



# STATES EMPLOYMENT BOARD ANNUAL REPORT 2023

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**R.70/2024**

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## **OUR APPRECIATION TO ALL COLLEAGUES**

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The Members of the States Employment Board would like to take the opportunity to thank publicly all our employees for their hard work and dedication throughout 2023. We are as ever grateful to all colleagues who work in the public service and appreciate your hard work and dedication to providing quality services to Islanders.

We are proud to recognise so many of our public service through the Our Stars event but know that there are many others who also deserve recognition and praise - thank you all.

## INTRODUCTION

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

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

This year, we continued to build momentum on work started in 2022 and have focused on health and safety throughout the organisation, receiving monthly updates and briefing sessions from Chief Officers on topics such as playgrounds, school fire safety and more generalist briefings from Health & Community Services and Justice and Home Affairs.

We continue with the adoption and embedding of the current People Strategy. We have enjoyed seeing the strategy come to life. The highlights include the Our Stars and long service recognition awards, which provide an opportunity to celebrate both excellent performance and long-standing dedication to the public service.

We have held quarterly meetings with Trade Unions and professional associations to build on the work started in 2022 (improving working relationships, gaining trust and positive resolution). Although Teachers were in a dispute concerning pay and working hours during 2023, these meetings continued and were productive and cordial.

Looking forward, we will continue to build on the momentum already created. This includes embedding the workforce plans and rolling out the Strategic Workforce plan. This will ensure that we are able to better manage succession and skills in a very competitive market. The continued investment in the workforce, culture and engagement is critical to employees.

The States Employment Board Annual Report for 2023 is presented by the new Chief Minister and signed by Deputy Malcolm Ferey who was on the Board during the latter part of 2023.

Signed:



Deputy Malcolm Ferey, Vice-Chair of the  
States Employment Board

Date: 26.04.24

## ACCOUNTABILITY REPORT

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### An Overview of 2023

The States Employment Board that served during 2023 was formed following the 2022 elections and commenced in post in July 2022.

Since July 2022, the Board has quickly sought to move towards a longer-term strategy, addressing issues with culture, terms and conditions reviews, workforce planning, attracting and developing talent from the Island, and looking towards a longer term sustainable public workforce. We have focused on looking at recruitment and retention within the organisation and initiated work to support priority recruitment in key professions and to review key worker accommodation. We have continued to build on this during 2023.

The way we make decisions is important because the wrong decisions, or decisions which have been implemented badly can have significant impact on people's lives and the reputation of the States Employment Board.

We put people at the centre of our approach, balancing consideration, compassion and fairness. We provided the unions and staff associations with a meaningful voice on matters that affect public servants' working lives.

We have continued to review and scrutinise P59/2011 applications (senior and high paid roles). We have received regular health and safety reports and continued to monitor suspension processes and cases which reach the Jersey Employment and Discrimination Tribunal.

We committed in 2022 to hold a staff survey in 2023 and details of this have been provided in the report. We will now ensure departments build action plans to build on the results and improve areas highlighted in their results.

As part of our commitment to transparency in our pay, we published our 2022 Gender Pay Gap Report in December 2023. This report compared the hourly rates of pay on 30 June 2021 and 30 June 2022 in two measurements. Our pay policies should address continuing pay and progression disparity within the workplace.

### Constitution of the States Employment Board

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

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

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

This report provides information about the work of the States Employment Board (the 'Board') from 1 January 2023 through to 31 December 2023

Members of the States Employment Board during 2023 were:

<b>Members of States Employment Board</b>
Deputy K.L. Moore of St. Mary, St. Ouen and St. Peter, Chief Minister, Chair
Connétable A.N. Jehan of St. John, Vice Chair *
Deputy M.E. Millar of St. John, St. Lawrence and Trinity ***
Deputy B. Ward of St. Clement
Deputy Sir P.M. Bailhache of St. Clement
Deputy M Ferey of St. Saviour **

\* Connétable A.N. Jehan of St. John, Vice Chair resigned on 25 November 2023

\*\* Deputy M. Ferey of St. Saviour was appointed on 30 November 2023

\*\*\* Deputy Millar became Vice Chair on 30 November 2023

### States Employment Board Responsibilities

Remuneration policy for all employees of the States of Jersey is determined by the States Employment Board. On behalf of the States Employment Board, the People and Corporate Services directorate provides an employer side secretariat for the purpose of negotiation and consultation with the recognised trades unions and associations. Pay scales are published and cover the following groups of employees:

- Civil Servants (which includes Workforce Modernisation (Ambulance, Family Support Workers and Residential Childcare Officers) and Teaching Assistants – both for whom separate pay scales exists)
- Civil Servants - Allied Health Professionals (As defined by the Health and Care Professions Council)
- Police
- Doctors and Medical Consultants
- Nurses and Midwives
- Manual Workers
- Teachers
- Headteachers and Deputies
- Prison Officers
- Fire and Rescue
- Non-Ministerial Departments
- Legal Appointments (this pay group was created in 2022. It previously sat under Civil Servants)
- Individual contract holders (normally senior civil servants, but who are paid outside of the union negotiated pay scales)

In addition, the States Employment Board is responsible for the remuneration and terms of engagement of those who are office holders, but not employees of the States Employment Board.

- Bailiff
- Deputy Bailiff
- Attorney General
- Solicitor General
- Viscount
- Deputy Viscount
- Judicial Greffier
- Deputy Judicial Greffier
- Greffier of the States
- Deputy Greffier of the States

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

The States Employment Board has implemented a revised code of practice on [Reward and Benefits](#), which confirms the employer's commitment to ensure fairness and consistency is applied to all public service employees. This includes:

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

During 2023, job evaluation panels have been implemented. This allowed us to ensure that colleagues were appropriately trained, both internal and external training has been organised by the Job Evaluation Team in People and Corporate Services. This has included HAY job evaluation training and IJECS.

Throughout December 2023, and it is planned that by February 2024, over 50 Line Managers, Union Representatives and People and Corporate Services Colleagues will have attended the following training sessions:

- Job Description Writing
- Job Evaluation Hay methodology
- Job Evaluation Hay methodology refresher training session (for colleagues who have been previously trained)

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

### Independent Advisers

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

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

The Board may appoint up to two independent advisers.

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

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

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



## Governance

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

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

Legal advice is provided by the Law Officers Department.

People and Corporate Services provide secretariat and coordinating functions.

## Assessment of the Board of Governance and Assurance

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

- **Health and Safety:** Monthly reporting against the Health and Safety Plan implementation and key risks with the organisation.
- **Case Management Report:** Monthly reporting focusing on numbers of and reasons for Suspensions/ Exclusions, Tribunal Cases and Case Types by Departments.
- **Connected Performance:** Monthly reporting on progress with colleagues setting objectives and performing reviews at mid-year and year end.
- **Control of Establishment:** proposed organisational restructures are agreed by the States Employment Board.
- **Control and Monitoring of Salaries (P59/2011)** - The use of consultants and senior recruitment is controlled through the P.59 process, whereby the Board is requested to approve a business case to go to recruitment or for the use of external consultants and interim contractors. A six-monthly report is presented to the States Assembly by the Treasury Minister with the detail of the use of interim and consultant contractors as part of P59/2019.

## Meetings of the Board

In 2023, there were 32 meetings:

Member	Meetings Attended	Apologies received
Deputy K.L. Moore of St. Mary, St. Ouen and St. Peter, Chief Minister, Chair	26	6
Connétable A.N. Jehan of St. John, Vice Chair *	30	
Deputy M.E. Millar of St. John, St. Lawrence and Trinity ***	25	7
Deputy B. Ward of St. Clement	31	1
Deputy Sir P.M. Bailhache of St. Clement	23	9
Deputy M. Ferey of St. Saviour **	2	

\* Connétable A.N. Jehan of St. John, Vice Chair resigned on 25 November 2023

\*\* Deputy M. Ferey of St. Saviour was appointed on 30 November 2023

\*\*\* Deputy Millar became Vice Chair on 30 November 2023

## Financial Report

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

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

## Delegations

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

The Board considered and approved drafts for a revised Scheme of Delegation in 2023 to include delegations for Health and Safety.

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

### Audit Reports

There were a number of follow-up reviews which took place during 2023:

- The Comptroller and Auditor General began a follow-up audit on the Use of Consultants. We expect that this report will be published during 2024.
- The Corporate Services Scrutiny panel also began a People and Culture follow-up review. Members of the Board attended as witnesses on Monday 20 November 2023. We expect this report to be published during 2024.
- The Public Accounts Committee also undertook a Performance Management follow-up review. We are expecting the draft report to be published during 2024.

Any recommendations made in these reports will be considered by officers and the States Employment Board.

## PERFORMANCE REPORT

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### Statement of Performance

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

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

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

The Board has taken an active interest in establishment control, health and safety, risk management and case management and will continue to develop this further in 2024.

Despite continued issues with data quality, the Board recognise that Officers worked hard to ensure improvements were made during 2023 particularly with the roll-out of Connect People which will help consolidate data quality.

We set out our priorities in 2022 for 2023-2026 and have described below the actions which have been taken on each priority during 2023. We have also gone into further detail for each area further in our report:

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

#### Action

Work on the legislative project was paused to allow for consideration of the effectiveness of the legislation governing the recruitment of and role of the CEO, following the recruitment of the interim CEO and while recruitment for the permanent CEO was progressing. Where gaps in governance processes in the Law have been identified, including in disciplinary processes for the CEO, these have been addressed under in practice and through guidance. This allowed other legislative projects that stand to have a greater impact on Islanders to be prioritised.

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

#### Action

We have approved a three year pay strategy to enable officers to work on our behalf with Trade Union representatives. We also committed to Terms and Conditions reviews for The Fire and Rescue Service, Teachers, Headteachers and Medical Consultants.

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

#### Action

We prioritised addressing recruitment issues in key professions, particularly health and education. We recognised that high levels of vacancies impact on service delivery and standards, and a poor candidate experience increases the cost to recruit, with poor outcomes and candidates leaving a recruitment process in favour of other employers. As part of the review of benefits to current and future employees, we agreed an increase in the current annual leave benefits as we recognised this didn't support recruitment and retention compared to other organisations. We also initiated a review of keyworker accommodation.

A Strategic Workforce Development Plan (SWFP) has been created following extensive engagement with departments, who have been through a six-stage workforce planning process. The collated outputs have been used to create a plan to address workforce challenges including current and future capability gaps and to develop a common approach for tackling workforce risks and challenges. This is for implementation that commences in 2024.

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

Action

We continued to focus on Health & Safety at each of our meetings. Health & Safety has been one of our standing items on our monthly agenda. We received updates from the Health & Safety Business Partner on the current status of Health & Safety across the Organisation. We also looked at some focused sessions during our meetings with briefings from Chief Officers on topics such as playgrounds, school fire safety and more generalist briefings from Health & Community Services and Justice and Home Affairs.

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

Action

Connect People was launched in January 2023 with the first modules released being Connected Performance and Connected Learning. This allowed us to track progress on the implementation and roll-out through the inclusion of performance management on our agenda as a standing item. Our focus was on the development of a performance management culture, with due accountability and responsibility from the CEO and Chief Officers down. Monthly reports were considered that showed progress on objective setting and the review stages of the performance management cycle.

As part of the Connect People programme roll-out, we also launched Employee Central – the new central repository and ‘single source of truth’ for employee data; Ask HR – a new ‘ticketing system’ for the asking and answering of any People /HR related questions. Talent Acquisition – the new functionality for recruitment and onboarding was due to be rolled-out in Q4 of 2023 but this has been deferred to the first half of 2024.

## **PRIORITIES AND PERFORMANCE**

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### **Pay and Terms and Conditions**

During 2023, pay negotiations were completed for all pay groups apart from Teachers. Teacher strikes took place during the second half of 2023, the dispute was over pay and workload.

### Employment Relations

We committed to undertaking the following reviews as part of our pay negotiations. These began in 2023 and will continue into 2024.

### Teachers

A commitment has been made to complete a robust and comprehensive review of the current Teachers pay, workload and terms and conditions of employment.

Sub-groups have been established to review the areas of pay, workload and the terms and conditions, providing advice and recommendations to the main group.

### Headteachers

In acknowledgement that their current terms and conditions are not fit for purpose and do not reflect their accountabilities, a commitment was made to complete a robust and comprehensive review of the current School and College Leaders' terms and conditions of employment.

### Fire and Rescue Service

A review has been undertaken of the pay and terms and conditions of all Firefighters, including Wholetime Firefighters, Retained Firefighters and Dual Contractors, with a new package developed in partnership with the Fire Association and the SJFRS management.

The review comprised a comprehensive rewrite of all job information for the roles in scope, using National Fire Chiefs Council (NFCC) guidance to enable this information to map across the NFCC Core Code of Ethics and the NFCC Leadership Framework, as well acknowledging local variation.

### Doctors and Medical Consultants

An agreement was made to look at pay in this area during 2024.

### **Data quality, improvement, and reporting**

Significant efforts have taken place in reconciling HR data with Finance data, in order to improve our data accuracy and reporting. We have launched a people data strategy, outlining the key principles for how we manage and use our data for reporting. We have further developed our dashboards to include additional metrics and we will continue to evolve these to align with best practice. We have started the process of automating the reporting of key metrics, combining multiple data sources which previously were not connected. This will allow us to produce actionable insights on metrics such as actual payroll spend vs budget.

### **Delivery Team**

#### Children, Young People, Education and Skills

The Delivery Unit within the Cabinet Office was tasked to support the recruitment of primary school teachers and teaching assistants and establish a proof-of-concept service model for roll out across other key areas.

A dedicated microsite for teaching and teaching assistants was created and a targeted media campaign was undertaken.

34 primary teachers, 55 teaching assistants and 42 secondary teachers were recruited through the pilot programme. At the start of September 2023 term, recruitment to all primary teaching roles was completed.

To date over 70 new teaching assistants have been recruited, trained and employed to support young people. In addition, all schools now have a fully qualified SENco following the completion of the NaSENco qualification at Winchester University.

We were committed to ensuring that there has been a focus on addressing teacher shortages. This was achieved by ensuring the central and school focused recruitment of primary teachers and through the Jersey Graduate Teacher Training Programme (JGTTP) which trained 20 new teachers during the 2022/23 academic year and also recruited a further 18 for the programme in 2023/24.

Within Children's Social Care there has been significant focus on increasing permanent staff. In 2023 we recruited an additional 13 permanent staff into the service in a range of qualified social work and management positions.

The Children and Families Hub Service has built staffing capacity in 2023 through additional investment. A systemic family therapist and a behavioural advisor has been recruited to the Service to develop the early help offer to families. Additional investment in Family Partnership Worker and Family Mentor roles has increased capacity to deliver more parenting programmes and increase direct work with families, acting as lead workers and co-ordinating teams around the child and family when needed to build resilience. The Early Years Inclusion Team (EYIT) have more staff to meet the increasing demands of support for children with additional needs.

#### Health & Community Services

Despite the difficult recruitment market and challenges we face in bringing new starters into Jersey, recruitment activity has successfully increased the staff in post in HCS by over 200 through 2023 across all staff groups.

Health colleagues have been developing a mass (or cohort) recruitment campaign for nurses, with a dedicated microsite set-up to contain all relevant information for an interested candidate currently being developed which will hugely assist with recruitment and retention in this Health & Community Services.

Whilst the rollout of the Connect Talent Acquisition isn't due to go live until the first half of 2024, there will be an expectation that eventually all recruitment will run through the one talent acquisition portal which will increase the user experience for recruitment and onboarding for both recruiting departments and applicants. We look forward to seeing the progress of this as the final element the Connect People rollout.

#### **Keyworker Accommodation**

As part of our focus to address recruitment and retention we have started to address the need for key worker housing. Through the Delivery Unit in the Cabinet Office, we identified a number of key issues with the existing management of the estate:

- Lack of data – no collated information as to costs, who was in units, where money was being spent, preventing data led decision making
- Lack of policy – inconsistent rules being applied and lack of governance over decision making
- Lack of central service – most activity through HCS team but CYPES were also managing units
- Lack of units – a lot of staff in private hotels and serviced apartments

The Delivery Unit collated the key information and identified inconsistencies, unfair and inconsistent policies and began to identify the true need for different types of accommodation. They continue to work with the Workforce Planning team to identify a longer-term need for key worker housing.

The new policy eliminates the variable experiences by department or professional group. There is clarity about eligibility, tenure, type of accommodation and length of stay in certain types of accommodation.

In 2023, the States Employment Board has:

- Approved a Key Worker Accommodation Policy
- Supported the creation of a central accommodation team within People and Corporate Services
- Supported the acquisition of additional units

The new, centralised service transitioned into People and Corporate Services who will take forward recommendations for developing the service, managing units and working with providers such as Andium Homes to develop a full-service model and manage supply and demand.

The provision and management of accommodation will also help address vacancies within key worker positions across Health, Education, Childrens' Services and Justice and Home Affairs services, resulting in reduced agency staff and overtime usage.

### Strategic Workforce Development Plan

Departments across government have been developing their Strategic Workforce Plans (SWP) during 2023. These plans support the development of a skilled workforce for the future and ensure the building and developing of existing talent is viewed as essential with the ability to better plan and commit budget to this area.

The collated outputs from these plans have provided a clear overview of government wide workforce risks and challenges. A government wide SWP was presented to the States Employment Board which identified the actions that government will need to commit to over the coming four years to address these risks and challenges.

Through the SWP process we have also identified the future capabilities required across government and these are highlighted below. These primarily fall into four kinds of skills: digital, higher cognitive, social, and emotional, and adaptability and resilience. The capabilities identified across government are similar to those identified by the island wide Strategic Workforce Plan created through the Jersey Employer Group (JEG). We plan to incorporate the need for these skills throughout the employee life cycle and incorporate them into any future talent programmes and they are incorporated in the government SWP.

Future capabilities requirements:

- Agility and flexibility
- Communication skills
- Creativity and innovation
- Customer service skills
- Data analytics, science, security skills
- Digital skills
- Emotional intelligence
- Leadership and management
- Accountability and ownership
- Problem solving
- Project management
- Change management
- Resilience
- Collaboration and matrix working

Strategic Workforce Planning is being supported through a suite of tools that have been developed for departments to use. This includes a people data catalogue that provides departments with an analysis of their workforce, including the profile and demographic composition of their workforce to an analysis of workforce absence, costs, and turnover. Data Catalogue Presentations have been delivered to leadership teams across government to discuss the data, risk areas and opportunities for improvement. The SWP team will continue to provide workforce intelligence to assist departments as they begin to monitor and evaluate the success of their plans and to ensure plans remain relevant with the ability to identify new risk areas and incorporate these into Strategic Workforce Plans.

SWP workshops have been designed and delivered for employees and leadership teams across government to support departments in progressing through the SWP cycle. These half day sessions have allowed time for leadership teams to work together and think strategically about their future workforce requirements and to then involve employees in addressing any workforce gaps and challenges that exist.

Further tools have been developed to include succession planning training and a succession planning toolkit to ensure managers have greater competence and confidence in conducting succession planning and to ensure that any commitment made as part of department SWPs in relation to succession planning can be met. These will be launched in 2024.

In addition, a training needs analysis half day session has already been released to support managers and learning leads in identifying and addressing any skills gaps in their departments.

### Gender Pay Gap 2022

The Gender Pay Gap report was published in December 2023. This outlined the difference between the average gross hourly earnings between all men and women in the public service. It included all public employees, both in ministerial departments and the wider public sector.

In line with the United Kingdom, we committed in 2019 to publish data on the gender pay gap, to ensure we are an inclusive employer offering equal opportunities to its diverse workforce.

The Gender Pay Gap 2022 report compared hourly rates of pay on 30 June 2021 and 30 June 2022, in two measurements. The most accurate figure is the median measurement, which shows the gender pay gap in 2022 was 15% – a 2.6% increase from 2021. Whilst there was an increase in the overall gender pay gap in 2022, the pay gap reduced significantly in some areas – a reflection of efforts made to address the gap.

Those efforts include:

- Revised family-friendly policies to increase the amount of paid time off for parents
- Flexible working guidelines
- Talent programmes including apprenticeship schemes
- Recruitment strategies

The gender pay gap shows the difference between the average earnings of men and women. It is not a measure of the difference in pay between men and women doing the same job.

The Government of Jersey workforce covers multiple public sector organisations, some of which tend to attract one gender more than the other. This, along with the fact that it is more common for women to take a career break or reduce working hours to care for children and relatives, means the gender pay gap is an inherited issue.

Nevertheless, the changes in employment policies and the Government's 'Our People' strategy are in place to help address the gender pay gap in the public service.



Previous Gender Pay Gap reports were calculated using the hourly pay of staff. From 2021 this changed to using the ordinary hourly pay to follow UK Government methodology. This pay includes basic pay along with standby, shift pay and any supplements. It does not include pay associated with overtime.

As a result, data from 2021 and 2022 will not be comparable to the 2020 and 2019 reports.

Public sector employees in Jersey are paid equally for the same roles within pay groups, regardless of gender.

We publish all current public sector pay scales. Salaries are paid according to the grade of a job irrespective of gender.

### Health and Safety

The States Employment Board is legally responsible, as the employer, under the Law and as set out in the statutory duties.

The States Employment Board has prioritised their responsibility for health and safety across the States. The item is the first substantive standing item on the monthly States Employment Board agenda.

Since the start of our term of office we have:

- Approved a new health and safety corporate policy (March 2023)
- Approved a new suite of minimum health and safety standards
- Monthly updates on general H&S and focus on any key areas of concern.
- Implemented an internal review programme to monitor implementation of the maturing of health and safety management across the Jersey Public Service
- Undertaken 'deep dives' with Chief Officers on topics such as playgrounds, school fire safety, Health & Community Services, and Justice and Home Affairs.
- Introduced a Scheme of Delegation for health and safety. (March 2023)

In March 2023, the Connect H&S Platform (Integrated Technology System (ITS)) introduced new reporting standards into a single system for monitoring, alongside online training modules. The rollout is continuing within CYPES and completed for other departments in August 2023. (this excludes HCS and Ambulance who still use Datix). Cardinus (training system) has now been migrated and H&S training is live on Connect People.

The Connect Health and Safety system ensures:

- Consistent point of recording and monitoring incidents, near misses and safety observations
- Standardised health and safety incident management for best practice
- Improved statutory compliance and assurance through investigation
- An ability to learn and improve from incidents more quickly
- An ability to monitor trends in incident, near misses and safety observations
- More informed decisions about targeted training and investment.

Prior to the States Employment Board, the Health and Safety Board considers the key strategic issues and progress against improvement plans. We have updated plans for delivery and now have an assurance diagram to demonstrate the maturity of different risk areas and how departments are managing their H&S risks, including implementation of the H&S Minimum Standards. This gives Accountable Officers clarity on the evidence available to demonstrate operational H&S compliance in their areas of responsibility.

The H&S Annual report is due to be published shortly which will provide further detail on the actions taken by the organisation during 2023, as well as providing an outline of the key objectives and principles for the H&S Board to action during 2024.

### Performance Management

Performance management is a key policy area for this States Employment Board.

We issued a new Code of Practice: Performance and Accountability to emphasise our requirement that all Public Service employees are to be supported, managed and developed with evidence through an appraisal system.

The previous approach to performance management was ineffective. The final year of the MyConversation, MyGoals (MCMG) was introduced as part of the Team Jersey programme. It was a self-assessment of performance and did not set targets or allow for accountability and development discussions linked to the roles.

In January 2023, we took the opportunity to utilise the go-live of the Connect system to bring forward two modules for people management early: performance management and learning and development. Whilst there has been a noticeable improvement in the use of performance and appraisal conversations, this is far from where the States Employment Board expect it to be.

We are aware that there were some initial technical issues with the recording of agreed performance management objectives and finalising year end performance assessments. This has been in part the result of running Connect and the old MyView systems, and preparing for a transition of organisation structures into Connect by the end of 2023.

We also note the areas and departments where significant progress was made in 2023 in terms of developing and implementing Connected Performance as an approach and system for recording performance management discussions. We understand that more performance conversations are happening than are recorded, and that the figures shown are therefore likely to under-represent the true position, but these are still at levels that the States Employment Board find unacceptable.

There remains significant work to do in some areas to both implement and embed the approach, and to quality assure content. Leadership remains critical and the role of senior leaders in actively engaging with this and following up cannot be understated.

By the end of our term of office, we will expect to demonstrate a significant improvement in performance management, and therefore productivity, within the Public Service.

Connected Performance 2023: end of year outrun for all in scope employees:

Department	People in Scope	No Objectives	Objectives Set	Objectives Approved	Mid Year Review Complete	Year End Review Complete
COO	322	0.3%	99.7%	99.4%	97.8%	92.2%
CLS	251	0.0%	100.0%	98.4%	96.0%	90.8%
CYPES	428	3.3%	96.7%	85.7%	74.5%	57.0%
Economy	49	0.0%	100.0%	100.0%	100.0%	100.0%
External Relations	12	0.0%	100.0%	91.7%	91.7%	91.7%
HCS	1953	0.5%	99.5%	34.7%	23.7%	17.0%
IE	337	0.9%	99.1%	87.2%	69.7%	54.6%
JHA	351	2.3%	97.7%	91.5%	81.8%	64.4%
Non-Execs	54	27.8%	72.2%	53.7%	50.0%	35.2%
OCE	53	5.7%	94.3%	81.1%	67.9%	52.8%
SPPP	136	0.7%	99.3%	98.5%	97.1%	94.1%
TE	303	2.6%	97.4%	89.1%	80.5%	63.0%
<b>Grand Total</b>	<b>5213</b>	<b>1.2%</b>	<b>98.8%</b>	<b>53.2%</b>	<b>45.3%</b>	<b>37.2%</b>

### Early in Careers

The Government Plan and the Our People Strategy detail our commitment to identifying the best local talent to join the public sector; this includes those embarking on the start of their professional careers and career changers. Attracting, growing and retaining our own internal and on-island talent through training and development programmes was a priority in the Chief Minister's delivery plan and is needed to help address future demographic and economic challenges.

Early in Careers form the foundation for our Talent Charter and are a core component for stimulating and inspiring young people to think about the possibilities available in public service. We offer a great alternative to university qualification routes, as well as graduate opportunities, and opportunities to requalify if changing careers later in life. It comprises of:

- Paid Internships – for Jersey students, graduates and undergraduates
- Apprenticeships and Trainee Programmes – for young people and career changers
- Trident – a two-week work experience scheme for secondary school students aged 14-15
- Total figures for 2023 include:
- 67 interns joining throughout the summer on a 6-week paid placement
- 27 new apprentices starting their careers in various professions across Government
- 68 Trainees
- 194 Trident work placements across Government

### Internships: 2023

This was our third year running the six-week summer programme and was our most successful yet. These meaningful and stretching paid internships in every department stimulate and inspire students about the possibilities available in public service. The programme was open to local students who are currently studying, recent graduates and for the first time, A-Level students. In total:

- 97 students applied (an increase from 76 applications in 2022)
- 85 applicants were offered a placement
- 18 of those offers were declined for various reasons
- 67 students were placed (in 2022 we placed 42)

The States Employment Board Vice Chair was delighted to attend and speak at the intern induction event, meet many interns and the Board were pleased with how well the five 'Insight days' that were held to show the unique aspects of working for Jersey Public Service were received.

#### Apprenticeships: 2023

Our second year running the Apprenticeship programme saw steady progress but the Board is keen to see more engagement and a greater number of apprenticeships being offered, especially in areas where there are known skills gaps and labour shortages. The Board notes the positive work in People Policy and Digital (Policy) and Infrastructure and Environment where there has been strong department engagement and innovative recruitment campaigns.

In 2023 departments appointed 27 apprentices in 10 different professional areas.

#### Apprenticeships by Department:

Department	Role	Number
CYPES – Jersey Youth Service	Trainee Youth Worker	10
Infrastructure and Environment (I&E)	Mechanical Technician Apprentice	2
Infrastructure and Environment (I&E)	Trainee Property Manager	1
Infrastructure and Environment (I&E)	Apprentice Vehicle Technician	1
Health and Community Services (HCS)	Apprentice Radiographer	1
People Policy & Digital – People & Corporate Services	HR Apprentice	1
People Policy & Digital – SPPP	Policy Apprentice	4
People Policy and Digital – Statistics Jersey	Data Analyst Apprentice	2
Treasury and Exchequer (T&E)	Trainee Accountant	3
Treasury and Exchequer (T&E)	Finance Apprentice	2
<b>Total</b>		<b>27</b>

In addition, our Uniformed Services took on 26 new entrants in their respective careers including positions in the Police, Prison and the Fire Service

#### Uniformed Services new recruits:

Department	Role	Number
Justice and Home Affairs	Prison Officer	12
Justice and Home Affairs	Firefighter	3
States of Jersey Police	Police Constable	11
<b>Total</b>		<b>26</b>

#### Trident

A total of 194 students were placed during the 2022-23 academic year, the vast majority of which were based in Schools. We will continue to offer a range of opportunities and encourage the workforce to remain connected with those students that have received placements with the potential of employing them during school holidays.

## School engagement

The Vice Chair of the States Employment Board has previously attended the Skills Show which is an annual event that brings together over 3,500 young people from our secondary schools (Years 9 through to 11) alongside career changers looking to take that next step. Led and organised by Skills Jersey it provides opportunities for employers from many industries to showcase their various career opportunities. This was postponed from November 2023 to 2<sup>nd</sup> May 2024.

## Strategy

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

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

## OPERATIONAL FOCUS

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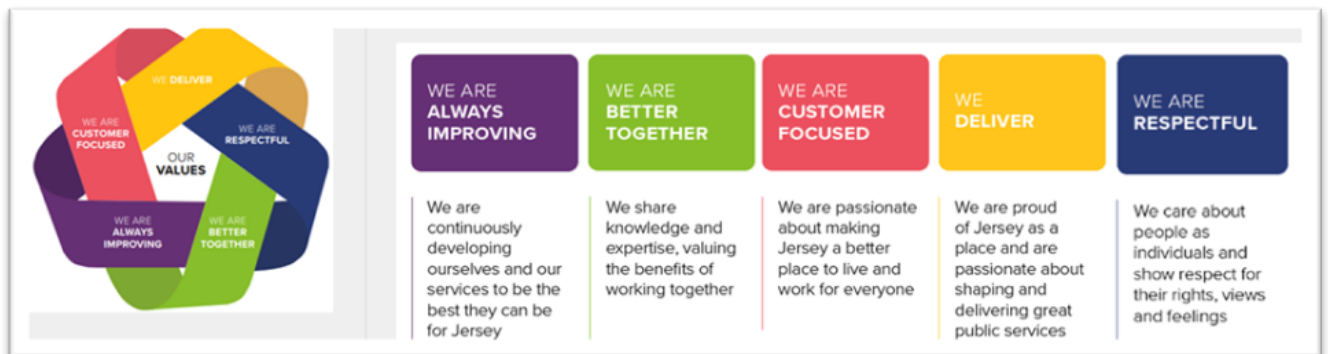
### Our Values

The States Employment Board committed to retain the existing values and behaviours, developed with employees. In addition to this, we determined that values and behaviours require leadership at all levels, starting with our political leadership role.

To this end, the States Employment Board has undertaken a workshop of values and behaviours which has helped us develop our approach as a Board and identify future areas for Board development sessions.

We are also seeking to continue to embed our values and behaviours through:

- Adoption of them by the Council of Ministers and the States Employment Board
- Including them as part of our recruitment strategy and material
- The first part of the My Welcome, induction programme, for all new starters (currently at 30% completion, target to reach all new starters as part of a new 'induction period' to replace the 'probation period' with a contractual requirement to complete the full induction to be introduced by 2025)
- Management training to include links to values and behaviours
- Provision of 'Espresso sessions' online available to all employees for values and behaviours (3,072 employees completed)
- Provision of 'Espresso sessions' online for 'understanding culture (1,116 employees completed)
- Embedding them within the Codes of Practice and policy framework
- Measuring impact through the BeHeard survey and pulse surveys
- Embedding them within performance management appraisals and reviews



### People Strategy

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

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

In 2023, there was a continued commitment to progress and embed many aspects of the People Strategy. One of our aims in 2024 will be to review and refresh the current People Strategy.

## Policy Framework

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

- Standards in public service
- Employee Rights at Work
- Performance and Accountability
- Reward and Benefits
- Engagement
- Talent Management

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

We have delivered revisions to the following policies in Q4 2022, and these were embedded throughout 2023:

- Disciplinary, including a focus on informal resolution and fast track options
- Resolving Grievances, with emphasis on a resolution panel to resolve at early stages where possible
- Whistleblowing
- Dignity and Respect at Work (previously bullying and harassment policy)
- Flexible working
- Learning and Skills
- Health and Safety policy with a suite of 27 minimum standards.

All policies include toolkits for additional guidance on how to apply the procedure.

The following new policies were implemented during 2023:

- Learning and Skills
- Priority key role

The States Employment Board introduced quarterly meetings with the unions and associations. This gave the unions and associations the opportunity to raise any concerns they had with employment issues or concerns.

## Be Heard Employee Engagement Survey

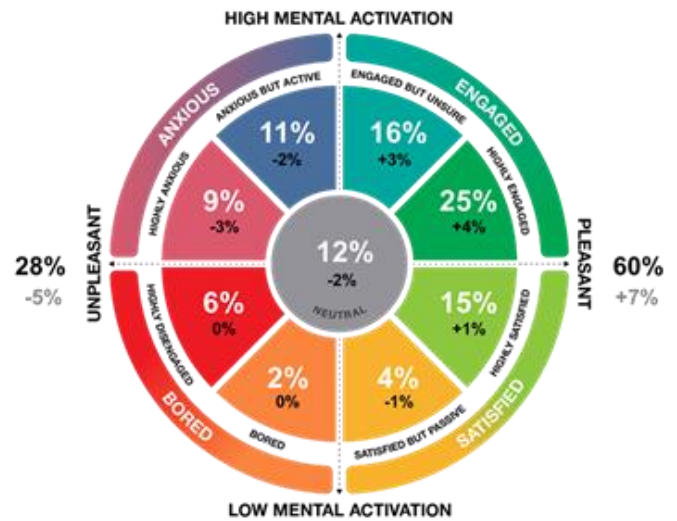
The Be Heard employee engagement survey conducted in June saw 3,881 staff participating, an increase of 908 from 2020. The States Employment Board notes that there is an association between positive Be Heard results and where there are good levels of Performance Management, including where managers have graduated from the World Class Manager programme.



BCI Eight Engagement Factors:

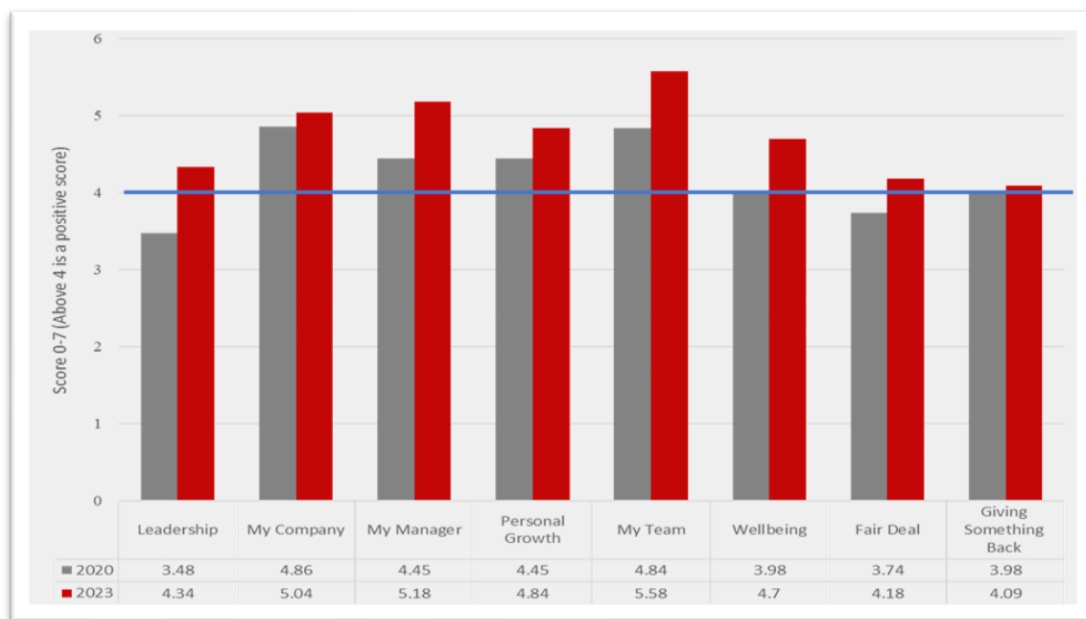


Russell's Circumplex 2023:



The BCI eight engagement shown above are our strategic indicators. We set a target from 2020 to have all indicators above a score of 4.0 (out of a maximum of 7.0) and an increase of 10% on previous scores. The blue line represents the minimum target for 2023 scores. The percentages on the graph are the improvements by comparison.

Be Heard Results Comparison 2020 and 2023:



We are looking to see these improvements continue across all the eight engagement factors at the time of the next survey as evidence of sustained change and good practice. We note the need to embed the functionality of Connect People to have a greater impact on personal growth and development, succession planning, and talent management to ensure more is done for internal job applications. There is a need to focus on the role of leadership, the capability and cadre of leaders, and developing



leadership skills within the organisation to have a greater impact across the other seven factors and deliver better outcomes for Islanders.

Priority areas for improvement action are the following which need to be underpinned by a continued focus on employee wellbeing:

- Leadership
- Fair Deal
- Giving Something back

Continuous improvement actions for both corporate and departmental priorities are under way. We would expect to see continued improvements evidenced in a pulse survey in 2024.

### Diversity, Equity, and Inclusion

Since launching our Diversity, Equity and Inclusion Strategy, as part of our 'Your Experience' commitment in the People Strategy, our employee-led networks continue to go from strength to strength. In 18 months, much has been achieved with more potential for the future.

The networks set their agenda, topics and are supported by the States Employment Board to challenge us in our thinking, understanding and actions. The networks are hugely valuable in engaging directly with employees with different perspectives, lived experiences and a better understanding of the needs of different people.

The network chairs are voluntary and work on top of their normal roles, supported by People and Corporate Services. We would like to express our gratitude to those who run and support the networks, and the value they are bringing to the Public Service.

As the States Employment Board, we have learned much from them about the importance of allyship and indeed found the insights shared at the 'Courage to be You' conference illuminating. We are proud to have introduced a new award category to the annual Jersey Public Service (Our Stars) awards, that of 'Allyship in Diversity'. As the largest employer on the island, we must set the standard for diversity, equity and inclusion, and this is a positive way of encouraging everyone to take responsibility.

The networks break down barriers within the Public Service as their purpose is about commonality and not just departmental or professional areas. This improves communications and networking in ways that formal communications cannot. It is a person-to-person relationship.

Vice Chair of the States Employment Board, Connétable Andy Jehan, addressed the 'The Courage to be You' conference about his learning about the importance of Allyship. (picture below)















Over 1,400 employees have been involved in DEI network activities. Our current networks in a snapshot are:

### Diversity, Equity and Inclusion – a snapshot of 2023 progress

Over 1,400 employees now belong to one or more of our Employee Led Networks, who help inform policy development as being part of the standard consultation approach alongside the trade unions. They also run their own events, supported by the States Employment Board including:

Progressing 51 Employers Menopause pledge	12 Menopause events	Published 126 articles online and in the Breathe magazine	Gender pay focus and publications
World Mental Health Day	3 REACH conferences	LGBTQ+ social and drop in sessions	Transgender day of visibility
Menopause Café and World Menopause Day	2 Intersectional employee events	Race equality week	Togetherall – mental health network
Black History Month	6 Neurodiversity conferences	Ran our first #mynameis campaign	Shoulder-to-Shoulder emergency responders support network
South Asian Heritage Month	Pride events and fringe events		

  <b>136 members</b>	  <b>221 members</b>	<b>Disability Network</b>  <b>75 members</b>	
  <b>249 members</b>	  <b>342* members</b> <small>* Being refreshed</small>	 <b>72 members</b>	  <b>294 members</b>

## RECOGNITION AND AWARDS

### Our Stars

Employee recognition is not a 'nice to have', it is essential. Recognition has a positive impact: keeping employees happy and engaged are two critical factors in maintaining a productive, thriving workplace.

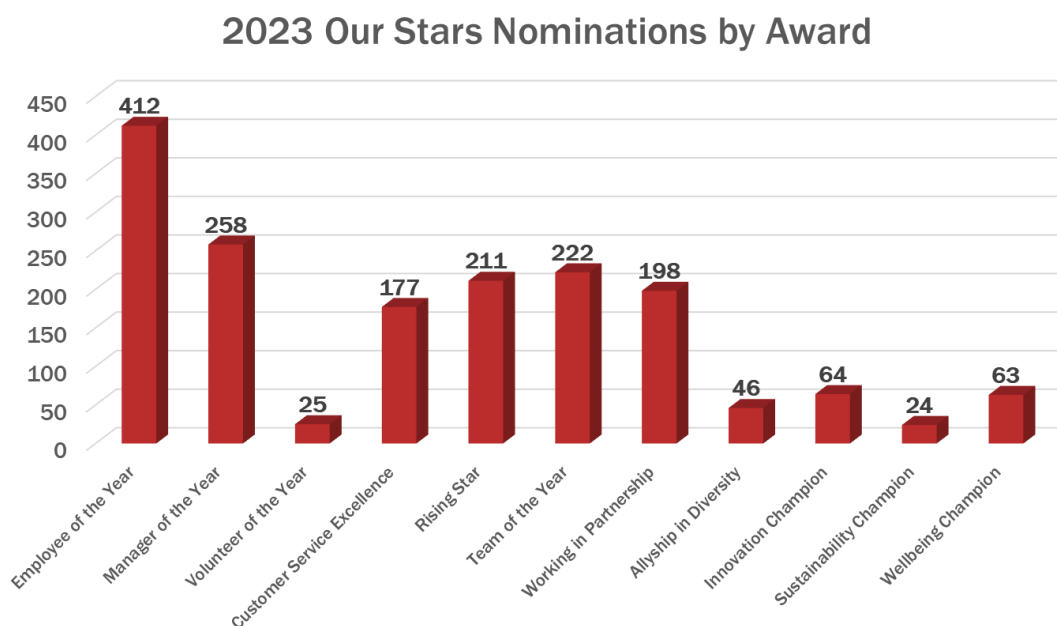
We continue to be proud of and recognise the considerable contribution made by employees across the public service for the benefit of Islanders. We are thrilled to share some examples of the incredible work that has been recognised in the annual Jersey Public Service Awards (known as Our Stars) and through our commitment to the Long Service Awards.

Staff awards are a core component of building employee engagement through positive and visible recognition. The awards support a positive workplace culture and are an indirect contributor to the ambition articulated in the Chief Ministers Plan of 'Supporting an engaged and productive public service by listening and engaging with staff.'

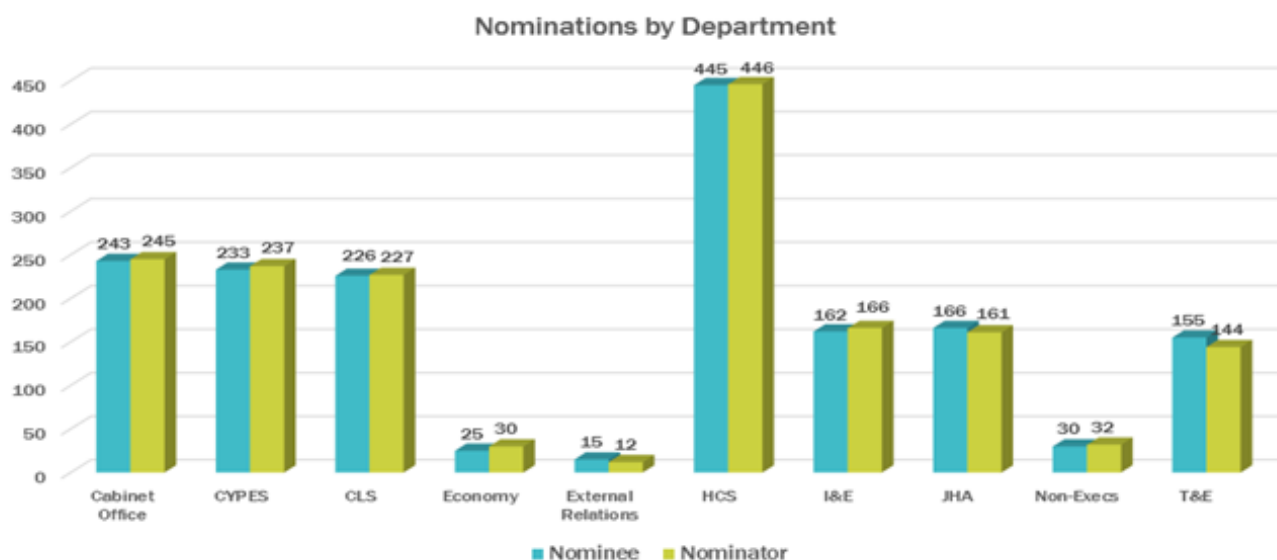
A decision was taken by the States Employment Board that the costs for the 2023 event would be met internally rather than by seeking external sponsorship as had happened in previous years. This is part of us demonstrating to our employees that they are clearly valued and to reduce any perceived conflicts arising from commercial sponsorship. Feedback from employees participating at the event about this decision was universally positive, with widespread comments about how the event felt more personal, more about our people and our organisation. It is recommended that internal funding for the finale continues in 2024.

Our Stars 2023 marked the largest and most successful event to date: 1,700 nominations across 11 categories, an increase of c 300 from 2022, with the new 'Wellbeing Champion' category being well received and garnering 63 nominations; and 'Allyship in Diversity' category receiving 46 nominations.

Number of nominations per award category in 2023:



Number of nominations per department in 2023:



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

Immediately after the event, attendees were asked how inspired, valued and proud they felt as a result of Our Stars journey, which showed a consistent high level of satisfaction. Scores are out of 5:

2023 Evaluation summary	2022	2023	Percentage difference
Overall, how would you rate the Jersey Public Service 'Our Stars' awards event	4.57	4.51	-1%
How inspired did you feel during the Jersey Public Service 'Our Stars' awards event?	4.34	4.43	2%
How valued did you feel as a result of the Jersey Public Service 'Our Stars' awards event?	4.22	4.38	4%
How proud did you feel as a result of the Jersey Public Service 'Our Stars' awards event?	4.46	4.52	2%

Our Stars awards winners 2023 were:

- Employee of the Year – Evelina Czachor, Adult Social Care, HCS
- Manager of the Year – Jenny Posner, headteacher, Samares School, CYPES
- Team of the Year – Animal byproducts team, I&E
- Customer Excellence – Magistrates Court Greffe team
- Volunteer of the Year – Ruth Huish, Pensions team, T&E
- Innovation Award – Family Court team
- Working in Partnership – Marine Resources, Law Officers Department and External Relations
- Rising Star – Alex Forrest, Transport and planning, I&E
- Allyship in Diversity – Christopher Vieira, Corporate Communications
- Sustainability – Infection Sciences team, I&E
- Wellbeing – Leanne Le Feuvre, Ambulance Paramedic, JHA

### Long Service Awards

Long Service recognition is an important element of employee engagement where the organisation can demonstrably show that we value the contributions made by colleagues during their many years of service and is a way of saying thank you for their dedication. It is another way to demonstrate how we are realising and embedding our values.

This is the second year since we introduced the Long Service awards programme. It is designed to formally recognise and celebrate those employees who have worked for Jersey Public Service for over 25 years, and for some who have served for over 40 years. In 2023 The States Employment Board members were delighted to attend the four celebration events where we recognised those employees who had reached those career milestones, and we were able to present them with their individual Illuminated Addresses. In total we celebrated 318 employees who had served for over 25 years and 30 employees who had served for over 40 years. In 2024 we have requested that we also look to add an additional category and celebrate those employees who have achieved near life-long service of over 30 years.

## PRIORITIES FOR 2024

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Our focus during 2024 will continue to be on the following areas. We now need to build on and establish the key areas below within the Organisation.

### Priorities for the States Employment Board

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

**Strategic Workforce Planning:** The delivery of the strategic workforce plan with a particular focus on the production of associated departmental workforce, resourcing and succession plans so that recruitment and retention of staff in critical frontline services are best managed.

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

**Performance Management:** Embedding a continuous performance management culture and build on the progress made since the go-live of Connect People: Connected Performance in January 2023 to establish robust, timely performance management as standard part of business as usual.

**Connect People:** Ensure that the suite of Connect People functionality is fully delivered, embedded and improved across the organisation so that confidence and utilisation of the system increases and that benefits are realised. Specifically, ensure the delivery, development and continuous improvement of Connected Performance, Connected Learning, Employee Central, Ask HR and Talent Acquisition and the utilisation of SAP Centres of Excellence and SAP Learning Academy.

**Wellbeing:** Ensure that all employees have access to an Employee Assistance Programme 24 hours a day, 365 days a year. The SEB will continue to support breathe, our wellbeing magazine.

## Appendix 1 Public Sector Pay and Conditions

The States Employment Board has 13 recognised trade unions and associations across the range of the public service. Additionally, there are nearly 200 individual contact holders (normally senior appointments or office holders).

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

In 2023, pay negotiations were completed for all pay groups apart from Teachers. We also agreed the three-year pay strategy.

Officers on behalf of the States Employment Board negotiate annual increases with the trade unions. The main pay groups are shown below. Annual uplifts in pay are negotiated with the trade unions, with protocol to September inflation.

### Annual uplift by pay group compared to inflation 2013 – 2023:

Year	RPI (September of Previous Year)	Civil Servants *	Nurses & Midwives	Manual Workers	Teachers	Prison	Fire	Police	Head-teachers	Doctors and Consultants
2013	2.8%	1.0%	4.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
2014	1.2%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	0.0%
2015	1.9%	0.0%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
2016	0.1%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	3.0%
2017	2.0%	2.0%	2.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	3.0%
2018	3.1%	1.0%	3.1%	4.5%	2.0%	2.0%	2.0%	2.0%	2.0%	3.5%
2019	4.3%	1.0%	3.0%	2.2%	2.0%	2.0%	2.0%	2.0%	2.0%	5.0%
2020	2.7%	4.0%	6.0%	4.0%	4.8%	4.2%	4.2%	4.0%	4.0%	3.9%
2021	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	1.0%
2022	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
2023	10.4%	7.9%	7.9%	7.9%	7.9%	7.9%	7.9%	7.9%	7.9%	7.9%
Compounded % Increase 2013 - 2023	37.0%	28.6%	41.8%	34.6%	32.2%	31.4%	31.4%	31.2%	31.2%	37.0%
Compounded Net Effect against RPI:		-8.4%	4.8%	-2.4%	-4.8%	-5.6%	-5.6%	-5.8%	-5.8%	0%

#### Notes

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

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

## Appendix 2: Key Workforce Information

### Headcount by Department:

Department	2023		2022	
	Number of Employees	Full-time Equivalent	Number of Employees	Full-time Equivalent
Children, Young People, Education and Skills	2727	2304	2503	2048
Health and Community Services	2509	2354	2439	2266
Justice and Home Affairs	802	762	728	689
Infrastructure and Environment	681	659	629	607
CABO: Chief Operating Office	379	372	329	323
Treasury & Exchequer	345	338	346	338
Customer and Local Services	297	277	349	325
Non-Ministerial Departments	226	213	213	199
CABO: Strategic Policy, Planning and Performance	201	187	190	180
CABO: Office of the Chief Executive	75	72	71	68
States Assembly (States Greffe)	54	51	46	44
Department for the Economy	52	50	46	45
Department of External Relations	13	13	15	15
Subsidiaries	473	471	450	448
<b>TOTAL</b>	<b>8834</b>	<b>8124</b>	<b>8354</b>	<b>7595</b>



### Appendix 3: Proposition P.107/2022

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

Consultancy spend will be included in the six-monthly reporting of P59/2019 by Treasury & Exchequer

Total remuneration for all Government of Jersey staff paid through payroll during 2023, split into salary bands and department:

Department	£0 - £19,999	£20,000 - £39,999	£40,000 - £59,999	£60,000 - £79,999	£80,000 - £99,999	£100k+	Grand Total
Chief Operating Office	£ 287,817	£ 962,527	£ 5,127,376	£ 8,163,351	£ 4,849,836	£ 3,320,220	£ 22,711,126
Children, Young People, Education and Skills	£ 7,028,658	£ 27,933,971	£ 29,385,502	£ 42,457,097	£ 21,741,215	£ 11,226,315	£ 139,772,758
Customer and Local Services	£ 553,197	£ 2,810,468	£ 7,696,739	£ 4,238,256	£ 1,043,444	£ 1,051,577	£ 17,393,682
Department for the Economy	£ 90,885	£ 171,445	£ 974,723	£ 975,164	£ 1,215,833	£ 2,766,558	£ 6,194,608
Department of External Relations	£ 4,029	£ 29,384	£ 248,205	£ 137,514	£ 259,110	£ 103,312	£ 781,554
Health and Community Services	£ 5,430,980	£ 22,855,233	£ 40,521,099	£ 41,032,091	£ 26,033,559	£ 38,447,217	£ 174,320,179
Infrastructure and Environment	£ 1,042,246	£ 3,913,309	£ 11,508,294	£ 12,700,225	£ 7,078,808	£ 4,940,434	£ 41,183,316
Justice and Home Affairs	£ 1,079,347	£ 2,290,429	£ 9,023,076	£ 17,659,471	£ 13,978,359	£ 7,498,814	£ 51,529,495
Non-Ministerial Departments	£ 200,978	£ 1,480,887	£ 3,324,334	£ 3,597,969	£ 2,781,828	£ 10,000,073	£ 21,386,069
Office of the Chief Executive	£ 139,178	£ 209,230	£ 877,385	£ 1,785,048	£ 1,284,727	£ 1,203,524	£ 5,499,093
States Assembly	£ 17,066	£ 296,459	£ 570,860	£ 1,129,048	£ 583,342	£ -	£ 2,596,775
Strategic Policy, Planning and Performance	£ 450,163	£ 1,401,394	£ 1,866,944	£ 2,348,413	£ 3,502,496	£ 3,584,680	£ 13,154,090
Treasury and Exchequer	£ 359,321	£ 1,854,113	£ 4,995,813	£ 6,932,809	£ 6,182,514	£ 4,375,017	£ 24,699,588
<b>Grand Total</b>	<b>£ 16,683,866</b>	<b>£ 66,208,849</b>	<b>£ 116,120,352</b>	<b>£ 143,156,454</b>	<b>£ 90,535,071</b>	<b>£ 88,517,741</b>	<b>£ 521,222,333</b>

Percentage of Total Payroll Expenditure by salary band and department:

Department	£0 - £19,999	£20,000 - £39,999	£40,000 - £59,999	£60,000 - £79,999	£80,000 - £99,999	£100k+
Chief Operating Office	1%	4%	23%	36%	21%	15%
Children, Young People, Education and Skills	5%	20%	21%	30%	16%	8%
Customer and Local Services	3%	16%	44%	24%	6%	6%
Department for the Economy	1%	3%	16%	16%	20%	45%
Department of External Relations	1%	4%	32%	18%	33%	13%
Health and Community Services	3%	13%	23%	24%	15%	22%
Infrastructure and Environment	3%	10%	28%	31%	17%	12%
Justice and Home Affairs	2%	4%	18%	34%	27%	15%
Non-Ministerial Departments	1%	7%	16%	17%	13%	47%
Office of the Chief Executive	3%	4%	16%	32%	23%	22%
States Assembly	1%	11%	22%	43%	22%	0%
Strategic Policy, Planning and Performance	3%	11%	14%	18%	27%	27%
Treasury and Exchequer	1%	8%	20%	28%	25%	18%
<b>Grand Total</b>	<b>3%</b>	<b>13%</b>	<b>22%</b>	<b>27%</b>	<b>17%</b>	<b>17%</b>

## Appendix 4: Fair Pay

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

	2023	2022
Pay ratio between the highest paid employee and the lowest paid employee	14:1	18:1
Pay ratio between the highest paid employee and the 25th percentile pay of all employees	7:1	7:1
Pay ratio between the highest paid employee and the median pay of all employees	6:1	5:1
Pay ratio between the highest paid employee and the 75th percentile pay of all employees	4:1	4:1
Upper quartile Remuneration	£65,217	£62,142
Median Remuneration	£50,722	£48,271
Lower quartile remuneration	£38,421	£35,608
Gender Pay Gap Median Hourly Pay	12.48%	15.01%
Gender Pay Gap Mean Hourly Pay	14.62%	14.07%

### Note

The methodology is based on UK government guidelines and uses a snapshot month to calculate ordinary pay. The snapshot month for these calculations was June. This monthly figure is then converted to an annual figure and divided by total working hours to get ordinary hourly pay inclusive of supplements, shift pay, skill related payments and standby payments. Further information on the government gender pay gap will be provided in the upcoming 2023 gender pay gap report. The Gender Pay Gap report for 2021 and 2022 was published in December 2023 and is available on gov.je.

## Appendix 5: Risk Statement

The Strategy for the management of risk continues to be developed and the Enterprise Risk Management (ERM) framework sets out the basis for risk and evidence-based decision making. Operational risks are managed by departments through the (ERM) system. The Board has adopted this platform for the monitoring of strategic workforce risks and the platform allows the escalation of any operational risks to the Board. It remains the ambition to continue to embed risk into the decision-making of the organisation in line with the process shown below.

Further progress has been made on the approach to the ERM during 2023 and a roadmap setting out key developments and goals is in place to deliver further improvement in 2024.

