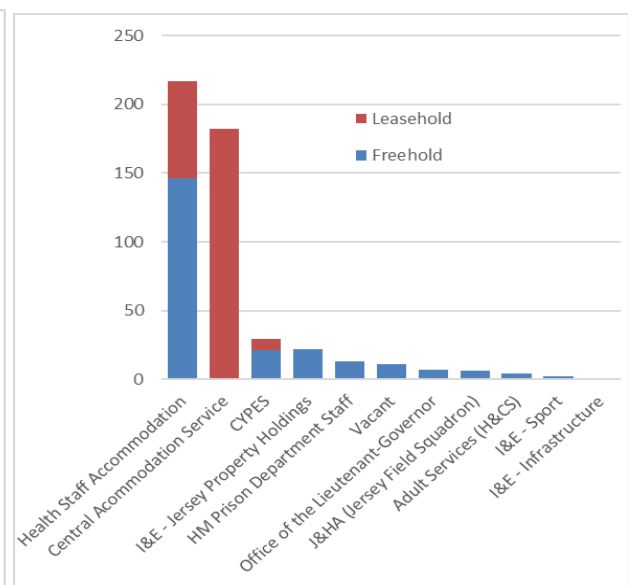


Figure 10 Units by Department

Current and Planned Projects

The development of better quality and additional supply of key worker accommodation is a high priority for Government and a project to upgrade Westaway Court for keyworker use was completed in 2023 to

¹⁷ [Social Housing \(Transfer\) \(Jersey\) Regulations 2014 \(jerseylaw.je\)](#)

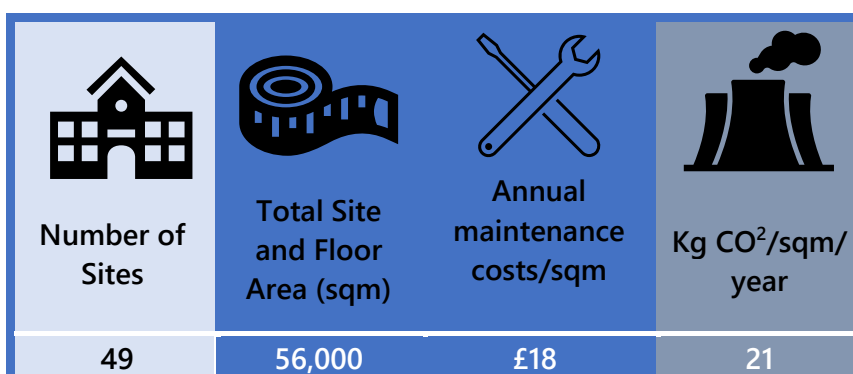
provide 56 upgraded units. Other sites in the portfolio are also being reviewed that may provide new supply and these will emerge through the AMP process.

In 2023, a new central accommodation service was set up to provide temporary accommodation to public sector workers across all departments recruited into priority key roles, to support their relocation to Jersey. Additional accommodation has been leased from Andium to provide for some of the identified needs of this new service and will be part of the wider review work being undertaken in 2024 on the residential AMP.

SPORTS AND LEISURE

The Government’s sports and leisure portfolio provides a substantiable contribution to supporting the Island’s well-being and consists of a number of larger sites such as Les Quennevais sports facility and Fort Regent. The facilities are managed by the Infrastructure and Environment Department.

Summary



Current and Planned Projects

Fort Regent

Fort Regent was an established island-wide facility for indoor sports provision and leisure activity, but it now faces several challenges which has necessitated the transfer of the sports facilities to alternative facilities at Springfield and Oakfield, once completed. The site and buildings are generally in poor condition and will require extensive modernisation that is best served by seeking its re-development. This is a long-term plan, which will emerge over the next Government cycle.

Active Places Strategy

The [Active Places Strategy](#) was approved and adopted in 2021 and sets out the Government’s ambition to redevelop and replace its existing sports facilities with a network of public sport and wellbeing hubs. This was a 10-year plan to invest over £100m in new, state of the art sport and wellbeing hubs for islanders.

Although no longer being pursued, elements of this strategy have been delivered, some new sites are being developed and several assets in this category will be updated and improved. The main projects identified in the near term are:

- Decant existing sports facilities from Fort Regent and deliver alternative facilities at Oakfield and Springfield.
- Develop facilities at Le Rocquier school.

Skatepark

Capital funding was made available for the delivery of a new Skate Park facility at Les Quennevais sports fields, which commenced in 2021 and was completed in 2023.

COMMERCIAL

The commercial portfolio is predominantly made up (40%) of cafes and kiosks, particularly on tourist destination and beach sites. Regular rental reviews are undertaken in accordance with the terms and conditions of agreed leases or contracts to ensure the best return for the public.

Summary

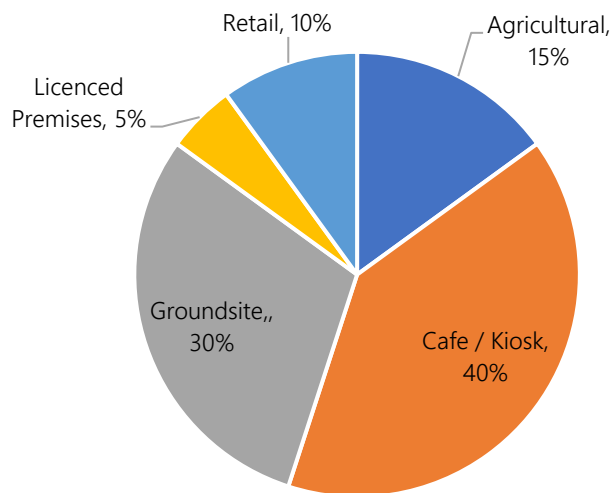
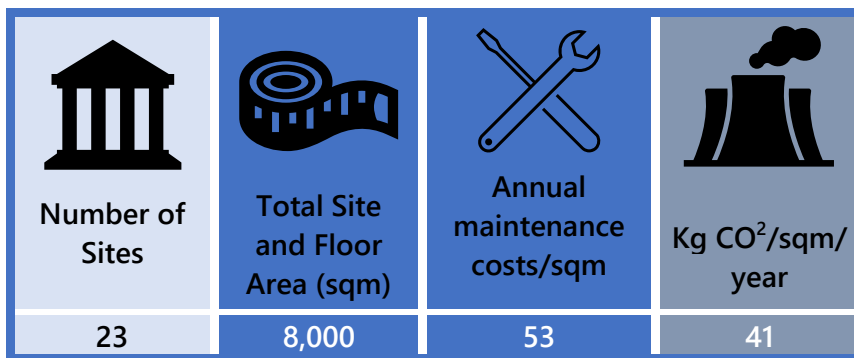


Figure 11 commercial holdings by type

Current and Planned Projects

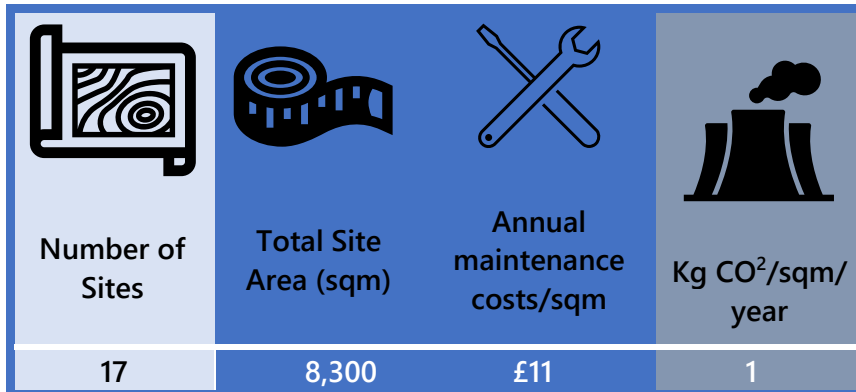
There are no significant changes or planned projects in this sector at this time.

ARTS AND CULTURE

The Opera House and the Arts Centre are the main two arts facilities within this category. The other main assets include the German occupation structures. Many of the other significant heritage assets such as Elizabeth and Gorey Castles are not maintained or managed by JPH and therefore not included in this category. The relatively low maintenance spend per sqm is because the large number of occupation

structures do not have a significant maintenance spend requirement. When these are removed from the calculation the rate increases to £13 per sqm.

Summary



Number of Holdings

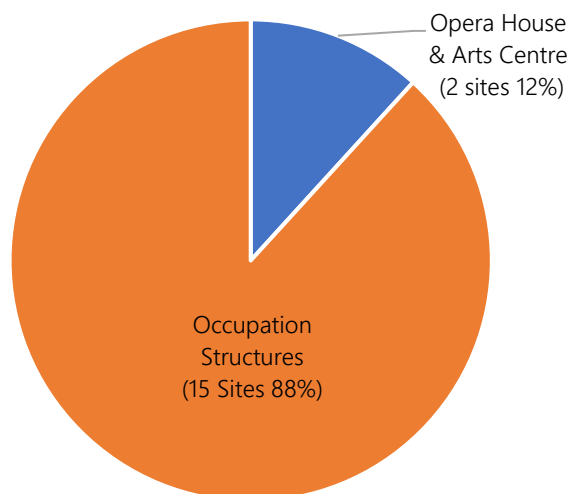


Figure 12 Arts & culture assets





Current and Planned Projects

The Opera House and Arts Centre are both in the current capital programme and works are underway to re-refurbish these facilities.

SPECIALIST

The specialist category includes all the emergency service facilities and the prison, which are managed by the Justice & Home Affairs department. The category also includes the crematorium, which is administered by the Customer and Local Services department. Other facilities in this category include the abattoir, telecoms installation at Fort Regent, lifeguard sites, Liberation bus transportation centre, the States Official Analyst, Jersey Weather Radar and some storage facilities.

Summary

			
Number of Sites	Total Site and Floor Area	Annual maintenance costs/sqm	Kg CO ² /sqm/year
23	29,000	£40	36

Current and Planned Projects

New Ambulance, Fire & Rescue Headquarters, Station and Training Facility

The current Ambulance and Fire & Rescue premises are no longer able to support the modern-day delivery of services increasingly aimed at engagement, training and professional standards and development, planning, and security matters. These facilities are currently on two sites and site selection considerations for a new facility or facilities are still underway.

There are also competing needs to provide either upgraded facilities on the existing Rouge Bouillon school site or a new primary school within the area, which may require some or all this site. The project is being reviewed in this context and the inter-dependencies between the need for a combined Ambulance, Fire & Rescue facility and the wider school provision in St Helier are being explored. This review is being directed by CPMB and will be progressed in the next political cycle for an agreement to ensure the best outcome and optimum future planning of the wider estate.

Sexual Assault Referral Centre (SARC)

The Sexual Assault Referral Centre (SARC) is a high priority capital project that was agreed at CPMB to be built on a site at Bagatelle Lane and this is now at the design stage and being prepared for tender. The centre will provide an environment in which key stakeholders and professional agencies can work in partnership to help improve both the mental/physical health and criminal justice outcomes for victims of sexual assault.

In January 2021, the Justice & Home Affairs Minister announced a new public initiative which seeks to put victims of crime first. The vision is to create a 'victim's hub' that provides a central base from which victims of crime can receive support. The proposed facility is a natural expansion of the support services that will be delivered from the proposed new SARC. Accordingly, the remit of the project has been expanded to include the additional facilities required to provide a 'support hub' for victims of crime. This facility is expected to be delivered by 2025.

Prison

The prison has benefited from some major phased improvement works. To date five of the agreed eight phases of the Masterplan to redevelop HMP La Moye Prison have been completed:

- New cell accommodation for 35 prisoners
- New cell accommodation for 62 prisoners, new kitchen block and new fuel farm
- New cell accommodation for 118 prisoners and a Multi-Purpose Building providing sport /fitness /educational facilities)

- New Stores & Works Building consisting of new “goods in” and “goods out” facilities, bulk storage, and workshops.

Works to construct a new Gate House (Phase 6) commenced in June 2020 and were completed in Q4 of 2023. The new Gate House is the new main entrance into the Prison and will incorporate a new vehicle lock, new administration and support facilities, a prisoner resettlement management unit and flexible office space (for agile working).

Further phases will provide new Education, Training, Care and Separation Unit (segregation) and Healthcare facilities, facilities for pre-release, and replace the security fence with an easier to maintain wall.

Army and Sea Cadet Headquarters

This will provide a joint facility for the two Cadet Forces and enable collaboration, reduce duplication of facilities, and ensure that both Forces have modern, fit for purpose facilities in which to develop and deliver their activities for their members, making a valuable contribution to the education and development of the children and young people in the Cadet Forces. It is scheduled to be completed in 2026 (subject to confirmation of site).

States of Jersey Police Firearms Range

A new purpose-built range at Crabbe for the use of States of Jersey Police will be delivered in 2024 having secured planning permission in 2023.

4 Operational Performance – Corporate Landlord Model

The IPES set out a new way of working under a Corporate Landlord Model to meet the objectives set out in the strategy. This has been delivered through the establishment of the Corporate Property Management Board and has provided a clear framework, leadership, and governance for the management of property assets. The function of the Corporate Landlord is to ensure that service departments are adequately accommodated, to ensure that the future asset requirements for each service are identified and procured and to maintain and manage the property assets in accordance with corporate strategic priorities and standards and relevant property and health and safety legislation.

Governance

The Corporate Property Management Board (CPMB)¹⁸ was first established in 2020 and in 2021 published the Island Property Estate Strategy. It is chaired by the Chief Officer for Infrastructure and Environment and is made up of senior officers across the Government that have property interests. It reports to the Minister for Infrastructure. All major property decisions are subject to [Standing Order 168](#)¹⁹ which requires all relevant Ministerial Decisions to be referred to the States Assembly for a final approval.

Accomplishments

Since the establishment of the CPMB and approval of the Property Strategy there have been number of notable accomplishments that can be summarised as follows:

CPMB established

- CPMB was established and has successfully directed key policy initiatives and major property decisions.

Disposals and Acquisitions (since 2021)

- 23 sites have been disposed of and 33 have been acquired.
- 62 rent and three market reviews completed.

Capital Projects Governance & Process

- Developed with the Corporate Portfolio Management Office (CPMO) an update to the Capital (Building) Projects Framework for the more efficient and successful delivery of capital projects, following recommendations made by the Public Accounts Committee (PAC) and the Comptroller and Auditor General (C&AG). The Framework provides a stage gate process, aligned to the funding processes, to control decision making at key points in the project lifecycle.
- The work identified four broad different project types and mapped the requirements of each project type to the Royal Institute of British Architects (RIBA) stages.
- In the interests of environmental sustainability, CPMO has also introduced BREEAM environmental sustainability stages into the Framework.

Budget Consolidation

- Maintenance budgets will be consolidated into the JPH budget as part of the corporate landlord model delivery.

¹⁸ Corporate Property Management was previously known as the Board Corporate Asset Management Board

¹⁹ https://www.jerseylaw.je/laws/superseded/Pages/2018/16.800.15.aspx#_Toc506373822

Sites agreed for New Facilities

- The former Les Quennevais School site was re-purposed from educational use to health and wellbeing use to support the decant of Overdale services.
- The former Heathfield children's home site was agreed to be developed for the SARC facility.

Housing and Key Workers

- In 2021, CPMB worked with the Minister for Housing to agree a list of potential future housing sites that could be delivered from Government land. The Limes was one of the first sites transferred to Andium in 2021 to deliver additional affordable housing.
- Westaway Court delivered 56 key worker accommodation units.

Target Operating Model (TOM)

- A new TOM structure for JPH was consulted upon, agreed, and set in place in 2021 and all JPH staff moved to new consolidated offices at La Collette.

5 Environmental Performance

Current Performance

Water

The total amount of water purchased by the Government of Jersey includes all public toilets, showers, and schools, plus the airport, hospital, and all other Government activities. This means it is difficult to compare overall performance against recognised good practice benchmarks because not all water usage is directly controllable (e.g., water usage will increase if there are more visitors using public facilities.) By 2017, 100% of properties had water meters in place enabling more accurate reporting of water consumption. Water metering also makes it much easier to identify leaks and take corrective action more quickly to avoid waste.

	2022
Usage M ³	296,019
Cost (£m)	2.32

Table 4 Government of Jersey water use

Energy

As part of our sustainability work, we have been reviewing the way that we collate figures on energy consumption, emissions and spend across the Estate, including enabling work around:

- data cleansing and the transition to a new IT system.
- review of additional systems integrations to support enhanced insights in this space.
- review of reporting and decision-making tools to aid our journey.
- support for additional metrics, such as carbon intensity measures, to aid benchmarking.

The Carbon Neutral Commitment

The Government of Jersey will adopt an emissions reduction target in line with the emissions trajectory set in strategic Policy 1 of the preferred strategy which aims to deliver net zero emissions by 2050, with a minimum of 68% emissions reduction by 2030 and 78% by 2035 to be delivered through a comprehensive action plan. The policies that will have a particular direct impact on the management of the estate are policies HT1-3 Heating and OE2 Construction sector emissions.

There are over 120 blocks over 59 sites with oil boilers and over 30 blocks with gas boilers, and JPH manages listed buildings such as 5 Library Place, which was built in 1737, to newly refurbished sites being delivered. Working with the Decarbonisation Unit, work is underway to upgrade and replace high carbon heating boilers and heat generators with long-term low carbon heating solutions, identified by the maintenance programme and the work being undertaken to review the condition of the property estate.

The development of energy performance certificates will be part of the future changes made to understanding the energy performance of the estate and will be part of the following SMART objectives that will be used for the basis for future reporting:

- To run a 6-month pilot programme through the estate management strategy building condition survey in 2024 to target highest emission properties and implement a programme of emissions reductions.
- All public buildings to display Energy Performance Certificates (EPC).

The following exemplar is part of the on-going improvement programme that is being rolled out to deliver tangible improvements in the performance of the property estate and help meet the zero-carbon target.

Case Study: St Mary's Primary School

St Mary's School was originally built in 1901 and like many of the Island's Primary Schools has been extended / refurbished over the last 20 years, the internal layout and external fabric was dated and fell well below current educational standards and modern teaching philosophies.



The school was re-developed in four phases to meet new standards and increase capacity.

Property Holdings delivered the final phase in 2020 to improve the energy efficiency and use low carbon technologies to bring the school up to modern standards. These were:

- Upgrade the 'U' values to the external walls and roofs to the three listed buildings.
- Replace the old Windows.
- Install renewable electric generating Photovoltaic (PV) panels.
- Replace the old oil boilers with oil storage tanks and replace with Air source heat pumps.
- Provide heat recovery full fresh air ventilation units to all teaching areas.
- Replace the existing lighting with LED fittings.
- Install Energy Monitoring and improve the BMS controls.

This work resulted in a 16% reduction in energy use and total emissions were reduced by 89%

Extreme weather

Scientists are detecting a stronger link between the planet's warming and its changing weather patterns. Though it can be hard to pinpoint whether climate change intensified a particular weather event, the trajectory is clear — hotter heat waves, drier droughts, and bigger storm events as experienced in recent times in Jersey with storm Ciarán. This will have an impact upon the estate, which may necessitate the installation of improved cooling systems for buildings prone to suffer from extreme temperatures, or those sites exposed to tidal flooding where improved defence work may be required, for example.

In the case of the summer 2022 record-breaking temperatures experienced in the Island, a high priority has been given to works to reduce its impact on the school estate.

The use of regular monitoring and the completion of the condition survey will identify all those buildings that require improvements to be carried out and any works will be reported on in the next annual report.

6 Land and Site Availability

The primary purpose of JPH is to support the property needs of the Government services and ensure that sites and assets are made available as a priority. JPH is called upon across all directorates to identify land and property for a variety of needs, whilst there is also tension arising from the need for housing land identified by the SOE's.

Work undertaken by JPH through CPMB has identified future needs for new town primary schools, new Ambulance, Fire & Rescue Headquarters, the Sexual Assault Referral Centre (SARC), new music service facility, town youth facilities, and affordable housing. All of these have a significant priority for respective parts of Government and there will be a need to identify suitable sites from the current portfolio and alternative private sites, as needed.

These decisions will be based upon sound and extensive feasibility studies and business cases, and ultimately the decision of Ministers, to ensure that they meet the objectives set out in the Government Plan and other relevant strategies, including the property strategy. In the next period, these decisions will also be supported by the development and delivery of Property Asset Management Plans which will set out the future property needs of all our key services across all directorates as part of a longer-term plan.

Identifying Surplus Land and Property

Surplus property and land will be identified by the development of AMPs – supported by JPH, which is set out in more detail in [section 8.3](#) of this report.

Housing

The demand for the release of surplus Government owned land, particularly for affordable housing, is being driven by Government strategies and plans, including the recently adopted [Bridging Island Plan](#), and the [Creating better homes: An action plan - for housing in Jersey](#)²⁰

This is not a new pressure and has been a long-standing position going back to previous strategies and plans. Since the Government affordable housing portfolio was transferred to Andium in 2014, a number of surplus government owned sites have been developed by Andium and this has further boosted the affordable housing stock. These sites include;

- | | |
|--|-------------------|
| • Ernest Briard & Walter Benest Court (completed) | 79 units. |
| • Summerland (completed) | 82 units. |
| • Ann Court (Completed) | 165 units. |
| • The Limes (under construction) | 147 units |

New development on public land, whether that is owned by Government or a States' Owned Entity, creates value that can be reinvested to benefit the public. Recognising that housing is increasingly unaffordable for many Islanders, the new Bridging Island Plan includes a policy expectation that;

'Where States of Jersey or States-owned companies' land is brought forward for the development of new homes, these shall be for affordable homes unless it has been otherwise approved that the development needs to specifically provide open market homes, particularly where this is required to ensure the viability of public realm and community infrastructure delivery, in line with an approved Government Plan.'

South Hill offices were formally transferred for housing development to the States of Jersey Development Company in 2023 and the remaining sites in the table below will be disposed of in 2024.

²⁰ <https://statesassembly.gov.je/assemblyreports/2021/r.98-2021.pdf>

Site	Tenure	Public Value to be Delivered
Aviemore	Open market homes	The creation of a fund to support care-experienced islanders
Huguenot House	100% Affordable homes	100% of the development will be affordable homes
Philip le Feuvre House	100% Affordable homes	100% of the development will be affordable homes
South Hill	Minimum 15% assisted purchase	A proportion of assisted purchase homes and, the creation of a capital receipt to invest in affordable homes in other locations
St Saviour's Hospital	Maximum viable number of affordable homes	Affordable homes and adequate funding to secure the refurbishment and future security of the Grade 1 listed building

The Creating Better Homes Action Plan made a commitment to publish a list of Government owned land which could be used for the provision of housing. This was developed by the Strategic Housing Unit in discussion with JPH and identified publicly owned sites for housing that may emerge over the short to medium term.

These sites are in many cases still in active Government use and will be subject to a final decision on their future use based upon emerging decisions arising from the development of the AMPs and decisions with Departments operating on these sites.

The Government owned sites list identified through the [Creating Better Homes Action Plan²¹](#), which have the potential to be used for the provision of housing, is detailed in [Appendix 3](#).

Health

[The New Health Facilities Programme²²](#) is the single largest capital project in Jersey and has an impact beyond the decision about the new hospital site. The health portfolio is expected to be re-aligned, following planning approval for the new hospital to be built on the Overdale site. Work is underway with the health directorate to plan for these changes to ensure that a smooth and timely transfer can take place on those sites identified for transfer. Some of these sites are identified for potential housing supply in [appendix 3](#). The sites that will become available for future alternative uses are:

- **St Saviours Hospital (south)**
- **Westaway Court**
- **Le Bas**

²¹ In September 2023 a new set of Ministerial Plans set out individual Ministers' priorities and the legislative programme for 2024.

²² [NHFP](#)

JPH will work closely with Health to develop and deliver an AMP that set outs these future needs in greater detail so that this can be fed into future strategic property decisions through the approved governance structure.

Education

The need for new and re-configured education facilities is set out in the Government Plan, and in particular, the review of St Helier primary schools and further education facility, will lead to the re-alignment of the portfolio, which may require new sites to be acquired and/or the release of older outworn sites for alternative uses. The education needs and site opportunities will be clearer over the next 12-24 months with the completion of the feasibility work for these specific projects and the development of the AMPs.

Office Accommodation Project (OAP)

The OAP, as detailed in [section 3.4](#), will release surplus office sites for development or alternative services:

- **South Hill offices²³**
- **La Motte Street offices**
- **Maison le Pape**
- **Highlands CYPES Department offices**
- **Maritime House**
- **Jubilee Wharf**

Several current leased office buildings will also be released back to the market and provide savings as part of the OAP.

- **Lister House**
- **Eagle House**
- **Liberte House**
- **Bermuda House**
- **19-21 Broad Street**
- **23-25 Broad Street**
- **28-30 The Parade**

²³ Vacant site released to SOJDC in 2023

7 Innovation and Technology

There is a strong commitment, as set out in Object 5 – Innovation, in the IPES, to bring more innovation and technology into the management of the property estate to improve efficiencies, reduce carbon, ensure compliance, and provide a better experience for property users.

For example, the new government office will have systems that will be able to monitor occupancy/capacity, energy use and indoor air quality. Such systems are already used in other public buildings, including the new Les Quennevais school and will have an increasing role in property management to ensure that the public estate is efficient and fit for purpose.

Property Management System

The current estate management system (Concerto) has been rolled out successfully to the key property users and is linked to the new Integrated Technology Solution (ITS) finance system. The property management solution will be developed and updated with future upgrades as new modules are made available.

Building Information Modelling

The design team within JPH has led on the use of Building Information Modelling (BIM)²⁴ to design and maintain the new Les Quennevais school site. BIM can bridge the information loss associated with handling a project from design team to construction team and to building owner/operator. This can yield benefits to the facility owner or operator. For example, a building user may find evidence of a leak in the building. Rather than exploring the physical building, the BIM model can be used to see that a water valve is located in the suspect location and could be the cause of the problem. The use of BIM is expected to be rolled out on other projects coming through the capital programme.

Mapping & Geographic Information System (GIS)

Other areas of innovation in the property space have included the development and integration of the Government corporate Geographical Information System (GIS)²⁵ with the asset management system (Concerto) to provide a geographic representation of the estate and enabled analysis to be undertaken to support strategic property decisions such as in the analysis for assessing locations for new facilities and services. This will be also linked to the new ITS and will be developed as the technology and experience of using these systems matures.

3D space capture

Two significant technology investments were made in 2023 and will provide significant benefits in managing the property portfolio. The first is a 3d scanning technology platform called [Matterport](#) which creates immersive 3D virtual tours of physical spaces and offers a fully interactive experience, allowing users to explore spaces as if they were physically present. It will also support the maintenance team in undertaking and reviewing the condition of our properties, and produce highly accurate surveys information for the design team to upgrade and develop our portfolio.

Unmanned Aerial Vehicle

There was also investment in the acquisition and training of JPH staff to operate a surveying drone which will be used to acquire external highly accurate geospatial survey data and high-resolution imagery from even the most challenging or inaccessible locations of our property estate. This will be particularly useful to assess damage for any future major storm/natural events, condition surveys, building elevations and

²⁴ BIM is defined as: Use of a shared digital representation of a built asset to facilitate design, construction, and operation processes to form a reliable basis for decisions.

²⁵ The maps used in [appendix 5](#) have been created using this technology.

topographical surveys to 3D drone mapping, Building Information Modelling (BIM), Health & Safety assessments and environmental assessments.

8 Commitments for the Year Ahead

Summary

It is recognised that there are some reporting gaps, as the data is either not current, or in the process of being updated. These gaps will be filled in forthcoming reports as the data becomes available and the various work streams completed. These, and other important actions, have been identified to be completed in the forthcoming year and are listed in table 5.

Commitment	Detail	How this will be reported in the State of the Estate report
Full valuation of the Operational Land and Buildings	A full valuation of the entire property estate	Publish valuation figures
Condition survey of the Operational Land and Buildings	Condition surveys of the operational estate will be conducted in accordance with industry and RICS guidelines	Publish of property condition by category and grade with classification of repair priorities and carbon impact
Asset condition survey	Complete current programme	Publish asset condition by grade
Property Strategy review	Review current strategy and align to the new Government Plan and reflect any new strategic policy changes	Publish an updated Strategy (as relevant)
Property Asset management plans	Continue with the process of developing property asset management plans in line with the Property strategy objectives.	The number of Property Asset Management Plans developed and published
Land supply	Dispose of surplus sites for housing development	Number of sites disposed for housing development
Energy and carbon	Develop a short-, medium- and long-term plan for moving to a low carbon estate	A reduction in the carbon emissions produced by the estate. Number of sites or buildings that have been upgraded.
Innovation & technology	Further develop the property business system Employ latest technology to monitor our buildings	Number of enhancements and modules being utilised.
Improve communication on property matters	Publish a dedicated property web site to include details on the property strategy, key performance indicators, State of the Estate report, published asset management plans and promote Corporate Landlord Model	

Table 5 Summary of commitments

Condition Surveys

The estate was assessed in one project by Curry & Brown in 2023 and this singular approach allows for economies of scale to be built in, a consistent approach to be adopted, an ease of assessment using standardised criterion and an ability for sense checking by means of cross referencing to other parts of the portfolio.

The survey is an essential evidence base for the purposes of Property Asset Management planning and will be used in 2024 to score and rate the condition of buildings and properties to allow for wide or detailed comparisons to be made and for capital bids in future Government Plans.

Although the current [2024 Ministerial Plans](#)²⁶ published in September 2023 may be superseded they did set out the importance of property improvement with the following priorities:

- Use the strategic condition survey of the public estate to improve the management and efficiency of all government property.
- Develop an approach to increase investment in the government’s £1 billion property portfolio that will facilitate the appropriate level of maintenance in future.

Property Asset Management Plans

The development of Asset Management Plans is underway, and a programme of delivery is set out below. Asset management must be performed across the estate to provide an overarching view, which can then maximise the potential value (both financial and value of use) of the estate and each individual property within it.

This is a major process and the work involved in developing the plans will take significant time. It is being delivered from dedicated JPH staff with support from within the user departments to provide much of the key data and outputs required.

	Phase	Stages	Timeline
1	Demand Side Data Gathering	<ul style="list-style-type: none"> • Interviews with key staff from user departments • Production of key standards and policies relating to property use • Collection and analysis of data, standards, and policies 	Completed
2	Supply Side Data Gathering	<ul style="list-style-type: none"> • Condition Surveys • Suitability assessments • Sufficiency assessments 	Completed by Q2 2024
3	Outputs (ongoing reviews)	<ul style="list-style-type: none"> • Strategic Property Asset Management plans • Long term Capital Plans • Site/Property Plans (rolling programme) 	Published 2024-5

Table 8 AMP key stages

Work has already commenced on stage 1 with interviews held with Health and CYPES and is being rolled out to the other directorates and service areas going into 2024.

This is a significant project and one which has not been undertaken previously, but once in place, the work required to maintain and update the plans and outputs will be reduced and part of an ongoing programme within JPH. The next State of the Estate report will be expected to show some significant progress in the delivery of these much-needed AMPs.

²⁶ With the recent election of a new Council of Ministers these plans may now be updated for 2024

9 Abbreviations

AMP	Asset Management Plan
BIM	Building Information Management
C&AG	Comptroller and Auditor General
CPMB	Corporate Property Management Board
COM	Council of Ministers
CPMO	Corporate Portfolio Management Office
CYPES	Children, Young People, Education and Skills Department
GIS	Geographic Information System
IPES	Island Property Estate Strategy
IE or I&E	Infrastructure and Environment Department
JHA	Jersey Home Affairs Department
JPH	Jersey Property Holdings
PAC	Public Accounts Committee
SOE	States Owned Entity
SPPP	Strategic Policy, Planning and Performance Department

10 Appendices

Appendix 1: Island Property Strategy Action Plan

Objective	Action	Action Status
Strategic: A unified, sustainable, and smart estate which respects the natural and historic environment		
Strategic 1	Establish a Corporate Property Management Board (CPMB) and a governance structure which ensures an overarching corporate approach supported by operational communication of asset requirements	completed
Strategic 2	Complete and maintain a unified data base of all public land and property with asset classes configured in accordance with this strategy and minimum key data defined	completed
Strategic 3	Complete the first phase of the government office modernisation programme by 2023	on track
Strategic 4	Review and reconfigure locations of services and property and incorporate interactive SMART technology to enable efficiencies in service	on track
Strategic 5	Develop the island Geographic Information System mapping to have a direct interface with the estate database to record and display, via Building Information Models, headline data on assets	completed
Strategic 6	Establish resources and a system for developing regular, overarching 4-year Asset Management Plans for the Public Estate and an annual state of the estate report which tracks improvement in performance	on track
Strategic 7	Establish metrics for all KPIs	completed
Strategic 8	Develop, manage, and maintain the public estate in accordance with the environmental parts of Future Jersey, The Common Strategic Policy, The Island Plan, and the Government Plan	on-going
Customer focus: Meets the needs of the client and building occupiers		
Customer Focus 1	Regularly review the service needs	on-going
Customer Focus 2	Engage in effective discussion with community and stakeholder groups when evaluating future needs	on-going
Customer Focus 3	Where appropriate, amend services and assets	on-going
Customer Focus 4	Set appropriate targets for service level and utilisation	on-going
Customer Focus 5	Undertake a rolling programme of condition surveys across the whole estate	on track

Objective	Action	Action Status
Customer Focus 6	Prioritise work to assets on a safety, regulatory compliance, critical maintenance, and service delivery basis	on-going
Customer Focus 7	Where appropriate all facilities will have a Fire Management Plan	on track
Customer Focus 8	Deliver targeted training to occupiers to enhance awareness of their responsibilities as users	on-going
Customer Focus 9	Make occupiers aware of procedures for defect reporting and maintenance	on-going
Customer Focus 10	Regularly review assets against evolving workspace trends and technologies	on-going
Customer Focus 11	Provide healthy workplaces and environments through considered design, well maintained assets, and the use of SMART technology	on track
Finance: Economic and efficient operation, facilitating investment, supporting growth and regeneration, and delivering value for money		
Financial 1	Increase and optimise income from the Estate	on-going
Financial 2	Maintain the assets in a planned and structured manner such that condition, user satisfaction and capital value are maximised	on-going
Financial 3	Implement the terms of tenancies and encourage end users to renew existing leases	on track
Financial 4	Apply flexible internal charging for property that appropriately incentivises users	on track
Financial 5	Review the arrangements for charging for the occupation of property and, if an asset rent model is retained, apply it on a consistent basis	on track
Financial 6	Undertake a maintenance and improvement programme for the island's property holding to maximise value	on track
Financial 7	Regularly review the operational estate portfolio to ensure it continues to deliver the service requirements	on track
Financial 8	Administer acquisitions and disposals, balancing commercial and community needs	on track
Financial 9	Establish lifecycle costs to develop a planned maintenance strategy	on track
Financial 10	Make available attractive spaces and well-connected facilities to encourage internal and external investment	on-going
Financial 11	Support community health and wellbeing through good quality health, education, leisure, and social facilities	on track

Objective	Action	Action Status
Financial 12	Provide attractive environments, infrastructure and facilities that are vibrant, clean, and well maintained, accessible and appropriate for a modern tourist orientated island.	on track
Innovation: Continuous improvement through consideration of emerging design and evolving technologies		
Innovation 1	Appoint an estate innovation champion and assemble an innovation focus group	Completed
Innovation 2	Continuously modernise and improve service delivery through increased utilisation of technology	on-going
Innovation 3	Review evolving global workspace and environment trends	on-going
Innovation 4	Hold lessons learned sessions for assets with stakeholders to enable collaborative learning	on-going
Innovation 5	Investigate and promote the use of SMART buildings technology to increase efficiency, reduce costs, provide healthy workplaces, and deliver a better user experience	on-going
Innovation 6	Ensure open protocol systems are adopted to facilitate connection to the wider SMART island technology	not started
Innovation 7	Investigate and promote the use of sustainable materials and modern methods of construction, extend design life, and reduce whole life costs so that we best utilise the resources of the island	on-going
Innovation 8	Design using Building Information Modelling, Virtual Reality and Artificial Intelligence to improve the performance and efficiency of the estate	on-going
Innovation 9	Create spaces respecting ergonomics which nurture social interface and well-being	on track
Operational: Effective and efficient operations supported by a comprehensive asset management system		
Operational 1	Communicate our vision, mission, objectives, and strategy for a unified property portfolio to all staff	on-going
Operational 2	Focus the work of property staff around delivery of the objectives	on-going
Operational 3	Amalgamate all our property systems within a single, comprehensive property database	completed
Operational 4	Implement a rolling programme of surveys of our assets to establish the condition of our estate	on track
Operational 5	Develop key data requirements for each asset class	completed

Objective	Action	Action Status
Operational 6	Identify what required key data is currently held and what data we need to obtain	on-going
Operational 7	Develop clear processes and programmes for updating the single database	on-going
Operational 8	Improve service delivery through better utilisation of technology and the collection and management of data	on-going
Operational 9	Carry out reviews of Asset Management Plans every four years to ensure they remain current and focused on the objectives and are effective and efficient	on track
Operational 10	Accommodate our estate management staff in comfortable, ergonomic, flexible, and productive workspaces and environments	on track
Operational 11	Utilise mobile technology to enable flexible and remote working	on-going
Operational 12	Implement Personal Development Plans for all staff to develop training regimes to support their needs	on-going

Appendix 2a: Disposals by Public 2023

Property Name	Purchaser	Disposal Type	Current Use Category	Legal Completion Date	Estimated Value (£)	Consideration Received (£)
Former South Hill Offices	Jersey Development Company	Reality Sale	Offices	05/05/23	£3,775,000	£10.50
Total					£3,775,000	£10.50

Appendix 2b: Acquisitions by Public 2023

Property Name	Vendor	Acquisition Type	Purpose	Legal Completion Date	Estimated Value (£)	Consideration Paid (£)
C96, Clos Le Lay, Rue de la Petite Falaise	Mr Graham J Le Lay	Realty - Gift /Transfer	Strip of land for pavement	27/01/2023	£1,000	£0
A7, Lido de France	Lido de France (Jersey) Limited	Realty - Gift /Transfer	Strip of land for bus shelter and cycle parking	03/03/2023	£100	£0
B51, Field T559, Rue de la Monnaie	Mr & Mrs Roger Baudin and Mrs Christiane Pallot	Realty - Gift /Transfer	Strip of land for road widening	10/03/23	£500	£0
Fields P674 and P675	Mr Francis Poignand	Realty Sale	Strip of land for cycle Path	05/05/23	£4,000	£4,000
Stafford Hotel	Andium Homes Limited	Realty Sale	Future hospital	09/06/2023	£6,510,000	£6,510,000
Hotel Revere	Andium Homes Limited	Realty Sale	Future hospital	09/06/2023	£8,715,000	£8,715,000
4 Kensington Villas	Andium Homes Limited	Realty Sale	Future hospital	09/06/2023	£1,575,000	£1,575,000
1-5 Springfield Terrace	Andium Homes Limited	Realty - Gift /Transfer	Strip of land for pavement widening	21/07/2023	£1,000	£0
Le Grand Clos, opposite Trinity Arms	The Parish of Trinity	Realty - Gift /Transfer	Strip of land for pavement	21/07/2023	£1,000	£0
Clos de la Bout, St John	St John's 525 Limited	Realty - Gift /Transfer	Strip of land for pavement	17/11/2023	£1,000	£0
4 Edward Place	SBMB Holdings Limited	Realty - Sale	Future hospital	01/12/2023	£915,000	£915,000.00
Total					£17,723,600	£17,719,000

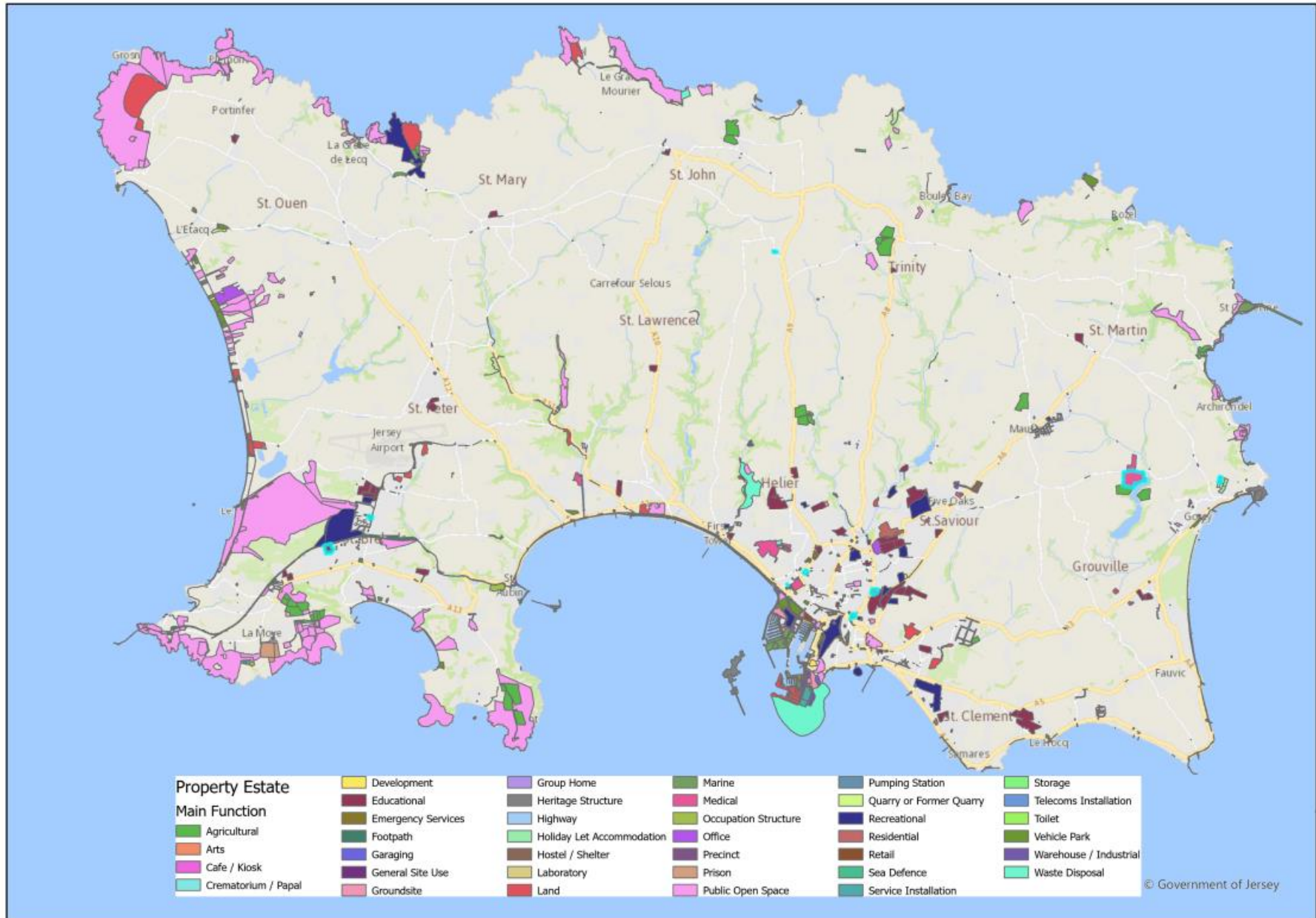
Appendix 3: Housing Action Plan - Housing Supply

Site	Available from	Anticipated completion date	Potential yield (units)
Summerland (Andium Homes)	Completed by Andium Homes	2022 (completed)	82
Ann Court (Andium Homes)	Completed by Andium Homes	2023	165
South Hill (allocated SoJDC)	Transferred to SoJDC 2023	2026+	150
The Limes (Andium Homes)	Under construction by Andium Homes	2024	144
Westaway Court	Refurbished by JPH 2022	2023	75
Valley Close and Marina Court & Cottages	2023/4 - Current Health key workers	TBC - when scheme comes forward	50
St Saviour's Hospital	2023/4 - part vacant site		120
Philip Le Feuvre House & Huguenot House	2024 - Current office site		75
Total			861

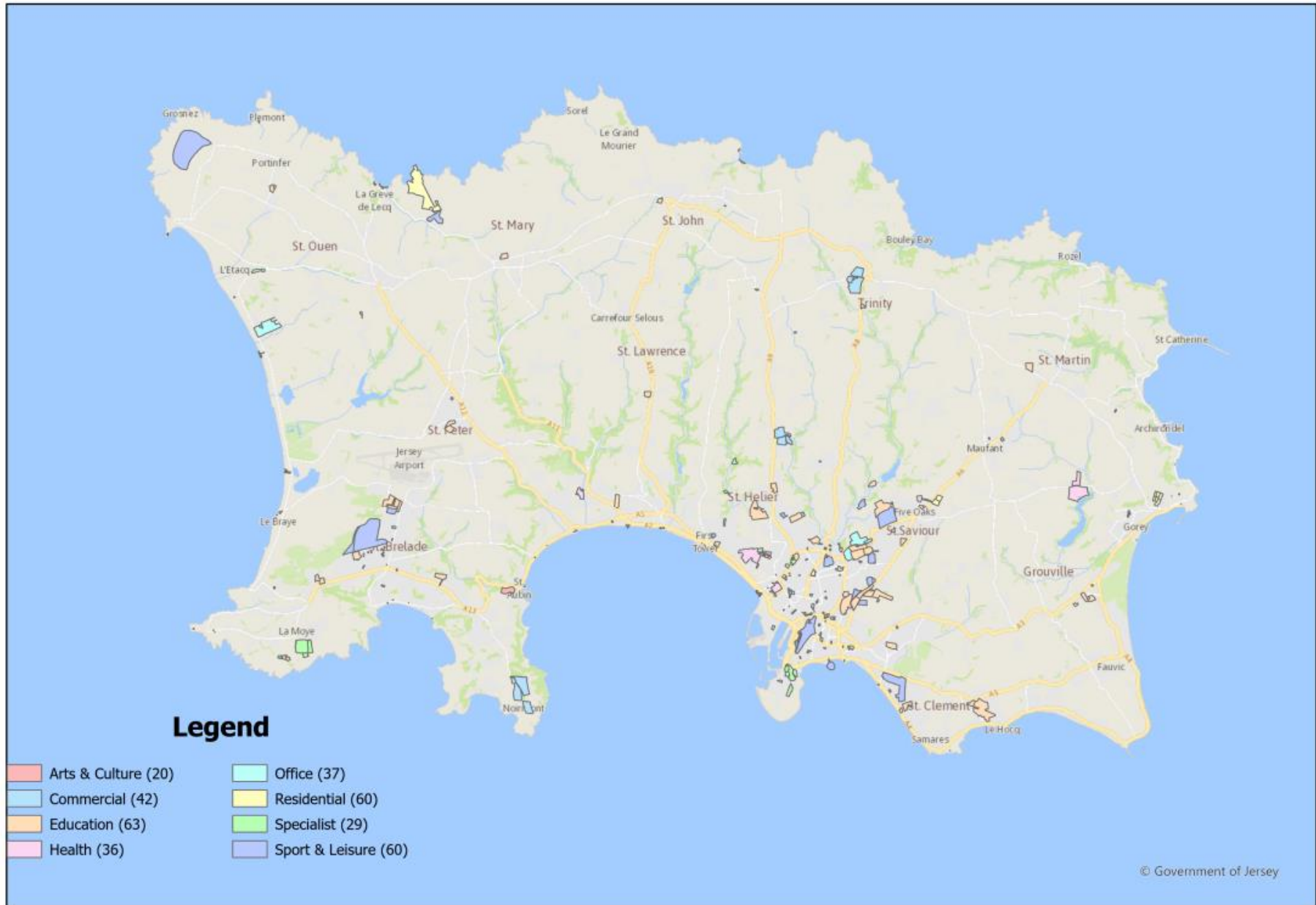
Appendix 4: Asset Condition Survey – Categories

Categories
Changing Tables
Doors
Electrical
Fall Arrest
Fire Alarm & Fire Suppression Systems
Fuel Installations
Heating Systems
HWS / CWS Systems
Irrigation Systems
Lifts / Lifting Equipment
Site Security
Solar / PV Systems
Swimming Pool Plant
Wallgate Systems

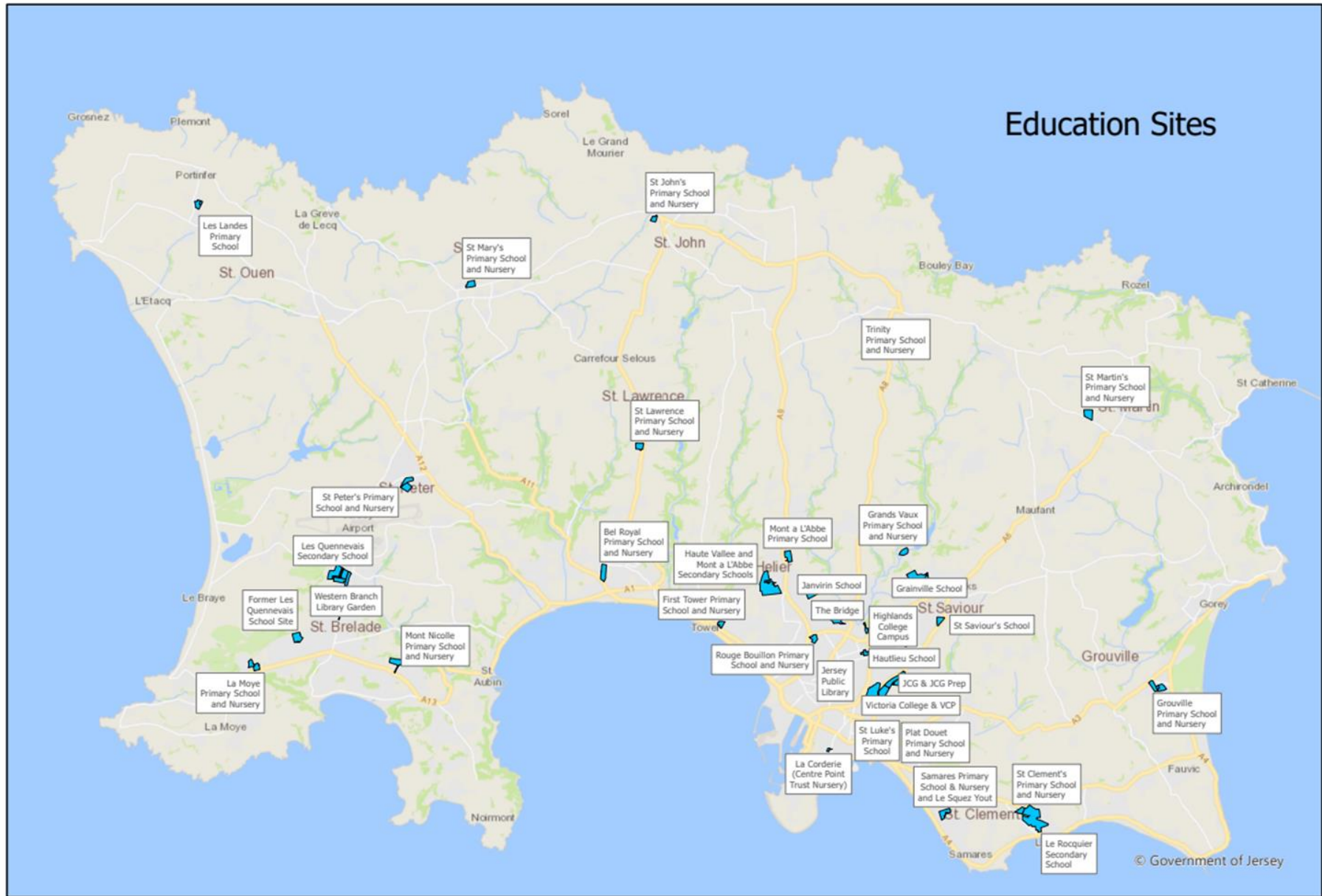
Appendix 5a: All Government Owned & Leased Sites



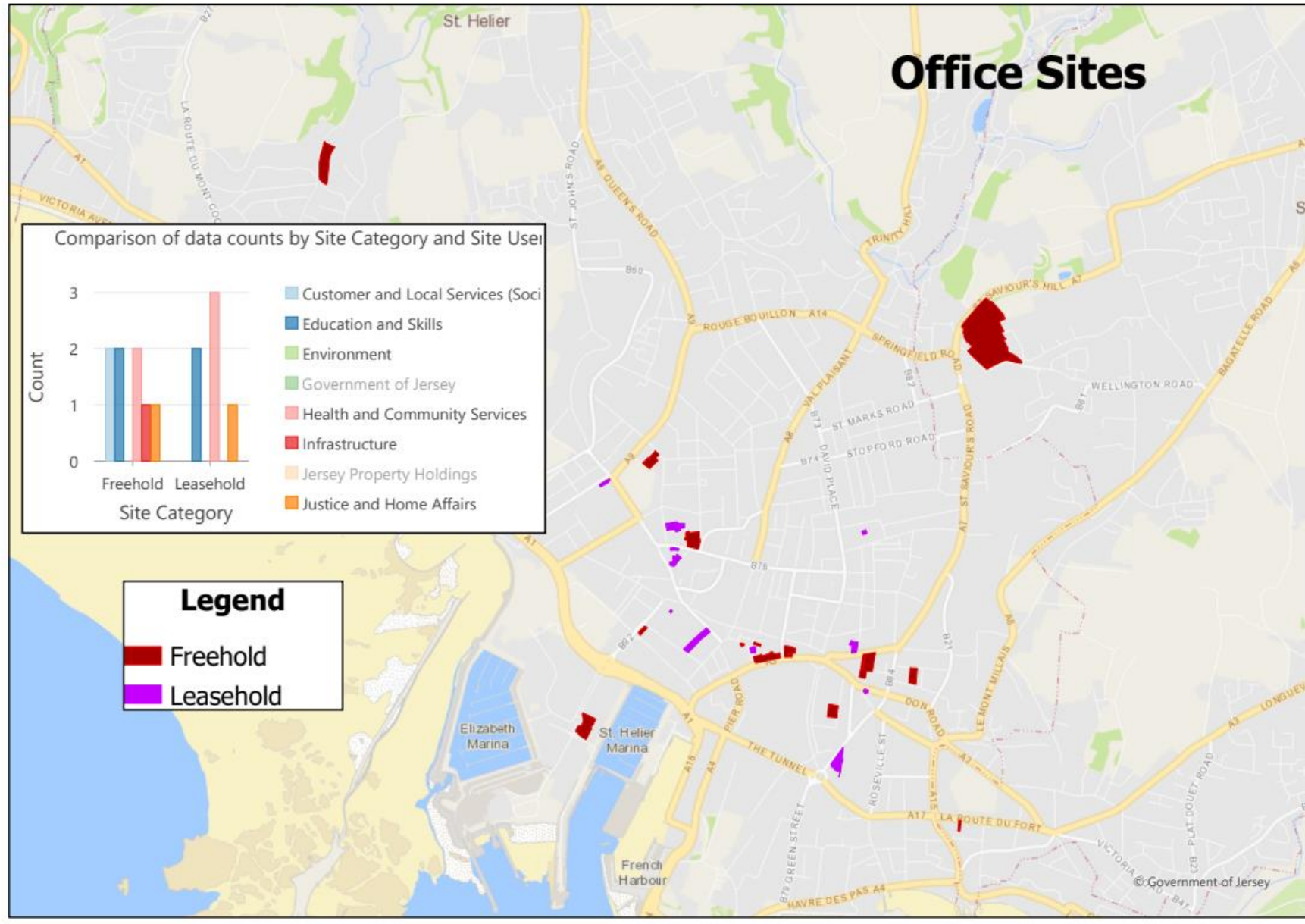
Appendix 5b: Sites Covered by the Island Property Estate Strategy



Appendix 5c: Education Sites



Appendix 5d: Office Sites



Appendix 6: Key Performance Indicators

Category	KPI Ref	KPI	Data Period	Actual	Benchmarks (where relevant)	KPI Status	Trend
Condition & Required Maintenance Indicators	M1	% of gross internal floor area (GIA) in condition categories A to D	2023	From the 2023 survey: Grade A - 2% Grade B - 32% Grade B/C - 40% Grade C - 19% Grade D - 7%	Year-on-year improvement to higher condition. Grades are as follows: A - As new B - Sound, operationally safe and exhibits only minor deterioration. B/C - Sound, operationally safe and exhibits average deterioration. C - The cost of any repairs or upgrading required rectifying defects or deficiencies. D - Inoperable or serious risk of failure	■	→
	M2	Required maintenance in priority levels 1 to 2	2008 ²⁷	From the 2008 survey: Priority 1 - £45.3 m Priority 2 - £50.1 m	Year-on-year improvement with reduced priority levels. Priority levels have the following meanings:	■	→
	M3	Required maintenance expressed as a % in priority levels 1 to 2	2008 ²⁶	From the 2008 survey: Priority 1 - 35% Priority 2 - 53% Priority 3 - 12% Priority 4 - 1%	1. Critical Major impact on function, core business, safety or having a serious financial consequence. 2. Essential Maintain fundamental asset to retain investment value with a degree of possible deferment. 3. Preferable No serious consequence or penalty arising from deferment. 4. Dispensable Redundant asset.	■	→
	M4	Total required maintenance	2008 ²⁶	From the 2008 survey: £50.8 m	A year-on-year reduction	■	→

²⁷ Will be updated to 2023 survey when available.

Category	KPI Ref	KPI	Data Period	Actual	Benchmarks (where relevant)	KPI Status	Trend
	M5	Required maintenance per m2 of GIA	2008 ²⁶	From 2008 survey: £190/total GIA Sqm	Below inflation rate increase	■	→
	M6	Annual change in required maintenance	-	To be updated once 2023 condition survey is completed	Reducing levels	■	→
	M7	Total annual maintenance spends ²⁸	2023	£7m	Maintain or increase current levels of investment relative to condition reporting	■	↓
	M8	Total annual maintenance spends per m2 ²⁹	2023	£23.36	Increase current levels of investment	■	↓
	M9	Ratio of spend on planned and responsive maintenance ²⁹	2023	71% planned v 29% reactive	Maintain minimum 70% Planned	■	↑
Property Costs Indicators	C1	The gross property running costs of the operational estate as a % of the gross revenue budget	-	Work underway to complete for 2024 report	Maintain or reduce ratio	■	→

²⁸ JPH maintained properties.

Category	KPI Ref	KPI	Data Period	Actual	Benchmarks (where relevant)	KPI Status	Trend
	C2	Gross property costs per m2 GIA	-	Work underway to complete for 2024 report	Annual reduction in costs / m2	■	➔
Environmental Indicators	E1	Annual energy costs and consumption per m2 GIA	2023	£10,089,392 £23.76/ M ²	Year on year decrease	■	➔
	E2	Annual water costs and consumption per m2 GIA	2023	£0.98m (296,000 M ³) £2.32/Sqm	Year on year decrease	■	➔
	E3	Annual CO2e emissions per m2 GIA	2023	22 CO2e/M ²	Year on year decrease	■	➔
	E4	Overall organisational CO2 emissions	2023	9,393,368 Kg CO2e	% reduction per annum in all corporate greenhouse gas emissions (property)	■	➔
Property Suitability Indicators	S1	% of properties graded as 'good' or better	2023	62% of buildings scored 'Good' or better	Increase a minimum score of 'good'	■	➔
Sufficiency, Capacity & Utilisation Indicators	U1	Average office floor space per FTE staff member	2021	16 sqm	6 sqm	■	↓
	U2	Annual property costs per workstation	-	Work underway to complete for 2024 report	to be based upon new office standard	■	➔

Category	KPI Ref	KPI	Data Period	Actual	Benchmarks (where relevant)	KPI Status	Trend
	U3	Number of affordable & key worker housing developed from Government land	2023	<u>Completed: 82</u> 82 units – Summerland <u>Under construction: 312</u> 165 units Ann Court 147 units The Limes	Set against Island Plan delivery targets	■	➔
Statutory Compliance	S1	Fire Certificate	2023	100% of sites with statutory certification	100% compliance	■	➔
	S2	Asbestos Survey	2023	159 properties with annual inspections	100% compliance	■	➔
	S3	Legionella	2023	1596 tests undertaken	98.8% complete	■	➔
	S4	Gas safety Certificate	2023	100% of sites with statutory certification	100% compliance	■	➔
	S6	Safety lighting	2023	108 sites tested	100% compliance	■	➔
	S8	Radon	2023	Ongoing surveys on 197 sites (using 245 monitors) to comply with relevant laws and best practice ²⁹	100% compliance	■	➔
	S9	Disability legislation	2023	47 DDA surveys undertaken to comply with relevant laws and best practice	Works underway to	■	➔

²⁹ Health and Safety Law (Jersey) 1989 and the Ionising Radiations Regulations 2017 (IRR17)

Appendix 7: Projects by Stage - Capital Build Framework (end 2023)

Preparation & Briefing	1a Initial Procurement	1b Pre-Feasibility Study	1c Feasibility Study	1d Procurement and OBC	Concept Design	Spatial Coordination	Technical Design	Building & Construction	Handover & Closure	Use & Benefit Realisation
G MEDTSC P8.2 Revitalisation of Jersey Markets	G Prison Phase 8 (Pre-release Unit)	G North of St Helier Hub Youth Centre	G Fort Regent Redevelopment	G Jersey Opera House		A Grainville – School Field & Play Space	G Prison Phase 6b (Cell block demolition)	G Alternative Facilities - Oakfield	G Westaway Court (Key Worker Accommodation)	
	A Army and Sea Cadet Headquarters	G Le Rocquier (LR) Sports Facility	G Le Squez Youth Centre	G Dewberry House SARC			A Firearms Range	G Alternative Facilities - Springfield	G Prison Phase 6 (Gatehouse)	
		G Further Education Campus	A St Aubin's Fort Upgrade					G Office Accommodation Project		
		G St John – School Field & Play Space	G Overdale (NHF)					G Mont a L'Abbe (MAL) School Extension		
		G Combined Fire and Ambulance Station						G Mental Health Improvements (Orchard House)		
								G Enid Quenault Centre (NHF)		

Appendix 8: Approach to Risk Management

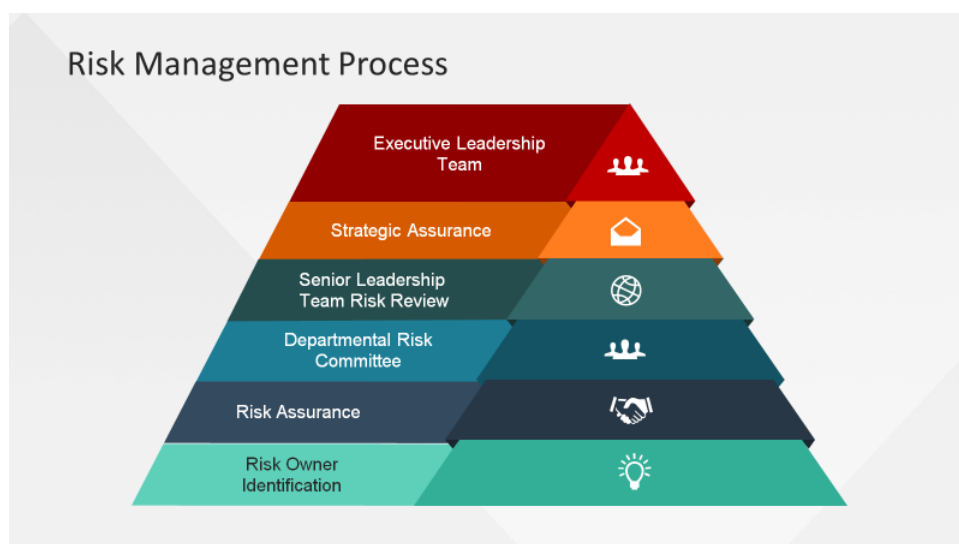
Jersey Property Holdings (JPH) will follow best practice as set out in the Government of Jersey Corporate Risk Management Strategy and Guidance, ensuring that the department embraces and embeds a positive risk culture by following the iterative risk management cycle set out as follows.

- **Risk identification** takes place regularly as part of the business planning process. Risks identified at the strategic level are aligned to JPH tactical and departmental objectives to establish interdependencies and recorded on the ERM platform. Operational risks identified at source are also recorded on the ERM platform.
- **Assessing risks** - risks are assessed to identify the cause, event and impact and evaluated using the impact and likelihood ratings set out in the risk management guidance. Risks are recorded on Infrastructure and Environments departmental risk register on ERM, and risk action owners assigned.
- **Controlling risks** - risks owners are responsible for controlling the risk(s). Risk controls and risk treatment options are identified by those who are directly involved in the management of the activity, or by experts who have detailed knowledge of the underlying risks and who have actively engaged in the risk identification and evaluation process. Risk owners review the risk treatment routinely to ensure that any changes to the risk are identified and re-evaluated, and the treatment has effectively treated the risk and continues to deliver the business requirements.
- **Monitoring and review** – is continuous at directorate level with regular reviews of the risks recorded on the ERM risk register, focussing on the relevance of the risk, risk description, any updates, scoring and risk appetite. To help ensure effective risk management, where a risk is being treated it must have at least one action assigned to which will describe what the action is, what the timeline is for completion, how it will help manage the “path to green,” and if possible, a financial quantification. If a risk is being tolerated, it should still be regularly reviewed, and this should form the basis of any action assigned to it under those circumstances.

Governance, reporting and escalation

The JPH risk review and reporting cycle is:

- Annual - risk identification and risk register review as part of business planning process, including lessons learned.
- Quarterly - key risks reviewed by the Chief Officer & Senior Leadership Team (SLT) and assessed as part of risk management cycle.
- Monthly - Directorate Heads of Service with Director meet to review key risks, risk trends and exceptions.
- Ad-hoc & escalation - key risks or operational-level risks that are more dynamic in nature, and require escalation are dealt with through one-to-one meetings between the risk owner and Chief Officer, risks that need to be escalated are reported directly to the Director of Strategic Assurance for consideration and where agreed recorded on the Corporate Risk Register.
- Executive Leadership Team - Quarterly risk reviews, risk included on the corporate risk register subject to decision. ELT can also agree to de-escalate or close corporate risks during the quarterly reviews of the register.



JPH – Risk Management Journey

JPH recognises that processes to identify, assess, prioritise, and manage risk are fundamentally important in achieving the department’s goals and objectives. With continuous improvement and to ensure a consistent approach to risk management, JPH have found that whilst work had been undertaken to identify and manage risks, a risk management framework, providing the governance and effective management of risk has not been adequately embedded across the department.

Commencing July 2023, the risk management focus for JPH is aimed at the following objectives:

- Deliver and embed a risk framework to enable Jersey Property Holdings to manage and report risk in a more efficient way.
- Develop and encourage risk management practices and operating processes in the team with the aim of embedding risk management into the Property culture.
- To define and augment the Property Holdings departmental Risk Register to reflect both strategic and operational risks at service level and have a strategic golden thread with the Government of Jersey corporate and community risk registers.
- Identify training and learning requirements where appropriate.
- Work collaboratively with other I&E directorates to align the departmental risk management approach.
- Ensure that Property Holdings is best represented and a pro-active contributor at Departmental Risk Management forums.

Risk Management is carefully considered in both strategic and business planning initiatives/programmes.

