



Transparency and Excellence in Annual Reporting

Good Practice Guide

27 September 2024

R.153/2024

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Introduction

Annual reports are a key means by which an entity tells the story of its year. Public annual reporting, done well, enables stakeholders to understand – with trust and confidence – an entity’s strategy and the risks it faces, how much money has been spent and on what, and what has been achieved as a result. It enables stakeholders to hold the entity to account effectively. The key elements of a good practice annual report are shown below.



This updated *Good Practice Guide* sets out some good practice principles for transparency and excellence in annual reporting by public bodies and provides some illustrative examples drawn from annual reports.

Overarching principles

Supporting accountability

The best reports:

- tell the story of the organisation in a fair and balanced way
- comply with relevant reporting requirements; and
- include clear action points to take forward.

Transparent

The best reports include:

- frank and honest analysis
- consideration of the challenges an organisation is facing
- appropriate use of data; and
- quantification of risks and performance measures.

Accessibility

The best reports:

- highlight key trends in the financial statements
- include concise summaries of key points; and
- consider how the organisation engages with key stakeholders and meets their needs.

Understandable

The best reports use:

- plain English to explain difficult concepts
- infographics and diagrams to communicate important messages; and
- a clearly integrated structure to help users navigate it effectively.

These principles should be evident across all parts of the annual report.

The best reports include:

- a statement of the purpose and activities of the entity, including:
 - a brief description of the business model and environment
 - organisational structure and priorities; and
 - any other organisational strategic objectives and goals
- clarity around purpose, strategic objectives and key programmes/projects
- balanced view of progress against objectives
- details of plans to implement priorities; and
- strategy clearly linked to performance measures and risks.

Digital Jersey sets out its strategy clearly in a diagram. The colour coded quadrants are then used in the pages that follow the diagram to comment on performance against the strategy.

TRANSFORMING INDUSTRY

Developing thriving business clusters, supporting digital transformation and enabling access to funding and growth tools.

GROWING INFRASTRUCTURE

Promoting Jersey as an Innovation Island, extending the reach and number of international connections and promoting world-class infrastructure and institutions.

UPSILLING PEOPLE

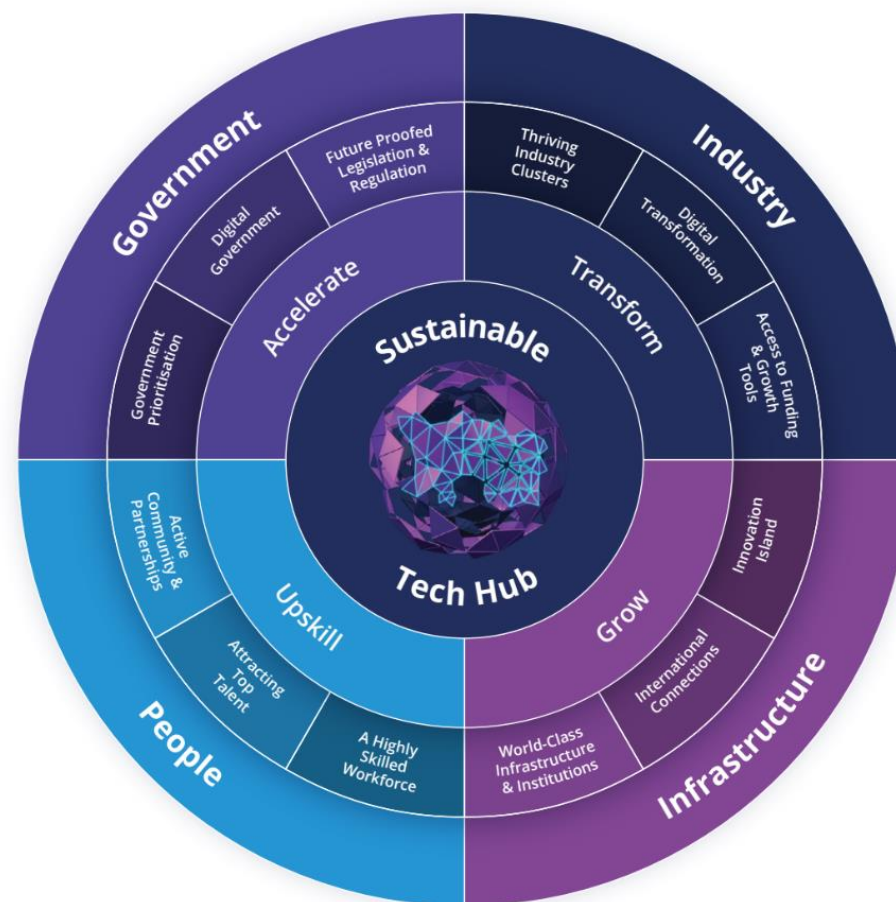
Supporting a highly skilled workforce, attracting top talent and developing an active digital community and partnerships.

ACCELERATING A DIGITAL GOVERNMENT

Supporting Government prioritisation in the digital sector, promoting a digital Government and participating in the development of future-proofed legislation and regulation for the tech sector.

Set out in the pages that follow is our performance against the Key Performance Indicators ('KPIs') we agreed with government for 2023, an analysis of each of the objectives we set for the year in our Operational Plan and our performance against each one.

[Digital Jersey Annual Report 2023](#)



The best reports include:

- clear articulation of the entity’s risk management process
- the key issues and risks that could affect the entity in delivering its objectives, how they have changed, how they have been mitigated and any emerging risks that may affect future performance
- risks that reflect the external environment and implications for the entity (for example, the COVID-19 pandemic)
- clear links between risks, strategic objectives and the annual report narrative
- quantified risks and realistic planned and implemented mitigations; and
- discussion about how the dynamic of the risk profile has changed over time, including developments in relation to specific risks disclosed.

Jersey Water provides a clear description of risk management processes.



[Jersey Water 2023 Annual Report and Financial Statements](#)

Jersey Water also provides a clear link between risks and strategy and sets out the risk trends

Risk description	Risk category (driven by risk appetite)	Trend	Climate consideration	High quality water	Great customer experience	Environment and community	Fair and affordable bills
Water supply failure		↔	✓	✓	✓	✓	✓
Information security		↔	✓	✓	✓		
Income and profitability		↑					✓
Supply chain		↑	✓	✓	✓		✓
Key skills and succession		↓		✓	✓		
Environment and community impact		↔	✓		✓	✓	
Liquidity and funding		↑	✓	✓			✓
Water quality failure		↔		✓	✓		
Critical infrastructure		↔	✓	✓	✓		✓
Project delivery		↔		✓	✓	✓	✓
Large scale employee absence		↔		✓	✓		
Political/regulatory		↔	✓	✓	✓	✓	✓
Customer satisfaction and trust		↔			✓		
Health and safety		↔		✓	✓		
Pension liabilities		↓					✓
Conflict of interest shareholder and customer		↔	✓	✓	✓	✓	✓
Fraud		↔					✓

Risk	Description	Risk management	Opportunities
Water supply failure 	<p>Risk of failure to comply with our legal requirement to maintain water supply for our customers, leading to adverse impact on public health, our financial performance, and reputation.</p> <p>By 2045, the Island faces a forecast water deficit of 8.2 million litres per day. This prediction is dependent on population growth, demand and climate change. If no action is taken, there's a risk we may be unable to meet demand.</p> <p>Short-term events (extreme weather, pollution, water quality issues, cyber or terrorist attack) coupled with our current limited storage capacity could result in insufficient water resources.</p>	<ul style="list-style-type: none"> Water Resources and Drought Management Plan for next 40 years Drought response planning Spare treatment works capacity Universal customer metering Desalination plant which can provide 50% of the Island's current daily demand Plans to extend desalination plant to provide additional capacity, with remineralisation process to ensure quality of raw water Increased raw water testing and monitoring Operational flexibility of raw water network Water efficiency strategy Working with key stakeholders on Drought Action Group Active leakage detection and repair Pressure management of treated water network. 	<p>As part of the 2025 Water Resources and Drought Management Plan, there is an opportunity to reassess the deficit with a greater focus on input data and the latest population statistics.</p> <p>Our involvement in the proposed Government of Jersey Water Strategy for the Island will help focus the need for additional resources.</p>

[Jersey Water 2023 Annual Report and Financial Statements](#)

The best reports include:

- discussion of the different delivery models, the reasons for using these models and how they achieve value for money
- narrative around how business operations support wider Government (or other) objectives
- for significant contracted-out services, discussion of how these contracts are awarded and how the entity manages the ongoing contract; and
- consideration of capital investment and how it achieves value for money.

The **Jersey Finance** annual report contains a clear visual representation of how its objectives are delivered by teams.



[Jersey Finance Annual Report 2023](#)

The best reports include:

- a statement from the entity’s lead Minister or chief executive, accountable officer or equivalent
- a performance analysis showing how the organisation has performed against priorities using qualitative and quantitative information and prior year trend information where possible
- non-financial information including on environmental protection, social responsibility, respect for human rights, anti-corruption and anti-bribery matters and diversity
- information on environmental matters including the impact of the entity’s business on the environment and identifying where its performance contributes towards the delivery of United Nations Sustainable Development Goals (SDGs)
- quantified Key Performance Indicators (KPIs) aligned to strategic objectives and making appropriate use of financial and non-financial data
- balanced assessment of goals achieved and performance against targets; and
- graphics used to illustrate performance.






Jersey Sport provides an analysis of performance against targets and each objective in a clear way which makes it easy to understand.



Objective

Working with key stakeholders to see increased participation and sustained levels of physical activity of islanders who are the least active, living with or at risk of a life limiting condition or in under-represented groups by utilising relevant data and insight to consolidate, refine and develop existing Move More Jersey programmes.

Performance

Target	Achievement	Performance
50% of people who complete an intervention programme with Move More Jersey report an increase in their overall physical activity levels 3 months after completion. (50%)	43%	The programme had to be closed for a period of time due to capacity difficulties and programme redevelopment. Since relaunching and redefining the programme in 2024, we hope and expect an increased performance in this area. 
51% of Move More adult participants who register for activities and are female.	66%	
22% of Move More adult participants who register for activities and are aged over 65.	42%	
17% of Move More adult participants who register for activities and are of Portuguese or other European Nationality.	5%	This group remain under-represented in sport and physical activity. Equality Action Plan developed in 2024 to ensure inclusivity. 
24% of Move More adult participants who register for activities and who have a disability or life limiting illness.	40%	

[Jersey Sport Annual-Report 2023](#)

The best reports include:

- a financial review detailing financial performance
- a fair and balanced reflection of financial performance which is consistent with the underlying financial statements
- an explanation of the adoption of the going concern basis where this might be called into doubt; and
- discussion of actual performance against expected/budgeted performance.

The **Jersey Police Authority's report on the States of Jersey Police** contains a commentary on financial performance comparing actual and budgeted expenditure in a clear and understandable way.

- Overall £213k variance includes £413k overspend on court and case costs (C&CC). Treasury to balance C&CC pressures across all GoJ departments as part of a year-end Ministerial Decision.
- Without the impact of court and case costs, SOJP full year revenue variance is an underspend of £200k; £140k of which relates to recruitment delays affecting the utilisation of investment funding for implementing the Domestic Abuse law in 2023.
- The Service has requested to reprofile the £200k underspend into 2024 to facilitate the completion of the Firearms Range capital project.
- Significant underspend on staff costs in 2023 was due to vacancies and resignations throughout the year; all of which was used to meet non-staff cost pressures relating to: firearms travel, training and one-off purchases, equipment maintenance and inflationary pressures on software, fleet leasing and fuel costs.
- Unexpected increase of income due to one-off receipts for mutual aid services (National events: Golden Orb and London Bridge)
- Planning and contractor difficulties prevented the progress of the Service's two main capital projects in 2023; underspends are expected to be reprofiled into 2024 (subject to Council of Ministers approval). The rolling equipment replacement budget was underspent due to timing of goods receipts.

[States of Jersey Police Annual Report 2023](#)

CAPITAL EXPENDITURE

	2023 Budget	2023 Actual	2023 Variance
Minor Capital	200,000	151,780	48,220
Firearms Range	1,991,962	21,625	1,970,337
Dewberry House	2,851,000	315,989	2,535,011
Total	5,042,962	489,394	4,553,568

REVENUE EXPENDITURE

	2023 Budget	2023 Actual	2023 Variance
Staff Expenditure	26,400,633	25,120,970	1,279,663
Non-staff Expenditure	2,800,000	4,352,839	-1,552,839
Income	-234,000	-293,894	59,894
Total	28,966,633	29,179,915	-213,282

MAJOR INCIDENTS

	2023 Budget	2023 Actual	2023 Variance
Operation Spire	6,005,000	2,707,745	3,297,255
Operation Nectar	1,245,000	535,672	709,328
Total	7,250,000	3,243,417	4,006,583

Overall

£213k variance

Includes £413k overspend on court and case costs (C&CC).

External factors

The best reports include:

- consideration of the external drivers that influence and impact on current objectives; and
- innovative reporting on sustainability and climate change.

Andium Homes includes a commentary on how its activities and performance link to the Jersey Performance Framework and Island Outcome Indicators.

If we look at the highlights in 2023 under each section:

Environmental

- 0% Domestic fossil fuels used
- 247 solar panels installed in total
- 36 properties upgraded with triple glazing
- 26 electric car club spaces installed

Social

- 100% decent homes with modern facilities
- Impact Jersey Grant awarded for Healthy Homes Project
- 73% average market rent charged
- 232 new homes delivered at 80% of market rent
- 249 new affordable homes received planning consent
- 43 affordable homes sold

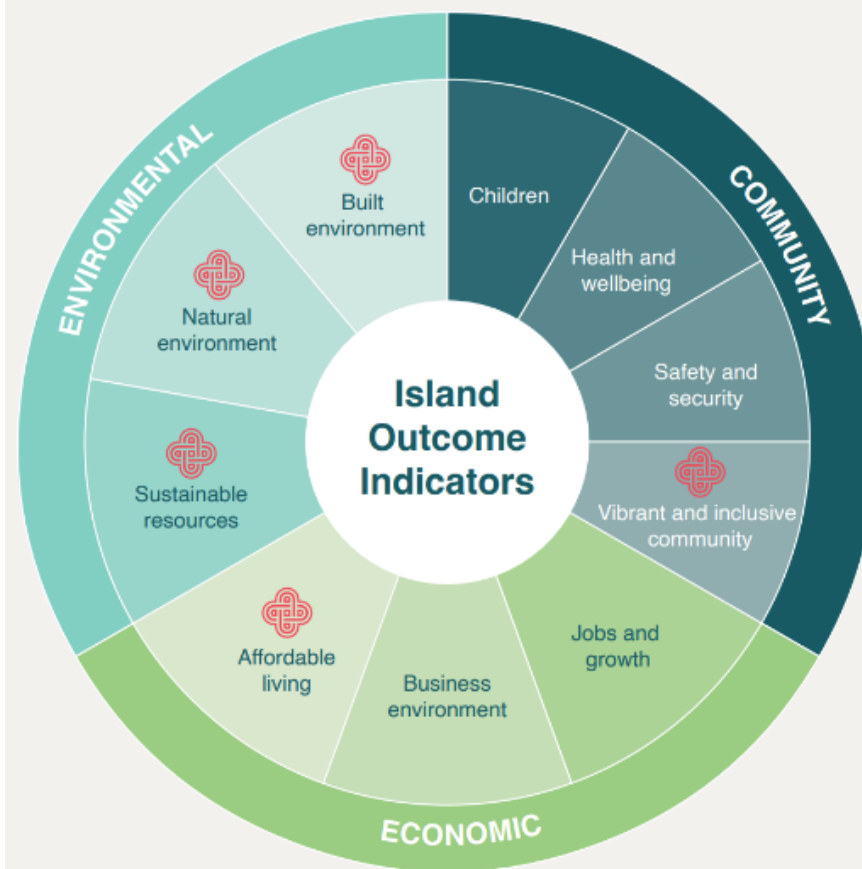
Governance

- Gender pay gap reviewed
- Tenant Director appointed
- Effective procurement to ensure delivery of the Cyril Le Marquand Court project following main contractor liquidation

Our Sustainability Strategy addresses the key quality of life and wellbeing issues facing our clients, the Island and stakeholders.

We contribute to the Jersey Performance Framework – the way Jersey measures progress towards the Island's long-term Community, Environmental and Economic outcomes.

Our Sustainability Strategy will be developed in consultation with our clients and embedded in our business to ensure that we continually improve against what our clients value most for their quality of life.



[Andium Homes Annual Report 2023](#)

External factors

Jersey Electricity's annual report includes information based on the Task Force on Climate-related Financial Disclosures (TCFD) requirements. In doing so, the report includes a clear table of compliance with TCFD requirements with signposting to where the disclosures can be found in the body of the report.





TCFD Compliance

Governance (P30)	Strategy (P22-26)	Risk Management (P27-28)	Metrics & Targets (P31-32)
Compliant	Partially Compliant	Compliant	Compliant
✓	✓	✓	✓
A. Describe the Board's oversight of climate related risks and opportunities	A. Describe the climate related risks and opportunities the organisation has identified over the short, medium, and long term	A. Describe the Board's oversight of climate risks and opportunities	A. Disclose the metrics and targets the organisation uses to assess climate related risks and opportunities in line with its strategy and risk management processes
✓	ⓘ	✓	✓
B. Describe management's role in assessing and managing climate related risks and opportunities	B. Describe the impact of climate related risks and opportunities on the organisations businesses, strategy and financial planning	B. Describe management's role in assessing and managing climate-related risks	B. Disclose Scope 1, 2, and if appropriate Scope 3 greenhouse gas (GHG) emissions and the related risks
	ⓘ	✓	✓
	C. Describe the resilience of the organisations strategy taking into consideration climate related scenarios including a 2C or lower scenario	C. Describe how processes for identifying, assessing and managing climate related risks are integrated into the organisations overall risk management	C. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets

Key: ✓ Compliant ⓘ Work in Progress but more to do. Transitional strategy and financial impact including scenario analysis under development and due to be completed by 30th September 2024.

[Jersey Electricity Annual Report and Accounts 2023](#)

The best reports include an accountability report that encompasses:

-  Directors' or equivalent report
-  A statement of responsibilities
-  A governance report
-  A remuneration and staff report

These include sensitive areas such as assessments of the effectiveness of the board (or equivalent) and senior pay.

The **Channel Islands Financial Services Ombudsman** report contains clear data on Board members attendance, remuneration and register of interests.

CIFO BOARD ATTENDANCE & REMUNERATION

Board Member	Position	Board Attendance	Attendance Rate	Total 2023 Pay	Bonuses and other incentives	Start Date	End Date
David Thomas	Chair	1/1	100%	£2,000	NIL	15-Aug-14	31-Jan-23
Debbie Guillou	Director	1/1	100%	£625	NIL	31-Jan-15	31-Jan-23
John Mills	Director	1/1	100%	£625	NIL	31-Jan-15	31-Jan-23
Antony Townsend	Chair	4/4	100%	£22,625	NIL	31-Jan-22	31-Jan-26
Rob Girard	Vice-Chair	4/4	100%	£7,500	NIL	31-Jan-22	31-Jan-25
Jennifer Carnegie	Director	3/3	100%	£6,875	NIL	31-Jan-23	31-Jan-27
Hayley North	Director	3/3	100%	£6,875	NIL	31-Jan-23	31-Jan-28

CIFO BOARD REGISTER OF INTERESTS

Board Member	Paid Employments/Consultancy	Company	Other Public Appointments	Unpaid appointments in charitable/other body
Antony Townsend	Chair, Determinations Panel of the UK Pensions Regulator Chair, Entrust (Landfill Communities Fund regulator in England and Northern Ireland) Chair, Strategic Advisory Board, Bar Tribunals and Adjudication Service UK Independent Investigator, Independent Complaints And Grievance Service, House of Commons UK	Director, Environmental Trust Scheme Regulatory Body		
Jennifer Carnegie	Chair, Jersey Business Non-Executive Director, Condor Ferries Co-opted Director, Channel Islands Cooperative Society (term ended 27 February 2024)	Director, Amicus Limited Director, Ivory Limited		
Rob Girard	Chair, Guernsey Banking Deposit Compensation Scheme Commissioner, Guernsey Financial Services Commission	Director, JamesCo 750 Limited	Fellow, Chartered Institute Of Bankers	Commissioner, Guernsey Language Commission
Hayley North		Director, Rose & North Ltd		Member, Investment Association's Sectors Committee

[Channel Islands Financial Services Ombudsman Annual Report 2023](#)

The **Jersey Care Commission** Annual Report includes a clear commentary on how the Board assesses its own effectiveness.

Effectiveness of the Board

One of the principal responsibilities of the Chair is to oversee the Commission's effectiveness, especially the work of the Board. The Chair conducts annual appraisals with each Commissioner and reports the outcome to the Accountable Officer. The Accountable Officer appraises the performance of the Chair.

Commissioners evaluate Board effectiveness using a structured survey as part of the annual appraisal process. Overall, Commissioners were positive about the conduct of business and the impact of the Board on key decisions.

There is consensus that the Board broadly has an appropriate combination of skills and experience and works well. Commissioners identified opportunities to expand the skill set of the Board, particularly in areas where the Commission is expanding its remit.

Commissioners identified that the Board workshops allowed them to explore complex matters in greater detail and, as a result

(particularly bearing in mind the increased complexity of the Commission's work as it regulates new areas) these will happen more often in 2024.

Commissioners felt the Board had the appropriate strategic focus and maintained the correct balance of supporting and challenging operational delivery. Commissioners stated that in general the Board agendas cover the issues that need to be addressed.

Commissioners who attended, greatly valued the engagement session with service providers and the opportunity to visit providers to engage directly with them.

[Jersey Care Commission Annual Report 2023](#)

Andium Homes Annual Report includes good practice Fair Pay Disclosures

Fair Pay Disclosure






The following table contains details of pay multiples and illustrates the ratio between the highest-paid director and the median company remuneration level amongst all colleagues. The calculation below is based on the full-time equivalent annual salary for individuals holding contracts (permanent or fixed term) at the end of the relevant year. The table also includes data in respect of the 25th quartile and the 75th quartile, which effectively represents the median of both the upper and lower sections of the Company's remuneration.

	2023 Amount	2023 Ratio	2022 Amount	2022 Ratio
Highest paid director:	214,250	1.0	198,563	1.0
75th quartile:	86,320	2.5	79,000	2.5
Median remuneration:	56,700	3.8	54,300	3.7
25th quartile:	43,160	5.0	40,800	4.9

[Andium Homes Annual Report 2023](#)

The **JT** Annual Report includes a specific section on 'Our People' with relevant data presented in an easy to understand and engaging way.

Our People in Numbers


 <p>JT's Board - 7 (43% are female) <small>(see p22 for the full list of JT Board Members)</small></p>	 <p>JT's Executive Committee - 6 <small>(50% are female)</small></p>	 <p>Employees - 509 <small>(29% are female)</small></p>	 <p>Bursaries, Apprentices and Graduates - 16 <small>(43% are female)</small></p>	 <p>Nationalities - 26</p>
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Our People Policies

We have over 100 people policies and guidelines in place and in 2023, we reviewed and updated a number of these to better support the diversity and needs of our team. We've introduced Life Event Guidelines to support our people when they need it the most through difficult life events, taking everyone's situation case-by-case and allowing us to better support and alleviate additional stress. In addition, we've announced the trial of a new benefit for next year of Recharge Days, again supporting employee work-life balance, allowing employees to take a day away from work tasks to reset when needed.

Sickness and Absence Data

JT saw an average of 5.4 days lost per employee in 2023, which is 30% lower than the UK national average of 7.8.




Category	Days lost
JT average days lost	5.4
National average	7.8

Diversity, Inclusion and Belonging (DI&B)

DI&B has been a growing area of focus for JT and one in which we made significant progress over the last few years. In 2023, we increased our Tide (Talent Inclusion and Diversity Evaluation) score from 61% to 74% against a target of 65%, resulting in winning a silver award from the Employers Network for Equality and Inclusion (ENEI) and being ranked 1st in our region for recruitment.

We also increased our internal diversity score, measured through our monthly employee engagement survey, to a yearly average of 71. A 6 point increase on the 2022 year average. We continuously seek feedback to ensure JT is a diverse and inclusive great place to work.



Well-being


We continue to introduce and invest in new initiatives and awareness tools to assist and support our people through their mental, physical, financial and social well-being.

The below chart provides some examples of how we do this.

- Mental** - mental health first aider training, free AXA mental health coach sessions, employee assistance support line.
- Physical** - provide our people with free health checks, free flu jabs, cycle to work scheme, plus information and support around areas such as sleep, nutrition, physical activity, smoking, alcohol and drinking enough water.
- Financial** - provide advice and guidance around budgeting, saving and pensions and provide financial support through times of hardship.
- Social** - encourage an environment of positive reinforcement and peer recognition, as well as social events.

Attracting and Retaining Talent


The recruitment and retention of our people is paramount to the success of our strategy, but also presents us with some of the biggest challenges (see Risk Management section on p16). Our hybrid working approach has helped with our talent attraction and retention. We continue to face challenges in recruiting technology talent due to limited local resources and skills shortage. Promoting career opportunities at JT to all demographics of society remains a key focus for us throughout 2024, as we build a better, more diverse JT for the future.




JT's 2023 Aspire and Accelerate Cohort.

[JT Annual Report and Financial Statements 2023](#)

Where entities are required to prepare financial statements, the best reports include financial statements that are:

 Prepared under a suitable framework; and

 Suitably assured.

The **Digital Jersey** annual report includes the audited financial statements and independent auditor's report. The financial statements are prepared under the UK Financial Reporting Standard (FRS) 102. Digital Jersey takes advantage of the FRS 102(1A) exemption from preparing a statement of cash flows. It also discloses how the directors are satisfied with the going concern basis.

2.1 BASIS OF PREPARATION

The financial statements have been prepared on a going concern basis under the historical cost convention, and in accordance with FRS 102 and Companies (Jersey) Law, 1991 (as amended).

The company has a Partnership Agreement with the Government of Jersey for which the original term ended on 31 December 2023. An extension of this agreement was approved by the Board on 11 January 2024 and signed on 23 January 2024. This extension continues the existing agreement until 31 December 2026.

As at the date of this report, the company's annual grant which forms part of the Agreement (as detailed in Note 2.3 below) for 2024 had been approved and the first half of the grant had been received in accordance with standard arrangements. The Board has relied on this extension letter of comfort in conducting a going concern assessment.

2.2 STATEMENT OF COMPLIANCE

The financial statements have been prepared in compliance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", adopting the presentation and disclosure requirements of Section 1A. There were no material departures from that standard.

[Digital Jersey Annual Report 2023](#)

The best reports:

- tell the story of the organisation in a fair and balanced way
- comply with relevant reporting requirements; and
- include clear action points to take forward.

The **Jersey Care Commission** Annual Report includes a clear and balanced commentary on performance against strategic objectives. For each area, the Report provides disclosure on action points to take forward.

Priority 1 - Regulation and Inspection

Develop and implement a growth plan alongside the approved associated budget build to enable the expansion of the core team to deliver an effective regulatory regime for Jersey which supports best practice and drives continuous improvement.

HOW SUCCESSFUL HAS THIS BEEN?

In anticipation of the Commission's expanding remit, we made structural changes to the leadership team towards the end of 2022, replacing the Head of Governance, Policy and Standards role with two new posts: Deputy Chief Inspector and Head of Business and Performance.

In 2023, these posts provided effective and focused operational and corporate support to the Chief Inspector. They enabled the Commission to deliver on its ambitions of improving operational delivery and introducing robust and structured corporate governance processes to support the Commission in its expanding role.

The Government Plan 2023-2026 included funding for changes needed to enable the Commission to fully deliver on its commitments. In implementing our growth plan, in 2023 we were successful in recruiting two additional regulation officers and a Pharmacist Inspector. The Pharmacist Inspector enables the Commission to directly undertake inspections of medicines management, administration, and disposal. Given the challenges of drafting and consulting on the Standards for areas new to regulation, and reviewing and revising the existing standards, the Commission recruited an experienced professional to lead this work.

These changes to our workforce and structure are underpinned by a budget plan to ensure the Commission has the necessary resources to deliver its remit.

WHAT MORE NEEDS TO HAPPEN?

The Commission has made excellent progress in developing the team to meet the expanded workload in 2023 and in preparation for introducing new areas of regulatory activity throughout 2024 and 2025. To support new staff, the Commission reviewed and improved its induction process, making sure it prepares staff for the Commission's new roles. This programme of induction and orientation has evolved throughout 2023 and will continue into 2024 as new staff are appointed.

Some recruitment of regulation officers has been deferred, partly to ensure new staff can be supported appropriately and partly to ensure the Commission recruits staff with the right skills and experience. The Commission understands the need to continue to increase the team's scope and range of skills and expertise, especially in areas new to regulation.



[Jersey Care Commission Annual Report 2023](#)



Maintain an effective system of regulatory oversight by undertaking a planned annual programme of announced and unannounced inspections of all regulated services and activities for adults and children in Jersey, with the associated inspection findings published on our website.

HOW SUCCESSFUL HAS THIS BEEN?

The Commission has delivered its annual programme and completed all scheduled inspections in 2023. In total, 105 regulated services were inspected during 2023. An additional 12 inspections were carried out, bringing the total to 117. Additional inspections are usually those scheduled to check progress on recommendations but can also include inspections of unregistered services where it is believed a regulated activity is being carried out.

When the Commission identifies a service that is not fully or consistently meeting the required standards, areas for improvement are recorded in the inspection report. The regulation officer usually agrees a specific timescale for delivery to ensure that the provider has sufficient opportunity to make the required changes.

Depending upon the type and seriousness of the breach or shortfall, the Commission may undertake further inspections to ensure the provider addresses the issues. The Commission has the power under the Law to impose discretionary conditions on a provider. It can also issue a formal Improvement Notice which sets out the exact action a provider must take along with a timescale for compliance.

Failure to comply with an Improvement Notice is an offence which could result in prosecution. The Commission did not issue any Improvement Notices in 2023 but on five occasions the Commission imposed discretionary conditions to help manage the risks where issues of compliance with regulations and standards were identified.

WHAT MORE NEEDS TO HAPPEN?

The Commission will continue to carry out its planned annual inspection programme to maintain an effective regulatory system. Additional inspections beyond the scheduled programme will be completed as and when required. The Commission will face the challenge in 2024 of continuing the programme of inspections of children's services that are new to regulation and preparing the way for hospital, ambulance service, and adult mental health service inspections in 2025. The process of planning and preparation has already commenced to meet this challenge.

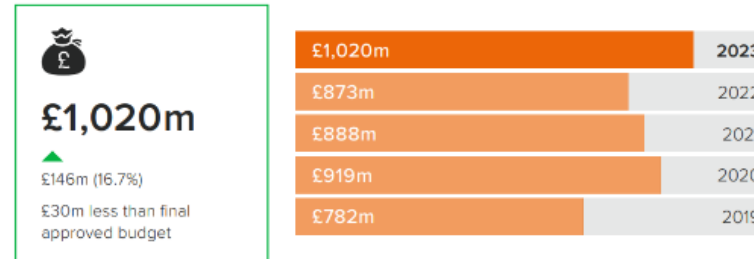
The Commission is also exploring ways to provide increased assurance through inspections, including developing methods to measure the effectiveness of inspections and processes to monitor outcomes.

The best reports:

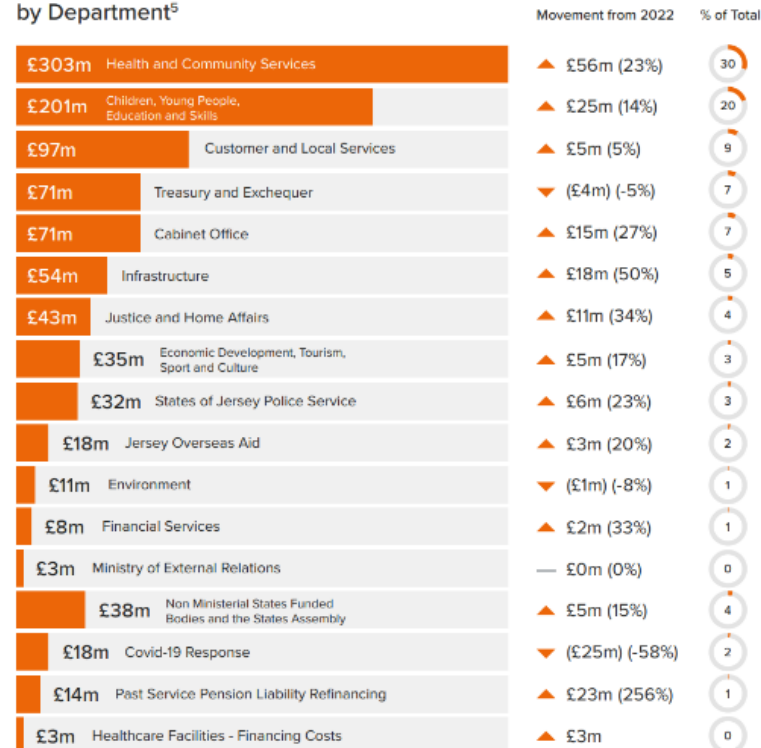
- highlight key trends in the financial statements
- include concise summaries of key points; and
- consider how the organisation engages with key stakeholders and meets their needs.

The **States of Jersey Group** Annual Report includes trend analysis for key elements of the financial statements.

Net Departmental Expenditure (Spending on delivering services for Islanders)



Breakdown of Net Revenue Expenditure by Department⁵



[States of Jersey Group 2023 Annual Report and Accounts](#)

The best reports include:

- frank and honest analysis
- consideration of the challenges an organisation is facing
- appropriate use of data; and
- quantification of risks and performance measures.

The **Jersey Care Commission** Annual Report includes a commentary on all key performance measures in a transparent and easy to understand manner.

KPI 1.1

The Commission will complete 100% of inspections in respect of each of the regulated activities, as required in Law:

TARGET

100%

OUTCOME

100% ✓

In 2023, 117 inspections were carried out; 105 were annual inspections of registered providers required by the Law. Ten services relating to Children's social services were required to register for the first time in 2023. They had until 30 June to register, and the Law requires the Commission to ensure they are inspected within 12 months of this deadline.

KPI 1.2

The Commission will ensure that at least 80% of its inspection reports are completed in draft form within 28 days of an inspection having concluded.

TARGET

80%

OUTCOME

93% ✓



KPI 1.3

The Commission will publish 100% of its inspection reports within seven working days of reports being considered final.

TARGET

100%

OUTCOME

95% ✗

A total of 95% of inspection reports were published on the Commission's website within seven working days of being finalised. The 5% gap was caused by technical and process issues. The Commission is reviewing the measure to consider if the 100% target is achievable in future.

[Jersey Care Commission Annual Report 2023](#)

The best reports use:

- plain English to explain difficult concepts
- infographics and diagrams to communicate important messages; and
- a clearly integrated structure to help users navigate it effectively.

Jersey Water introduces a colour scheme for its strategy early in its Annual Report and continues the colour scheme in the commentary on performance helping the user navigate the report more easily.



High quality water supply

We aim to deliver a reliable supply of safe, high quality water to our customers, now and in the future.

Great customer experience

We prioritise high standards of service, always. Our customers are unable to choose their water supplier, but if they could, we would want it to be us.

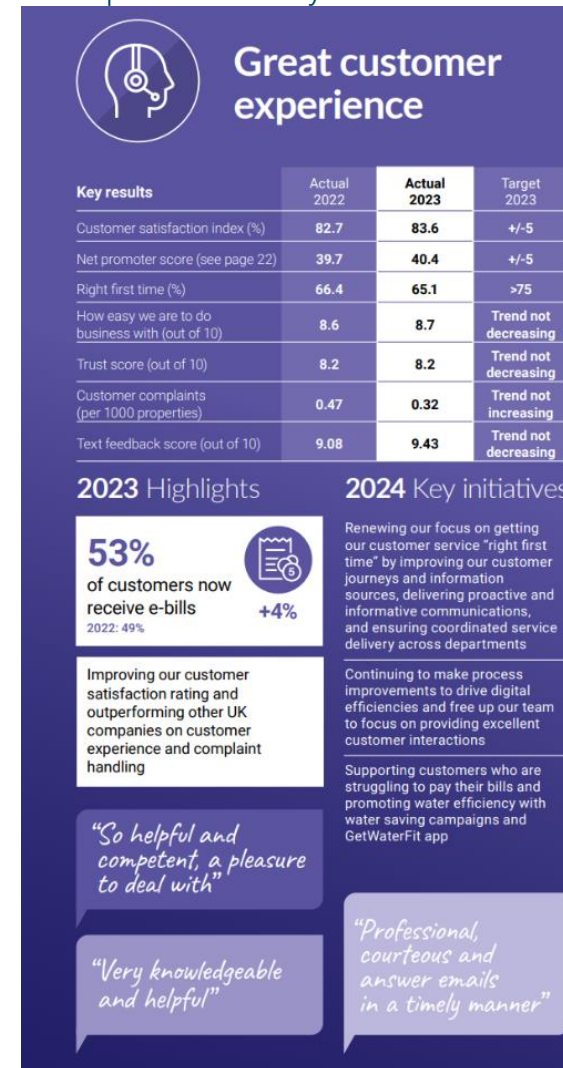
Fair and affordable bills

Every customer should feel that we offer good value for money and keep charges for water fair and affordable.

Environmental and community benefits

We have a responsibility to future generations for the decisions we make today. We strive to have a positive impact on the environment and Island community we serve.

[Jersey Water 2023 Annual Report and Financial Statements](#)



Great customer experience

Key results	Actual 2022	Actual 2023	Target 2023
Customer satisfaction index (%)	82.7	83.6	+/- 5
Net promoter score (see page 22)	39.7	40.4	+/- 5
Right first time (%)	66.4	65.1	>75
How easy we are to do business with (out of 10)	8.6	8.7	Trend not decreasing
Trust score (out of 10)	8.2	8.2	Trend not decreasing
Customer complaints (per 1000 properties)	0.47	0.32	Trend not increasing
Text feedback score (out of 10)	9.08	9.43	Trend not decreasing

2023 Highlights

- 53%** of customers now receive e-bills (+4% from 2022: 49%)
- Improving our customer satisfaction rating and outperforming other UK companies on customer experience and complaint handling
- "So helpful and competent, a pleasure to deal with"
- "Very knowledgeable and helpful"

2024 Key initiatives

- Renewing our focus on getting our customer service "right first time" by improving our customer journeys and information sources, delivering proactive and informative communications, and ensuring coordinated service delivery across departments
- Continuing to make process improvements to drive digital efficiencies and free up our team to focus on providing excellent customer interactions
- Supporting customers who are struggling to pay their bills and promoting water efficiency with water saving campaigns and GetWaterFit app
- "Professional, courteous and answer emails in a timely manner"

The purpose of the Comptroller and Auditor General (C&AG), fulfilled through the Jersey Audit Office (JAO), is to provide independent assurance to the people of Jersey on the extent to which public money is spent economically, efficiently and effectively and on whether the controls and governance arrangements in place within public bodies demonstrate value for money. The C&AG's remit includes the audit of financial statements and wider consideration of public funds, including internal financial control, value for money and corporate governance.

This Guide can be found on the Jersey Audit Office website at <https://www.jerseyauditoffice.je/> If you need a version of this report in an alternative format for accessibility reasons, or any of the exhibits in a different format, please contact enquiries@jerseyauditoffice.je with details of your request.

All information contained in this Guide is current at the date of publication.

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