



STATES EMPLOYMENT BOARD ANNUAL REPORT 2024

R.43/2025



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OUR APPRECIATION TO ALL COLLEAGUES

The Members of the States Employment Board would like to take the opportunity to publicly thank all colleagues for their hard work and dedication throughout 2024. We are, as ever, grateful to all who work in the Public Service, and we appreciate your hard work and dedication to providing quality services to Islanders.

During 2024, we saw the move of colleagues from across 13 existing sites into our new Government Office on Union Street. This move enables colleagues to collaborate and strengthen the services provided to Islanders and to work better together. We thank the many colleagues who worked to enable the smooth transition of over 2,000 colleagues to the new building.

INTRODUCTION

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

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

This current Board began its term in early February 2024 following a change in Government.

We focused on a number of priorities including:

- Wellbeing.
- Strategic Workforce Planning.
- Performance Management.
- Pay, Terms and Conditions.
- Health and Safety.
- Curbing growth in the Public Sector.
- Connect People.

This report reflects the work during 2024 which ensured that priorities were met. We will build upon the progress made in 2024 to meet our priorities going forward into 2025. Work around how we can curb growth in the Public Sector will continue so that we can support the promotion of internal talent and provide opportunities for those that desire career progression within the service. Recommending a constructive dialogue with representatives from the Unions, through quarterly meetings and continuing to foster good relationships, has been a great example of how we can work together to achieve positive outcomes. We are keen to continue with this regular engagement.



Signed:

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

Date: 2 April 2025



ACCOUNTABILITY REPORT

An Overview of 2024

The States Employment Board had two serving Boards during 2024. The first Board served until the change of Government in February 2024. The States Employment Board met on 19 occasions in 2024.

The Board has continued to address 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 2024.

We put people at the centre of our approach, balancing consideration, compassion and fairness.

In order to curb the growth in the public sector, we put in place a recruitment freeze in August 2024 which enabled recruitment to essential front line services and allowed for more scrutiny on any non-essential roles. This was with particular focus on those from grade 11 and above. We continued to review and scrutinise P59/2011 applications (senior and high paid roles). And, as part of our wider approach to curbing growth, a redeployment scheme was established, providing opportunities for career progression. This has allowed the retention of important skillsets within the organisation.

Health and Safety remains a focus and we continue to monitor suspension processes and cases which reach the Jersey Employment and Discrimination Tribunal.

We provided an opportunity for colleagues to have their voice heard during the 2024 Be Heard Survey. Each department will now be using the results from their survey as a roadmap for how to make changes and improvements, both for colleagues and people who use our services.

As part of our commitment to transparency in our pay, we published our 2023 Gender Pay Gap Report in December 2024. Our pay policies should address pay and progression disparity within the workplace. We also undertook to provide data on Public Sector Staffing at intervals of no more than six months.

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 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 functions 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.

The following table shows the Members in January 2024, prior to the change in government:

Members of States Employment Board – January 2024
Deputy K.L. Moore of St. Mary, St. Ouen and St. Peter, Chief Minister, Chair
Deputy M.E. Millar of St. John, St. Lawrence and Trinity Vice Chair
Deputy B. Ward of St. Clement
Deputy Sir P.M. Bailhache of St. Clement
Deputy M. Ferey of St. Saviour

Members of the States Employment Board from February 2024 were:

Members of States Employment Board – February – December 2024
Deputy L. Farnham of St. Mary, St. Ouen and St. Peter, Chief Minister and Chair
Deputy M. Ferey of St. Saviour, Vice Chair
Connétable M. Troy of St. Clement
Deputy R. Binet of Grouville and St. Martin
Deputy S. Ahier of St. Helier North

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

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.

[States of Jersey Codes of Practice](#) have been issued by the States Employment Board to all employees of the Board.

The six codes of practice are:

- Employee rights at work.
- Engagement.
- Performance and accountability.
- Reward and benefits.
- Standards in Public Services.
- Talent development.

The law in the UK on sexual harassment changed on 26 October 2024 and whilst not yet law in Jersey, employers have a duty of care to look after the wellbeing of their employees. Dealing with reports about sexual harassment is not enough, employers must be able to demonstrate they have taken steps to prevent it from occurring in the first place.

The States Employment Board takes a no-tolerance stance to any form of harassment, including race and sexual harassment, throughout the public sector and at every level. At the end of 2024, the States Employment Board agreed to incorporate sexual harassment into the 'Employee rights at work' Code of Practice and Dignity and Respect at Work Policy.

Independent Advisor

The Independent Advisor 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.

In 2019, the Board recruited Mrs Beverley Shears who continues in the role of Independent Advisor. Mrs Shears acted as the Independent Advisor 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.

Governance

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

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

Legal advice is provided by the Law Officers' Department.

People 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 of Health and Safety matters, generally, and key risks within the organisation.

- **Case Management Report:** Monthly reporting focusing on numbers of and reasons for Suspensions/ Exclusions, Tribunal Cases and Case Types by Departments.
- **People Dashboard:** Monthly reporting on workforce profile, turnover, sickness, staff costs progress with colleagues setting objectives and performing reviews at mid-year and year end.
- **Control of Establishment:** Proposed organisational changes 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.

Financial Report

The Board does not have a budget. Any expenditure linked to a department is covered by that department. Administrative costs, where incurred, are the responsibility of the Cabinet Office – People Services.

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

There were a number of audits / reviews including:

- The Comptroller and Auditor General began a Staff Recruitment and Retention audit. We expect that this report to be published in early 2025.
- HR Lounge Ltd were asked to undertake a review of Bullying and Harassment in August 2024, including progress made, since their earlier reports in 2018 and 2021. This was published in December 2024.
- The Corporate Services Scrutiny panel published its People and Culture review in August 2024
- The Public Accounts Committee undertook a Performance Management follow-up review. This was published in March 2024.

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

PERFORMANCE REPORT

Statement of Performance

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 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 people data.

We continue to receive reports each month on the number of formal cases within departments; suspensions and exclusions and tribunal claims. The number of cases and their progress are continuously reviewed and monitored to ensure timely completion, adherence to internal policies and employment law, alignment with best practices, and a restorative approach focused on employee welfare and wellbeing.

Despite continued issues with data quality, the Board recognise that officers worked hard to ensure improvements were made during 2024 following the roll-out of Connect People. This will help consolidate data quality and enable further transparency of data going forward. We recognise that there are still improvements to be made in data quality and this will form one of our priorities for 2025.

We set out our priorities in our 2023 report and have described below the actions which have been taken on each priority during 2024. We have also gone into further detail for some priorities within our report:

Priorities for the States Employment Board - 2024

- **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.

Achievements

The States Employment Board is an accredited Jersey Living Wage Employer and is committed to equal pay for equal work and adopting a socially responsible approach. The States Employment Board is committed to ensuring pay structures and employment conditions align with financial sustainability and economic conditions whilst balancing the needs of the workforce to enhance overall performance and service delivery. During 2024, pay negotiations were completed for all pay groups. We continued work on reviewing a number of Terms and Conditions. Some remain ongoing.

- **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.

Achievements

Departments across government continued to develop their Strategic Workforce Plans. As part of the workforce planning programme, a training needs analysis and skill audit toolkit was developed to help managers identify skills gaps in their workforce and a succession planning toolkit and training was launched. We also published the [Jersey Public Service Strategic Workforce Plan](#)

- **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.

Achievements

In 2024 we maintained Health and Safety as a standing item on our meeting agendas. This provides updates on Government-wide general Health and Safety matters and Health and Safety risks. We also implemented an internal Health and Safety Assurance Review Programme. Mandatory training for all States Employment Board employees has been introduced.

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

Achievements

In 2024 we continued to see a positive trajectory in the number of colleagues who engaged with Connected Performance throughout the year. Completion rates for each stage increased evidencing improved engagement. We now provide updates to the Public Accounts Committee on a six-monthly basis.

- **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.

- **Achievements**

Work continued embedding Connect People into the organisation throughout 2024. This involved a concerted effort to fine-tune system functionalities, address initial user feedback, and improve integration with existing processes. Colleagues worked diligently to optimise performance and enhance user experience whilst supporting colleagues through the transition.

As a result, we are on track to achieve a stable and efficient HR management system that supports our strategic goals and fosters a more productive and engaged workforce. This work will continue into 2025.

We also launched a new [Jersey Public Service Careers](#) website.

- **Wellbeing:** Ensure that all colleagues have access to an Employee Assistance Programme 24 hours a day, 365 days a year. The States Employment Board will continue to support Breathe, our wellbeing magazine.

Achievements

Work continued during 2024 to promote the services available through the Employee Assistance Programme (EAP). Three issues of Breathe Magazine were published during the year.

In addition, the Your Health Matters service was reviewed to support colleagues' wellbeing. The service is designed to align with the resources available on the Employee Assistance Programme and help colleagues to understand and improve their lifestyle choices to enable them to thrive at work to deliver effective Public Services. More than 450 colleagues across the Jersey Public Service accessed this provision in 2024.

PRIORITIES AND PERFORMANCE

Pay and Terms and Conditions

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

Pay group	Status	Update
Teachers	Ongoing	Work is ongoing to complete a comprehensive review of teacher workloads and Terms and Conditions of employment. A paper was submitted to the States Employment Board and Council of Ministers to confirm funding requirements which will form part of the Government Plan for 2025.
Headteachers	Ongoing	Work is ongoing to complete a comprehensive review of the current School and College Leaders' Terms and Conditions of employment.
Fire & Rescue Service	Complete	A review has been undertaken of the pay, Terms and Conditions of all Firefighters, including Wholetime Firefighters, Retained Firefighters and Dual Contractors, with a new package developed in partnership with the Fire and Rescue Service Association (FRSA) and 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 whilst acknowledging local variation.
Doctors and Medical Consultants (Resident Doctors and Clinical Fellows)	Complete	Junior Doctors (Resident Doctors) pay review – completed in line with changes agreed in UK. Clinical Fellows – pay scales reviewed and amended to improve retention rates for resident doctors and to reduce reliance on agency staff.
Civil Servants and Manual Workers	Complete	Changes to Terms and Conditions (annual leave and sick leave entitlement). Changes were negotiated during 2023 and were implemented during 2024.
Police	Ongoing	The Police Terms and Conditions have been updated. A review of police pay is due to commence no later than the end of Q3 2025. This review will encompass pay structure, overtime and allowances.

Data quality, improvement and reporting

As part of our focus on improving data quality and reporting, we committed to increasing statistical reporting related to the public sector workforce in Jersey. We now publish staffing statistics as a minimum on a six-monthly basis [Public Sector Staffing Statistics December 2024](#). We have now provided three reports for June, September and December 2024. We will continue to build on the breadth of data included in these reports, in consultation with Statistics Jersey to assist users' understanding of key developments. These will align with the Annual Report and Accounts as well as the Gender Pay Gap reporting.

We have further developed our people dashboards to include workforce profile, turnover, sickness, staff costs, progress with colleagues setting objectives and performing reviews at mid-year and year end and we will continue to evolve these to align with best practice. These metrics are provided to us as part of a standing item on our agenda.

Curbing growth in Public Sector

Alongside the development of the Common Strategic Policy was a concerted effort by the new Council of Ministers to curb the growth of the public service, redirecting public money to those areas where it is needed most.

To support this, we put in place a recruitment freeze in August 2024. This was for at least nine months with an initial review period at six months. This covered non-essential and non-frontline roles with a particular focus on all roles at or above Civil Service grade 11 or equivalent. We excluded front line roles in Health and Education. Non-Ministerial Departments were not part of the initiative. It was acknowledged that there would be a lag of at least three months to see any effects of the freeze due to earlier approvals still progressing through the system.

Each Chief Officer, with the agreement of their Ministers, has looked at and will continue to deliver payroll savings through:

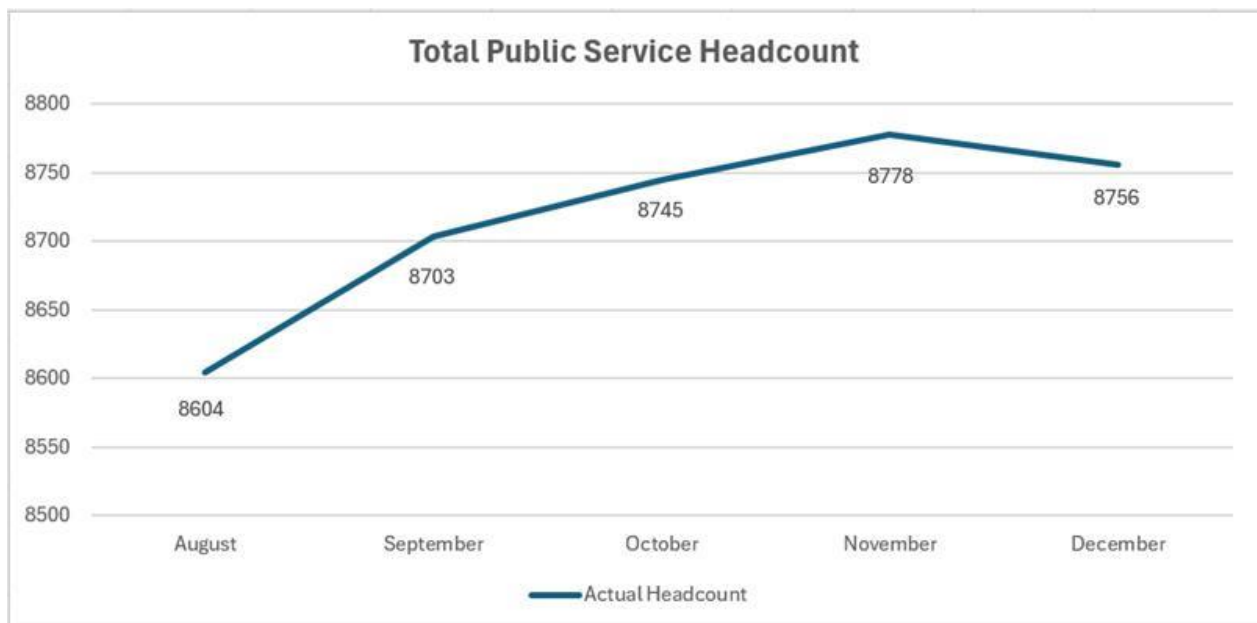
- Removing long-standing budgeted vacancies and redeployment of staff.
- Reducing senior management levels.
- Focusing on reprioritisation of activity.

The freeze has enabled us to:

- Maximise opportunities for colleagues already in the Service.
- Focus on frontline recruitment, resulting in a reduction in vacancies and use of agency workers.
- Update our policies and procedures to better support any colleague impacted by redundancy.
- Focus on redeploying affected colleagues across departments to suitable alternative roles.
- Make best use of our existing talent pool by internally redeploying.
- Make it a priority to retain skills, knowledge, and experience by redeploying and offering secondments and 'acting up' opportunities to facilitate career development and succession planning.

From the outset, we were aware that it would take at least 12 months, i.e. a full cycle before we would start to see traction and a reduction in headcount.

The external recruitment freeze has now been in place for six months across Jersey public service. Jobs already in the pipeline have largely come through the system and the freeze is now beginning to be reflected in our headcount. The table below shows headcount levelling off in the final months of 2024 and in December we saw a decline for the first time.



There are a number of emerging trends following the implementation of the freeze:

- This includes removing 1,000 unfilled vacancies from the system.
- from the late autumn we are seeing a slowdown in new joiners into the organisation.
- the freeze has allowed us to remove some roles from the organisation and to reduce the seniority of some roles by giving existing colleagues a chance to step up. We have made sure

that there is a process in place where recruitment to roles can be made in exceptional circumstances – which is a sensible approach, should teams experience sudden changes in demand or key absences etc.

Our Key Workers

We are committed to supporting our key workers.

Throughout 2024, colleagues in People Services worked to improve the service they offer to our key workers. In order to support the organisation and ensure that services continue to operate effectively, they have transitioned from outdated databases and spreadsheets to a modern, fit-for-purpose letting management system. This has brought numerous benefits, including more accurate, real-time information about unit occupancy and enhanced transparency around rental contributions, ensuring fairness and equity for all colleagues. We remain committed to key workers and ensuring the service operates effectively and transparently.

Gender Pay Gap 2024

The Government of Jersey published the [Gender Pay Gap Report 2024](#) and the gap has reduced by 2.2% since 2023. Minor changes in our workforce, especially colleagues in higher-paid roles, can cause substantial changes in our headline median gender pay gap, month by month and year by year.

However, it is important to note that when we refer to the Gender Pay Gap, in the context of the Public Sector, we are referring to the average pay disparity between men and women in our workforce. This is different to equal pay for the same role.

We have structured and transparent pay grades and scales are in place, alongside increased flexibility, particularly for working parents and carers as part of the flexible working policy.

Health, Safety and Wellbeing

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

In 2024, we focused on the following areas of work:

- Received monthly updates which focused on key areas of risk, informed by the work completed and tracked by the Health and Safety Board. Areas included fire safety in Children, Young People, Education and Skills buildings, Health and Safety risk management and the provision of an effective Occupational Health service to support colleagues to thrive at work and so deliver effective public services.
- Implemented an internal Health and Safety Assurance Review Programme to monitor implementation of the suite of published Health and Safety Standards across the Public Service. The implementation of the standards covering the following topics have been reviewed where they are relevant to departmental risk profiles: Risk Assessment, Pressure Systems, Water Management, Radiation, Wood working machinery, Occupational Health and Fitness to work, Workplace Transport and Control of Substances Hazardous to Health.
- The full suite of published Health Safety Standards has been reviewed and lessons learned from the Assurance Review Programme captured to inform said review. Specifically, the Fire Safety Minimum Standard was reviewed and the details used to inform the fire evacuation arrangements in the new Government of Jersey office building at Union Street.
- Mandatory Health and Safety training modules for all colleagues are in place. These have been reviewed and updated to ensure Health and Safety training provided is proportionate, relevant and appropriately targeted for all States Employment Board employees.
- In 2024 the provision of Mental Health First Aid training was reviewed and more than 60 colleagues across the Public Service received Mental Health First Aid Colleague Supporter training. In addition, an internal community has been established to support those who have

received this training. The intent is to ensure those who have received training are adequately equipped to signpost colleagues who reach out to them for help.

- The new Government offices at Union Street have wellbeing rooms provided for use on each floor.
- Delivery of an effective Occupational Health Service provision for States Employment Board employees, including an improved understanding of the use and benefits provided by the Employee Assistance programme which is offered as part of general wellbeing support. During 2024, AXA, our Occupational Health provider, gave notice of changes to the Occupational Health Services after 1st April 2025. Workstreams were put in place to mitigate and manage this risk and ensure continuity of provision beyond April 2025, including a procurement process in line with the Public Finance manual requirements.

Performance Management

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

To support the Code of Practice: Performance and Accountability, we continue to look at ways to emphasise our requirement that all Public Service employees are to be supported, managed and developed with evidence through an appraisal system.

Performance Management includes:

- Regular 1:1 progress discussion between employees and managers.
- Annual performance objectives measuring impact and results in line with job descriptions.
- Development objectives focused on long-term growth in skills, knowledge, and competencies for future roles or career progression.
- Assessment of behaviours at each organisational tier against core values.

One of the key areas during 2024 was to focus on the utilisation of connected performance. Connect Performance is the system used to capture objectives and record conversations at three key points throughout the year:

- **Start of year** – Objective setting.
- **Mid year** – Progress review.
- **End of year** – Final evaluation.

The number of people who completed the performance cycle in 2024 was 3,108, a significant increase of 60.29% from 1,939 in 2023, and continues the positive trend in participation over the last 3 years across all departments.

Connected Performance 2024: end of year performance reviews completed for all in-scope colleagues:

Department	2022	2023	2024
Cabinet Office (2024)	70.70%	88.70%	86.0%
<i>Office of the Chief Executive</i>	-	-	85.0%
<i>Strategic Policy, Planning and Performance</i>	-	-	98.3%
<i>Digital Services</i>	-	-	68.0%
<i>People Services</i>	-	-	100.0%
Cabinet Office (2025)	-	-	-
<i>Office of the Chief Executive</i>	-	-	-
<i>Strategic Policy, Planning and Performance</i>	-	-	-
People Services (2025)	-	-	-
Digital Services (2025)	-	-	-
Children, Young People, Education & Skills	19.90%	57.00%	74.4%
Department for the Economy	86.70%	100.00%	100.0%
Department of External Relations	64.30%	91.70%	100.0%
Employment, Social Security and Housing	68.80%	90.80%	99.2%
Health and Care Jersey	7.10%	17.00%	44.1%
Infrastructure and Environment	34.50%	54.60%	65.2%
Justice and Home Affairs	40.90%	64.40%	85.1%
Non-executives and Legislature	N/A	35.20%	59.4%
Treasury and Exchequer	79.10%	63.00%	92.4%
Total	31.60%	37.20%	65.3%
Actual number of colleagues who completed the process	1590	1939	3108
YoY increase	31.80%	22.00%	60.29%

(Due to changes within the Cabinet Office, the 2024 and 2025 structures have been included in the reporting, with only the applicable fields populated).

There remains work to do in some areas both to 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 expect to demonstrate a significant improvement in performance management, and therefore productivity, within the Public Service.

With this foundation firmly established in 2024, we are now able to expand the performance management pathway. This will include standardising development plans for colleagues, socialising best practice for hosting and recording 1:1 conversations, and a training suite to ensure that the star ratings are used effectively and without bias. These in turn will enable us to conduct an audit and calibration process and better embed succession planning to identify, retain and grow existing talent. The development of this pathway aligns with the Jersey Public Service Strategic Workforce Plan and serves to ensure that all departments improve incrementally, regardless of their current position.

Resourcing and Talent

During 2024, early candidate engagement during the key frontline services campaigns resulted in success for a number of campaigns. The recruitment freeze allowed us to focus on front line services including Healthcare Assistants across Health Care Jersey, Paramedics, On-call Firefighters, Early Years, Trainee Teachers and Planning Officers.

- 91 Nurses and Midwives.
- 53 Teaching Assistants.
- 42 Manual Workers (predominantly comprising the new catering roles in CYPES to support the school meals programme).
- 26 Allied Health Professionals.
- 23 Teachers and Lecturers.
- 20 Social Workers, Mental Health Practitioners and Counsellors.
- 11 Doctors and Consultants.

We launched a new [Jersey Public Service Careers](#) website in 2024 to support our campaigns. The portal aims to enhance recruitment processes, improve the candidate experience and streamline the management of job applications across Public Services. The site was launched as part of the Connect People functionality and we are planning to re-launch the site in March 2025 with further enhancements to accessibility, including those with disabilities, following the latest [Web Content Accessibility Guidelines \(WCAG\)](#). The careers site is for all departments across the Public Service. The relaunch of the site should represent a significant milestone for the Public Service, enhancing our ability to attract, engage, and retain talent.

Supporting the growth of talent, there was significant activity in the Early in Careers space which recruited apprentices for SPPP, graduate trainee teachers and 67 interns - 10 of which went on to secure further employment within the Public Sector. In addition to the annual skills show, we ensure that the Public Service is represented at school careers fairs.

People Development

Mandatory and Statutory Training

As part of our commitment to the ongoing development of colleagues and to ensure that they meet the expectations we set as an employer, we ensure all mandatory and statutory training is completed. We introduced a programme of training to roll-out over the course of 2024.

Topics covered were:

- An Overview of Jersey Public Service.
- Children and Young People statutory guidance – Introduction.
- Cyber Security.
- Data Protection.
- Display Screen Assessment.
- Fire Awareness.
- Health and Safety Induction.
- Public Finances.
- Putting Customers First.
- Risk Assessment.

Leadership Programme

Leadership development was identified as a corporate priority following the Be Heard employee engagement survey in 2023. The results showed that whilst leadership engagement factor results had improved since 2020 – which is positive – the overall score of 4.34 out of 7 highlighted scope for improvement and that there were differences by department. Developing the leadership cadre and capability, along with ‘fair deal’ and ‘giving something back’, were agreed as three corporate priority areas for focused improvement, all to be underpinned by improved employee wellbeing.

The three-day face to face programme that was commissioned with Cohen Brown consisted of three modules:

1. Extraordinary Leadership.
2. Coaching.
3. Structured Time-Managed & Behavioural Planning.

The programme was piloted in February 2024 to a cohort of 25 participants. A further four cohorts ran over the course of 2024 with a further two cohorts anticipated to take place in early 2025 resulting in 200 leaders/managers from across the public service receiving the training.

The appointment of the Chief Executive Officer during 2024 has provided further stability, certainty and consistency of leadership across the public service.

OPERATIONAL FOCUS

People Strategy

In November 2021, the first Our People Strategy, a document co-created by colleagues from across the public service, was published.

The strategy set out our long-term ambitions to support and develop the public service.

While the commitments made at that time remain just as relevant today, our leadership priorities, strategic focus, and delivery plan have naturally evolved. To ensure our vision remains meaningful and aligned with the current organisational landscape, we refreshed the strategy at the end of last year.

As part of this process, colleagues were invited to participate in workshops alongside union representatives, sharing valuable insights that have shaped the updated document. Key feedback from these sessions included:

- a clearer reflection of the wording and obligations outlined in the States of Jersey Codes of Practice.
- a stronger emphasis on wellbeing in the workplace.
- recognition that different departments are at different stages of implementation.
- a commitment to fostering a high-trust model between colleagues and managers.
- acknowledgment of every employee's role as an ambassador for the organisation.
- accessibility – improvements to the language and colours used to ensure our strategy remains relevant, inclusive and effective for the future.

The result is a refreshed strategy that has been shaped by Jersey's public servants [Our People Strategy](#).

Policy Framework

The Standards in Public Service replaced 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 expectations of them.

Engagement and development of other policies and toolkits during 2024 included recruitment and selection, safer recruitment, organisational change, redeployment (including medical) and minor changes to compulsory redundancy and pay protection.

Towards the latter part of 2024, we re-instated quarterly meeting with the Unions. This gives Unions the opportunity to raise any concerns around employment issues directly with the employer. We value hearing from the Unions at these meetings and will continue these for the remainder of our term.

Be Heard Employee Engagement Survey

In 2024, we undertook a Be Heard survey to assess colleague engagement across the public service. [Be Heard all-staff survey results 2024](#).

Colleagues receive regular updates using all colleague emails and manager updates. We also communicate on OurGov news and departmental weekly and monthly updates.

Our employee-led networks are key to ensuring that we engage fully and inclusively on issues that matter.

We recognise that it is essential to have a healthier, happier and more fulfilled workforce; this is demonstrated by positive relationships and is measured by customer satisfaction, productivity, innovation and staff retention.

Union Street

Over 2,100 colleagues from 13 buildings co-located in late 2024 into the new Government Office on Union Street. This meant that a significant number of services came under one roof to become a single front door for Islanders to engage with a range of government services.

This move has enabled opportunities for colleagues to work closer together in a new, modern, purpose-built and sustainable building with better facilities and easier collaborative working. Provision has been made for a variety of workspaces which include:

- c.1,200 fixed workstations, and
- c.800 'touchdown' or meeting spaces (e.g., meeting rooms, collaboration desks, huddle booths, breakout areas, bar tables / stools).

The new building is fully inclusive and accessible by people of all abilities and caters for a range of flexible working practices. It also contains better facilities for those who use active modes of transport to get to work. We have also ensured that there are wellbeing rooms on each floor and quiet working spaces for colleagues.

The move will not only streamline our operations but also make it easier for Islanders to access and benefit from a variety of services.

The move to this new building is about embracing innovation, improving efficiency, and enhancing the work environment for our colleagues, all of which are essential steps towards a brighter, more sustainable future for our Island.

Diversity, Equity and Inclusion

The States Employment Board is committed to pursuing diversity, equity and inclusion across the Public Sector.

Employee-led Networks

Our employee-led networks offer a platform for colleagues to connect, share experiences, and foster understanding across our public service. These networks play a vital role in promoting inclusivity, supporting personal and professional growth, and building a sense of community. We have networks focused on many key topics including neurodiversity, disability, race, ethnicity and culture, LGBTQ+, menopause, men's health, and inspiring women into leadership and learning. These networks are more than just groups – they are communities where everyone can feel heard, valued, and empowered to make a difference.

These employee-led networks continue to go from strength to strength. Membership across our employee networks is in excess of 1,400 employees which equates to approximately 15% of our workforce. Current networks include:

- Race, Ethnicity and Celebrating Cultural Heritage (REACH) network.
- Lesbian, Gay, Bisexual, Transgender, Questioning or Queer (LGBTQ) network+.
- IWILL (Inspiring Women into Leadership & Learning).
- Neurodiversity network.
- Disability network.
- Heads Up network.
- Women's Health Network (previously Menopause Café).

The networks are hugely valuable in engaging directly with colleagues with different perspectives, experiences and a better understanding of the needs of different people. This is a positive way of encouraging everyone across the organisation to take responsibility.

RECOGNITION AND AWARDS

Jersey Public Service Awards: Celebrating Our Stars

Colleague recognition is essential to fostering engagement and a positive organisational culture. Traditionally, the Our Stars awards have unified the Public Service by celebrating individuals who make exceptional contributions each year. In 2024, the approach shifted from a single corporate event to 10 smaller, departmental gatherings. This allowed for more personalised recognition and a significant cost saving.

1,664 colleagues were nominated for an award across five categories. These included 1,284 individual nominations and 380 team nominations. Winners and runners-up from each department were celebrated at small events hosted by their Chief Officer, and every nominee was sent a card of appreciation on behalf of the States Employment Board.

Award Category	Number of nominations
Employee of the Year	311
Manager of the Year	267
Customer Service Excellence	306
Rising Star	234
Team of the Year	251
Embodying our Values	295

Long Service Awards

The Long Service Awards are an opportunity for us to say thank you to colleagues for their dedication to Public Service. In 2024, we hosted six afternoon tea events to celebrate the careers of colleagues who reached a 25-, 30- or 40-year milestone.

67 people attended in 2024, and an additional 96 people received an award but opted not to attend an event.

The breakdown of awards given in 2024 was as follows:

25 years – 98

30 years – 49

40 years – 16

We will look to introduce a 45-year award during 2025.

PRIORITIES FOR 2025

Our focus during 2025 will be on the following areas.

To support further curbing growth in the Public Sector:

- **Vacancy management**

We will continue to curb growth and right-size the public service in line with Government's Common Strategic Policy, as approved by the States Assembly. We will implement methods to support this commitment to enable us to rely less on external consultants.

- **People analytics**

We will collect, maintain, and utilise high-quality data and information to gain comprehensive insights to guide informed and effective decision-making and performance. We will continue to review and develop our business operations while continually enhancing processes for greater efficiency and effectiveness.

- **Talent management**

We will ensure a sustainable skilled workforce for the future by developing and delivering sustainable programmes. We will do this by creating and maintaining positive working relationships by valuing and improving the employee experience. We will attract and recruit the right people into the right role at the right time and cost. We will use workforce planning data, attraction-focussed sourcing approaches and digital tools to tap into diverse candidate pools.

We will also look at:

- **Wellbeing**

We will continue to educate and support; to build the resilience of the organisation ensuring the management of wellbeing risks are part of our ways of working. This will enable us to continue to build a culture where people can thrive at work.

- **Diversity, Equity and Inclusion (DEI)**

We will educate, support and build the capability of leaders to ensure DEI is part of our way of working; this will enable us to build a culture of trust which facilitates people to speak up and feel safe. We will put mandatory training in place and a delivery of training opportunities for colleagues.

Appendix 1 Public Sector Pay and Conditions

The States Employment Board has 11 recognised trade unions and associations across the range of the Public Service. Additionally, there are approximately 100 individual contract holders (normally senior appointments or office holders).

Trade union relationships 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 2024, pay negotiations were completed for all pay groups in accordance with the three-year pay strategy developed in 2023.

Officers, on behalf of the States Employment Board, negotiate annual increases with the unions. The main pay groups are shown below. Annual uplifts in pay are negotiated with the trade unions, with protocol to September inflation. 2025 and 2026 pay awards have been agreed as RPI + 1%.

Annual uplift by pay group compared to inflation for 2014 to 2024:

Year	RPI (September of Previous Year)	Civil Servants *	Nurses & Midwives	Manual Workers	Teachers	Prison	Fire	Police	Head-teachers	Doctors and Consultants
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%
2024	10.1%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%
Compounded % Increase 2014 - 2024	46.7%	37.5%	47.2%	44.0%	41.3%	40.5%	40.5%	40.3%	40.3%	46.5%
Compounded Net Effect against RPI:		-9.2%	0.5%	-2.8%	-5.4%	-6.2%	-6.2%	-6.5%	-6.5%	-0.2%

Notes: * Includes Workforce Modernisation, Teaching Assistants and Allied Health Professionals.

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:

Employees are counted once per Department they work in, with the overall total only counting them once. Employees total full-time equivalent (FTE) for all roles held are counted against the applicable Department and in the total.

Department	2024		2023	
	Headcount	FTE	Headcount	FTE
Children, Young People, Edu & Skills	2,900	2,448	2,727	2,304
Health and Care Jersey**	2,702	2,558	2,509	2,354
Justice and Home Affairs	803	783	802	762
Infrastructure and Environment	721	699	681	659
Treasury and Exchequer	376	368	345	338
Employment, Social Security and Housing*	297	278	297	277
Non-Ministerial Departments	243	225	226	213
Department for the Economy	76	74	52	50
States Assembly (States Greffe)	65	61	54	51
Department of External Relations	17	17	13	13
Cabinet Office	574	554	655	631
Chief Operating Office	349	341	379	372
Strategic Policy, Planning and Performance	175	165	201	187
Office of the Chief Executive	50	48	75	72
States of Jersey Total	8,755	8,064	8,361	7,653
Subsidiaries	547	454	473	471
Grand Total	9,302	8,518	8,834	8,124

*Previously known as Customer and Local Services.

** Previously known as Health and Community Service.

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 the Treasury and Exchequer.

Total remuneration for all Government of Jersey staff paid through payroll during 2024, 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
Health and Care Jersey	£5,546,954.63	£28,055,840.48	£38,594,778.04	£43,587,995.68	£20,673,200.26	£40,369,017.09	£176,827,786.18
Children, Young People, Edu & Skills	£7,541,506.59	£29,642,410.33	£33,475,788.66	£45,965,731.89	£21,902,080.56	£8,734,976.77	£147,262,494.80
Justice and Home Affairs	£846,063.71	£2,872,568.42	£11,798,954.96	£20,738,975.18	£9,783,085.04	£5,945,931.62	£51,985,578.93
Infrastructure and Environment	£638,289.87	£5,276,495.29	£13,997,024.60	£11,933,284.36	£5,298,498.66	£4,589,698.92	£41,733,291.70
Treasury & Exchequer	£237,746.04	£2,101,655.15	£6,866,356.00	£5,796,515.22	£5,181,303.79	£4,522,180.97	£24,705,757.17
Non-Ministerial Departments	£340,852.47	£1,419,301.57	£4,138,685.46	£3,204,878.50	£2,157,096.79	£8,015,899.78	£19,276,714.57
Employment, Social Security and Housing	£289,476.27	£2,346,361.19	£7,845,756.64	£2,926,329.31	£684,284.33	£1,016,603.02	£15,108,810.76
States Assembly (States Greffe)	£81,983.75	£238,338.93	£2,155,154.02	£2,989,438.90	£185,473.97	£1,611,175.98	£7,261,565.55
Department for the Economy	£38,324.01	£251,000.86	£1,322,647.54	£1,300,929.73	£1,157,985.40	£2,733,540.98	£6,804,428.52
Department of External Relations	£398.66	£115,436.81	£303,742.59	£137,313.05	£87,707.33	£243,445.19	£888,043.63
Cabinet Office	£589,370.58	£2,332,781.75	£10,349,519.87	£12,917,935.90	£7,696,379.50	£6,303,659.07	£40,189,646.67
Chief Operating Office	£234,130.15	£1,218,436.21	£7,511,250.36	£8,151,453.83	£3,639,168.03	£2,525,354.55	£23,279,793.13
Office of the Chief Executive	£32,320.09	£259,871.86	£971,113.22	£1,410,093.94	£1,008,387.91	£901,114.52	£4,582,901.54
Strategic Policy, Planning and Performance	£322,920.34	£854,473.68	£1,867,156.29	£3,356,388.13	£3,048,823.56	£2,877,190.00	£12,326,952.00
Grand Total	£16,150,966.58	£74,652,190.78	£130,848,408.38	£151,499,327.72	£74,807,095.63	£84,086,129.39	£532,044,118.48

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+
Health and Care Jersey	3%	16%	22%	25%	12%	23%
Children, Young People, Edu & Skills	5%	20%	23%	31%	15%	6%
Justice and Home Affairs	2%	6%	23%	40%	19%	11%
Infrastructure and Environment	2%	13%	34%	29%	13%	11%
Treasury & Exchequer	1%	9%	28%	23%	21%	18%
Non-Ministerial Departments	2%	7%	21%	17%	11%	42%
Employment, Social Security and Housing	2%	16%	52%	19%	5%	7%
States Assembly (States Greffe)	1%	3%	30%	41%	3%	22%
Department for the Economy	1%	4%	19%	19%	17%	40%
Department of External Relations	0%	13%	34%	15%	10%	27%
Cabinet Office	1%	5%	32%	35%	16%	11%
<i>Chief Operating Office</i>	1%	6%	21%	31%	22%	20%
<i>Office of the Chief Executive</i>	3%	7%	15%	27%	25%	23%
<i>Strategic Policy, Planning and Performance</i>	1%	6%	26%	32%	19%	16%
Grand Total	3%	14%	25%	28%	14%	16%

Appendix 4: Fair Pay

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

	2024	2023
Pay ratio between the highest paid employee and the lowest paid employee	12:1	14:1
Pay ratio between the highest paid employee and the 25th percentile pay of all employees	7:1	7:1
Pay ratio between the highest paid employee and the median pay of all employees	5:1	6:1
Pay ratio between the highest paid employee and the 75th percentile pay of all employees	4:1	4:1
Upper quartile Remuneration	£73,305	£65,217
Median Remuneration	£56,857	£50,722
Lower quartile remuneration	£41,922	£38,421
Gender Pay Gap Median Hourly Pay	10.3%	12.5%
Gender Pay Gap Mean Hourly Pay	14.4%	14.6%

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 is available [here](#).