States of Jersey 2025

Annual Report and Accounts

States of Jersey

Our Purpose

Our purpose as the States of Jersey (SoJ) is to serve and represent the best interests of the Island and its citizens. In order to do this, we must:

- provide strong, fair and trusted leadership for the Island and its people
- deliver positive, sustainable community, economic and environmental outcomes for Jersey
- ensure effective, efficient and sustainable management and use of public resources
- ensure the provision of modern and highly valued services for the public

Structure of the Annual Report and Accounts

The Annual Report and Accounts is made up of the following Parts:

Throughout the report

The magnifier icon identifies that further information is available, for example:
Business Plans 2025
Annex 1 - Government Department Annual Reports

Where the seatbelt icon appears it indicates a principal or notable risk or issue.
See the Corporate Governance section of the Accountability Report for further details

Minister for Treasury and Resources Foreword

Deputy Elaine Millar
Minister for Treasury and Resources

I am pleased to present the 2025 Annual Report and Accounts, which sets out the financial performance of the States of Jersey, alongside facts and figures showing the scale and breadth of services provided to Islanders.

We remain committed to delivering the best possible outcomes for the Islanders we serve. At the same time, we recognise the importance of ensuring that our decisions are both affordable and sustainable for the Island, its economy and its public finances.

We have demonstrated meaningful progress in delivering against the commitments set out at the start of this Council of Ministers' term of office. We are continuing to deliver the key priorities from our Common Strategic Policy (CSP), while maintaining the services Islanders rely on daily. From support with cost-of-living pressures through measures such as free school meals, the transition to the living wage, and further assistance with GP fees, to strengthening business support and improving our environment, our focus remains firmly on meeting current needs while preparing for the future.

Jersey's strength remains grounded in our disciplined approach, our commitment to spending responsibly and our ongoing protection of the Island's reserves. Our continued focus on prudent decision making supports lasting stability and confidence for Islanders. Whilst there are challenges ahead, these accounts demonstrate the continued progress we are making to maintain Jersey's strong public finances, as confirmed by upholding our strong credit rating, while improving the delivery of essential services for Islanders.

General Revenue Income exceeded £1.2 billion, broadly in line with forecasts, while net departmental expenditure reduced slightly, resulting in an operating surplus, before depreciation of £50 million. This outcome reflects improved controls on expenditure, the impact of some of our assets improving in value and a pragmatic reduction in the States Grant to the Social Security Fund.

The strength of our dedicated Social Security Fund and its Reserve Fund has enabled us to support Islanders whilst we continue with measures to improve the long-term sustainability of our finances. It is appropriate to use the balances held in this fund to pay benefits as it was established specifically for that purpose, with contributions collected over time to ensure that current and future benefit obligations can be met in a sustainable and transparent way. The substantial balance in the Social Security Reserve and strong investment returns have ensured that the fund balance has continued to grow. Progress has also been made across several major programmes. In taxation, we advanced the transition to independent taxation for married couples by 2026 and continued implementation of the global OECD Pillar 2 framework.

As we move into 2026, we remain focused on fulfilling the ambitions of our CSP while protecting the long-term health of our public finances by continuing to secure savings, control expenditure and uphold our commitment to live within our means.

Increasing healthcare demands, demographic pressures, the continued cost-of-living challenges felt by Islanders and the need for sustained investment in infrastructure all reinforce the importance of careful planning and responsible decision-making.

We must maintain our focus on curbing unnecessary growth in the public sector, ensure we spend wisely and manage expenditure carefully, so that we avoid placing unnecessary strain on our financial position. Although our work is ongoing, the measures taken this year place us in a strong position to respond to future challenges and maintain resilience, in particular with the creation of the Jersey Capital Investment Fund.

I would like to thank colleagues across the public service for their commitment and Islanders for their continued trust and engagement. Together, we remain focused on delivering value, stability, and long-term prosperity for Jersey.

Deputy Elaine Millar
Minister for Treasury and Resources

Date: 14 April 2026

Annual Report and Accounts 2025 In Brief

The Annual Report and Accounts is the Government of Jersey's document setting out the financial performance of the States of Jersey and the performance of the Government of Jersey including on sustainability. It includes information on what makes up the States of Jersey and how it is organised and governed to support achievement of the States' strategic objectives.

The report also includes the Remuneration and Staff Report and a breakdown of actual spend against the budgets approved by the States Assembly in the Budget (Government Plan).

The Financial Statements are the audited statutory financial statements for the States of Jersey. The accompanying notes provide further breakdowns and explanation of the income, expenditure and asset and liabilities reported in the financial statements. This Annual Report and Accounts covers the calendar year 2025. For the year ended 31 December 2025, there has been a change in the accounting policy relating to the consolidation boundary. Further details are provided in Section 4.5 – Prior Period Adjustment for Accounting Policy Changes. In summary, Andium, SoJDC, and Ports are no longer included within the Accounting Boundary. All comparative figures in this Financial Review have been restated to ensure a like-for-like basis.

Topics that relate to the Common Strategic Policy 2024 to 2026 are noted by use of "(CSP)".

For detailed information please see the Financial Review and Financial Statements

Summary of the financial performance of the States of Jersey

Consolidated Fund

This includes Net General Revenue Income and departmental income and expenditure

Whilst General Revenues were in line with the Government Plan 2025-2028 the reduction in the States Grant to the Social Security Fund, as approved by the Assembly, has resulted in an overall surplus position.

GENERAL REVENUE INCOME (Taxes and other income received)	**NET DEPARTMENTAL EXPENDITURE** (Spending on delivering services for Islanders)	**NET OPERATING BALANCE**
£1,236m ▲	**£1,186m** ▼	**£50m** ▲
2024: £1,203m	2024: £1,193m	Before Depreciation, £3m after Depreciation

States of Jersey

This includes the Consolidated Fund as well as the States Funds, Social Security Funds and the Trading Operations[1]

INCOME	GAINS ON INVESTMENT	EXPENDITURE
£1,770m ▲	**£380m** ▼	**£1,889m** ▲
2024: £1,684m	9.9% return in 2025 Was 11.5% in 2024	2024: £1,784m

NET REVENUE SURPLUS = £261m

£298m surplus in 2024

CAPITAL EXPENDITURE	PROPERTY PLANT AND EQUIPMENT	NET ASSETS
£110m ▼	**£3.3bn** ▲	**£8.9bn** ▲
2024: £117m	2024: £3.0bn	2024: £8.3bn

Delivering for Islanders

Below is representative of the range and volume of services delivered to Islanders

11,354 children in Government schools and colleges	**448,356** school meals served	**57** children looked after	**430,000** loans from the public library network
43,872 Emergency Department attendances	**33,968** inpatient admissions*	**252,343** outpatient Hospital attendances*	**2.1M** Items*** prescribed Island-wide
13,765 emergency calls handled	**33,687** Old Age Pension Claims**	**1,726** Long-term Care claims**	**555,000** Days Short Term Incapacity Benefit paid
26 homes purchased through the First Step assisted purchase scheme	**3,274** work permits issued across temporary and skilled routes	**355** miles of underground drainage pipes and tunnels maintained	**9,522** reactive maintenance tasks undertaken
8.9km of roads resurfaced	**875** cattle tested for bovine tuberculosis	**200k** vehicle visits to the Household Recycling Centre	**9.4M m^3** waste water treated

****excluding private*** ***** at year end 31 Dec 2025*** ****** excl Hospital Pharmacy***

[1] The Accounting boundary has been changed for 2025 to implement a statistical boundary, consistent with the UK Central Government approach. See Note 4.1d for details of the change and Note 4.5 for the impact.

Performance highlights

Nutritious school meals (CSP)

- All primary schools have access to a hot meal provision
- Focus on increasing uptake and ensuring those eligible could access the programme.
- A pilot of free meals in secondary schools began with positive effect

New Healthcare Facilities Programme (CSP)

- Permission granted for the Acute Hospital at Overdale and Permit issued
- Appointed a Preferred Tenderer and continued the site works at Overdale

Lifelong learning and skills (CSP)

- Grants for distance learning aligned with support available for in-person campus study
- Grant for Level 3 training and below increased from £1,600 to £1,852
- Apprenticeship grants for employers funded by Better Business Support Package

GP fees (CSP)

- £10 reduction on face-to-face consultations with Health Care Professionals
- A new subsidy to reduce the fees charged for telephone consultations.

VAWG Taskforce recommendations (CSP)

- VAWG stands for Violence against women and girls
- 35 of the 76 recommendations directed at Government are complete. 34 are in progress, five are not started and two require no further action.
- Legislation approved to implement 5 of the recommendations of the VAWG Taskforce.

Service Performance

The measures included below represent a range of achievement across departments and types of outcome for Islanders

73.8% Target more than 69.3%	**32 days** Target less than 36	**71 weeks** Target less than 13
pupils achieving an English and mathematics GCSE (equivalent) at grades 4 and above	average waiting time for CAMHS assessment (CAMHS generic)	average waiting time for CAMHS assessment (neurodevelopmental)
7.9 days Target less than 10	**94.4%** Target more than 85%	**76.3%** Target more than 85%
average length of Emergency stay (Hospital)	referrals to Mental Health Crisis Team assessed within 4 hours	elective theatre utilisation
6:40 mins Target within 7	**9:45 mins** Target within 10	**7.7 hours** Target 10 hours
ambulance Category 1 average response time	Fire and Rescue emergency response to fire incidents	daily prisoner time out of cell

Economic wellbeing

Performance highlights (continued)

Transition to a living wage (CSP)

- Minimum Wage to increase to £13.59 /hr from 1 April 2026, achieving the target of setting the minimum wage at two-thirds of Jersey's median wage
- New trainee rate of £10.50/ hour to support people entering the job market and employers.
- Continued financial support to low earning workers with less than five years residency via a one-off payment, as part of the transition towards a living wage

Affordable homes and rented sector (CSP)

- Residential Tenancy Law adopted, strengthening the legal framework for residential tenancies and improving arrangements for tenants and landlords
- Expanded remit to address acute housing needs through specifically-adapted homes

Government Fees, Duties and Charges kept as low as possible (CSP)

- Fuel duty and Alcohol Duty were both frozen
- Income tax allowances increased by RPI
- Most departments kept increases to government fees and charges to 2.5% or lower.

Enhanced opportunities for business (CSP)

- Support for employers and employees via the Better Business Support Package
  - 58 local employers receiving approval for more than £1.4 million in support
  - 62% of project investments spent locally
  - private employers investing £190 themselves for every £100 received in grants

Service Performance

The measures included below represent a range of achievement across departments and types of outcome for Islanders

Result	Target	Measure
98.3%	Target 90%	international sanctions notifications published within one business day
96.9%	Target 90%	business licensing applications turned round within Service Level Agreement
87	Target 50	net promotor score for Jersey Business
98.8%	Target 95%	Income Support new claims set up within Service Level Agreement
98%	Target 97%	food businesses rated as 3 star or above
£284m	Target £287m	visitor spend
67.2%	Target 70%	sustainability of permanent Job Starts greater than 6 months
58.1%	Target 90%	Affordable Housing Gateway new applications assessed within Service Level Agreement
466,000	Target 600,000	Optimise/increase Island visitor numbers

Environmental wellbeing

Performance highlights (continued)

Plan to revitalise Town (CSP)

- Town Team established with local business, Government and parish representatives
- New Cut is now a point of visual interest; improvements to Halkett Street
- New playground at Millennium Town Park officially opened
- Broad Street and Western Bus Gate are under construction

Planning service reform (CSP)

- Lodging of changes to the Planning and Building Law, as part of a wider reform
- Economy and Planning Services Joint Approach published
- Improved pre-application service provision and industry engagement contributed to planning permission being granted nine out of 10 times

Carbon Neutral Roadmap (CSP)

- Climate Council convened and started their review
- Offshore Wind report published following technical, commercial, economic and regulatory assessments and public consultation
- A number of initiatives including Our Plate to Planet food emissions projects support key sectors such as Construction and the Visitor Economy

Investing in the built environment

Schools

- La Passerelle Secondary School: works commenced in quarter 3
- Mont à l'Abbé New Secondary School: Feasibility work commenced. Design and accommodation schedule planned for quarter one 2026; then design and submit the planning application

Oakfield Sports Centre

- Officially opened by the Chief Minister
- Plays a key role in enabling the future refurbishment of Fort Regent by providing alternative facilities
- Investment expected to generate significant social value: the return on investment is estimated at £4.38 for every £1 spent

Service Performance

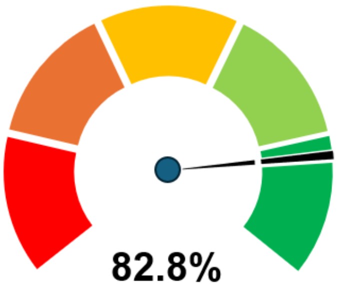
The measures included below represent a range of achievement across departments and types of outcome for Islanders

Result	Target	Measure
86.5%	Target 85%	planning applications completed within target
0.2%	Target no more than 1%	duration of spills of untreated effluent released to environment (% of total time)
36.5%	Target 29%	Island recycling rate
5,396,157	Target 5,623,655	increase in bus passenger journeys

Performance highlights (continued)

Customer Feedback

Customer Satisfaction



Customer Satisfaction beat target again at 82.8% though this was lower than the 2024 score of 86.5%.

The measure is the proportion of customers saying they were "very satisfied" or "satisfied" with the service they had received.

Complaints

1,277 received

1% down on the 1,286 received in 2024

Top three themes (change vs 2024)

- How you access our services 456 (+33%)
- Consistency of information 347 (+13%)
- Attitude and Behaviour 232 (-11%)

Feedback helps us to understand what we're doing well and where we can improve.
What we do with your feedback

When things go wrong we endeavour to identify shortcomings and put things right quickly and to the satisfaction of the person complaining.

Curbing growth in Public Expenditure

- Strengthened frontline services, particularly in health and education, by recruiting more people into permanent roles, while at the same time freezing recruitment in other areas.
- Without the August 2024 decision to introduce an external recruitment freeze the growth trajectory of early 2024 suggests there would have been an estimated 515 Full Time Equivalent (FTE) additional employees by the end of 2025. That is approximately £31m in staffing costs per year that has been avoided.
- Freeze further extended in April to include Civil Service posts at Grade 9 and above, as well as all non-clinical, non-teaching, and non-social worker roles within HCJ and CYPES.
- The Jersey Public Service Careers (gov.je) portal was relaunched to improve candidate experience and streamlining application management, to support essential front line recruitment and the candidate experience.

Delivering tax changes

- Transition to independent taxation for couples by 2026 required system upgrades and testing; new tax returns; the introduction of a new Compensatory Allowance; and communication to affected Islanders.
- Technical and administrative guidance for Pillar 2* was issued and a registration form was launched. Regular engagement continues with local and international stakeholders.

*Pillar 2 is a global tax framework designed by the OECD to ensure that large multinational enterprises pay a minimum effective corporate tax rate of 15% on their profits in every jurisdiction where they operate.

Performance Report

Introduction

The Performance Report includes the following:

- The Chief Executive Officer’s Report
- How Islanders' Money Is Used
- Summary of performance
- Financial Review
- Sustainability Report

Annex 1 Government Department Annual Reports

Where the seatbelt icon appears it indicates a principal or notable risk or issue

See the Corporate Governance section of the Accountability Report for further details

Performance in 2025

Dr Andrew McLaughlin
Chief Executive Officer

The past year has been one of meaningful progress for the Government of Jersey, as we work towards enhancing the services Islanders rely on and managing public finances with care and discipline.

This year saw delivery against some of the most important commitments to community wellbeing. All primary schools now have access to a hot, nutritious meal, with continued focus on increasing uptake and ensuring families who most need support can benefit. Investment in lifelong learning and skills has also expanded, with increased grants for distance and higher education study, targeted support for apprenticeships, and new training pathways enabling Islanders to develop their careers in a changing economy.

Progress on our healthcare transformation has continued at pace. Permission has been granted for the Acute Hospital at Overdale, works have advanced on site, and a preferred tenderer has been appointed, which are key milestones that bring us closer to modern, fit for purpose facilities. We have improved access to mental health services, strengthened pathways in urgent and emergency care, and introduced new preventative services such as enhanced screening and a falls response initiative. GP fees have been reduced through new subsidies, helping to make essential care more affordable for Islanders.

We have also taken significant steps in protecting vulnerable people and building a safer community. Thirty five of the Government led Violence Against Women and Girls Taskforce recommendations are now complete, with further progress underway. Enhancements across Fire and Rescue, Ambulance, Customs and Immigration, and cyber security functions have reinforced our capacity to protect the public and respond to emerging threats.

Affordability remains a central concern for many Islanders, and this year the Government has taken concerted action to support those facing financial pressures. Income Support and long term care benefits continued to reach thousands of households, while reforms to tenancy legislation, increased housing support, and the First Step assisted purchase scheme have strengthened the pathway to affordable homes. The decision to transition to a living wage from April 2026 marks a major milestone in improving living standards.

Across the economy, we have strengthened support for businesses through the Better Business Support Package, progressed reforms to reduce red tape, and introduced legislative changes to enhance Jersey's competitiveness. Work on Pillar 2 implementation and wider financial services policy has helped maintain the Island's international reputation while adapting to global expectations.

Environmental sustainability and the future resilience of our Island remain core priorities. We have advanced implementation of the Carbon Neutral Roadmap, launched Youth Climate Summits, expanded active travel initiatives such as Cycle September, and continued essential work to protect our natural resources, including major programmes focused on water quality and sustainable marine management. Significant investment in Jersey's built environment has also progressed, with improvements in roads, drainage, schools, and community facilities benefiting Islanders today and in the future.

Financial discipline has remained essential throughout the year. Despite ongoing cost pressures, we have delivered recurring savings, strengthened debt recovery, and continued to improve financial controls and accountability. The recruitment freeze introduced in 2024 has mitigated substantial workforce cost growth, allowing us to focus investment on frontline roles in health and education while managing overall staffing responsibly. But there is more work to be done.

Alongside this, we continue to build capability and culture across the public service. More colleagues are completing performance development, accessing leadership training, and contributing through volunteering programmes. Customer satisfaction remains strong, and we are acting on feedback to improve consistency, accessibility, and the quality of service delivery.

None of these achievements would be possible without the dedication of public servants across all Departments and Non Ministerial bodies, nor without the support of our partners across the Parishes, voluntary sector, and wider community. I want to express my sincere thanks to all colleagues for their professionalism and commitment to serving Islanders.

As we look ahead, our focus remains clear: delivering high quality public services, managing public finances responsibly, and strengthening the long term wellbeing of our Island. This Annual Report and Accounts provides a comprehensive account of our work in 2025, and I commend it to all who wish to understand how public resources have been used to support Jersey and its people.

Dr Andrew McLaughlin
Chief Executive Officer

Date: 14 April 2026

Scope of the Annual Report and Accounts

The Annual Report and Accounts contains a wide variety of information on the performance and finances within the States of Jersey.

Change to Accounting Boundary

From 2025 we have changed the Accounting Boundary used for these financial statements. We now apply a statistical boundary, which aligns with the approach used for the UK Government. As a result these accounts consolidated the results of the Consolidated Fund, and other States Funds.

The Consolidated Fund is the main fund through which the States collects taxes, other income, and spends money in providing services. Other States Funds have been established for specific purposes under the Public Finances Law

Previously, entities such as Andium Homes Limited (Andium), The States of Jersey Development Company Limited (SoJDC) and Ports of Jersey Limited (PoJ) were fully consolidated line-by-line based on our level of control or influence. These are no longer consolidated and are instead recognised as investments. They will each continue to produce their own Annual Report and Accounts.

Note 4.24 provides further information on the Accounting Boundary

Scope of Annual Report and Accounts

Similar to other national governmental structures, the States of Jersey is a large, complex and diverse set of structures and entities which provide a very broad array of public services and vary widely in size, scope, budget, roles, and responsibilities. Some entities may also have their own constitutional and/or legal identity, inter-relationships, governance and accountability arrangements.

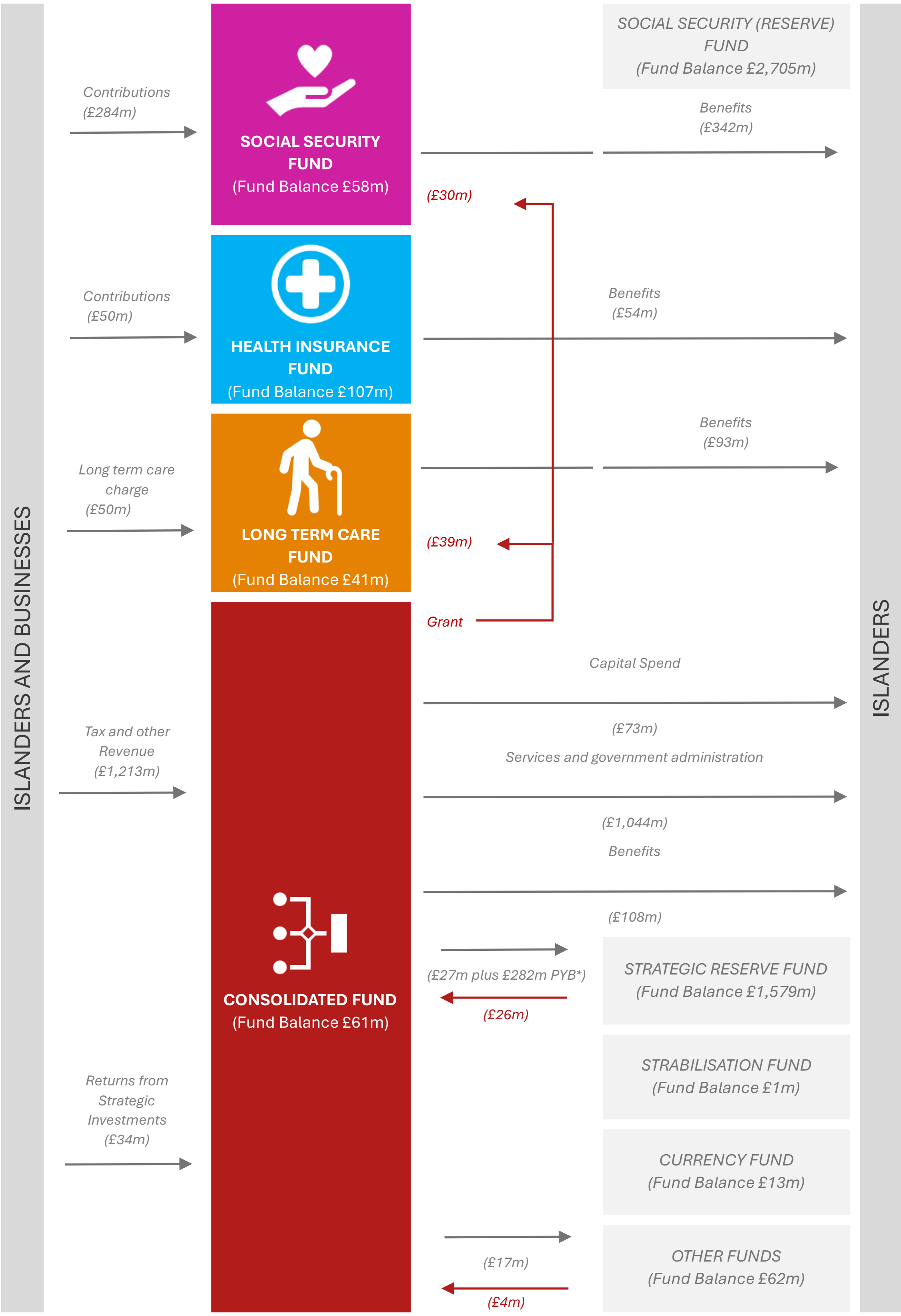
This constitutional and structural complexity, together with the breadth of public services provided, presents a challenge when compiling an Annual Report and Accounts that is understandable, meaningful and proportionate in terms of scope, length and detail.

In order to help make sense of this complexity:

- Many matters within the Annual Report and Accounts are the responsibility of the Government of Jersey. Where that is the case reference is made to ‘Government of Jersey’, which refers to the Ministers and the Ministerial Departments.
- Where this publication also covers the wider States of Jersey, references are made to the States of Jersey, or the relevant entity or set of entities.
- Some States of Jersey entities (and entities in the wider public sector) publish their own individual Annual Reports. Links to relevant websites can be found at States of Jersey entities and other organisations and bodies (gov.je).

How Islanders' Money Is Used

The diagram below demonstrates the cash inflows and outflows to and from Islanders and Businesses.



* Prior Year Basis (PYB) tax liability

Key roles and responsibilities

The States Assembly, also known as the States of Jersey[2], is Jersey's elected parliament made up of elected members plus six individual roles not elected by Islanders. It is responsible for making new laws and regulations; approving the amount of public money to be spent every year; approving the amount of tax to be raised; and holding Ministers to account[3].

The States Assembly appoints **the Council of Ministers ('CoM'),** which comprises the Chief Minister and, in 2025, twelve Ministers.

The purpose of the CoM is to serve and represent the best interests of the Island and its citizens. In order to do this CoM must:

- provide strong, fair and trusted leadership for the Island and its people
- deliver positive and sustainable economic, community and environmental outcomes for Jersey
- ensure effective, efficient and sustainable management and use of public resources
- ensure the provision of modern and highly valued services for the public.

The functions of the CoM collectively include co-ordinating the policies and administration for which they are responsible as Ministers, discussing and agreeing policy which affects two or more of them, and prioritising executive and legislative proposals[4].

Each Minister is a corporation sole[5]. Their functions include carrying out their legislative responsibilities and, for the purpose of reaching policy decisions, providing policy direction to officers, having given fair consideration and due weight to informed and impartial advice from such officers[6]. The senior officer in any administration of the States for which a Minister is assigned responsibility (usually the Chief Officer of a Government Department) is accountable to that Minister in respect of policy direction[7].

The Chief Executive Officer ('CEO') is the Chief Executive to the CoM and Head of the Public Service. In this context, they are the principal advisor to the CoM and are accountable for the administration and general management of the public services and implementation of corporate and strategic priorities. As Principal Accounting Officer, the CEO must also ensure the probity and regularity of the finances and that resources are used economically, efficiently and effectively.

The CoM and Ministerial departments, each headed by a Chief Officer and employing people to deliver public services, are collectively referred to as **The Government of Jersey**

The Accountability Report contains further information on the membership of CoM

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[2] Also known as the 'Assembly of the States of Jersey', the 'States of Jersey' or sometimes just 'the States'
[3] States Assembly | About the States Assembly
[4] Art. 18 of States of Jersey Law ('SOJL')
[5] Art. 26 of SOJL
[6] Art. 18(3A) of SOJL
[7] Art. 26(6) of SOJL

Sustainable Wellbeing and the Future Jersey Vision

The Public Finances (Jersey) Law 2019 commits the Council of Ministers to take into account the sustainable wellbeing (including the economic, social, environmental and cultural wellbeing) of the inhabitants of Jersey ('Islanders') over successive generations when preparing the Budget (Government Plan) each year.

Future Jersey is a long-term vision for our Island. It is based around the Island Outcomes and was developed through a consultation with Islanders, combined with data on how Jersey is currently performing. The Common Strategic Policy 2024-26 which was approved by the States Assembly in May 2024 is based around the Future Jersey vision and the ten Island Outcomes.

The Future Jersey Vision

An Island loved for its beautiful coast and countryside, rich heritage, diverse wildlife and clean air, land and water. An Island where a sense of community really matters - a safe place to grow up and enjoy life. An Island that offers everyone the opportunity to contribute to, and share in, the success of a strong, sustainable economy.

Island Outcomes

The ten Island Outcomes within the Future Jersey vision are grouped in three 'Wellbeing Themes' (Community Wellbeing, Economic Wellbeing and Environmental Wellbeing)

The Jersey Performance Framework

The Jersey Performance Framework is used to manage the Government of Jersey's performance. It is underpinned by a shared ambition for the sustainable wellbeing of current and future Islanders.

The Jersey Performance Framework comprises:

- The Island Outcomes and Indicators; and
- Service Performance Measures

Progress over time towards the Island Outcomes and the sustainable wellbeing of Islanders over successive generations is monitored using the Island Outcome Indicators which are updated over time and published on gov.je.

Island Outcome Indicators

Service Performance Measures

Departments monitor how well they are delivering operational services through the use of Service Performance Measures which are published on gov.je.

Department Annual Reports include summaries and reference to the most significant measures of interest for the year.

Annex 1 - Government Department Annual Reports
Annual Service Performance Measures for 2025

The Common Strategic Policy

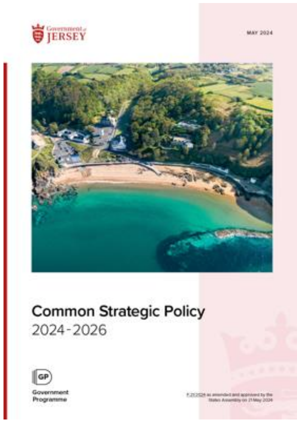
Each new Council of Ministers is required, at the beginning of its term of office, to lodge with the States Assembly ‘a statement of its common strategic policy’. The Common Strategic Policy sets out the shared strategic policy of the Council of Ministers and is debated and approved by the States Assembly.

Common Strategic Policy 2024 – 2026

Our Priorities	Sustainable Wellbeing	Island Outcome
Extend nursery and childcare provision	Community Wellbeing	Learn and grow
Provide a nutritious school meal for every child in all States primary schools	Community Wellbeing	Learn and grow
Increase the provision of lifelong learning and skills development	Community Wellbeing	Learn and grow
Start building a new hospital at Overdale	Community Wellbeing	Health and wellbeing
Reduce GP fees	Community Wellbeing	Health and wellbeing
Implement the recommendations from the Violence Against Women and Girls Taskforce report	Community Wellbeing	Safety and security
Transition to a living wage	Economic Wellbeing	Affordable living
Provide more affordable homes for Islanders and more confidence for the rented sector	Economic Wellbeing	Affordable living
Keep Government fees, duties, and charges as low as possible to help Islanders with the cost of living in 2025	Economic Wellbeing	Affordable living
Reduce red tape, enhance opportunities for business and strengthen Jersey’s international reputation	Economic Wellbeing	Business environment
	Economic Wellbeing	Jobs and productivity growth
Deliver a plan to revitalise Town	Environmental Wellbeing	Built environment
Reform the planning service to enable sustainable development in Jersey	Environmental Wellbeing	Built environment
Meet the Island’s commitments to address the climate emergency through the implementation of the Carbon Neutral Roadmap	Environmental Wellbeing	Sustainable resources

Key documents

The following documents describe the political priorities; the agreed funding position for the year; and the plans to support delivery.



Common Strategic Policy (‘CSP’)

The shared policy of the Council of Ministers

CSP 2024 - 2026 was adopted by the States Assembly on 21 May 2024

Budget (Government Plan)

Sets out the funding position for the Government, including income, and capital and revenue expenditure.

Prepared, debated and approved annually.

Budget (Government Plan) 2025 - 2028 was adopted by the States Assembly on 29 November 2024 for 2025

Business Plans

Set out detailed plans to support the delivery of the Budget (Government Plan).

Helps Ministers and the CEO in holding Chief Officers to account for their delivery.

Published in Quarter 1 2025

Service Delivery

In 2025 there were eleven Ministerial Departments (with their Ministers collectively known as the 'Government of Jersey') and nine Non-Ministerial Departments (which are responsible for areas such as the States Assembly and the Courts). These departments collectively employed a headcount of 8,908 (at 31 December 2025) which is approximately 13% of the Island's working age population.

Colleagues are a mixture of full-time and part-time, and permanent and fixed-term contracts, with flexibility very much at the forefront of workforce planning. These colleagues are supplemented by agency and locum staff, particularly in Health Care Jersey, where necessary. The staffing complement is a mix of civil servants (with roles ranging widely from, for example, Occupational Therapists, Biomedical Scientists and Social Workers to Waste Engineers, Customer Services Advisors and Policy Officers), Doctors and Consultants, nurses and midwives, uniformed services (like the Ambulance and Fire Services), teachers and lecturers, Crown Appointments (like the Bailiff and Attorney General) and other pay groups.

The Ministerial Departments work closely with their respective Ministers to deliver Government policy. Ministers are responsible for policy decisions and Departments deliver those decisions, with each Department having an Accountable Officer who ensures spending is proper, regular and good value for money. Those Accountable Officers have regular meetings with their Minister(s) and make proposals to the relevant Minister where formal decisions are needed. On the rare occasions when Minister and Accountable Officer disagree on a proposed course of action, there is a process by which the Minister can direct the Accountable Officer, provided that the proposed action is legal.

Departments also work with many other bodies or funds to deliver services to Islanders. There has been an update to the boundary included within these Annual Report and Accounts. Some of these bodies or funds are included within the boundary and others are not included. This is further described in Section 4.5 - Prior Period Adjustment for Accounting Policy Changes.

Many of the States of Jersey bodies publish their own individual Annual Reports
States of Jersey entities and Public Sector Entities

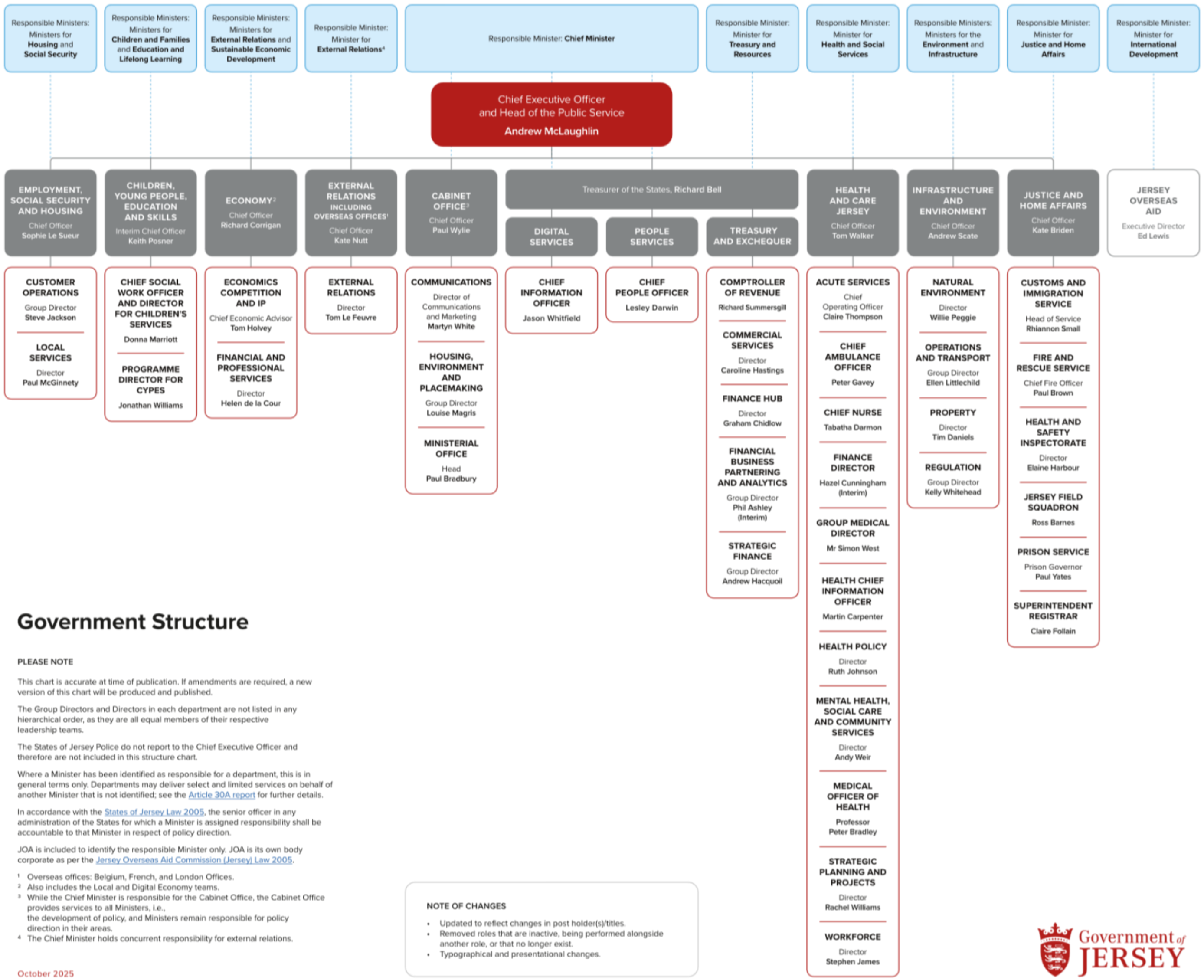
The Government also works closely with many other organisations that are not States-established or -controlled, though which serve Islanders. This includes the twelve Parishes.

Comité Des Connétables | Jersey Parishes

The Government of Jersey

The Council of Ministers and ministerial departments are collectively referred to as the Government of Jersey

The chart to the right shows the organisation at the end of the year.



Government Structure

PLEASE NOTE

This chart is accurate at time of publication. If amendments are required, a new version of this chart will be produced and published.

The Group Directors and Directors in each department are not listed in any hierarchical order, as they are all equal members of their respective leadership teams.

The States of Jersey Police do not report to the Chief Executive Officer and therefore are not included in this structure chart.

Where a Minister has been identified as responsible for a department, this is in general terms only. Departments may deliver select and limited services on behalf of another Minister that is not identified; see the Article 30A report for further details.

In accordance with the States of Jersey Law 2005, the senior officer in any administration of the States for which a Minister is assigned responsibility shall be accountable to that Minister in respect of policy direction.

JOA is included to identify the responsible Minister only. JOA is its own body corporate as per the Jersey Overseas Aid Commission (Jersey) Law 2005.

[1] Overseas offices: Belgium, French, and London Offices.
[2] Also includes the Local and Digital Economy teams.
[3] While the Chief Minister is responsible for the Cabinet Office, the Cabinet Office provides services to all Ministers, i.e., the development of policy, and Ministers remain responsible for policy direction in their areas.
[4] The Chief Minister holds concurrent responsibility for external relations.

October 2025

NOTE OF CHANGES

- Updated to reflect changes in post holder(s)/titles.
- Removed roles that are inactive, being performed alongside another role, or that no longer exist.
- Typographical and presentational changes.

Government of Jersey performance summary

The Government of Jersey performance summary is structured using the Sustainable Wellbeing Themes of Community Wellbeing; Economic Wellbeing; and Environmental Wellbeing.

For each Wellbeing Theme this report includes:

- The Island Outcomes
- The relevant Common Strategic Policy 2024-26 priorities
- A list of the key ministers and departments
- Delivery and performance highlights – with links to further details. For each Island Outcome the highlights included represent the most significant delivery activity against business plan objectives. The service performance measures included are representative of the range of performance within that Outcome.
- Key risk headlines taken from the Accountability Report that contains further details.

A separate section focuses on the ‘Corporate Performance’ of the Government of Jersey. This is because not every activity of Government contributes directly to the Island Outcomes, although they may have an indirect impact. Examples include activity to improve the customer experience, the efficiency and effectiveness of public services, the delivery of projects or programmes. Activity relating to environmental and social sustainability of the Government is described in the Sustainability Report.

Departmental performance is described in more detail in Annex 1 - Government Department Annual Reports

Non-Ministerial Departments

A final section of the Performance Report contains highlights from Non-Ministerial Departments. These are non-executive and legal departments that form part of the public service though sit outside of the government department structure. They are a range of individual bodies that vary in size, have diverse, distinct and important roles and operate under different legislation. Their common feature is that accountability does not lie with Ministers. Accountable Officers for Non-Ministerial Departments, usually the Chief Officers, are accountable directly to the States Assembly.

Non-executive and legal departments

Community Wellbeing

Island Outcomes

Learn and grow	Health and Wellbeing	Safety and Security	Vibrant and Inclusive Community
Islanders are encouraged to learn and grow at all stages of their life.	Islanders enjoy long, healthy, active lives	Islanders feel safe and protected at home, work and in public	Islanders enjoy living in a vibrant and inclusive community

CSP Priorities for 2024-2026

- Extend nursery and childcare provision
- Provide a nutritious school meal for every child in all States primary schools
- Increase the provision of lifelong learning and skills development
- Implement the recommendations from the Violence Against Women and Girls Taskforce report
- Start building a new hospital at Overdale
- Reduce GP fees

Key Departments	Key Ministers
Cabinet Office	Chief Minister
Employment, Social Security and Housing	Minister for Housing Minister for Social Security
Children, Young People, Education and Skills	Minister for Children and Families Minister for Education and Lifelong Learning
Economy	Minister for Sustainable Economic Development
Health and Care Jersey	Minister for Health and Social Services
Justice and Home Affairs	Minister for Justice and Home Affairs

Departmental performance is described in more detail in Annex 1 - Government Department Annual Reports

Learn and Grow

Delivering for Islanders

11,354 children in education *Government schools and colleges 1% down on the 11,478 in 2024	**448,356** school meals served 2024 Apr to Dec only was 186,050	**430,000** loans from the public library network 10% up on the 390k in 2024
3,354 young people accessing Jersey Youth Service 2% up on the 3,281 in 2024	**667** full time students at Highlands *aged 16-24 5% up on the 638 in 2024	**221** families receiving Early Help *at end of 2025 7% down on the 237 at end 2024

(CSP) Extend nursery and childcare provision

- States Assembly support for intention to move towards a universal offer for 2 to 3-year-olds in 2026
- Successful piloting of ways to access unused spaces in our primary school nurseries
- Recruitment and retention of workforce remain a focus

(CSP) School meals

- The pilot programme continued
- All primary schools have access to a hot meal provision
- Focus on increasing uptake and ensuring those eligible for free school meals could access the programme.
- Regular feedback gathered to improve the programme continuously
- A pilot of free meals in secondary schools began with positive effect

(CSP) Lifelong Learning and Skills

- Skills Development Scheme funding to support the development of new training and proposals for short courses, apprenticeships, and bolt on training which extends an existing professional skillset
- Grants for distance learning were aligned with financial support available for in-person study at a university campus
- Grant for Level 3 training and below increased from £1,600 to £1,852
- Increases to higher education grants to ensure support kept pace with rising costs
- Better Business Support Package awarded employers £2,000 for each apprentice enrolled on a new training course in 2025 and again in 2026

Children's Service Improvement Programme

- Significant progress in developing a coherent evidence-based improvement plan for system wide improvement across Children's Services
- Delivery focussed on supporting families; creating loving homes; and care and support

Capacity to care for children - Increased to an issue in early 2025 due to several factors. Prioritisation and investment means it is likely to reduce in severity in 2026. Improvements are anticipated as the critical actions in the improvement plan progress, including workforce review and the creation of new homes.

See the Corporate Governance section of the Accountability Report for further details.

Service Performance Measures

32 days	**62.3%**	**73.8%**
average waiting time for CAMHS assessment (CAMHS generic) Target less than 36 days 2024 was 31 days	care leaver in education, employment or training Target 53% 2024 was 52.3%	pupils achieving an English and mathematics GCSE (or equivalent) at grades 4 and above Target more than 69.3% 2024 was 73.2%
71 weeks	**42.3%**	**7.1%**
average waiting time for CAMHS assessment (neurodevelopmental) Target less than 13 weeks 2024 was 55 weeks	long term placement stability (children who have been looked after for 2.5 years or more and have been in the same placement for 2 years) Target more than 74.8% 2024 was 42.9%	average rate of exclusions from school Target less than 4.3% 2024 was 8.8%

For further information on these and other delivery and service performance highlights see Annex 1 - Government Department Annual Reports

Health and wellbeing

Delivering for Islanders

43,872 Emergency Department attendances 2024 was 44,517	**33,968** inpatient admissions* 2024 was 32,478	**252,343** outpatient Hospital attendances* 2024 was 250,998
8,214 procedures carried out* 2024 was 8,266	**293,905** items from the Hospital Pharmacy 2024 was 234,476	**2.1m** items prescribed Island-wide** 2024 was 2.1m
989 referrals to Children's Social Care Service 20% up on the 827 in 2024	**1,211** referrals to CAMHS# 6% up on the 1,145 in 2024	**21,835** journeys completed by the Patient Transport Service 2024 was 22,047
57 children looked after 5% down on the 60 in 2024	**16** adult mental health bedrooms at Orchard Ward	**102,862** community contacts with Mental Health Service Oct23 to Oct 24 was 95,223

**Excluding private*

*** excluding Hospital Pharmacy*

 # CAMHS is Child and Adolescent Mental Health Services

(CSP) New Healthcare Facilities (NHF)

- Consulted widely on designs and layouts
- Permission granted for the Acute Hospital at Overdale and Permit issued
- Appointed a Preferred Tenderer and continued the site works at Overdale
- Reviewed the Strategic Brief for the Ambulatory Hospital and Health Village

(CSP) Reduce GP fees

- £10 reduction on face-to-face consultations with Health Care Professionals
- A new subsidy to reduce the fees charged for telephone consultations.

Access to, and experience of, care

- Developed the Ambulance Service to include Specialist Paramedics
- Improvements in screening and in cancer waiting times
- Further improvement of mental health and social care services
- Implementation of the End of Life Strategy
- Introduced a falls response service
- Expanding practitioner roles enabling pharmacists and paramedics to prescribe in primary care.
- Developed a Stroke pathway, in collaboration with patients
- Enhanced mental health support, including a Recovery Hub and Peer Support
- Improving maternity services
- Introduced new patient and service user feedback mechanisms
- Delivering support to islanders in community pharmacies including help with inhalers and alcohol awareness.

Public Health

- Launched a new Food and Nutrition Framework
- Introduced a range of new vaccination services
- Preparing for a PFAS* service, which will be available in early 2026

*PFAS = Per- and polyfluoroalkyl substances

Health Policy

- Lodged the draft assisted dying law
- Developed a new termination of pregnancy law
- Developed legislation to permit Adrenalin Auto Injectors in schools

Service Performance Measures

7.89 days	**94.4%**	**94.3%**
emergency length of stay	referrals to Mental Health Crisis Team assessed within 4 hours	referrals to Mental Health Assessment Team within 10 working days
Target less than 10 days 2024 was 7.2 days	Target 85% or more 2024 was 94%	Target 85% or more 2024 was 88%
1,307	**9.6%**	**76.3%**
patients waiting over 52 weeks for first outpatient appointment	Did Not Attend rate (adults only)	elective theatre utilisation
Target fewer than 333 2024 was 812	Target less than 8% 2024 was 11%	Target more than 85% 2024 was 63%

For further information on these and other delivery and service performance highlights see Annex 1 - Government Department Annual Reports

Safety and Security

Delivering for Islanders

12,173 incidents attended by States of Jersey Ambulance Service 2024 was 11,653	**1,258** incidents attended by States of Jersey Fire and Rescue Service 2024 was 1,176	**13,765** emergency calls Handled by the Emergency Services Control Centre 2024 was 13,533
£3.3m value* of drugs seized by Jersey Customs and Immigration Service *estimated 2024 was £885k	**175** daily* population at States of Jersey Prison Service La Moye *average 2024 was 155	**34** cyber security incidents Support provided to Islanders and organisations 2024 was 45
£71.4m customs and excise duties and import GST collected 2024 was £74.4m	**4.6m** goods consignments processed 2024 was 4.3m	**246,801** import declarations 2024 was 236,671

(CSP) Violence Against Women and Girls (VAWG)

- 35 of the 76 recommendations directed at Government are complete. 34 are in progress, five are not started and two require no further action
- Legislation approved to implement 5 of the recommendations of the VAWG Taskforce and better address crimes associated with stalking, intimate image abuse, non-fatal strangulation, domestic abuse and threats to perpetrate sexual offences

Building a Safer Community (BASC)

- The Youth Justice Roadmap was published in June
- Safe Places initiative launched in October providing locations where anyone can seek refuge and assistance if they feel vulnerable, scared, or unsafe
- The BASC Education programme was rolled out to all schools. In the 2024/25 school year, 11 schools were visited with 1,096 children engaged

Strengthening Public Safety and Incident Response

- States of Jersey Fire and Rescue Service recruited additional Wholetime, On Call and Full Time Equivalent Dual Contract Firefighters, strengthening response capability
- Emergency Services Control Centre organisational structure review undertaken and additional roles created to improve resilience and strengthen response capabilities
- Jersey Customs and Immigration Service continued to combat the illegal trafficking of controlled drugs and, with partners, dismantled several organised crime networks

Cyber security law

- Statutory framework strengthens cyber resilience and protects critical infrastructure
- Jersey Cyber Security Centre (JCSC) formally established
- Requires designated Operators of Essential Services to implement proportionate cyber security measures and report serious incidents

States of Jersey Fire and Rescue Service capacity and capability - A risk of non-compliance with Fire Standards is being addressed by Review and implementation of Operational Guidance; Expanded response capacity; and Embedding learning from major incident reviews in the UK, locally and elsewhere.

See the Corporate Governance section of the Accountability Report for further details.

Service Performance Measures

9min 45sec	**100%**	**165**
average response time To fire incidents (ESCC / SJFRS)	successful prosecutions from illegal activity (JCIS)	proactive inspections made of high-risk work activities (HSI)
Target within 10 minutes 2024 was 9 min 33sec	Target 95% New measure	Target 132 2024 was 155
86%	**7.7 hours**	**93%**
eligible convicted prisoners with employment in place when leaving prison (SoJPS)	daily prisoner time out of cell (SoJPS)	JHA FOIs responded to within 20 working days from date of receipt (Business Support Unit)
Target 75% 2024 was 71%	Target 10 hours 2024 was 7.3 hours	Target 100% New measure

For further information on these and other delivery and service performance highlights see Annex 1 - Government Department Annual Reports

Vibrant and inclusive community

Delivering for Islanders

62k
Island residents visiting heritage sites
2024 was 61k

272k
Active centre visits
2024 was 237k

6
Connect Me Events
2024 was 6

76
micro-grants to fund Connect Me community projects
2024 was 47

500
TrafficWorx applications reviewed under the disability strategy
2024: Not applicable

550
SignVideo service calls made
2024: Not applicable

Disability strategy

- Priorities progressed based on the recommendations of the Disability Advisory Board, to support Islanders with disabilities across all aspects of their daily lives

Sport

- Jersey Sport strategic realignment and new funding for sport travel
- Return of the Superleague Triathlon
- Jersey achieved a UNESCO anti-doping compliance rating of 90

ESSH Local Services delivered

- Micro-grants to Connect Me community projects enabled Islanders to access physical activities, art and cultural events, and initiatives supporting the International Cultural Centre
- Connect Me events, showcasing charities, community organisations, and government services; and a new Connect Me social prescribing directory.

Capital Projects

- Re-opening of Jersey Opera House
- Completion of the Elizabeth Castle refurbishment

Service Performance Measures

36.3%
school pupils age 10-16 using Jersey Youth Service projects
Target 33%

78,066
attendees at arts and culture closed door events
(by Government-funded Art, Culture and Culture organisations)
Target 50,000

271,795
sports facilities footfall
Target 260,000

For further information on these and other delivery and service performance highlights see Annex 1 - Government Department Annual Reports

Economic Wellbeing

Island Outcomes

Affordable Living	Business Environment	Jobs and Productivity Growth
Islanders are able to afford a decent standard of living	Jersey is an attractive place to do business	Islanders benefit from a strong economy and rewarding job opportunities

CSP Priorities for 2024-2026

- Transition to a living wage
- Provide more affordable homes for Islanders and more confidence for the rented sector
- Keep Government fees, duties, and charges as low as possible to help Islanders with the cost of living in 2025
- Reduce red tape, enhance opportunities for business and strengthen Jersey's international reputation

Key Departments	Key Ministers
Economy	Minister for Sustainable Economic Development
External Relations	Minister for External Relations
Employment, Social Security and Housing	Minister for Housing Minister for Social Security
Treasury and Exchequer	Minister for Treasury and Resources

Departmental performance is described in more detail in Annex 1 - Government Department Annual Reports

Economic context

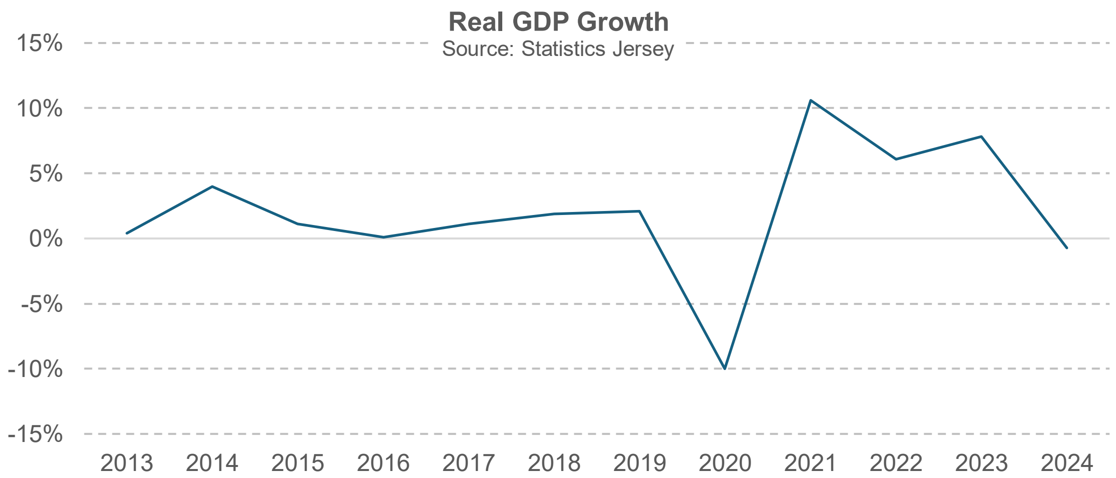
The international economic outlook

The outlook* for global growth remains weak and uncertain. The IMF forecasts global growth to remain below pre-pandemic norms. Tighter monetary policy has successfully brought inflation down from its 2022 peak, but inflation continues to be above target in many countries. Geopolitical risks remain heightened.

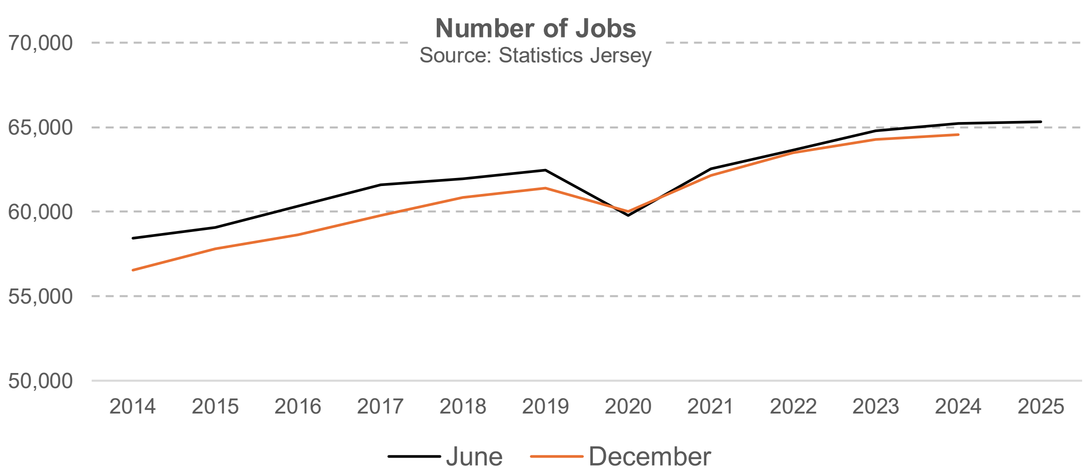
*at time of writing in February 2026

Jersey's economic outlook

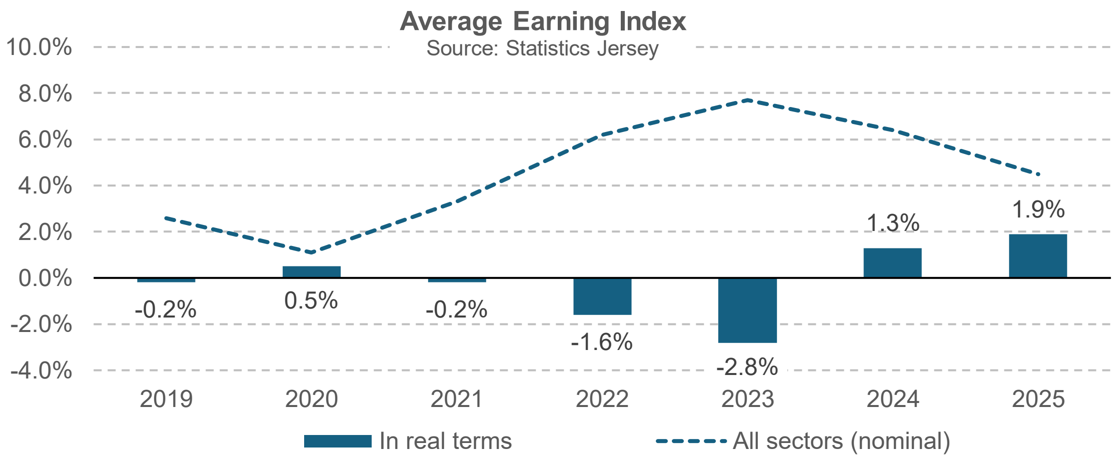
Jersey's economy shrank by -0.7% in 2024. This was driven by falls in profits in banking and followed exceptionally strong growth in 2022 and 2023 driven by strong growth in banking profits. Excluding banking, the economy grew by 4%.



The number of people Actively Seeking Work was 870 (December 2025). This was higher than December 2024 (+80). Over the year, the number of jobs increased by 90 to stand at 65,320 (June 2025).



Average earnings increased by 1.9% in real terms (year to June 2025) but real average earnings still remain below the June 2009 peak. Inflation, as measured by the Retail Prices Index, stood at 2.8% (Dec 2025), up from the start of the year when it stood at 2.3%.



Affordable living

Delivering for Islanders

33,687
Old Age Pension claims*

Value £271m
2024 was 33,427 / £251m

5,250
Income Support claims*

Value £85m
2024 was 5,244 / £78m

555,000
days
Short Term Incapacity Benefit paid

Value £22m
2024 was 525,000 / £19m

1,726
Long-term Care claims*

Value £91m
2024 was 1,548 / £83m

5,198
Long-term Incapacity Allowance and Invalidity Benefit claims*

Value £35m
2024 was 4,981 / £32m

425,000
medical benefits consultations and services

Value £23m
2024 was 410,000 / £19m

363
new homes delivered by Andium
201 at Le Grand Douet and 162 at Maisons Les Arches

2024 was 130 at The Limes

24
homes purchased through the First Step assisted purchase scheme

2024 was 37

342
tenancies supported by Andium's Specialised Services Team

2024 was 295

* at year end 31 Dec 2025

(CSP) Transition to a living wage

- Decision to increase Minimum Wage to £13.59 /hr from 1 April 2026, achieving the target of setting the minimum wage at two-thirds of Jersey's median wage
- New trainee rate of £10.50 per hour was introduced in September to support people entering the job market and their employers
- Continued financial support to low earning workers with less than five years residency via a one-off payment, as part of the transition towards a living wage

(CSP) Affordable homes and rented sector

- Residential Tenancy Law adopted, strengthening the legal framework for residential tenancies and improving arrangements for tenants and landlords
- Expanded remit to address acute housing needs by making specifically adapted homes available. The first customer moved into their new home in 2025

(CSP) Government Fees, Duties and Charges kept as low as possible

- Fuel duty and Alcohol Duty were both frozen
- Income tax allowances increased by RPI
- Most departments kept increases to 2.5% or lower. Approvals above 2.5% were the exception. Only 7 approvals given by the Minister for Treasury and Resources in 2025

Improvements for vulnerable Islanders

- First stage legislation agreed by the States Assembly that will support an updated benefit system to support workers with ongoing health conditions
- Updated working-age benefits rules; improved eligibility for Parental Allowance (parents who look after second or subsequent pre-school children); updated eligibility for student credits
- Approval to expand eligibility for the Pension Plus scheme covers dental, chiropody and optician's costs for low-income pensioners. The qualifying tax threshold will change from zero to £1,000 in early 2026, also enabling eligibility to reduced GP fees under the Health Access Scheme
- Embedding completed for a standard, fair, Domiciliary Care hourly rate for those requiring Long-Term Care (LTC) support in their own homes. This ensures consistent allocation of LTC benefit funding and helps the growth of a sustainable domiciliary care market
- Continued financial support provided to households through the Community Costs Bonus scheme to help meet cost of living pressures
- Improved homelessness data reporting capabilities has strengthened our abilities to better understand issues and provide targeted support
- Substantial progress made developing structured homelessness referrals procedures. A training and engagement programme and increased service visibility will follow in 2026

Service Performance Measures

98.8%	58.1%
income support new claims set up within Service Level Agreement Target 95% 2024 was 96.5	Affordable Housing Gateway new applications assessed within Service Level Agreement Target 90% New measure

For further information on this and other delivery and service performance highlights see Annex 1 - Government Department Annual Reports

Business environment

Delivering for Islanders

532 food premises inspected 7% down on the 573 in 2024	**3,274** work permits issued across temporary and skilled routes 3% up on the 3,180 in 2024	**20** inward investment business licences approved Was 23 in 2024
149k+ written enquiries from customers answered by Treasury and Exchequer 3% up on the 145k+ in 2024	**23k** personal taxpayers helped at the Personal Tax Helpdesk The same as in 2024	**19.3 million** lines of taxpayer data sent internationally to partner jurisdictions across CRS and FATCA The same as in 2024

(CSP) Reduce red tape, enhance opportunities for business and strengthen Jersey's international reputation

- Expanded the eligibility criteria for Licensed permissions to support areas where businesses face staff shortages and to support key services
- New business licensing guidance notes were published to support this change.
- Revised Sound Business Policy reducing the red tape surrounding incorporation processes
- Lodged amendments to the Companies (Jersey) Law 1991 and the Trusts (Jersey) Law 1984 to enhance the ease of doing business in the context of evolving industry practice and within an appropriate and legitimate framework

Pillar 2 implementation

- Technical and administrative guidance issued in quarter 4
- Multinational Corporate Income Tax (MCIT) registrations form launched in quarter 4 allowing in-scope entities to register and fulfil their first legal requirements in Jersey.
- Portal on track for a release in May 2026 to allow the first 50% MCIT payments

Service Performance Measures

98.3% international sanctions notifications published within one business day Target 90% 2024 was 99.1%	**96.9%** business licensing applications turned around within SLA Target 90% 2024 was 93.4%	**466,000** visitor numbers Target at least 600,000 2024 was 566,000
98% food businesses rated as 3 star or above Target 97% 2024 was 92%	**607** businesses supported by Jersey Business Ltd Target at least 150 2024 was 474	**£284m** visitor spend Target £287m 2024 was £290m

For further information on these and other delivery and service performance highlights see Annex 1 - Government Department Annual Reports

Jobs and productivity growth

Delivering for Islanders

68,530 working age population This is the latest estimate, for 2024	**108** rural enterprises supported 2024 was 85	**58** marine enterprises supported 2024 was 44
106 Back To Work training sessions delivered 2024 was 112	**934** people attended Back To Work training 2024 was 1,013	**457** people supported into sustained employment 2024 was 419

(CSP) Enhance opportunities for business

- Support for employers and employees via the Better Business Support Package
    - 58 local employers receiving approval for more than £1.4 million in support
    - 62% of project investments spent locally
    - private employers investing £190 themselves for every £100 received in grants

Rural and marine sectors

- Grants and investment strengthened connectivity and tourism visibility
- Enabled commercial negotiations to support new connectivity routes.

Financial and professional services

- Changes to the Jersey Private Fund Regime
- Strategic review of the legislative and regulatory environment supporting Jersey's financial and professional services
- Delivered actions arising from the Sustainable Finance Action Plan
- Continued work on a consumer credit regime - primary law adopted by the Assembly
- Continued actions to address the findings of the MONEYVAL Report

Service Performance Measures

87	**67.2%**	**466,000**
Net Promotor Score for Jersey Business Target 50 2024 was 78	sustainability of permanent Job Starts greater than 6 months Target 70% 2024 was 74.7%	optimise/ increase Island visitor numbers Target 600,000 2024 was 567,750

For further information on these and other delivery and service performance highlights see Annex 1 - Government Department Annual Reports

Environmental Wellbeing

Island Outcomes

Built Environment	Natural Environment	Sustainable Resources
Jersey's built and historic environment is valued and enjoyed	Jersey's unique natural environment is protected for future generations	Jersey's natural resources are managed and used responsibly

CSP Priorities 2024-2026

- Deliver a plan to revitalise Town
- Reform the planning service to enable sustainable development in Jersey
- Meet the Island's commitments to address the climate emergency through the implementation of the Carbon Neutral Roadmap

Key Departments	Key Ministers
Cabinet Office	Chief Minister
Employment, Social Security and Housing	Minister for Housing Minister for Social Security
Economy	Minister for Sustainable Economic Development
Infrastructure and Environment	Minister for Infrastructure Minister for the Environment

Departmental performance is described in more detail in Annex 1 - Government Department Annual Reports

Built Environment

Delivering for Islanders

355 miles underground drainage pipes and tunnels maintained	**867** active sites* managed *land, infrastructure, buildings	**8.94km** of roads resurfaced 30% more than the 6.9km in 2024
14,250 planned maintenance activities undertaken 11% up on the 12,800 in 2024	**5,178** remedial maintenance tasks undertaken 125% up on the 2,298 in 2024	**6,522** reactive maintenance tasks undertaken 32% down on the 9,650 in 2024
308 pre-application requests 26% up on the 245 in 2024	**859** building applications decided 11% down on the 961 in 2024	**1,130** planning applications decided 12% down on the 1,279 in 2024

(CSP) Plan to revitalise Town

- Town Team established with local business, Government and parish representatives.
- Work started towards mission of improving the vibrancy and vitality of the high street:
- New Cut is now a point of visual interest; improvements to Halkett Street
- Broad Street and Western Bus Gate are under construction
- New playground at Millennium Town Park officially opened
- A new taxi rank on the Esplanade

(CSP) Reform of the planning service

- Lodging of changes to the Planning and Building Law, as part of a wider reform of planning services
- Economy and Planning Services Joint Approach published
- Improved pre-application service provision and industry engagement contributed to planning permission being granted nine out of 10 times

Schools

- **La Passerelle Secondary School**: works to the former D'Hautrée House School building commenced in quarter 3
- **Mont à l'Abbé New Secondary School**: Feasibility work in preparation to build a new secondary school commenced in the second half. The intention is to agree the design and accommodation schedule during Q1 2026, and then to undertake detailed design and submit the planning application

Oakfield Sports Centre

- Officially opened by the Chief Minister
- Plays a key role in enabling the future refurbishment of Fort Regent by providing alternative facilities for displaced user groups
- Investment expected to generate significant social value: using Sport England's 2024 formula, the return on investment is estimated at £4.38 for every £1 spent

Road Improvements

- A series of essential road improvement projects was completed, strengthening the resilience and safety of the road network
- Resurfacing works on Victoria Avenue, La Grande Route de la Côte, Route de Noirmont, and throughout St John's Village were delivered efficiently, with several schemes completed ahead of schedule
- The upgrades are part of the Investing in Jersey programme, focused on long-term maintenance rather than short-term fixes, ensuring key routes remain safe and fit for the future
- Islanders were kept informed of closures, diversions, and utility works via weekly updates

Service Performance Measures

86.5%	20.9 $kgCO_2e$ per m^2	5,396,157
planning applications completed within target	average annual energy emissions (Government sites)	increase in bus passenger journeys (by 5%)
Target 85% 2024 was 80%	Target to decrease 2024 was 21.8	Target 5,623,655 2024 was 5,355,862

For further information on these and other delivery and service performance highlights see Annex 1 - Government Department Annual Reports

Natural environment

Delivering for Islanders

704	875	1,496
Asian Hornet nests found	cattle tested for bovine tuberculosis (TB)	public weather broadcasts
2024 was 262	2024 was 1,369	2024 was 1,528

(CSP) Carbon Neutral Roadmap

- Climate Council convened and started their review
- A number of initiatives including Our Plate to Planet food emissions projects support key sectors such as Construction and the Visitor Economy
- 300 young people attending the 2025 Youth Climate Summits over three different events
- The Love to Ride cycling initiative (supporting modal shift away from cars to active travel, in particular cycling) included the 'Cycle September' programme with 119 workplaces participating and together logging nearly 9,000 transport trips

Marine Spatial Plan

- Multi-year strategy for managing our sea and coasts
- Delivery framework developed and an economic impact assessment published
- 21 government and NGO priority owners working to deliver the 91 priorities
- 400 survey points examined and map created to define the areas that should be closed to dredging and trawling to protect fragile marine habitats.

Blue Tongue vaccination programme

- An Island wide vaccination programme was initiated and completed
- A response to the threat of the virus BTV3 to the Island's cattle, sheep and goats

Service Performance Measures

100%	0.2%
keeping the 70 kms of dedicated footpaths and multi-user paths safe according to requirements of the Government Insurance and national guidelines	duration of spills of untreated effluent released to environment Target no more than 1% of total time

For further information on these and other delivery and service performance highlights see Annex 1 - Government Department Annual Reports

Sustainable Resources

Delivering for Islanders

200k
vehicle visits to
the Household Recycling Centre
2024 was 178k

9.4 million m^3
waste water
treated
2024 was 10M m^3

Offshore Windfarm

- A study concluded that offshore wind could deliver significant long-term economic benefits, but only if the Island can secure reliable access to UK and French energy markets
- Despite ongoing engagement, detailed market access discussions have not yet been possible, making it too early to begin any leasing process
- Legislative and leasing work will only progress once there is clear evidence of net benefit for Islanders. Current global energy uncertainty also suggests that Jersey can take time before deciding whether to proceed

Water Quality

- The Water Quality and Safety (WQS) Programme is a multi-year response to PFAS (per- and polyfluoroalkyl substances) contamination and wider water quality risks
- There has been strengthened environmental and health monitoring and improved coordination between Public Health, Environmental Regulation and Jersey Water
- Stakeholder involvement has been central to progressing this priority, particularly engagement with affected Islanders and community representatives

Service Performance Measures

75%	36.5%
of Government Fleet using EV or carbon-reducing fuel Target 70% 2024 was 75%	Island recycling rate Target 29% 2024 was 27%

For further information on these and other delivery and service performance highlights see Annex 1 - Government Department Annual Reports

Corporate Performance

Key Departments	Key Ministers
Cabinet Office	Chief Minister
Treasury and Exchequer	Minister for Treasury and Resources
Employment, Social Security and Housing	

Customer feedback

4,640
pieces of feedback received

8% up on the 4,288 in 2024

11,576
customer satisfaction surveys received

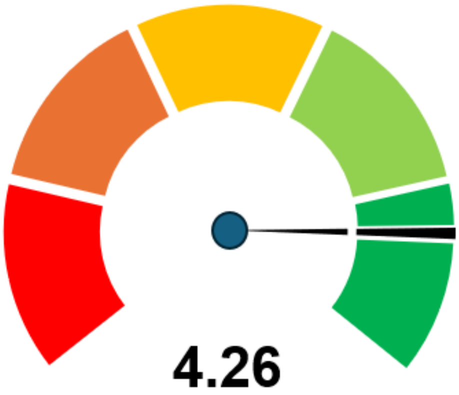
8% down on the 12,624 in 2024

2,711
compliments received

15% up on the 2,366 in 2024

Customer effort score

How easy was it
to get the help you needed?

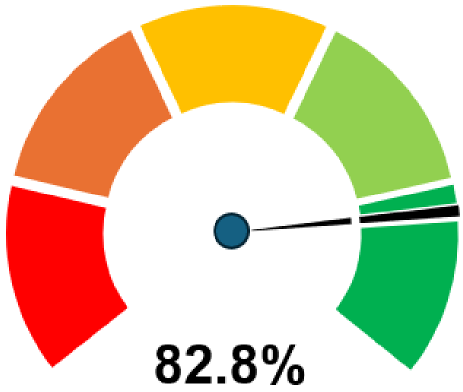


The 2025 Customer Effort Score once again beat the target of 4 out of 5 customers who complete the surveys scoring the interaction they had as 'easy' or 'fairly easy'

In 2024 the score was 4.4
having previously been 4.1 in 2023

Customer satisfaction

How satisfied were you
with the service you received?



Customer Satisfaction also beat the target of 80% for customers saying that they were 'very satisfied' or 'satisfied' with the service they had received

In 2024 the score was 86.5%
having previously been 80.6% in 2023

[Customer feedback policy]

For further information on Delivery and Service Performance highlights see
Annex 1 - Government Department Annual Reports

Turning feedback into action

Feedback helps us to understand what we're doing well and where we can improve. Whether it's a comment, complaint, compliment, or suggestion, every bit of feedback is important because it guides us in providing better services for everyone.

A few of the actions we have taken as a result of feedback

- CYPES: Appointment letters sent earlier; assessment feedback and reports written in a more family-friendly way
- ESSH: New leaflet created for parents, giving clear guidance on post-birth steps to secure benefits and protect social security records; Step-by-step video guide introduced for Social Security pension applications, simplifying the process and reducing confusion
- HCJ: A more accessible phlebotomy booking system makes it simpler for patients to arrange appointments. The Patient Access Team is working with care groups to reduce last-minute clinic cancellations, ensuring reliability for patients
- I&E: Islanders can now request and pay for replacement Vehicle Registration Documents online, saving time and effort
- JHA: CAESAR system enhancements to make customs processes more efficient for customers and internal teams
- T&E: Personal Tax child allowance web pages redesigned to be simpler and direct customers to enquiry forms

What we do with your feedback

Complaints

1,277 received

1% down on the 1,286 in 2024
22% down on the 1,639 in 2023

Use of the Patient Advice Liaison Service in HCJ has increased the volume of interactions that aim to resolve queries and concerns earlier.

This has helped to reduce complaints relating to “Care received” and also “Appointments, admissions and discharge procedures” which was no longer a top theme in 2025.

Top themes
with more than 50 complaints

Theme	2024	2025	vs 24
How you access our services	344	456	33%
Consistency of information we give you	306	347	13%
Attitude and behaviour of our employees	261	232	-11%
Mistake was made by us	142	207	46%
Time taken	153	165	8%
Disagree with Policy	129	102	-21%
Property and assets	125	97	-22%
Care received	144	75	-48%

some complaints cover more than one theme

Actions taken to improve ‘Attitude and behaviour’ have included more colleagues attending ’Customer Service Skills’ training

Actions that aim to address ‘How you access our services’ and ‘Consistency of information’ include

- additional training and updates to colleagues to ensure correct information is provided
- reviewing processes on information available to the public to ensure that the right controls are in place to ensure consistency in customer experience

Outcome of complaints following investigation and closure

Description	Meaning	2024	2025	Change
Upheld	Investigation confirms the customer’s experience or concern raised in the complaint	386	424	10%
Partially upheld	Investigation confirms part of the customer’s experience or concern raised in the complaint	282	393	39%
Not upheld	Complaint was not found to be valid after investigation	236	326	38%
Outcome not achievable	We couldn't address the customers complaint because we have insufficient information to take any action (eg the customer remained anonymous) or it is not possible to meet their expectations with the solution they sought	92	42	-54%

We have been working closely with departments to ensure that closure of complaints are recorded more accurately including clarity/improvement on definition to ‘Outcome not achievable’.

59 complaints were referred to the States Complaint Panel in 2025 with 33 of them being in the final quarter of the year. Two cases were heard by the Panel in the year. The annual total referred is an increase from the 19 that were referred to the Panel in 2024, when none were heard.

Financial management

Delivering Key Tax Changes

- The transition to independent taxation for couples by 2026 has required system upgrades and testing; new tax returns; the introduction of a new Compensatory Allowance; and communication to affected Islanders.
- Technical and administrative guidance for Pillar 2[8] was issued and a registration form was launched. Regular engagement continues with local and international stakeholders to review policies and explore ways to maintain and enhance Jersey’s competitiveness while adhering to global standards.

[8] Pillar 2 is a global tax framework designed by the OECD to ensure that large multinational enterprises pay a minimum effective corporate tax rate of 15% on their profits in every jurisdiction where they operate.

Debt Collection and management

- Outstanding tax, social security, and invoiced debt was reduced, which improve the Government's cash flow
- This included collecting balances deferred during the pandemic to support businesses

Financial Action Plan

- Savings targets were met in full on a recurring basis. These comprised office accommodation property savings, a 20% reduction of growth allocated in the 2024 Government Plan, and role-related savings targets

For further information on these and other delivery and service performance highlights see Annex 1 - Government Department Annual Reports

People

Measures

79.9% completion of the performance management process 2024 was 65.3%	**200** senior leaders on the Executive Leadership Programme New programme	**80.7%** completion rate for mandatory Diversity Equity and Inclusion training New measure
73 interns placed 2024 was 71	**55%** increase in use of Employee Assistance Programme services	**4,384** volunteering hours 2024 was 3,825

Curbing the growth of the public service[9]

- Strengthened frontline services, particularly in health and education, by recruiting more people into permanent roles, while at the same time freezing recruitment in other areas
- Almost all 2025 increases were within the frontline departments of health and education. The number of net additional staff were: +157 in Health and Care Jersey (HCJ) and +50 in Children, Young People, Education and Skills (CYPES)
- Without the August 2024 decision to introduce an external recruitment freeze the growth trajectory of early 2024 suggests there would have been an estimated 515 Full Time Equivalent (FTE) additional employees by the end of 2025. That is approximately £31m in staffing costs per year that has been avoided.
- The recruitment freeze was further extended in April 2025 to include Civil Service posts at Grade 9 and above, as well as all non-clinical, non-teaching, and non-social worker roles within HCJ and CYPES
- Jersey Public Service Careers (gov.je) portal relaunched to improve candidate experience and streamlining application management, to support essential front line recruitment and the candidate experience

[9] Further details on measures to curb growth are provided in the Remuneration and Staff Report.

Investing in our people

- By managing our growth responsibly, we have been able to enhance opportunities available for colleague development and progression. Over the year, we have strengthened our people development offer through a range of programmes and initiatives, including:
  - Leadership development pathways
  - Succession planning frameworks
  - Enterprise-wide leadership pathways
  - Acting-up opportunities
  - Secondment opportunities
  - Leadership framework, to ensure clear standards, behaviours and expectations to strengthen the competencies required of managers and leaders across Government.
  - Targeted initiatives to support attendance, and wellbeing
  - Improved opportunities for interns and apprenticeships
- These initiatives support capability building, broaden career pathways, and ensure colleagues are equipped to develop and grow into future leadership roles across the Government

Health and Safety

- The States Employment Board (SEB), as the employer of Jersey's public servants, pleaded guilty to charges following an investigation by the Health and Safety Inspectorate ('HSI') under the Health and Safety at Work (Jersey) Law 1989. This was in relation to the Emergency Services Control Centre and the Jersey Fire and Rescue Service response to the tragic events at Haut du Mont in December 2022.

Management of Health and Safety - Proportionate improvements are being delivered, aligned to the Approved Code of Practice published by the regulator, to mitigate the risk that Departments do not meet Minimum Standards across all their services.

See the Corporate Governance section of the Accountability Report for further details.

For further information on Remuneration and Staff see the Accountability Report

For further information on these and other delivery and service performance highlights see Annex 1 - Government Department Annual Reports and the States Employment Board annual report

Digital

Enhanced Cybersecurity

- Reduced operational risk
- Upgrades to core infrastructure
- Improved cybersecurity measures

Regulatory investment in Digital Assets

- Technology supporting planning, building and compliance services
- Implemented in quarter 3
- Streamlined planning applications, improving efficiency and accessibility

Cyber Defence - Government continues to review and improve its security through technology transformation.

See the Corporate Governance section of the Accountability Report for further details.

Frontline IT services - Prioritised funding as part of the Budget (Government Plan) mitigates the risk of IT services failing.

See the Corporate Governance section of the Accountability Report for further details.

For further information on these and other delivery and service performance highlights see Annex 1 - Government Department Annual Reports

Non-Ministerial Departments

A number of non-executive and legal departments form part of the public service though sit outside of the Government Department structure. They comprise a range of individual bodies described collectively as Non-Ministerial Departments. They vary in size, have diverse, distinct and important roles and operate under different legislation. The common feature is that accountability does not lie with Ministers. Accountable Officers for Non-Ministerial Departments are accountable directly to the States.

Below are some numerical highlights from 2025. Summary reports are available in Annex 2 – Non-Ministerial Department Reports and on their respective websites. A number of the Non-Ministerial Departments also publish their own annual reports.

Non-executive and legal departments
Annex 2 – Non-Ministerial Department Reports

Non-Ministerial Departments

The States Greffe	Judicial Greffe	Viscount's Department
Law Officers' Department	Bailiff's Chambers	Office of the Lieutenant-Governor
Probation and After-Care Service	States Official Analyst	Comptroller and Auditor General (C&AG)

Delivering for Islanders

40 States Assembly meeting days supported 11% up on the 36 in 2024 *States Greffe*	**21** Jury (Assize) trials 2024 was 20 *Judicial Greffe*	**100** inquests completed 28% up on the 78 in 2024 *Viscount's Department*
£7,651,027 funds repatriated to overseas jurisdictions 2024 was £3,133,204 *Law Officers' Department*	**400+** Royal Court days delivered 2024 was 466 *Bailiff's Chambers*	**128** Scrutiny and PAC* Public Hearings supported and **9** Reports presented Hearings 38% up Reports 25% down *States Greffe*
18 Royal, Ambassadorial and VIP visitors hosted at Government House 2024 was 11 *Office of the Lieutenant-Governor*	**15,000+** hours of community service 2024 was 16,000+ hours *Probation and After-Care Service*	**4,426** samples analysed 3% up on the 4,278 in 2024 *Official Analyst*

** Public Accounts Committee*

Financial Review

This Financial Review section provides a summary financial analysis of the States of Jersey, with additional information about the performance of the “Consolidated fund” – through which most income and expenditure approved by the States Assembly flows.

Overview

Consolidated Fund

The Consolidated Fund recorded an operating surplus of £3 million for the year. While this is slightly better than expected, it is influenced by reduced level of non-cash expenditure (driven by property revaluations).

Following an amendment to the 2025–2028 Budget approved by the Assembly, the States Grant to the Social Security Fund has been reduced by £50 million. This change was made to ensure the Grant remains affordable as economic conditions and pressures on public finances continue to evolve.

Government income has been lower than expected, while higher inflation has increased costs. This has created short-term financial pressures that required resources to be reprioritised. Reducing the States Grant was agreed as the most appropriate option, with the Social Security Fund and the Social Security (Reserve) Fund are in a strong position. This is elaborated Net Departmental Expenditure as well as within the Budget 2026 – 2029.

States of Jersey

The overall results in these Annual Report and Accounts includes the Consolidated Fund, various States Funds, and Trading Operations. The overall surplus of £261 million, is primarily attributed to valuation gains on investments held within the Funds, notably the Strategic Reserve and Social Security (Reserve) Fund.

	(Deficit)	Surplus
Consolidated Fund		**£3m**
Social Security Funds		**£206m**
Other States Funds		**£114m**
Trading Funds and Other Adjustments	**(£62m)**	
States of Jersey Results		**£261m Surplus**

Strategic Investments

The States of Jersey also owns Strategic Investments. In the 2024 Annual Accounts and Report, Andium, SoJDC and PoJ were consolidated. However, after a boundary review, they are no longer consolidated and are instead shown at fair value on the Balance Sheet, so they still appear within the States' assets.
JT Group Limited (JT), Jersey Post International Limited (Jersey Post), The Jersey New Waterworks Company Limited (Jersey Water) and Jersey Electricity Plc (JEC) have always been recorded at fair value on the Balance Sheet.

This change is technically described within the Note 4.1d Basis of Consolidation, and the impact is disclosed within the Note 4.5 Prior period adjustment for accounting policy changes.

The States of Jersey Accounting Boundary

The 2025 Annual Report and Accounts presents the financial outturn for the States of Jersey, as well as the outturn for the income and expenditure approved by the States Assembly. This section of the report provides background information about the services and activities those figures represent, setting out what is and what is not included in the States of Jersey's accounts.

For the year ended 31 December 2025, there has been a change in the accounting policy relating to the consolidation boundary. Further details are provided in *Section 4.5 – Prior Period Adjustment for Accounting Policy Changes*. In summary, Andium, SoJDC, and Ports are no longer included within the Accounting Boundary. All comparative figures in this Financial Review have been restated to ensure a like-for-like basis.

Although these entities have been removed from the consolidation boundary, they continue to be reflected within these Financial Statements as part of Strategic Investments, which are measured at Fair Value. Each Strategic Investment publishes its own audited annual report and accounts, prepared under a recognised accounting framework and available to the public. Links to the most up to date annual reports can be found here.

Government Departments		Consolidated Fund	States of Jersey
Children, Young People, Education and Skills Department	Employment, Social Security and Housing		
Department for the Economy	External Relations		
Digital Services	Infrastructure and Environment		
Health and Care Jersey	Justice and Home Affairs		
The Cabinet Office	Treasury and Exchequer		
Non-Ministerial Bodies			
Bailiff's Chambers	Office of the Lieutenant Governor		
Comptroller and Auditor General	Probation and After-Care Service		
Judicial Greffe	States Assembly		
Law Officers' Department	Viscount's Department		
The States Assembly and its Services			
Assemblee Parlementaire de la Francophonie - Jersey Branch	Commonwealth Parliamentary Association - Jersey Branch		
British-Irish Parliamentary Assembly – Jersey Branch			
Other			
Official Analyst	Jersey Overseas Aid		
States Funds**			
Dwelling Houses Loan Fund	Insurance Fund		
Assisted House Purchase Fund	Jersey Reclaim Fund		
99 Year Leaseholders Fund	Consolidated Fund		
Agricultural Loans Fund	Fiscal Stimulus Fund		
Tourism Development Fund	Climate Emergency Fund		
Channel Islands (Jersey) Lottery Fund			
Jersey Innovation Fund	**Social Security Funds**		
Housing Development Fund	Health Insurance Fund		
Criminal Offences Confiscation Fund	Social Security Fund		
Civil Asset Recovery Fund	Social Security (Reserve) Fund		
Technology Accelerator Fund	Long-Term Care Fund		
Strategic Reserve	Dental Scheme		
Stabilisation Fund	**Trading Operations**		
Currency Fund (comprising Jersey Currency Notes and Jersey Coinage)	Jersey Car Parking		
	Jersey Fleet Management		

Consolidated Fund

The Consolidated Fund is governed by the Public Finances (Jersey) Law 2019 and is the fund through which the majority of the States' income and expenditure is managed, including Net General Revenue Income and departmental income and expenditure.

The Government collects taxes and other levies to fund the provision of a wide range of public services which it administers. These include health care, education, social security, the administration of justice, the provision and maintenance of infrastructure, the protection of the environment and support for the economy, agriculture, fisheries, arts, culture and sport. These functions are primarily carried out by Government and Non-Ministerial departments.

Following the approval of P.24/2026, the Consolidated Fund will be split into two new Funds from 2027:

- General Revenue Fund (GRF) for day-to-day spending
- Jersey Capital Investment Fund (JCIF) for spending on infrastructure and other assets.

This change will ensure that investment in our infrastructure is protected from being diverted to meet short-term, day-to-day pressures, and ensure that we are allocating sufficient funds to capital to maintain our assets in the medium and long-term. This is part of a wider shift to longer-term financial planning and decision making.

States of Jersey

In addition to the Consolidated Fund, the States can designate any distinct area of operation as a States Trading Operation. Estimates for Trading Operations are approved in the Budget. The current Trading Operations are Jersey Fleet Management and Jersey Car Parks, who managing the government vehicle fleet and the public car parks.

In addition to the Consolidated Fund, the Public Finances (Jersey) Law 2019 names two States Funds – the Strategic Reserve Fund and the Stabilisation Fund. The Public Finances (Jersey) Law 2019 also allows the States to establish other States funds for specific purposes. These are usually established by legislation or a States Assembly decision. A full list of the funds and the net asset values held in them is provided later in this section.

In particular, the Social Security funds established under the relevant legislation are also included within the States of Jersey Financial Statements.

Social Security Fund receives employee and employer contributions payable under the law, along with the States Grant, and pays out benefits such as old-age pensions, sickness and incapacity allowances, parental benefits, and survivor benefits.

The Health Insurance Fund receives a allocation of Social Security contributions, used to support access to primary healthcare by subsidising GP consultations, prescriptions and other medical benefits.

The Long-Term Care Fund received the long-term care charge, and pays benefits to support individuals who require long-term care either at home or in residential settings.

The Social Security (Reserve) Fund is a substantial investment fund built up to help meet Jersey's future pension liabilities and stabilise contribution rates over the long term.

Other Public Sector Bodies Outside of the Accounting Boundary

Strategic Investments

The States owns the majority of shares in seven subsidiary companies. These subsidiaries are not consolidated but are included within the Financial Statements as Strategic Investments and accounted for at fair value. These are as follows:

Wholly Owned Strategic Investment (100% ownership):

- **Andium Homes Limited** The wholly owned social housing provider. It is Jersey's largest provider of affordable housing, managing more than 5,000 properties and providing homes and services for more than 10,000 Islanders.
- **Ports of Jersey Limited** The wholly owned operator of the Island's Airport and Harbours, providing the strategic gateway infrastructure and associated services.
- **The States of Jersey Development Company Limited** The wholly owned company responsible for the development and regeneration of States owned property no longer required for the delivery of public services.
- **JT Group Limited** The government-owned telecoms provider offering mobile, broadband, and enterprise services. JT achieved 100% fibre coverage in Jersey and continues to invest in next-generation networks like 5G.
- **Jersey Post International Limited** The Island's universal postal service provider, delivering mail to around 45,000 addresses. It also offers logistics, fulfilment, and courier services through global partnerships.

Partly Owned Strategic Investment:

- **The Jersey New Waterworks Company Limited (74%)** Jersey's only treated mains water supplier, delivering high-quality drinking water to over 90% of the population. It manages reservoirs and treatment works to ensure a reliable and sustainable supply.
- **Jersey Electricity Plc (62%)** The sole electricity provider in Jersey, responsible for importing, generating, and distributing power. It serves around 50,000 customers and sources most electricity from low-carbon French supplies, with on-Island backup generation.

Some functions of government are carried out by public sector bodies that are outside of the Accounting Boundary (and so are not included in these accounts)

Parishes The Parishes perform various government functions, including refuse collection, provision of some parks and gardens, and the issuing of some licenses. Details of the functions of individual parishes can be found on the Parishes' websites. Comité Des Connétables | Jersey Parishes

Minor Entities There are a number of smaller entities which fall within the accounting boundary of the States of Jersey but which are not consolidated as they are immaterial to the financial statements as a whole. These are referred to as "Minor Entities":

- Government of Jersey London Office
- Bureau des Iles Anglo-Normandes
- Channel Islands Brussels Office
- Digital Jersey Limited
- Jersey Business Limited
- Jersey Finance Limited
- Visit Jersey Limited
- Jersey Legal Information Board

Budgeting Framework

The Public Finances (Jersey) Law 2019 sets out the basis for which Government finances are planned and the process by which authority is given to spend through the lodging, amendment, debate, and final approval of the Budget. The Budget is the method by which general revenue income, departmental income and expenditure is approved by the States Assembly.

Spending from the Consolidated Fund is managed using expenditure limits which are set at a ‘head of expenditure’ level. Under the Public Finances (Jersey) Law 2019 a head of expenditure is defined as the particular purpose or subject, as set out in the Budget, in respect of which an amount appropriated under the plan may be spent in a financial year.

The Budget 2025 to 2028 included Heads of Expenditure for:

- **Revenue (Departmental Expenditure)** – primarily relating to the ongoing delivery of services for Islanders (approved net of departmental income)
- **Reserve** – for centrally held items (such as provisions for pay awards) expected to be allocated in the year, and amounts held against unforeseen events or one-off funding issues
- **Capital and Other Projects** – including expenditure on the development and replacement of the Island’s assets, including Estates, Infrastructure, Equipment and IT.

The Budget also sets out estimates of States Income (General Revenue Income) for the year.

Once budgets are approved via the Budget, the Public Finances (Jersey) Law 2019, sets out the ways in which budgets can change. In summary these can be categorised below:

- The States may amend an approved Budget, only on a Proposition lodged by the Council of Ministers.
- Allocation of budget from reserves by the Treasury Minister.
- Re-allocation of budget between heads of expenditure by the Treasury Minister.
- Transfer of budget to following years by the Treasury Minister.

Financial Performance against these Heads of Expenditure, and changes to budgets in the year, are reported on within the political accountability section of the Annual Report, under the statement of outturn against approvals.

Whilst the majority of public spending is through the Consolidated Fund and approved through the States, some spending is from other States funds and wholly owned companies and is not approved by the States.

Spending from funds is governed through the specific terms of each fund with expenditure largely attributed to social benefits payments from the Social Security funds. Estimates for funds are included in the Budget.

Wholly owned companies produce strategic business plans which are approved by the Minister for Treasury and Resources as shareholder, and include financial plans.

Consolidated Fund Financial Performance

The Consolidated Fund is the fund through which the majority of the States' income and expenditure is managed, including Net General Revenue Income and departmental income and expenditure.

As Income and Expenditure from the fund are subject to approval by the States, performance is presented in line with those approvals, with further detail given in the Political Accountability Report.

Operating Balance

2024 Actual		2025 Budget (As amended[1])	2025 Final Approved Budget[2]	2025 Actual	Difference from 2024
£'000		*£'000*	*£'000*	*£'000*	*£'000*
1,203,224	*States Net General Revenue Income*	*1,270,276*	*1,270,276*	*1,236,258*	*33,034*
(1,193,316)	*Departmental Net Revenue Expenditure*	*(1,179,715)*	*(1,198,428)*	*(1,185,946)*	*7,370*
9,908	**Net Operating Surplus / (Deficit)**	**90,561**	**71,848**	**50,312**	**40,404**
(73,305)	*Departmental Depreciation/Amortisation and Other Non-Cash*	*(58,934)*	*(58,934)*	*(47,159)*	*26,146*
(63,397)	**Operating Surplus / (Deficit)**	**31,627**	**12,914**	**3,153**	**66,550**

In 2025, revenues increased by £33 million (2.7%), which was slightly lower than forecast, due mostly to no dividend being paid by JT against the budgeted £20 million,. Departmental net revenue expenditure decreased by £8 million, after taking into account the agreed £50 million reduction in the grant to the Social Security Fund as agreed in the Budget 2026-2028. Both of these increases were lower than anticipated in the latest budget.

After adjusting for accounting items like depreciation and other non-cash entries, in 2025 there was a £3 million operating surplus, compared to a £63 million deficit in 2024.

Non-cash amounts have been reduced by technical accounting movements – including those resulting form increases in the value of buildings and infrastructure increased (driven by higher construction material and labour costs). The underlying result would have been a modest operating deficit, in line with the forecast in the latest budget.

The Government of Jersey previously provided a loan to Blue Islands, during the Covid pandemic. Following the airline's entry into liquidation on 17 November 2025, we have assessed the recoverability of this balance. Public information confirms that Blue Islands entered voluntary liquidation in 2025. As the liquidation process remains ongoing and the final recoverable amount is uncertain, we have recognised a provision against the unpaid balance on the loan and outstanding interest. This reflects our current best estimate of the recoverable value based on information available at the reporting date. The provision will be updated as further information emerges from the liquidators.

[1] Through the Budget 2026-2029, the States Assembly agreed to amend the previously approved Budget 2025 – 2028
[2] Reconciliation of Approvals provides a summary of the approved changes to the budgets approved by the States Assembly in the Budget to the Final Approved Budget

General Revenue Income (Taxes and Other Income Received)

£1,236m

▲

£33m (2.7%)

£22m less than forecast in Budget 2026

£1,236m	2025
£1,203m	2024
£1,078m	2023
£1,028m	2022
£998m	2021

Breakdown of General Revenue Income

Amount	Income		Movement from 2024	% of Total
£734m	Personal Income Tax	▲	£43m (6%)	59
£184m	Corporate Income Tax	▼	(£6m) (-3%)	15
£122m	Goods and Services Tax (GST)	▼	(£5m) (-4%)	10
£66m	Stamp Duty	▲	£26m (65%)	5
£65m	Impôts Duties	▼	(£3m) (-4%)	5
£27m	Other Income (Return from Housing Associations)	▼	(£2m) (-7%)	2
£18m	Island Wide Rate	—	£0m (0%)	1
£14m	Other Income (Non-Dividends)	▼	(£10) (-42%)	1
£7m	Other Income (Dividends)	▼	(£9m) (-56%)	1

Personal income tax remains the largest component of General Revenue Income, and it is made up of £745 million of Personal Income Tax, debt write-off of £3 million and a provision of £8 million, resulting in £734 million of Personal Income Tax. Revenues in 2025 were in line with the forecast for B25. Forecast earnings growth of 4.1% was anticipated, with actual earnings growth of 3.8%, representing a small variance and broadly meeting expectations.

Corporate income tax revenues fell slightly in 2025, mainly reflecting lower profits generated in 2025 compared to the previous year. Corporate income tax revenues are made up of £187 million of corporate income tax, £2 million of debt write-off and £1 million of provision. As Jersey's economy is heavily weighted towards the financial services sector, changes in sector performance can have a noticeable impact on corporate income tax receipts from one year to the next.

During 2025, the Government of Jersey continued to assess and recover of tax debt. Work has continued to review individual debtor positions and the status of receivables, ensuring that tax debt balances and associated provisions appropriately reflect recovery expectations. 82% of invoiced debt was collected within 90 days in 2025 (2024: 80%).

Goods and Services Tax (GST) revenue remained broadly consistent with 2024 levels, with a minor underperformance against the approved budget; overall performance was in line with the prior year.

Stamp duty increased significantly during 2025, reflecting higher levels of property market activity in Jersey compared with recent years. The number of contracts and wills registered rose by 16% in 2025, indicating a marked uplift in transaction volumes. The increase in income was further supported by several exceptional high-value property transactions. While 2024 included the notable sale of an individual property of £17 million, 2025 saw multiple large transactions, particularly following the introduction of inter-company relief. These included the sale of separate properties for £83.2 million, £38 million, £36.2 million, £31.5 million, and £18.3 million.

Dividend income in 2025 was significantly lower than the prior year. This variance is mainly attributable to the £20 million dividend budgeted from JT, which remains unpaid. During the year, JT announced a major strategic acquisition, resulting in the Board deciding to retain profits to support the funding and integration of the transaction. In addition there have been lower profits in 2025, compared to 2024. As a consequence, no dividend was declared or paid in respect of the 2025 financial year, leading to a notable reduction in overall dividend income when compared with 2024.

All other revenue streams remained relatively stable compared to 2024, aligning with both the Budget 2025 projections and the latest forecasts.

Net Departmental Expenditure (Spending on delivering services for Islanders)

£1,186m

▼

(£7m) (-0.6%)

£12m less than Budget 2025 (as amended by Budget 2026)

£1,186m	2025
£1,193m	2024
£1,016m	2023
£873m	2022
£888m	2021

Breakdown of Net Revenue Expenditure by Department

Amount	Department		Movement from 2024	% of Total
£368m	Health and Care Jersey	▲	£35m (11%)	31
£182m	Education and Lifelong Learning	▲	£3m (2%)	15
£106m	Employment, Social Security and Housing	▲	£3m (3%)	9
£70m	States Grants to Social Security Funds	▼	(£45m) (-39%)	6
£64m	Infrastructure	▲	£3m (5%)	5
£51m	Children and Families	▲	£7m (16%)	4
£49m	Treasury & Exchequer	▲	£3m (7%)	4
£47m	Non Ministerial States Funded Bodies and the States Assembly	▲	£3m (9%)	4
£38m	Economic Development, Tourism, Sport and Culture	▼	(£4m) (-10%)	3
£36m	Justice and Home Affairs	▼	(£6m) (-14%)	3
£35m	Digital Services	▼	(£3m) (-8%)	3
£33m	States of Jersey Police Service	—	£0m (0%)	3
£22m	Jersey Overseas Aid	▲	£3m (16%)	2
£21m	Cabinet Office	▼	(£15m) (-42%)	2
£14m	Past Service Pension Liability Refinancing	—	£0m (0%)	1
£14m	People Services	▼	(£2m) (-13%)	1
£12m	Environment	▼	(£2m) (-14%)	1
£11m	Financial Services	—	£0m (0%)	1
£10m	Living Wage Transitional Support	▲	£10m (100%)	1
£3m	Ministry of External Relations	—	£0m (0%)	0

Departmental Net Revenue Expenditure decreased by £7 million (0.6%) from 2024, further information on these movements is available within Annex 1: Government Department Annual Reports and Annex 2: Non-Ministerial Department Reports. The biggest movements are the following:

£50 million Reduction in the States Grant to the Social Security Fund

Following an amendment to the Budget 2025–2028 approved by the Assembly, the States Grant to the Social Security Fund was been reduced by £50 million. This adjustment was made to ensure the Grant remains affordable in light of changing economic conditions and growing pressures on public finances.

The reinstatement of the States Grant in 2024 was based on the financial forecast at that time, however with lower-than-expected income in 2024 and 2025, combined with the impact of higher inflation on Government expenditure, short-term fiscal challenges emerged requiring the Government to rebalance finances in 2025. These pressures required a reprioritisation of resources, with a resultant reduction to the States Grant paid into the Social Security Fund, the agreed option, given the strong balance of the Social Security and Social Security (Reserve) Funds.

Increase in Health and Care Jersey of £35 million

During the year, a number of functions were transferred into Health and Care Jersey on a recurring basis, resulting in an increase to the budget. These included:

1. £7.9m from JHA for the Ambulance Service
2. £7.4 million (65.62 FTE) from Cabinet Office (CABO) for Health Policy and Public Health
3. £5.3 million (35 FTE) from Technology and Digital Services for project delivery and management of the Digital Health Portfolio.
4. £0.9 million (14 FTE) from People Services for Recruitment and Human Resources Business Partnering teams to support HCJ.
5. £0.9 million (15 FTE) from Treasury and Exchequer for Finance Business Partnering and Procurement support.

In addition to these transfers, £9.9 million has been allocated for pay awards, and a further £14 million has been drawn from Reserves to address in-year pressures.

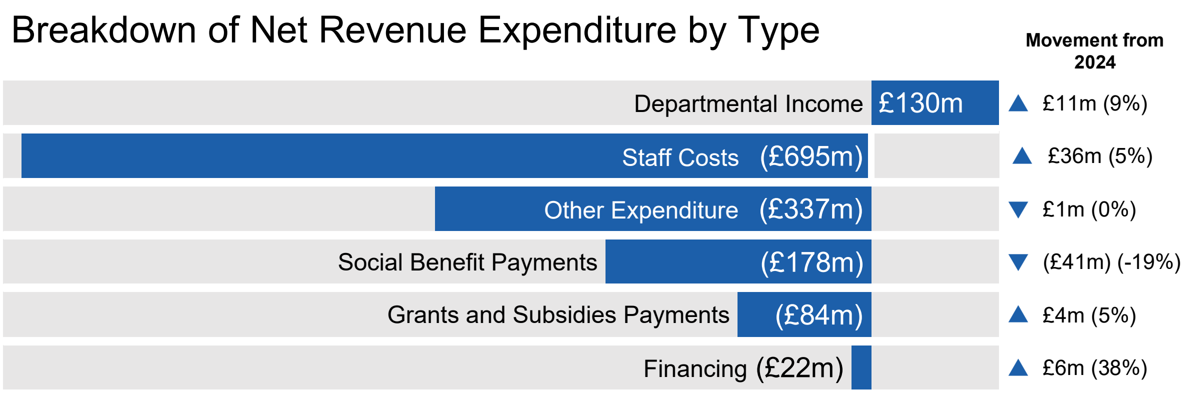
The Health sector has seen a further increase in costs in 2025 due to continued structural pressures within the system. Demand for services has continued to rise, alongside higher costs for staffing, particularly the ongoing reliance on agency and locum staff, increased drug and medical supply costs, and the use of off-island care for specialist services. While additional funding was provided in the budget to reflect inflationary pressures and service demand, these increases have not fully offset underlying cost growth, and health income has also under-performed in certain areas. As a result, expenditure has exceeded budget, reflecting long-standing and largely unavoidable pressures rather than one-off or short-term issues.

Cabinet Office

The Cabinet Office shows a year-on-year decrease of £15 million, primarily driven by the one-off the First-Time Buyers Grant in 2024, falling from £10 million in 2024 to £2 million in 2025. In addition, the overall budget decreased further due to a reduction in full-time equivalent (FTE) staffing levels.

Living Wage Transitional Support

Living Wage Transitional Support is a new, temporary package of financial measures introduced by the Government of Jersey to assist employers and employees during the transition from the current minimum wage to a Living Wage. As this scheme is being implemented for the first time in 2025, associated costs have increased by 100% year-on-year, reflecting the introduction of this new funding programme.



Departmental income has increased significantly year-on-year, rising by £11 million. The main contributors to this uplift are Health and Care Jersey, with an additional £6.4 million of income, and Education and Life Long Learning, which recorded a £2.2 million increase driven largely by the 5.5% rise in school fees.
The growth in Health and Care Jersey's income reflects the impact of Financial Recovery Plan initiatives focused on income generation via their private patient strategy as well as an increase in income from the Long-Term Care Fund. Although income increased, Health and Care Services still recorded higher expenditure due to the factors outlined above.

There has been an increase in staff costs from 2024, the majority of this is attributable to the agreed salary increases for inflation plus 1%. Further details on staffing costs and changes are provided in the Remuneration Report.

The reduction in Social Benefit Payments is mostly due to the agreed reduction in the grant to the Social Security Fund, as described above.

Other Expenditure has remained consistent year on year resulting in only a £1m decrease in costs.

Financing Costs have risen by 38%, which is primarily due to the increase in cost of the overdraft facilities currently being utilised. This was an anticipated increase in expenditure for 2025. As approved in the budget, Financing costs of £5.2 million for the New Healthcare Facilities were met in 2025 through a transfer from the Strategic Reserve, and are not reported in these results to be consistent with approvals.

The reduction in grant expenditure this year is primarily due to changes in funding for the First-Time Buyers Scheme, which is administered by Andium Homes. In the prior year, £10 million was allocated to support the scheme. For the current financial year, this allocation has been significantly reduced to £2 million. As a result, the majority of the year-on-year decrease in total grants is attributable to this £8 million reduction.

Curbing the Growth: Delivery of Savings

Curbing the growth in public expenditure continues to be a priority for the Government. More information is provided as part of the Remuneration and Staff Report.

The Budget 2025-28 established a savings programme to fund priorities in the new Common Strategic Policy and to support the Government's commitment to curbing the growth in the public sector.

Savings in 2025 were delivered in the following ways:

- Review of Arm's Length Organisations and Regulatory Bodies – the Department for the Economy delivered savings by reducing funding for some grant-funded organisations.
- Reduction in roles – eliminating vacant roles and streamlining organisational structures by reducing management layers
- Reducing the office footprint – the consolidation of government office premises following to the successful delivery of the new Government Headquarters
- Reprioritisation of growth allocated in Government Plan 2024-27 – reducing £3.1 million of the growth allocated in Government Plan 2024-27 in order to fund new priorities.
- Health and Care Jersey's Financial Recovery Plan – continuation of the multi-year programme to deliver savings across the Health and Care system in response to the acute financial challenges the department has experienced in the post-Covid era.

Taken together, the savings programme for 2025 targeted savings of £20.3 million. As detailed in in the table below, this target was exceeded by £4.5 million with a total of £24.7 million being delivered during the year.

Head of Expenditure	Savings Target £'000	Savings Achieved £'000	Variance £'000
Cabinet Office	*867*	*1,444*	*577*
Digital Services	*716*	*716*	*-*
People Services	*261*	*261*	*-*
Education and Lifelong Learning	*1,218*	*1,218*	*-*
Children and Families	*768*	*768*	*-*
Employment, Social Security and Housing	*753*	*979*	*226*
Infrastructure	*1,430*	*1,430*	*-*
Environment	*559*	*559*	*-*
Health and Care Jersey (HCJ)	*9,411*	*13,072*	*3,661*
Justice and Home Affairs	*334*	*334*	*-*
States of Jersey Police	*172*	*172*	*-*
External Relations	*79*	*79*	*-*
Economic Development, Tourism, Sport and Culture	*1,047*	*1,047*	*-*
Financial Services	*783*	*783*	*-*
Treasury and Exchequer	*1,454*	*1,454*	*-*
Non-Ministerial and Other Bodies	*452*	*452*	*-*
Total	**20,304**	**24,768**	**4,464**

*Savings targets and results are adjusted from proposals in Budget 2025-28 to reflect the transfer of Public Health from the Cabinet Office to Health and Care Jersey

The Health and Care Jersey (HCJ) Financial Recovery Programme was the primary driver of additional savings, exceeding its target by £3.7 million. The Cabinet Office and the Department for Employment, Social Security and Housing also exceeded their role savings for the year due to the early implementation of savings as part of plans to deliver the higher role-related savings targets allocated in 2026.

While the overall results on savings exceed the targets set by Budget 2025-28, it is in the context of a need to provide additional funding to departmental heads of expenditure during the year as follows:

- £14 million – additional budget was required for HCJ. This was lower than the £29 million additional funding required in 2024, and this structural additional facility has been awarded in Budget 2026 - 2029.
- £0.1 million – additional funding was required to balance budgets for the Environment Head of Expenditure within the Department for Infrastructure and Environment.

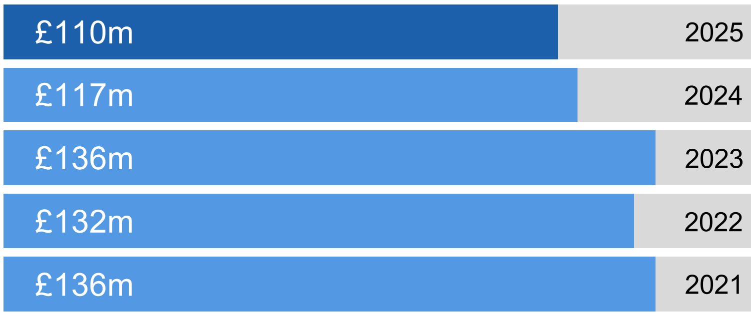
Capital and other Project Expenditure

£110m

▼

(£7m) (-6.0%)

£104m less than approved in Budget 2025



£110 million

£33 million Estates	**£10m** School developments and upgrades **£7m** Oakfield and Fort Regent Decant **£4m** Fire Mitigation in Schools (I&E Major Refurbishment and Upgrades)
£28 million Infrastructure	**£17m** Infrastructure Rolling Vote **£5m** Liquid Waste Key Infrastructure
£15 million Information Technology	**£3m** Digital Care Strategy **£3m** Transform Project (ESSH) **£1.6m** Cyber Programme **£1.6m** IT Infrastructure Improvement Programme
£12 million Replacement Assets and Minor Capital	**£2.5m** Energy from Waste Replacement Assets **£2.5m** Digital Services Replacement Assets
£21 million New Healthcare Facilities	**£21m** on New Healthcare Facilities

This includes both capital spend and revenue expenditure on projects.

Spend in 2024 £'000	Total Spend on projects	Budget £'000	Spend in 2025 £'000	Under Spend £'000
1,939	*Feasibility*	*1,342*	*863*	*479*
42,685	*Estates*	*33,862*	*32,488*	*1,374*
28,296	*Infrastructure*	*27,632*	*27,622*	*10*
13,585	*Information Technology*	*19,629*	*15,063*	*4,566*
10,352	*Replacement Assets*	*12,133*	*12,100*	*33*
-	*Others*	*1,760*	*1,326*	*434*
96,857	**Total – Capital Programme**	**96,358**	**89,460**	**6,898**
20,158	*New Healthcare Facilities*	*118,012*	*20,721*	*97,291*
117,015	**Total**	**214,370**	**110,182**	**104,188**

Capital and other project expenditures were £104 million below the approved budget in 2025 (including approvals carried forwards or allocated in year). This was mostly due to the underspends on the New Healthcare Facilities Programme (NHFP).

The new healthcare facility project had £73 million funding allocated by Budget 2025-2028. In addition underspend figures from previous years (£45 million) were applied, giving a total budget of £118 million. Project spend totalled £20.7 million, due to timings of work packages being adjusted. Post Main Works Delivery Partner tender award, project costs are expected to increase in line with activity.

Key projects finished in the year were as follows: the refurbishment and reopening of the Jersey Opera House, restoring the historic theatre with major structural, safety, accessibility and decarbonisation upgrades; the redevelopment of Oakfield Sports Centre, delivering new multi-sport halls, and dedicated gymnastics and martial arts facilities as part of the Island's wider sports-infrastructure modernisation programme; the redevelopment of the Millennium Park play area, replacing outdated equipment with an inclusive, accessible and multi-sensory design and Charles Street Car Park.

Several major capital projects remained in progress at the end of 2025, including £11 million invested in the Orchard House renovation programme, £11 million on the prison redevelopment, and £5 million on the ongoing works at the Sewage Treatment Works.

A breakdown of the project expenditure is provided within the *Political Accountability Section – Table e. Project Expenditure from the Consolidated Fund Against Approval*.

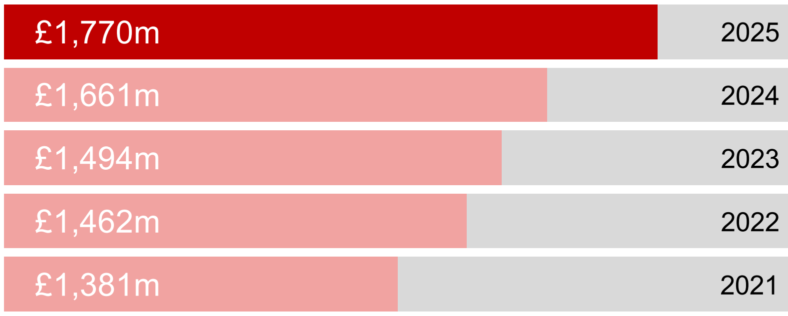
States of Jersey Financial Performance

States of Jersey Income

£1,770m

▲

£109m (6.6%)



Breakdown of States of Jersey Income

Amount	Income	Movement from 2024	% of Total
£1,058m	Taxation Revenue[3]	▲ £35m (3%)	60
£350m	Social Security Contributions	▲ £14m (4%)	20
£158m	Island rates, duties, fees, fines and penalties	▲ £44m (38%)	9
£155m	Earned through operations	▲ £27m (21%)	9
£49m	Investment Income[4]	▼ (£10m) (-17%)	3

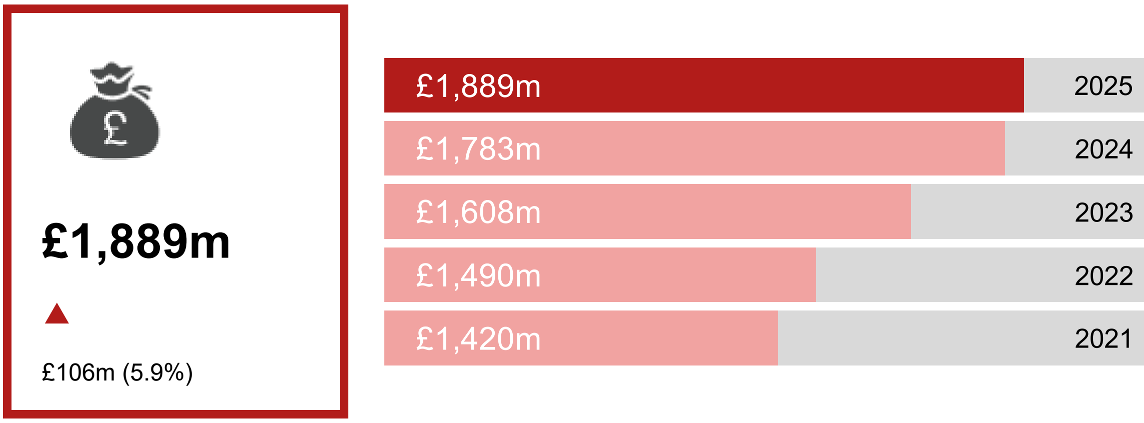
Income increased by £109 million (6.6%) in 2025. £44 million of the increase is due to the increases within General Revenue Income, as seen in the Consolidated Fund Financial Performance. The increase in taxation revenue and stamp duty is discussed further in the General Revenue Income (Taxes and Other Income Received) section of this report.

Social Security contributions rose from £336 million in 2024 to £350 million in 2025. This increase is broadly in line with the increase in average earnings. Tax funded benefits increased by £5.5 million or 6.6% due to the increase in Income Support – Weekly Benefit. This is partly due to the 4% inflationary increase as well as a minor increase in claimants. The Social Security Fund payments are commented on at Social Security Funds - Expense.

Income earned through operations is mostly sales of goods and services by the States, for example car parking charges, lottery ticket sales and school fee income. It also includes Other income such as additions to the Jersey Reclaim Fund from dormant bank accounts, and confiscations paid into the Criminal Offences Confiscation Fund income. These amounts vary from year-to-year and in total this Other Income was £16 million higher in 2025 than 2024.

3 This Taxation Revenue includes Personal Income Tax, Corporate Income Tax and Goods and Services Tax
4 Investment Income does not include unrealised gains through out the year

States of Jersey Expenditure



Breakdown of States of Jersey Expenditure

Expenditure	Movement from 2024	% of Total
£664m Staff Costs	▲ £31m (5%)	35
£596m Social Benefit Payments	▲ £43m (8%)	32
£394m Other Operating Expenditure	▲ £10m (2%)	21
£91m Grants and Subsidies Payments	▲ £2m (2%)	5
£81m Depreciation and Amortisation	▲ £11m (16%)	4
£38m Finance Costs	▲ £7m (22%)	2
£25m Impairments	▲ £1m (5%)	1

Overall expenditure increased by £95 million (5.3%) during the year. This increase was driven primarily by higher staff costs, which rose by 5%, reflecting the pay award for States employees. Further details can be found in Part 2: Remuneration and Staff Report, of this document.

Depreciation and Amortisation increased by £11 million compared to the prior year. This movement primarily reflects the higher level of asset capitalisation undertaken during 2025. Further information is provided in Note 4.10 Property, Plant and Equipment.

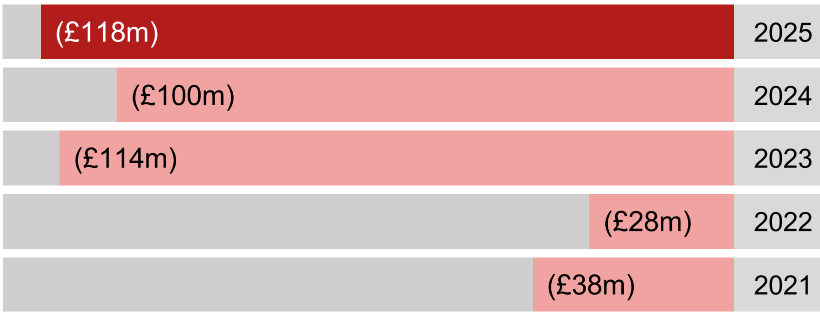
Impairments include £15 million in relation to Tax write-off and provisions which is further explained within the General Revenue Income (Taxes and Other Income Received) section. In additional a provision was made in relation to a loan to Blue Islands and £7 million against other Trade Receivable. This is offset by a £4 million reversal of impairment on previously impaired Buildings, Land, and Drainage.

Finance costs increased by £7 million, reflecting the higher level of borrowing recognised on the balance sheet, including increased overdraft costs.

States of Jersey Surplus / (Deficit) Before Investment Returns

£118m Deficit

£261m Surplus after Investment Gains



The States of Jersey has been recording deficits since the COVID-19 pandemic, initially because of reduced income and additional spend to respond to the pandemic and protect islanders and the economy, and more recently due to expenditure growth including inflationary pressures and pay awards.

The Consolidated Fund deficit is discussed further in the Operating Balance section of this report.

The Social Security Funds recorded an operating deficit in 2025 of £50.4 million, primarily due to a reduction in the level of States’ grant funding received during the year, meaning benefits were met from investment returns on the Social Security Fund.

Trading Operations recorded a minor deficit of £4 million, largely due to a £5.5 million impairment of Charles Street carpark during the year as a result of the valuation of the asset in use.

While the year-end position shows an operating deficit, revaluation gains across the States of Jersey investment portfolios were more than this deficit, resulting in a surplus for the year of £261 million after investment gains (2024: £298 million). The Common Investment Fund delivered steady performance in 2025, returning 9.9% and outperforming its benchmark while continuing to emphasise a disciplined, long-term investment strategy. In 2024 there was a 11.6% return.

States of Jersey Balance Sheet

What is the Balance Sheet?

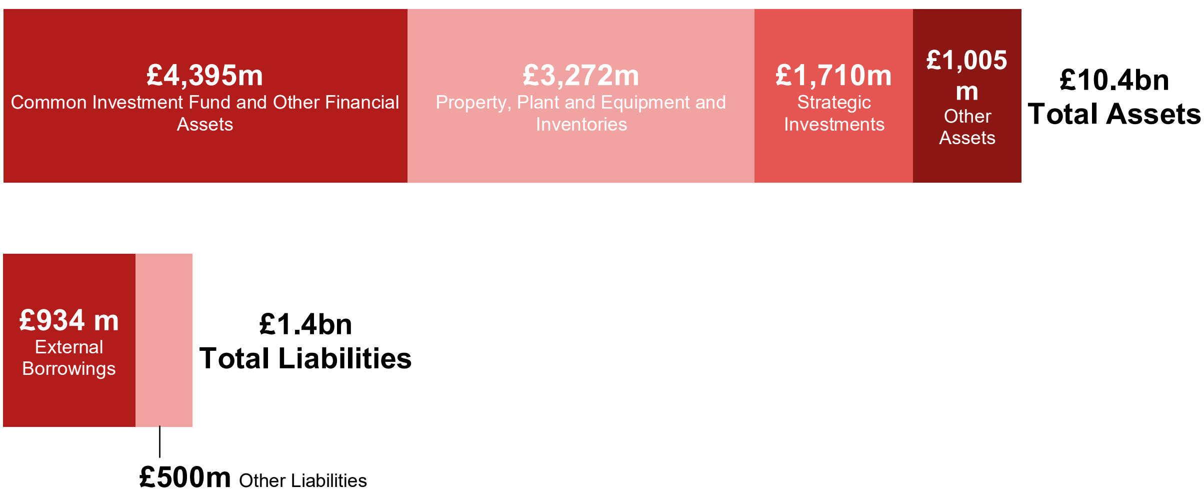
The balance sheet (shown in the Statement of Financial Position) provides a snapshot of the States financial position, setting out what we own, what we owe and what is owed to the States at that point in time. The difference between the two represents the government's "net assets" or "net worth".

The values of assets and liabilities are measured in accordance with Accounting Standards, and generally reflect their market values or replacement values.

The balance sheet is comprised of four main components:

1. Non-current assets: This considers the longer-term assets that we have available to deliver services and outcomes. It includes the buildings that we own, along with other equipment that will be used over many years (e.g. IT, vehicles, roads, sea defences, and other infrastructure), the long-term strategic investments that we have made to deliver a return, and loans that we have issued to other organisations.
2. Working capital or net current assets: These represent the net day-to-day resources available to us. These include the cash that is held in our bank accounts, the amount owed to us from creditors within the next 12 months; as well as the amount we need to repay to individuals and organisations within the next 12 months, including bank overdraft.
3. Non-current liabilities: Our liabilities include loans and bonds that have been taken out to fund capital projects and any other provisions that we need to make because of past actions and activities where there is a strong obligation that these will need to be repaid.
4. Taxpayers' equity: Taxpayers' equity represents the accumulation of previous surpluses and deficits and is equal to the total net assets that we hold.

Breakdown of Assets and Liabilities



At the end of 2025, total assets (what we own) of £10.4 billion is significantly more than total liabilities (what we owe) of £1.4 billion. This means the States has a net asset position of £8.9 billion, an increase of £598 million (7.2%) from 2024. This was driven mostly by investment returns.

The largest group of assets is investments of the Common Investment Fund of £4.2 billion (2024: £3.9 billion), including the investment holdings of the Strategic Reserve and Social Security Funds. Further details can be found below in The Common Investment Fund (CIF).

One of the largest asset categories is property, plant and equipment of £3.2 billion (up £297 million, 10% from 2024), which includes the Island's infrastructure assets, land and buildings. External valuations were carried out in 2025 on land and buildings, social housing and infrastructure assets resulting in upwards revaluations of £206 million.

Breakdown of Property and Other Fixed Asset Values

		Movement from 2024	% of Total
£1,653m	Networked Assets (including Land)	▲ £78m (5%)	51
£846m	Buildings	▲ £250m (42%)	26
£321m	Land	▲ £13m (4%)	10
£187m	Assets under Course of Construction	▼ (£61m) (-25%)	6
£103m	Other Structures	▲ £3m (3%)	3
£90m	Plant and Machinery, Furniture and Fittings	▲ £6m (7%)	3
£16m	Other	▲ £2m (14%)	0

In 2025, £167.6 million was added to Property, Plant and Equipment, mainly due to the £90.1 million purchase of the Union Street property and £20.1 million invested in new healthcare facilities, including progress at the Overdale Acute site and key project milestones such as planning approval and appointing a Preferred Tenderer. Valuation increases totalled £207.4 million, driven by a £131.6 million rise in building values due to higher construction costs and improved asset condition, and a £68.8 million increase in networked assets reflecting similar cost pressures and additional capital investment.

Strategic Investments

The States of Jersey owns a number of strategic and commercial entities that play an important role in delivering services, supporting economic activity, and managing public assets on behalf of Islanders. These entities we refer to as the Strategic Investments and are disclosed above with The States of Jersey Accounting Boundary section.

Valuation of Strategic Investments

The States holds seven strategic investments. Because these entities operate in different sectors and have different financial characteristics, we apply the most appropriate and transparent valuation method for each one:

- **Jersey Electricity plc (JEC)**
  JEC is a listed company. Its value is taken directly from its publicly traded share price at the reporting date. This provides an objective, market-based valuation.
- **Andium, Ports and the States of Jersey Development Company (SOJDC)**
  These entities are not listed, so there is no quoted market price.
  We value them using their Net Asset Value (NAV), adjusted based on the values of comparable listed companies operating in similar sectors compared to their NAV. This approach reflects both the underlying assets and typical market pricing for similar businesses.
- **JT Group, Jersey Water and Jersey Post**
  These trading businesses generate stable operating profits before interest, tax and other charges (EBITDA). We then apply a typical market multiple based on similar companies to this profit figure. This provides an estimate of what these businesses would be worth in the market, using a method commonly applied to operating companies where earnings performance is the main driver of value.

Strategic Investments : £1,710 million

Andium **£964.7 million** 2024: £871 million (11%)	*There was a year-on-year increase in Andium's Net Asset Value (NAV) between 2024 and 2025, driven primarily by the uplift in the assessed value of its social housing portfolio. This underlying growth, combined with the impact of market-related valuation factors, resulted in an overall increase in the reported NAV for the year.*
Ports **£370.9 million** 2024: £347.7 million (7%)	*Ports' Fair Value increased in 2025, primarily driven by strong operating performance and modest favourable valuation movements. In addition, the market factor has increased, reflecting the favourable movement in market conditions.*
JT **£145.0 million** 2024: £144.7 million (0%)	*JT's 2025 performance remained stable, with consistent revenue year on year. A major plan to buy Manx Telecom was announced in 2025, which will complete on receipt of regulatory approval*
SoJDC **£60.1 million** 2024: £62.5 million (-4%)	*SOJDC maintained a stable financial performance over the year, consistent with overall market conditions. No major construction projects or capital investment were initiated during 2025. The minor movement in NAV has resulted in the downward valuation.*
JEC **£88.4 million** 2024: £82.7 million (7%)	*The modest increase in JEC's share price over 2025 reflects its stable, regulated utility business with predictable earnings and a steady dividend. Investor sentiment remained broadly positive as revenues and profits grew slightly, supporting confidence in dividend sustainability.*
Jersey Water **£49.8 million** 2024: £46.0 million (8%)	*Whilst performance remained consistent year on year, there has been an increase in sentiment in the wider market has increased the value. Overall, the business remains resilient and well-positioned, though increasingly exposed to financing risk in light of proposed new water safety regulations and long-term water-resource risks.*
Jersey Post **£31.0 million** 2024: £22.3 million (39%)	*Jersey Post's performance showed an improvement in 2025, which along with an increased market sentiment led to an increase in value. The business continued to face structural declines in letter volumes and only limited parcel growth, while undertaking major simplification and disposal of non-core international operations.*

The Annual Report and Accounts for Strategic Investments will be published on their respective websites once available. The most recent reports will also be accessible via links on the Gov.je website.

External Debt in Strategic Investments

The States of Jersey has external debt which is described in Note 4.16 External Debt.

In addition, the States' Strategic Investments collectively hold a range of external borrowing to finance public services, infrastructure, and long-term investment programmes. These are not included in the States Balance Sheet, but are reflected in the valuation of the individual Strategic Investments.

Entity	Facilities	2025 £'000
Andium Homes Limited	*Revolving credit Facility and Private Placement[5]*	*£257,760*
SOJDC	*Private Placement*	*£38,458*
Ports of Jersey	*Revolving credit Facility and Vessel Loan*	*£62,192*
JEC	*Private Placements*	*£30,000*
Jersey Water	*Bank Loan*	*£26,551*

[5] Excluding borrowing from the States of Jersey disclosed within the 4.11 Financial Instruments under Loans and advances.

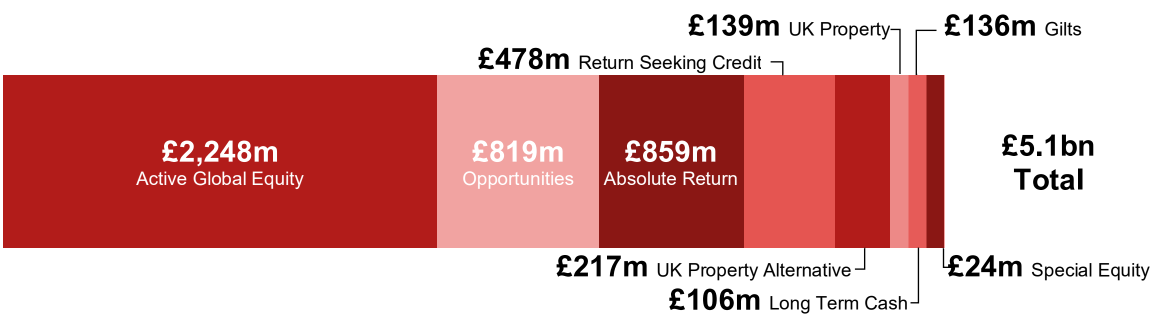
The Common Investment Fund (CIF)

The Government of Jersey operates its investments through the CIF, a pooling arrangement designed to capture economies of scale and enable the effective risk management across the various States Funds invested. Some Funds which participate in the CIF are not consolidated in these accounts – most notably the Jersey Teachers Superannuation Fund, who produce and publish their own accounts.

Each Fund investing through the CIF follows an investment strategy designed to meet its individual objectives, such as to protect capital value, provide liquidity or grow over time. These strategies are detailed within the States of Jerey Investment Strategy document which is presented to the States and published online.

The following chart illustrates the total value of the CIF as of the year end, the value of the component Funds and the value consolidated into these accounts.

The following chart illustrates the total value of the CIF as of the year end.



Market background

Over the past 12 months, global markets have navigated mixed conditions shaped by moderating inflation, shifting monetary policies and volatile US trade policy. Despite persistent geopolitical uncertainty, markets have shown resilience, although the pace of economic growth has varied across regions, with several advanced economies exhibiting early signs of slowing activity.

Inflation has generally eased across most major economies, enabling central banks to begin cautiously transitioning toward more accommodative monetary policy. In the United States, the Federal Reserve resumed interest rate cuts amid softer labour market conditions though U.S. employment data continues to present mixed signals. However, progress was constrained by lingering inflation pressures, with U.S. annual inflation standing at 2.7% in December 2025. Expectations of further rate reductions into 2026 have supported investor sentiment, providing a more stable backdrop for both equity and bond markets. Similar dynamics have unfolded in Europe, where anticipation of easing by the European Central Bank has helped counterbalance regional economic headwinds.

At the same time, global trade sentiment has been heavily influenced by President Trump's renewed focus on tariffs and trade policy, which has become a central theme in international economic discussions. In the UK, the economic outlook remains challenging as the UK government seeks to repair public finances in the face of stubborn inflation and tepid growth.

High capital investment by tech companies continues apace, but the ability to extract commensurate profit from these ventures is yet to be demonstrated, which has acted as a headwind to valuations and has contributed to much month-on-month volatility. The effect of developments in AI on the greater economy continues to be the subject of much research and debate, but we are yet to see a significant impact in productivity or employment data, and accordingly, markets have seen a gradual broadening of equity market performance beyond the narrow leadership of major U.S. technology companies.

Economic growth is moderating modestly across the U.S., UK, and Euro Area, and recession risks over the next 12 months remain elevated. While monetary policy is expected to remain relatively loose into 2026, particularly if shifts in leadership at the U.S. Federal Reserve materialise, this may support risk assets but also increase the risk of asset price imbalances. Currency risks also remain heightened, with limited appeal across major currencies.

Summary of CIF performance

Following the strong gains achieved in 2024, the CIF delivered more stable returns in 2025, producing solid performance in both absolute and relative terms. The Fund generated a net return of 9.9%, outperforming its market benchmark of 8.9%.

Although these accounts necessarily focus on performance over 2025, a core principle of the CIF is that long term investment success is built on maintaining a consistent and disciplined strategy rather than attempting to anticipate short term market movements. This approach recognises that markets often react unpredictably to political events, economic shocks, or shifts in sentiment, but tend to reward patient and well diversified investors over time. As such, performance generated over longer horizons is often more meaningful than the results of any single year.

Over three years, the CIF has produced a net return of 10.7% per annum, again outperforming its benchmark return of 9.9%. Over five years, however, performance moderates to 7.0% per annum, slightly below the benchmark of 7.7%. This period includes the particularly challenging conditions of 2022, marked by the sharp re-emergence of inflation and rapid interest rate increases. During this time, markets experienced widespread declines across almost all major asset classes. In keeping with its long-term objectives, the CIF chose to maintain positions through the downturn, grounded in the conviction that these holdings provided durable long term value. It is encouraging to see this discipline rewarded, with subsequent years delivering a full recovery in value and continued gains, gradually eroding the earlier underperformance.

The CIF manages uncertainty primarily through diversification, allocating across a broad range of asset classes, sectors, geographies, and investment styles. This reduces reliance on any one part of the market. When one area of the portfolio is under pressure—such as equities during a market downturn—other components, including alternatives or absolute return strategies, can help stabilise overall returns. By design, not all parts of the portfolio will perform strongly at the same time, but the whole is constructed to provide resilience and smooth returns across market cycles.

During 2025, all investment Pools contributed positively to overall performance, with each asset class delivering gains, although some areas provided stronger relative returns than others.

The Treasury Advisory Panel, who advise the Minister and Treasurer, monitors the investment managers and considers the construction of the CIF on an ongoing basis, and works closely with its investment advisor, Aon, to implement the changes to the portfolio, as necessary. The Treasury Advisory Panel remain confident that the portfolio remains well positioned to meet our long-term investment objectives for the public of the Island.

Social Security Funds

Net Assets for each Social Security Fund are shown in the table below. The detailed purpose of each fund is summarised in a Purpose of States Funds supporting document to the Public Finances Manual.

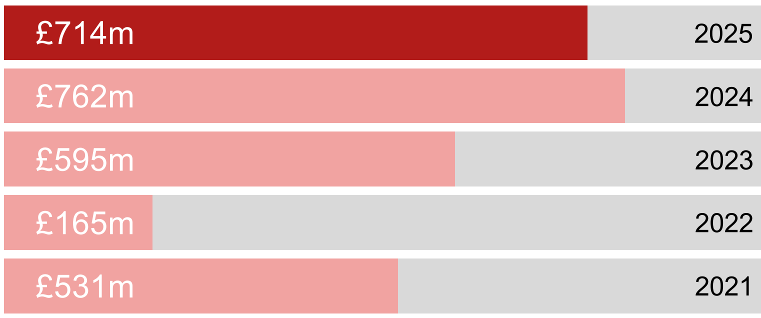
Social Security Funds Net Asset Values	2025	2024
	£'000	£'000
Social Security Funds		
Social Security Fund	*73,268*	*107,922*
Social Security (Reserve) Fund	*2,704,620*	*2,451,820*
Health Insurance Fund	*106,712*	*110,571*
Long-Term Care Fund	*41,492*	*46,680*
Jersey Dental Scheme	*28*	*33*
Social Security Funds	**2,926,120**	**2,717,026**

Social Security Funds – Income including investment revaluations

£714m

▼

(£48m) (-6.4%)



Breakdown of Social Security Funds Income

		Movement from 2024	% of Total
£334m	Social Security Contributions	▲ £14m (4%)	47
£258m	Investment income	▼ (22m) (-8%)	35
£70	States Grants	▼ (£45m) (-39%)	10
£50	Long Term Care Contributions	▲ £2m (5%)	7
£2m	Other	▲ £1m (100%)	0

Social Security contributions are split between the Social Security Fund and the Health Insurance Fund, with employee and employer payments allocated in line with statutory percentages. Employees contribute 0.8% to the Health Insurance Fund and 5.2% to the Social Security Fund, employers contribute 1.2% to the Health Insurance Fund and 5.3% to the Social Security Fund.

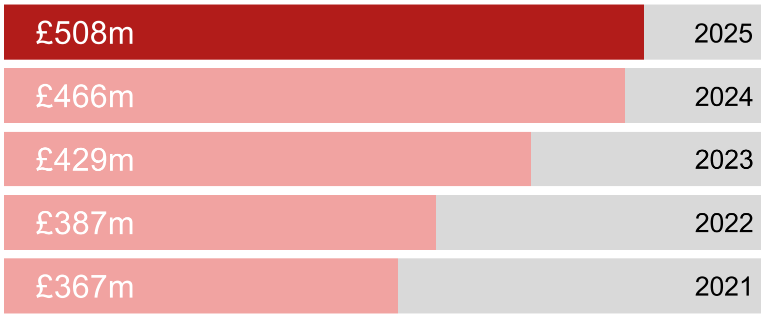
Both Social Security contributions and Long Term Care contributions have increased broadly in line with earnings.

The States Assembly decided to reduce the States Grant to the Social Security Fund in 2025, as described earlier in this review.

Social Security Funds - Expenditure

£508m

▲ £42m (9.0%)



Breakdown of Social Security Funds Expenditure

		Movement from 2024	% of Total
£342m	Social Benefit Payments - Social Security Fund	▲ £27m (5%)	67
£93m	Social Benefit Payments - Long Term Care Fund	▲ £11m (13%)	13
£54m	Social Benefit Payments - Health Insurance Fund	▲ £2m (4%)	8
£19m	Other costs	▲ £2m (13%)	4

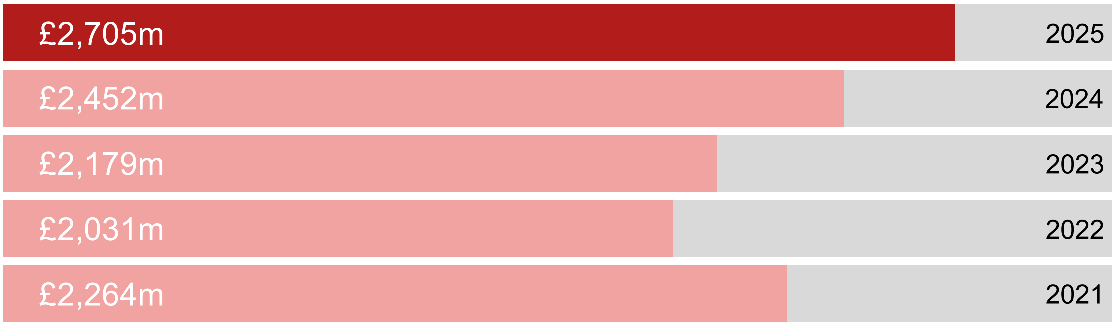
The Social Security Fund pays contributory benefits including parental allowance, parental grant, adoption grant, short-term incapacity allowance, long-term incapacity allowance, invalidity benefit, incapacity pension, home carer’s allowance, survivor’s allowance, survivor’s pension, the old age pension, the death grant and insolvency benefit.

The most significant expenditure of the Social Security Fund continues to be the Old Age Pension, which totalled £271 million, representing a £19 million increase compared with 2024; this rise reflects the 5.4% indexation applied in 2025 together with a modest increase in the number of pension recipients.

The Long-Term Care Fund provides means-tested financial support to Jersey residents who require long-term care either in their own home or in a residential care setting; the increase in expenditure during 2025 reflects the 6.4% indexation adjustment applied that year, alongside growth in the number of recipients qualifying for support and an overall rise in assessed care needs.

The Health Insurance Fund provides financial support to Jersey residents by subsidising general practitioner consultation fees and covering, in most cases, the full cost of prescribed medications; in 2025, expenditure remained broadly stable, with only a modest increase of approximately 2%, driven by growth in the number of individuals who received increased levels of GP-subsidised support.

Social Security (Reserve) Fund



The Social Security (Reserve) delivered a return of 10.5%, generating £250.6 million in investment profits. The return is mostly investment valuation increases. This return exceeded both the market benchmark of 9.8%, reflecting the broader market conditions to which the Pool is exposed, and the Fund's long-term target return of 6.8% (JRPI(Y)+3%), which reflects its investment objectives and risk tolerance.

As agreed in Budget 2025 - 2028, the Government exercised the option to purchase the new Government headquarters as an investment of the Social Security (Reserve) Fund, with an investment made in 2025. In exchange the Fund receives annual rental income paid by the Government into the Fund.

The Fund's longer term performance, typically monitored over a three year period, shows an annualised return of 11.7% per annum, again outperforming both the market benchmark of 11.1% and the long term target return of 6.8% over the same timeframe.

States Funds

Consolidated Fund Balance

The Consolidated Fund is the main fund through which the States collects taxes, other income, and spends money in providing services.

Income received or due is accounted for in the Consolidated Fund, except where specified in Law. Expenditure from the Consolidated Fund is approved by the States Assembly in the Budget. The Council of Ministers must not lodge a Budget which shows a negative balance in the Consolidated Fund at the end of any of the financial years that the plan covers.

At the end of 2025, the unallocated Consolidated Fund balance was £48.6 million, £10.4 million lower than at the start of the year.

The Budget 2026-2029 anticipated most of this decrease, however income was lower than the latest Income Forecast, which contributed to a lower actual balance remaining in the fund at the year end.

States Funds Balances

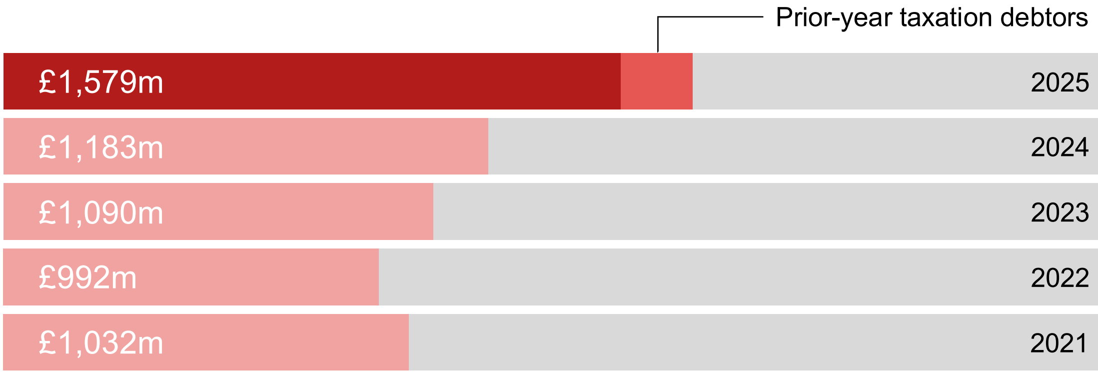
Net Assets for each States Fund (other than the Consolidated Fund) are shown in the table below. The detailed purpose of each fund is summarised in a Purpose of States Funds supporting document to the Public Finances Manual.

States Funds Net Asset Values	2025	2024
	£'000	£'000
Other Funds		
Strategic Reserve Fund	1,579,150	1,182,944
Stabilisation Fund	545	515
Insurance Fund	16,847	7,706
Dwelling Houses Loans Fund	712	1,748
Assisted House Purchase Scheme[6]	51	301
99-Year Leaseholders Fund[6]	157	837
Agricultural Loan Fund	5,616	579
Tourism Development Fund	18	17
Channel Islands Lottery (Jersey) Fund	1,152	406
Jersey Innovation Fund[6]	868	868
Housing Development Fund[7]	(14,096)	(15,198)
Criminal Offences Confiscation Fund	3,363	2,405
Civil Asset Recovery Fund	-	408
Jersey Reclaim Fund	-	-
Currency Fund	13,339	10,998
Climate Emergency Fund	6,839	6,565
Technology Accelerator Fund	11,804	15,642
Ecology Fund	545	529
Hospital Construction Fund[6]	5,798	5,798
Sub-Total – Other Funds	**1,632,708**	**1,223,068**

[6] Agreed to be closed in 2026 in Budget 2026-2029

[7] The Housing Development Fund holds the bond relating to social housing. Due to the profile of drawdown expenses exceeding income in earlier years. Interest rates for onward lending have been set to ensure the fund balance increases to allow repayment of the bond in due course.

Strategic Reserve



The Strategic Reserve generated a return of 9.6% during the year, adding £113 million in investment profits before net drawdowns of £5.5 million to meet NHF costs. This return exceeded both the market benchmark of 8.5%, and the Fund's long-term target return of 5.8% (JRPI(Y)+2%), which is aligned to its strategic objectives and risk tolerance.

Longer term performance, typically assessed over a three-year period, shows an annualised return of 10.1%. This also exceeded both the annualised market benchmark of 9.3% and the long-term target return of 5.8% over the same period.

During the year the £283 million prior-year taxation debt for 2019 was transferred into the fund. Receipts will continue to flow gradually into the Fund as taxpayers settle their outstanding liabilities, at which point they will be invested in accordance with the Fund's strategy.

Other States Funds

Further details of other funds can be found within the Annex to this report.

Sustainability Report

Sustainability Reporting

This Sustainability Report is produced in accordance with Jersey Financial Reporting Manual (JFReM).

The Public Finances (Jersey) Law 2019 requires the Council of Ministers to consider the sustainable wellbeing of the inhabitants of Jersey over successive generations when they prepare the budget (Government Plan).

A range of standards exist to help guide organisations in sustainability reporting. However, best practice is converging on a small number of internationally endorsed standards, including specifically for public service. The Government of Jersey continues to review which standard is most appropriate in a Jersey context and how, and the speed with which we could adopt a standard. The complexity of the landscape, data collection and analysis involved means that this will be a multi-year reporting improvement journey.

The entities included in this sustainability report are those that form part of the States's Financial Statements. Changes applied from 1 January 2025 are further described in Note 4.1d Basis of Consolidation, and the impact of these changes is disclosed in Note 4.5 Prior period adjustment for accounting policy changes.

Decarbonisation

In 2022, the Government of Jersey established a programme of organisational decarbonisation, as laid out in the Carbon Neutral Roadmap (CNR), alongside the wider Island reductions programme.

This saw CNR policy EN1 "Decarbonising Government" set out how Scope 1 and 2 departmental operational emissions will reduce for us as an organisation
The Climate Change Engagement team at Infrastructure and Environment (I&E) are key to the delivery of behaviour change programmes that support Jersey's transition to net zero and support the government's ambition to decarbonise. Over the last few years particularly they have been responsible for the delivery of several policies under the States-agreed Carbon Neutral Roadmap. These policies inform, educate and support Islanders to change their behaviours.

In 2025, the team has worked on a number of initiatives including the 2025 Love to Ride cycling initiative that supports the modal shift away from cars to active travel, in particular cycling. The 'Cycle September' programme had 119 workplaces participating, together logging nearly 9,000 transport trips. Through their efforts Jersey won the UK prize for most journeys taken and therefore most carbon saved. The team delivered its 2025 plan and agreed a further plan for 2026.

Engagement and stakeholder events are a key focus for the team and highlights included over 300 young people attending the 2025 Youth Climate Summits over three different events. Also of note; free online waste management training was launched for all

Government of Jersey employees to complete, and it was also made available for members of the eco active business network to share with their workforces. The team was responsible for delivering Carbon Literacy Training for government employees and for members of the eco active business network.

An additional highlight of note from 2025 is that in the first year of Union Street occupancy the roof – mounted solar array produced 68.6MWH of electricity.

Emissions Reporting

Explanations:

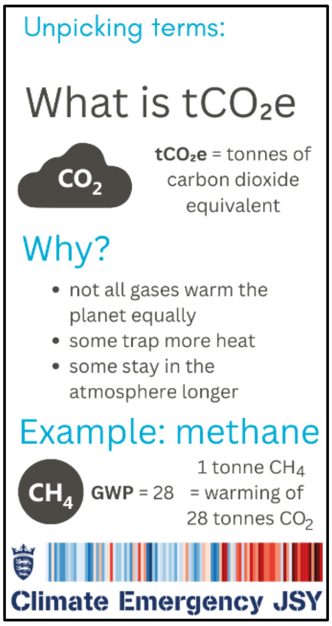
Greenhouse Gas emissions - "Scopes" explained

Scope 1	direct emissions from owned or controlled sources (eg fleet emissions)
Scope 2	indirect emissions from the generation of purchased energy
Scope 3	all indirect emissions (not included in scope 2) that occur in the value chain

Source: Greenhouse Gas Protocol

"ktCO2e" explained

It stands for kilotonnes (kt) of carbon dioxide (CO_2) equivalent (e).
"Carbon dioxide equivalent" is a standard unit for counting greenhouse gas emissions regardless of whether they're from carbon dioxide or another gas, such as methane.



The Government of Jersey's emissions comprise two broad reporting categories:

- '**Core organisational emissions**': property, vehicle, plant and equipment emissions over which government and non-ministerial departments have direct operational control
- '**All organisational emissions**': core organisational emissions plus waste processing. (Note: waste processing emissions are contingent on waste arising from the whole Island, not just from government departments)

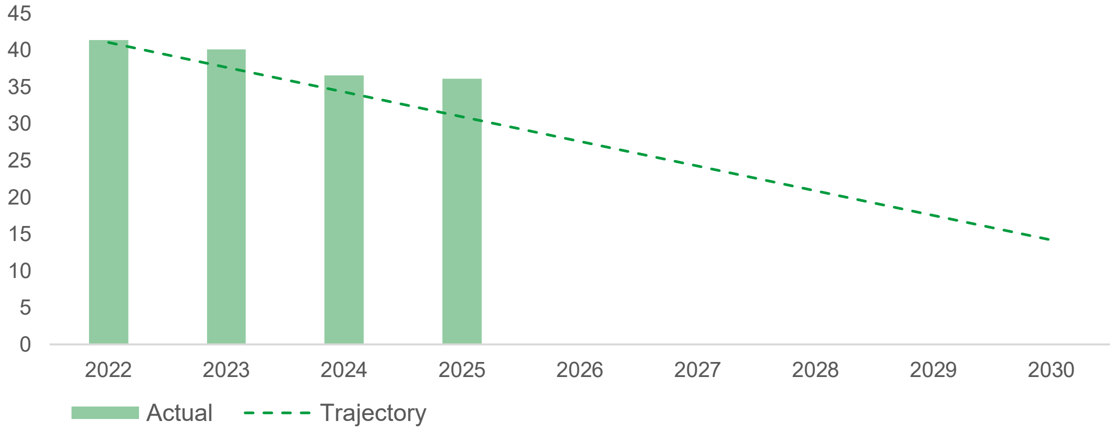
A further detailed breakdown of consumption, emissions and spend can be found in the data tables at the end of this report.

Carbon Neutral Roadmap strategic policy 1 describes a pathway that will reduce emissions by 68% compared to the 1990 baseline by 2030. The trajectory shown in subsequent charts represents a simple straight-line reduction that would achieve that level in 2030.

Core Organisational Emissions

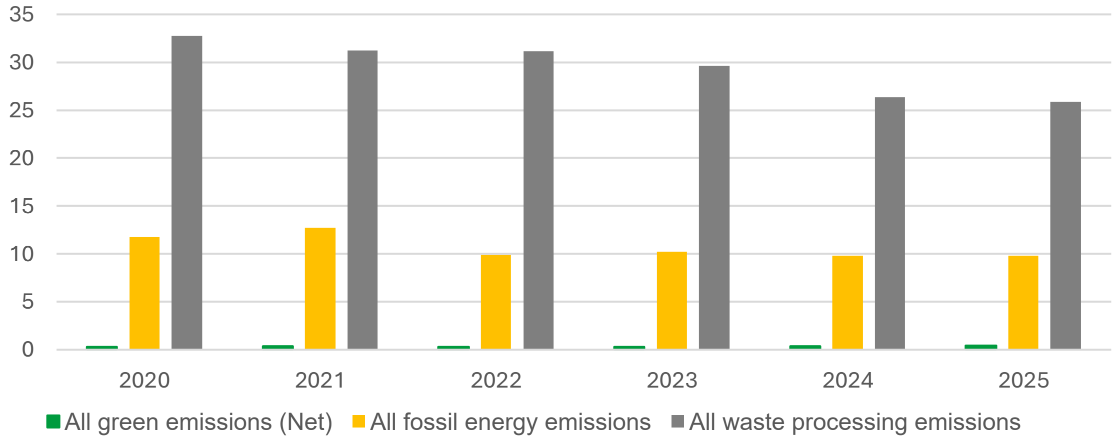
The organisations scope 1 and 2 emissions are calculated from property, fleet and waste. In 2025 the organisation emitted 36,087,5774 kgCO_2e.

All organisational emissions - Actual vs Trajectory to 2030 (ktCO2e)



2025 organisational emissions are on a par with those reported in 2024.

All organisational emissions - by type (ktCO_2e)



Since 2020 it is evident that we have reduced emissions from fossil fuels and a minimal increase in green emissions.

Properties and Buildings

The current age and condition of the property portfolio, combined with funding and available timescales, remain the largest challenge to transition into a low carbon portfolio by 2030.

Carbon emissions from the estate could be reduced through investment to improve energy efficiency, thermal structure and airtightness; and installation of low carbon heat generation across the estate. This will be considered as part of long-term capital planning and would be subject to availability and prioritisation of funding.

A significant proportion of the carbon output comes from only a small number of public buildings. The redevelopment of health facilities under the New Healthcare Facilities Programme is a major opportunity to significantly reduce the overall carbon footprint from some of these major contributors.

In 2025, the estate portfolio experienced notable changes, with two property acquisitions and seven disposals completed during the year. These transactions resulted in a net increase of 4,360 m² in gross internal floor area (GIA), reflecting continued strategic development of the estate.

Impacts on Energy Types

Electricity tariffs increased by 7.5% in January 2025, following a similar 7.5% rise in 2024. This is reflected in the organisation's electricity expenditure, which rose by 7.1%, despite only minimal variation in total kWh consumption over the period.

Gas tariffs also rose by 7.5% in January 2025, on top of a 12% increase implemented in January 2024. Correspondingly, overall gas costs increased by 3.1%, even though consumption fell by 6.8%, demonstrating the direct financial impact of changing tariff structures despite efficiency gains.

Fossil fuel usage showed a significant reduction, particularly in heating oils, influenced by both lower consumption and changes in delivery patterns.

Figure 1 Union Street digital screen from June 2025

Generation from photovoltaic (PV) systems showed a substantial increase of 92%, largely attributable to the new headquarters building, which operated for a full 12-month period for the first time, maximising on-site renewable electricity production. In 2025 182.3 MWh was generated by our PV compared to 94.8 MWh in 2024. This increase was due to the new Union Street offices. Notably 2025 was the 4th sunniest year on record in Jersey with more sunlight hours than 2024 so the PV array was more productive across the board.

76,993 MWh
Energy consumption in property

11,517 $ktCO_2e$
Emitted by property

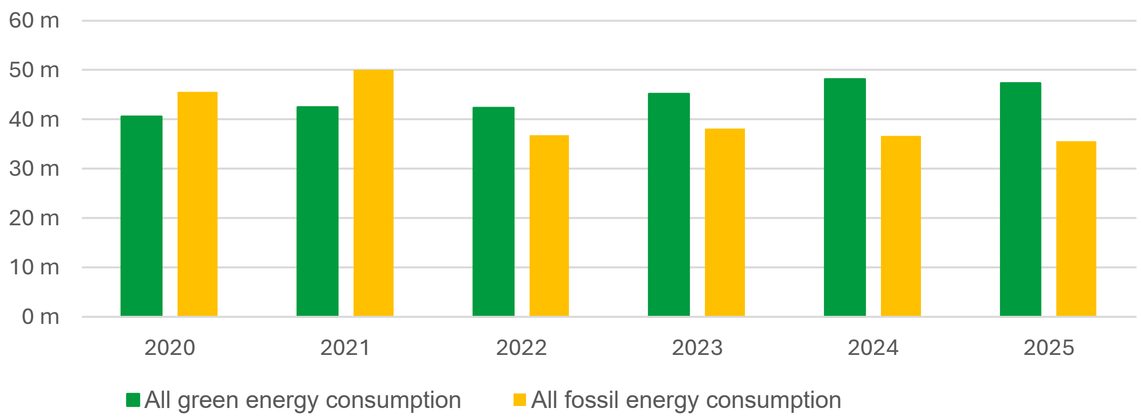
182 MWh
PV electricity generated

Green Energy

In 2025 we continued to see an increased uptake in green energy (electricity and biofuels) supporting the mission to reduce governmental emissions. The 2025 department energy consumption split only includes the electricity input not the kWh output.

The Government fleet use of fossil fuels was petrol only as all diesel vehicles are fuelled by second generation renewable diesel (SGRD). SGRD is a sustainable fuel made from recycled vegetable oils, tallow, or used cooking oil. It is also known as R100 or Hydrotreated Vegetable Oil (HVO).

Departments energy consumption split (kWh)



All Organisational Emissions in 2025

Waste processing

Waste

The Government of Jersey is effectively the waste processing authority for Jersey. We do not landfill our waste, household and commercial rubbish that has not been separated for recycling is delivered to the Energy Recovery Facility at La Collette for processing. In 2025 we received 69,155 tonnes of burnable waste at our energy recovery facility.

The waste-handling processes generated 45.8MWh of electricity that was used on site or exported to the local electricity network for an income.

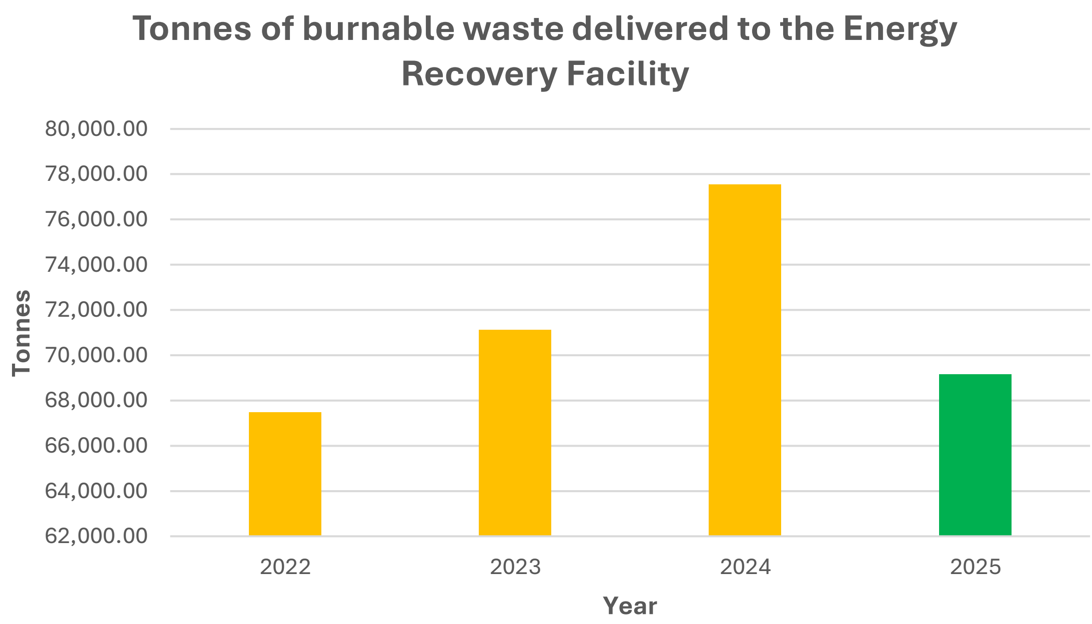
Figure 2 inside the Energy Recovery Facility

- Energy (kWh) and Emissions ERF Electricity Generation
  Increased by 874,883 kWh, representing a 2.1% rise.
- Biomethane Electricity Generation
  Decreased by 189,720 kWh, equivalent to a 5.7% reduction.
- Gas Oil (ERF)
  Reduced significantly, with changes of –223,464 kWh, –748 kgCO_2e, representing decreases of 22.7% in energy and emissions
- Waste Delivered
  Fell by 4,663 tonnes, a 6.2% decrease, with emissions falling by 1,055 kgCO_2e (also –6.2%).
- Clinical Waste
  Increased slightly by 5.4 tonnes, resulting in a 3.7% rise in emissions.
- Dried Sewage
  No change recorded.

The 18,627 kgCO_2e of emissions from the Energy Recovery Facility are part of the organisations scope 1 emissions. However, the waste is generated by Islanders and as such the emissions associated with the energy recovery facility are determined to some extent by the behaviour of Islanders. If we were to receive less burnable waste then our associated emissions would reduce.

2024 saw an increase in the quantity of burnable waste delivered to the Energy Recovery Facility. This rise can be attributed to Storm Ciaran where we saw the initial increase in miscellaneous to bunker deliveries from late 2023 and this trend continued through the first half of 2024. The amount of miscellaneous to bunker deliveries returned to normal levels in 2025. There was also an increase in Sewage Sludge deliveries in 2024 mainly due to PFAS concerns. We continued to see higher levels of sewage sludge being delivered in 2025.

	2022	2023	2024	2025
Parish Deliveries	36,164.86	36,329.99	35,968.97	35,590.13
Miscellaneous to bunker	14,826.61	17,736.97	20,963.90	14,029.07
Bulky Waste	16,488.70	17,051.07	16,119.01	15,377.19
Dried Sewage Sludge	2,406.81	1,837.42	3,658.40	3,417.62
Grit and Rags	789.40	1,035.64	846.32	741.04
Total	**67,480.17**	**71,118.03**	**77,556.60**	**69,155.05**

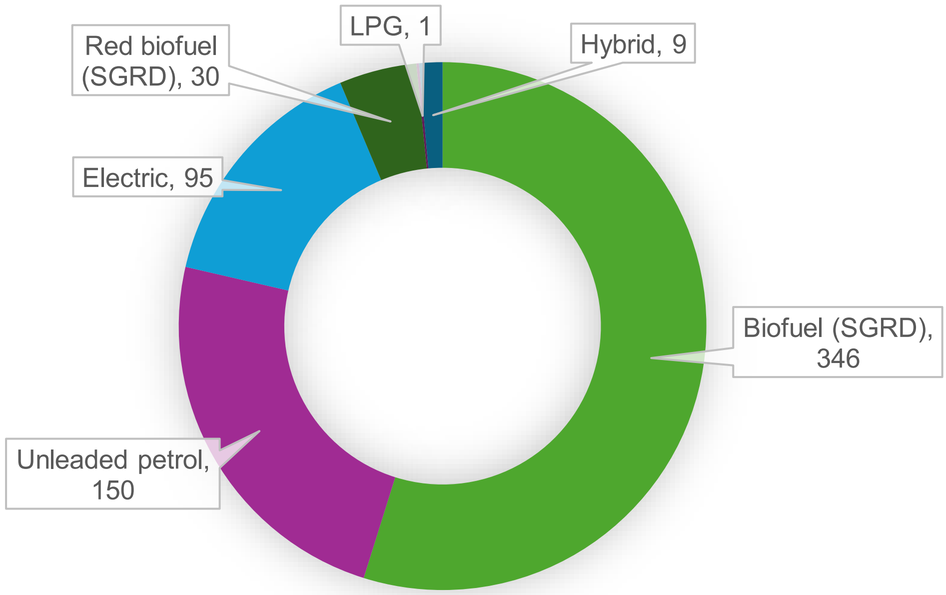


Vehicle equipment and plant

Fleet Utility Reporting

At the end of December 2025 the Government of Jersey Fleet was made up of 641 vehicles / plant. Using a total of 527,102 of liquid fuel in 2025. Liquid fuel refers to Biofuel (SGRD), Red Biofuel (SGRD) or unleaded petrol. The Government of Jersey does not use fossil-fuel diesel in any of the fleet.

	December 2025 (number of vehicles)	Variance to December 2024 (number of vehicles)
Biofuel (SGRD)	346	-1
Unleaded petrol	150	-3
Electric	95	+6
Red biofuel (SGRD)	30	-4
LPG	1	0
Hybrid	9	+6



Fleet fuel cost savings in 2025 were primarily achieved through significant reductions in both SGRD and petrol consumption. The largest contribution came from the SGRD fleet, where a 20.6% decrease in fuel usage generated a £211,429 reduction in expenditure, reflecting the high per-litre cost of this fuel and the financial impact of reduced operational demand.

Petrol consumption also fell markedly, by 45.2% and resulting in a further £44,493 saving. Combined, these reductions delivered total fleet fuel cost savings of £255,922, equating to a 43% reduction in overall litres consumed and a 29% decrease in associated emissions. These outcomes indicate improved vehicle utilisation, operational efficiencies, and a shift away from higher emission fuels, contributing to both financial savings and enhanced environmental performance.

Electrical vehicle charging or fleet grey mileage is currently not monitored or reported on.

Table 1: Litres of fuel delivered

	Red biofuel (SGRD)	Biofuel (SGRD)	Unleaded petrol
JFM Bellozane	5,511	100,094	
Green Site	42,694		
Energy Recovery Facility	23,646		
Jersey Fleet Management La Collette	34,160	132,793	
Fire	-	28,014	
Ambulance	-	90,749	
Unleaded petrol	-		69,442
Total	106,011	351,649	69,442

Increase in passenger bus journeys

Organisational travel is classed as a Scope 3 emission and does not count towards EN1 carbon neutral targets. The Government of Jersey offers a salary advance scheme to employees to purchase an annual bus pass.

Journeys taken by Islanders qualifying for free or discounted bus travel are paid for from Government funds as a component of the current Bus Operator Contract which commenced on 06 April 2025. Although total bus usage is not relevant to the organisations travel, it is of note that that the full year figures for 2025 were 0.75% higher than 2024.

Air travel emissions

Whilst organisational travel is classed as a Scope 3 emission and does not count towards EN1 carbon neutral targets, it is still considered part of wider organisational practice. 2025 remained in line with 2024 air travel emissions. This was a reduction on pre-pandemic levels. These figures include flights for patients and their family members booked by Health and Social Care, which account for 30% of the organisations air travel emissions. These figures do not include school trips.

6.8m km

Travelled in 2025

1.4 $ktCO_2e$

Air travel gross emissions

62% lower

than pre-pandemic
2019 was 3.7 $ktCO_2e$

A revised travel policy introduced to the Public Finance Manual in February 2025 includes the principle that

> *Trips off-Island should be necessary and undertaken by the lowest cost means that is practical, with consideration given to the carbon footprint or environmental impact as part of the selection criteria when appropriate*

Digital

The government continues to be proactive in reducing the carbon emissions associated with digital services through various initiatives, including

- consolidation of hosting environments,
- engaging with departments to cut down their web content,
- avoiding content duplication using PDFs,
- using images only when necessary,
- advocating for the use of HTML and online forms over document storage, and
- providing data via APIs and in digital formats rather than within documents.

Any chat messages in Microsoft Teams that are older than 21 days and are not relevant to legal matters, compliance, or regulatory requirements are automatically deleted. This supports the drive to improve document management and overall Information Lifecycle Management. Storing data requires physical infrastructure, such as servers and disks, which comes with associated costs and carbon footprint.

The Climate Change Engagement Team delivered a 'lunch and learn' on reducing digital carbon footprints in 2025. A brief introduction to the subject is also covered in Carbon Literacy Training.

These measures underscore the government's commitment to enhancing the sustainability of digital services and reducing their environmental impact.

Figure 3 Digital Carbon lunch and learn for GOJ employees

People

Highlight

- We have utilised corporate communications such as newsletters and Union Street screens to share environmental information and encourage best practice. For example displaying the amount of solar energy produced in a month and the number of laptops that could power.

- A workplace travel survey was carried out to understand how colleagues travel to and from the Union Street office. This included understanding barriers to active travel. The outcomes of this have been shared for action. This supports the ambition to reduce single occupancy car trips to and from the building by 15% over 5 years.

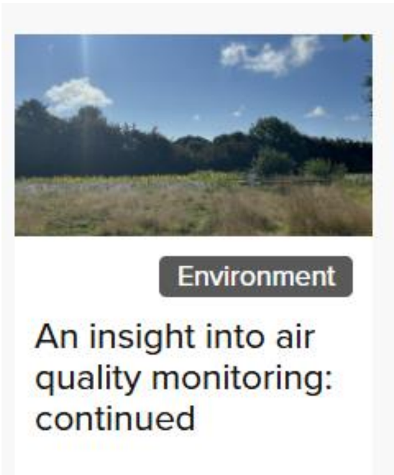


Figure 4 One of the many articles featured on the OurGov internet

Simplify

In 2025 the Government supported workers who moved into the new Union Street offices with travel planning sessions. There were also regular cycle 'breakfasts' for individuals to share their concerns and suggestions for improvement.

- Climate Classrooms curriculum-based lesson resources were launched for schools. These resources were delivered as part of Jersey's COP26 Education Pledge obligations to ensure high quality climate education is delivered in Jersey. The resources were specific to Jersey, containing local data and information.

Figure 5 Three Youth Climate Summits were held in 2025 for secondary school students

Climate change adaptation

Mitigating risks associated with climate change

The GoJ agreed Climate Emergency accepts that we are likely to experience an increase in hot weather extremes and the occurrence of heat wave periods, along with an increase in periods of little rainfall and drought. Rainfall, particularly through the winter period is expected to increase, with an increase in moisture in the atmosphere due to the warming climate, and while occurrence of wind storm events is likely to be similar with an increase in moisture and energy we should expect to experience more extreme events.

Work has been carried out in St Mary to improve road drainage. This included installing additional road gullies, further work is required to widen the pipes so that they are able to manage the volume of water as we are experiencing heavier rain deluges.

Regular monitoring and condition surveys will identify buildings that require improvements to be carried out to mitigate the effects of some of these events.

Shoreline Management Plan projects	**Havre des Pas Coastal Flood Alleviation Scheme**
The Shoreline Management Plan (SMP) sets out Jersey's long-term approach to adapting to climate change along the Island's coastline over the next 100 years. It provides an evidence-led framework for managing coastal flood risk and strengthening resilience for communities, infrastructure, the economy and the natural environment.	The Havre des Pas Coastal Flood Alleviation Scheme is a major climate adaptation project designed to reduce increasing coastal flood risk to Havre des Pas and Greve d'Azette over the long term. Identified as a priority area in the Shoreline Management Plan adopted in 2020, the scheme responds to the growing impacts of sea level rise and more extreme weather, which, without investment, would place over 1,500 properties at risk by 2130.

Shoreline Management Plan projects	Havre des Pas Coastal Flood Alleviation Scheme
The Plan identifies eight priority locations for targeted investment, by 2040, due to their exposure to 1 in 200-year coastal flood events, led by Havre des Pas, St Aubin's Harbour, and St Aubin's Bay (First Tower to West Park). In these areas, adaptation measures can support beyond just flood protection to deliver wider sustainability benefits, including safeguarding critical infrastructure, protecting heritage and environmentally sensitive sites, enhancing public spaces, and supporting resilient coastal communities. Through the SMP, climate adaptation is embedded into long-term planning and investment decisions, ensuring Jersey's coastline remains safe, functional and sustainable for future generations.	The preferred approach is an Advance the Line coastal defence scheme providing protection against a 1 in 200-year coastal flood event, accounting for projected sea level rise to at least 2130, while also delivering wider benefits such as improved public realm, safer walking and cycling routes, and protection of critical infrastructure. Key Dates: • 2026 Concept Design Commences • 2027 Technical Design and Planning Permission Submission • 2028 Construction Design • 2029 to 2034 Construction

Climate Risk

For the Government of Jersey Risk Governance Structure, please see the Corporate Governance section of the Accountability Report

Climate Risk Management

Key consideration is required around the state of Jersey's finances and sustainability. Despite the challenges, colleagues at treasury are taking a short, medium and long term view of financing key infrastructure improvements such as liquid waste capacity which is a Corporate Risk.

Some short-term measures such as separation of sewage and surface water in the drainage system are already underway with schemes in the Vallée de Vaux area. Similarly, aspects such as coastal defence programmes are being treated in "epochs" over a 100 year timeframe. This approach helps to ensure that the burden of large-scale capital works is tackled on a risk prioritised basis in areas of high flooding. Policy consideration is also being afforded to Waste Strategy and planning for the end of life of the ERF.

Long term sustainable thinking also now underpins the Chief Minister's priority "Investing in Jersey" –recognising that increased investment in key infrastructure is prudent and with some key capital investments coming to Outline Business Case stage.

The Government's own climate-related risks are managed in the first instance through departmental risk registers and, where appropriate, escalated to the corporate (or community) risk registers. The separate (but interlinked) area of whole-of-Island risk is handled via the Jersey Emergency Risk Register (JERR), which is owned by the Emergencies Council and administered through the Jersey Resilience Forum (JRF) and the JRF Risk Working Group. Climate-related risks and ensuing mitigation actions are factored into the overall community risk analysis and planning process.

The consequences of climate change which may meet the definition of an "Emergency" (as defined in the emergency powers and planning law) or incidents as a consequence of climate change that would meet the definition of a major incident (as defined by the Joint Emergency Services Interoperability Programme) are recorded in the JERR.

Jersey follows UK Government guidance when assessing risk from this perspective through the lens of the National Security and Risk Assessment 2025 This provides local resilience forums and emergency planners with the high-level risks that would meet these definitions. They are assessed through the Jersey Resilience Forum Risk Working Group.

Climate related risks fall under the heading of Natural and Environmental Hazards related to weather. These hazards are naturally occurring and there are measures that can be taken to mitigate the risks and prevent them becoming natural disasters. As well as causing damage to the environment and the economy, these risks can have disruptive and widespread impacts on human health and essential services.

The natural and environmental hazards listed below (in alphabetic order) are recorded:

- Coastal Flooding
- Drought
- High temperatures and heatwaves
- Low temperatures and snow
- Poor air quality
- Storms (wind)
- Surface water and catchment flooding
- Wildfire

Climate Risk Strategy

Organisational exposure to climate risk stems predominantly from the Property Estates portfolio, including from the hazards listed above.

Through inclusion of climate-related risks in the overarching Risk Strategy and Enterprise Risk Management (ERM) system, the Government seeks to identify these risks over the short, medium, and long term. This enables it to better forward-plan, allocate capital, and build resilience for different climate change scenarios.

Biodiversity, Nature Recovery and Pollution

At an organisational level, through its estate, the Government of Jersey's natural capital covers a wide range of habitats, from Les Blanches Banques Site of Special Interest (SSI), Noirmont SSI, and Les Landes SSI, to gardens and parks, headlands, wooded verge, fields, ponds, and reefs.

These are home to a thriving ecosystem of wildlife, all aspects of which will be supported and enhanced as nature-rich spaces whilst combatting biodiversity loss. The Natural Environment Directorate at I&E are responsible for the monitoring, management, upkeep and care of the Island's open spaces and associated biodiversity. Their reach is broad and covers for example:

Areas of special protection (ASPs)

+25%	Increase in nesting terns in 2025 compared with 2024 within the protected six ASPs at Les Écréhous and Les Minquiers
118	Nesting terns present at the 6 ASPs in 2025

Monitoring and State of Nature Reporting

4	Multilateral Environmental Agreements (legally binding international treaties, conventions, or protocols), including internal Ramsar and future State of Nature Reporting reported on in 2025
45	Which were informed by 45 monitoring programs undertaken by Land Resource Management covering biodiversity, habitats and water and air quality undertaken in 2025

Ecological and Geological Sites of Special Interest (SSIs)

28	Ecological Sites of Special Interest managed by Land Resource Management, alongside the Natural Trust with support from volunteers
65	Total number of Ecological and Geological Sites of Special Interest

Management of the island's countryside and protected sites through conservation grazing

+580%	Increase in the total area managed by Manx Loaghton sheep since 2023
842	Vergée managed by Manx Loaghton sheep in 2025

Grant awards to environmental projects

10 Grant awards totalling £18,319 made in 2025 through the Ecology Fund for environmental projects,

£545K Total value of the Ecology Fund (awards made from the interest only)

Water pollution incidents

1 (1.3%) of 78	relating to Government infrastructure 2024 was 5/77 (6.5%)
3 (3.8%) of 78	relating to Andium, Jersey Development Company or Ports of Jersey

Ongoing Government encouragement for Islanders to help minimise blockages in the sewer system appears to be paying off with only one reported spill this year

Recycling Fishing Gear

A collaborative scheme involving the Infrastructure and Environment department, the Jersey Fishermen’s association, States of Jersey Prison Service and Ports of Jersey has been in place since 2023. This separates recyclable and non-recyclable materials for recycling or returning to the fishing fleet for reuse, or incineration. This year sees reduced quantities due to an initial flush of legacy materials in the previous.

Materials sorted in 2025

216 pots	**202 metres** gill/tangle nets	**25.7 Tonnes** Rope
2024 was 362	2024 was 8,100m	2024 was 54T

Marine Spatial Plan

The Marine Spatial Plan (MSP) is a multi-year strategy for managing our sea and coasts. Agreed by the States Assembly in October 2024, the first 6 months focused on developing a delivery framework and establishing workstreams and responsibilities with 21 government and NGO priority owners and working to working to deliver the 91 MSP priorities.

Since spring 2025, work to deliver key elements such as the Marine Protected Area Network has been run as a priority for Natural Environment and the Marine Resources team at I&E. With over 400 survey points examined, an MPA map has been created to define the areas that should be closed to dredging and trawling in the interest of protecting fragile marine habitats. This is supported by an economic impact assessment also published in late 2025.

Alongside this, significant work has taken place to reduce interaction between fishers and other sea users and to improve signage and interpretation around the coast.

Finite Resource consumption

Water Use

279m Litres
Negligible change since 2024

Water purchased by departments includes all public toilets, educational health facilities, and all other Government activities.

A comparison of consumption with recognised good practice benchmarks is difficult because not all consumption is directly controllable (for example water use will increase if there are more visitors using public facilities).

Paper Use (printing and copying)

39k A4 reams
Up from 38k in 2024

Year	Total Reams
2023	38,129.49
2024	38,309.97
2025	39,253.02

Waste Generation

As an organisation, the Government of Jersey both produces waste itself and is responsible for the processing of Islanders' waste for the community, in partnership with the Parishes.

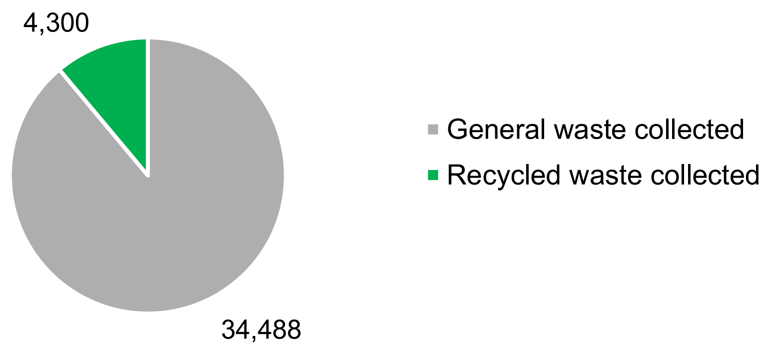
4,300kg

of waste was recycled
from ten government office sites

The 2025 breakdown from 10 Government sites is as follows.

- General waste total collected (34,488kg)
- Recycled waste total (4,300kg)
- Glass is managed by the Parishes

Kilograms of waste collected from ten Government sites



Health separates all waste at source, with dedicated bins for each type - clinical waste, domestic waste and recyclable waste (including for cardboard, plastics, metals, aluminium (cans), glass and batteries).

All schools are encouraged to have recycling schemes.

Social sustainability

Social value through procurement

As part of the procurement process, the Government considers the sustainability of materials and goods it purchases, as well as its buying power to secure commitments to deliver additional benefits to the island through social value from its contract and service providers.

Progress in 2025

Throughout 2025, Commercial Services have continued to build upon the implementation and delivery of social value, which resulted in:

- the incorporation of social value into the Public Finances Manual, establishing a mandatory 10% weighting for social value in the evaluation of procurements over £100k
- an increase of 44% in commitments to deliver additional benefits to the island made by suppliers from 2024 to 2025
- the completion of the first ever Social Value Impact Report
- the launch of a training video for government staff explaining the concept of social value and how to apply its principles when making purchasing decisions
- three Community of Practice events for stakeholders across government to hear updates and share best practice on social value
- a range of social value initiatives committed by suppliers through to 2029

Delivery of social value in 2025

Throughout 2025, government suppliers have supported and contributed to the Island Outcomes through generating additional benefits through winning government contracts.

Key achievements have been:

400
Hours
of business volunteering donated to charitable and educational projects

£56k
Donated
to local charities

19
work experience placements filled

28
initiatives delivered
which promote sustainability, and mitigate negative impacts on the environment, including replacing old fleet vehicles with electric, replacing fossil fuel powered equipment with electric, and recycling all waste material from projects

Across the States of Jersey

Funds and responsible investment

The Government, through the Minister for Treasury and Resources, invests individual Funds through investment strategies designed to meet their specific objectives. The investment returns for some Funds may be used to provide budgets and support initiatives, while others serve as long-term reserves for use in defined circumstances. The Minister, under their responsibility for the investment of States assets, remains committed to acting as a good steward of capital and investing responsibly. To achieve this aim, they have established a Responsible Investment Policy enshrined in the Investment Strategies for States Funds.

The investment approach adopted by the Strategy is one of engagement, ensuring that individual investment decisions, delegated to a range of managers, integrate environmental, social, and corporate governance (ESG) considerations where possible on an asset class by asset class basis. The Minister's intentions are to hold investments accountable for their actions, driving positive changes to their behavior. The area of responsible investment is evolving rapidly, and the Minister has tasked the Treasury Advisory Panel (TAP) with reporting annually on how the policy is being implemented and monitored.

Responsible investment is a rapidly evolving field with varying best practice approaches found across a wide range of peer entities. TAP regularly assess these approaches to support the evolution of the responsible investment and assess the existing States policy.

Over 2025, and in line with the published sustainable investment policy, TAP continued to engage directly with the Fund's investment managers through their annual review process, focusing on manager approaches to embedding environmental, social and governance (ESG) considerations into investment decision-making. Manager scorecards were again used to support the assessment of RI integration and to provide a structured means of comparing manager practices.

TAP continually review their RI framework, however made no changes to the published strategy during the year. TAP continue to explore emerging responsible investment trends and progression of a data led approach, refreshing the CIF's carbon emissions analysis as at 31 December 2025 facilitating targeted engagement with managers holding "ESG laggards", defined as those issuers assessed by MSCI as having the lowest levels of management of material ESG risks.

TAP also considered the potential for greater alignment with the UN Sustainable Development Goals (SDGs), although no formal impact allocation or alignment pathway has yet been adopted. Climate change scenario analysis was undertaken during the year to assess the potential long-term impact of climate-related risks on the CIF. The results produced a wide range of potential outcomes, reflecting the uncertainty inherent in global climate pathways; however, the analysis also demonstrated that the CIF's diversified investment structure provides resilience across these scenarios.

R.185/2024 States Investment Strategies

Commitment to Continuous Improvement

The Responsible Investment Policy will continue to be reviewed periodically by TAP to ensure the CIF's responsible investment approach evolves in line with industry developments and best practice, and to maintain relevance to the CIF's investment objectives.

Jersey Overseas Aid

Jersey Overseas Aid (JOA) is the Island's official, publicly funded aid and development agency. It has been translating the generosity and skills of the people of Jersey into assistance to the world's most vulnerable people since 1968.

Development Work

JOA focuses its development work on three themes

- Dairy for development
- Financial inclusion
- Conservation livelihoods

All of which add value through Jersey expertise as well as funding

Responding to Emergencies

JOA provides emergency humanitarian support across the globe and responses to climate emergencies, including

- the effects of prolonged climate-induced crisis in the Horn of Africa
- ongoing climate shocks and recovery in Bangladesh

0.30% of Jersey GVA* received *Gross Value Added	**£5.7m** emergency humanitarian support delivered	**14+** locations provided with emergency support
£11.7m allocated to international development grants	**£3.2m** allocated to Jersey charities	**£0.25m** allocated to volunteering projects

Also in 2025 JOA

- Introduced 1,538 + young Islanders to the UN Sustainable Development Goals and JOA's conservation livelihoods work through schools' outreach sessions.
- Facilitated workshops and learning events for the Jersey public and international experts in the fields of inclusive sustainable finance and sustainable development.
- Undertook monitoring and assessment visits to partners in Zambia, Rwanda, Nepal, Ethiopia, Sierra Leone and Madagascar
- Jersey volunteers deployed to Kenya, Malawi, and Nepal.
- Offset all travel use by staff and volunteers through Durrell ReWild.

Reports - Jersey Overseas Aid Commission (joa.je)

Summary of Progress

The Government of Jersey continues to strengthen the way it measures, manages and reports on sustainability performance. Although the reporting framework remains complex and is still evolving, the evidence across 2025 demonstrates steady progress in key areas of environmental performance, organisational efficiency, and wider social sustainability. Overall, the trajectory shows gradual improvement, with some areas remaining stable and a small number requiring longer-term investment or whole-Island behavioural change to shift meaningfully.

Operational emissions (scope 1 and 2) remained broadly stable between 2024 and 2025 at 36.1 ktCO_2e, continuing the downward trend since 2022 and remaining aligned with the Carbon Neutral Roadmap approach. Fossil fuel emissions continued to decrease, while green energy use held at historically high levels. The introduction of the Union Street office and its photovoltaic (PV) array significantly increased renewable electricity generation, with PV output almost doubling year-on-year. Behaviour change programmes, including cycling initiatives such as Love to Ride and Carbon Literacy Training, continued to support the wider cultural shift toward lower-carbon working practices across government.

The Government estate remains a critical determinant of progress. While the size of the estate increased in 2025 due to acquisitions, energy consumption was kept stable, with efficiency improvements offsetting new floor area. Electricity and gas price inflation contributed to higher overall energy costs, but consumption remained largely unchanged. Water consumption remained steady and within historical ranges. Paper usage increased slightly, though remains below pre-COVID volumes. These trends reinforce the value of continued digital transformation initiatives and document-management improvements.

2025 saw a reduction in burnable waste received at the Energy Recovery Facility (ERF), returning closer to pre-Storm Ciaran levels. Emissions from waste processing remain the largest component of organisational emissions under the “all organisational emissions” category but are largely driven by Island-wide behaviour rather than Government operations. Electricity generation at the ERF increased by just over 2%, and biomethane generation from liquid waste fell marginally. Overall, waste-related emissions highlight the importance of whole-Island waste-reduction strategies and continued maintenance of infrastructure resilience.

The Government fleet continued its transition away from fossil fuels, with all diesel-using vehicles continuing to run on second generation renewable diesel (SGRD) and further increases in electric and hybrid vehicles. Fuel consumption decreased substantially, reducing emissions by nearly a third. Further work needs to be carried out to understand emissions from the organisations ‘grey fleet’.

Air travel emissions remained consistent with 2024 and considerably below pre-pandemic levels. New travel policy guidance introduced in 2025 will support more consistent decision-making and reinforce the carbon-aware approach.

Digital services remain a growing area of emissions management. Consolidation of hosting environments, reductions in stored data, rationalisation of online content, and education on digital carbon footprints all contributed to reductions in avoidable digital energy use. These initiatives also support improved information governance and operational efficiency. At the same time, the global rise in artificial intelligence and increasing volumes of stored and processed data are driving rapidly escalating energy demand and water consumption in data centres worldwide. This trend highlights the importance of responsible digital design, data minimisation, and careful adoption of AI to ensure the Government of Jersey does not unintentionally contribute to these expanding global impacts. Strengthening our approach will help us ensure that digital transformation supports, rather than undermines, our wider sustainability goals.

Engagement programmes and a cultural shift continue to be a vital component of our sustainability journey which are now being delivered by the Climate Change Engagement team in Infrastructure and Environment. Highlights include the successful Youth Climate Summits, the launch of Jersey-specific Climate Classroom resources, workplace travel surveys, and an internal campaign running throughout May as part of a broader CSP awareness programme. There has been frequent engagement through digital screens and internal communications. These activities contribute to culture change and embed sustainability within daily organisational practice.

Climate risk management progressed through both strategic and operational interventions. Long-term coastal adaptation planning continued via the Shoreline Management Plan, including early-stage development of the Havre des Pas flood alleviation scheme. Local infrastructure projects such as improved drainage in St Mary demonstrated tangible adaptation actions. Climate-related risks are increasingly embedded across corporate and community-level risk processes, informed by updated national guidance and the Jersey Emergency Risk Register.

2025 saw meaningful progress in biodiversity protection and monitoring, including increased nesting tern numbers within Areas of Special Protection, expanded conservation grazing, extensive habitat monitoring, and delivery of Marine Spatial Plan priorities such as defining Marine Protected Areas. Partnership working across land and marine environments remains a key strength.

Social value is now firmly embedded into government procurement processes, with a mandatory 10% weighting for tenders over £100k. This led to a 44% increase in supplier commitments, the creation of work experience placements, volunteering hours, charitable donations, and multiple environmentally beneficial initiatives. These outcomes demonstrate the growing impact of social value mechanisms in delivering benefits beyond the core contract outputs.

The Treasury Advisory Panel continued its active stewardship of the Common Investment Fund, engaging investment managers on ESG performance and undertaking scenario analysis to assess climate-related risks. The approach remains one of responsible engagement rather than divestment, with continued alignment to Jersey's published sustainable investment policy.

Progress across 2025 reflects a maturing and increasingly structured approach to sustainability management. Improvements in emissions reporting, resource consumption, fleet transition, biodiversity stewardship, and social value integration demonstrate that the organisation is moving in the right direction. Areas such as estate decarbonisation, waste-related emissions, and climate-resilient infrastructure require sustained long-term investment and whole-Island collaboration, consistent with the Government's strategic objectives.

Data and Sources

All data presented in this report uses information and knowledge presented at the time of collation and is provided by contributors as being accurate. All relevant information may be updated as new pertinent information and data become available.

Consumption and emissions are realised where departments are the occupant or user of an asset, and therefore the billpayer. For example, emissions from third parties tenanted in estate property, where they are the billpayer, are not included in these figures.

In this context, green energy comprises electricity and biofuels.

Table 1 – 2025 Property and Buildings figures

GROSS FIGURES	Litres	kWh	Emissions kgCO2e	Cost
Electric		39,411,626	2,185,964	£7,698,422
Kerosene (28)	279,840	2,876,755	710,838	£168,800
Gas Oil (35)	2,735,881	29,082,415	7,538,471	£1,639,561
HVO Heating	40,644	403,595	1,446	£57,050
Gas		5,036,404	1,080,289	£807,143
PV		182,320		
Total		**76,993,115**	**11,517,008**	**£10,370,976**

Table 2 – Difference between 2024 and 2025 for Property and Buildings

GROSS FIGURES		Change from 2025 to 2024			% Changes from 2024 and 2025		
PROPERTY and BUILDINGS	Element	kWh	Emission	Cost	kWh	Emission	Cost
Electric	Mains	17,522	972	£511,977	0.0%	0.0%	7.1%
Kerosene (28)	Heating Oil	- 129,086	- 31,897	-£42,443	-4.3%	-4.3%	-20.1%
Gas Oil (35)	Heating Oil	526,164	136,387	-£240,950	1.8%	1.8%	-12.8%
HVO Heating	Heating Oil	- 102,061	- 366	-£11,977	-20.2%	-20.2%	-17.4%
Gas	Heating	- 367,575	- 78,843	£24,536	-6.8%	-6.8%	3.1%
PV - Electric	Generated	87,480			92.2%		
Total		**32,444**	**26,253**	**£241,143**	**0.0%**	**0.2%**	**2.4%**

	Energy use	Unit	2021	2022	2023 **	2024	2025	% mix within 2025	'25 v 24 change + or (-)
Consumpti on	All green energy	kWh m	42.5	42.4	45.2	48.1	47.3	57%	2%
	All fossil energy	kWh m	50.0	36.8	38.1	36.7	35.6	43%	(3%)
		Total	92.5	79.3	83.4	84.8		100%	2%
Emissions	All green energy (net)	$ktCO_2e$	0.3	0.3	0.3	0.4	0.4	1%	0%
	All fossil energy	$ktCO_2e$	12.7	9.9	10.2	9.8	9.6	27%	(2%)
		Core total	13.1	10.2	10.5	10.2		28% of all	(3%)
	All waste processing	$ktCO_2e$	31.2	31.2	29.6	26.4	31.2	72%	(+18%)
		All total	44.3	41.3	40.2	36.6		100%	(9%)

Note: Totals and/or percentages above may not appear to reconcile exactly due to individual figures shown being rounded

Due to current operational limitations, electricity consumption by electric vehicles charging is currently combined under property consumption values, as it is not metered separately.

Whilst organisational consumption and emissions data continues to improve several areas below are yet to be included:

- Solar panel-derived energy consumption
- Fuel bought from public pumping stations using employee purchase cards (as opposed to fuelling at government pumping stations)
- Consumption by employees' personal vehicles, where used for work purposes
- Liquefied petroleum gas (LPG) canisters for specialist equipment, 50:1 2-Stroke and 25:1 2-Stroke mix.

Considering this, it should be noted that baseline, consumption, emissions and spend numbers may be updated retrospectively as new information becomes available. However, it is not expected that these will present material changes.

In addition, emissions factors (by which consumption is multiplied) are updated annually by external bodies. The government will update calculations accordingly as these are released.

Air Travel		2021	2022	2023	2024	2025	3 yr avg
Distance (km million)	Corporate Procurement	1.4	6.5	4.2	4.9	4.8	4.6
	Health	2.3	1.2	3.0	1.9	2.0	2.3
	Total	3.7	7.7	7.2	6.8	6.8	6.9
Emissions ($ktCO_2e$)	Corporate Procurement	0.3	1.5	1.0	1.1	1.1	1.1
	Health	0.6	0.3	0.7	0.3	0.5	0.5
	Total	0.9	1.8	1.7	1.4	1.6	1.6

Water pollution	2021	2022	2023	2024	2025	3 yr avg
Total water pollution incidents	96	68	81	77	78	78.6
Using Government infrastructure	10	8	4	5	1	3.3
Gov infrastructure % of all incidents	10%	12%	5%	6%	1.3%	4.1%
Total Andium, JDC and PoJ incidents	2	1	2	1	3	2.0
Total SoJ incidents	12	9	6	6	4	5.3
States SoJ % of all incidents	13%	13%	7%	8%	5.1%	6.7%

Finite Resources

Water consumption (all metered)	2021	2022	2023	2024	2025	3 yr avg
Metered water consumption (million litres)	288	284	295	279	279	284
Metered water costs (£m)	0.8	0.9	1.0	1.0	1.0	1.0

Paper usage*	2021	2022	2023	2024	2025	2 yr avg
Printing and copying volume (A4 reams)	n/a	n/a	44k	43k	39k	42k
Paper cost (£k)	n/a	n/a	186	188	174	182

*Restated from previous reports based on new information available

2025 Waste figures

WASTE	Litres	kWh	Emissions kgCO2e	Cost
ERF generated electricity		42,679,775		
Biomethane generated electricity (liquid waste)		3,135,850		
Gas Oil ERF	71,448	759,492	2,542.1	£57,050
Burnable Waste Delivered (Tonnes)		70,928	16,046.5	
Clinical Waste (Tonnes)		150	38.7	
Total		46,646,195	18,627	£57,050

Difference between 2024 and 2025 Waste

WASTE	kWh	Emissions	Cost	kWh	Emissions	Cost
ERF	874,883			2.1%		
Biomethane	- 189,720			-5.7%		
Gas Oil ERF	- 223,464	- 748	- £18,055	- 22.7%	-22.7%	- 24.0%
Burnable Waste Delivered (Tonnes)	- 4,663	- 1,055		-6.2%	-6.2%	
Clinical Waste (Tonnes)	5.4	1.4		3.7%	3.7%	

Data Sources

This report, which has not been audited, uses consumption, units (kWh, litres), and spend, as sourced from suppliers, along with waste tonnage sourced from the Department of Infrastructure and Environment. These unit amounts have been converted into emissions values using standard conversion factors, in line with Jersey's Building Bye Laws.

As an Island, Jersey uses a bespoke carbon conversion factor for its grid electricity, covering the blend of French electricity and electricity derived from the Energy Recovery Facility. However, the Government reports emissions arising from the Energy Recovery Facility under its waste processing emissions. This means a net grid electricity emissions factor has been used in emissions calculations to avoid double counting for this energy source.

Information for corporate air travel is provided by the Government's corporate travel management provider. Healthcare-specific travel data is provided directly by Health and Care Jersey (formerly Health and Community Services). Emission factors for official air miles are based on UK Government emission reporting factors. Healthcare-specific emissions are derived from ICAO Carbon Emissions Calculator (ICEC) (major routes) and atmosfair (where not available through ICAO).

Other sources, which have not been audited, are as follows

Data Type	Source
Water usage	Based on information in invoices from Jersey Water. Scope 3 emissions not currently reported
Paper usage	Based on information provided by the supplier of printing services. Scope 3 emissions not currently reported.

Data Type	Source
Waste	Unlike the UK, where local authorities typically collect residential waste only, and businesses are required to deal with their own disposal, the majority of on-Island waste is collected by the Parish. Consequently, data on waste arising from individual Government sites as waste producers is limited at this point in time.

The Government of Jersey would like to thank all of the contributors that have provided information to support the production of this Sustainability Report.

States of Jersey entities

Data and information for Jersey Overseas Aid has been provided directly by them and in line with their own reporting standards.

Independent Data Verification

The data used in the preparation of this report has been provided by relevant officers and external providers and has not been verified independently.

Accountability Report

Corporate Governance Report

Purpose:	Includes:	Structure:
• Demonstrate how the States of Jersey has implemented principles of good corporate governance. • Outline how it has reviewed its system of internal controls during 2025.	• The composition and organisation of the States of Jersey. • Descriptions of significant governance issues and key risks.	• Directors' Report. • Governance Statement. • Human Rights, Anti-Bribery and Anti-Corruption. • Risk Management. • Update on Governance Issues.

This report primarily focuses on the Core Entities, as defined in Section 4.24—Entities within the Accounting Boundary. Funds are included within the responsibilities of appointed Accountable Officers, and the Public Finances Manual includes a section and supporting document on Funds.

The relationship of the Government of Jersey with the Wholly owned companies is defined in the Public Finances (Jersey) Law 2019 (see Article 53) and Memoranda of Understanding, published to the States Assembly by the Minister for Treasury and Resources in R.143/2025.

The Directors' Report

Details of individuals who served as Ministers, the Principal Accountable Officer and Accountable Officers are set out in the Governance Statement.

Disclosures in respect of remuneration are included in the Remuneration and Staff Report.

Directorships and Significant Interests

Registers of Interests:	
Ministers and States Members	**Principal Accountable Officer and Accountable Officers**
• Held by the Greffier of the States - available on the Members page on the States Assembly website.	• Held within GoJ, for senior officers. Not publicly available.

The Registers of Interests are used to identify parties related to Members of the States of Jersey and Officers for the purpose of preparing disclosure of related party transactions in the States of Jersey Annual Report and Accounts. Any individual transactions which may be affected by those interests are reported in Details of Related Party Transactions, listed in the Financial Statements at Note 4.22 – Related Party Transactions.

Governance Statement

Scope of Responsibilities

A high-level diagram of the legislative and executive governance arrangements of the States of Jersey can be found below. Further information on many of the bodies described can be found on gov.je or statesassembly.je

Independent Judiciary

Non-Ministerial Department

LEGISLATURE

States Assembly

- Make new laws and regulations.
- Approve the amount of public money to be spent by the States every year.
- Approve the estimates of the amount of tax to be raised.
- Hold ministers to account.
- Approve the Common Strategic Policy and Government Plans.

Committees

- A number of committees support the Assembly on specific issues, for example, the Privileges and Procedures Committee.

Scrutiny and Review

- Examine, investigate and report on Government policy, new laws and changes to existing laws, the work and expenditure of government and issues of public importance.

EXECUTIVE

Council of Ministers

- Provide Leadership to Government.
- Develop and set strategic priorities.
- Support Jersey's community to thrive and succeed.

Executive Leadership Team (ELT)

- The CEO / Chief Officers collectively form ELT and provide strategic advice to CoM on all policy matters.
- Provide a forum for the discussion of significant corporate, cross-cutting or departmental policies.
- Provides focus on efficiency and effectiveness, in particular, managing operational risk, resource planning, programme delivery, budgets and performance.

Risk Management and Audit

- Accountable officers put in place adequate risk management arrangements.
- Risk and Audit Committee provides advice and support to the PAO/ Treasurer/Minister for Treasury and Resources.
- Organisation-wide ERM system.
- Departmental Risk Group acts as a bridge between departments and CoM/ELT.
- Internal audit assurance

Public Accounts Committee

Comptroller and Auditor General (C&AG)

Ministers and Executive Officers

Details of Ministers and the Accountable Officers responsible for ensuring effective governance arrangements during the period are as follows:

The Council of Ministers

The Council of Ministers is the executive government of Jersey. The Council of Ministers:

- Coordinates and prioritises the policies and public administration for which Ministers are individually responsible, including setting executive and legislative priorities.
- Considers significant and crosscutting matters to agree a shared policy position.
- Meets 2 – 3 times a month and comprises the 12 Ministers and Assistant Ministers. The Chief Executive, Greffier of the States, and Attorney General are all invited to attend.

The current Council of Ministers' Common Strategic Policy was approved by the Assembly in May 2024. The Annual Report and Accounts for 2025 are signed by the Minister for Treasury and Resources, Deputy Elaine Millar.

The Council of Ministers in 2025

Deputy
Lyndon Farnham
Chief Minister

Deputy
Deputy Tom Binet
Deputy Chief Minister, Minister for Health and Social Services

Deputy
Mary Le Hegarat
Minister for Justice and Home Affairs

Constable
Richard Vibert
Minister for Children and Families

Deputy
Sam Mézec
Minister for Housing

Deputy
Lyndsay Feltham
Minister for Social Security

Constable
Andy Jehan
Minister for Infrastructure

Deputy
Steve Luce
Minister for the Environment

Deputy
Carolyn Labey
Minister for International Development

Deputy
Kirsten Morel
Minister for Sustainable Economic Development

Deputy
Elaine Millar
Minister for Treasury and Resources

Deputy
Ian Gorst
Minister for External Relations

Deputy
Robert Ward
Minister for Education and Lifelong Learning

The attendance record for Ministers at Council meetings for 2025 is as follows. Where a Minister was unable to attend and nominated an Assistant Minister to attend on their behalf this is treated as attendance by the Minister him or herself.

Minister (or Assistant Minister)	CoM meetings 2025
Deputy Lyndon Farnham	31/31
Deputy Tom Binet	30/31
Deputy Mary Le Hegarat	30/31
Constable Richard Vibert	30/31
Deputy Sam Mézec	27/31
Deputy Lyndsay Feltham	30/31
Constable Andy Jehan	27/31
Deputy Steve Luce	30/31
Deputy Carolyn Labey	19/31*
Deputy Kirsten Morel	30/31
Deputy Elaine Millar	27/31
Deputy Ian Gorst	29/31
Deputy Robert Ward	30/31

The Minister for International Development does not have an Assistant Minister, so her attendance appears comparatively lower.

Accountable Officers

The Public Finances (Jersey) Law 2019 makes the Chief Executive the Principal Accountable Officer (PAO), answerable to the States and accountable to the Council of Ministers. The PAO may appoint Accountable Officers (excluding those in Non-Ministerial Departments) to exercise functions as determined but maintains overall responsibility for ensuring the propriety and regularity of the finances of States bodies (excluding Non-Ministerial Departments) and funds and ensuring that the resources of States bodies and States funds are used economically, efficiently and effectively.

All Accountable Officers are accountable for:

- Proper financial management of the resources under their control in accordance with the Law, any subordinate legislation and the Public Finances Manual, including ensuring that public money is safeguarded and properly accounted for, used only for those purposes approved by the States and used economically, efficiently and effectively.

Accountable Officers are responsible:

- For Ministerial Departments, exercising the functions determined by the PAO, and that apply to that accountable officer (if any) as specified in any relevant enactment of the States. (Accountable Officers for Non-Ministerial States bodies are not appointed by the PAO – under the Public Finances Law, the chief officer is also its Accountable Officer. With the agreement of that chief officer the Minister for Treasury and Resources can appoint another officer as Accountable Officer).

- In discharging financial responsibilities, all Accountable Officers must ensure that robust governance arrangements are in place, which include a sound system of internal control and arrangements for the management of risk.

The following table identifies the Accountable Officers serving during 2025.

Chief Executive Officer	Position	Accountable Officer
Principal Accountable Officer	Chief Executive	Andrew McLaughlin

Ministerial Departments	Position	Accountable Officer
Cabinet Office	Chief Officer	Paul Wylie
Treasury and Exchequer Digital Service People Services	Treasurer of the States, Chief Officer and Assistant Chief Executive	Richard Bell
Ministry of External Relations	Chief Officer	Kate Nutt
Department for the Economy	Chief Officer	Richard Corrigan
Justice and Home Affairs	Chief Officer	Kate Briden
Health and Care Jersey	Interim Chief Officer and Assistant Chief Executive	Tom Walker
Children, Young People, Education and Skills	Interim Chief Officer	Keith Posner
Infrastructure and Environment	Chief Officer	Andrew Scate
Employment, Social Security and Housing	Chief Officer	Sophie Le Sueur

Non-Ministerial Departments	Position	Accountable Officer
States Assembly (States Greffe)	Greffier of the States	Lisa Hart
Law Officers' Department	Practice Director	Alec Le Sueur
Viscount's Department	Viscount	Mark Harris
Judicial Greffe	Judicial Greffier	Rebecca Morley-Kirk
Office of the Lieutenant Governor	Chief of Staff and Private Secretary	Justin Oldridge
Probation and After Care Service	Chief Probation Officer	Mike Cutland

Non-Ministerial Departments	Position	Accountable Officer
Office of the Comptroller and Auditor General	Comptroller and Auditor General	Lynn Pamment

Other	Position	Accountable Officer
Jersey Overseas Aid	Executive Director	Edward Lewis
Official Analyst	Official Analyst	John Farina
States of Jersey Police	Chief of Police	Robin Smith
Bailiff's Chambers	Chief Officer	Steven Cartwright

Trading Operations	Position	Accountable Officer
Jersey Car Parking	Chief Officer	Andrew Scate
Jersey Fleet Management	Chief Officer	Andrew Scate

States Body / Fund	Position	Accountable Officer
Strategic Reserve Fund Stabilisation Fund Insurance Fund Assisted House Purchase Scheme 99 Year Leaseholders Scheme Housing Development Fund Criminal Offences Confiscation Fund Civil Assets Recovery Fund Social Security (Reserve) Fund Tourism Development Fund	Treasurer of the States and Assistant Chief Executive	Richard Bell
Agricultural Loans Fund Jersey Innovation Fund Jersey Reclaim Fund Technology Accelerator Fund Channel Islands Lottery (Jersey) Fund	Chief Officer – Department for the Economy	Richard Corrigan
Climate Emergency Fund	Chief Officer – Cabinet Office	Paul Wylie
Social Security Fund Health Insurance Fund Long Term Care Fund Jersey Dental Scheme	Chief Officer – Employment, Social Security and Housing	Sophie Le Sueur

Collectively, the majority of Government Accountable Officers sit on the Executive Leadership Team (ELT). Representatives from the Non-Ministerial Departments attend meetings but are not formal members. The attendance record for ELT meetings in 2025 is as follows. Where an ELT member sent an approved delegate this is treated as attendance by the member him or herself.

Department	ELT Board Members	ELT meetings in 2025
CEO	CEO - Andrew McLaughlin / Acting CEO or delegate Chair	10/10
Department for the Economy	Richard Corrigan	10/10
Treasury and Exchequer	Richard Bell	9/10
Infrastructure and Environment	Andy Scate	10/10
Health and Care Jersey	Tom Walker	10/10
Cabinet Office – People, Policy and Digital	Paul Wylie	10/10
Cabinet Office – Comms	Martyn White	9/10
Justice and Home Affairs	Kate Briden	10/10
External Relations	Kate Nutt	9/10
Employment, Social Security and Housing	Sophie Le Sueur	10/10
Children, Young People, Education and Skills	Keith Posner	10/10

How Ministers and Accountable Officers work together

- Ministers are responsible for policy decisions; departments deliver those decisions.
- Each department's Accountable Officer has obligations under the Public Finances Law to ensure spending is proper, regular and good value for money.
- Regular meetings are held between Ministers and Accountable Officers with proposals to the Minister where formal decisions are needed.
- Rarely, an Accountable Officer may consider that a Minister's proposed course action might infringe upon the Accountable Officer's legal obligations.
    - In such cases, the Minister can direct the Accountable Officer, provided that the proposed action is legal (known as a "Letter of instruction").
    - In practice, this is likely to be where there is insufficient time for the Accountable Officer to carry out all due diligence activity that would normally take place to provide assurance, particularly in relation to value for money. Letters of instruction are published at Letters of instruction for public finances
    - Two such letters were issued in 2025, both relating to the funding of the Battle of Flowers.

The Governance Framework and Public Finances Manual

The Governance Framework comprises the systems, processes, cultures, values and procedures through which the States of Jersey is directed and controlled and the activities through which it accounts to and engages with the Islanders.

The Governance Framework:

- describes the basis for SoJ to operate in a lawful, open, inclusive and honest manner
- records the Laws, policies, codes of practice and other arrangements that, taken together, make up Jersey's corporate governance arrangements, including:
    - Employment of States of Jersey Employees (Jersey) Law 2005;
    - States of Jersey Law 2005;
    - Public Finances (Jersey) Law 2019;
    - Comptroller and Auditor General (Jersey) Law 2014
- makes sure that public money is safeguarded, properly accounted for and used economically and effectively
- ensures effective arrangements for managing risk are in place
- secures continuous improvements in the way that it operates

The purpose of the Public Finances Manual is to provide guidance on how to apply the Public Finances (Jersey) Law 2019. This therefore helps ensure the proper stewardship and administration of the Law and of the public finances of Jersey. Accountable Officers are required to comply with the Public Finances Manual and other key controls, including departmental risk management measures, and resource management policies.

Other sources of assurance that contribute to the Governance Framework

The States and Government receive valuable feedback from several sources on the adequacy of governance arrangements. These sources include:

- Departmental Governance Statements;
- Departmental Service Performance Measures;
- Departmental risk management arrangements (see section on Risk Management);
- Internal Audit and Risk and Audit Committee;
- The Comptroller and Auditor General (C&AG) and External Audit; and
- The Public Accounts Committee (PAC) and Scrutiny Panels.

Departmental Annual Governance Statements

Internal governance arrangements are based on the Governance Framework and Accountable Officers are asked to complete an Annual Governance Statement. As part of this process, Accountable Officers provide assurance to the Principal Accounting Officer of how their department complies with the Governance Framework and that they have complied with their responsibilities as set out in Accountable Officer appointment letters and the Public Finances (Jersey) Law 2019.

The process is also designed to prompt Accountable Officers to consider whether governance arrangements within their departments are adequate, providing an opportunity to adjust arrangement to ensure that they are proportionate to their evolving operating environments. The process incorporates:

- Assurance that where issues are identified, actions that are being taken to address known areas of weakness are described.
- Internal Audit review of these statements for consistency and compliance.
- Gathering information to inform the "Update on Governance Issues" section below.

Departmental Service Performance Measures

Service Performance Measures are metrics developed to report on a department's short-term performance. They provide a broad overview of the delivery of key services by government departments. Each department is responsible for publishing their end of year Service Performance Measures data. Each Accountable Officer has signed off on the accuracy and data quality of their respective departmental Service Performance Measures included in this Annual Report.

Internal Audit and Risk and Audit Committee

The Treasurer of the States, under the Public Finances (Jersey) Law 2019, is responsible for establishing a system of internal audit and for designating a person as Chief Internal Auditor, supporting them in their proper stewardship and administration of the public finances of Jersey. All reports are issued to the independent Risk and Audit Committee (R&AC) in addition the C&AG and external audit. The Chief Internal Auditor reports quarterly to the R&AC, the Treasurer, and the Chief Executive (or their delegate) in respect to work undertaken.

The Chief Internal Auditor is required to:

- deliver a service that is compliant with professional Internal Audit Standards specified in the Public Finances Manual;
- provide an annual opinion of the adequacy of the internal control environment of the States of Jersey (including Ministerial and Non-Ministerial Departments) to the Principal Accountable Officer, Treasurer, and the Risk and Audit Committee. This requirement is specified in the Public Finances Manual. The most recently available annual opinion is cross-referenced against the departmental governance statements and is used to inform the inclusion of governance issues declared; and
- act as a designated person under the Whistleblowing Policy.

The States and Government receive additional assurance from the work of the Risk and Audit Committee. The Risk and Audit Committee acts in an advisory role to support the Government in delivering its responsibilities for risk management, internal control, governance and audit. The Risk and Audit Committee summarise their work in an annual report which is presented to and considered by the Executive Leadership Team and a copy shared with the Minister for Treasury and Resources.

The membership of the Committee throughout 2025 comprised:

Name	Position	Appointment date
Elaine Walsh	Chair (Risk and Audit)/Independent Member	01/05/2023 to date
Nigel Hair	Deputy Chair (Risk and Audit), Independent Member	01/05/2023 to date
David Chalk	Independent Member	01/05/2023 to date
Samantha Ruellan	Independent Member	01/07/2024 to 31/12/2025
Michael Thomas	Independent Member	01/10/2024 to date

In addition, an Audit Committee for Non-Ministerial Departments (the Law Officers' Department, the Judicial Greffe, the States Greffe, the Viscount's Department, the Probation and After-Care Service, the Bailiff's Chambers and the Office of the Lieutenant-Governor) operated throughout 2025.

The Jersey Audit Office and External Audit

The Jersey Audit Office (JAO) is led by the C&AG and is required to provide the States with independent assurance that the public finances of Jersey are being regulated, controlled, supervised and accounted for in accordance with the Comptroller and Auditor General (Jersey) Law 2014. During 2025 the JAO issued six reports, one Thinkpiece, two Good Practice Guides and two Self-Assessment Tools. The JAO also issues its own Annual Report of Findings, which includes details of its work.

The C&AG appoints the external auditors of the States of Jersey. The report of the auditor, Forvis Mazars LLP, is included within the accounts.

Public Accounts Committee and Scrutiny Panels

The PAC and Scrutiny Panels are Committees and Panels of the States of Jersey, made up of Assembly Members who are not Government Ministers or Assistant Ministers, and in the case of PAC, includes lay members. Their reports are used by the States Assembly to hold the Government and public service administration accountable. Their reports are accessible to all Islanders and media.

Generally, reviews undertaken by:

- PAC look at how services have been delivered, and how plans have been implemented. This includes whether public funds have been used efficiently, effectively and economically and considers expenditure of public funds, internal financial control, value for money and corporate governance.
- Scrutiny panels look ahead to consider the implications of ministerial policy development, new legislation and matters of public interest. Scrutiny suggests changes to ensure policy planning is fit for purpose and justified.

The Government of Jersey responds to all Scrutiny, C&AG and PAC reports. The organisation takes a risk-based approach to responding to reports of the C&AG and PAC (those most relevant to the governance framework). Colleagues are asked to consider the risk of not implementing a given recommendation and balance this risk against the financial resource and people resource to implement the recommendation, as well as how the work fits with existing work programmes and political priorities.

This assessment drives officers to consider whether any action should be taken at that point in time. If no action is taken, colleagues are asked to consider whether the associated risks can be tolerated or are significant enough to be recorded on departmental risk registers.

Where the Government agrees to activity in response to reports of the Public Accounts Committee or the C&AG, implementation of actions is monitored. Progress is reported quarterly to ELT and the PAC. In 2025 we have been developing a replacement monitoring system, which will give us greater confidence in the data we use to monitor implementation of recommendations and enable improved oversight of actions agreed in response to reviews:

- In January 2025 there were 70 outstanding actions
- 52 new actions were added to the improvement database arising from reports issued in 2025.
- At the end of 2025, 86 outstanding actions remained open. The key themes of these actions were:
    - Financial governance and reporting
    - Clearer governance structures and better programme/project governance
    - Procurement compliance and contract management
    - Strategic workforce planning and development to build organisational capability
    - Business continuity, emergency preparedness and associated legislative reform

Human Rights, Anti-Bribery and Anti-Corruption Statement

Human Rights

Jersey has had the European Convention on Human Rights extended to it since 23 October 1953, which has been incorporated into Jersey law through the Human Rights (Jersey) Law 2000.

Anti-Bribery and Anti-Corruption

The Government of Jersey has had the following anti-bribery and anti-corruption treaties extended to it:

- UN Convention against Corruption (since 9 November 2009)
- Council of Europe Criminal Law Convention on Corruption (since 1 October 2013)
- UN Convention against Transnational Organised Crime (since 17 December 2014) OECD Convention on Combatting the Bribery of Foreign Public Officials in International Business Transactions (since 16 November 2009).
- The States of Jersey has also enacted the Corruption (Jersey) Law 2006.

The States Assembly approves and publishes anti-corruption arrangements for States Members, in particular in relation to declarations of interests.

In 2022 the Government of Jersey adopted an Anti-Fraud and Corruption Policy and Strategy. Throughout 2025 work continued on implementing the Strategy. A programme of training and awareness-raising was carried out, as well as detailed work on the identification and assessment of risks. The results of this activity are reported to the Risk and Audit Committee and are taken into account in arriving at that Committee's annual opinion.

Procurement tendering rules are designed to help achieve compliance with the UN Convention against Corruption.

Risk Management

Enterprise Risk Management

Our Approach

The Government of Jersey manages risk through an organisation-wide Enterprise Risk Management (ERM) framework and a culture that encourages early reporting rather than blame. Each risk has a clearly defined owner who is responsible for monitoring the risk and ensuring that appropriate actions are taken.

Our approach is set out in the Government of Jersey Risk Management Strategy, which defines roles, responsibilities, and governance. The Strategy is reviewed regularly, with a revised version due in 2026.

Developments in 2025

During 2025 the Government strengthened its risk management capability:

- **Quarterly reviews** of the Corporate Risk Register (CRR) were completed by the Executive Leadership Team.
- **ERM system enhancements**, including the Lightning Forms upgrade and 35 system improvements, supported better data and reporting.
- **Training** was delivered across the organisation, including sessions on Risk Appetite, Risk in the Boardroom, and Resilience and Emergency Planning.
- **Positive external assurance**, including strong feedback from insurers during the 2025 insurance tender process.
- **Risk culture assessments** took place in Q4 2025 and are due to complete in Q1 2026.

Work is underway to modernise civil contingencies legislation to replace the current Emergency Powers Law 1990.

Risk Management – Developments in 2025

Global Context and Relevance to Jersey
The World Economic Forum's *2026 Global Risks Report* highlights growing economic, geopolitical, technological and environmental pressures. The risks most relevant to Jersey include:

- **Global economic volatility** affecting the island's largely financial services-dependent economy.
- **Supply chain disruption**, particularly for essential goods and energy.
- **Climate impacts** such as extreme weather affecting infrastructure and resilience planning.
- **Cybersecurity and technology risks**, including fast-developing AI capabilities.
- **Misinformation and polarisation**, which can affect public trust and community cohesion.

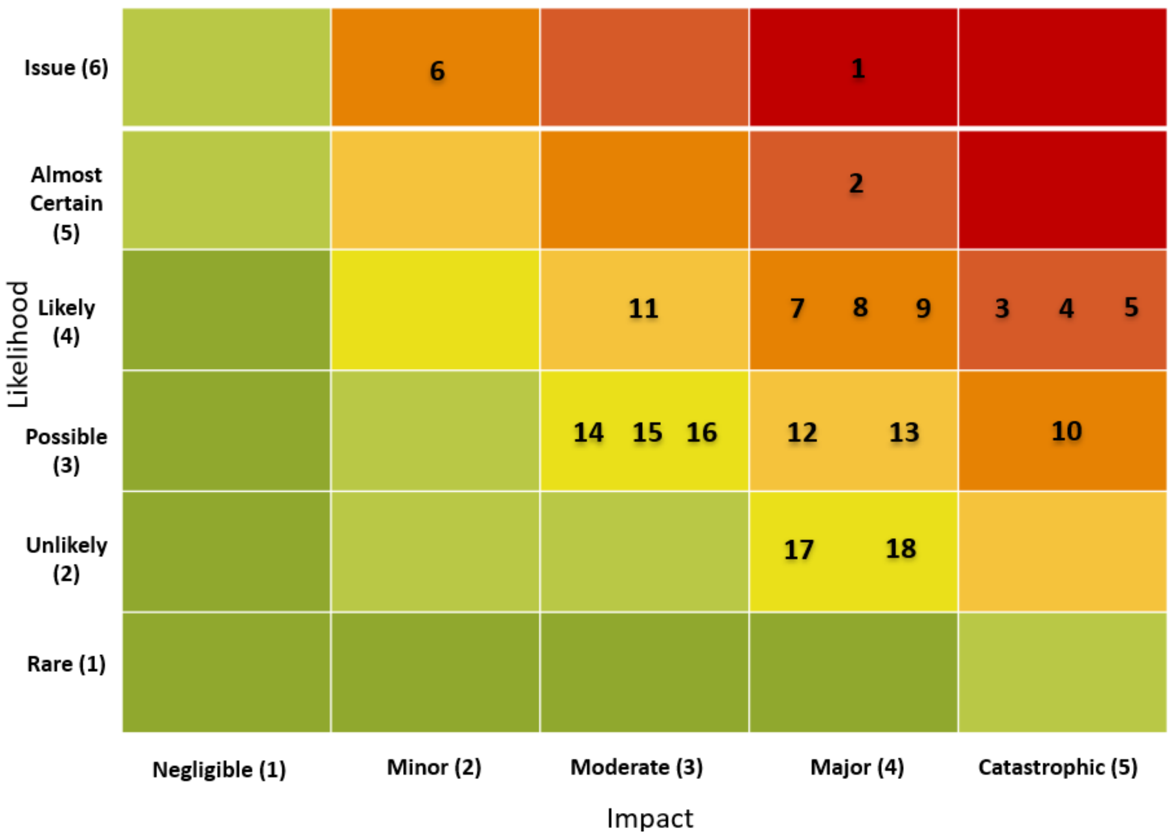
These external risks inform the Corporate Risk Register, Departmental risk registers, and the Jersey Emergency Risk Register.

Conclusion

Recent events—including extreme weather, global inflation, supply chain disruption and the lasting impact of COVID-19—demonstrate the importance of a robust and adaptive approach to risk. The Government continues to strengthen its framework, improve culture and capability, and enhance resilience to both local and global challenges.

The Corporate Risk Register

The Corporate Risk Register lists the main risks that could seriously affect how the Government of Jersey works now and in the future. These include major financial, service delivery, legal, regulatory, reputational, environmental, economic and people-related risks. The Corporate Risk Register is updated regularly and changes over time as risks are reduced, closed, increase in severity, or new risks emerge. The heatmap shows how these risks and issues were rated at the end of 2025, as well as the trend in the risk assessment severity of these risks over the year.



Risk Key and Trend

1.	Insufficient capacity to care for children	ISSUE
2.	Failure of frontline IT Services	↔
3.	Cyber Defence	↔
4.	Management of Health and Safety	↔
5.	States of Jersey Fire and Rescue Service capacity/capability	NEW
6.	Potential impacts of areas of non-compliance with Data Protection Law	↓
7.	Threats to long-term financial sustainability	↓
8.	Lack of Capacity for Liquid waste management	↔
9.	Impact of slow economic growth on GoJ revenues and living standards	NEW
10.	Health and Safety management of GoJ property portfolio	↔
11.	Supply chain disruption	↓
12.	Failure to meet Corporate Parenting duties	↔
13.	Potential for staff wellbeing impacts *e.g. culture, changes to service delivery (personal impact) and cost of living*	↔
14.	Uninsured Losses *e.g. clinical governance risks*	↓
15.	Fraud/Corruption/Consequences	↔
16.	Inflationary pressures	↓
17.	Clinical Governance assurance	↓
18.	Failure to progress New Hospital Facilities	↓

Principal Risks

This section summarises the top 5 risks and issues (an issue means a risk has already happened) facing the Government during 2025, based on the Corporate Risk Register, as illustrated on the heatmap above.

The table shows how the risks link to our strategic objectives, the level of risk, the actions we are taking, our risk appetite, and how each risk has changed over the year. Risk appetite describes how much risk the organisation is willing to take in delivering its objectives. A low appetite means we aim to avoid risks with higher likelihood or impact. The Government's overall risk appetite is set out in the Risk Management Strategy.

Understanding and applying risk appetite is recognised as one of the more challenging areas of risk management. During 2024 and 2025 we focused on developing a clearer and more consistent understanding of our risk appetite and tolerance across departments, helping oversight groups make better risk-based decisions and prioritise resources effectively.

A revised risk appetite statement is planned for publication following the 2026 Election, as part of wider updates to the Strategy. This statement will be reviewed annually to reflect the fast-changing global risk environment and its potential impact on Jersey.

Top 5 Risks and Issues 2025-2026

Risk/Issue	Description	Areas of focus	Risk Appetite	Movement description
ISSUE: Insufficient capacity to care for children Island Outcome: Children Risk score: Extreme	There is a risk that Children's Services have insufficient capacity to meet our statutory requirement to care for children who need to be cared for by the State.	• Adequate provision of foster carers. • Management of children's residential capacity to meet needs. • Develop a Needs Analysis to inform residential estate modelling	LOW	This increased to an issue in early 2025 due to several factors. However, prioritisation and investment means this is likely to reduce in severity in 2026, as it is anticipated this will improve as the critical actions in the improvement plan are progressed, including workforce review and the creation of new homes.
RISK: Cyber Defence Island Outcome: Safety and Security Risk score: Extreme	There is a risk that systems could be successfully breached, leading to a loss of government data and failure of public services. There could be reputational and/or regulatory impacts, as well as financial impacts to recover from a breach, for example.	• Cyber security awareness • Security Operations Centre (SOC) • Perimeter Security Infrastructure • Security Incident and event Monitoring • Cyber Programme 2.0	LOW	Stable. Government continues to review and improve its security through technology transformation.
RISK: Management of Health and Safety, including property portfolio Island Outcome: Safety and Security Risk Score: Extreme	The risk that Departments do not meet the agreed Minimum Standards for health and safety across all their services.	• Health and Safety Governance Framework, including policy and oversight • Fire and safety monitoring systems • Fire safety training for Employees • Planned Preventative Maintenance Schedule, buildings alterations and portfolio audits/surveys • Development of Long-Term Capital Plan to minimise risk	LOW	These improvements reflect our commitment to maintaining a safe and compliant working environment. However, the scale and complexity of the property estate present ongoing challenges. The extensive maintenance requirements have resulted in an increasing backlog of scheduled repairs, which are being prioritised based on assessed risk. While this approach ensures that the most critical issues are addressed first, the overall backlog represents a recognised corporate risk.

Risk/Issue	Description	Areas of focus	Risk Appetite	Movement description
		of short-term reprioritisation of funding in the event of fiscal pressures		
RISK: States of Jersey Fire and Rescue Service capacity and capability Island Outcome: Safety and security Risk Score: Extreme **NEW**	There is a risk, due to changing professional standards and emerging challenges, of non-compliance with Fire Standards that presents risks to fire fighters and the public, which increases safety, legal, and reputational risks.	• Review and implementation of Operational Guidance • Expanded response capacity • Embedding learning from major incident reviews in the UK, locally and elsewhere	Low	The inherently complex and changing landscape of operational delivery, impacted by factors such as climate change, the built environment and evolving technology, means that the risk score is unlikely to reduce in the near term. However, opportunities and improvements are already being delivered and will continue to do so. A medium to long-term change in risk assessment is likely.
RISK: Failure of frontline IT Services Island Outcome: Safety and security Risk Score: Extreme	There is a risk of frontline and back-office IT services failing. This could result in significant disruption to operations and project delivery, with costs to remediate and reputational damage.	• Improvements to infrastructure, networks and applications, including minimum requirements. • Improve processes (specifically change, incident, problem management). • Align resources, to meet ELT priority projects	LOW	This risk is receiving prioritised funding as part of the Budget (Government Plan).

Corporate Risks closed in 2025

Loss of Economic Prosperity	Closed and replaced by Economic growth, revenue & living standards impact after review by Economy Department and Executive Leadership Team.
Telecoms Security and Resilience	Closed after review by Department for the Economy and Executive Leadership Team.
Major Incident resourcing-impact on recovery & BAU	Closed after review by Justice and Home Affairs and the Executive Leadership Team.
Recruitment and Retention	Closed after review by Executive Leadership Team.

Update on Governance Issues

Based on their awareness of the major issues facing the organisation, the Chief Executive Officer and the Treasurer of the States have determined the issues detailed below as being the most significant governance issues to be included in this Governance Statement. These issues have been drawn from departmental governance assurance statements, management reviews and the work of the C&AG, internal and external audit.

The following tables show governance issues identified either in 2025 or prior years, and detail the actions undertaken in 2025 to address those issues.

Governance issue escalated during 2025
Financial sustainability of public service expenditure – The States of Jersey have approved annual Budgets that have consistently increased expenditure by more than inflation since 2018. The Fiscal Policy Panel (FPP) have advised that this level of growth in public service expenditure is not sustainable, reserves need rebuilding, actuarial assessments of pension liabilities should inform drawdowns from the Social Security (Reserve) Fund, and Pillar Two income should be used prudently. Whilst a key driver for higher expenditure is additional customer-facing roles in service delivery departments such as Health and Care Jersey and Children, Young People, Education and Skills, officers have identified that changes to grade mix and an expansion of external functions and grants have also impacted levels of expenditure.
Actions undertaken in 2025
Actions have been taken to achieve a stronger grip on expenditure and curb the growth in the public sector, including controls engaging consultants, recruitment freezes, and developing the leadership cadre within the organisation. In addition, analyses of the drivers for observed growth have been developed, which have been published and will inform policy options for the next government to reduce costs by looking at departmental models and a revised landscape of arm's length bodies. Treasury and Exchequer is embedding a more disciplined approach to expenditure and overspends and will continue to recommend to Ministers a fiscal strategy of balanced budgets and strengthening reserves. Notwithstanding, for the 2026 Budget, the States Assembly temporarily reduced the annual allocation to the Social Security (Reserve) Fund.

Governance issue identified in prior year ARA and still relevant
Health and care funding – Health and care expenditure in Jersey continues to be influenced by a range of factors, many of which mirror pressures seen across comparable jurisdictions, including the UK. Rising demand driven by an ageing population, higher prevalence of chronic conditions, and increasing levels of frailty, along with global workforce shortages, inflation in high-cost drugs and clinical consumables, as well as the increasing prices within Tertiary (overseas) care create significant upward cost pressures. These underlying pressures mean that, while efficiencies are essential, they will not in themselves fully offset the existing and growing funding gap.

Current work has been ongoing since 2023, aiming to establish a sustainable funding model for health and care.

Actions undertaken in 2025

In 2023, HCJ commenced a significant 'Change Programme' to develop and deliver an integrated approach to improving the quality of care, operational performance, and financial recovery of HCJ.

The FRP continues to deploy several cost reduction workstreams to identify pressures and opportunities to deliver efficiencies and improve the control of spending, for example, workforce initiatives and control to improve substantive recruitment, thereby reducing reliance on agency and locums; increased grip and control on Tertiary care referrals and associated costs; procurement, contracts and purchasing efficiencies and controls; Medicines management and optimisation; theatres utilisation, bed utilisation & patient flow; and income generation, including from private patients. Details of programme and financial reporting are available on gov.je and are presented at the Advisory Board (with all information on gov.je) and the Finance & Performance Committee.

A risk of overspend was highlighted early in 2025. On the basis of a reduced forecast overspend position, additional funding was agreed in principle, with expenditure monitored during the year.

Work continues to build a model to forecast future heath and care costs which will inform the options for sustainable funding.

Governance issue identified in prior year ARA and still relevant

Information Security, Information Governance and Cyber Security – managing information and cyber security continues to be a significant resource requirement as technology develops and would-be attackers deploy increasingly sophisticated techniques, as outlined in the risk section above. Like all governments, cyber security systems need to be continually updated to both detect and deter inappropriate access and to ensure compliance with Privacy legislation.

Actions undertaken in 2025

Mandatory training in Cyber Security Awareness is in place for all staff. Digital Services continues to respond to an ever-evolving environment and to ensure controls are as robust as possible. In response to significant external threats, Digital Services conducted a thorough review to assess the nature of these risks, evaluate exposure and implement mitigation strategies. The ongoing Cyber Security Programme and the IT Infrastructure Improvements Programme will continue to deliver mitigations and target improvement.

Governance issue identified in prior year ARA and still relevant

Underinvestment in technology infrastructure – investment in technology, including technology to improve Islanders' ability to interact with Government online, has not in all cases been accompanied by investment in the infrastructure and network that supports government systems. There is also a number of legacy applications, which has meant, in some cases, there have been systems outages and reliability issues. Whilst these systems issues have been resolved on an individual basis, the observed legacy underinvestment in technology infrastructure means this continues to be a key risk for Government ,as highlighted in the key risk section of this report.

The 2023 audit of the Government of Jersey's accounts, including the review of IT General Controls (ITGC), was published in early 2024 and highlighted issues with controls. An improved engagement plan was implemented in 2024, with full engagement from Digital Services and key input from system business owners across Departments. A follow-up audit on IT controls is under way, which is anticipated to confirm the majority of issues identified have been addressed.

Actions undertaken in 2025

A business case was approved as part of the Budget 2025-2028 and an IT Major Upgrades and Replacements head of expenditure established. Work has been undertaken to remove or upgrade legacy applications and databases, and a significant reduction was achieved in associated vulnerabilities.

Governance issue identified in prior year ARA and still relevant

Estate Management - While robust planned maintenance and health and safety protocols are currently in place, investment in capital replacement and maintenance remains inadequate for the size and scope of the property estate as outlined in the Risk section above.

Actions undertaken in 2025

A major survey of the condition of the estate was completed in 2024 and this, together with the development of Property Asset Management Plans (AMPs), specific property plans and a more detailed Planned Preventative Maintenance (PPM) programme, will provide a clearer longer-term view on the future levels of work required across the estate that include Health and Safety requirements. A long-term capital plan is being developed, along with a Proposition to establish a capital fund that would protect funding from short-term reprioritisation.

The Property directorate continues to work with the I&E Health and Safety Team to improve the standards of health and safety with a view to adherence to Corporate Health and Safety Minimum Standards that will evidence management and compliance with the Health and Safety at Work (Jersey) Law.

Governance issue identified in 2025

Health and Safety legal action following Haut du Mont tragedy - Charges have been brought against the SEB for breaches of Article 3(1) and Article 5(1) of the Health & Safety at Work (Jersey) Law 1989. The charges relate to the actions of the Emergency Services Control Centre and States of Jersey Fire & Rescue Service on 9 December 2022 prior to the explosion at Haut Du Mont on 10 December 2022:

1. Failing in their duties to ensure the health and safety of employees.
2. Failing in their duties to ensure the health and safety of persons not in their employment, including the public.

The charges follow an investigation by the Health and Safety Inspectorate under the Health and Safety at Work (Jersey) Law 1989 and are being brought against SEB as the employer and not against any individual.

The Chief Executive of the Government of Jersey, on behalf of the States Employment Board, has pleaded guilty to the charges. A date for sentencing hearing is expected to be set in December 2026.

Actions undertaken during 2025

A programme of work led by the CEO & JHA Chief Officer has been put in place to address known issues, involving both the States of Jersey Fire & Rescue Service and the Emergency Services Control Centre (Fire and Rescue). The programme of work focuses on training and supervision, policies and processes, and equipment use, particularly when dealing with risks related to the smell of gas. Further detail cannot be published until the legal process has concluded.

Governance issue identified in prior year ARA and now stabilised

Recruitment and Retention – Recruitment and Retention was removed as a corporate risk in 2025.

Actions undertaken in 2025

The recruitment and retention risk was introduced during a period of significant workforce pressures across the Jersey Public Service. Since then, we have strengthened our attraction and retention capability through updated recruitment and selection, relocation, key worker accommodation and flexible working policies. This has supported the attraction and retention of talent within the Jersey Public Service.

We have expanded early-talent pathways via paid internships and enhanced apprenticeship schemes and launched the new Jersey Public Service Careers (gov.je) in 2025 to improve candidate experience and streamline processes. Targeted and quality attraction campaigns led by the Resourcing and Talent team have also delivered appointable candidates in historically hard-to-fill areas.

Governance issue identified in 2025 and now considered stabilised

Collapse of Blue Islands – A loan facility of up to £10m was made available to Blue Islands during the Covid-19 pandemic to ensure critical connectivity to the United Kingdom whilst most commercial flights were grounded. £8.5m of this funding was drawn down by Blue Islands. During the life of this agreement, the company made capital and interest payments to the Government of Jersey totalling £3.2m. Further loans totalling £1.7m were made available in Q3/4 2025, ahead of the company going into liquidation in November 2025. As a secured creditor, the Governement expects to recover the vast majority of these additional funds that were provided.

Both of these loans were granted pursuant to the Minister of Treasury & Resource's power to lend from the Consolidated Fund.

Actions undertaken in 2025

Despite regular oversight, and although there was no specific governance failing, the matter has received significant public interest due in part to the unrecoverable financial loss by the Government of Jersey. Notwithstanding, following issue of the loans, representatives from both Treasury and Exchequer and Ports of Jersey attended all Blue Islands board meetings to monitor the financial and operational performance of Blue Islands.

The issue is now considered to be stabilised given that there is very limited residual risk following the collapse of the company. It is important to acknowledge the context of the original Blue Islands loan, which met its intended purposes by facilitating the travel of

650,000 passengers that generated millions of pounds of value for the visitor economy as well as continued regional connections that provide wider social value. The value generated would often only be achieved via grant funding. By using loan financing, the Government achieved the stated benefits and also recouped value through capital and interest repayments.

Closing statement

The Government of Jersey remains steadfast in its commitment to transparency, accountability, good governance and responsible stewardship. We are sincerely grateful to our public servants for their professionalism and dedication, and to our partners and stakeholders for their continued support in delivering the outcomes described in this Annual Report.

As we reflect on the achievements and challenges of 2025, our heartfelt thoughts remain with the families, friends and all those affected by the unprecedented and tragic events at Haut du Mont. The States Employment Board has admitted charges under health and safety legislation, with sentencing still to follow. We recognise the seriousness of these matters and the responsibility that rests with the organisation, and we remain committed – while respecting the ongoing legal process – to ensuring lessons are fully learned and embedded in our working practices.

In preparing this Report, we have considered the governance matters declared by departments, together with assurance from internal and external audit, management reviews and independent scrutiny. We are satisfied that governance arrangements have operated effectively during 2025, except where specific issues are identified in this Report and in departmental Governance Statements. Our focus this year has included strengthening assurance and controls in areas such as public expenditure, the long-term sustainability of health and care services, technology and cyber resilience, estate management and health and safety, workforce capacity, and oversight of significant financial interventions

We believe that the Annual Report and Accounts, taken as a whole, are fair, balanced and understandable, and present a true and fair view of the organisation's financial performance.

We also acknowledge that good governance is an ongoing commitment. We will continue to strengthen how we plan, manage risk, monitor performance and demonstrate value for money—learning from scrutiny, acting on areas for improvement, and maintaining open and transparent public reporting. Through this continued effort, and with robust audit and planning processes, we remain dedicated to building trust and delivering high quality services for Islanders.-quality services for Islanders.

Dr Andrew McLaughlin
Chief Executive Officer
Date: 14 April 2026

Richard Bell
Treasurer of the States
Date: 14 April 2026

Remuneration and Staff Report

Summary

This report is prepared in line with the requirements of the Jersey Financial Reporting Manual (JFReM). Based on feedback provided in previous years from the Risk and Audit Committee and Public Accounts Committee, we have enhanced the segmental analysis section to provide further transparency and provided analysis by employees in frontline positions.

Curbing the Growth

In 2025, we continued to apply strong financial discipline by reinforcing vacancy management practices to help control overall workforce growth across the Jersey Public Service. As part of this approach, the recruitment freeze was further extended in April 2025 to include Civil Service posts at Grade 9 and above, as well as all non-clinical, non-teaching, and non-social-worker roles within Health and Care Jersey (HCJ) and Children, Young People, Education and Skills (CYPES). This strengthened the restrictions already in place for non-essential, non-frontline and senior posts at Civil Service Grade 11 and above.

The States Employment Board (SEB) subsequently approved a further extension of the recruitment freeze on 18 December 2025. To reinforce oversight and ensure consistent governance of workforce related expenditure, we introduced the Workforce Expenditure Approval Request (WEAR) process. This provided a clearer framework for controls, improves transparency, and supports more effective decision making regarding staffing and resource allocation.

As we continue to navigate a challenging financial environment, we need to demonstrate a material and credible reduction in expenditure. This requires clear, auditable evidence of savings being delivered across all departments. Our primary focus must be on:

- Redesigning services,
- Identifying opportunities for consolidation,
- Exploring alternative delivery models, and
- Ensuring services are operated more efficiently, while meeting essential outcomes.

Our recruitment and vacancy-management processes continue to encourage internal movement. A key requirement is the systematic review of the redeployment register before any vacancy is advertised. This ensures suitable alternative employment opportunities are identified for employees on the redeployment register and enables us to fill roles from within existing headcount wherever possible.

Headcount and budget will continue to be reviewed to align with the Government Plan.

In parallel, we reviewed and published updated HR policies to support our approach to attracting and retaining high-calibre talent. These updated policies contribute to strengthening our organisational reputation, improving the employee experience, and creating a positive and consistent working environment.

This work will continue into 2026, with ongoing refinement to ensure our policies remain effective, relevant, and aligned with organisational priorities, while supporting our strategic focus on financial discipline and responsible workforce management.

Remuneration Strategy

Remuneration policy for all employees of the States of Jersey is determined by the States Employment Board (SEB). On behalf of the SEB, the People Services department provides an employer-side secretariat for the purpose of negotiation and consultation with the recognised trades unions and associations.

The SEB is the employer of all public servants in Jersey. It is chaired by the Chief Minister, or their nominee, and brings together 2 States Members who are Ministers or Assistant Ministers and 2 States Members who are not. Members in 2025 were:

Members of States Employment Board
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

The SEB is responsible for setting the remuneration and terms of engagement for all employees of the States of Jersey. Pay scales are published and cover the following groups of public servants:

- Civil Servants (which includes Workforce Modernisation (Ambulance, Family Support Workers and Residential Childcare Officers) and Educational Support Staff (formerly Teaching Assistants) – both for whom separate pay scales exist)
- Civil Servants - Allied Health Professionals (As defined by the Health and Care Professions Council)
- Police
- Doctors and Medical Consultants
- Nurses and Midwives
- Manual Workers (which includes Energy from Waste)
- Teachers
- Headteachers and Deputies
- Prison Officers
- Jersey Fire and Rescue Service
- Non-Ministerial Departments
- Legal Appointments – including roles in the Judiciary, Legal Advisers and Law Draftsmen
- Individual contract holders (normally senior civil servants, who are paid outside of the union negotiated pay scales).

In addition, the SEB are responsible for the remuneration and terms of engagement of those who are public office holders, but not employees of the SEB.

- Bailiff
- Deputy Bailiff
- Attorney General
- Solicitor General
- Viscount
- Deputy Viscount
- Judicial Greffier
- Deputy Judicial Greffier
- Greffier of the States
- Deputy Greffier of the States
- Master of the Royal Court
- Magistrate
- Deputy Magistrate
- Children's Commissioner

SEB has policies on pay and reward to ensure fairness and consistency, which are underpinned by the Reward and Benefits code of practice. This includes:

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

States of Jersey Codes of Practice

In 2023, the SEB issued Codes of Practice to all employees of the Board, being in public service of the States of Jersey.

Public servants are those engaged on behalf of the SEB, including employees, interim workers, directly contracted individuals, and office holders engaged under the Employment of States of Jersey Employees (Law) 2005.

The full Codes of Practice, which set out the Objectives, Operational Statement, and Code particulars are available here: States of Jersey Codes of Practice (gov.je).

The six codes of practice are:

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

Standards in Public Service

The SEB require all public servants to adhere to the Standards in Public Service, which are set out in the codes of practice under 8 points:

- Governance
- Loyalty
- Integrity
- Objectivity
- Probity
- Accountability
- Respect
- Ethics

Reward and Benefits

The States Employment Board have:

- established and published pay scales
- defined job evaluation schemes to assess the value of roles consistently and objectively
- undertaken benchmarking to establish a market position for remuneration
- ensured there are organisational design principles for service design that improve opportunities for progression and internal movements

The States Employment Board has the following principles for reward:

Equal pay for equal work
Pay should be fair and equitable, recognising the requirements of differing roles and the value they bring to the organisation. We have and will continue to use objective job evaluation methods to validate decisions on job level.

Market sensitivity
We recognise that we compete in the market for our people and that some skills have a market value that differ from others. We will ensure that we remain competitive and pay the right rate for the job.

Total reward approach
We take into account all elements that make up the employment deal when considering our approach to pay and reward.

Flexibility
We need to ensure that our pay structures provide us with flexibility for employees and for our future needs.

Performance and recognition
We will recognise both contribution and behaviours to build a performance culture linked to outcome driven delivery.

Affordability and sustainability
We have a responsibility to our employees and to Islanders to maintain pay policies that are affordable and sustainable.

Socially responsible
The States Employment Board will be an accredited Living Wage Employer.

Employees rights at work

The SEB require all public servants to adhere to the standards to uphold employee rights at work. These rights are derived largely from legal obligations and are stated as a commitment of the SEB to ensure our compliance with our obligations. Employees have the:

- Right to expect everyone to live the values of the organisation
- Right to be treated with dignity and respect at work
- Right to freedom from discrimination and harassment
- Right to a safe, inclusive, and healthy workplace
- Right to request flexible working
- Right to protection where raising concerns of public interest
- Right to effective, swift resolution when resolving concerns
- Right to be well managed
- Right to union membership and representation
- Right to consultation or negotiation on changes effecting terms and conditions of employment
- Right to not be unfairly dismissed.

Performance and accountability

The SEB requires all public servants to be well led, effectively managed and adequately skilled to undertake their duties efficiently and to a good standard. All public servants must take accountability for their own conduct, behaviours and work.

Individual performance is measured through Connect Performance, setting performance indicators, goals and objectives, ensuring that expectations are realistic, achievable and aligned to business plans. Regular performance reviews and feedback sessions help to identify areas for improvement and opportunities for growth and career progression.

Participation in performance reviews continues to improve year on year both in terms of numbers of employees in scope and those completing the process. In 2025 we saw a completion rate of 79.9% compared to 65.3% in 2024.

Department	Connected Performance Complete		2024		2025	
	2024	2025	Completed Connect Performance	Forms in Scope	Completed Connect Performance	Forms in Scope
Cabinet Office	*91.7%*	*96.4%*	*141*	*154*	*107*	*111*
Children, Young People, Education & Skills	*74.4%*	*87.7%*	*321*	*431*	*457*	*521*
Department for the Economy	*100.0%*	*100.0%*	*63*	*63*	*66*	*66*
Department of External Relations	*100.0%*	*81.3%*	*15*	*15*	*13*	*16*
Digital Services	*68.0%*	*88.9%*	*95*	*140*	*136*	*153*
Employment, Social Security and Housing	*99.2%*	*96.2%*	*250*	*252*	*226*	*235*
Health and Care Jersey	*44.1%*	*78.0%*	*459*	*1,041*	*1,610*	*2,064*
Infrastructure and Environment	*65.2%*	*55.7%*	*205*	*315*	*361*	*648*
Justice and Home Affairs	*85.1%*	*94.9%*	*310*	*364*	*317*	*334*
Non Ministerial Departments	*59.4%*	*53.3%*	*59*	*99*	*113*	*212*
People Services	*100.0%*	*99.2%*	*129*	*129*	*118*	*119*
Treasury and Exchequer	*92.4%*	*96.7%*	*312*	*338*	*324*	*335*
Total	**70.6%**	**79.9%**	**2,359**	**3,341**	**3,848**	**4,814**

Full details are available in the States Employment Board annual report (R-61-2026.pdf). In addition to increased participation, in 2025, focus has been given to improving the quality and consistency of performance management. These developments include:

- Revision of the capability policy, scheduled for launch in early 2026.
- Upgrades to the performance form, taking effect with the 2026 forms, designed to improve the overall user experience.
- Introduction and pilot of a dedicated development form for colleagues to track continuous professional development, achievements, qualifications, and career aspirations.
- Additional training, resources, and communications for employees and managers on the use of star ratings to promote consistency and fairness. Accurate use of these ratings will support future calibration across departments.
- Pilot of an audit process to assess the quality of manager feedback within performance forms.
- Addition of a succession planning section to better capture readiness and willingness for future opportunities.

In addition, a new leadership framework has been developed to replace the existing competencies section of the performance form. This section recognises that public service is not only about what is delivered but also how it is delivered. Whatever the level of leadership be that leading oneself (the foundation for all effective leadership), leading others, or an entire service, the competencies section of the form captures the behaviours and ways of working expected of colleagues.

Engagement

The SEB requires employees to be supported, involved, and engaged in their roles. To do this, all public servants must understand their contribution and expectations of them through the performance management framework. Individual objectives flow from the Common Strategic Priorities, departmental business plans, and team delivery plans. Performance discussions reinforce expected behaviours, values, and standards of public servants. All employees must have clear, measurable objectives aligned to team and departmental goals.

The employee engagement survey 'Be Heard' is run bi-annually and in 2025, the organisation focused on embedding the learning from the 2024 survey. Quarterly updates were provided on progress against departmental strategic workforce plans.

Talent Development

The SEB expect standards to be in place for public servants in respect of talent development across the Public Service. The Board requires public servants to:

- hold professional learning and development discussions as part of regular supervision and within the performance management system. Performance management processes have been enhanced to ensure a renewed focus on development planning and support succession planning. Further details can be found in the performance and accountability section above.
- ensure the diversity of public servants by offering an inclusive approach with different learning provisions that meet diverse learning styles, backgrounds and needs of the individual. We have raised awareness of diversity and inclusion through comprehensive training and ensuring accessibility to our development programme by providing a mixture of on-line, remote and face-to-face options. We have introduced technology that supports accessibility.
- work together to build a view of the future of work for our people and our Island and deliver a plan to get there, utilising our department strategic workforce plans. All departments have or are developing strategic workforce plans that deliver on Our People Strategy commitments. Progress on actions are regularly monitored and reviewed.
- have a focus on internal succession planning and attracting more Islanders into roles within the public service. We have improved attraction campaigns targeting skills shortage areas and relaunched our Jersey Public Service Careers portal. We have targeted key roles for succession planning including Chief Executive Officer (CEO) and have developed an enterprise-wide leadership programme to build leadership resilience and experience.

Employee recognition continues to play a vital role in celebrating the achievements of our people.

Equal Opportunities

The Public Service is fully committed to equal opportunities. Our Equality and Diversity Policy ensures that all candidates and employees receive fair and equal treatment regardless of race, sex, sexual orientation, gender reassignment, pregnancy and maternity, age, disability, or social circumstances, subject to relevant exemptions under the Discrimination (Jersey) Law 2013. We take our responsibilities seriously and ensure that no one is treated differently due to their social circumstances, whilst recognising our obligation to comply with all applicable immigration and housing rules and regulations.

The Jersey Public Service is committed to supporting candidates with special employment needs or barriers to employment. ‘Barriers to employment’ is a broad term used to describe a range of circumstances, and may include:

- People who have been out of work long term and are in need of re-skilling
- People with disabilities or illnesses (these may be major or minor, short or long term)
- People with learning difficulties
- Ex-offenders (subject to the nature of offences and role applied for)
- Existing employees recovering from illness or injury.

Under our Guaranteed Interview Scheme, all candidates with a disability who meet the essential criteria for the role will be shortlisted for interview. The essential criteria are the key skills, knowledge, and experience (as stated in the job advertisement and job description) that are required to perform the role effectively.
We have reviewed our recruitment and selection policy and processes to ensure they are fair and inclusive. Any barriers to employment that a candidate may experience will be considered, and reasonable adjustments will be put in place to support individuals throughout the application and assessment stages.

Our internships and work experience programmes include targeted opportunities and support for underrepresented groups.

There are several Diversity, Equity and Inclusion (DEI) initiatives within Jersey’s Public Service that support broader efforts to create a more equitable workplace.

Recruitment and onboarding initiatives, which can have an impact on representation and progression, are led by the Resourcing Team within People Services.

Statutory training for all employees covering DEI and sexual harassment has raised awareness across the whole organisation.

Employee networks have played a key role in raising awareness and developing DEI knowledge across the workforce. Through their initiatives and engagement, they have helped to highlight barriers to inclusion and advocate for more equitable practices across the organisation. For instance, they have worked to promote these key initiatives:

- raised awareness and offered support in relation to menopause, menstrual health and fertility
- built understanding of hidden disabilities, promoted reasonable adjustments
- Women in Leadership engagement events and confidence building
- numerous awareness sessions and educational resources on disability, mental health, sexuality and ethnicity

Pay awards and progression

How pay is uplifted and increased differs between pay groups. Each pay group is represented by trade unions and or associations who negotiate any annual increase. Most pay groups have pay scales that allow progression through a grade. It varies between groups on how progression occurs between automatic progression based on time served, through to requirements for training, qualifications, and performance.

Annual uplifts in pay in response to inflation are negotiated with the trade unions and associations, usually linked to the September inflation figure. The 2025 and 2026 pay awards were agreed at RPI + 1%.

Annual uplift by pay group compared to inflation for 2016 to 2025

Year	RPI (September of Previous Year)	Civil Servants *	Nurses & Midwives	Manual Workers	Teachers	Prison	Fire	Police	Head-teachers	Doctors and Consultants
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%*
2025	*3.0%*	*4.0%*	*4.0%*	*4.0%*	*4.0%*	*4.0%*	*4.0%*	*4.0%*	*4.0%*	*4.0%*
Compounded % Increase 2016 – 2025	*46.6%*	*37.5%*	*46.6%*	*44%*	*41.3%*	*40.5%*	*40.5%*	*40.3%*	*40.3%*	*50.9%*
Compounded Net Effect against RPI:		*-9.0%*	*0.1%*	*-2.6%*	*-5.2%*	*-6.0%*	*-6.0%*	*-6.3%*	*-6.3%*	*4.3%*

Notes: * Includes Workforce Modernisation, Education Support Staff and Allied Health Professionals.

The Statistics Jersey Index of Average Earnings report for June 2025 shows that the average earnings across all private sectors were 4.5% higher than in June 2024.

Additional information on Public Sector employees pay is provided in the Gender Pay Gap Report (for June 2025) published in February 2026.

Pension benefits

The Government administers three public service pension schemes, the Public Employees Contributory Retirement Scheme (PECRS or the Final Salary Scheme), the Public Employees' Pension Scheme (PEPS or the Career Average Scheme), these two schemes come under the umbrella of the Public Employees Pensions Fund (PEPF), and the Jersey Teachers' Superannuation Fund (JTSF). Employees of the States Employment Board and 30 admitted employers are members of these schemes.

The Final Salary Scheme and the Career Average Scheme are the pension schemes for all public servants, apart from headteachers and teachers, and have over 21,000 scheme members, of whom nearly 8,800 are employed and accumulating benefits. Around 8,700 employees were accumulating pensions in the Career Average Scheme at the end of 2025 and 109 are continuing to accumulate benefits in the Final Salary Scheme. Around 7,700 (88%) are employed in the Government of Jersey and around 1,000 (12%) are employed by admitted employers[1].

The Career Average Scheme of the PEPF provides benefits based on the pensionable earnings paid to the member each year. Non-uniformed members have a normal expected retirement age linked to the Social Security Pension Age, which is increasing to age 67. Non-uniformed employees contribute 7.75% of their pensionable earnings to the scheme. Uniformed employees have an earlier normal retirement age of 60 and contribute 10.1% of pensionable earnings. The Government makes an employer contribution of 16% of pensionable earnings into the pension fund. The Final Salary Scheme closed to new entrants on 1 January 2016.

The JTSF has over 3,200 scheme members, of whom over 1,300 are employed and accumulating benefits. JTSF is a final salary pension scheme with benefits based on length of service and final salary on leaving or retiring from the scheme. The scheme has an expected retirement age of 65 for new entrants. Teachers contribute up to 6% of their salaries into the scheme. The Government also makes an employer contribution of 10.8% of teacher pensionable salaries towards the costs of future pension accrual.

The public service pension schemes in Jersey are not balance-of-cost schemes and the employer contribution is capped. Pension increases are subject to the financial position of the pension funds remaining satisfactory and are not guaranteed.

The latest actuarial valuation for the PEPF was presented to the States Assembly on 30 March 2026. The fund is in surplus, and following actuarial advice, Ministers agreed with the Committee of Management to apply a reduction in contribution rates. From 1st June 2026, non-uniform members will contribute 6.77%, uniform members will contribute 8.82% and the employer will contribute 13.8%.

[1] An admitted employer is an organisation outside of the core Government of Jersey that has been allowed to admit their employees into the Public Employees' Pension Fund. This includes organisations such as Andium Homes and the Parish of St Helier.

Remuneration of Ministers and Executive Leadership Team

Council of Ministers Remuneration

All elected States Members' remuneration, including that of Ministers, is determined in accordance with the States of Jersey Law 2005. Under the Law, all elected States Members must receive the same amount of remuneration. The 2025 salary level was determined in accordance with the 2023 determination of the States Members' Remuneration Reviewer.

In line with that 2023 determination, elected States Members are reimbursed for their Class 2 Social Security contributions and receive an additional special payment equivalent to 20% of that amount in order that they are compensated for the taxation of that reimbursement as a benefit in kind. This only applies where the States Member has a Social Security contributions liability. Any cover for Social Security liability paid for by the States is shown in the 'other remuneration and benefits' column in the below table.
The contribution rate of the States to the States Members' pension scheme in 2025 was 16% of States Members' salaries. States Members can opt into the Pension Scheme, rather than opting out; and it is therefore possible that not all Ministers are members of the scheme.

Remuneration of the Council of Ministers in 2025 – Audited

		*Salary and Allowances	**Other Remuneration and Benefits	***Pension Related Benefits	Total 2025
Chief Minister	Deputy Lyndon Farnham	£57,941	£693	£9,271	£67,905
Minister for Health and Social Services	Deputy Tom Binet	£57,941			£57,941
Minister for Justice and Home Affairs	Deputy Mary Le Hegarat	£57,941		£9,271	£67,212
Minister for Children and Families	Connétable Richard Vibert	£57,941			£57,941
Minister for Housing	Deputy Sam Mezec	£57,941	£693		£58,634
Minister for Social Security	Deputy Lyndsay Feltham	£57,941		£9,271	£67,212
Minister for Infrastructure	Connétable Andy Jehan	£57,941	£693	£9,271	£67,905
Minister for the Environment	Deputy Steve Luce	£57,941	£693		£58,634
Minister for International Development	Deputy Carolyn Labey	£57,941		£9,271	£67,212
Minister for Sustainable Economic Development	Deputy Kirsten Morel	£57,941	£693	£9,271	£67,905
Minister for Treasury and Resources	Deputy Elaine Millar	£57,941	£693	£9,271	£67,905
Minister for External Relations	Deputy Ian Gorst	£57,941	£693		£58,634
Minister for Education and Lifelong Learning	Deputy Robert Ward	£57,941	£693	£9,271	£67,905

* Salary and Allowances include payments in Lieu of Notice, Lieu of Holidays and any contractual Redundancy Payments
** Other Remuneration includes back pay, sickness benefit and other pensionable and non-pensionable pay adjustments and compensatory amounts such as Social Security liabilities paid for by the States.
*** The figure represents the employer pension contributions

Senior officer remuneration – Audited

The Executive Leadership Team (ELT) is the most senior leadership team of the Government of Jersey's public service. It leads the delivery of public services and supports the policy objectives of the Council of Ministers (COM). The table below provides payments made to the ELT (including informal attendees with standing invitations) who were employed in 2025. ELT members who were employed in 2024, but not in 2025 are not included in the table. These employees can be found in the 2024 table, available here. The table also includes Accountable Officers in the period who were not members of the ELT.
Please note that any senior officer employed in their role for less than the full year only has their remuneration for their stated role(s) included in the figures.

Accountable Officers (AO) or ELT member						
£000's unless stated otherwise	***Salary and Allowances**	****Other Remuneration and Benefits**	*****Pension Related Benefits**	******Loss of Office and Compensatory Payments**	**Total 2025**	**Total 2024**
Treasurer of the States, Chief Officer for Treasury and Exchequer *Assistant Chief Executive* **Richard Bell**	*210-215*		*30-35*		*240-245*	*230-240*
Chief Officer for Justice and Home Affairs **Kate Briden**	*175-180*		*25-30*		*205-210*	*200-210*
Chief Officer for the Economy **Richard Corrigan**	*175-180*	*55-60*	*35-40*		*270-275*	*260-270*
Chief People Officer **Lesley Darwin**	*170-175*		*25-30*		*195-200*	*190-200*
Greffier of the States **Lisa Hart*******	*180-185*	*0-5*	*25-30*		*210-215*	*200-210*
Practice Director (Law Officer's Department) **Alec Le Sueur**	*140-145*		*20-25*		*165-170*	*150-160*
Chief Officer for Employment, Social Security and Housing **Sophie Le Sueur** *(from 01 September 2024)*	*180-185*		*25-30*		*210-215*	*60-70*
Chief Executive Officer and Head of Public Service **Andrew McLaughlin** *(Excludes the period 08 May to 01 July 2024)*	*285-290*	*40-45*			*325-330*	*220-230*
Chief Officer for the Ministry of External Relations **Kate Nutt** *Employed via Channel Islands Governmental Services (London) Limited*	*175-180*		*25-30*		*200-205*	*195-205*
Interim Chief Officer for Children, Young People, Education and Skills **Keith Posner** *(from 01 November 2024)******	*180-185*	*10-15*	*20-25*		*225-230*	*20-30*
Chief Officer for Infrastructure and Environment **Andy Scate**	*200-205*		*30-35*		*230-235*	*220-230*
Chief Officer for Health and Care Jersey (From 01 October 2024). *Chief Officer for People, Policy and Digital (Until 08 October 2024)* *Assistant Chief Executive* **Tom Walker**	*280-285*		*45-50*		*325-330*	*250-260*
Director of Communications and Marketing **Martyn White** *(From 20 May 2024)*	*120-125*	*0-5*	*15-20*		*145-150*	*70-80*
Chief Information Officer **Jason Whitfield**	*185-190*		*30-35*		*215-220*	*210-220*
Interim Chief Officer for Cabinet Office **Paul Wylie** *(From 09 October 2024)******	*180-185*	*0-5*	*25-30*		*210-215*	*40-50*

Accountable Officers (AO) not part of ELT

£000's unless stated otherwise	*Salary and Allowances	**Other Remuneration and Benefits	***Pension Related Benefits	****Loss of Office and Compensatory Payments	Total 2025	Total 2024
Chief Officer – Bailiff's Chambers *Steven Cartwright*	*135-140*		*20-25*		*155-160*	*150-160*
Chief Probation Officer *Mike Cutland*	*120-125*		*15-20*		*140-145*	*130-140*
Official Analyst *John Farina (From 08 June 2024)*	*100-105*		*15-20*		*115-120*	*60-70*
Viscount *Mark Harris*	*190-195*	*0-5*	*30-35*		*220-225*	*220-230*
Judicial Greffier *Rebecca Morley-Kirk*	*190-195*	*10-15*	*30-35*		*230-235*	*200-210*
Chief of Staff and Private Secretary *Justin Oldridge*	*115-120*	*0-5*	*15-20*		*140-145*	*130-140*
Chief of Police *Robin Smith*	*175-180*	*0-5*	*25-30*		*210-215*	*200-210*

* Salary and Allowances include payments in Lieu of Notice, Lieu of Holidays and any contractual Redundancy Payments
** Other Remuneration includes back pay, sickness benefit and other pensionable and non-pensionable pay adjustments and compensatory amounts
*** The figure represents the employer pension contributions
**** Loss of office previously reported under the category of other remuneration
***** Other Remuneration and Benefits includes back pay relating to 2024 that was actually received in 2025

The Remuneration Report is prepared in accordance with the principles of the Jersey Financial Reporting Framework 2025 (JFReM), which is based on the UK Financial Reporting Framework 2024–2025 (UKFReM). Under UKFReM, the report must disclose the remuneration of all Directors.

Pension Entitlements for Senior Officers – Audited

ELT Members & Accountable Officers *£000's unless stated otherwise*	Annual Pension at retirement at 31/12/2025	Annual Pension at retirement at 31/12/2024	CETV at 31/12/2025	CETV at 31/12/2024	Difference between 2024 and 2025 CETVs ***
Richard Bell	*70-75*	*65-70*	*1,085*	*982*	*103*
Kate Briden	*15-20*	*10-15*	*143*	*110*	*33*
Steven Cartwright	*15-20*	*10-15*	*130*	*103*	*27*
Richard Corrigan	*30-35*	*25-30*	*342*	*280*	*62*
Mike Cutland	*55-60*	*55-60*	*980*	*932*	*48*
Lesley Darwin	*30-35*	*25-30*	*404*	*329*	*75*
John Farina	*40-45*	*30-35*	*698*	*558*	*140*
Mark Harris	*30-35*	*25-30*	*375*	*317*	*58*
Lisa Hart	*65-70*	*60-65*	*1,014*	*938*	*76*
Alec Le Sueur	*50-55*	*45-50*	*834*	*782*	*52*
Sophie Le Sueur	*50-55*	*40-45*	*568*	*455*	*113*
*Andrew McLaughlin ***	*0*	*0*	*0*	*0*	*0*
Rebecca Morley-Kirk	*5-10*	*0-5*	*69*	*35*	*34*
*Kate Nutt **	*0*	*0*	*0*	*0*	*0*
Justin Oldridge	*20-25*	*15-20*	*248*	*212*	*36*
Keith Posner	*30-35*	*25-30*	*353*	*299*	*54*
Andy Scate	*95-100*	*85-90*	*1,136*	*1,039*	*97*
Robin Smith	*15-20*	*10-15*	*277*	*211*	*66*
Tom Walker	*100-105*	*75-80*	*1,343*	*972*	*371*
Martyn White	*5-10*	*5-10*	*76*	*54*	*22*
Jason Whitfield	*5-10*	*0-5*	*72*	*36*	*36*
Paul Wylie	*10-15*	*5-10*	*95*	*68*	*27*

*Employed via Channel Islands Governmental Services Company (London) Limited. Pension data and CETV values are not held
** Has not joined the pension scheme
***This figure comprises the movement in the Cash Equivalent Transfer Value (CETV) from the previous year. This represents the accrued pension fund available for the individual from which their pension benefit will be paid rather than the amount that will be paid as a pension benefit.

Lump sum

Members of PEPF can choose to exchange up to 30% of their pension for a lump sum upon retirement. For every £1 of annual pension given up, members will receive a cash sum of £13.50. As all members may choose to exchange a different proportion, individual lump sums are not shown.

Cash Equivalent Transfer Value

The Cash Equivalent Transfer Value (CETV) represents the value of rights accrued in the scheme and is calculated based on a transfer to a private pension scheme. Transfer values payable from PEPF are subject to a market adjustment factor, which is derived from the future investment return of the Pension Fund. The transfer values will generally increase each year due to an additional year of accrual of benefits in the PEPF, but changes to the market adjustment factors have also reduced the CETV value in some cases.

Staff Report

Fair Pay Disclosure – Audited

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 public servants on a permanent, temporary or fixed-term contract, but not including those on zero-hour contracts. This also includes public office holders who are not employees of the SEB.

	2025	2024
Pay ratio between the highest paid employee and the lowest paid employee	*12:1*	*12:1*
Pay ratio between the highest paid employee and the 25th percentile pay of all employees	*8:1*	*7:1*
Pay ratio between the highest paid employee and the median pay of all employees	*5:1*	*5:1*
Pay ratio between the highest paid employee and the 75th percentile pay of all employees	*4:1*	*4:1*
Upper quartile Remuneration	*£76,237*	*£73,305*
Median Remuneration	*£61,041*	*£56,857*
Lower quartile remuneration	*£43,684*	*£41,922*
Gender Pay Gap Median Hourly Pay	*8.5%*	*10.3%*
Gender Pay Gap Mean Hourly Pay	*14.1%*	*14.4%*

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.

Exit Packages (All States of Jersey Employees) – Audited

Reason	Total	Amount
Compulsory / Voluntary Redundancies	*21*	*£607,614*
Settlement agreements	*13*	*£453,952*
Other	*11*	*£201,091*
Grand Total	**45**	**£1,262,657**

A total of 45 individuals received an overall total of £1,262,657 in severance and ex-gratia payments between them during 2025. In 2024, 49 individuals received a total of £1,577,579 in severance and ex-gratia payments between them. The average payment in 2025 was £28,059 compared to £32,195 in 2024. These payments were for compulsory and voluntary redundancy and loss of office. The other reasons include conciliation payments. Any payments for lieu of notice or annual leave are excluded from this table.

Voluntary Release Scheme

A Voluntary Release Scheme was opened in July 2024 and remained open during 2025 as part of organisational change relating to the recruitment freeze. A total of 6 employees left for reasons of Voluntary Redundancy during 2025.

Departments are required to deliver a saving and meet a two-year payback period. This means that the organisation will receive financial, efficiency or productivity benefits after a two-year period.

2025 Headcount Changes

Overall headcount increased in 2025 by 1.7% (153) from 8,755 to 8,908. By comparison, in 2024 the headcount increased by 4.5%.

The number of Full Time Equivalent (FTE) employees in 2025 was 8,239, an increase of 2.22% (175). In 2024 the FTE total was 8,064, an increase of 5.4% on the previous year.

There has been targeted growth in Health and Care Jersey (HCJ) and Children, Young People, Education and Skills (CYPES), while other departments have worked hard to curb the growth. Other departments added 70 FTE but reduced by 218 FTE as a result of transfers to HCJ, leading to a net reduction of 148 FTE overall.

When considering these headline figures for 2025, it should be noted that there were several factors that sit behind the totals:

- Growth in headcount was primarily driven by increases in Health and Care Jersey (HCJ) and Children, Young People, Education and Skills (CYPES) whilst back-office in departments other than HCJ remained stable or reduced.

- **Recruitment of nursing staff**
  During 2025, an additional 64 FTE nurses and midwives were recruited to permanent roles. This includes 46.1 FTE relating to employees who were previously on zero hour contracts, who have now moved to permanent roles within HCJ.

- **Reduction in use of agency nurses**
  During 2024, HCJ was using an average of 71.6 FTE in agency nurses each month. Due to the recruitment of additional FTE nursing staff in 2025, this dropped to a monthly average of 25.8 FTE for the year – a decrease of 64%. This reduction means the department spends less in agency fees, and the increase in permanent nurses enables the department to provide better continuity of care.

- **Additional frontline staff recruitment**

  Despite a highly competitive recruitment market and the continued challenges associated with attracting new colleagues to Jersey, recruitment activity in 2025 delivered targeted growth across CYPES and HCJ. This represents a major achievement and reflects the impact of strengthened recruitment strategies, improved candidate engagement, and more targeted workforce planning.

  Key areas of growth include:

  - Educational Support roles (formerly Teaching Assistants)
  - Teachers
  - Doctors and Consultants
  - Allied Health Professionals
  - Civil Servants, which include Psychology/Psychotherapy and other Mental Health clinical roles, Social and Support Workers, Pharmacology, Biomedical Scientists, Pathology roles, and other Clinical Practitioners.
  - Nurses and Midwives

- **Reclassification of reserve Firefighters**

  Retained firefighters were reclassified in 2024, reflecting as 1 FTE whereas they were previously recorded as 0 FTE. In 2025, the service introduced dual contract fire fighters. These are full time firefighters who also hold a retained cover contract. The 2025 FTE figures of Justice and Home Affairs (JHA) includes 13.25 FTE (headcount of 21) relating to dual contract firefighters.

Internal Changes

During 2025 there were a number of internal transfers to HCJ:

- 88 FTE from JHA relating to the Ambulance Service
- 65.6 FTE from the Cabinet Office relating to Health Policy and Public Health
- 35 FTE from Digital Services relating to Digital Health
- 15 FTE from Treasury & Exchequer relating to Finance Business Partnering and Commercial support.
- 14 FTE from People Services relating to People Operational Business Partnering and Operational Recruitment support.

Staff Numbers by Department – Audited

Public Sector Staffing Statistics (in response to Proposition 69, as amended (P.69/2023 Amd.2)), publishes employee headcount and number of vacancies in each Government department at quarterly intervals. Data for 31 December 2025 was published on 25 March 2026 and is available here. These publications also show the split of permanent, fixed-term and zero-hour employees. Summary data from this publication has been included in the table below. Employees are counted once per department they work in, with the overall

Government headcount total only counting them once. Employees' total FTE for all roles held are counted against each department and in the Government total.

Department	2025		2024	
	Headcount	FTE	Headcount	FTE
Health and Care Jersey	2,993	2,840	2,702	2,558
Children, Young People, Education & Skills	2,949	2,489	2,900	2,448
Justice and Home Affairs	733	737	803	783
Infrastructure and Environment	723	703	721	699
Treasury and Exchequer	367	360	376	368
Employment, Social Security and Housing	285	270	297	278
*Cabinet Office**	167	160		
Strategic Policy, Planning and Performance			175	165
Office of the Chief Executive			50	48
*Chief Operating Office***			349	341
Digital Services	177	175		
People Services	132	126		
Department for the Economy	74	71	76	74
Department for the Ministry of External Relations	16	15	17	17
Subtotal – Government of Jersey	**8,616**	**7,946**	**8,466**	**7,779**
*Non-Ministerial Departments****				
Bailiff's Chambers	18	18	18	18
Establishment of H.E. Lt. Governor	13	12	14	13
Judicial Greffe	54	50	51	47
Law Officers' Department	102	96	96	89
Probation Service	35	30	36	31
States Greffe	63	60	65	61
Viscount's Department	30	28	28	27
Grand Total****	**8,908**	**8,239**	**8,755**	**8,064**

*previously Strategic Policy, Planning and Performance and Office of the Chief Executive
** previous Chief Operating Office department has been split into Digital Services and People Services
*** for transparency, from 2025 all non-ministerial departments are shown as separate entities
**** Grand total reflects headcount across all departments and where an employee has posts in multiple departments they will only be counted once

Staff Composition

The table below shows how many men and women worked for the Government of Jersey in 2025, including the number of full-time equivalent staff at each seniority level. “Senior Staff” refers to Personal Contract Holders and Tier 2 or Tier 3 employees who earn more than the Civil Servant highest grade, based on the published civil service pay scales. The data is based on end of year headcount as outlined in the above tables. The 2025 Government of Jersey (GoJ) Gender Pay Gap report outlines the split of male / females at each level within GoJ and how this has changed since 2024.

Government of Jersey								
	FEMALE		MALE		PREFER NOT TO SAY		Total Headcount	Total FTE
	Headcount	FTE	Headcount	FTE	Headcount	FTE		
Directors (ELT)	*5*	*5*	*10*	*10*	*-*	*-*	*15*	*15*
Senior Staff	*26*	*26*	*42*	*42*	*-*	*-*	*68*	*68*
Other Staff	*5,667*	*5,053*	*3,157*	*3,102*	*1*	*1*	*8,825*	*8,156*
Total Employees	**5,698**	**5,084**	**3,209**	**3,154**	**1**	**1**	**8,908**	**8,239**

**A Personal Contract Holder is a senior civil servant who is paid outside the Civil Servant pay scale.*

Segmental Analysis

The format of the segmental analysis has been developed over recent years to enhance the transparency of Government staff reporting. Up until 2022, the analysis showed only the number of employees with a Full Time Equivalent (FTE) basic salary above £100,000 in each department, with supplementary tables grouping the relevant employees by pay group and band.

The analysis was first revised for the 2024 annual report, where it showed the number of employees with remuneration at or above Civil Service (CS) pay grade 14 (or equivalent), broken down by department and pay group. This approach was adopted due to the process of annual pay awards which meant that the number of grades falling into the £100,000+ bracket was increasing and this would skew any figures presented. The original intention of the analysis was to show the number of senior employees and not simply the number of employees at a particular pay level.

Following feedback from the Public Accounts Committee and to further increase transparency of employee distribution at different tiers, the analysis was then further expanded to include all pay grades. The analysis now includes FTE in each salary band.

In the below analysis, employees on CS pay grades are allocated to a band based on their actual grade as at 31st December 2025. Employees on non-CS grades are allocated to the CS grade equivalent to their actual grade based on their salary as at the end of 2025.

Figures are as at 31st December 2025 and have been redacted as applicable for data protection purposes. Details of the values associated with each grade can be found in our published pay scales here.

A similar table showing the same analysis of Government employees by pay grade as at 31st December 2024 is included below for reference.

The table below shows the equivalent salary amounts for each band:

Band	2025	2024
CS01 - CS07	*up to £47,274*	*up to £45,456*
CS08 - CS10	*up to £68,437*	*up to £65,805*
CS11 - CS12	*up to £83,790*	*up to £80,567*
CS13 - CS14	*up to £108,565*	*up to £104,389*
CS15+	*more than £108,565*	*more than £104,389*

For additional transparency, employees in frontline positions have been presented separately from those in other roles.

'Frontline' positions are defined as the pay groups for doctors, nurses, firefighters, police, prison officers, teachers & educational support, and manual workers. There are a number of Allied Health Professional, Social Worker and Ambulance posts that are in frontline roles but are paid through the Civil Servant and Workforce Modernisation pay groups – these posts have been included in the 'frontline' category.

The remaining civil service posts include essential roles such as engineers, meteorologists and customer-facing staff. Civil service roles in HCJ and CYPES include psychologists, psychotherapists and other mental health professionals, as well as biomedical scientists, medical secretaries, ward clerks, school administrators and other administrative, clerical and technical roles who support the education, medical personnel and clinical teams.

Please note that the segmental analysis does not fall within the scope of the external audit in line with the Jersey Financial Reporting Manual.

2025 Segmental Analysis

2025 – Segmental Analysis of Employees in Frontline positions

Department	FTE					
	CS01 - CS07	CS08 - CS10	CS11 - CS12	CS13 - CS14	CS15+	Total FTE
Health and Care Jersey	*767*	*801*	*219*	*116*	*129*	*2,032*
Children, Young People, Education & Skills	*592*	*525*	*591*	*59*	*28*	*1,794*
Justice and Home Affairs	*59*	*174*	*152*	*66*	*10*	*461*
*Infrastructure and Environment**	*212*	*64*	-	-	-	*281*
*People Services**	-	-	-	-	-	*7*
*Non-Ministerial Departments**	-	-	-	-	-	*7*
Grand Total	**1,641**	**1,565**	**965**	**243**	**168**	**4,582**

**Where the FTE per band and department is less than 10 the figure has been redacted for data protection purposes - for these areas only an overall total is provided*

2025 – Segmental Analysis of Employees in Other positions

Department	FTE					
	CS01 - CS07	CS08 - CS10	CS11 - CS12	CS13 - CS14	CS15+	Total FTE
Health and Care Jersey	*373*	*213*	*137*	*60*	*26*	*808*
Children, Young People, Education & Skills	*280*	*274*	*91*	*39*	*10*	*694*
*Justice and Home Affairs**	*89*	*129*	*37*	*14*	-	*276*
Infrastructure and Environment	*73*	*184*	*101*	*42*	*21*	*422*
Treasury and Exchequer	*99*	*119*	*66*	*46*	*30*	*360*
*Employment, Social Security and Housing**	*119*	*107*	*33*	-	-	*270*
Cabinet Office	*18*	*56*	*42*	*27*	*17*	*160*
*Digital Services**	*10*	*78*	*63*	*18*	-	*175*
*People Services**	*31*	*60*	*11*	*10*	-	*119*
*Department for the Economy**	-	*18*	*16*	*16*	*14*	*71*
*Department of External Relations**	-	-	-	-	-	*15*
Non-Ministerial Departments	*53*	*86*	*54*	*23*	*71*	*286*
Grand Total	**1,157**	**1,327**	**652**	**302**	**219**	**3,657**

**Where the FTE per band and department is less than 10 the figure has been redacted for data protection purposes - for these areas only an overall total is provided*

2024 Segmental Analysis

2024 – Segmental Analysis of Employees in Frontline positions

Department	FTE*					
	CS01 - CS07	CS08 - CS10	CS11 - CS12	CS13 - CS14	CS15+	Total FTE
Health and Care Jersey	*737*	*684*	*190*	*100*	*118*	*1,829*
Children, Young People, Education & Skills	*590*	*465*	*573*	*57*	*32*	*1,717*
Justice and Home Affairs	*60*	*212*	*149*	*60*	*10*	*492*
*Infrastructure and Environment**	*215*	*64*	-	-	-	*283*
*Employment, Social Security and Housing**	-	-	-	-	-	*7*
*Chief Operating Office**	-	-	-	-	-	*12*
Department for the Economy	-	-	-	-	-	*1*
Strategic Policy, Planning and Performance	-	-	-	-	-	*1*
*Non-Ministerial Departments**	-	-	-	-	-	*8*
Grand Total	**1,620**	**1,428**	**920**	**220**	**162**	**4,349**

Where the FTE per band and department is less than 10 the figure has been redacted for data protection purposes - for these areas only an overall total is provided

2024 – Segmental Analysis of Employees in Other positions

Department	FTE*					
	CS01 - CS07	CS08 - CS10	CS11 - CS12	CS13 - CS14	CS15+	Total FTE
Health and Care Jersey	*355*	*191*	*112*	*49*	*21*	*729*
Children, Young People, Education & Skills	*295*	*291*	*93*	*41*	*11*	*731*
*Justice and Home Affairs**	*101*	*125*	*42*	*16*	-	*291*
Infrastructure and Environment	*74*	*174*	*105*	*40*	*23*	*416*
Treasury and Exchequer	*96*	*119*	*78*	*46*	*29*	*368*
*Employment, Social Security and Housing**	*122*	*107*	*32*	-	-	*271*
Strategic Policy, Planning and Performance	*31*	*44*	*39*	*31*	*19*	*164*
*Office of the Chief Executive**	-	*22*	*18*	-	-	*48*
Chief Operating Office	*62*	*145*	*75*	*35*	*12*	*329*
*Department for the Economy**	-	*21*	*17*	*13*	*15*	*73*
*Department of External Relations**	-	-	-	-	-	*17*
Non-Ministerial Departments	*46*	*89*	*53*	*23*	*66*	*278*
Grand Total	**1,201**	**1,331**	**667**	**302**	**213**	**3,715**

Where the FTE per band and department is less than 10 the figure has been redacted for data protection purposes - for these areas only an overall total is provided

Employee sickness absence

Reported Employee Sickness Absence	2025	2024
Total Hours Lost	*636,142*	*557,344*
Total Days Lost	*85,965*	*75,317*
Average Days Sick Per Employee	*9.7*	*8.8*
% Working Time Lost	*4.8%*	*4.4%*

The increase in total days and hours lost, as well as the rise in average sick days per employee, was anticipated. This can be partly attributed to improved reporting following a 2025 campaign that reminded managers of their responsibilities and by strengthening the accuracy of sickness absence reporting through improved integration between MyView, Resource Link and Connect People, ensuring real time visibility of absence data.

Monthly people dashboards now give departments a more comprehensive view of absence trends, enabling earlier intervention and more effective workforce planning.

Targeted communications, including practical tools and enhanced management guidance, have been introduced to support managers in improving absence management

The UK Government Civil Service sickness absence, 2025 reported the highest levels of sickness absence in Northern Ireland (10.4 days), followed by Scotland and the West Midlands (9.7 days each).

The overall average working days lost per staff year in the UK Civil Service was 8.2 days in the year ending 31 March 2025, an increase from 7.8 days in the year ending 31 March 2024.

In the NHS Sickness Absence Rates, November 2025, the overall sickness absence rate for England was 5.6%, with the North West reporting the highest regional rate in November 2025 at 6.5%. Ambulance Trusts had the highest sickness rate across all NHS sectors at 7.2%. The most commonly reported reason for sickness absence was anxiety, stress, depression, and other psychiatric illnesses.

The CIPD Health and wellbeing at work 2025 report, confirmed the average number of absence days per employee per year has risen to 9.4 days, with mental ill health being the leading cause of long-term absence and the second most common cause of short-term absence.

The average number of absence days per Public Servant in Jersey has continued to rise since 2025, mirroring the upward trend observed across the UK. Jersey Civil Servants remains lower than the UK Civil Service average.

Turnover

Public Sector Staffing Statistics (Proposition 69, as amended (P.69/2023 Amd.2)), publishes employee turnover in each Government department at quarterly intervals. Data for 31 December 2025 was published on 26 March 2026 and is available here.

Due to differences in reporting periods and staff pay groups, it is not possible to make a direct comparison to staff turnover figures from the UK. However, recent publications by the UK Civil Service and the National Health Service suggest that the Government of Jersey is doing comparatively well.

Staff turnover information for Health and Care Jersey can be compared to workforce statistics published by the NHS.

The NHS workforce statistics as at 31st October 2025 (published 8th January 2026) show a turnover rate of 9.4% for the period, a slight decrease from the previous year's figure of 9.7%. By comparison, turnover for Health and Care Jersey as at 31st December 2025 was 7.2%. This was the same as the turnover rate for the department in 2024.

The Statistical Bulletin for the UK Civil Service published on 29th October 2025 shows that in the year up to 31st March 2025, Civil Service staff turnover was 7.1%, a drop from the previous year's figure of 7.5%.

The Government of Jersey's turnover as at 31st December 2025 was 7.2% for all departments excluding Health and Care Jersey, a slight increase on the previous year figure of 7.1%. However, this figure includes non-Civil Service pay groups and is therefore not directly comparable to the UK Civil Service.

If the 2025 figures are restricted to pay groups that are comparable to the UK Civil Service (Cabinet Office, Department for the Economy, Digital Services, People Services, Treasury & Exchequer and the non-ministerial departments), the turnover for civil service staff as at 31st December 2025 was 6.2%, down from the December 2024 figure of 7.7%.

It is important for us to understand why people leave the organisation. We have refreshed our exit interview process to capture more accurate and meaningful data, and we have renewed our focus on conducting face-to-face exit meetings. This approach enables more honest and open conversations, helping us gain clearer insights into colleagues' experiences and informing future improvements.

The table below shows the overall turnover percentage for the Government of Jersey across all departments.

Year	Turnover Percentage
2021	*9.2%*
2022	*8.9%*
2023	*8.0%*
2024	*7.1%*
2025	*7.2%*

Staff Costs – Audited

2025 Year End FTE	Department	Salary and Wages	Pension	Social Security	Total
		£000's	£000's	£000's	£000's
2,840	Health and Care Jersey	217,798	28,151	11,785	257,735
2,489	Children, Young People, Education & Skills	164,249	19,847	9,619	193,715
737	Justice and Home Affairs	51,618	7,391	2,971	61,980
703	Infrastructure and Environment	41,384	6,817	2,724	50,926
360	Treasury & Exchequer	23,184	3,848	1,485	28,516
270	Employment, Social Security and Housing	15,151	2,407	963	18,521
160	Cabinet Office*	12,977	1,965	725	15,667
175	Digital Services**	12,158	1,900	741	14,798
126	People Services**	8,559	1,253	495	10,306
71	Department for the Economy	6,438	980	365	7,783
15	Department for the Ministry of External Relations	2,025	182	65	2,272
	Non-Ministerial Departments				
18	Bailiff's Chambers	2,254	467	97	2,819
12	Establishment of H.E. Lt. Governor	713	90	36	840
50	Judicial Greffe	3,561	513	194	4,268
96	Law Officers' Department	9,619	1,656	493	11,767
30	Probation Service	2,201	347	135	2,683
60	States Greffe	8,346	789	278	9,413
28	Viscount's Department	2,146	316	121	2,582
	Jersey Audit Office****	-	-	-	570
	Jersey Overseas Aid***	530	45	31	605
	Department Totals	**584,910**	**78,963**	**33,323**	**697,766**
	Social Security Eliminations			(33,323)	(33,323)
8,239	**Grand Total**	**584,910**	**78,963**	**0**	**664,443**

*Cabinet Office was previously reported as Strategic Policy, Planning and Performance and the Office of the Chief Executive
** Digital Services and People Services were previously reported as Chief Operating Office.
***While employees in Jersey Overseas Aid are paid through the Government payroll, they sit outside the Government and as such, FTE / headcount information is not available.
**** Jersey Audit Office has no employees; all individuals are engaged through contracts for service or as agency staff.

Staff Costs by Pay Group – Audited

Pay group	2025	2024
	£000s	*£000s*
Chief Officers, Judicial Greffe, Crown Appointments, Law Draftsmen and Other Personal Contract Holders	*9,624*	*10,568*
Civil Servants	*272,254*	*251,306*
Doctors and Consultants	*40,437*	*39,850*
Energy From Waste Operations	*2,341*	*2,188*
Heads and Deputy Heads, Highlands Managers	*9,609*	*9,119*
Legal Advisers	*7,531*	*6,813*
Manual Workers	*33,520*	*31,384*
Nurses and Midwives	*78,534*	*69,024*
Work Force Modernisation	*8,732*	*8,118*
Teachers and Lecturers	*71,717*	*69,901*
Uniformed Services	*33,466*	*32,195*
Other Accounting Adjustments	*(379)*	*(259)*
Amount Shown in Other Employee Costs	*616*	*2,142*
Non-States Staff Costs	*25,448*	*36,789*
Staff Capital Recharges	*(7,972)*	*(8,935)*
Total Salaries and Wages	**585,479**	**560,204**
Pension Contributions	*78,963*	*72,514*
Social Security	*33,323*	*30,782*
Social Security Eliminations	*(33,323)*	*(30,782)*
Grand Total	**664,443**	**632,718**

Please note – 2024 figures in this table have been restated to exclude Andium Homes, Ports of Jersey and States of Jersey Development Company as these are no longer consolidated subsidiaries.

Staff Costs by Payment Type – Audited

Payment Type	2025	2024
	£000's	*£000's*
Basic Pay	*536,213*	*500,983*
Overtime	*9,715*	*10,799*
Shift Allowances	*13,668*	*11,703*
Skill Related Payments	*5,626*	*5,051*
Ad Hoc Payments / Supplements	*1,182*	*1,258*
Standby Payments	*2,468*	*2,069*
*Other Staff Costs**	*(491)*	*746*
Other Accounting Adjustments	*(379)*	*(259)*
Non-States Staff Costs	*25,448*	*36,789*
Staff-Capital Recharges	*(7,972)*	*(8,935)*
Total Salaries and Wages	**585,479**	**560,204**
Pension	*78,963*	*72,514*
Social Security	*33,323*	*30,782*
Social Security Eliminations	*(33,323)*	*(30,782)*
Grand Total	**664,443**	**632,718**

*Note – in accordance with the JFReM, other payment types including business expenses, relocation expenses, and sickness offsets have been consolidated into Other Staff Costs.

Please note – 2024 figures in this table have been restated to exclude Andium Homes, Ports of Jersey and States of Jersey Development Company as these are no longer consolidated subsidiaries.

Expenditure on Agency Staff, Consultancy and Contingent Labour

As part of our commitment to transparency, we publish a comprehensive report on Government's use of agency staff, consultants and contingent labour which provides an in-depth analysis of consultancy and temporary workforce.

Type	2025 £'000	2024 £'000	Difference £'000
Agency Healthcare & Social Workers	*17,784*	*27,367*	*(9,583)*
Consultancy	*6,145*	*11,211*	*(5,066)*
Contingent Labour	*9,532*	*12,661*	*(3,129)*
Other Agency	*4,549*	*9,023*	*(4,473)*
Totals	**38,010**	**60,262**	**(22,251)**

As part of its commitment to curbing the growth in the public sector, the Government has committed to reducing its reliance on consultants and third party resources.
In 2024, new spending controls were introduced to strengthen oversight of third-party engagements supplementing the Government's workforce. Alongside these controls, updated guidance and clearer category definitions were implemented to support hiring managers and enhance reporting capabilities.

Overall, total spending on external resourcing decreased significantly between 2024 and 2025, driven mainly by deliberate government action to reduce reliance on agency healthcare staff and external consultants. Reductions in agency healthcare workers reflect improved recruitment to substantive roles in HCJ and efforts to curb the use of costly temporary clinicians.

Simultaneously, a formal consultancy freeze and wider public-sector resizing measures resulted in a sharp fall in consultancy costs linked to explicit policy commitments to cut external advisory spend.

Other agency and contingent labour spending also decreased primarily due to a shift away from agency engagements in I&E and successful recruitment in CYPES.

Overall, the data shows a clear shift away from external and agency dependency toward more sustainable and internally managed workforce models, in line with government priorities during the period.

Political Accountability Report

Statement of Outturn against Approvals

This section provides a breakdown of how much the government has received in income and spent against the approvals made by the States Assembly. It is presented consistently with approvals made under the Public Finances (Jersey) Law 2019 and in the Budget 2025 - 2028.

The budgeting system, and the consequential presentation of the Statement of Outturn against Approvals (SoOaA) and related notes has different objectives to IFRS-based accounts. The system supports the achievement of macro-economic stability by ensuring that public expenditure is controlled, with relevant States approval, in support of the Government's fiscal framework.

This section of the Annual Report and Accounts is subject to audit as described in the independent auditor's report to the Minister for Treasury and Resources.

Statement of Revenue Outturn against Approvals

2024 Actual		Reference	2025 Government Plan as amended	2025 Final Approved Budget[1]	2025 Actual	Difference from Approval
£'000			£'000	£'000	£'000	£'000
1,203,224	*States Net General Revenue Income*	*A*	*1,270,276*	*1,270,276*	*1,236,258*	*(34,018)*
(1,193,316)	*Departmental Net Revenue Expenditure - Near Cash*	*B & D*	*(1,179,715)*	*(1,198,428)*	*(1,185,946)*	*12,482*
9,908	**Net Operating Surplus / (Deficit)**		**90,561**	**71,848**	**50,312**	**(21,536)**
(73,305)	*Departmental Depreciation/Amortisation and Other Non-Cash*		*(58,934)*	*(58,934)*	*(47,159)*	*11,775*
(63,397)	**Operating Surplus / (Deficit)**		**31,627**	**12,914**	**3,153**	**(9,761)**
(41,908)	*Revenue Expenditure on Projects*	*E*			*(36,745)*	
(5,147)	*Healthcare Facilities - Financing Costs*	*B & D*	*(9,000)*	*(9,000)*	*(5,445)*	*3,555*
(47)	*Other Income / (Expenditure)*[2]				*5,972*	
(110,500)	**Net Revenue Expenditure - Consolidated Fund**		**22,627**	**3,914**	**(33,066)**	**(6,206)**
2,261	*Trading Operations Net Revenue Income / (Expenditure)*[3]				*(4,078)*	
296,567	*Net Revenue Income / (Expenditure) of Social Security Funds*				*206,359*	
110,673	*Net Revenue Income / (Expenditure) of Other States Funds*				*113,546*	
(692)	*Consolidation Adjustments*				*(21,868)*	
298,310	**Net Revenue Income / (Expenditure) as Reported in the SoCNE (Core Entities)**		**22,627**	**3,914**	**260,892**	**(6,206)**

[1] Reconciliation of Approvals (note d) provides a summary of the approved changes to the budgets approved by the States Assembly in the Government Plan to the Final Approved Budget
[2] This includes other Consolidated fund items, including movements in Pension Liabilities, charges relating to Finance Leases and movements in hedging arrangements.
[3] Including Depreciation

Reconciliation of movement in Unallocated Consolidated Fund Balance

Unallocated Consolidated Fund Balance	2025	2024
	£'000	£'000
Opening balance	**59,094**	**95,022**
Approvals brought forward from previous year	*25,827*	*50,229*
Adjusted Opening Balance	**84,921**	**145,251**
Operating Surplus		
Net General Revenue Income	*1,236,258*	*1,203,224*
Net Departmental expenditure - near cash	*(1,185,946)*	*(1,193,316)*
New Healthcare Facilities - Financing Costs	*(5,445)*	*(5,147)*
	44,867	**4,761**
Other Movements in Fund Balances		
Prior Year Basis Tax Debt Receipts	*8,070*	*10,104*
Capital repayments to Currency Fund	*(792)*	*(763)*
Other movements	*13,312*	*(428)*
	20,590	**8,913**
Capital and Other Projects Expenditure		
Capital and Other Projects Expenditure	*(89,461)*	*(96,857)*
New Healthcare Facilities	*(20,721)*	*(20,158)*
	(110,182)	**(117,015)**
Capital Financing Transfers In		
Criminal Offences Confiscation Fund	*(5)*	*48*
Strategic Reserve - Capital Repayment	*-*	*336*
Strategic Reserve - Hospital	*20,721*	*20,158*
Technology Accelerator Fund	*1,289*	*2,194*
	22,005	**22,736**
Funds Transfers In/Out		
Climate Emergency Fund	*(4,007)*	*(2,705)*
Agricultural loans fund	*(5,000)*	*-*
Insurance Fund	*(7,700)*	
Strategic Reserve - Pension Refinancing Repayment	*(2,580)*	*(2,167)*
Strategic Reserve - Financing Costs	*5,445*	*5,147*
Strategic Reserve - States Grant	*-*	*20,000*
Other movements	*2,499*	
	(11,343)	**20,275**
Movements in Borrowing		
Borrowing Proceeds - Hospital	*24,300*	*18,400*
Transfer Borrowing Proceeds to Strategic Reserve Fund	*(24,300)*	*(18,400)*
	-	**-**
Consolidated Fund movement	**(34,063)**	**(60,330)**
Closing balance before carry forwards	**50,858**	**84,921**
Carry forward of approvals to subsequent year reserves	*(12,453)*	*(25,827)*
Closing balance	**38,405**	**59,094**

The available Consolidated Fund balance at the end of 2025 is broadly in line with the expectations in the Budget 2026-2029. £5 million of the available balance will be transferred to the Agricultural Loan Fund in 2026 to meet the remaining commitment agreed by the Assembly under P.74/2023.

Notes to the Statement of Outturn Against Approvals

a. Net General Revenue Income against Estimate

Actuals 2024 £'000		Budget 25 (B 25) 2025 £'000	Actual 2025 £'000	Difference from B 25 2025 £'000
	Income Tax			
705,448	*Personal Income Tax*	*716,500*	*744,706*	*28,206*
191,496	*Corporate Income Tax*	*221,000*	*187,007*	*(33,993)*
(16,494)	*Provision for Bad Debts / Write Offs*	*-*	*(13,502)*	*(13,502)*
880,450	**Net Income Tax**	**937,500**	**918,212**	**(19,288)**
	Goods and Services Tax (GST)			
112,967	*Goods and Services Tax*	*116,300*	*113,191*	*(3,109)*
13,613	*International Service Entities Fees*	*12,700*	*13,406*	*706*
	Provision for Bad Debts / Write Offs	*-*	*(4,567)*	*(4,567)*
126,580	**Goods and Services Tax**	**129,000**	**122,030**	**(6,970)**
	Impôts Duties			
6,713	*Spirits*	*7,397*	*6,186*	*(1,211)*
8,775	*Wines*	*9,058*	*8,367*	*(691)*
927	*Cider*	*921*	*887*	*(34)*
6,282	*Beer*	*6,514*	*6,030*	*(484)*
17,160	*Tobacco*	*17,764*	*15,096*	*(2,668)*
24,531	*Fuel*	*25,137*	*24,584*	*(553)*
501	*Goods (Customs)*	*700*	*567*	*(133)*
3,169	*Vehicle Emissions Duty*	*3,190*	*3,357*	*167*
68,058	**Impôts Duties**	**70,681**	**65,074**	**(5,607)**
	Stamp Duty and Land Transaction Tax			
31,194	*Stamp Duty*	*37,329*	*54,549*	*17,220*
1,928	*Land Transaction Tax*	*3,614*	*2,474*	*(1,140)*
3,689	*Probate*	*2,600*	*2,104*	*(496)*
3,525	*Enveloped Property Transaction Tax*	*1,000*	*6,929*	*5,929*
40,336	**Stamp Duty**	**44,543**	**66,057**	**21,514**
	Other Income			
17,851	*Parish Rates*	*17,660*	*17,716*	*56*
16,369	*Dividend Income*	*21,226*	*6,882*	*(14,344)*
29,124	*Income from Andium Homes and Housing Trusts*	*29,645*	*26,721*	*(2,924)*
24,456	*Other Non-dividend Income*	*20,021*	*20,375*	*354*
	Provision for Bad Debts / Write Offs	*-*	*(6,809)*	*(6,809)*
87,800	**Other Income**	**88,552**	**64,885**	**(23,667)**
1,203,224	**Net General Revenue Income**	**1,270,276**	**1,236,258**	**(34,018)**

Net General Revenue Income (GRI) for 2025 was £1,236 million (2024: £1,203 million), an increase of £33 million or 2.7%. Whilst GRI has increased year on year, income for 2025 is lower than forecast compared to the £1,270 million estimate included in Budget 2025 – 2028.

£12 million of this decrease was anticipated in the most recent income forecast published by the Income Forecasting Group in Summer 2025, with a downward revision to the forecast predominantly driven by lower than originally expected profit growth, reducing the forecast for Corporate Income Taxes.

Stamp duty was more than forecast, with activity in the housing market exceeding assumptions. This was offset by a delay in the payment of the £20 million expected dividend from Jersey Telecom, a provision against loans advanced to Blue Islands and other smaller variances across income lines.

b. Revenue Heads of Expenditure against Approval

		Government Plan 2025			Final Approved Budget			2025 Outturn			Difference from Final Approved Budget
Actuals 2024		Income	Expenditure	Net Budget	Income	Expenditure	Net Budget	Income	Expenditure	Net Outturn	
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Departmental Expenditure										
(35,641)	Cabinet Office	380	(26,568)	(26,188)	629	(22,297)	(21,668)	673	(21,689)	(21,016)	652
(38,323)	Technology and Digital Services	1,778	(41,568)	(39,790)	1,666	(36,565)	(34,899)	1,766	(36,606)	(34,841)	58
(15,497)	People Services	6,063	(20,170)	(14,107)	6,101	(19,902)	(13,801)	6,160	(19,790)	(13,630)	171
(179,413)	Education and Lifelong Learning	23,543	(199,045)	(175,502)	24,349	(206,609)	(182,260)	24,440	(206,206)	(181,766)	494
(47,350)	Children and Families	1,069	(51,146)	(50,077)	1,069	(52,714)	(51,645)	1,233	(52,192)	(50,959)	686
(103,391)	Employment, Social Security and Housing	12,530	(121,665)	(109,135)	12,025	(122,100)	(110,075)	12,471	(118,034)	(105,563)	4,512
(61,160)	Infrastructure	26,748	(89,648)	(62,900)	28,260	(92,855)	(64,595)	26,474	(90,693)	(64,218)	377
(13,647)	Environment	6,176	(17,939)	(11,763)	6,514	(18,702)	(12,188)	5,530	(17,718)	(12,188)	-
(333,362)	Health and Care Jersey	28,973	(351,038)	(322,065)	33,703	(402,164)	(368,461)	33,803	(402,260)	(368,458)	3
(19,413)	Jersey Overseas Aid	-	(22,221)	(22,221)	20	(22,241)	(22,221)	17	(22,042)	(22,026)	195
(42,080)	Justice and Home Affairs	4,528	(46,953)	(42,425)	4,612	(41,316)	(36,704)	4,904	(40,922)	(36,018)	686
(32,701)	States of Jersey Police Service	168	(30,353)	(30,185)	543	(34,045)	(33,502)	543	(34,028)	(33,485)	17
(3,431)	Ministry of External Relations	330	(3,737)	(3,407)	430	(3,928)	(3,498)	425	(3,894)	(3,470)	28
(41,708)	Economic Development, Tourism, Sport and Culture	-	(37,016)	(37,016)	932	(39,012)	(38,080)	838	(38,712)	(37,874)	206
(10,973)	Financial Services	-	(10,886)	(10,886)	850	(11,907)	(11,057)	792	(11,849)	(11,057)	-
(45,556)	Treasury & Exchequer	4,353	(51,052)	(46,699)	5,484	(54,751)	(49,267)	4,174	(53,441)	(49,267)	-
(114,921)	Grants to States Funds	-	(69,821)	(69,821)	-	(69,821)	(69,821)	-	(69,821)	(69,821)	-
-	Living Wage Transitional Support	-	(10,000)	(10,000)	-	(10,000)	(10,000)	-	(9,764)	(9,764)	237
(13,669)	Past Service Pension Liability Refinancing	174	(13,957)	(13,783)	190	(13,973)	(13,783)	206	(13,989)	(13,783)	-
(1,152,236)	**Total Departmental Expenditure**	**116,813**	**(1,214,783)**	**(1,097,970)**	**127,377**	**(1,274,902)**	**(1,147,525)**	**124,450**	**(1,263,650)**	**(1,139,200)**	**8,325**
	Non-Ministerial and Other States Bodies										
(4,206)	Bailiff's Chambers	52	(3,852)	(3,800)	119	(4,502)	(4,383)	92	(4,450)	(4,358)	25
(1,108)	Comptroller and Auditor General	93	(1,289)	(1,196)	153	(1,349)	(1,196)	153	(1,297)	(1,144)	52
(6,871)	Judicial Greffe	2,094	(12,062)	(9,968)	2,301	(12,445)	(10,144)	3,080	(10,604)	(7,524)	2,620
(15,720)	Law Officers Department	127	(14,142)	(14,015)	327	(16,404)	(16,077)	323	(16,303)	(15,980)	97
(873)	Office of the Lieutenant Governor	148	(1,061)	(913)	198	(1,144)	(946)	262	(1,144)	(882)	64
(764)	Official Analyst	53	(837)	(784)	83	(889)	(806)	88	(877)	(789)	17
(2,863)	Probation	44	(3,368)	(3,324)	51	(3,492)	(3,441)	51	(3,051)	(3,000)	441
(9,497)	States Assembly	-	(10,932)	(10,932)	166	(11,350)	(11,184)	300	(10,799)	(10,499)	685
(2,203)	Viscounts Department	919	(3,535)	(2,616)	1,249	(3,975)	(2,726)	1,254	(3,826)	(2,572)	154
(44,105)	**Total Non-Ministerial and Other States Bodies**	**3,530**	**(51,078)**	**(47,548)**	**4,647**	**(55,550)**	**(50,903)**	**5,604**	**(52,351)**	**(46,747)**	**4,156**
	Reserves and Other Heads of Expenditure										

Actuals 2024		Government Plan 2025			Final Approved Budget			2025 Outturn			Difference from Final Approved Budget
		Income	Expenditure	Net Budget	Income	Expenditure	Net Budget	Income	Expenditure	Net Outturn	
£'000		*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*
	- Central Reserve	-	*(34,197)*	*(34,197)*	-	*(5,059)*	*(5,059)*	-	-	-	*5,059*
1,196,341	**Net Revenue Expenditure - Near Cash**	**120,343**	**(1,300,058)**	**(1,179,715)**	**132,024**	**(1,335,511)**	**(1,203,487)**	**130,054**	**(1,316,000)**	**(1,185,946)**	**17,541**
5,147	*Healthcare Facilities – Financing Costs*	-	*(9,000)*	*(9,000)*	-	*(9,000)*	*(9,000)*	-	*(5,445)*	*(5,445)*	*3,555*
1,201,488	**Total Net Revenue Expenditure**	**120,343**	**(1,309,058)**	**(1,188,715)**	**132,024**	**(1,344,511)**	**(1,212,487)**	**130,054**	**(1,321,445)**	**(1,191,391)**	**21,096**

Reconciliation of Approvals (Note d) provides a summary of the approved changes to the budgets approved by the States Assembly in the Government Plan to the Final Approved Budget. This includes allocations from the Reserve for pay awards, and other transfers.

Whilst overall expenditure was within the total approval, it was necessary to allocate additional funding to some departments to meet financial pressures – most notably the Health and Care Jersey (HCJ) department. Although the Budget 2025–2028 included provisions for extra funding, unforeseen pressures during the year and delays in the anticipated delivery of the Financial Recovery Plan meant these allocations were insufficient.

Further financial details can be found in the Departmental Reports.

c. Trading Operations Net Revenue Expenditure against Approval

Actuals 2024		Government Plan 2025			Final Approved Budget			2025 Outturn			Difference from Final Approved Budget
		Income	Expenditure	Net Budget	Income	Expenditure	Net Budget	Income	Expenditure	Net Outturn	
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
925	*Jersey Car Parking*	*9,599*	*(8,943)*	*656*	*9,781*	*(9,125)*	*656*	*9,482*	*(14,187)*	*(4,705)*	*5,361*
1,336	*Jersey Fleet Management*	*6,053*	*(4,311)*	*1,742*	*6,169*	*(3,427)*	*2,742*	*5,902*	*(5,273)*	*629*	*2,113*
2,261	**Net Revenue Income / (Expenditure) – Trading Operations**	**15,652**	**(13,254)**	**2,398**	**15,950**	**(12,552)**	**3,398**	**15,384**	**(19,460)**	**(4,076)**	**7,474**

Within Jersey Car Parking expenditure, a right-of-use asset relating to the Charles Street car park was impaired in 2025 by £5.5 million. Excluding this non-cash impairment, the overall outturn would have been positive.

d. Reconciliation of Approvals

Department	2025 Government Plan As Amended	Carry Forward from 2024	2025 Pay Awards	Allocation Of Reserves	Departmental Transfers	Transfers to/from Projects	2025 Approved Budget Near Cash
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Ministerial Departments							
Cabinet Office	26,188	-	853	2,001	(7,374)	-	21,668
Technology and Digital Services	39,790	-	771	-	(5,662)	-	34,899
People Services	14,107	-	461	290	(1,057)	-	13,801
Education and Lifelong Learning	175,502	-	6,128	630	-	-	182,260
Children and Families	50,077	-	1,568	-	-	-	51,645
Employment, Social Security and Housing	109,135	-	745	-	195	-	110,075
Infrastructure	62,900	-	1,394	25	614	(338)	64,595
Environment	11,763	-	601	367	(543)	-	12,188
Health and Care Jersey	322,065	-	9,857	14,120	22,419	-	368,461
Jersey Overseas Aid	22,221	-	-	-	-	-	22,221
Justice and Home Affairs	42,425	-	1,549	583	(7,853)	-	36,704
States of Jersey Police Service	30,185	-	1,102	2,215	-	-	33,502
Ministry of External Relations	3,407	-	91	-	-	-	3,498
Economic Development, Tourism, Sport and Culture	37,016	-	204	860	-	-	38,080
Financial Services	10,886	-	171	-	-	-	11,057
Treasury & Exchequer	46,699	-	1,255	2,052	(739)	-	49,267
Grants to States Funds	69,821	-	-	-	-	-	69,821
Living Wage Transitional Support	10,000	-	-	-	-	-	10,000
Past Service Pension Liabilities Refinancing	13,783	-	-	-	-	-	13,783
Total Ministerial Departments	**1,097,970**	**-**	**26,750**	**23,143**	**-**	**(338)**	**1,147,525**
Non-Ministerial and Other States Bodies							
Bailiff's Chambers	3,800	-	107	476	-	-	4,383
Comptroller and Auditor General	1,196	-	-	-	-	-	1,196
Judicial Greffe	9,968	-	176	-	-	-	10,144
Law Officers Department	14,015	-	486	1,576	-	-	16,077
Office of the Lieutenant Governor	913	-	33	-	-	-	946
Official Analyst	784	-	22	-	-	-	806
Probation	3,324	-	117	-	-	-	3,441
States Assembly	10,932	-	252	-	-	-	11,184
Viscounts Department	2,616	-	110	-	-	-	2,726
Total Non-Ministerial and Other States Bodies	**47,548**	**-**	**1,303**	**2,052**	**-**	**-**	**50,903**
Departmental and Non-Ministerial Total	**1,145,518**	**-**	**28,053**	**25,195**	**-**	**(338)**	**1,198,427**
Reserves and Other Heads of Expenditure							

Department	2025 Government Plan As Amended	Carry Forward from 2024	2025 Pay Awards	Allocation Of Reserves	Departmental Transfers	Transfers to/from Projects	2025 Approved Budget Near Cash
	£'000	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*
Central Reserve	*34,197*	*19,400*	*(28,053)*	*(20,485)*	*-*	*-*	*5,059*
Net Revenue Expenditure	**1,179,715**	**19,400**	**-**	**4,710**	**-**	**(338)**	**1,203,486**
Healthcare Facilities - Financing Costs	*9,000*	*-*	*-*	*-*	*-*	*-*	*9,000*
Total Net Revenue Expenditure	**1,188,715**	**19,400**	**-**	**4,710**	**-**	**(338)**	**1,212,487**

The Minister for Treasury and Resources presents a report to the States Assembly every six months covering “Finance Law Delegations”, including budget transfers. The relevant reports for 2025 are States Assembly | R.182/2025 and MD-TR-2026-164, available on the States Assembly website.

Project Expenditure

e. Project Expenditure from the Consolidated Fund Against Approval

Head of Expenditure	Major Project	Sponsor Department	Delivery Department	Government Plan 2025	Transfers to and from reserves	Available Budget	2025 Capital Expenditure	2025 Revenue Expenditure	Total 2025 Expenditure	Unspent Project Approvals as at 31 December 2025	Total Project Budget	Total Project Actuals
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Total Feasibility				**1,442**	**(100)**	**1,342**	**864**	**(2)**	**863**	**479**	**1,342**	**863**
Estates												
New School and Educational Developments		CYPES	I&E	2,500	(964)	1,536	1,535	2	1,536	-	1,536	1,536
Upgrades to CYPES Estates		CYPES	CYPES	7,790	-	7,790	1,838	5,952	7,790	-	7,790	7,790
Health Services Improvements Programme		HCJ	HCJ	5,000	-	5,000	(8,407)	13,407	5,000	-	5,000	5,000
Major Refurbishment and Upgrades		I&E	I&E	5,000	1,449	6,449	1,139	4,463	5,602	847	6,449	5,602
Oakfield and Fort Regent Decant	M	I&E	I&E	6,664	826	7,490	7,330	-	7,330	160	14,942	10,082
Other I&E Estate Projects		I&E	I&E	750	64	814	(52)	866	814	-	814	814
Army and Sea Cadets Headquarters		JHA	JHA	200	-	200	5	-	5	195	1,057	102
Learning Difficulties Specialist Accommodation	M	HCJ	HCJ	-	1,197	1,197	1,335	(139)	1,197	-	4,626	4,626
Ambulance, Fire and Rescue Headquarters	M	JHA	JHA	-	66	66	66	-	66	-	813	613
Office Modernisation	M	I&E	I&E	-	519	519	-	518	518	1	6,422	6,421
Elizabeth Castle	M	ECON	ECON	-	221	221	221	(1)	221	-	4,953	4,953
Dewberry House SARC		SoJP	SoJP	-	175	175	38	-	38	137	3,238	566
Prison Improvement Works		JHA	I&E	-	1,122	1,122	1,093	-	1,093	29	24,356	22,172
Police Firearms Range		SoJP	SoJP	-	1,143	1,143	1,419	(280)	1,139	4	2,529	2,525
Orchard House		I&E	I&E	-	140	140	140	-	140	-	140	140
In-Patient / Support Services		HCJ	HCJ	-	-	-	(524)	524	-	-	2,022	2,022
Total Estates				**27,904**	**5,958**	**33,862**	**7,176**	**25,312**	**32,488**	**1.374**	**86,687**	**74,963**
Infrastructure												
Infrastructure Rolling Vote and Public Realm		I&E	I&E	16,850	-	16,850	16,523	327	16,850	-	16,850	16,850
Sewage Treatment Works	M	I&E	I&E	1,300	403	1,703	1,695	-	1,695	8	88,635	88,627
Liquid Waste Key Infrastructure	M	I&E	I&E	8,350	(2,897)	5,453	5,453	-	5,453	-	9,025	9,025
Springfield Pitch & Floodlights		I&E	I&E	845	-	845	845	-	845	-	845	845
Other Infrastructure		I&E	I&E	2,443	-	2,443	2,342	99	2,441	2	2,443	2,441
Road Safety Improvements		I&E	I&E	-	338	338	338	-	338	-	338	338
Total Infrastructure				**29,788**	**(2,156)**	**27,632**	**27,195**	**426**	**27,622**	**10**	**118,136**	**118,126**
Information Technology												
Cyber Programme 2.0	M	TDS	TDS	2,514	-	2,514	1,553	4	1,557	957	2,964	2,007
IT Major Upgrade and Replacement	M	TDS	TDS	6,000	(2,399)	3,601	131	1,454	1,585	2,016	3,601	1,585
Digital Services Platform		TDS	TDS	600	-	600	771	(171)	600	-	1,605	1,605

Head of Expenditure	Major Project	Sponsor Department	Delivery Department	Government Plan 2025	Transfers to and from reserves	Available Budget	2025 Capital Expenditure	2025 Revenue Expenditure	Total 2025 Expenditure	Unspent Project Approvals as at 31 December 2025	Total Project Budget	Total Project Actuals
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Digital Care Strategy	*M*	*HCJ*	*HCJ*	*2,003*	*579*	*2,582*	*1,036*	*1,546*	*2,582*	*-*	*16,132*	*16,132*
Digital Systems Improvements		*HCJ*	*TDS*	*800*	*285*	*1,085*	*368*	*502*	*870*	*215*	*1,085*	*870*
General Hospital Wi-Fi		*HCJ*	*TDS*	*1,200*	*-*	*1,200*	*62*	*1,138*	*1,200*	*-*	*1,200*	*1,200*
Next Passport Project		*JHA*	*JHA*	*425*	*(74)*	*351*	*350*	*1*	*351*	*-*	*351*	*351*
Combined Control Room		*JHA*	*JHA*	*450*	*(200)*	*250*	*129*	*1*	*130*	*120*	*2,064*	*1,943*
Revenue Transformation Programme (Phase 3)		*T&E*	*T&E*	*1,316*	*687*	*2,003*	*166*	*1,255*	*1,422*	*581*	*3,966*	*3,385*
Revenue Transformation Programme (Phase 4)	*M*	*T&E*	*T&E*	*3,270*	*(770)*	*2,500*	*(237)*	*2,275*	*2,038*	*462*	*3,777*	*3,315*
Court Digitisation	*M*	*JG*	*JG*	*1,230*	*75*	*1,305*	*1,216*	*-*	*1,216*	*89*	*2,362*	*2,273*
Probation/Prison Offender Case Management System		*PROB*	*PROB*	*425*	*(325)*	*100*	*51*	*-*	*51*	*49*	*608*	*162*
Automatic Electoral Registration		*SA*	*TDS*	*385*	*20*	*405*	*331*	*-*	*331*	*74*	*567*	*493*
Integrated Technology Solution	*M*	*TDS*	*TDS*	*-*	*404*	*404*	*401*	*-*	*401*	*3*	*63,105*	*63,102*
Regulation Digital Assets		*I&E*	*I&E*	*-*	*729*	*729*	*729*	*-*	*729*	*-*	*4,151*	*4,009*
Jersey Care Model		*HCJ*	*TDS*	*-*	*-*	*-*	*(365)*	*365*	*-*	*-*	*2,457*	*1,981*
Total Information Technology				**20,618**	**(989)**	**19,629**	**6,692**	**8,371**	**15,063**	**4,566**	**109,994**	**104,413**
Replacement Assets and Minor Capital												
Replacement Assets and Minor Capital - DS		*TDS*	*TDS*	*2,500*	*-*	*2,500*	*268*	*2,232*	*2,500*	*-*	*2,500*	*2,500*
Replacement Assets and Minor Capital - CYPES		*CYPES*	*CYPES*	*300*	*-*	*300*	*-*	*297*	*297*	*3*	*300*	*297*
HCJ-Replacement Assets		*HCJ*	*HCJ*	*2,250*	*200*	*2,450*	*3,665*	*(1,215)*	*2,450*	*-*	*2,450*	*2,450*
Replacement Assets and Minor Capital - I&E		*I&E*	*I&E*	*4,550*	*-*	*4,550*	*4,395*	*126*	*4,521*	*29*	*4,550*	*4,521*
Fisheries Protection Vessel & Auxiliary Vessels		*I&E*	*I&E*	*2,800*	*(1,197)*	*1,603*	*1,603*	*-*	*1,603*	*-*	*1,603*	*1,603*
Replacement Assets and Minor Capital - JHA		*JHA*	*JHA*	*380*	*-*	*380*	*175*	*205*	*380*	*-*	*380*	*380*
Aerial Ladder Platform		*JHA*	*JHA*		*-*	*-*	*(3)*	*3*	*-*	*-*	*784*	*760*
Replacement Assets and Minor Capital - SoJP		*SoJP*	*SoJP*	*350*	*-*	*350*	*150*	*200*	*350*	*-*	*350*	*350*
Total Replacement Assets and Minor Capital				**13,130**	**(997)**	**12,133**	**10,251**	**1,849**	**12,100**	**33**	**12,917**	**12,860**
Other												
New Healthcare Facilities	*M*	*HCJ*	*HCJ*	*73,000*	*45,012*	*118,012*	*20,120*	*601*	*20,721*	*97,291*	*189,670*	*79,210*
Pillar 2 Implementation Costs		*T&E*	*T&E*	*1,760*	*-*	*1,760*	*1,139*	*187*	*1,326*	*434*	*1,760*	*1,326*
Total Others				**74,760**	**45,012**	**119,772**	**21,259**	**788**	**22,047**	**97,725**	**191,430**	**80,536**
Grand Total				**167,642**	**46,728**	**214,370**	**73,437**	**36,745**	**110,182**	**104,188**	**520,506**	**391,760**

In the year departments spent a total of £110 million on capital and other projects, against a total available approval of £214 million. The bulk of the underspend related to the New Healthcare Facilities programme. Other underspends were anticipated in the Budget 2026, and the majority of the underspends of £97 million will be released to the Consolidated Fund in line with the plan. In recent years a greater focus has been given to ensuring that the level of capital allocated is deliverable, which has reduced the scale of underspends. More detail on capital expenditure is included in the Financial Review.

f. Capital Expenditure from Trading Funds Against Approval (Summary Table 7)

	Total Project Expenditure	Total Allocated Budget	Remaining Unspent Budget
	£'000	£'000	£'000
Jersey Car Parking			
Charles Street Car Park	*6,981*	*6,985*	*4*
Automated Charging System	*309*	*312*	*3*
Car Park Enhancement & Refurbishment	*15,052*	*17,444*	*2,392*
Jersey Car Parking Total	**22,342**	**24,741**	**2,399**
Jersey Fleet Management			
Vehicle & Plant Replacement	*29,198*	*28,229*	*(969)*
Jersey Fleet Management Total	**29,198**	**28,229**	**(969)**
Total	**51,540**	**52,970**	**1,430**

Other Accountability Disclosures

Personal Data Related Incidents

There were 3 personal data related incidents reported to the Office of the Information Commissioner in 2025. Not all incidents reported will be upheld as a data breach by the Information Commissioner.

An incident is defined as a loss, unauthorised disclosure or insecure disposal of personal data. Protected personal data is information that links an identifiable living person with information about them which, if released, would put the individual at risk of harm or distress. The definition includes sources of information that, because of the nature of the individuals or the nature, source or extent of the information, is treated as protected personal data by the States.

Gifts

A gift is defined as something voluntarily donated, with no preconditions and without the expectation of any return. Transfers of assets between States entities, grants, social benefits, retirement gifts and long service awards are specifically not classified as gifts. As per the JFReM, only gifts over £10,000 in value are to be disclosed.

In 2025, no gifts were made that exceeded the £10,000 disclosure threshold. In 2024, one gift was made which exceeded the £10,000 disclosure threshold, the transfer of the Seaside Café at Grève de Lecq to the National Trust for Jersey.

Losses and special payments

Losses and special payments	2025 £'000	2024 £'000
Losses	*(8,534)*	*(5,488)*
Special payments	*(2,106)*	*(3,930)*
Total	**(10,640)**	**(9,418)**

Losses and special payments are items that the States would not have contemplated when it agreed budgets or passed legislation. By their nature they are items that ideally should not arise.

The Government of Jersey manages losses and special payments through a formal review and approval process to ensure propriety, regularity, and value for money. These non-routine transactions must be fully documented, justified, and approved at the appropriate level within the Public Finances Manual framework before they can proceed.

The term loss includes the loss of money or property belonging to a States entity. Examples include overpayments of grants, social benefits and to employees as well as theft, fraud, physical loss and abandoned debts, damage or loss of inventory and impairments.

A fruitless payment is a payment for which liability ought not to have been incurred, or where the demand for the goods and service in question could have been cancelled in time to avoid liability. Because fruitless payments will be legally due to the recipient they are not regarded as special payments. However, as due benefit will not have been received in return, they should be regarded as losses. Fruitless payments are payments where the liability ought not to have been incurred. Significant individual items are disclosed separately.

Special payments include compensation payments made under legal obligations, extra payments to contractors, ex gratia payments, severance payments and regulatory payments.

A further breakdown of losses and special payments is provided in Note 4.21.

Statement of responsibilities

The Treasurer of the States is required by the Public Finances (Jersey) Law 2019 to prepare the annual accounts and financial statements of the States of Jersey. The annual financial statements must be prepared in accordance with Generally Accepted Accounting Principles, and accounting standards prescribed by the Treasurer of the States with the approval of the Minister for Treasury and Resources. Under the Social Security (Jersey) Law 1974, Health Insurance (Jersey) Law 1967 and Long-Term Care (Jersey) Law 2012, accounts of the relevant funds are to be prepared in such form, manner and at such times as the Minister for Social Security may determine. The consolidation of the Funds into the States of Jersey Accounts is considered to be sufficient for statutory reporting requirements.

The Public Finances (Jersey) Law 2019 came into force in June 2019 and confirmed arrangements introduced by amendments to that Law in 2018 which made the Chief Executive, as Principal Accountable Officer, legally and financially accountable for the decisions and budgets of the Government of Jersey, with appropriate delegation of accountability to Accountable Officers for departments and projects. Detailed arrangements are set out in the Public Finances Manual.

In preparing the accounts, detailed in the following pages, the Treasurer has:

- applied the going-concern principle to all entities included within the accounts.
- applied appropriate accounting policies in a consistent manner.
- made reasonable and prudent judgements and estimates.

The Treasurer confirms that, so far as he is aware, there is no relevant audit information of which the States' auditors are unaware; and he has taken all steps that he ought to have taken as Treasurer to make himself aware of any relevant audit information and to establish that the States' auditors are aware of that information.

Richard Bell
Treasurer of the States
Date: 14 April 2026

Independent auditor’s report to the Minister for Treasury and Resources

Report on the audit of the financial statements of the States of Jersey

Opinion

We have audited the financial statements of the States of Jersey for the year ended 31 December 2025 which comprise the:

- Statement of Comprehensive Net Expenditure;
- Statement of Financial Position;
- Statement of Changes in Taxpayers' Equity;
- Statement of Cash Flows; and
- Notes to the financial statements, including material accounting policy information.

The financial reporting framework that has been applied in their preparation is applicable law and the 2025 Government of Jersey Financial Reporting Manual (the ‘JFReM’), which applies UK adopted International Financial Reporting Standards (IFRS) in place as at 1 January 2024 as adapted or interpreted for the Public Sector in Jersey.

In our opinion, the financial statements:

- give a true and fair view of the financial position of the States of Jersey as at 31 December 2025 and of the States of Jersey’s income and expenditure for the year then ended;
- have been properly prepared in accordance with the JFReM;
- have been prepared in accordance with the requirements of the Public Finances (Jersey) Law 2019; and
- properly represent the activities of the States of Jersey.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)), the Code of Audit Practice December 2023) issued by the Comptroller & Auditor General, and applicable law. Our responsibilities under those standards are further described in the “Auditor’s responsibilities for the audit of the financial statements” section of our report. We are independent of the States of Jersey in accordance with the ethical requirements that are relevant to audits of financial statements in the UK, including the FRC’s Ethical Standard as applied to public interest entities and listed entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Treasurer's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Our audit procedures to evaluate the Treasurer's assessment of the States of Jersey's ability to continue to adopt the going concern basis of accounting included but were not limited to:

- the interpretation of going concern in the public sector context as reflected in the JFReM;
- undertaking an initial assessment at the planning stage of the audit to identify events or conditions that may cast significant doubt on the States of Jersey's ability to continue as a going concern;
- making enquiries of the Treasurer, the Minister for Treasury and Resources, the Chief Executive and the Chair of the Risk and Audit Committee in relation to the appropriateness of the adoption of the going concern assumption; and
- evaluating the appropriateness of the Treasurer's disclosures in the financial statements on going concern.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the States of Jersey's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) we identified, including those which had the greatest effect on: the overall audit strategy; the allocation of resources in the audit; and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

We summarise below the key audit matters in forming our audit opinion above, together with an overview of the principal audit procedures performed to address each matter and key observations arising from those procedures.

These matters, together with our findings, were communicated to those charged with governance through our Audit Completion Report.

Key Audit Matter	How our scope addressed this matter
Risk of fraud in revenue recognition – personal income tax Risk of fraud in revenue recognition (presumed to be a significant risk because of the potential to inappropriately shift the timing and basis of revenue recognition as well as the potential to record fictitious revenues or fail to record actual revenues). We have determined the risk of fraud in revenue recognition as being principally in relation to the personal income tax revenue because of the value and the estimation involved in accounting for and recognising the income. As disclosed in the note 4.3 of the financial statements, personal income taxation is identified by the States of Jersey as a key source of estimation uncertainty. Personal income tax recognised in the 2025 SoCNE was £744m. Of this, £722m is based on the personal income tax estimate for 2025. The increase of £22m relates to previous years where actual income was higher than the estimated income.	Our audit procedures involved the engagement of our own actuarial experts and included: • evaluating the design and implementation of controls over the tax estimation methodology by reviewing the model and its objectives; • challenging the methodology and the assumptions used in the tax estimate by checking for consistency with the Fiscal Policy Panel’s forecasts; • considering the historical accuracy of the estimates made for the 2024 financial year by comparing them against actual tax revenues for that period; • challenging any changes in methodology for the current year estimate compared to the prior year; and • substantively testing the source data used in the estimate by testing a sample of income tax to submitted tax returns. **Our observations** We obtained sufficient, appropriate audit evidence that the estimate for personal income tax recognised was not materially misstated for the year ended 31 December 2025.
Valuation of land, buildings, networked assets and other structures The net book value of land, buildings, networked assets and other structures at the 31 December 2025 was £2.9 billion. As disclosed in note 4.3 of the financial statements, the valuation of these assets is identified by the States as a key source of estimation uncertainty. Note 4.10 discloses the following net book values at 31 December 2025: • Land: £321m • Buildings: £846m • Networked Assets (including land): £1,653m • Other Structures £102m. Management makes key judgements, estimates and assumptions depending on the asset type when valuing these assets. Small changes in the judgements and assumptions used in valuing these assets could result in a material change to the net book value.	Our audit procedures included: • obtaining an understanding of the design and implementation of controls over the valuation process by conducting a walkthrough test; • considering the reasonableness of the valuations by engaging our in-house valuations expert to support our challenge of the key assumptions used in the valuation; • obtaining an understanding of the competence, skills and experience of the States of Jersey valuer and considering the appropriateness of the instructions issued to the States of Jersey valuer; • substantively testing the source data provided to and used by the States of Jersey valuer; In particular, evaluating the appropriateness of data provided to the valuer by management by agreeing it to supporting evidence; and • sample testing individual assets to ensure the basis of valuations completed in 2025 was appropriate by agreeing the details to supporting evidence. The work done by our in-house valuations expert included consideration of the methodology and assumptions used in the 2025 valuations by the States of Jersey valuer. **Our observations** We obtained sufficient, appropriate audit evidence that the valuation of land, buildings, networked assets and other structures was not materially misstated as at 31 December 2025.

Key Audit Matter	How our scope addressed this matter
Valuation of strategic investments Strategic investments as at 31 December 2025 were £1.7billion. As disclosed in the note 4.3 of the 2025 accounts valuation of strategic investments is an area of high estimation uncertainty. The assets are valued at fair value and require judgements which could be sensitive to change in markets. In addition, in 2025, 3 previously consolidated entities have been recognised as Strategic Investments. The valuation also includes judgement regarding comparative data on which to base the estimate.	Our audit procedures involved the engagement of our own experts and included: • obtaining an understanding of the design and implementation of controls over the valuation process by performing a walkthrough test; • critically assessing and challenging the valuation methodology and the assumptions used by calculating a value for each strategic investment and comparing this to management's valuation; • critically assessing and challenging the valuation methodology adopted for the three new Strategic Investments; and • substantively testing the accuracy of the source data used in the valuation by agreeing to supporting evidence. We tested that the valuations have been accurately reflected in the financial statements and that the disclosures are in line with the reporting framework. **Our observations** We obtained sufficient, appropriate audit evidence that the valuation of strategic investments was not materially misstated as at 31 December 2025.
Valuation of unquoted investments for which a market price is not readily available As at 31 December 2025 the Common Investment Fund had assets in the region of £4.1 billion. This included £1.3 billion of assets valued as Level 3 investments. Valuation of these assets involves significant judgements given the unobservable inputs. Note 4.11d of the financial statements details the sensitivity of Level 3 investments to movements assumptions.	Our audit procedures included: • obtaining an understanding of the design and implementation of controls over the valuation process by performing a walkthrough test; • understanding and testing the source of data used in the valuations to ensure it is independent by obtaining third party confirmations; • agreeing the valuation to supporting documentation including the investment manager valuation statements and cash flows for any adjustments made to the investment manager valuation by obtaining third party confirmations from the Fund Manager and Custodian; • agreeing the investment manager valuation to audited accounts or other independent supporting documentation, where available; and • considering the findings in the control reports, and where relevant, bridging letters, from fund managers to identify any matters impacting on the valuation methodology adopted. **Our observations** We obtained sufficient, appropriate audit evidence that the valuation of unquoted investments was not materially misstated as at 31 December 2025.

Key Audit Matter	How our scope addressed this matter
Restatement of financial statements due to changes in the accounting boundary The 2025 JFReM includes a change to the accounting boundary. This change involves significant amendments to the financial statements and requires a prior period adjustment to restate 2024 figures to reflect a non consolidated position.	Our audit procedures included: • understanding and considering the appropriateness of the methodology used to restate the financial statements by agreeing the adjustments made to supporting information for both 2023 and 2024. • Considering the adequacy of the related disclosures against the requirements of the financial reporting framework. **Our observations** We obtained sufficient, appropriate audit evidence that the financial statements were not materially misstated as at 31 December 2025 as a result of the changes to the accounting boundary.

Our application of materiality and an overview of the scope of our audit

The scope of our audit was influenced by our application of materiality. We set certain quantitative thresholds for materiality. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures on the individual financial statement line items and disclosures and in evaluating the effect of misstatements, both individually and on the financial statements as a whole.

Based on our professional judgement, we determined materiality for the financial statements as a whole as follows:

	States of Jersey
Overall materiality	£135.1m
How we determined it	1.3% of total assets
Rationale for benchmark applied	We consider total assets to be the key focus of users of the financial statements
Performance materiality	£101.3m Performance materiality is set to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements in the financial statements exceeds materiality for the financial statements as a whole.
Reporting threshold	£4m This is the level above which we agreed we would report misstatements identified during the audit, as well as misstatements below that amount that, in our view, warranted reporting for qualitative reasons.

In our view, a specific lower materiality level was appropriate for the Statement of Comprehensive Net Expenditure, where the Statement of Outturn Against Approvals and regularity nature of reporting is particularly relevant. We considered total expenditure to be a focus of the user in this Statement and as such we based our specific materiality around this benchmark.

We set a materiality threshold at 1.3% of total expenditure, resulting in overall specific materiality of £24.4m, performance materiality of £18.3m and a reporting threshold of £0.7m for the Statement of Comprehensive Net Expenditure.

Other specific materiality levels set were related party transactions (£100k), special payments (£100k) and remuneration disclosures (£5k).

As part of designing our audit, we assessed the risk of material misstatement in the financial statements, whether due to fraud or error, and then designed and performed audit procedures responsive to those risks. In particular, we looked at where the Treasurer made subjective judgements such as making assumptions on significant accounting estimates.

We tailored the scope of our audit to ensure that we performed sufficient work to be able to give an opinion on the financial statements as a whole. We used the outputs of a risk assessment, our understanding of the States of Jersey, their environment, controls and critical business processes, to consider qualitative factors in order to ensure that we obtained sufficient coverage across all financial statement line items.

Other information

The other information comprises the information included in the Annual Report and Accounts other than the financial statements and our auditor's report thereon. The Treasurer is responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of the Treasurer and Principal Accountable Officer

As explained more fully in the "Statement of responsibilities" set out within the Accountability Report, the Treasurer is responsible for the preparation of the financial statements. The JFReM requires that the Treasurer should only approve the financial statements if they are satisfied that they give a true and fair view of the financial position of the States of Jersey. As explained in the Accountability Report, the Principal Accountable Officer and Accountable Officers are responsible for the proper financial management of the resources under their control and must ensure that robust governance arrangements are in place, which include a sound system of internal control and arrangements for the management of risk. These arrangements are necessary to enable the Treasurer to prepare financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Treasurer is responsible for assessing the States of Jersey's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the States Assembly either intends to liquidate the States of Jersey or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Based on our understanding of the States of Jersey, we identified that the principal risks of non-compliance with laws and regulations related to the Public Finances (Jersey) Law 2019, and we considered the extent to which non-compliance might have a material effect on the financial statements.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- at the planning stage of our audit, gaining an understanding of the legal and regulatory framework applicable to the States of Jersey, and the structure of the States of Jersey, and considering the risk of acts by the States of Jersey which were contrary to applicable laws and regulations;
- discussing with the Treasurer the policies and procedures in place regarding compliance with laws and regulations;
- discussing amongst the engagement team the identified laws and regulations, and remaining alert to any indications of non-compliance; and
- during the audit, focusing on areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general sector experience, through discussions with the Treasurer, the Minister for Treasury and Resources, the Chief Executive and the Risk and Audit Committee, from inspection of correspondence, and from review of minutes of meetings of the Council of Ministers in the year.

In addition, we evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates and significant one-off or unusual transactions.

Our procedures in relation to fraud included but were not limited to:

- making enquiries of the Treasurer, the Minister for Treasury and Resources, the Chief Executive and the Risk and Audit Committee on whether they had knowledge of any actual, suspected or alleged fraud;
- gaining an understanding of the internal controls established to mitigate risks related to fraud;
- discussing amongst the engagement team the risks of fraud, such as opportunities for fraudulent manipulation of financial statements, and determined that the principal risks were related to posting manual journal entries to manipulate financial performance and management bias through judgements and assumptions in significant accounting estimates;
- evaluating the selection and application of accounting policies; and
- addressing the risks of fraud through management override of controls by performing journal entry testing and the risk of fraud in revenue recognition by considering the reasonableness of the model used to derive the personal income tax estimate.

The primary responsibility for the prevention and detection of irregularities including fraud rests with both those charged with governance and management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

The risks of material misstatement that had the greatest effect on our audit (whether or not due to fraud) are discussed in the key audit matters section of this report.

A further description of our responsibilities is available on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Other matters which we are required to address

We were appointed by the Comptroller and Auditor General on 9 October 2020 to audit the financial statements for the year ended 31 December 2020 and subsequent financial periods. The period of total uninterrupted engagement to date is six years, covering the year ended 31 December 2020, the year ended 31 December 2021, the year ended 31 December 2022, the year ended 31 December 2023, the year ended 31 December 2024, and the year ended 31 December 2025.

The non-audit services prohibited by the FRC's Ethical Standard were not provided to the States of Jersey and we remain independent of the States of Jersey in conducting our audit. Our audit opinion is consistent with the additional report to the Treasurer, the Minister for Treasury and Resources, and the Chief Executive and the Risk and Audit Committee, which comprises our Audit Completion Report.

Report on regularity

Opinion on regularity

In our opinion, in all material respects:

- the Statement of Outturn Against Approvals properly presents the outturn against the budget approved by the States Assembly for the year ended 31 December 2025 and shows whether those totals have been exceeded; and
- the income and expenditure relating to the States of Jersey in the Statement of Comprehensive Net Expenditure for the year ended 31 December 2025 have been applied to the purposes intended by the States Assembly and the financial transactions recorded in the financial statements confirm to the authorities which govern them.

Basis for opinion on regularity

We are required to give reasonable assurance that the Statement of Outturn Against Approvals properly presents the outturn against amounts approved by the States Assembly and that those totals have not been exceeded. We are also required to obtain evidence sufficient to give reasonable assurance that the income and expenditure recorded in the financial statements have been applied to the purposes intended by the States Assembly and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Report on other legal and regulatory requirements

Opinion on other matters prescribed by the Code of Audit Practice

We are required by the Code of Audit Practice (December 2023) issued by the Comptroller & Auditor General to give an opinion on whether the part of the Remuneration Report to be audited has been properly prepared in accordance with the relevant accounting and reporting framework.

In our opinion, the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with the JFReM.

Matters on which we are required to report by exception under the Code of Audit Practice

We are required by the Code of Audit Practice (December 2023) issued by the Comptroller & Auditor General to report, by exception, where the Corporate Governance Report included in the Annual Report and Accounts:

- does not comply with any requirements for its compilation stated in the Annual Report and Accounts of the States of Jersey or directed in the Public Finances Manual, as issued by the Minister for Treasury and Resources under Article 31 of the Public Finances (Jersey) Law 2019; or
- is misleading or inconsistent with information of which the auditor is aware as a result of their audit.

We have nothing to report in these respects.

Use of our report

This report is made solely to the Treasurer, the Minister for Treasury and Resources and the Chief Executive in accordance with Article 12(1) of the Comptroller and Auditor General (Jersey) Law 2014. Our audit work has been undertaken so that we might state to the Treasurer, the Minister for Treasury and Resources and the Chief Executive those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Treasurer, the Minister for Treasury and Resources and the Chief Executive for our audit work, for this report, or for the opinions we have formed.

Karen Murray
Partner
for and on behalf of Forvis Mazars LLP

One St Peter's Square
Manchester
M2 3DE

15 April 2026

Report of the Comptroller and Auditor General to the States Assembly

Certificate of the Comptroller and Auditor General to the States Assembly

In accordance with Article 12(1) of the Comptroller and Auditor General (Jersey) Law 2014, I have ensured that an audit of the financial statement of the States of Jersey for the year ended 31 December 2025 has been completed. I have no matters to which I wish to draw the States' attention in accordance with Article 12(3) of the Comptroller and Auditor General (Jersey) Law 2014.

Lynn Pamment

Lynn Pamment
Comptroller and Auditor General

Jersey Audit Office
Jubilee Wharf,
24 The Esplanade,
St Helier,
Jersey
JE2 3QA

15 April 2026

Financial Statements

3.1 Statement of Comprehensive Net Expenditure for the year ended 31 December 2025

		States of Jersey	
	Note[1]	2025 £'000	Restated[2] 2024 £'000
Revenue			
Levied by the States of Jersey	4.6	1,566,990	1,497,705
Earned through Operations	4.6	203,437	186,297
Total Revenue		**1,770,427**	**1,684,002**
Expenditure			
Social Benefit Payments	4.7	(596,001)	(552,561)
Staff Costs	4.8	(664,095)	(632,717)
Other Operating Expenses		(393,011)	(383,673)
Grants and Subsidies Payments	4.9	(91,212)	(89,218)
Depreciation and Amortisation	4.10	(81,391)	(69,889)
Impairments	4.11	(25,169)	(24,137)
Finance Costs	4.11	(37,759)	(31,460)
Net Foreign-Exchange Gain/(Loss)		39	(103)
Total Expenditure		**(1,888,599)**	**(1,783,758)**
Operating Net Revenue (Expenditure) / Income		**(118,172)**	**(99,756)**
Other Non-Operating Revenue/Expenditure			
Gain/(Loss) on Disposal of Non-Current Assets		(1,304)	(6,894)
Gain/(Loss) on Financial Assets	4.11	380,479	405,064
Movement in Past Service Liability	4.19	(110)	(104)
Net Revenue Income / (Expenditure)		**260,893**	**298,310**
Other Comprehensive Income			
Items that will not be reclassified to Net Revenue Expenditure:			
Revaluation of Property, Plant and Equipment	4.10	202,819	14,707
Remeasurements of the Net Defined Benefit Pension Scheme Liability	4.19	(978)	(540)
Items that may be reclassified subsequently to Net Revenue Expenditure:			
Gain/(Loss) on Revaluation of Financial Instruments held at FVTOCI	4.11	132,819	29,913
Total Other Comprehensive Income / (Expenditure)		**334,660**	**44,080**
Total Comprehensive Income / (Expenditure)		**595,553**	**342,390**

[1] The Notes in section 4 of this report form part of the financial statements.
[2] 2024 figures have been restated to reflect changes detailed in Note 4.5.

3.2 Statement of Financial Position (SoFP) as at 31 December 2025

		States of Jersey		
	Note[1]	31 Dec 2025 *£'000*	Restated[2] 31 Dec 2024 *£'000*	Restated[2] 1 Jan 2024 *£'000*
Non-Current Assets				
Property, Plant and Equipment	*4.10*	*3,254,744*	*2,966,214*	*2,896,353*
Intangible Assets		*83,081*	*73,296*	*79,934*
Other Financial Assets > 1 year	*4.11*	*6,104,996*	*5,696,544*	*5,287,546*
Trade and Other Receivables > 1 year	*4.12*	*291,488*	*301,944*	*309,703*
Total Non-Current Assets		**9,734,309**	**9,037,998**	**8,573,536**
Current Assets				
Inventories		*13,985*	*12,954*	*13,223*
Other Financial Assets < 1 year	*4.11*	*10,594*	*12,363*	*34,481*
Trade and Other Receivables < 1 year	*4.12*	*557,283*	*588,273*	*529,100*
Cash and Cash Equivalents	*4.13*	*62,324*	*68,048*	*52,809*
Total Current Assets		**644,186**	**681,638**	**629,613**
Total Assets		**10,378,495**	**9,719,636**	**9,203,149**
Current Liabilities				
Trade and Other Payables < 1 year	*4.14*	*(266,274)*	*(269,484)*	*(257,381)*
External Borrowings < 1 year	*4.15*	*(201,678)*	*(132,483)*	*(52,800)*
Currency in Circulation	*4.16*	*(92,684)*	*(96,854)*	*(97,259)*
Provisions < 1 year	*4.18*	*(1,628)*	*(2,226)*	*(1,589)*
Lease liabilities < 1 year	*4.17*	*(6,694)*	*(6,747)*	*-*
Total Current Liabilities		**(568,958)**	**(507,794)**	**(409,029)**
Total Assets Less Current Liabilities		**9,809,537**	**9,211,842**	**8,794,120**
Non-Current Liabilities				
External Borrowing > 1 year	*4.15*	*(732,453)*	*(732,040)*	*(731,712)*
Provisions > 1 year	*4.18*	*(104,040)*	*(97,775)*	*(58,330)*
Defined Benefit Pension Schemes Net Liability > 1 year	*4.19*	*(2,876)*	*(2,202)*	*(2,521)*
Lease liabilities	*4.17*	*(25,903)*	*(31,109)*	*-*
Total Non-Current Liabilities		**(865,272)**	**(863,126)**	**(792,563)**
Assets Less Liabilities		**8,944,265**	**8,348,716**	**8,001,557**
Taxpayers' Equity				
Accumulated Revenue and Other Reserves		*7,143,286*	*6,883,375*	*6,580,836*
Revaluation Reserve		*1,246,818*	*1,043,999*	*1,029,292*
Investment Reserve		*554,161*	*421,342*	*391,429*
Total Taxpayers' Equity		**8,944,265**	**8,348,716**	**8,001,557**

The financial statements were approved and authorised for issue on:

Elaine Millar
Minister for Treasury and Resources
Date: 14 April 2026

Richard Bell
Treasurer of the States
Date: 14 April 2026

[1] The Notes in section 4 of this report form part of the financial statements.
[2] 2024 figures have been restated to reflect changes detailed in Note 4.5.

3.3 Statement of Changes in Taxpayers' Equity (SoCiTE) for the year ended 31 December 2025

States of Jersey - Restated	Note[1]	Accumulated Revenue and Other Reserves	Revaluation Reserve	Investment Reserve	Total
		£'000	£'000	£'000	£'000
Balance at 1 January 2024 - Restated[2]		**6,580,837**	**1,029,292**	**391,429**	**8,001,558**
Net Revenue Income / (Expenditure)		*298,310*	-	-	*298,310*
Other Comprehensive Income					
Revaluation of Property, Plant and Equipment	4.10	-	*14,707*		*14,707*
Revaluation Losses for Financial Instrument held at FVTOCI	4.11	-	-	*29,913*	*29,913*
Remeasurements of the Net Defined Benefit Pension Scheme Liability	4.19	*(540)*	-	-	*(540)*
Total Other Comprehensive Income		**(540)**	**14,707**	**29,913**	**44,080**
Other Movements					
Other Reserve Adjustments(including IFRS 16)		*4,769*			*4,769*
Total Other Movements		**4,769**	**-**	**-**	**4,769**
Total Movements in Reserves		**302,539**	**14,707**	**29,913**	**347,159**
Balance at 31 December 2024 - Restated2		**6,883,375**	**1,043,999**	**421,342**	**8,348,716**
Net Revenue Income / (Expenditure)		*260,893*	-	-	**260,893**
Other Comprehensive Income					
Revaluation of Property, Plant and Equipment	4.10	-	*202,819*	-	**202,819**
Revaluation Losses for Financial Instrument held at FVTOCI	4.11	-	-	*132,819*	**132,819**
Remeasurements of the Net Defined Benefit Pension Scheme Liability	4.19	*(978)*	-	-	**(978)**
Total Other Comprehensive Income		**(978)**	**202,819**	**132,819**	**334,660**
Other Movements					
Other Reserve Adjustments		*(4)*	-	-	**(4)**
Total Other Movements		**(4)**	**-**	**-**	**(4)**
Total Movements in Reserves		**259,911**	**202,819**	**132,819**	**595,549**
Balance at 31 December 2025		**7,143,286**	**1,246,818**	**554,161**	**8,944,265**

[1] The Notes in section 4 of this report form part of the financial statements.
[2] 2024 figures have been restated to reflect changes detailed in Note 4.5.

3.4 Statement of Cash Flows (SoCF) for the year ended 31 December 2025

		States of Jersey	
	Note[1]	2025 £'000	Restated[2] 2024 £'000
Cash Flows from Operating Activities			
Net Revenue Income / (Expenditure)	*SoCNE*	**260,893**	**298,310**
Adjustments for Non-Cash Transactions			
Depreciation of Property, Plant and Equipment	*4.10*	*66,668*	*59,431*
Depreciation of Right of Use Assets		*5,796*	*3,060*
Amortisation of Intangible Assets		*8,927*	*7,398*
Impairments & Abortive Costs		*25,169*	*24,137*
Interest Charge on Lease Liabilities	*4.17*	*1,757*	*666*
Adjustments for Non-Operating Activities			
Loss/(Gains) on Other Financial Assets	*4.11*	*(380,479)*	*(405,064)*
Investment Income	*4.11*	*(21,881)*	*(29,177)*
Finance Costs	*4.11*	*36,003*	*30,794*
Loss/(Gain) on Disposal of Non-Current Assets	*SoCNE*	*1,304*	*6,894*
Movement in Pension Liabilities		*674*	*221*
Net Foreign Exchange Loss		*(39)*	*103*
Movement in Other Liabilities			
Increase/(Decrease) in Provisions	*4.18*	*5,666*	*40,082*
Increase/(Decrease) in Currency in Circulation	*4.16*	*(4,170)*	*(405)*
Operating Cash Flows before movements in Working Capital		**6,288**	**36,450**
Adjustments for movements in Working Capital			
(Increase)/Decrease in Inventories		*(1,031)*	*269*
Increase in Trade and Other Receivables	*4.12*	*11,705*	*(71,789)*
Increase in Trade and Other Payables	*4.14*	*(3,210)*	*12,103*
Net Cash (Outflow)/Inflow from Operating Activities		**13,752**	**(22,967)**
Cash Flows from Investing Activities			
Purchases of Property, Plant and Equipment		*(165,967)*	*(84,697)*
Proceeds from disposal of Property, Plant and Equipment		*4,527*	*-*
Purchases of Intangible Assets		*(8,964)*	*(167)*
Investment Income Received (Interest and dividends)		*21,695*	*29,177*
Net (Purchases)/Proceeds from disposal/purchase of Financial Assets		*86,099*	*48,097*
Net Cash Outflow from Investing Activities		**(62,610)**	**(7,590)**
Cash Flows from Financing Activities			
Proceeds of External Borrowings		*167,505*	*43,400*
Repayments of External Borrowings		*(61,900)*	*-*
Bond Interest Paid		*(23,755)*	*(23,755)*
Other Interest Paid		*(9,445)*	*(4,866)*
Bank and Other Charges		*(2,389)*	*(1,844)*
Repayment of lease liabilities		*(8,676)*	*(3,423)*
Net Cash Inflow from Financing Activities		**61,340**	**9,512**
Net (Decrease)/Increase in Cash and Cash Equivalents		**12,482**	**(21,045)**
Cash and Cash Equivalents at the Beginning of the Year	*4.13*	*31,764*	*52,809*
Cash and cash equivalents at the end of the year[3]	*4.13*	**44,246**	**31,764**

[1] The Notes in section 4 of this report form part of the financial statements.
[2] 2024 figures have been restated to reflect changes detailed in Note 4.5.
[3] Cash and cash equivalents includes bank overdrafts that are repayable on demand and form an integral parts of the States of Jersey's cash management.

Notes to the Financial Statements

Notes to the Accounts

4.1 Basis of financial statements preparation

a. Introduction

This note provides a list of the significant accounting policies adopted in the preparation of these consolidated financial statements to the extent they have not been disclosed in the other notes. These policies have been consistently applied to all the years presented, unless otherwise stated.

b. Purpose

The purpose of this note is to outline the basis on which the consolidated financial statements for the States of Jersey have been prepared.

Significant accounting policies that are relevant to understanding the consolidated financial statements are provided throughout the notes to the consolidated financial statements. Except as otherwise noted, the accounting policies detailed in this note and throughout the consolidated financial statements are applicable to all entities consolidated within these accounts.

c. Basis of preparation

Compliance with the 2025 JFReM

These consolidated accounts have been prepared in accordance with the 2025 States of Jersey Financial Reporting Manual (JFReM) issued by the Minister for Treasury and Resources to meet the requirements of the Public Finances (Jersey) Law 2019. The accounting policies contained in the JFReM apply UK adopted International Financial Reporting Standards (IFRS) in place as at 1 January 2025 as adapted or interpreted for the Public Sector in Jersey. These accounts are prepared on a going concern basis. The JFReM includes details of all material interpretations and adaptions of IFRS applied by the States of Jersey. It can be found in full on the States Assembly website.

The JFReM applicable to the 2025 financial year (including comparators) is based on the UK Financial Reporting Manual (FReM) for the UK financial year ending 31 March 2025 which is prepared by HM Treasury following consultation with the Financial Reporting Advisory Board (FRAB).

Where the JFReM permits a choice of accounting policy, the accounting policy which has been judged to be most appropriate to the circumstances of the States of Jersey for the purpose of giving a true and fair view has been selected. The accounting policies have been applied consistently in dealing with items considered material in relation to the accounts.

In adopting the going concern basis for preparing the financial statements, the Treasurer has considered the government's power to set tax rates to meet its funding requirements, as well as controls over public spending, which ensure that the government will continue to exercise its functions.

Accounting convention

These accounts have been prepared under the historical cost convention, modified where appropriate to account for the revaluation of certain assets and liabilities as set out in these accounting policies.

Accounting standards in issue but not yet effective in the JFReM

The following new standards and amendments to standards have been issued but not yet effective:

Accounting standard	Key dates	Summary
IFRS 17 'Insurance Contracts'	• IASB effective date 1 Jan 2023 • FReM 2025-26 • Expected in JFReM 2026	IFRS 17 establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts within the scope of the standard. The objective of IFRS 17 is to ensure that an entity provides relevant information that faithfully represents those contracts. This information gives a basis for users of financial statements to assess the effect that insurance contracts have on the entity's financial position, financial performance and cash flows. Once effective, IFRS 17 will replace IFRS 4 Insurance Contracts. It is not possible at this time to quantify the impact of IFRS 17 on the States, as this will be dependent on choices made on the scope and applicability of the standard to the public sector. Across the States of Jersey an exercise is currently being under taken to identify if there are any agreements that are in the scope of the new Standard. We are awaiting the results of this exercise to understand the quantum of the effect that will have on SoJ.
IFRS 18 'Presentation and Disclosure in Financial Statements'	• IASB effective date 1 Jan 2027 • FReM 2026-27 • Expected in JFReM 2027	IFRS 18 Presentation and Disclosure of Financial Statements was issued in April 2024 and applies to annual reporting periods beginning on or after 1 January 2027 (subject to UK and Financial Reporting Advisory Board (FRAB) endorsement). IFRS 18 Presentation and Disclosure of Financial Statements sets out general and specific requirements for the presentation and disclosure of information in general purpose financial statements. The objective of IFRS 18 Presentation and Disclosure of Financial Statements is to improve comparability of financial performance between organisations

		applying IFRS. Once effective, it will replace IAS 1 Presentation of Financial Statements. States of Jersey does not intend to early adopt IFRS 18 Presentation and Disclosure of Financial Statements. Across the States of Jersey an exercise will be under taken to identify if there is any impact from this new Standard.
IFRS 19 ‘Subsidiaries without Public Accountability: Disclosures’	• IASB effective date 1 Jan 2027 • FReM 2027-28 Expected in JFReM 2028	IFRS 19 Subsidiaries without Public Accountability: Disclosures was issued in May 2024 and applies to annual reporting periods beginning on or after 1 January 2027 (subject to UK and Financial Reporting Advisory Board (FRAB) endorsement). The Standard permits certain eligible subsidiaries to apply reduced disclosure requirements when preparing their financial statements. States of Jersey does not intend to early adopt IFRS 19 Subsidiaries without Public Accountability: Disclosures. Across the States of Jersey an exercise will be under taken to identify if there is any impact from this new Standard.

There are no other IFRS or International Financial Reporting Interpretations Committee (IFRIC) interpretations not yet effective that would be expected to have a material impact on these accounts.

d. Basis of consolidation

The accounting boundary of these financial statements has changed for the financial year ended 31 December 2025. The main difference between the UK FReM and the JFReM has been the Accounting Boundary applied. The UK FReM uses a control criteria by the Office for National Statistics to determine the sector classification and will only consolidate entities which are classified as ‘government sector’. The JFReM used a historically agreed boundary based on direct control. For the year ended 31 December 2025 these annual accounts now follow the UK FreM criteria.

These accounts consolidate the results of the bodies that fall within the departmental boundary as defined by the JFReM. This boundary is based on a statistical boundary approach. Entities within the accounting boundary that are immaterial in the context of these accounts have not been consolidated. Such entities are disclosed as Minor Entities in Note 4.25.

Accounting Policy

What is a Statistical Boundary?

Section 4.3.3 of the United Kingdom’s Financial Reporting Manual (UKFReM)—from which the Jersey Financial Reporting Manual (JFReM) is derived—requires that departments consolidate subsidiary undertakings in accordance with SoJ Accounting

Accounting Policy

Standards. The determination of which entities fall within the consolidation boundary is based on classifications made by the Office for National Statistics (ONS) for the central government sector.

These ONS classifications follow Eurostat guidance, primarily:

- Section 20.18 of the European System of Accounts (ESA) 2010, and
- Section 1.2.3.1 and Section 24 of the Manual on Government Deficit and Debt (MGDD) 2022.

The ONS uses the criteria set out in ESA 2010 and the MGDD to classify public-sector entities and to determine whether their financial information should be consolidated into public-sector accounts. This ensures that national statistics accurately reflect the economic activities of public bodies.

At a high level, the following assessments must be carried out when determining the statistical boundary:

A. Institutional Unit Test
The entity must demonstrate decision-making autonomy and maintain a full set of accounts. Only entities meeting the definition of an "institutional unit" can be classified within the national accounts framework.

B. Control Criteria
Government control is assessed based on factors such as ownership rights, governance structures, dependency on public funding, and the presence of economic incentives or mandates that influence the entity's operations.

C. Market vs. Non-Market Test
An entity that covers more than 50% of its production costs through fees, sales, or other market-based transactions is regarded as a *market producer*. Entities that do not meet this threshold are classified as *non-market producers*.

D. Sector Classification
The combination of control and market-testing results determines sector allocation:

- **General Government Sector** – controlled by government and non-market in nature.
- **Public Corporations Sector** – controlled by government but operating on a market basis.

These assessments collectively determine whether an entity falls inside or outside the statistical boundary and, consequently, whether it should be consolidated within government financial statements.

Inter-company transactions, balances, and unrealised gains arising on transactions between consolidated entities are eliminated on consolidation.

Public corporations are bodies that are controlled by the States of Jersey but which operate as market entities. These are not consolidated. The States holds investments in some of these bodies, for example through equity shareholdings, which are accounted for in accordance with the policies set out in Note 4.11 as a Strategic Investment.

Note 4.5 - *Prior period adjustment for Accounting Policy changes* further describes the changes in 2024 which have occurred to the accounting boundary.

e. Foreign currency translation

Functional and presentation currency

Items included in the financial statements of each of the SoJ's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in British Pounds (GBP), which is the States' functional and presentation currency.

Transactions and balances

Foreign currency transactions undertaken in a foreign currency are translated into GBP at the rate ruling at the date of each transaction. Foreign exchange gains and losses resulting from the settlement of such transactions, and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates, are generally recognised in profit or loss. They are deferred in equity if they relate to qualifying cash flow hedges and qualifying net investment hedges or are attributable to part of the net investment in a foreign operation.

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss. For example, translation differences on non-monetary assets and liabilities such as equities held at fair value through profit or loss are recognised in profit or loss as part of the fair value gain or loss, and translation differences on non-monetary assets such as equities classified as at fair value through other comprehensive income are recognised in other comprehensive income (FVOCI).

f. Taxpayers' equity

Taxpayers' Equity represents the taxpayers' interest in the States of Jersey, which equates to both the total value of Net Assets held by the States, and an accumulation of Net Income and other gains and losses over the years. Reserves are split based on how the interest has arisen (as explained below).

Accumulated Revenue and Other Reserves

The Accumulated Revenue and Other Reserves represent the cumulative balances of surpluses and deficits recorded by the States of Jersey.

Revaluation Reserve

The Revaluation Reserve reflects the unrealised balance of cumulative revaluation adjustments to Property, Plant and Equipment and Intangible Non-Current Assets. When an asset is disposed any balance in the revaluation reserve is transferred to the Accumulated Revenue and Other Reserves.

Investment Reserve

The Investment Reserve reflects the cumulative balance of unrealised gains and losses on financial instruments classed as Fair Value through Other Comprehensive Income (FVTOCI). Gains and losses on FVTOCI instruments are only recognised as income within Net Revenue Expenditure when the instruments are disposed.

4.2 Critical accounting judgements

Judgements and estimates are subject to periodic review, including through the receipt of actuarial advice. Judgements and estimates are based on historical experience, various other assumptions believed to be reasonable under the circumstances and, where appropriate, practices adopted by other entities.

Judgements and estimates made by States of Jersey that have the most significant impact on the amounts recorded in these financial statements include:

Significant accounting judgements/estimates	Notes
Taxation revenue - Personal Tax Forecast[i]	**4.6**
Revenue recognition - whether revenue from contracts with customers is recognised over time or at a point in time	**4.6**
Impairment - key assumptions and methodologies used to estimate the recoverability of accounts receivable, statutory debts and the value of inventory and fixed assets	**4.10, 4.12, 4.13**
Fair value - assumptions used in valuation techniques for the fair value of financial assets and liabilities, including derivatives	**4.11**

a. Recognition of pension schemes:

Public Employees Pension Fund (PEPF) and Jersey Teachers Superannuation Fund (JTSF)

The PEPF is a combination of the final-salary section known as the Public Employees Contributory Retirement Scheme (PECRS) and the career average section known as the Public Employees' Pension Scheme (PEPS). The schemes are recognised as defined contribution schemes in accordance with IAS 19 on the following basis:

The employer contributions rate to the PEPS is 16% with a legal cap of 16.5% so the States of Jersey cannot legally be required to make additional contributions. Whilst the employer contribution rate is not currently at the cap set in legislation, there is only scope for a 0.5% increase and it is considered to be fixed at the current rate of 16% on the basis that:

- Scheme contribution rates have never been increased;
- Scheme member communication materials clearly inform scheme members that a pension increase in line with Jersey RPI is not guaranteed and is dependent on the performance of the funds; and
- Precedent has demonstrated that employee/scheme member benefits were reduced in 2010, 2011 and 2012 to address actuarial deficits in the scheme.

The Jersey Teacher Superannuation Fund shares many attributes with the PECRS and has been recognised as a defined contribution scheme accordingly. The employer contribution into JTSF is fixed at 16.4% and defined in the Teachers' Superannuation (New Members) (Jersey) Order 2007 which was introduced at the point in time the Pension Increase Debt was established. There is no facility in Regulations for employers to pay a different amount other than to fund ill-health or early retirement of scheme members.

This judgement has been written in to the JFReM as an interpretation of IAS 19.

The latest available accounts for these pension funds can be accessed via the following links: Here and here.

[i] The Personal Tax Forecast represents a key accounting estimate, which is subsequently adjusted each year based on the variance between prior-year estimates and actual tax revenues.

4.3 Key sources of estimation uncertainty

Preparing financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities at the year-end and the amounts reported for income and expenditure during the year. Estimates and assumptions are made taking into account historical experience, current trends and other relevant factors. However, the nature of estimation means that the actual results could differ from the assumptions and estimates.

Item	Uncertainties	Effect if actual results differ from assumptions	Carrying amount (£'000)
Valuation of drainage within networked assets	Due to the age and nature of the Island's drainage network, the records held do not include details of all pipe depths and infrastructure characteristics which can have a significant bearing on replacement cost of these assets. A judgement has been made to apportion the lengths of the drainage network where no depth or pipe characteristic data is held using information available for drains that do have this data on record. The value of drainage assets uses an estimated base cost factor for Jersey. This factor is based on UK replacement costs but inflated to the higher costs of tender prices and professional fees in Jersey.	Drainage assets are valued at £266m (2024: £233m). If drainage pipes were 5% larger than estimated this would increase the value of drainage assets by £13.3m (2024: £11.6m). Conversely a 5% reduction in estimated pipe diameter would reduce the value of drainage assets by £13.3m (2024: £11.6m). An increase/(decrease) to the base cost factor by +/- 5% would increase/ (decrease) the value of this asset class by £13.3m (2024: £11.6m).	266,272
Valuation of Property, Plant and Equipment - General	Valuations require a number of judgements around key inputs on: • Unit material costs for modern equivalent depreciated replacement cost valuations; • Location factors to determine the local prices based on build cost indices; • Useful economic lives; • Condition of assets; and • Dimensions of the networked assets where historical records do not exist.	While the impact has not been quantified, any variation in these inputs will have a significant impact on the valuation.	2,829,009
Personal Income Taxation	In recognising personal income taxation (PIT) based on forecasts for the year, there is a degree of uncertainty involved as the actual outcome could differ from the estimate used. The main uncertainty relates to the impact to the Jersey economy of tightening monetary policy. This is partially mitigated by using Revenue Jersey data on earnings reported by employers through the Income Tax Instalment System (ITIS). And by using the latest (July) economic forecasts from the Fiscal Policy Panel (FPP) and any available outturn data since then.	Several sensitivity analyses have been carried out. 1. Statistical analysis indicates that there is a 90% likelihood that the impact of any variation in the growth of assessed earnings to the ITIS growth used to forecast the first year of PIT will be within a range of +/- £6m around the central forecast (0.8%). 2. There is a 90% likelihood that the impact of any variation in pension income will be within a range of +/- £20m (2.8%). 3. There is a 90% likelihood that the impact of any variation in investment income will be within a range of +/- £8m (1.1%).	744,706

Item	Uncertainties	Effect if actual results differ from assumptions	Carrying amount (£'000)
Our Hospital Impairment	The government is undertaking a transformative initiative aimed at delivering a state-of-the-art healthcare facility to meet the island's future needs. The approved Government Plan 2024–2027 includes indicative costs for the first phase of the New Healthcare Facility (NHF), totalling £710 million. In previous years, impairments were recognised on costs associated with plans that were subsequently discontinued. Since 2024, the same strategic plan has remained in place, and this project continues to progress in line with it. At present, no impairment indicators have been identified.	All capitalised costs that have not been written down retain value within the current identified plans under consideration.	124,966
Strategic Investments	The fair value of investments that are not traded in an active market is determined using valuation techniques. Three company valuations apply judgement in the selection of comparable companies and use company outturn versus forecasts and market multiples. Differences in geographical area, markets, regulatory environments and organisation structure make direct comparisons for valuation uncertain. Three company valuations apply judgement via the application of the Net Asset Value of the underlying entities as an estimate of the fair value.	See sensitivity analysis in Note 4.11d. Any valuation movement is recognised through the OCI and does not affect the operating net revenue expenditure/income.	1,709,882
Valuation of level 3 Other Financial Instruments	The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. The investment managers use their judgement to select a variety of methods and make assumptions that are mainly based on market conditions existing at the end of each reporting period.	For details of the key assumptions used and the impact of changes to these assumptions see note 4.11d / 4.11e	2,964,380

4.4 Segmental analysis

The Segmental analysis is presented to be consistent with the constituent parts of the States of Jersey as set out within Note 4.24. Further breakdowns of expenditure approved by the States Assembly are also included in the Statement of Outturn against Approval.

Reporting Segments	Operational Activity
Consolidated Fund	The Consolidated Fund is the fund through which the majority of the States' income and expenditure is managed, including Net General Revenue Income and departmental income and expenditure. Departments provide a range of services which include educational tuition, planning control, healthcare, police, firefighters, the States' legal system as well as the States Assembly. The main source of funding is taxation revenue.
Social Security Funds	The Social Security Funds exist to provide certain benefits to Islanders. The main source of funding is social security contributions, and grants from general taxation.
Trading Operations	Income consists of fees for the provision of parking services by members of the public that use the service and maintaining a central fleet of vehicles that are leased/hired out to other SOJ departments to gain efficiencies.
Other States Funds	This segment holds amounts which are attributable to funds established for specific purposes as decided by the States Assembly. The primary revenue source is from investment income.

The tables below illustrates the disaggregated information presented in the Consolidated Primary Statements.

a. Segmental Analysis - Statement of Comprehensive Net Expenditure for the year ended 31 December 2025

States of Jersey Comprehensive Net Expenditure 2025	Consolidated Fund	Social Security Funds	Trading Operations	Other States Funds	Eliminations	Total States of Jersey
	£'000	£'000	£'000	£'000	£'000	£'000
Revenue						
Levied by the States of Jersey	1,216,689	453,434	788	(10)	(103,911)	**1,566,990**
Earned through Operations	176,569	2,819	14,596	56,366	(46,913)	**203,437**
Total Revenue	**1,393,258**	**456,253**	**15,384**	**56,356**	**(150,824)**	**1,770,427**
Expenditure						
Social Benefit Payments	(177,824)	(489,711)	-	-	71,534	**(596,001)**
Staff Costs	(695,046)	(334)	(2,647)	(1,096)	35,028	**(664,095)**
Other Operating Expenses	(364,759)	(14,893)	(4,958)	(43,702)	35,301	**(393,011)**
Grants	(84,958)	-	(2,336)	(7,378)	3,460	**(91,212)**
Depreciation and Amortisation	(75,335)	(737)	(4,124)	-	(1,195)	**(81,391)**
Impairments	5,770	(1,924)	(5,282)	-	(23,733)	**(25,169)**
Finance Costs	(28,791)	(1)	(264)	(9,496)	793	**(37,759)**
Net Foreign-Exchange Gain / (Loss)	(51)	-	-	90	-	**39**
Total Expenditure	**(1,420,994)**	**(507,600)**	**(19,611)**	**(61,582)**	**121,188**	**(1,888,599)**
Operating Net Revenue Income / (Expenditure)	**(27,736)**	**(51,347)**	**(4,227)**	**(5,226)**	**(29,636)**	**(118,172)**
Other Non-Operating Revenue/Expenditure						
Gain / (Loss) on Disposal of Non-Current Assets	(5,222)	-	151	-	3,767	**(1,304)**
Fair value Gain / (Loss) on Other Financial Assets	3	257,619	-	118,857	4,000	**380,479**
Movement in Past Service Liability	(110)	-	-	-	-	**(110)**
Net Revenue Income / (Expenditure)	**(33,065)**	**206,272**	**(4,076)**	**113,631**	**(21,869)**	**260,893**
Other Comprehensive Income						
Revaluation Gain / (Loss) of Property, Plant and Equipment	189,920	1,904	1,783	-	9,212	**202,819**
Remeasurements of the Net Defined Benefit Pension Scheme Liability	(978)	-	-	-	-	**(978)**
Gain/(Loss) on Revaluation of Financial Instruments held at FVTOCI	132,819	-	-	-	-	**132,819**
Other Adjustments	-	-	-	-	-	**-**
Other Comprehensive Income	**321,761**	**1,904**	**1,783**	**-**	**9,212**	**334,660**
Total Comprehensive Income / (Expenditure)	**288,696**	**208,176**	**(2,293)**	**113,631**	**(12,657)**	**595,553**

b. Segmental Analysis - Statement of Comprehensive Net Expenditure for the year ended 31 December 2024

States of Jersey Comprehensive Net Expenditure 2024 - Restated	Consolidated Fund	Social Security Funds	Trading Operations	Other States Funds	Eliminations	Total States of Jersey
	£'000	£'000	£'000	£'000	£'000	£'000
Revenue						
Levied by the States of Jersey	*1,160,677*	*481,926*	*793*	*15*	*(145,707)*	**1,497,704**
Earned through Operations	*178,512*	*1,129*	*14,115*	*36,950*	*(44,408)*	**186,298**
Total Revenue	**1,339,189**	**483,055**	**14,908**	**36,965**	**(190,115)**	**1,684,002**
Expenditure						
Social Benefit Payments	*(219,311)*	*(450,049)*	-	-	*116,799*	**(552,561)**
Staff Costs	*(660,903)*	*(23)*	*(2,472)*	*(1,286)*	*31,967*	**(632,717)**
Other Operating Expenses	*(373,696)*	*(12,823)*	*(4,955)*	*(26,407)*	*34,209*	**(383,672)**
Grants	*(82,000)*	-	*(2,075)*	*(8,580)*	*3,436*	**(89,219)**
Depreciation and Amortisation	*(63,003)*	*(744)*	*(3,080)*	*(2)*	*(3,060)*	**(69,889)**
Impairments	*(21,949)*	*(2,188)*	-	-	-	**(24,137)**
Finance Costs	*(22,039)*	*(3)*	*(81)*	*(9,492)*	*155*	**(31,460)**
Net Foreign-Exchange Gain / (Loss)	*(117)*	-	-	*14*	-	**(103)**
Total Expenditure	**(1,443,018)**	**(465,830)**	**(12,663)**	**(45,753)**	**183,506**	**(1,783,758)**
Operating Net Revenue Income / (Expenditure)	**(103,829)**	**17,225**	**2,245**	**(8,788)**	**(6,609)**	**(99,756)**
Other Non-Operating Revenue/Expenditure						
Gain / (Loss) on Disposal of Non-Current Assets	*(6,555)*	-	*59*	*(12)*	*(386)*	**(6,894)**
Fair value Gain / (Loss) on Other Financial Assets	*(56)*	*279,342*	-	*119,475*	*6,303*	**405,064**
Movement in Past Service Liability	*(104)*	-	-	-	-	**(104)**
Secondary Costs	*44*	-	*(42)*	*(2)*	-	**-**
Net Revenue Income / (Expenditure)	**(110,500)**	**296,567**	**2,262**	**110,673**	**(692)**	**298,310**
Other Comprehensive Income						
Revaluation Gain / (Loss) of Property, Plant and Equipment	*14,754*	*(47)*	-	-	-	**14,707**
Remeasurements of the Net Defined Benefit Pension Scheme Liability	*(540)*	-	-	-	-	**(540)**
Gain/(Loss) on Revaluation of Financial Instruments held at FVTOCI	*29,913*	-	-	-	-	**29,913**
Other Adjustments	*25,453*	-	-	*(24,694)*	-	**759**
Other Comprehensive Income	**69,580**	**(47)**	**-**	**(24,694)**	**-**	**44,839**
Total Comprehensive Income / (Expenditure)	**(40,920)**	**296,520**	**2,262**	**85,979**	**(692)**	**343,149**

c. Segmental Analysis - Statement of Financial Position for the year ended 31 December 2025 and 2024

	2025						2024					
	Consolidated Fund	*Social Security Funds*	*Trading Operations*	*Other States Funds*	*Eliminations*	*Total States of Jersey*	*Consolidated Fund*	*Social Security Funds*	*Trading Operations*	*Other States Funds*	*Eliminations*	*Total States of Jersey*
	£'000	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*
Non-Current Assets												
Property, Plant and Equipment	*3,093,880*	*9,418*	*64,515*	*5,431*	*81,500*	**3,254,744**	*2,873,705*	*6,531*	*67,146*	*4,885*	*13,947*	*2,966,214*
Intangible Assets	*77,362*	*5,692*	*29*	*-*	*(2)*	**83,081**	*68,645*	*4,621*	*29*	*-*	*-*	*73,295*
Investment Property	*-*	*93,449*	*-*	*-*	*(93,449)*	**-**	*-*	*-*	*-*	*-*	*-*	*-*
Investments held at Fair Value through Profit or Loss	*1,727,574*	*2,728,268*	*-*	*1,669,670*	*(20,516)*	**6,104,996**	*1,600,423*	*2,571,878*	*-*	*1,545,550*	*(21,307)*	*5,696,544*
Trade and Other Receivables	*445*	*8,529*	*-*	*282,514*	*-*	**291,488**	*293,625*	*8,325*	*-*	*-*	*(6)*	*301,944*
Total Non-Current Assets	**4,899,261**	**2,845,356**	**64,544**	**1,957,615**	**(32,467)**	**9,734,309**	**4,836,398**	**2,591,355**	**67,175**	**1,550,435**	**(7,366)**	**9,037,997**
Current Assets												
Inventory	*12,599*	*-*	*92*	*1,294*	*-*	**13,985**	*11,521*	*-*	*92*	*1,341*	*-*	*12,954*
Trade and Other Receivables	*479,118*	*69,406*	*403*	*9,064*	*(708)*	**557,283**	*496,629*	*66,298*	*920*	*24,420*	*6*	*588,273*
Investments held at Fair Value through Profit or Loss	*5,060*	*-*	*-*	*5,534*	*-*	**10,594**	*1,260*	*4,198*	*-*	*6,905*	*-*	*12,363*
Cash and Cash Equivalents	*4,162*	*5,901*	*98*	*52,163*	*-*	**62,324**	*(33,855)*	*9,774*	*139*	*55,707*	*36,283*	*68,048*
Intercompany	*(113,615)*	*24,762*	*28,231*	*60,622*	*-*	**-**	*(133,041)*	*67,912*	*26,999*	*38,130*	*-*	*-*
Total Current Assets	**387,324**	**100,069**	**28,824**	**128,677**	**(708)**	**644,186**	**342,514**	**148,182**	**28,150**	**126,503**	**36,289**	**681,638**
Total Assets	**5,286,585**	**2,945,425**	**93,368**	**2,086,292**	**(33,175)**	**10,378,495**	**5,178,912**	**2,739,537**	**95,325**	**1,676,938**	**28,923**	**9,719,635**
Current Liabilities												
Trade and Other Payables	*(227,601)*	*(20,222)*	*(792)*	*(17,659)*	*-*	**(266,274)**	*(229,119)*	*(22,510)*	*(593)*	*(17,262)*	*-*	*(269,484)*
External Borrowings < 1 year	*(201,678)*	*-*	*-*	*-*	*-*	**(201,678)**	*(96,200)*	*-*	*-*	*-*	*(36,283)*	*(132,483)*
Currency in Circulation	*-*	*-*	*-*	*(92,684)*	*-*	**(92,684)**	*-*	*-*	*-*	*(96,854)*	*-*	*(96,854)*
Operating Lease Obligations < 1 year	*(6,694)*	*-*	*-*	*-*	*-*	**(6,694)**	*(4,244)*	*-*	*-*	*-*	*(2,503)*	*(6,747)*
Provisions < 1 year	*(938)*	*-*	*(33)*	*(657)*	*-*	**(1,628)**	*(749)*	*-*	*-*	*(1,477)*	*-*	*(2,226)*
Derivative Financial Instruments expiring < 1 year	*(709)*	*-*	*-*	*-*	*709*	**-**	*(709)*	*-*	*-*	*-*	*709*	*-*
Total Current Liabilities	**(437,620)**	**(20,222)**	**(825)**	**(111,000)**	**709**	**(568,958)**	**(331,021)**	**(22,510)**	**(593)**	**(115,593)**	**(38,077)**	**(507,794)**
Non Current Liabilities												
External Borrowing > 1 year	*(508,122)*	*-*	*-*	*(244,139)*	*19,808*	**(732,453)**	*(508,620)*	*-*	*-*	*(244,018)*	*20,598*	*(732,040)*
Operating Lease Obligations > 1 year	*(25,903)*	*-*	*-*	*-*	*-*	**(25,903)**	*(23,952)*	*-*	*-*	*-*	*(7,157)*	*(31,109)*
Provisions > 1 year	*(5,596)*	*-*	*-*	*(98,444)*	*-*	**(104,040)**	*(3,517)*	*-*	*-*	*(94,258)*	*-*	*(97,775)*
Defined Benefit Pension Scheme Liability > 1 year	*(2,876)*	*-*	*-*	*-*	*-*	**(2,876)**	*(2,202)*	*-*	*-*	*-*	*-*	*(2,202)*
Total Non Current Liabilities	**(542,497)**	-	-	**(342,583)**	**19,808**	**(865,272)**	**(538,291)**	-	-	**(338,276)**	**13,441**	**(863,126)**
Assets Less Liabilities	**4,306,468**	**2,925,203**	**92,543**	**1,632,709**	**(12,658)**	**8,944,265**	**4,309,600**	**2,717,027**	**94,732**	**1,223,069**	**4,287**	**8,348,715**
Taxpayers' Equity												
Accumulated Revenue and Other Reserves	*2,552,789*	*2,916,757*	*62,900*	*1,632,709*	*(21,869)*	**7,143,286**	*2,878,660*	*2,710,486*	*66,872*	*1,223,069*	*4,287*	*6,883,374*
Revaluation Reserve	*1,199,518*	*8,446*	*29,643*	*-*	*9,211*	**1,246,818**	*1,009,598*	*6,541*	*27,860*	*-*	*-*	*1,043,999*
Investment Reserve	*554,161*	*-*	*-*	*-*	*-*	**554,161**	*421,342*	*-*	*-*	*-*	*-*	*421,342*
Total Taxpayers' Equity	**4,306,468**	**2,925,203**	**92,543**	**1,632,709**	**(12,658)**	**8,944,265**	**4,309,600**	**2,717,027**	**94,732**	**1,223,069**	**4,287**	**8,348,715**

4.5 Prior period adjustment for accounting policy changes

Accounting Policy

Prior period adjustment

In accordance with IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors, a change in accounting policy is required to be applied retrospectively. Comparative figures for prior periods have been restated as if the new policy had always been applied.

In addition, disclosures are required regarding nature of change, reason for change and impact of Change,

Effective 1 January 2025, the States of Jersey has changed its accounting policy in respect of the consolidation boundary for its financial statements. This change aligns the Jersey Financial Reporting Manual (JFReM) with the UK Financial Reporting Manual (FReM) by adopting a statistical boundary approach based on the UK Office for National Statistics definitions which refer to the Eurostat guidance: Section 20.18 of the European System of Accounts (ESA) 2010 and Section 1.2.3.1, 24 of the Manual on Government Deficit and Debt (MGDD) 2022.

Nature and reason for change

Under the previous policy, the accounting boundary was determined based on direct control. The revised policy applies a statistical definition of control in line with UK Government. This change provides users of the financial statements with more relevant and reliable information and improves consistency with other public sector reporting frameworks.

Entities affected

As a result of the revised accounting boundary, the following wholly owned entities are no longer consolidated line by line from 1 January 2025:

- States of Jersey Development Company (and its subsidiaries);
- Andium Homes Limited (and its subsidiaries);
- Ports of Jersey Limited (and its subsidiaries).

These entities are now recognised as Strategic Investments and accounted for at Fair Value through Other Comprehensive Income (FVOCI) in accordance with the financial instruments accounting policy. Further information is provided in Note 4.11a.

The ‘Core Entities’ defined in the 2024 Annual Accounts and Report now form the reporting boundary for these Financial Statements. No adjustments have been made to the 2024 Core Entities figures.

Impact of the change

The change has been applied retrospectively in accordance with IAS 8, and the 2024 comparative figures have been restated. The impact of the deconsolidation affects most line items in the Statement of Comprehensive Net Expenditure and Statement of Financial

Position, reflecting the removal of the assets, liabilities, income, and expenditure of the affected entities.

This results in:

- As a result of the prior year restatement, comprehensive net expenditure for the States of Jersey has increased by £6.3 million, as the deconsolidated entities previously generated net income. Both Income and Expenditure have reduced due to the removal of their results.
- Net assets have reduced as a result of the restatement of strategic investments, which have been re-measured at values lower than their previously reported net asset values. This reduction primarily reflects the inclusion of market-based considerations within the valuation methodology. The Ports assets were originally valued using replacement cost, but the valuation now includes a market-based adjustment that reduces the amount to reflect fair value.
- As these entities are no longer included within the SoJ's reporting boundary, the cash and cash equivalents they previously contributed have been derecognised, and their operating, investing and financing cashflows are no longer reflected in the consolidated cashflow statement. This has led to a decrease in the SoJ's reported cash balance and lower reported cashflows compared with prior periods.
- Impacts on the Statement of Changes in Taxpayers' Equity are due to an increase in the investment reserve relating to the uplift in the fair value of the deconsolidated Strategic Investments. This positive movement was offset by the overall decrease in equity arising from the factors explained in the Net Asset analysis. As a result, despite the revaluation gain, the SoJ's total equity shows a minor net decrease for the period.

The detailed impact of the restatement on each line item is presented in the table below.

Restatement of Statement of Comprehensive Net Expenditure:

States of Jersey Comprehensive Net Expenditure	Originally Stated	Restatement	31 December 2024 Restated
	2024 £'000	2024 £'000	2024 £'000
Revenue			
Levied by the States of Jersey	*1,495,937*	*1,768*	*1,497,705*
Earned through Operations	*291,584*	*(105,287)*	*186,297*
Total Revenue	**1,787,521**	**(103,519)**	**1,684,002**
Expenditure			
Social Benefit Payments	*(552,561)*	*-*	*(552,561)*
Staff Costs	*(670,590)*	*37,873*	*(632,717)*
Other Operating Expenses	*(423,232)*	*39,559*	*(383,673)*
Grants	*(79,343)*	*(9,875)*	*(89,218)*
Depreciation and Amortisation	*(104,372)*	*34,483*	*(69,889)*
Impairments	*(9,476)*	*(14,661)*	*(24,137)*
Finance Costs	*(41,639)*	*10,179*	*(31,460)*
Net Foreign-Exchange Losses/(Gain)	*294*	*(397)*	*(103)*
Total Expenditure	**(1,880,919)**	**97,161**	**(1,783,758)**
Operating Net Revenue (Expenditure)/Income	**(93,398)**	**(6,358)**	**(99,756)**
Other Non-Operating Revenue/Expenditure			
Gains on Disposal of Non-Current Assets	*(6,993)*	*99*	*(6,894)*
Fair value Loss/(Gains) on Financial Assets	*400,728*	*4,336*	*405,064*
Movement in Past Service Liability	*(104)*	*-*	*(104)*
Net Revenue Expenditure/(Income)	**300,233**	**(1,923)**	**298,310**

Restatement of Consolidated Statement of Financial Position at 31 December 2024 and 31 December 2023:

Statement of Financial Position at 31 December	31 Dec 2024	Restated	31 Dec 2024 Restated	31 Dec 2023	Restated	31 Dec 2023 Restated
	2024 £'000	2024 £'000	2024 £'000	2023 £'000	2023 £'000	2023 £'000
Non-Current Assets						
Property, Plant and Equipment	4,800,321	(1,834,107)	2,966,214	4,570,558	(1,674,205)	2,896,353
Intangible Assets	75,986	(2,690)	73,296	81,993	(2,059)	79,934
Other Financial Assets > 1 year	4,241,454	1,455,090	5,696,544	3,869,665	1,417,881	5,287,546
Derivative Financial Instruments Expiring > 1 year	864	(864)	-	-	-	-
Interest in Joint Venture	4,674	(4,674)	-	7,034	(7,034)	-
Trade and Other Receivables > 1 year	308,769	(6,825)	301,944	316,228	(6,525)	309,703
Total Non-Current Assets	**9,432,068**	**(394,070)**	**9,037,998**	**8,845,478**	**(271,942)**	**8,573,536**
Current Assets						
Other Non-Current Assets Classified as Held for Sale	7,945	(7,945)	-	7,571	(7,571)	-
Inventories	97,700	(84,746)	12,954	96,874	(83,651)	13,223
Other Financial Assets < 1 year	12,876	(513)	12,363	36,311	(1,830)	34,481
Derivative Financial Instruments Expiring < 1 year	3,726	(3,726)	-	2,650	(2,650)	-
Trade and Other Receivables < 1 year	590,119	(1,846)	588,273	544,381	(15,281)	529,100
Cash and Cash Equivalents	92,267	(24,219)	68,048	75,636	(22,827)	52,809
Total Current Assets	**804,633**	**(122,995)**	**681,638**	**763,423**	**(133,810)**	**629,613**
Total Assets	**10,236,701**	**(517,065)**	**9,719,636**	**9,608,901**	**(405,752)**	**9,203,149**
Current Liabilities						
Trade and Other Payables < 1 year	(292,640)	23,156	(269,484)	(288,259)	30,878	(257,381)
External Borrowings < 1 year	(163,273)	30,790	(132,483)	(108,313)	55,513	(52,800)
Currency in Circulation	(96,854)	-	(96,854)	(97,259)	-	(97,259)
Provisions < 1 year	(2,226)	-	(2,226)	(1,589)	-	(1,589)
Operating Lease Obligations <1 year	(650)	(6,097)	(6,747)	-	-	-
Total Current Liabilities	**(555,643)**	**47,849**	**(507,794)**	**(495,420)**	**86,391**	**(409,029)**
Total Assets Less Current Liabilities	**9,681,058**	**(469,216)**	**9,211,842**	**9,113,481**	**(319,361)**	**8,794,120**
Non-Current Liabilities						
Trade and Other Payables > 1 year	(1,049)	1,049	-	(39)	39	-
External Borrowing > 1 year	(974,477)	242,437	(732,040)	(880,195)	148,483	(731,712)
Provisions > 1 year	(97,825)	50	(97,775)	(58,380)	50	(58,330)
Defined Benefit Pension Scheme Net Liability > 1 year	(2,202)	-	(2,202)	(2,521)	-	(2,521)
Operating Lease Obligations > 1 year	(9,168)	(21,941)	(31,109)	-	-	-
Derivative Financial Liabilities > 1 year	-	-	-	(1,246)	1,246	-
Total Non-Current Liabilities	**(1,084,721)**	**221,595**	**(863,126)**	**(942,381)**	**149,818**	**(792,563)**
Assets Less Liabilities	**8,596,337**	**(247,621)**	**8,348,715**	**8,171,100**	**(169,543)**	**8,001,557**
Taxpayers' Equity						
Accumulated Revenue and Other Reserves	(6,372,733)	(510,642)	(6,883,374)	(6,051,704)	(529,132)	(6,580,836)
Revaluation Reserve	(1,989,687)	945,688	(1,043,999)	(1,873,854)	844,562	(1,029,292)
Investment Reserve	(233,917)	(187,425)	(421,342)	(245,542)	(145,887)	(391,429)
Total Taxpayers' Equity	**(8,596,337)**	**247,621**	**(8,348,715)**	**(8,171,100)**	**169,543**	**(8,001,557)**

Comparative SoCF amounts have been restated, which has only resulted in a small number of movements which include a reduction in Purchases of Property, Plant and Equipment from £228 million to £85 million, Proceeds of External Borrowings from £225 million to £43 million, and Repayments of External Borrowings from £112 million to Nil. There are no significant movements in total balances.

Changes to the SoCiTE opening and closing equity are consistent with the restated Balance Sheet. The unrealised revaluation gain on Property, Plant and Equipment recognised in equity has reduced from £129 million to £15 million, with a corresponding reallocation within equity reserves.

Notes supporting the Statement of Comprehensive Net Expenditure

4.6 Revenue

Accounting Policy

Revenue recognition

Revenue from transactions arise from interactions between the States of Jersey and other entities, including households, private corporations, the not-for-profit sector and other governments. It excludes gains and losses on financial assets, which are disclosed separately in Note 11b.

Whilst IFRS 15 does not cover non-exchange transactions that are "Levied by the States of Jersey" such as taxation, fines and penalties, the JFReM extends the standard to this type of expenditure. Non-exchange income is therefore accounted for on an accruals basis, provided that a reasonable estimate of that income can be determined. Recognition points for non-exchange income are:

Revenue type	Recognition point
Social Security Contributions, Long-term Care Contributions and Personal income tax	*Accrued for in the year the assessable income is earned.*
Corporation tax	*Accrued for in the year company tax returns are due unless no return was submitted and it is impracticable to make an estimate of tax due, i.e. year after assessable income is earned based on company returns. Corporation tax is accrued only for companies. All other entity types, even where they file through the corporate return framework, are recognised under Personal Income Tax.*
Goods and Services Tax (GST)	*Accrued for in the year the taxable activity occurs.*
Impôts Duties	*When the goods are landed in Jersey.*
Island rates	*Accrued in the year the Island Rates are charged for on a calendar year basis. Income is recognised in the period for which the rates are charged.*
Fines and penalties	*Accrued for when the fines and penalties are imposed. Generally, subsequent remissions and write-offs of such penalties and interest are treated as an expense . Penalties and interest that are imposed by law and immediately cancelled are not recognised as revenue or expense.*

Taxpayers are entitled to dispute amounts assessed by the States of Jersey. Where the States considers that the probable outcome will be a reduction in the amount of tax owed by a taxpayer, an allowance for credit amendment (if the disputed debt is unpaid) or a provision for refund (if the disputed debt has been paid) will be created and there will be a corresponding reduction in revenue.

Earned through operations

Goods, services and rental income under "Earned through Operations" do meet IFRS 15's application criteria.

Revenue from sale of goods and services is measured based on the fair value of the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties.

In general, income is recognised in the period when good or services are provided. Non-refundable fees and other income are treated as income on receipt.

GST charged/paid is fully recoverable, and so income and expenditure is shown net of GST.

Accounting Policy

Investment income

Interest is recognised on a time-proportionate basis using the effective interest method. Interest income includes interest from cash and cash equivalents and from financial assets at fair value through profit or loss (FVTPL).

Dividend income is recognised when the right to receive a dividend payment is established. Any amount not received by the end of the reporting period is recognised as a current receivable.

Revenue	2025 £'000	Restated 2024 £'000
Levied by the States of Jersey		
Taxation Revenue		
Personal Income Tax	744,706	705,448
Corporation Tax	187,007	191,496
Goods and Services Tax (GST)	126,596	126,576
Total Taxation Revenue	**1,058,309**	**1,023,520**
Total Social Security Contributions	**350,274**	**336,234**
Island rates, duties, fees, fines and penalties		
Impôts Duty	65,050	68,058
Stamp Duty and Land Transfer Tax	65,398	40,336
Island Wide Rates	17,716	17,851
Fines and Penalties	10,243	11,705
Total Island rates, duties, fees, fines and penalties	**158,407**	**137,950**
Total Levied by the States of Jersey	**1,566,990**	**1,497,704**
Earned through operations		
Revenue from Contracts with Customers		
Sale of Goods	14,482	13,521
Sale of Services	83,059	76,535
Other Fees and Charges	16,741	14,208
Total Revenue from Contracts with Customers	**114,282**	**104,264**
Investment Income		
Interest Income	12,827	13,013
Dividend Income	9,054	16,164
Andium Return	26,721	29,124
Total Investment Income	**48,602**	**58,301**
Other Revenue		
Hire & Rentals	6,711	6,390
Other Income[i]	33,842	17,342
Total Other Revenue	**40,553**	**23,732**
Total Earned through operations	**203,437**	**186,297**
Net Revenue Expenditure/(Income)	**1,770,427**	**1,684,001**

Highlights

Analysis providing an explanation of the key year on year movements in revenue can be found in the Financial Review within the Performance Report.

[i] Other income includes: Receipts under confiscation orders, receipts relating to dormant bank accounts, Financial Services returns, recovered costs, coverage payments and other income that does not fall into any other category.

4.7 Social Benefit Payments

Accounting Policy

Social benefits payments are accounted for as expenditure in the period to which they relate.

Social benefits payments include income support, which are recognised over the period for which the claim assessed is due. Where under or overpayments are identified, either during the award year or subsequently, adjustments are made to expenditure.

Social Benefits

	2025 £'000	2024 £'000
Tax funded benefits		
Income Support - Weekly Benefit	84,858	78,345
Income Support - Other	1,421	1,923
Community Costs Bonus	1,714	1,930
Other tax funded benefits	1,349	1,576
Total	**89,342**	**83,774**
Social Security Fund benefits		
Pensions and Survivors benefits	274,159	254,480
Long Term Incapacity	31,461	27,993
Short Term Incapacity	21,520	19,354
Home Carers Allowance	3,246	2,827
Invalidity Benefit	3,893	4,028
Parental Allowance and Grant	5,893	5,557
Others social security fund benefits	2,751	1,974
Total	**342,923**	**316,213**
Health Insurance Fund benefits		
Medical benefit	21,921	17,641
Pharmaceutical Benefits	24,922	28,292
Pharmacy and GP Services	4,556	3,829
Health Access Scheme	2,169	1,779
Other health insurance fund benefits	327	336
Total	**53,895**	**51,877**
Long Term Care fund benefits		
Long Term Care Benefit	72,757	65,719
Long Term Care Support	20,417	17,273
Total	**93,174**	**82,992**
Education and Other		
Student grants	12,709	13,905
Nursery and early years funding	3,719	3,209
Allowances	239	591
Total	**16,667**	**17,705**
Total Social Benefits	**596,001**	**552,561**

Highlights

Social benefit payments increased in 2025 across all main areas, with the exception of student grants. The most notable increases were within the Long-Term Care Fund, driven by uprates and increasing numbers of claimants, with more claimants with higher care needs, and the Social Security Fund, where the increase in pension and survivor benefit payments is mostly driven by uprates.

4.8 Staff costs

Accounting Policy

Staff costs include salaries and wages, the costs of pensions and other employee benefits. Staff costs that can be attributed directly to the construction of an asset have been capitalised. Average staff numbers reported in the Staff Report include staff engaged on capital projects.

2025	Notes	Salaries and Wages	Pension Contributions	Social Security	Total
		£'000	£'000	£'000	£'000
Departments & Trading Operations		*564,148*	*79,064*	*33,328*	**676,540**
Non-States Staff Costs	*i*	*25,101*	*-*	*-*	**25,101**
States Members Remuneration		*3,238*	*-*	*-*	**3,238**
Other Staff Costs	*ii*	*616*	*(100)*	*-*	**516**
Capitalised Staff Costs		*(7,972)*	*-*	*-*	**(7,972)**
Elimination of Social Security Contributions	*iii*	*-*	*-*	*(33,328)*	**(33,328)**
Total		**585,131**	**78,964**	**-**	**664,095**

2024 - Restated	Notes	Salaries and Wages	Pension Contributions	Social Security	Total
		£'000	£'000	£'000	£'000
Departments & Trading Operations		*527,143*	*72,464*	*30,782*	**630,389**
Non-States Staff Costs	*ii*	*36,789*	*-*	*-*	**36,789**
States Members Remuneration		*3,064*	*-*	*-*	**3,064**
Other Staff Costs	*iii*	*2,142*	*50*	*-*	**2,192**
Capitalised Staff Costs		*(8,935)*	*-*	*-*	**(8,935)**
Elimination of Social Security Contributions	*iv*	*-*	*-*	*(30,782)*	**(30,782)**
Total		**560,203**	**72,514**	**-**	**632,717**

Highlights

More information on the number of staff and what pay awards were given in 2025 is provided in the Staff and Remuneration Report.

[i] Non-States staff costs includes the costs of individuals who do not hold an employment contract with the States, but who are acting as States Employees.
[ii] Other staff costs include redundancy, voluntary redundancy, severance payments and adjustments for the cost of accumulated compensated absences.
[iii] Social Security Contributions paid by States Entities to the Social Security Fund and Health Insurance Fund are internal to the States, and so eliminated on consolidation. This note has been drafted to show the full staff costs as well as the consolidated position.

4.9 Grants

Accounting Policy

Grants are recognised within the Consolidated Statement of Comprehensive Net Expenditure (SoCNE) to match the underlying event or activity that gives rise to a liability.

When considering Grant Schemes, we consider the applicants as the Grantee and not the intermediaries.

Issuing Department	Grantee	2025 £'000	2024 £'000	Reason for Grant
Significant Grants (£75,000 and over)				
CYPES - C&F	Brighter Futures	-	104	Grant to support children, young people and families with parenting and life challenges. The aim is to enable child development and parent/carer/child wellbeing.
CYPES - C&F	Jersey Child Care Trust	374	124	This grant was awarded to support the vital services offered by the JCCT, which is dedicated to assisting children and families, particularly those with special education needs.
CYPES - C&F	Jersey Child Care Trust	-	278	This funding is allocated to support the provision of free nursery hours for 2 to 3-year-olds in Jersey. It forms a key component of the Common Strategic Policy outlined in the Government Plan for 2025 to 2028.
CYPES - C&F	Jersey Child Care Trust	-	100	Education Reform CPD Grant, paid out to support CPD delivery for staff including staff from JCCT
CYPES - E&LL	Beaulieu Convent School	2,472	2,422	Grant to support the operation of the schools in delivering the Jersey Curriculum to its students
CYPES - E&LL	De La Salle College	1,893	1,919	Grant to support the operation of the schools in delivering the Jersey Curriculum to its students
CYPES - E&LL	FCJ Primary School	268	290	Grant to support the operation of the schools in delivering the Jersey Curriculum to its students
CYPES - E&LL	Jersey Child Care Trust	134	134	To support the operation of Jersey Child Care Trust who promote high quality, affordable childcare for families in Jersey and deliver a variety of programmes to enable all children to have the best start
ECON	ArtHouse Jersey	1,328	1,268	Grant to support artists in the creation of ambitious work that has a positive impact on our Island community and international audiences
ECON	Ballet d'Jèrri Limited	370	340	To provide financial support for the Jersey National Ballet
ECON	Digital Jersey Ltd	2,112	2,102	To provide financial support for the operating costs of Digital Jersey Ltd, which promotes the digital sector and provides technical support to Government
ECON	Digital Jersey Ltd	-	63	Top-up grant to provide financial support for the operating costs of Digital Jersey Ltd, to support objectives included within the core grant
ECON	Digital Jersey Ltd	-	160	Top-up grant to provide financial support for Digital Jersey Ltd elements of the Digital Economy Strategy
OCE	Digital Jersey Ltd	301	-	To provide financial support for the operating costs of Digital Jersey Ltd, which promotes the digital sector and provides technical support to Government. Digital Academy

Issuing Department	Grantee	2025 £'000	2024 £'000	Reason for Grant
ECON	Jersey Arts Centre Association	763	885	Grant to promote the arts in the Island, and provide financial support for the operating costs
ECON	Jersey Battle of Flowers (Events) Ltd	128	285	Grant to support initiatives to enhance the presentation and atmosphere of the Parades with objective of increasing visitors numbers
ECON	Jersey Battle of Flowers (Events) Ltd	120	-	Grant to support repayment of previous creditors
ECON	Jersey Business Limited	1,428	1,680	Grant to support delivery of the objectives contained within the JBL's business plan
ECON	Jersey Business Limited	-	92	Top up grant to provide additional financial support for the operating costs.
ECON	Jersey Business Limited	75	-	Grant to provide agricultural loan support
ECON	Jersey Competition Regulatory Authority	867	897	Grant to cover the cost of administering and enforcing competition law
ECON	Jersey Consumer Council	137	137	To continue the operation of the JCC
ECON	Jersey Finance Ltd	7,187	6,316	Grant to support the operation of the business which promotes the finance sector and provides technical support to Government
ECON	Jersey Financial Services Commission	180	-	To ensure compliance with CPTPP per Business Justification Case IA 23-021 Intellectual Property Framework
ECON	Jersey Heritage	6,567	6,087	Grant to protect and promote Jersey's unique culture and heritage
ECON	Jersey Heritage	221	2,088	Grant for the refurbishment of Elizabeth Castle
ECON	Jersey International Air Display Ltd	118	-	To provide financial support for the Jersey Air Display
ECON	Jersey Island Genetics Ltd	246	230	Grant to support the unique heritage of the Island breed by providing individual animal identification systems, health and traceability programmes in supporting international product marketing
ECON	Jersey National Park Ltd	250	200	Grant to support safeguarding and development of Jersey landscapes
ECON	Jersey Office of the Information Commissioner	141	205	Grant to provide financial support to an organisation that enforces data protection legislation
ECON	Jersey Opera House	630	400	To provide financial support for the operating costs of the Opera House
ECON	Jersey Products Promotion 2017 Limited - Farm Jersey	400	189	Core grant to support Jersey farming
ECON	Jersey Products Promotion 2017 Limited - Farm Jersey	-	56	2024 additional top-up grant to support Jersey Farming
ECON	Jersey Products Promotion 2017 Limited - Farm Jersey	70	70	2025 & 2024 additional funding to support the Jersey Royal Marketing Campaign (annual grant)
ECON	Jersey Sport Limited	2,000	1,929	Grant helping to drive sport and physical activity forward in Jersey
ECON	Jersey Sport Limited	300	113	2025 & 2024 top up grant to provide additional financial support for the operating costs.
ECON	Jersey Sport Limited - Performance Sport	-	120	2024 Grant to provide funding for off-island travel for high performing athletes
ECON	Logan Air	1,500	-	Grant provided to provide funding to Loganair to protect critical air links following the collapse of Blue Islands.
ECON	Super League International Limited	100	-	To provide financial support for Superleague Triathlon
ECON	The Jersey Literary Festival Association	80	80	To support the literary festival, Jersey Festival of Words
ECON	Visit Jersey Limited	4,737	4,787	Grant to promote the Island's unique history, culture and community
ECON	Visit Jersey Limited	-	184	2024 top up grant to provide additional financial support for the operating costs.

Issuing Department	Grantee	2025 £'000	2024 £'000	Reason for Grant
ECON Funds	Digital Jersey Ltd - Impact Jersey	2,553	1,033	Grant from the Technology Accelerator Fund to accelerate the use of technology which supports economic, environmental and social priorities
ECON Funds	Jersey Community Foundation	1,500	1,000	Grant from the Jersey Reclaim Fund to support distribution of funds transferred under the Dormant Bank Accounts (Jersey) Law 2017 for charitable purposes
ESSH	Beresford Street Kitchen	100	310	Financial Support to help provide access to training and employment opportunities
ESSH	FREEDA (formerly Jersey Women's Refuge)	311	429	Contribution to support operational costs for Safe House and outreach support.
ESSH	Home Call	114	111	Financial support for Call & Check providing services to elderly and vulnerable Islanders.
ESSH	Jersey Citizens Advice Bureau	293	293	Contribution to enable Jersey Citizens Advice Bureau to provide advice and support for Islanders.
ESSH	Jersey Employment Trust (JET)	1,069	1,069	Deliver employability training, secure suitable work opportunities and provide in work support to help people with disabilities or long-term health conditions move into and sustain paid employment
ESSH	Jersey Employment Trust (JET)	-	785	One off payment to support transition to a sustainable funding model
ESSH	Jersey Employment Trust (JET) - Workforce Solutions Ltd (VDS)	831	831	Grant to support a program offering life and social pre-employment skills for people with a learning disability, those on the Autistic Spectrum or others with a disability or long-term health condition who require support to move them towards entering the employment market
ESSH	Salvation Army	-	128	Contribution to support the operational costs of the Salvation Army services
ESSH	Sanctuary Trust	-	188	The Sanctuary Trust provides accommodation for homeless men (30 in total) as well as outreach support. The grant has enabled them to continue to deliver this vital service as part of the island's homelessness strategy
ESSH	Shelter Trust	1,585	1,558	Contribution to support operational costs for Shelter Trust homeless shelters and outreach services.
IHE	Parish of St Helier	-	300	Halkett Street public realm improvements
IHE	Serco (Jersey) Limited	1,105	1,303	To provide financial support for the running costs of the Waterfront Pool
JOA	Overseas Aid Grants	241	228	To provide humanitarian aid for other countries
JOA	Overseas Aid Grants (Disaster Fund)	5,741	4,704	To provide disaster and emergency relief
JOA	Overseas Aid Grants (Grant Aid)	11,416	10,116	To provide life-changing assistance to people in developing countries since 1968
JOA	Overseas Aid Grants (Local Charities)	3,683	3,085	To support local community work project initiatives
Living Wage	Jersey Business Limited	5,600	-	Funding to deliver the Better Business Support packages. This grant is provided to Jersey Business Limited as an intermediary delivery partner, who administers and awards subsequent grants to eligible recipients in support of the intended purpose.
Living Wage	Ports of Jersey	1,000	-	Grant awarded to provide additional support to Tourism sector as a result of minimum wage increases
Living Wage	Visit Jersey	2,000	-	Grant awarded to provide additional support to Tourism sector as a result of minimum wage increases
MER	Bureau de Jersey Ltd	126	124	Grant to support relations with France in areas such as energy, fisheries, civil contingencies, transport links, tourism, education and language links, and business development
MER	Channel Islands Brussels Office	324	369	Grant to promote the interests of the Channel Islands in Europe, to represent the Governments and public authorities of the Channel Islands to the EU institutions, and to advise Guernsey and Jersey on EU policy issues
MER	Government of Jersey London Office	755	793	Grant to support Jersey's position is known and understood by decision makers and commentators throughout the UK, in defending the Island's interests and in assisting colleagues to attract visitors and inward investment
NM-LOD	Comite des Connétables	-	86	To fund laptops for the Honorary Police, funded from the COCF

Issuing Department	Grantee	2025 £'000	2024 £'000	Reason for Grant
NM-LOD	International centre for Asset recovery	-	275	International centre for Asset recovery three-year sponsorship
OCE	Battle of Flowers Events Limited	120	-	To provide financial support for the cost of events.
OCE	Sanctuary Trust	198	-	To provide funding for the Trust while a developing a sustainable funding model. Securing the safe accommodation of up to 30 vulnerable islanders and facilitate the pathways from HMP and specialist health provision
SPPP	Andium Homes	2,000	10,000	Grant for assisted purchase home ownership scheme for first-time buyers (First Steps Scheme)
SPPP	Jersey Advisory and Conciliation Service (JACS)	498	473	To continue the operations of the employment relations service
SPPP	Jersey Citizens Advice Bureau	13	-	Support independent, confidential and impartial advice for Islanders
T&E Funds	Association of Jersey Charities	429	549	The distribution of funds for charitable purposes made through the Channel Islands Lottery
T&E Funds	Jersey Community Foundation	257	549	The distribution of funds for charitable purposes made through the Channel Islands Lottery
T&E Funds	Jersey Sport	171	-	The distribution of funds for charitable purposes made through the Channel Islands Lottery
	Total Significant Grants	**81,529**	**77,023**	

Significant Grant Schemes (individual grants less than £75,000, but in total over £75,000)				
ECON	Arts and Culture Support	243	86	Grant to support the development of a new project or artistic skills on island. For a detailed breakdown, see Annex III: Grants and Subsidies Payments
ECON	Marine Support Scheme	401	438	Grant to support the fishing and associated industries manage rising costs while encouraging businesses to become more environmentally friendly and efficient. For a detailed breakdown, see Annex III: Grants and Subsidies Payments
ECON	Rural Initiative Scheme	1,306	1,308	Grant to support businesses adapt to meet future challenges in the marketplace by supporting diversification, enterprise and innovation. For a detailed breakdown, see Annex III: Grants and Subsidies Payments
ECON	Rural Support Scheme	3,928	4,199	Transitional support to allow the industry to implement their Dairy Industry Recovery Programme. For a detailed breakdown, see Annex III: Grants and Subsidies Payments
ECON	Visitor Economy Strategy	159	-	To provide financial support for Visitor Economy Initiatives such as Christmas Lights switch on, Delicious Jersey, etc. For a detailed breakdown, see Annex III: Grants and Subsidies Payments
ESSH	Connect Me Scheme (Previously know as Community Compass)	146	151	Various small grants given to local charities to support Post-Covid culture and promote physical activity. During 2025, this scheme supported 84 individuals (2024: 73).
ESSH	Ukraine Support	-	161	Subsidy payments provided as part of the Ukraine framework agreement
ESSH	Various Back to Work	117	218	Grant to support a range of measures to encourage additional employment opportunities for the unemployed, including employment incentives, Community Jobs Fund and industry specific training. During 2025, this scheme supported 24 individuals (2024: 27).
I&E	Country access scheme	-	113	Grant to support an environmental improvement scheme which offers financial incentives to support and reward initiatives designed to look after Jersey's countryside. For a detailed breakdown, see Appendix III: Grants and Subsidies Payments.
Living Wage	Living Wage - Marine Support Scheme	124	-	Grants awarded to recipients in agriculture in respect of credits awarded for staff employed. For a detailed breakdown, this is part of the Marine Support Scheme and is included within Annex III: Grants and Subsidies Payments.
Living Wage	Living Wage - Rural Initiative Scheme	135	-	Grants awarded to recipients in agriculture in respect of credits awarded for staff employed. For a detailed breakdown, see Annex III: Grants and Subsidies Payments
Living Wage	Living Wage - Rural Support Scheme	841	-	Grants awarded to recipients in agriculture in respect of credits awarded for staff employed. For a detailed breakdown, see Annex III: Grants and Subsidies Payments
SPPP Funds	Electric Vehicles Grant	165	3,436	The purchase incentive aims to speed up Jersey’s transition to electric vehicles by bringing down the cost of electric vehicles to be closer to petrol or diesel alternatives. During 2025, this scheme supported 117 individuals (2024: 962).

Issuing Department	Grantee	2025 £'000	2024 £'000	Reason for Grant
SPPP Funds	*Energy Performance Certificate Grant*	*104*	*305*	*Grant supporting homeowners with the cost of Home Energy Audits which includes both a carbon dioxide emissions rating and an energy costs rating. During 2025, this scheme supported 714 individuals (2024: 1,659).*
SPPP Funds	*Low carbon heating systems Grant*	*1,477*	*1,064*	*Grant to support Islanders to move to low carbon heating systems (greenhouse gas emissions). During 2025, this scheme supported 305 individuals (2024: 263).*
	Total Significant Grant Schemes	**9,146**	**11,479**	
Other amounts including Grants under £75k, adjustments and eliminations		**538**	**716**	
Total Grants expense recorded		**91,212**	**89,218**	

Highlights

Grants have increased overall by 2.2% in 2026. The most significant contributor to this uplift is the introduction of the Living Wage programme, which includes a £20 million support package spread over two years. This funding is designed to help employers manage the transition to higher wage levels and mitigate the financial impact of the policy changes. This was offset by the reduction in the First Steps Grant to Andium which has reduced by £8 million.

Notes supporting the Consolidated Statement of Financial Position

4.10 Property, plant and equipment

Accounting Policy

Recognition

Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the States and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred.

Property, Plant and Equipment is recognised where the initial cost or value exceeds £10,000. There is no threshold for the capitalisation of subsequent expenditure on an asset. On completion, Assets Under Course of Construction are transferred into the appropriate asset category.

Measurement

Assets are initially measured at cost, comprising:

- The purchase price;
- Any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management;
- The cost of dismantling and removing the item and restoring the site on which it is located.

Property, plant and equipment is subsequently measured as follows:

Asset category	*Measurement basis*
Non-specialised operational assets	*Existing Use Value (EUV)*
Specialised assets and networked assets	*Depreciated Replacement Cost (DRC)*
Surplus assets with access to the market	*Fair value*
Surplus assets with restrictions preventing access to the market	*Existing Use Value (EUV)*
Assets under Construction	*Cost*
Short life and low value assets	*Depreciated historical cost (DHC)*[i]

Non-specialised assets are valued in accordance with the RICS Valuation Global Standards 2024, as updated for the UK, on a 5-yearly cycle with a 3-year revaluation for higher value assets. The value of assets not revalued in the current year is indexed to the year-end using available appropriate indices. Assets are independently valued by RICS registered valuers, the Valuation Office Agency.

Specialised assets and networked assets are valued in accordance with the RICS Valuation Global Standards 2024, as updated for the UK, on a 5-yearly cycle with a 3-year revaluation for higher value assets using the modern equivalent basis of DRC valuation. Cyclical valuations are supplemented by annual desktop valuations by the external valuer.

Subsequent expenditure on assets is capitalised where it enhances or replaces the service potential. Spending that does not replace or enhance service potential is expensed.

[i] The States has elected to use DHC as a proxy for fair value for assets with a short useful life or a low value.

Revaluation

Revaluation gains are recorded in the revaluation reserve and presented in Other Comprehensive Income.

Downward revaluations are recorded in the revaluation reserve to the extent that they reverse previous upward revaluations. Downward revaluations below the historic cost of the asset are recorded as an impairment in Net Revenue Expenditure/Income.

Depreciation

Depreciation for Property, Plant and Equipment, other than for networked assets, is calculated by amortising the carrying value of the asset less its estimated residual value over its useful economic life on a straight-line basis. Depreciation is recognised in the Statement of Comprehensive Net Expenditure (SoCNE). The principal asset categories and their range of useful economic lives are outlined below:

Asset category	*Life*
Land	*Not depreciated*
Buildings	*Up to 75 years*
Other structures	*Up to 100 years*
Plant, machinery, furniture & fittings	*3 to 50 years*
Transport equipment	*2 to 20 years*
Information Technology Equipment	*3 to 10 years*
Antiques and Works of Art	*Depreciation is not required on heritage assets which have indefinite lives*
Networked assets (Road networks, sewer systems and sea defences)	*The annual depreciation charge for networked assets is the value of the service potential replaced through the maintenance programme, adjusted for any change in condition as identified by a condition survey. The value of the maintenance work undertaken is used as an indication of the value of the replaced part.*

Residual Values and Useful Economic Lives of Property, Plant and Equipment are reviewed annually and, if appropriate, amended at the end of each reporting period.

Where an asset consists of several components which are significant in relation to the overall cost of the asset and with different useful economic lives, these will be componentised.

Disposal

On disposal of Property, Plant and Equipment, gains or losses on disposal are measured by deducting the carrying value of the asset and any directly attributable transaction costs from the sale proceeds and are reported in Net Revenue Expenditure/Income.

The Right of Use Assets accounting policies are disclosed at Note 4.17.

2025	Land	Buildings	Networked Assets (inc Land)	Other Structures	Right of Use Assets	Transport Equipment	Plant and Machinery, Furniture and Fittings	Information Technology Equipment	Antiques and Works of Art	Assets Under Course of Construction	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost											
At 1 January 2025	**362,527**	**848,242**	**1,598,221**	**140,808**	**47,721**	**18,754**	**235,044**	**9,976**	**5,073**	**247,867**	**3,514,233**
Additions	*3,321*	*90,128*	*-*	*-*	*1,662*	*-*	*-*	*-*	*-*	*72,518*	**167,629**
Disposals	*(6,429)*	*(1,655)*	*-*	*(10,603)*	*(488)*	*(1,507)*	*(26,060)*	*(424)*	*-*	*-*	**(47,166)**
Transfers	*267*	*62,364*	*23,537*	*6,553*	*7,696*	*5,536*	*17,662*	*131*	*46*	*(133,539)*	**(9,747)**
Revaluations	*21,292*	*33,277*	*55,385*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	**109,954**
Impairment	*-*	*(23,733)*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	**(23,733)**
At 31 December 2025	**380,978**	**1,008,623**	**1,677,143**	**136,758**	**56,591**	**22,783**	**226,646**	**9,683**	**5,119**	**186,846**	**3,711,170**
At 1 January 2025	**(54,663)**	**(251,767)**	**(23,293)**	**(41,071)**	**(6,352)**	**(13,233)**	**(150,618)**	**(6,965)**	**(58)**	**-**	**(548,020)**
Depreciation charge	*-*	*(34,804)*	*(14,003)*	*(2,889)*	*(5,796)*	*(2,705)*	*(11,502)*	*(765)*	*-*	*-*	**(72,464)**
Disposals	*3,383*	*1,894*	*-*	*9,957*	*-*	*1,506*	*25,724*	*424*	*-*	*-*	**42,888**
Transfers	*-*	*264*	*-*	*(264)*	*-*	*-*	*-*	*-*	*-*	*-*	**-**
Revaluations	*-*	*79,448*	*13,417.00*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	**92,865**
Impairment/Impairment Reversals	*(8,808)*	*42,625*	*-*	*-*	*(5,512)*	*-*	*-*	*-*	*-*	*-*	**28,305**
At 31 December 2025	**(60,088)**	**(162,340)**	**(23,879)**	**(34,267)**	**(17,660)**	**(14,432)**	**(136,396)**	**(7,306)**	**(58)**	**-**	**(456,426)**
Net Book Value: 31 December 2025	**320,890**	**846,283**	**1,653,264**	**102,491**	**38,931**	**8,351**	**90,250**	**2,377**	**5,061**	**186,846**	**3,254,744**
Net Book Value: 1 January 2025	**307,864**	**596,475**	**1,574,928**	**99,737**	**41,369**	**5,521**	**84,426**	**3,011**	**5,015**	**247,867**	**2,966,214**

2024 Restated	Land	Buildings	Networked Assets (inc Land)	Other Structures	Right of Use Assets (RoU)	Transport Equipment	Plant and Machinery, Furniture and Fittings	Information Technology Equipment	Antiques and Works of Art	Assets Under Course of Construction	Total
	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000
Cost											
At 1 January 2024	**367,082**	**873,787**	**1,550,194**	**114,931**	**-**	**18,823**	**246,204**	**7,492**	**5,073**	**242,231**	**3,425,817**
Additions	-	-	-	-	48,293	-	-	-	-	84,184	**132,477**
Disposals	(9,078)	(32,063)	-	(343)	(572)	(699)	(14,622)	(129)	-	-	**(57,506)**
Transfers	17,604	9,517	17,900	26,220	-	630	3,462	2,613	-	(78,552)	**(606)**
Revaluations/Revaluation Reversal	(13,080)	(3,000)	30,127	-	-	-	-	-	-	-	**14,047**
At 31 December 2024	**362,528**	**848,241**	**1,598,221**	**140,808**	**47,721**	**18,754**	**235,044**	**9,976**	**5,073**	**247,863**	**3,514,229**
Accumulated Depreciation and Impairment on Depreciation											
At 1 January 2024	**(57,842)**	**(247,340)**	**(21,407)**	**(38,311)**	**-**	**(12,287)**	**(146,033)**	**(6,186)**	**(58)**	**-**	**(529,464)**
Depreciation charge	-	(32,976)	(2,196)	(2,922)	(6,352)	(1,565)	(18,863)	(908)	-	-	(65,782)
Disposals	5,626	29,464	-	163	-	619	14,328	129	-	-	50,329
Transfers	-	-	-	-	-	-	-	-	-	-	-
Revaluations/Revaluation Reversals	-	(137)	799	-	-	-	-	-	-	-	662
Impairment/Impairment Reversals	(2,447)	(777)	(488)	-	-	-	(49)	-	-	-	(3,761)
At 31 December 2024	**(54,663)**	**(251,766)**	**(23,292)**	**(41,070)**	**(6,352)**	**(13,233)**	**(150,617)**	**(6,965)**	**(58)**	**-**	**(548,016)**
Net Book Value: 31 December 2024	**307,865**	**596,475**	**1,574,929**	**99,738**	**41,369**	**5,521**	**84,427**	**3,011**	**5,015**	**247,863**	**2,966,214**
Net Book Value: 1 January 2024	**309,240**	**623,747**	**1,528,787**	**76,620**	**-**	**6,536**	**100,171**	**1,306**	**5,015**	**242,231**	**2,893,653**

The table below includes valuation details of assets measured using the valuation model and the amount at which assets stated at revalued amounts would have been stated at had those assets been carried under the cost model:

	Land	Buildings	Networked Assets (inc Land)	Other Structures	Right of Use Assets	Transport Equipment	Plant and Machinery, Furniture and Fittings	Information Technology Equipment	Antiques and Works of Art	Assets Under Course of Construction
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Revaluation	*Revaluation*	*Revaluation*	*Revaluation*	*Revaluation*	*Revaluation*	*Cost as an approximation for Fair Value*				
Independent Valuer	*Valuation Office Agency*	*Valuation Office Agency*	*Valuation Office Agency*	*Valuation Office Agency*	*Valuation Office Agency*	*N/A*				
Valuation Methodology	*Market Value*	*Market Value and Depreciated Replacement Cost*	*Depreciated Replacement Cost*	*Depreciated Replacement Cost*	*Existing Use Value*					
Valuation Process	*Desktop Valuation*	*Desktop Valuation*	*Desktop Valuation*	*Desktop Valuation*	*Valuation Report*					
Frequency of Full Valuation	*Quinquennial*	*Quinquennial*	*Quinquennial*	*Quinquennial*	*Quinquennial*					
Date of last full valuation	*December 2022*	*December 2022*	*December 2023*	*December 2023*	*December 2024*					
Effective Date of Valuation	*December 2025*	*December 2025*	*December 2025*	*December 2025*	*December 2025*					
Carrying Amount at Cost	*219,189*	*388,432*	*1,009,290*	*99,926*	*44,443*	*8,351*	*90,250*	*2,377*	*4,322*	*186,846*
Revaluation Surplus / (Deficit)	*101,701*	*457,851*	*643,974*	*2,565*	*(5,512)*	-	-	-	*738*	-
Revaluation /Impairment Movement in Year	*12,484*	*131,617*	*68,802*	-	*(5,512)*	-	-	-	-	-

The Right of Use Assets disclosures are disclosed at Note 4.17 Leasing.

Highlights

During 2025, additions to Property, Plant and Equipment totalled £167.6 million. The most significant additions were:

- Union Street – £90.1 million:
  The option to purchase the Union Street property was exercised during 2025.
- New Healthcare Facilities – £20.1 million:
  Key milestones included securing planning permission and appointing a Preferred Tenderer for the main construction works on the Acute Hospital. Initial development activities at the Overdale Acute site progressed, with demolition completed and installation of site hoarding underway.

During 2025, valuation increases totalled £207.4 million, arising in the following areas:

- Buildings – £131.6 million increase (16%):
  Building valuations rose primarily due to higher construction costs, including a 2.78% increase in the BCIS Tender Price Index, which uplifts replacement cost estimates used in Depreciated Replacement Cost (DRC) valuations. The application of a higher Jersey Location Factor of 1.4 also elevated local construction cost assumptions relative to UK benchmarks. Additionally, capital expenditure improved asset service potential and reduced depreciation adjustments, contributing to higher DRC valuations.
- Networked Assets – £68.8 million increase (5%):
  Valuations for networked assets increased largely due to the same construction cost pressures affecting buildings. Further capital investment during the year enhanced asset condition and service potential, reducing depreciation and increasing DRC values.

Assets Under Construction increased by £20.1 million resulting in a £125 million balance relating to the New Healthcare Facilities project, comprising predominantly capitalised design engineering and architectural costs.

Capital Commitments

This amount includes the following amounts which are committed via a contractual arrangement but not yet incurred/provided for.

Capital Commitments	2025[i]	Restated 2024
	£'000	£'000
Tangible		
IHE: Liquid Waste Key Infrastructure	14,927	395
HCS: Healthcare Facilities	10,396	2,701
T&E: Pillar 2	4,486	-
IHE: Infrastructure Rolling Vote	1,600	-
TDS: IT Major Upgrades	1,194	-
TDS: Replacement Assets	972	-
HCS: Learning Difficulties	460	823
IHE: Major Refurbishments and Upgrades	407	523
HCS: Digital Systems Improvement	302	-
HCS: Replacement Assets	202	-
Other Tangible:	2,874	23,917
Total Tangible	**37,820**	**28,359**
Intangible		
COO: Cyber Programme 2.0	1,017	614
TDS: IT Major Upgrades	935	-
HCS: Digital Systems Improvements	311	-
COO: Integrated Technology Solution	243	104
HCS: Digital Care Strategy	219	-
Other Intangible	83	1,008
Total Intangible	**2,808**	**1,726**
Total Capital Commitments	**40,628**	**30,085**

[i] The table above is based on the 2025 projects. The breakdown of the 2024 commitments is set out in the Annual Report and Accounts for the States of Jersey 2024, which is available on the gov.je website.

4.11 Financial Instruments

Accounting Policy

Classification

The States of Jersey classifies its financial assets at amortised cost or fair value either through profit or loss (FVTPL) or through other comprehensive income (FVTOCI). The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

Category	Criteria for classification	Financial Assets
Amortised Cost	*Amortised cost for financial assets whose cash flows are solely payments of principal and interest and the business model of which is to hold those financial assets in order to collect contractual cash flows. They are initially recognised at fair value and thereafter at amortised cost using the effective interest method less any impairment. The effective interest rate method is a method of calculating the amortised cost of a financial asset and of recognising and allocating interest income over the relevant period.*	*Loans and advances, contractual trade receivables and cash and cash equivalents*
FVTPL	*Fair value through profit or loss (FVTPL) for any financial assets that are not measured at amortised cost or FVTOCI. This category includes derivatives and investments in equity instruments, unless an irrevocable election is made on initial recognition to classify as FVTOCI.* *The election is only available to equity instruments that are not held for trading. Transactions costs and any subsequent movements in the valuation of assets held at FVTPL are recognised in the Statement of Comprehensive Net Expenditure (SoCNE).*	*Investments units in the Common Investment Fund, housing property bonds and derivatives*
FVTOCI	*FVTOCI includes debt instruments whose cash flows are the sole payments of principal and interest and held within the business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets. The States of Jersey accounts do not hold any debt instruments at fair value through other comprehensive income.* *FVTOCI also includes equity instruments where an irrevocable selection has been made to fair value through other comprehensive income. The States of Jersey has made the irrevocable election to present the Strategic Investments (as defined in Note 11a) as fair value through other comprehensive income.*	*Strategic investments*

The States of Jersey classifies its financial liabilities at either amortised cost or fair value through profit or loss (FVTPL)

Category	Criteria for classification	Financial Liabilities
Amortised Cost	*Most of the government's financial liabilities are classified at amortised cost.*	*Bank borrowings, bond, credit facility and contractual trade payables*
FVTPL	*Meets the IFRS 9 definition of a financial guarantee contract, contingent consideration or financial liability at fair value through profit or loss.* *Financial liabilities that arise where a transfer of a financial asset does not qualify for derecognition.* *Commitments to provide a loan at a below-market interest rate.*	*Derivatives*

Recognition and derecognition

Purchases and sales of financial assets are recognised on trade date, being the date on which the States of Jersey commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the States of Jersey has transferred substantially all the risks and rewards of ownership.

Financial liabilities are recognised when SoJ becomes party to the contractual provisions of the instrument, typically when SoJ receives the cash or becomes contractually obligated to deliver cash or another financial asset. Financial liabilities are derecognised when the contractual obligation expires or is cancelled. Where an existing liability is replaced or substantially altered, the original liability would be derecognised and a new liability recognised.

Differences between derecognised financial instruments' carrying value and cashflows received to transfer ownership are recognised as realised gains/losses in the SoCNE.

Measurement

At initial recognition, an entity shall measure FVTPL financial instruments at their fair value. Amortised cost and FVTOCI financial instruments shall be measured at their fair value plus or minus transaction costs that are directly attributable to the acquisition or issue of the financial instrument except for contractual trade receivables which are initially measured at IFRS 15's transaction price.

Subsequent measurement of Financial Assets is as follows:

Category	Subsequent measurement
Amortised Cost	*Interest income is calculated using the effective interest rate method. Any gain/(loss) arising on derecognition is presented in finance income or cost.*
FVTPL	*Changes in fair value movements are recognised through the profit and loss under (Gains)/Losses on Financial Assets.*
FVTOCI	*Changes in fair value movements are recognised through Other Comprehensive Income (OCI). Impairment losses or reversals, interest income (using the effective interest rate method) and foreign exchange gains and losses, are recognised in profit or loss. On derecognition, the cumulative gain/loss previously recognised in OCI is reclassified from equity to profit or loss.*

Subsequent measurement of Financial Liabilities is as follows:

Category	Subsequent measurement
Amortised Cost	*Interest expenses are included in finance costs using the effective interest rate method. Fees paid to establish loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.* *Any gain/(loss) arising on derecognition or remeasurement is presented in finance income or cost.*
FVTPL	*Fair value movements are recognised through the profit and loss.*

Derivative contracts within the Common Investment Fund (CIF) have the legal right of set-off and thus can be settled net.

Impairment of Financial Assets

Financial assets other than equity instruments and those at FVTPL are assessed for impairment at each reporting date using the expected credit loss model as introduced by IFRS 9, and impairments are recognised in the SoCNE.

The States of Jersey assesses on a forward-looking basis the expected credit losses, and annual assessments for impairment are carried out. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

IFRS 9 impairment requirements for financial assets apply to:

- Debt instruments – loans, trade receivables and debt securities measured at amortised cost or fair value through other comprehensive income (FVTOCI)
- Lease receivables
- Contract assets within the scope of IFRS 15
- Certain financial guarantees and loan commitments.

Trade receivables

The States of Jersey applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets. To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due. The States of Jersey has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

The expected loss rates are based on the payment profile of invoices raised in 2023 and the corresponding credit losses since. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

a. Financial Instruments by Category

Financial Instruments by Category	2025		Restated 2024	
	Long term £'000	Short Term £'000	Long term £'000	Short Term £'000
Financial Assets				
Amortised Cost				
Cash and cash equivalents	-	62,323	-	68,048
Trade and other receivables	8,949	28,456	8,746	43,483
Loans and advances	241,162	5,243	245,337	1,416
Liquid Investments	-	5,351	-	10,946
Preference shares	7,400	-	7,400	-
Total Amortised Cost	**257,511**	**101,374**	**261,483**	**123,893**
Fair value through OCI				
Strategic investments	1,709,883	-	1,577,063	-
Total Fair value through OCI	**1,709,883**	**-**	**1,577,063**	**-**
Fair value through profit and loss assets				
Housing Bonds	449	-	450	-
Investment Units in the CIF	4,146,102	-	3,866,293	-
Total Fair value through profit and loss assets	**4,146,551**	**-**	**3,866,743**	**-**
Total financial assets[i]	**6,113,945**	**101,374**	**5,705,289**	**123,893**
Financial Liabilities				
Amortised Cost				
Trade and other payables	-	(62,262)	-	(64,402)
External borrowing	(732,453)	(201,678)	(732,040)	(132,483)
Total Amortised Cost	**(732,453)**	**(263,940)**	**(732,040)**	**(196,885)**
Total financial liabilities	**(732,453)**	**(263,940)**	**(732,040)**	**(196,885)**

Loans and advances

Andium is a wholly-owned subsidiary of the States of Jersey, incorporated as a company limited by guarantee. In order to support Andium's social housing development programme and investment in the existing housing stock, the States of Jersey has provided loan financing to Andium over a number of years. The ownership asset is accounted for separately under the Strategic Investments below.

There are currently 13 loans to Andium at fixed interest agreements to enable delivery of social housing projects. The most significant balances relate to the delivery of 151 new homes at Le Squez, construction of 200 homes at Samares, and delivery of the parking, residential and commercial buildings of Anne Court.

[i] Other Financial Assets excludes Cash and Cash Equivalents and Trade and Other Receivables which are already presented on the Statement of Financial Position and disclosed separately as referenced above.

The loans are provided under formal loan agreements approved by the Minister for Treasury and Resources, and are repayable in accordance with the agreed schedules. Interest is charged on the outstanding balances at rates set out in the loan agreements, which are designed to reflect the cost of government borrowing and to ensure that the lending is on a commercial basis.

As at 31 December 2025, the balance outstanding on loans to Andium was £227.6 million (2024: £227.6 million). For further details on the terms of the loans these are fully disclosed with the Andium's Borrowings Note within their Annual Report.

Management monitors the carrying value of the loans on an annual basis. Given the financial performance of Andium and the strategic importance of the company to Government housing policy, no impairment of the loans has been recognised.

Other loans and advances include:

- A loan to Blue Islands which is further described below.,
- A £2.4 million loan to St Martin's Parish for the development of community facilities,
- A £7.4 million loan to Beaulieu School for on-going operations,
- Other smaller loans from specific Funds.

The States of Jersey previously provided a loan to Blue Islands. Following the airline's entry into liquidation on 17 November 2025, we have assessed the recoverability of this balance. To date, we have already received partial repayments, and based on updates from the liquidators, we expect to recover further amounts as the liquidation progresses. Public information confirms that Blue Islands entered voluntary liquidation with significant outstanding debts, including over £9 million owed to the Government of Jersey and additional liabilities to Ports of Jersey. As the liquidation process remains ongoing and the final recoverable amount is uncertain, we have recognised a provision against the loan. This reflects our current best estimate of the recoverable value based on information available at the reporting date. The provision will be updated as further information emerges from the liquidators.

Strategic Investments

Strategic Investments are the investment holdings in utility companies (JT Group, Jersey Electricity and Jersey Water), a logistic company (Jersey Post), a social housing provider (Andium Homes Ltd), a construction company (States of Jersey Development Company) and a transport infrastructure company (Ports of Jersey Ltd); summarised below.

Separately included holdings include the irredeemable preference shares in Jersey Water and loans to Andium as disclosed above.

Strategic Investments			
Company Name	*Shareholding/Ownership*	*2025 £'000*	*Restated 2024 £'000*
Jersey Electricity PLC	*62% (19,000,000 Ordinary Shares of 5p)*	*88,350*	*82,650*
JT Group Limited	*100% (20,000,000 £1 Ordinary shares)*	*145,042*	*144,656*
Jersey Waterworks Company Limited	*74% (4,620,000 (100%) "A" Ordinary Shares, 2,520,000 (50%) Ordinary Shares)[i]*	*49,827*	*45,967*
Jersey Post International Limited	*100% (5,000,000 £1 Ordinary shares)*	*30,953*	*22,307*
Andium Homes Limited	*100% owned via Guarantee*	*964,666*	*871,233*
States of Jersey Development Company Limited	*100% (20,000,000 £1 Ordinary shares)*	*60,136*	*62,540*
Port of Jersey Limited	*100% (1,000 £1 Ordinary shares)*	*370,909*	*347,710*
Total Jersey Strategic Investments		**1,709,883**	**1,577,063**

The basis of fair value of the Strategic Investments is disclosed within Note 4.11e.

Highlights

Each Strategic Investment is described individually within the Financial Review.

Overall, the significant increase in valuations is primarily driven by Andium. The uplift reflects the higher valuation of the Social Housing portfolio, which resulted in a 6% increase in Net Asset Value. In addition, the market factor applied to the valuation increased by 4.2%

For most Strategic Investments, an increase in the market factor also contributed to higher valuations, resulting in an overall increase across the Strategic Investment portfolio.

Investment Units in the Common Investment Fund ("CIF")

Value of Investment Units held by the States of Jersey		
CIF Unit Name	*2025 £'000*	*2024 £'000*
Equity Pool CIF Units	*1,970,369*	*1,826,129*
Government Bond CIF Units	*136,132*	*129,512*
Absolute Return CIF Units	*666,461*	*580,350*
Property CIF Units	*68,813*	*74,708*
Opportunities CIF Units	*667,661*	*600,247*
Alternative Risk CIF Units	*144,913*	*167,427*
Cash Investments CIF Units	*105,005*	*137,782*
Risk Seeking Credit CIF Units	*386,748*	*350,138*
	4,146,102	**3,866,293**

Investment Units in the CIF are those held across various investment managers and asset classes. Within the Financial Review there is a detailed description of the performance of the CIF during 2025.

[i] 900,000 (100%) 10% Cumulative Fifth Preference shares are also held.

Total CIF Balance Sheet Breakdown	2025 £'000	2024 £'000
Non-Current Assets		
Equity Class	*2,271,646*	*2,069,701*
Corporate Bond Class	*136,146*	*128,714*
Property Class	*138,455*	*132,907*
Absolute Return Class	*859,265*	*746,404*
Opportunities Class	*890,996*	*750,237*
Alternative Risk Premia Class	*216,851*	*250,537*
Risk Seeking Credit	*478,161*	*441,241*
Liquid Investments and gilts	*105,600*	*141,810*
Total Non-Current Assets	**5,097,120**	**4,661,551**
Current Assets		
Trade and other receivables	*24,362*	*43,673*
Cash, cash equivalents and Liquid Investments	*238,440*	*75,939*
Derivatives	*2,322*	*-*
Total Current Assets	**265,124**	**119,612**
Current Liabilities		
Trade and other payables	*(9,132)*	*(7,112)*
Derivatives[i]	*-*	*(18,480)*
Total Current Liabilities	**(9,132)**	**(25,592)**
Net Assets	**5,353,112**	**4,755,571**
Effective percentage of CIF units held within the accounting boundary	*77.5%*	*81.3%*
States of Jersey Share of net assets	**4,146,102**	**3,866,293**

Financial guarantee contracts

Jersey Business Disruption Loan Guarantee Scheme

The Jersey Business Disruption Loan Guarantee Scheme has provided for temporary shortages in funding to otherwise viable local businesses to avoid longer-term damage to the economy. The scheme guarantees qualifying bank lending, enabling up to £50 million lending capacity by local banks during the Covid pandemic. As at 31 December 2025, 15 (2024: 26) of the facilities that had been granted by banks remained active. The guarantee exposure from these facilities is £0.1 million (2024: £0.4 million). There were two claims (£13.5k) in 2025 (2024: no claims).

Students Loans Scheme

The States of Jersey has previously provided financial guarantees to four banks in respect of student loans of up to £1,500 per year towards tuition fees under its Students' Loans scheme. The total value of loans guaranteed is £75,000 (2024: £0.2 million).

[i] The balances stated above are recorded as a net derivative basis. The gross derivative asset value is £1,231 million and the gross liability value is £1,228 million.

Other Financial Liabilities

Housing Trusts Letters of Comfort

The States of Jersey has 3 active letters of comfort to one Housing Trust as at year end 2025 (2024: 22 letters) covering loans totalling £3.12 million (2024: £51.51 million). The letters of comfort provide that the States will subsidise interest payable by the Trust if interest rates exceed an agreed threshold.

No subsidies have been paid since 2009. The potential liability for the year ended 31 December 2025 is expected to be £0.7 million (2024: £0.9 million).

Guarantees which are required to be disclosed under IAS 37, but not recognised within the Statement of Financial Position (SoFP), are disclosed in Note 4.20.

b. Amounts Recognised in the SoCNE

2025	Financial Assets		Financial Liability		
	Amortised Cost	*Fair value Through OCI*	*Fair value through profit and loss*	*Amortised cost*	*Total*
	£'000	*£'000*	*£'000*	*£'000*	*£'000*
Interest income	*12,827*	-	-	-	**12,827**
Dividend income	-	*9,054*	-	-	**9,054**
Andium Return	-	*26,721*	-	-	**26,721**
Total Investment Income	**12,827**	**35,775**	**-**	**-**	**48,602**
Net Realised Financial Asset Gain / (Loss)	-	-	*83,684*	-	**83,684**
Net Unrealised Financial Asset Gain / (Loss)	-	-	*296,795*	-	**296,795**
Total Gains / (Losses) on Financial Assets	**-**	**-**	**380,479**	**-**	**380,479**
Interest expense	-	-	-	*(35,370)*	**(35,370)**
Fee expense	-	-	-	*(2,389)*	**(2,389)**
Total Finance Costs relating to Financial Instruments	**-**	**-**	**-**	**(37,759)**	**(37,759)**
Impairment loss	*(14,402)*	**-**	**-**	**-**	**(14,402)**
Total Impairment relating to Financial Instruments	**(14,402)**	**-**	**-**	**-**	**(14,402)**
Total Income / Expenditure in Net Revenue Expenditure relating to Financial Instruments	**(1,575)**	**35,775**	**380,479**	**(37,759)**	**376,920**
Gains / (Losses) on Other Financial Assets	-	*132,819*	-	-	**132,819**
Surplus / deficit on revaluation of assets in Other Comprehensive	**-**	**132,819**	**-**	**-**	**132,819**
Net Gains / (Losses) for the year	**(1,575)**	**168,594**	**380,479**	**(37,759)**	**509,739**

Investment Management and other Fees relating to the CIF of £55.3 million are included as part of the Gain / Losses on CIF investments (2024: £53.7 million).

2024 Restated	Financial Assets			Financial Liability	
	Amortised Cost £'000	Fair value Through OCI £'000	Fair value through profit and loss £'000	Amortised cost £'000	Total £'000
Interest income	13,013	-	-	-	**13,013**
Dividend income	-	16,164	-	-	**16,164**
Andium Return		29,124			**29,124**
Total Investment Income	**13,013**	**45,288**	**-**	**-**	**58,301**
Net Realised Financial Asset Gain / (Loss)	-	-	78,652	-	**78,652**
Net Unrealised Financial Asset Gain / (Loss)	-	-	326,412	-	**326,412**
Total Gains / (Losses) on Financial Assets	**-**	**-**	**405,064**	**-**	**405,064**
Interest expense	-	-	-	(29,616)	**(29,616)**
Fee expense	-	-	-	(1,844)	**(1,844)**
Total Finance Costs relating to Financial Instruments	**-**	**-**	**-**	**(31,460)**	**(31,460)**
Impairment loss	(12,964)	-	-	-	**(12,964)**
Total Impairment relating to Financial Instruments	**(12,964)**	**-**	**-**	**-**	**(12,964)**
Total Income / Expenditure in Net Revenue Expenditure relating to Financial Instruments	**49**	**45,288**	**405,064**	**(31,460)**	**418,941**
Gains / (Losses) on Other Financial Assets	-	29,913	-	-	**29,913**
Surplus / deficit on revaluation of assets in Other Comprehensive	-	29,913	-	-	**29,913**
Net Gains / Losses for the year	**49**	**75,201**	**405,064**	**(31,460)**	**448,854**

Reconciliation to SoCNE Finance Costs

Expenses Breakdown	2025 £'000	2024 £'000
Interest expense	(33,613)	(28,950)
Interest expense on lease liabilities	(1,757)	(666)
Fee expense	(2,389)	(1,844)
Finance costs	**(37,759)**	**(31,460)**

Reconciliation to SoCNE impairments

Expenses breakdown	2025 £'000	2024 £'000
Impairment (loss) / reversals of trade and other receivables	*(14,402)*	*(12,964)*
Impairment (loss) / reversals of taxation receivables	*(15,339)*	*(7,411)*
Impairment (loss) / reversals of property, plant and equipment (PPE)	*4,571*	*(3,762)*
Impairments	**(25,169)**	**(24,137)**

Impairments include amounts recorded in Note 4.12 Trade and Other Receivables, where an increase in expected credit losses and write-offs has been recognised. Further details on this increase are provided within that note.

Additionally, PPE has seen a reversal of previous impairments as outlined in Note 4.10 Property, Plant, and Equipment.

c. Fair Value Hierarchy

Fair values of financial and non-financial assets and financial liabilities

The following table combines information about:

a) classes of financial instruments and non-financial assets based on their nature and characteristics;
b) the carrying amounts of financial instruments and non-financial assets;
c) fair values of financial instruments and non-financial assets; and
d) fair value hierarchy levels of financial instruments and non-financial assets for which fair value is disclosed.

Fair value hierarchy levels 1 to 3 are based on the degree to which the fair value is observable:

- **Level 1** fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities;
- **Level 2** fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- **Level 3** fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Transfers between levels

The States' policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period. No such transfers occurred during 2025.

31 December 2025	Carrying Value		Fair Value Level		Total Fair Value
		1	2	3	
	£'000	£'000	£'000	£'000	£'000
Financial Assets					
Fair value through OCI					
Strategic investments[i]	1,621,533	-	-	1,621,533	**1,621,533**
Fair value through profit and loss					
Housing Bonds	449	-	-	449	449
Investment Units in the CIF	4,146,102	1,615,681	1,188,023	1,342,398	4,146,102
Total financial assets	**5,768,084**	**1,615,681**	**1,188,023**	**2,964,380**	**5,768,084**
Financial Liabilities					
Amortised cost[i]					
External Borrowings	(934,131)	(201,678)	(498,410)	-	**(700,088)**
Total financial Liabilities	**(934,131)**	**(201,678)**	**(498,410)**	**-**	**(700,088)**

[i] The States' Strategic Investments are held through instruments that are unlisted. Therefore, they are all classified as Level 3 instruments following the fair value basis of "Unquoted Strategic Investments" except for Jersey Electricity PLC which has been valued using publicly traded quoted ordinary share price. This Level 1 instrument is consequently excluded from this table.

31 December 2024 Restated	Carrying Value	Fair Value Level			Total Fair Value
		1	2	3	
	£'000	£'000	£'000	£'000	£'000
Financial Assets					
Fair value through OCI					
Strategic investments	*1,494,413*	-	-	*1,494,413*	**1,494,413**
Fair value through profit and loss					
Housing Bonds	*450*	-	-	*450*	**450**
Investment Units in the CIF	*3,896,293*	*1,571,906*	*1,068,855*	*1,255,532*	**3,896,293**
Total financial assets	**5,391,156**	**1,571,906**	**1,068,855**	**2,750,395**	**5,391,156**
Financial Liabilities					
Amortised cost					
External Borrowings	*(864,523)*	*(132,483)*	*(497,348)*	-	**(629,831)**
Total financial Liabilities	**(864,523)**	**(132,483)**	**(497,348)**	**-**	**(629,831)**

Valuation processes

The Treasury and Investments Teams of the Treasury & Exchequer Department is responsible for obtaining valuations of financial instruments used for financial reporting, including level 3 fair values.

Discussions of valuation processes and results for financial instruments are subject to internal review within the Treasury and Investment Team and their advisor, Aon, with oversight provided by the Treasury Advisory Panel.

Valuation of pooled investments at level 3 are based on the latest manager valuation reports adjusted for any capital calls and distributions since the valuation report. Valuations are subject to a layered assurance process comprising:

e) independent review of valuations applied by the custodian, Northern Trust;
f) review of the valuation process by the independent investment advisor, Aon;
g) where they are available, review of the SOC1 internal controls reports for fund managers, custodian and administrators; and
h) back testing to validate manager valuations to compare published audited outturn results against the valuations.

The valuation of Strategic Investments is subject to internal review and sign off within the Treasury and Investment Team, including the selection of appropriate comparable companies in similar sectors and the calculation of the income multiples. The valuation for JT Global Ltd, Jersey New Waterworks Ltd and Jersey Post International Limited is based on a “market pricing” approach using the ‘comparable companies technique’. The valuation of Jersey Electricity plc is based on the quoted share price. Valuations of Andium Homes Limited and States of Jersey Development Company are determined through an adjusted Net Asset Valuation, given their asset rich nature of industry.

d. Sensitivity of assets valued at Level 3

Having analysed historical data and current market trends, and consulted with independent investment advisors, the States has determined that the valuation methods described above are likely to be accurate to within the following ranges, and has set out opposite the consequent potential impact on the closing value of investments held at 31 December 2025.

Description of asset 2025	Assessed valuation range		Value at 31 December 2025	Value on increase	Value on decrease
	+%	-%	£'000	£'000	£'000
Property Class	*10.00%*	*-10.00%*	*67,120*	*73,832*	*60,408*
Absolute Return Class	*10.00%*	*-10.00%*	*655,700*	*721,270*	*590,130*
Opportunities Class	*12.50%*	*-12.50%*	*619,577*	*697,024*	*542,130*
Housing Bonds	*3.74%*	*-3.74%*	*449*	*466*	*432*
Total			**1,342,846**	**1,492,592**	**1,193,100**

Please refer to Note 4.11e for sensitivity analysis of unquoted strategic investments.

2025	Opening balance	Transfers in/(out) of Level 3	Net Purchases/ (Sales)	Unrealised gains/(losses)	Closing balance
	£'000	£'000	£'000	£'000	£'000
Common Investment Fund					
Property CIF Pool	*74,708*	-	*(12,842)*	*6,947*	*68,813*
Absolute Return CIF Pool	*750,716*	-	*43,392*	*65,157*	*859,265*
Opportunities CIF Pool	*788,375*	-	*20,219*	*82,401*	*890,996*
Total Investment in the CIF	**1,613,799**	**-**	**50,769**	**154,505**	**1,819,074**
SOJ's proportion of level 3 CIF units					
Property CIF Units	*74,242*				**67,120**
Absolute Return CIF Units	*577,250*				**655,700**
Opportunities CIF Units	*574,040*				**619,577**
Total SOJ's proportion of level 3 CIF units	**1,225,532**	-	-	-	**1,342,397**
Unquoted Strategic Investments	*1,495,363*	-	-	*126,170*	**1,621,533**
Housing bonds	*449*	-	-	-	**449**
Total SOJ Level 3 financial assets	**2,721,344**	**-**	**-**	**126,170**	**2,964,379**

Description of asset 2024	Assessed valuation range		Value at 31 December 2024	Value on increase	Value on decrease
	+%	-%	£'000	£'000	£'000
Property Class	*10.00%*	*-10.00%*	*74,242*	*81,666*	*66,818*
Absolute Return Class	*10.00%*	*-10.00%*	*577,250*	*634,975*	*519,525*
Opportunities Class	*12.50%*	*-12.50%*	*574,040*	*645,795*	*502,285*
Housing Bonds	*4.26%*	*-4.26%*	*450*	*469*	*431*
Total			**1,225,982**	**1,362,905**	**1,089,059**

2024 Restated	Opening balance	Transfers in/(out) of Level 3	Net Purchases/ (Sales)	Unrealised gains/(losses)	Closing balance
	£'000	£'000	£'000	£'000	£'000
Common Investment Fund					
Property CIF Pool	*92,629*	-	*(21,650)*	*3,729*	**74,708**
Absolute Return CIF Pool	*684,154*	-	*(11,000)*	*77,562*	**750,716**
Opportunities CIF Pool	*651,867*	-	*62,200*	*74,308*	**788,375**
Total Investment in the CIF	**1,428,650**	**-**	**29,550**	**155,599**	**1,613,799**
SOJ's proportion of level 3 CIF units					
Property CIF Units	*92,408*				**74,424**
Absolute Return CIF Units	*528,763*				**577,250**
Opportunities CIF Units	*476,178*				**574,040**
Total SOJ's proportion of level 3 CIF units	**1,097,349**				**1,225,714**
Unquoted Strategic Investments	*1,390,423*	-	-	*104,940*	**1,495,363**
Housing bonds	*450*	-	-	-	**450**
Total SOJ Level 3 financial assets	**2,488,222**	**-**	**-**	**104,940**	**2,721,527**

e. Fair value - Basis of valuation

The basis of the valuation of each class of asset and liability measured at fair value is set out below. There has been no change in the valuation techniques used during the year. All assets and liability have been valued using fair value techniques based on the characteristics of each instrument, with the overall objective of maximising the use of market-based information.

The value of Units in the Common Investment Fund equals the underlying net assets value of the holdings within each specific pool. The basis of valuation of these underlying assets is set out below.

Description of asset or liability	Valuation hierarchy	Basis of valuation	Observable and unobservable inputs	Key sensitivities
Cash and cash equivalents, trade and other receivables, and trade and other payables	*1*	*Carrying value is deemed to be fair value, because of the short- term nature of the instruments.*	*Not required.*	*Not required.*
Quoted bonds and equity	*1*	*Quoted price.*	*Not required.*	*Not required.*
Quoted strategic investments	*1*	*Share price.*	*Not required.*	*Not required.*
Forward Foreign Exchange derivatives	*1*	*Market forward exchange rates at the year-end.*	*Exchange rates.*	*Not required.*
Interest Rate Swaps	*2*	*The present value of the estimated future cash flows based on observable yield curves.*	*Interest rates.*	*Not required.*
Loans and advances, finance leases and external borrowing	*2*	*Fair values have been estimated by discounting the remaining cashflows of the instruments using the rates from the Public Works Loans Board as a proxy for the rates at which the States might lend and borrow.*	*Observable inputs: rates vary depending on the remaining period of the financial instrument. Unobservable inputs: remaining period of the financial instruments varies from 1 to 34 years.*	*Not required.*
Pooled equity	*2*	*Closing bid price where bid and offer price are published*	*NAV based pricing though pricing underlying listed equity.*	*Not required.*
Corporate bonds	*2*	*Closing bid price where bid and offer price are published*	*NAV based pricing though pricing underlying listed debt.*	*Not required.*
Special equity pooled fund	*2*	*Closing bid price where bid and offer price are published*	*NAV based pricing though pricing underlying listed equity.*	*Not required.*
Alternative Risk Premia	*2*	*Closing bid price where bid and offer price are published*	*NAV based on third party valuation of underlying assets, all of which are level 1/2.*	*Not required.*
Absolute Return bond	*2*	*Closing bid price where bid and offer price are published*	*NAV based on third party valuation of underlying assets, all of which are level 1/2.*	*Not required.*

Description of asset or liability	Valuation hierarchy	Basis of valuation	Observable and unobservable inputs	Key sensitivities
Return seeking credit	*2*	*Closing bid price where bid and offer price are published*	*NAV based on third party valuation of underlying assets, all of which are level 1/2.*	*Not required.*
Pooled property fund	*3*	*Valuations are calculated monthly by the manager on the basis of the open market value as defined in the 'Appraisal and Valuation Manual' of the Royal Institution of Chartered Surveyors.*	*NAV based on unaudited quarterly valuation statement, which is valued by the Manager.*	*The Fund holds a diversified portfolio of UK property, but is exposed to the material events impacting the UK property market. Valuations will be impacted by factors such as occupancy rates, lease terms, covenant terms, transactional activity in sector.*
Absolute Return Pool	*3*	*Valued monthly at NAV based on manager valuation models.*	*Investment valuations are determined by the Manager. Hedge Funds apply proprietary models to value assets, using a variety of sources. The manager will utilise mark to model values which are derived from a variety of asset specific models.*	*Valuation models apply numerous subjective judgments by the Investment Manager. These are subject to assumptions around factors such as Liquidity discounts, EBITDA multiples etc.*
Opportunities Fund	*3*	*Valued quarterly at NAV based on manager valuation models. Valuations are adjusted to capital calls / distributions in the quarter.*	*Investment valuations are determined by the Manager. Managers apply proprietary models to value assets, using a variety of sources. The manager will utilise mark to model values which are derived from a variety of asset specific models.*	*Valuation models apply numerous subjective judgments by the Investment Manager. These are subject to assumptions around recent arm's length transactions, referring to other instruments that are substantially the same and/or discounted cash flow analysis.*
Housing bonds	*3*	*Fair value of the bonds is initially calculated as the proportionate difference between the fair market price of the property and the agreed cash price. Subsequently, fair value is obtained at each year end by applying the latest published Jersey Housing Price Index (HPI) to the bonds initial fair value.*	*Fair market or agreed cash price of the property (at purchase)*	*Fair value of the bonds is initially calculated as the proportionate difference between the fair market price of the property and the agreed cash price. Subsequently, fair value is obtained at each year end by applying the latest published Jersey Housing Price Index (HPI) to the bonds initial fair value.*
Unquoted strategic investments	*3*	*Priced using income multiples based on similar companies.*	*Forecast EBITDA of the companies. Industry valuation multiples. Financial results of the comparable companies.*	*Valuations are primarily influenced by the income multiple and the discount factor. An increase / (decrease) in the income multiple of 1 would increases / (decreases) the value by £28m and a 5% increase / (decrease) in discount rate (decreases) / increases the value by £10m*

Description of asset or liability	Valuation hierarchy	Basis of valuation	Observable and unobservable inputs	Key sensitivities
Unquoted strategic investments	*3*	*Net Asset Value (NAV) of the strategic investment, derived from the most recent audited or management accounts. NAV is primarily supported by the fair value of underlying property assets less liabilities.*	*Observable inputs include the share holding, which in all cases is 100%. The NAV is available via the published Annual Report and Accounts of the underlying strategic investment.*	*Fair value is sensitive to movements in underlying property valuations. A 1% change in the valuation of investment property typically results in an equivalent percentage change in the NAV of the investee.*
Unquoted strategic investments	*3*	*Net Asset Value (NAV) of the strategic investment, derived from the most recent audited or management accounts, which is adjusted for the PPE to restate this to Replacement cost.*	*Observable inputs include the share holding, which in all cases is 100%. The NAV is available via the published Annual Report and Accounts of the underlying strategic investment. The Replacement costs which is calculated by an independent valuer*	*Fair value is sensitive to movements in Replacement Cost. A 1% change in the Replacement cost typically results in an equivalent percentage change in the NAV of the investee.*
Unquoted strategic investments	*3*	*Priced using NAV multiples based on similar companies.*	*Forecast NAV of the companies. Industry valuation multiples. Financial results of the comparable companies.*	*Valuations are primarily influenced by the NAV multiple and the discount factor. An increase / (decrease) in the income multiple of 0.1 would increases / (decreases) the value by £161m and a 5% increase in discount rate decreases the value by £70m*

f. Financial Risks

Risk and Risk Management

The primary long-term risk to the States is that it fails to meet its investment objectives. The States recognises that risk is inherent in any investment activity. The objective of risk management is to identify, manage and control risk exposure within acceptable parameters, whilst optimising the return on that risk. The States has an active risk management programme in place and the measures it uses to control key risks are set out in the States of Jersey Investment Strategies Document (ISD).

The ISD is subject to ongoing review by the Treasury Advisory Panel (TAP) who recommend its adoption to the Minister. On approval by the Minister, the strategy is presented to the States.

The ISD sets out the investment strategies for all the participant States' funds invested in the Common Investment Fund (the CIF). The CIF is a pooling arrangement allowing States' funds together with charitable funds administered by the States, to be managed as a cohesive whole to maximise investment opportunity and reduce risk, while recognising that participant Funds have different investment objectives depending on their purpose.

The overall approach is to reduce risk to a minimum where it is possible to do so without compromising returns (e.g. in operational matters), and to limit risk to prudently acceptable levels otherwise (e.g. in investment matters). The means by which the States minimises operational risk and constrains investment risk is set out in further detail in its ISD.

In addition, the States has controlling interests in seven subsidiary companies, which are all recognised as Strategic Investments. The purpose for holding these investments is to provide security of key utility services for the Island, for social housing, land development and facilitate movements over the island's borders. They collectively assist with the delivery of Government policy.

These companies will face many of the same risks to which the States is exposed but these are managed directly by the individual Boards and Executive Management teams. Details on how these risks are managed can be found in each company's own annual report.

Market risk

Market risk is the level of volatility in returns on investments caused by changes in market expectations, interest rates, credit spreads, foreign exchange rates and other factors. Market risk is inherent in all asset classes but is considered to be higher in the more volatile asset classes such as equity.

The States seeks to limit its exposure to market risk through diversification and through active management by its underlying portfolio of managers. The level of exposure to market volatility is determined at a Fund level and controlled through the asset allocation set in individual Funds strategies.

i) Price Risk

Price risk represents the risk that the value of a financial instrument will fluctuate as a result of changes in market prices (other than those arising from interest rate risk or foreign exchange risk), whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all such instruments in the market.

The States is exposed to price risk from the equity securities held by the States of Jersey.

To manage its price risk arising from investments in equity securities, the States diversifies its Equity Class portfolio. Diversification of the portfolio is done in accordance with the limits set by the Treasurer. Price risk is managed via asset allocation at the strategic level but also managed by Investment Managers at the operational level through tools such as diversification and selection of individual securities. The operational controls employed by the managers are included within their investment management agreements, scheme rules or equivalent.

In consultation with its investment advisors, the States has determined that the following movements in market price risk are reasonably possible for 2025, assuming that all other variables, in particular foreign exchange rates and interest rates, remain the same:

Asset type	Value at 31 December 2025 £000	Potential market movements (+/-)	Value on increase £000	Value on decrease £000
Equity Pool CIF Units	1,970,369	19.1%	2,346,709	1,594,028
Strategic investments	1,709,883	17.2%	2,003,812	1,415,954
Total	**3,680,252**		**4,350,521**	**3,009,982**

Asset type	Value at 31 December 2024 Restated £000	Potential market movements (+/-)	Value on increase £000	Value on decrease £000
Equity Pool CIF Units	1,826,129	19.5%	2,182,224	1,470,034
Strategic investments	1,577,063	17.6%	1,853,838	1,300,288
Total	**3,403,192**		**4,036,062**	**2,770,322**

ii) Interest Rate Risk

Fixed interest securities and cash are subject to interest rate risks, which represent the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The States is exposed to interest rate risk through holdings in interest bearing assets held both directly or indirectly through Fund structures such as: return seeking credit and the Opportunities class.

UK Government Bonds are held directly within the Short-Term Government Bond and Index Linked Government Bond Pool of the CIF, which are passively managed and interest rate risk managed by limiting the duration of the States holdings.

We have not included any loans with fixed interest rates within the analysis below. This includes, for example, the loans to Andium Homes, agricultural loans, and the majority of loans issued to external parties.

Cash, return seeking credit and Opportunities class assets are actively managed by external managers within the scope of their respective investment management agreements. Some managers may utilise derivative instruments such as futures, options and swap agreements to modify duration, subject to restrictions.

The States of Jersey Revolving Credit Facility pays a variable rate of interest, based on a fixed margin above SONIA. The States of Jersey Overdraft Facility pays a variable rate of interest, based on a fixed margin over the prevailing Bank of England Base Rate.

The table below illustrates a 1% change in value on the assets deemed to be affected by interest rate movements.

Financial Asset / Liability exposed to interest rate risk	Value at 31 December 2025	Potential movement on 1% change in interest rates	Value on increase	Value on decrease
	£'000	£'000	£'000	£'000
Alternative Risk CIF Units	144,913	1,449	146,362	143,464
Absolute Return CIF Units	666,461	6,665	673,126	659,796
Risk Seeking Credit CIF Units	386,748	3,867	390,615	382,881
Opportunities CIF Units	667,661	6,677	674,338	660,984
Gilt CIF Units	136,132	1,361	137,493	134,771
Total change in assets available	**2,001,915**	**20,019**	**2,021,934**	**1,981,896**
States of Jersey Revolving Credit Facility	(183,600)	1,836	(185,436)	(181,764)
States of Jersey Overdraft	(18,078)	181	(18,259)	(17,897)
Total change in liabilities	**(201,678)**	**2,017**	**(203,695)**	**(199,661)**

Assets exposed to interest rate risk	Value at 31 December 2024 Restated	Potential movement on 1% change in interest rates	Value on increase	Value on decrease
	£'000	£'000	£'000	£'000
Alternative Risk CIF Units	167,427	1,674	169,101	165,753
Absolute Return CIF Units	580,350	5,804	586,154	574,547
Risk Seeking Credit CIF Units	600,247	6,002	606,249	594,245
Opportunities CIF Units	350,138	3,501	353,639	346,637
Gilt CIF Units	129,512	1,295	130,807	128,217
Total change in assets available	**1,827,674**	**18,276**	**1,845,950**	**1,809,399**
States of Jersey Revolving Credit Facility	(96,200)	962	(97,162)	(95,238)
States of Jersey Overdraft	(36,283)	363	(36,646)	(35,920)
Total change in liabilities	**(132,483)**	**1,325**	**(133,808)**	**(131,158)**

iii) Currency Risk

Currency risk represents the risk that the fair value of future cash flows of a financial instrument will fluctuate as a result of changes in foreign exchange rates.

The States is exposed to currency risk on financial instruments denominated in currencies other than sterling. Exposure to currency risk is controlled in line with the Statement on Currency Hedging included within the ISD. The ISD aims to mitigate this risk as follows:

- Exposure to currency risk is typically managed by the underlying investment managers whose performance is linked to a sterling benchmark.
- Where a non-sterling share class is utilised, a hedging decision will be made on investment under the advice of the TAP and will typically see 95% of the exposure hedged.
- Under advice of the TAP a special hedging arrangement was entered into to protect some of these gains from a sudden recovery in sterling and remains in place.

The following table demonstrates the change in value of the States investments had there been a 6% strengthening/weakening of the sterling against foreign currencies.

Assets exposed to currency risk	Value at 31 December 2025	Potential market movement	Value on increase	Value on decrease
	£'000	£'000	£'000	£'000
Equity Pool CIF Units	1,721,473	103,288	1,824,761	1,618,185
Opportunities CIF Units	311,408	18,684	330,092	292,724
Absolute Return CIF Units	223,824	13,429	237,253	210,395
Alternative Risk CIF Units	139,994	8,400	148,394	131,594
Cash and cash equivalents	17,831	1,070	18,901	16,761
Liquid Investments	-	-	-	-
Total change in assets available	**2,414,530**	**144,871**	**2,559,401**	**2,269,659**

Assets exposed to currency risk	Value at 31 December 2024 Restated	Potential market movement	Value on increase	Value on decrease
	£'000	£'000	£'000	£'000
Equity Pool CIF Units	1,608,012	96,481	1,704,493	1,511,531
Opportunities CIF Units	247,474	14,848	262,322	232,626
Absolute Return CIF Units	203,191	12,191	215,382	191,000
Alternative Risk CIF Units	159,791	9,587	169,378	150,204
Cash and cash equivalents	11,686	701	12,387	10,985
Liquid Investments	-	-	-	-
Total change in assets available	**2,230,154**	**133,808**	**2,363,962**	**2,096,346**

iv) Credit risk

Credit risk is the risk that one party to a financial instrument will cause a loss for the other party by failing to pay for its obligation.

The main exposure to credit risk arises from investment in fixed income, loans and advances, trade and other receivables and cash class assets, which includes cash and cash equivalents held for operational purposes. Credit risk is managed as follows:

- UK Gilts are held within the Short-Term Government Bond Pool and Index Linked Gilt Pool depend on the solvency of the UK Government. The credit rating of the UK Government is AA (Moody's). Credit rating is monitored regularly by the States.UK Corporate bonds and absolute return bonds are invested via collective investment vehicles, which indirectly expose the States to credit risk. Credit risk within the vehicles is managed through diversification and selection of securities/counterparty which is delegated to individual Investment Managers. Risk management within the collective investment vehicles is undertaken in line with the investment mandate for each Manager, which may also include use of derivatives for hedging purposes, subject to restrictions.

- Cash held for investment purposes is managed on the States' behalf by Ravenscroft Asset Management (RAM) on a daily basis. RAM operate within a mandate which manages credit risk through limits on counterparty rating, concentration and maturity.

- Housing bonds are issued to eligible purchasers of housing stock initially valued as the difference between the agreed cash price and the fair market value of the property. The bond is repaid to the Company when the property is next conveyed. Subsequently, the bond value is measured at fair value which is linked to the fair value of the underlying housing property. All housing bonds are fully backed by collateral.

The Government provides long-term financing to various entities in the furtherance of its objectives which exposes it to credit risk.

Credit risk is managed through ongoing monitoring of repayment performance, review of compliance with agreed payment terms and, in some instances, the use of security against property assets, which we are entitled to realise in the event of default.

Where borrowers experience financial difficulty or enter default, we assess recoverability on a case-by-case basis and recognises impairments where required. Where loans are secured against real property, the assessment of recoverability includes an assessment against the realisable value of the assets secured against the loans.

The largest value loans in place are held by Andium Homes Limited, a wholly owned subsidiary which holds a substantial social-housing property portfolio originally transferred from the Government. Rental income generated from this portfolio is designed to be sufficient to service the loan obligations, resulting in a low credit risk exposure.

Assets exposed to Credit Risk	*Value at 31 December 2025*	*Value at 31 December 2024*
	£'000	*£'000*
Andium Loans	*227,616*	*227,616*
Loans secured by real property	*7,300*	*7,101*
Other Loans and Advances	*11,490*	*12,036*
Total loans and advances	*246,406*	*246,753*

SoJ applies the IFRS 9 simplified approach to all trade receivables and therefore recognises lifetime expected credit losses using a provision matrix. Loss rates are determined separately by business area to reflect differing customer profiles, historical recovery patterns and credit risk characteristics. These loss rates are based on historical default experience, adjusted for forward-looking information, and the ageing profile of the receivables.

Although ageing information is used in determining the allowance, the SoJ does not apply a single blended loss rate and therefore does not present averaged provision percentages. The expected credit loss recognised represents the aggregate outcome of the departmental provisioning methodologies.

During the year, the SoJ undertook a comprehensive review of its credit risk exposures as part of its IFRS 9 expected credit loss methodology. Although gross trade receivable balances have reduced, management applied more conservative assumptions to the probability of default and loss-given-default rates to reflect enhanced scrutiny of older balances and increased focus on timely debt realisation. This reassessment resulted in an increase in the ECL provision compared with the prior year.

A reconciliation of the movement in the ECL relating to trade and other receivables is included below:

Reconciliation of ECL relating to trade receivables	*2025 £'000*	*2024 £'000*
Opening loss allowance at 1 January	**8,189**	**6,539**
Movements recognised in profit or loss		
Increase in allowance for expected credit losses	*5,963*	*1,877*
Receivables written off during the year	*(1,857)*	*(227)*
Closing loss allowance at 31 December	**12,295**	**8,189**

v) Liquidity risk

Liquidity risk represents the risk that the States will not be able to meet its financial obligations as they fall due.

Cashflows are forecast for relevant States Funds to ensure that sufficient short-term cash is available to meet monthly cash requirements. Sufficient liquid assets are maintained in the Consolidated Fund to meet all States' short-term requirements. Liquidity requirements are monitored regularly by the TAP throughout the year.

The CIF has committed capital within the Opportunities Class. Capital call notifications are usually given with 10-20 days' notice with the purpose of acquiring investments and working capital requirements. The Treasury and Investment Management team request that Opportunity investment Managers provide estimated drawdown forecasts on a quarterly basis to ensure sufficient cash can be made available within the portfolio. The Government's proportion of the residual undrawn commitment still available to be called by the Opportunities Pool Investment Managers is as follows:

Opportunities Pool Undrawn Committed Capital

Currency	2025 '000	2024 '000
GBP	*196,843*	*141,789*
USD	*91,542*	*116,203*
EUR	*-*	*-*
Total	**288,385**	**257,992**

The States' financial liabilities as at 31 December 2025 and 2024, stated at their gross, contractual and undiscounted amounts, fall due as indicated in the following table:

Financial Liabilities - 2025	*Less than one year*	*Between one to five years*	*Greater than 5 years*	*Total*
	£'000	*£'000*	*£'000*	*£'000*
Trade and other payables	*(62,262)*	*-*	*-*	*(62,262)*
External borrowing	*(225,433)*	*(95,020)*	*(1,277,257)*	*(1,597,710)*
Total	**(287,695)**	**(95,020)**	**(1,277,257)**	**(1,659,972)**

Financial Liabilities – 2024 Restated	*Less than one year*	*Between one to five years*	*Greater than 5 years*	*Total*
	£'000	*£'000*	*£'000*	*£'000*
Trade and other payables	*(64,403)*	*-*	*-*	*(64,403)*
External borrowing	*(156,233)*	*(95,000)*	*(1,301,012)*	*(1,552,245)*
Total	**(220,636)**	**(95,000)**	**(1,301,012)**	**(1,616,648)**

4.12 Trade and Other Receivables

Accounting Policy

Tax Receivables

Tax receivables are recognised in the Consolidated Statement of Financial Position (SoFP) on an accruals basis based on individual tax assessments less payments received from the individual taxpayer.

Impairment of statutory receivables - taxes due

Impairment losses for taxes due are recognised as incurred. Impairment for large tax receivables are estimated on an individual assessment basis, with a default percentage impairment rate (based on historical collectability rates) applied to debts where the taxpayer is insolvent or has entered into a payment arrangement. The remaining tax receivables impairment loss is derived using a model which allows large debt populations to be examined and provides for statistical credibility, in conjunction with interpretive judgement.

Accrued Income

Taxation revenue is recognised as tax accrued income which is the estimated tax revenue accruing to the year of economic activity, based on economic forecasts produced by the States' Economic Unit in the case of Personal Income Tax. Other tax revenue is accrued by Revenue Jersey based on relevant taxpayer data.

Impairment of Non-Financial Assets

Non-financial assets are assessed at the year-end as to whether there is any indication that they may be impaired. Where indications exist and possible differences are estimated to be material, the recoverable amount of the asset is estimated, and where this is less than the carrying amount of the asset, an impairment loss is recognised for the shortfall.

Expected Credit Losses (ECL)

The States applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets. To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due. The States has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

Type of Receivable	2025 £'000	Restated 2024 £'000
Receivables - Income Levied by the States of Jersey - Amounts falling due within one year		
Income Tax Receivables	*303,561*	*280,756*
Income Tax Accrued Income	*71,891*	*83,338*
GST Receivables	*25,985*	*30,581*
GST Accrued Income	*30,723*	*31,571*
Social Security Receivables	*37,590*	*44,098*
Social Security Accrued Income	*14,672*	*3,576*
Island Rates, Duties, Fines and Penalties Receivables	*19,394*	*22,441*
Island Rates, Duties, Fines and Penalties Accrued Income	*13*	*13*
Provision for Levied by the States of Jersey Receivables	*(38,479)*	*(24,669)*
Total Levied by the States of Jersey Receivables due within one year	**465,350**	**471,705**

Type of Receivable	2025 £'000	Restated 2024 £'000
Receivables – Income Earned Through Operations - Amounts falling due within one year		
Trade Receivables	*40,335*	*51,453*
Prepayments and Accrued income	*63,477*	*73,083*
Other Receivables	*416*	*219*
Expected Credit Loss Allowance for Earned through Operations Receivables	*(12,295)*	*(8,189)*
Total Receivables – Incomes Earned Through Operations due within one year	**91,933**	**116,566**
Total Receivables due within one year	**557,283**	**588,271**
Receivables - Income Levied by the States of Jersey - Amounts falling due after more than one year		
Taxation Receivable[i]	*282,539*	*293,198*
Total Receivables – Incomes Levied by the States of Jersey due after more than one year	**282,539**	**293,198**
Receivables – Income Earned Through Operations - Amounts falling due after more than one year		
Trade and Other Receivables	*8,949*	*8,746*
Total Earned Through Operations Receivables due after more than one year	**8,949**	**8,746**
Total Receivables due after more than one year	**291,488**	**301,944**
Total Receivables	**848,771**	**890,215**

The provision for impairment of receivables is analysed below:

Trade and Other Receivables Categories	2025 £'000	Restated 2024 £'000
Income Tax Receivables	*29,130*	*20,164*
GST Receivables	*3,913*	*1,352*
Social Security Receivables	*5,177*	*2,408*
Island Rates, Duties, Fines and Penalties Receivables	*259*	*745*
Trade Receivables	*12,295*	*8,189*
Total Trade and Other Receivables Provisions	**50,774**	**32,858**

Highlights

Trade and Other Receivables decreased overall in 2025. The expansion of the debt collection team improved cash recovery, reducing the amount of outstanding debt. Also a more cautious view of the debts likely to be recovered was reflected in a higher expected credit loss provision. Together, these factors led to a lower year end receivables balance.

During 2025, the Government of Jersey continued to assess the recoverability of tax debt. Work has continued to review individual debtor positions and the status of receivables, ensuring that tax debt balances and associated provisions appropriately reflect recovery expectations.

[i] On 4 November 2020 the States Assembly agreed to move all prior year taxpayers onto a current year basis of assessment. From 2021 all taxpayers became current year taxpayers and 2019 tax bills were crystalised to be paid in the future. This tax debtor has been recognised within Taxation Receivables falling due after one year. During 2025 this has been transferred from the Consolidated Fund to the Strategic Reserve Fund.

4.13 Cash and Cash equivalents

Accounting Policy

Cash and cash equivalents include cash in hand, current balances with banks and similar institutions and amounts on deposits that are immediately available without penalty. The carrying amount of these assets approximates to their fair value. Cash equivalents are highly liquid investments that mature in no more than three months and that are readily convertible to known amounts of cash with low risk of change in value.

Overdrafts are show as part of Borrowings in line with IAS 7.

Cash and Cash equivalents		Restated
	2025	2024
	£'000	£'000
Bank Deposit Accounts	*-*	*11,305*
Bank Current Accounts	*1,441*	*1,210*
Cash in Hand and in Transit	*989*	*2,072*
Cash Equivalents	*59,894*	*53,461*
Cash and cash equivalents in the statement of financial position	**62,324**	**68,048**
Bank overdrafts repayable on demand and used for cash management purpose	*(18,078)*	*(36,283)*
Cash and cash equivalents in the statement of cash flow	**44,246**	**31,764**

Highlights

The cash balances presented above are maintained for operational purposes and fluctuate in accordance with the State of Jersey's funding requirements. The reduction in bank deposit accounts is due to these funds being invested with our investment manager and are included in cash equivalents. Included within borrowings is a cash overdraft, which reduces the reported cash balance. Though this balance has decreased from the prior year, our cashflow borrowings under the Revolving Credit Facility have increased by £56 million. More information on borrowing is included in Note 4.15 External Borrowing. The Statement of Cash Flows (SoCF) for the year ended 31 December 2025 provides further details on the cash flows during the period.

4.14 Trade and Other Payables

Accounting Policy

Tax Receipts in Advance

Tax receipts in advance are recognised where cash receipts from the taxpayer exceed the tax assessments processed to date and there are no outstanding appeals on the taxpayers' account. Tax receipts in advance are applied to future year's tax liability.

Trade and Other Payables

Trade and other payables, including accruals, are recorded when States of Jersey entities have an obligation for payment as a result of a purchase of assets or receipt of services as at the reporting date. Payables are initially recognised at fair value and are subsequently measured at amortised cost. Most payables are expected to be settled within 12 months.

Trade and other payables		Restated
	2025	2024
	£'000	£'000
Trade and Other Payables due within one year		
Payables – Income Levied by the States of Jersey		
Income Tax Payables and Receipts in Advance	*120,116*	*114,363*
GST Payables and Receipts in Advance	*13,113*	*15,809*
Total Payables – Income Levied by the States of Jersey falling due within one year	**133,229**	**130,172**
Payables – Income Earned Through Operations		
Trade Payables	*62,263*	*64,403*
Accruals and Deferred Income	*54,930*	*58,471*
Receipts in Advance	*15,852*	*16,438*
Total Payables – Incomes Earned Through Operations falling due within one year	**133,045**	**139,312**
Total Payables falling due within one year	**266,274**	**269,484**

The average credit period taken for purchases in 2025 was 58 days (2024 - restated: 61 days).

The States considers that the carrying value of trade payables approximates to their fair value.

4.15 External Borrowings

Accounting Policy

All external borrowings are financial liabilities, refer to Note 4.11 which includes the accounting policy for financial instruments

External borrowings	2025 £'000	Restated 2024 £'000
Amounts falling due within one year		
States of Jersey Revolving Credit Facility	*183,600*	*96,200*
States of Jersey Overdraft	*18,078*	*36,283*
Total borrowings due within one year	**201,678**	**132,483**
Amounts falling due after more than one year		
Government of Jersey £500m Bond 2022 Issuance	*488,314*	*488,022*
Government of Jersey £250m Bond 2014 Issuance	*244,139*	*244,018*
Total borrowings due after more than one year	**732,453**	**732,040**
Total Borrowings	**934,131**	**864,523**

Movement during the year:

External borrowings movements	2025 £'000	Restated 2024 £'000
Opening Balance	**864,523**	**784,511**
Proceeds of External Borrowings	*149,300*	*43,400*
Repayment of External Borrowings	*(61,900)*	*-*
Bank Overdraft drawdown / (repayment)	*(18,205)*	*36,283*
Finance Cost	*33,613*	*28,950*
Bond Interest Paid	*(23,755)*	*(23,755)*
Other Finance Cost Paid	*(9,445)*	*(4,866)*
Closing Balance	**934,131**	**864,523**

States of Jersey Revolving Credit Facility: In May 2023 the Minister for Treasury and Resources approved the current revolving credit facility (RCF) of £300m, with an accordion option of £200 million, expiring in 2028. There is an option to extend the facility to 2030. As of 31 December 2025, £88.1 million of the facility was utilised as a short-term overdraft (2024: £25 million), while the remaining balance of £95.5 million relates to the funding of the New Healthcare Facility (2024: £71.2 million).

Interest is at a margin over SONIA (Sterling Overnight Index Average).

States of Jersey Overdraft: Cash balances may be ringfenced within specific States Funds, while other Funds may have short term deficits and so be overdrawn. The gross overdraft position has been appropriately classified under borrowings in the financial statements.

States of Jersey Bond 2022 Issuance: This Bond was issued on 6 May 2022 - the proceeds may be used for general government purposes.

The unsecured Bond was issued at £489m (nominal amount of £500m but issued at a discount) with a coupon rate of 2.875%, and a term of 30 years with the final instalment due to be repaid in 2052. The effective interest rate for the year was 3.0% (2024: 3.0%).

States of Jersey Bond 2014 Issuance: The Bond was issued in June 2014, and the proceeds may be used to fund affordable housing through providers such as Andium Homes Limited. The unsecured Bond was issued at £244m (nominal amount of £250m, issued at a discount) with a coupon rate of 3.75% and a term of 40 years, with the final instalment due to be repaid in 2054. The Bond's effective interest rate for the year was 3.9% (2024: 3.9%).

4.16 Currency in Circulation

Accounting Policy

Under the "Currency Notes (Jersey) Law 1959" the States produce and issue bank notes and coins. These are accounted for, at cost, as stock until they are formally issued by the States Treasury and Exchequer department. Once issued the liability value of the currency is recognised at its face value in Currency in Circulation in liabilities within the Statement of Financial Position (SoFP). Cash received in payment for this currency is held in the Currency Fund against this liability.

Currency in Circulation

	2025 £'000	Movement £'000	2024 £'000
Jersey Notes issued	*109,244*	*(2,375)*	*111,619*
Less: Jersey Notes held	*(26,172)*	*(1,795)*	*(24,377)*
Total Jersey Notes in Circulation	**83,072**	**(4,170)**	**87,242**
Jersey Coinage issued	*10,305*	-	*10,305*
Less: Jersey Coinage held	*(693)*	-	*(693)*
Total Jersey Coinage in Circulation	**9,612**	**-**	**9,612**
Total Currency in Circulation	**92,684**	**(4,170)**	**96,854**

Highlights

The decrease in currency in circulation during 2025 was mainly driven through £2.6 million of notes being withdrawn from circulation due to age and damage. £0.5 million of such notes have been destroyed throughout 2025, reflected in differing movements for Jersey Notes totals.

4.17 Leasing

Accounting Policy

These Financial Statements have adopted IFRS 16 - leases from 1 January 2024 using the adaptations and interpretations set out by the JFReM. The net cumulative impacts of the initial application of applying IFRS 16 have been recognised as an adjustment to the taxpayers' equity at 1 January 2024.

For lessees, IFRS 16 removes the distinction between operating and finance leases and introduces a single accounting model that recognises in scope leases on the Statement of Financial Position (SoFP) as right of use (ROU) assets and corresponding lease liabilities. The definition of a lease has been updated under IFRS 16 with more emphasis on being able to control the use of an asset identified in a contract. For the SoJ this has increased the value of assets and liabilities as leases formerly classified as operating leases are now recognised on the SoFP.

IFRS 16 represents a significant change in lessee accounting by removing the distinction between operating leases (off- SoFP financing) and finance leases (on-SoFP financing) and introducing a single lessee accounting model.

IFRS 16 requires recognition of assets and liabilities for all leases in the SoFP, with exemption given to low value leases and short-term leases. The adoption of the standard results in the recognition of a ROU asset, representing a right to use the underlying leased asset and a lease liability, representing an obligation to make lease payments.

The States as lessee

At lease commencement date, the States recognises a ROU asset and a lease liability in its consolidated statement of financial position.

The States measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the States's estimated incremental borrowing rate.

At initial recognition, the ROU asset is measured at cost, which is made up of the initial measurement of the lease liability, plus any initial direct costs incurred by the States.

For ROU assets held under peppercorn lease agreements, which have a minimal or no payment, the lease liability is not deemed a suitable proxy for the asset's value. The determined existing use value is instead the valuation method chosen.

ROU assets measured under existing use value are independently valued by RICS registered valuers, the Valuation Office Agency.

After the initial measurement, the ROU assets are depreciated over their useful economic lives in accordance with the relevant accounting policy.

After the initial measurement, the liability will be reduced by lease payments that are allocated between repayments of principal and finance costs. The finance cost is the amount that produces a constant periodic rate of interest on the remaining balance of the lease liability.

No finance leases or sale and lease back transactions have been identified.

The States as lessor: Income from operating leases

Where the States leases out assets under operating lease arrangements, the resulting lease income is recognised on a straight-line basis over the term of the lease. Operating lease payments are charged to Net Revenue Expenditure/Income on a straight-line basis over the lease term. Where the lease arrangement includes incentives, such as rent-free periods, the value of the incentive is recognised on a straight-line basis over the minimum non-cancellable period of the lease.

The States as lessor

The States leases out property and equipment under operating leases for the purposes of utilising existing property and other assets for the direct provision of services or to supplement the funding of services.

Total income within the statement of net expenditure is £6.7 million (2024: £6.4 million).

The future minimum lease payments receivable under non-cancellable leases in future years are:

Operator leases: Lessor	2025 £'000	Restated 2024 £'000
Within one year	*4,118*	*2,844*
Within two to five years	*9,362*	*7,075*
Later than five years	*29,754*	*27,027*
Total	**43,234**	**36,946**

Disaggregation of Property, Plant and Equipment — Operating Lessor Assets

	Subject to operating leases	Not subject to operating leases	Total	Subject to operating leases	Not subject to operating leases	Total
	2025 £'000	2025 £'000	2025 £'000	2024 £'000	2024 £'000	2024 £'000
Land	*17,754*	*303,136*	*320,890*	*16,326*	*291,538*	*307,864*
Buildings	*222,732*	*623,554*	*846,286*	*192,072*	*404,403*	*596,475*
Other Structures	-	*102,492*	*102,492*	*202*	*99,535*	*99,737*
Total	**240,486**	**1,029,182**	**1,269,668**	**208,600**	**795,476**	**1,004,076**

The States as lessee

Categories of lease arrangements

Category of Lease	Operational Activity
Unindexed Leases	For leases which have a fixed payment amount.
Indexed Leases	For Leases which have their payments adjusted by an index related to that asset.

Category of Lease	Operational Activity
Peppercorn Leases	For leases which have a minimal or no payment for the use of an asset.
Short-Term or Low Value Leases	Short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones) with an individual asset value below £10,000.

The SoFP shows the following amounts relating to leases:

	Notes	2025	2024 - Restated
		£'000	£'000
Right of Use			
Land		*11,678*	*15,208*
Buildings		*27,253*	*26,162*
Total		**38,931**	**41,370**
Lease Liabilities			
Current		*6,694*	*6,747*
Non-current		*25,903*	*31,109*
Total		**32,597**	**37,856**

ROU: This table reflects the adoption of IFRS 16 and the initial recognition represents the reporting of the former operating leases as right of use assets in accordance with the new standard.

2025	Land	Buildings	Total
	£'000	£'000	£'000
Cost			
Opening balance as at 1 January 2025	*18,300*	*29,422*	**47,722**
Additions	*18*	*1,643*	**1,661**
Transfer from PPE	-	*7,696*	**7,696**
Disposals	*(487)*	-	**(487)**
Cost at 31 December 2025	**17,831**	**38,761**	**56,592**
Depreciation			
Opening balance as at 1 January 2025	*3,092*	*3,260*	**6,352**
Charges in year	*3,061*	*2,736*	**5,797**
Impairments	-	*5,512*	**5,512**
Depreciation at 31 December 2025	**6,153**	**11,508**	**17,661**
Carrying amount at 31 December 2025	**11,678**	**27,253**	**38,931**
Carrying amount at 1 January 2025	**15,208**	**26,162**	**41,370**

2024	Land	Buildings	Total
	£'000	£'000	£'000
Cost			
At 1 January 2024 - Initial Recognition	*18,871*	*29,422*	**48,293**
Adjusted opening balance as at 1 January 2024	**18,871**	**29,422**	**48,293**
Disposals	*(571)*	-	**(571)**
Cost at 31 December 2024	**18,300**	**29,422**	**47,722**
Depreciation			
Adjusted opening balance as at 1 January 2024			
Charges in year	*3,092*	*3,260*	*6,352*
Depreciation at 31 December 2024	**3,092**	**3,260**	**6,352**
Carrying amount at 31 December 2024	**15,208**	**26,162**	**41,370**

The lease liability movements in 2025 and 2024 are presented below. Please note the accounting policy section of this note for treatment.

Reconciliation of lease liabilities	2025	2024 - Restated
	£'000	£'000
Initial Recognition		
Initial Recognition	*39,516*	
Recognition as at 1 January 2024 / 1 January 2025	**39,516**	**43,257**
Movements		
Lease payments	*(8,675)*	*(7,673)*
Finance costs	*1,757*	*2,271*
Lease liability as at 31 December 2024 / 31 December 2025	**32,598**	**37,855**

Other IFRS 16 Disclosure requirements of amounts recognised within the statement of net expenditure:

	2025	2024
	£'000	£'000
Interest expense (included in finance cost)	*1,757*	*2,271*
Expense relating to short-term leases	*3,021*	*3,177*

The total cash outflow for leases in 2025 was £11.7 million (2024: £10.8 million).

The future minimum lease payments due under non-cancellable leases in future years are:

Operator leases: Lessee	2025 £'000	Restated 2024 £'000
Within one year	*6,941*	*6,918*
Within two to five years	*21,659*	*21,970*
Later than five years	*14,733*	*22,194*
Total	**43,333**	**51,082**

Of the lease liabilities as at 31 December 2025, 95% (2024: 93%) related to indexed arrangements. Most change alongside movements in Jersey RPI and market values.

A maturity analysis of unindexed leases as at 31 December 2025 are shown below:

Maturity analysis of unindexed leases - 2025	Minimum future payments £'000	Present value £'000
Within one year	*36*	*34*
Within two to five years	*23*	*21*
Later than five years	*-*	*-*
Lease liability as at 31 December 2025	**59**	**55**

4.18 Provisions

Accounting Policy

Provisions are recognised where the States has a legal or constructive obligation arising from a past event that will probably require settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the appropriate service line in the Statement of Comprehensive Net Expenditure (SoCNE) in the year that the States becomes aware of the obligation.

Provisions are measured at the best estimate of the expenditure required to settle the present obligation at the reporting date, taking into account relevant risks and uncertainties.

Provisions as at 31 December 2025 and 2024 were made up of:

2025	2024 Balance	Increase in provision	Used in year	Written back	2025 Balance	Due within 12 months	Due after 12 months
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Dormant Bank Accounts	67,742	13,328	(595)	-	80,475	-	80,475
Civil Asset Recovery Fund – Asset Sharing Agreement	10,253	831	(440)	(689)	9,955	-	9,956
Criminal Offences Confiscation Fund – Asset Sharing Agreement	8,901	1,725	(9,379)	(503)	744	-	744
Insurance provision	7,362	2,787	(631)	-	9,518	-	9,518
Other Provisions	5,744	922	(1,490)	(200)	4,976	1,628	3,347
Total	**100,002**	**19,593**	**(12,535)**	**(1,392)**	**105,668**	**1,628**	**104,040**

2024 - Restated	2023 Balance	Increase in provision	Used in year	Written back	2024 Balance	Due within 12 months	Due after 12 months
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Dormant Bank Accounts	42,383	25,649	(290)	-	67,742	-	67,742
Criminal Offences Confiscation Fund – Asset Sharing Agreement	242	10,253	(242)	-	10,253	-	10,253
Civil Asset Recovery Fund – Asset Sharing Agreement	4,385	7,542	(3,026)	-	8,901	-	8,901
Insurance Provision	8,002	-	(640)	-	7,362	-	7,362
Other Provisions	4,907	1,432	(595)	-	5,744	2,227	3,517
Total	**59,919**	**44,876**	**(4,793)**	**-**	**100,002**	**2,227**	**97,775**

Dormant bank accounts

The Jersey Reclaim Fund serves to hold money from accounts deemed dormant, where banks have been unable to trace owners for an extended period of time in line with the provisions of the Dormant Bank Accounts (Jersey) Law 2017.

To ensure sufficient funds are available should any account holders later be identified, 50% of the balance is retained as a reserve for potential repayments. The remaining 50% is allocated for charitable distributions, in line with the requirements of the Law.

The Criminal Offences Confiscation Fund

The Fund hold monies collected under Article 11 of the Civil Asset Recovery (International Co-operation) (Jersey) Law 2007 (the Law), ‘to receive forfeits under the Law (and any other Law under which money recovered by any process is required to be paid into the Civil Asset Recovery Fund)’.

The assets under the provision are forfeited and subject to a return of funds on conclusion of the case by the Court, or asset sharing agreement with another jurisdiction, as advised by the Law Officers Department.

Asset sharing agreement

The Fund was established to receive money collected under Article 24 of the Proceeds of Crime (Jersey) Law 1999.

The assets under the provision are subject to a confiscation order or forfeiture and subject to a return of funds on conclusion of the case by the Court, or asset sharing agreement with another jurisdiction, as advised by the Law Officers Department.

Insurance provision

A provision has been made to meet known and anticipated liabilities on claims under the States’ insurance arrangements. This is assessed by a professional insurance advisor on an annual basis. This includes the Rheumatology provision.

Other provisions

Other provisions include property dilapidations, court decisions and other potential liabilities.

4.19 Defined benefit pension schemes

Accounting Policy

In addition to the two main schemes which are not included in these accounts (see Note 4.2), the States of Jersey operates three defined benefits pension schemes closed to new members which operate under the following legislation. All three schemes are final salary schemes and all current members of these schemes are receiving pension benefits.

- The Jersey Post Office Pension Fund (JPOPF) providing benefits to employees of Jersey Post International Limited. The scheme is in run-off as the last active member left in 2009;
- The Discretionary Pension Scheme (DPS) which is in run-off as it only has one member; and
- The Civil Service Scheme (CSS) which is a non-contributory scheme predating the formation of the PEPF in 1967. The scheme is governed under the Civil Service Administration (Pensions)(Jersey) Rules 1963 and there are no active members remaining in service.

The JPOPF and DPS are funded schemes with scheme assets invested in funds administered by the States of Jersey. The CSS is an unfunded scheme. All three schemes are accounted for as defined benefits schemes under IAS 19.

The liabilities of the defined benefits pensions schemes are recognised in the Statement of Financial Position (SoFP) on an actuarial basis. The basis of calculation of the defined benefit obligation is the projected unit method undertaken by Aon Hewitt, independent actuaries to the States.

The present value of the projected future liability is determined by discounting the future cashflows by reference to market yields for high quality corporate bonds at the year-end date.

The assets of the two funded schemes are included in the SoFP at their fair value.

Transactions relating to post-employment benefits

The following transactions have been recognised in the Consolidated Statement of Net Expenditure:

Recognised in the Consolidated Statement of Net Expenditure	2025 £'000	Restated 2024 £'000
Net Revenue Expenditure		
Current service cost	-	-
Net interest expense	110	104
Total Post-Employment Benefits charged to Net Revenue Expenditure	**110**	**104**
Other Comprehensive Income		
Remeasurement of the net defined benefit liability comprising:		
The return on plan assets, excluding the amount included in the net interest expense	69	172
Actuarial gains/(losses)	909	(194)
Total Remeasurement of Defined Benefit Pension Scheme Liability recognised in Other Comprehensive Income	**978**	**(22)**
Total Earned Through Operations Payables falling due within one year	**1,088**	**82**

The amount included in the Statement of Financial Position (SoFP) arising from the States' obligation in respect of its defined benefits plans is as follows:

2025	Asset £'000	Liability £'000	Net Liability £'000
Jersey Post Office Pension Fund	3,444	(3,820)	**(376)**
Discretionary Pension Scheme	139	(404)	**(265)**
Jersey Civil Service Scheme (pre-1967)	-	(2,235)	**(2,235)**
Total defined benefits schemes	**3,583**	**(6,459)**	**(2,876)**

2024	Asset £'000	Liability £'000	Net Liability £'000
Jersey Post Office Pension Fund	3,858	(3,722)	**136**
Discretionary Pension Scheme	142	(402)	**(260)**
Jersey Civil Service Scheme (pre-1967)	-	(2,078)	**(2,078)**
Total defined benefits schemes	**4,000**	**(6,202)**	**(2,202)**

All scheme liabilities have been estimated by Aon Hewitt Ltd, an independent firm of actuaries, based on the latest full valuation of each scheme, which was 31 December 2025.

Liabilities have been assessed on an actuarial basis using the projected unit method.

Other Notes and Disclosures

4.20 Contingent assets and liabilities

Accounting Policy

Contingent liabilities and contingent assets are not recognised as liabilities or assets in the statement of financial position (SoFP),but are disclosed in the notes to the accounts.

Contingent liabilities and contingent assets are reported at the point at which the contingency is evident or when a present liability is unable to be measured with sufficient reliability to be recorded in the financial statements (unquantifiable liability). Contingent liabilities, including unquantifiable liabilities, are disclosed if the possibility that they will crystallise is more than remote. Contingent assets are disclosed if it is probable that the benefits will be realised.

Unless otherwise stated, the amount of each contingent liability cannot be determined with sufficient reliability or to quantify it would jeopardise the outcome of the legal case.

Contingent assets

There are no contingent assets as at 31 December 2025 (2024: none).

Contingent liabilities

Legal claims, potential legal claims and proceedings

In addition to the claims individually set out below, there are numerous legal actions that have been brought against the States of Jersey or expected to be brought against the States of Jersey, which relate to the following:

- Medical Malpractice
- Incurred but not reported Claims
- Other Claims
- Other Legal Claims

However, in the majority of these actions it is considered a remote possibility that the Government would lose the case. If the States of Jersey were to lose all cases it would be unlikely to have greater than £7 million impact in total. Based on these factors, not all legal actions are individually disclosed. In addition to these amounts there are other cases where the values cannot be quantified.

States Employment Board (SEB)

The States Employment Board (SEB) pleaded guilty on 25 September 2025 to two charges under the Health and Safety at Work (Jersey) Law relating to safety failings connected to the December 2022 Haut du Mont explosion, following an investigation into the actions of the Fire and Rescue Service and the Emergency Services Control Centre on the night before the incident. The case is with the Royal Court for sentencing, and at this stage the financial impact of any penalties cannot be reliably estimated. Separate parties, including Island Energy Group (IEG) are also due before the courts in 2026, with sentencing in 2027, as part of related proceedings arising from the same incident. The judges are of the opinion that the SEB and IEG should be sentenced together. Given the ongoing nature of all legal proceedings and the uncertainties surrounding both sentencing and any future civil actions, no provision has been recognised, but the matter continues to be disclosed as a contingent liability until the outcome becomes clearer.

Benefit applications

At the year end there were a number of social benefit claims for the social security funds where the probability of payment or the estimate of value were insufficient to warrant a provision in the accounts. It is estimated that these would total up to £1.2m if they were all to be successful at full value.

Beaulieu Convent School

The States of Jersey has agreed to act as guarantor for Beaulieu Convent School's overdraft facility, which currently stands at £2.5 million. At present, no outflows are expected as the school continues to work with the States of Jersey on its recovery plan.

Uncalled capital in Common Investment Fund

As disclosed in Note 4.11e there is capital committed to the underlying investments within the Common Investment Fund. These will become due as drawdown notices are issued.

Guarantees

Guarantees have been set out and described within the Note 4.11a.

Reclaim Fund

From the Reclaim Fund provision, 50% is allocated for potential reclaims on dormant bank accounts and 50% is designated for charitable distributions. However, amounts not provided for reclaims within the provisions note may still ultimately be subject to reclaim. This potential exposure is estimated at £40.2 million.

4.21 Losses and Special Payments

Accounting Policy

Special Payments are those which fall outside the normal day-to-day business of the entity.

Losses are recognised when they occur. Special Payments are recognised when there is a legal or constructive obligation for them to be paid.

Losses and Special Payments		Restated
	2025	2024
	£'000	£'000
Losses		
Losses of cash		
Overpayment of Social Benefits	-	511
Other losses of cash	1	1
Total losses of cash	**1**	**512**
Fruitless Payments		
Fruitless Payments	6	2
Total Fruitless Payments	**6**	**2**
Bad debts and claims abandoned		
Uncollectible Tax	6,552	4,619
Other claims abandoned	1,857	227
Total bad debts and claims abandoned	**8,409**	**4,846**
Damage or loss of inventory		
Other inventory write offs	118	128
Total damage or loss of inventory	**118**	**128**
Impairment of fixed assets		
Impairment of fixed assets	-	-
Total impairment of fixed assets	**-**	**-**
Total Losses	**8,534**	**5,488**
Special Payments		
Total compensation payments	614	12
Total ex gratia and extra contractual payments	254	1,909
Total Severance Payment	1,193	1,935
Total Regulatory Payments	45	74
Total Special Payments	**2,106**	**3,930**
Total Losses and Special Payments	**10,640**	**9,418**

4.22 Related Party Transactions

Accounting Policy

A related party is a person or entity that is related to the States of Jersey.

a) A person or a close member of that person's family is related to the States of Jersey if that person:
   i) has control or joint control of the States;
   ii) has significant influence over the States; or
   iii) is a member of the key management personnel of the States.

b) An entity is related to the States if any of the following conditions applies:
   i) The entity and the States are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
   ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
   iii) Both entities are joint ventures of the same third party.
   iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
   v) The entity is a post-employment benefit plan for the benefit of employees of either the States or an entity related to the States.
   vi) The entity is controlled or jointly controlled by a person identified in (a).
   vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
   viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the States.

Transactions between entities within the entities within the consolidation boundary are eliminated on consolidation so are not disclosed in this note.

Transactions with utility companies and government departments that are a result of their role as such are excluded in line with accounting standards. This includes:

- Electricity provided by Jersey Electricity
- Water provided by Jersey Water
- Postage services provided by Jersey Post
- Telephone charges from JT

Transactions relating to salaries and statutory amounts such as taxes are excluded.

Where the party is related through a Minister, only transactions occurring whilst in office are included. Further information is available on this within the Corporate Governance section of this annual report.

Further to the transactions listed in this note, the States of Jersey acts as an agent in some cases to administer transactions with related parties. For example, there are cases where recipients of benefits instruct the States to pay their designated care provider directly rather than receive the benefit and pass it on to the provider. These transactions with the care provider do not form part of the balances included in the States of Jersey financial statements but the associated benefits expenditure does.

2025	Income	Expenditure	Balances Due to the States	Balances Due by the States	Notes
	£'000	£'000	£'000	£'000	
Directly Controlled Entities - Strategic Investments					
Jersey Electricity plc	8,316	361	1,868	192	This includes dividends of £4.9m.
Jersey Post International Limited	559	72	79	31	No dividend income received in 2025.
JT Group Limited	548	2,043	145	79	No dividend income received in 2025.
The Jersey New Waterworks Company	1,996	178	161	31	This includes dividends of £1.8m.
Andium Homes	36,679	7,167	234,407	762	This includes a financial return of £26.7m and interest income of £9.8m on Housing Development Fund loans totalling £227.6m.
States of Jersey Development Company	2,178	785	1	190	This includes dividends of £2.2m.
Ports of Jersey	1,793	17	3	10	No dividend income received in 2025.
Directly Controlled Entities - Other					
School funds	204	310	64	4	
Indirectly Controlled Entities - Subsidiaries of Strategic Investments					
JE Building Services	-	784	-	82	Subsidiary of Jersey Electricity Plc
Jersey Deep Freeze Ltd	-	280	-	17	Subsidiary of Jersey Electricity Plc
Jersey Energy	-	2	-	1	Subsidiary of Jersey Electricity Plc
Ports of Jersey Services Limited	90	1,786	35	114	Subsidiary of Ports of Jersey. £1.0m relates to the Grant provided. See Note 4.9 Grants.
Retirement Schemes					
PEPF	1,043	-	-	-	Income related to services provided by the Treasury Department.
JTSF	276	-	-	-	Income related to services provided by the Treasury Department.
Controlled or influenced by Key Management Personnel or members of their close family					
National Trust for Jersey	4	11	-	-	Alec le Sueur is the Vice-President of National Trust for Jersey.
Bureau des Iles Anglo-Normandes (Bureau de Jersey Ltd)	-	126	-	-	Kate Halls-Nutt is a director and board member.
Channel Islands Brussels Office	-	628	-	-	Kate Halls-Nutt is a director and board member.
Jersey London Office	-	755	-	-	Kate Halls-Nutt is a director and board member.
FREEDA (Jersey Women's Refuge)	4	312	-	-	Lisa Hart is the Honorary Secretary for FREEDA.
Jersey Community Foundation	-	1,500	-	-	The spouse of Mark Harris is an Honorary Director.
Intro	9	-	-	-	The spouse of Mark Harris is a Founder.
De La Salle College	24	1,893	3	-	Mike Cutland is Vice Chair of the Board of Governors.
Jersey Heritage	75	6,956	-	5	The Chief Officer of the Bailiff's Chambers is a trustee.
Jersey Cares Limited	1	375	-	-	Deputy Ian Gorst (Minister) is a Chair and Director.
Brighter Futures	3	125	-	-	Deputy Kirsten Morel (Minister) is an Honorary Non-Executive Director
Age Concern Jersey	-	23	-	-	Deputy Lyndon Farnham (Chief Minister) is a committee member.
City Pay Limited / Ivisum Holdings Limited	-	33	-	-	Deputy Lyndsay Feltham (Minister)'s partner is a Director.
Jersey Oyster Company	7	-	7	-	Deputy Steve Luce (Minister) receives interest income.

2025	Income	Expenditure	Balances Due to the States	Balances Due by the States	Notes
	£'000	£'000	£'000	£'000	
The Infuse Group Limited	*1*	*-*	*21*	*-*	*Deputy Steve Luce (Minister) is a shareholder.*
Ernie Le Feuvre Limited	*21*	*99*	*22*	*3*	*Deputy Tom Binet (Minister) is a shareholder.*
The Jersey Farmers (Trading) Union Limited	*1*	*99*	*-*	*6*	*Deputy Tom Binet (Minister) is a shareholder.*

The States of Jersey has established a number of arm's-length bodies and other entities through legislation or resolutions of the States Assembly. These are considered controlled entities for financial reporting purposes. The principal transactions with these entities are grants, which are disclosed in Note 4.9 – Grants. Controlled entities include:

- Jersey Sport Limited
- Jersey Financial Services Commission
- Jersey Advisory and Conciliation Service
- Jersey Competition Regulatory Authority
- Jersey Consumer Council
- Jersey Safety Council
- Jersey Employment Trust
- Minor Entities as included in Section 4.24 Entities within the accounting boundary

Other transactions with these entities are on normal commercial terms or are not material for separate disclosure.

The Jersey Financial Services Commission (JFSC) also collects annual confirmation fees on behalf of the SoJ, which are then remitted to the SoJ. In 2025 this amounted to £6.4 million (2024: £5.9 million). The JFSC also had £557k (2024: 138k) of additional expenses with the States of Jersey. These transactions are considered to be in the normal course of business and therefore would not require disclosure; however, they are included here for transparency.

In addition to the annual grant funding provided to Jersey Sport Limited, a further £221k (2024: £186k) was incurred during the year for purchased services. In 2024, Jersey Finance Limited also incurred additional expenditure of £461k, and the Jersey Employment Trust recorded additional expenses of £240k.

During the year, the Government had routine transactions with the Parishes, including minor amounts of income, expenditure and small year-end balances arising from normal operations, like property rates on Government-owned and occupied properties. There was one minor Grant paid to the Parish of St Helier in 2024 for £300k.

2024 Restated	Income	Expenditure	Balances Due to the States	Balances Due by the States	Notes
	£'000	£'000	£'000	£'000	
Directly Controlled Entities - Strategic Investments					
Jersey Electricity plc	7,502	184	54	22	Income includes dividends of £4.3m
Jersey Post International Limited	322	104	11	99	No dividend income was received in 2024.
JT Group Limited	10,282	861	72	38	Income includes dividends of £10m.
The Jersey New Waterworks Company	1,226	48	87	13	Income includes dividends of £971k.
States of Jersey Development Company	546	890	12	5	
Andium Homes	44,809	13,146	246,405	324	Income includes a financial return of £29.1m and interest income of £9.8m and loan balance as disclosed in Note 4.11a
Ports of Jersey	415	845	140	17	No dividend income was received in 2024.
Directly Controlled Entities - Other					
School funds	388	552	37	-	
Indirectly Controlled Entities - Subsidiaries of Strategic Investments					
JE Building Services	-	135	-	14	Subsidiary of JEC.
Jersey Deep Freeze Ltd	-	24	-	58	Subsidiary of JEC.
Jersey Energy	-	-	-	3	Subsidiary of JEC.
Ports of Jersey Services Limited	1,632	436	1,091	3,289	Subsidiary of Ports of Jersey.
Retirement Schemes					
PEPF	1,133	-	-	-	Income related to services provided by the Treasury Department.
JTSF	303	-	-	-	Income related to services provided by the Treasury Department.
Controlled or influenced by Key Management Personnel or members of their close family					**As at 31 December 2024**
NatWest Group	20	-	20	-	Andrew McLaughlin was seconded from NatWest Group until May 2024.
National Trust for Jersey	3	3,760	-	-	Alec le Sueur is the Vice-President of National Trust for Jersey.
Clifford Wilding Design	-	14	-	-	The spouse of Alec le Sueur is a Director and Owner of Clifford Wilding Design.
Bureau des Iles Anglo Normandes	-	124	-	-	Kate Halls-Nutt is a director and board member.
Channel Islands Brussels Office	-	577	-	-	Kate Halls-Nutt is a director and board member.
Jersey London Office	-	793	-	-	Kate Halls-Nutt is a director and board member.
Please FREEDA (Jersey Women's Refuge)	-	431	-	-	Lisa Hart is the Honorary Secretary for FREEDA.
Jersey Community Foundation	-	232	-	-	The spouse of Mark Harris is an Honorary Director of Jersey Community Foundation.
Intro	9	-	-	-	The spouse of Mark Harris is a Founder.
De La Salle College	36	1,919	1	-	Mike Cutland is a Vice Chair for the De La Salle College Board of Governors
Jersey Heritage	121	8,303	67		Steven Cartwright is a trustee.
Jersey Cares Limited	1	124	-	-	Deputy Ian Gorst (Minister) is a Chair and Director.
Brighter Futures	-	119	-	-	Deputy Kirsten Morel (Minister) is a Honorary Non-Executive Director

2024 Restated	Income	Expenditure	Balances Due to the States	Balances Due by the States	Notes
	£'000	£'000	£'000	£'000	
City Pay Limited / Ivisum Holdings Limited	-	30	-	-	Deputy Lyndsay Feltham (Minister)'s partner is a Director and shareholder.
Jersey Oyster Company	10	-	10	-	Deputy Steve Luce (Minister) receives interest income.
The Infuse Group Limited	1	-	22	-	Deputy Steve Luce (Minister) is a shareholder.
Ernie Le Feuvre Limited	1	93	-	-	Deputy Tom Binet (Minister) is a shareholder.
Old Mates Limited	2	-	2	-	Deputy Tom Binet (Minister) is a shareholder.
The Jersey Farmers (Trading) Union Limited	1	135	1	-	Deputy Tom Binet (Minister) is a shareholder.
Pathways	-	-	1	-	Deputy Helen Miles (Former Minister) is a Committee Member.
Autism Jersey	-	3	-	-	Deputy Helen Miles (Former Minister) was a Trustee for part of 2024.
Dickinson Gleeson	3	-	-	-	Deputy Kristina Moore (Former Chief Minister) is a shareholder of the company.

4.23 Third Party Assets

Accounting Policy

The States of Jersey holds certain monies and other assets on behalf of third parties. These are not recognised in the accounts where the States of Jersey does not have a direct beneficial interest in them.

The States of Jersey, in the course of its normal activities, has reason to hold assets on behalf of third parties. The Viscount's Department is a non-ministerial department and, as a matter of law, third party assets held by the Viscount are not held for the States of Jersey.

The Viscount of the Royal Court undertakes a number of activities that give rise to holding assets on behalf of third parties. The largest proportion by value is held pursuant to court orders made in connection with proceeds of crime legislation. The main activities that give rise to this are:

- Désastres: assets gathered in by the Viscount as part of administration of bankruptcies for onward distribution to creditors under the relevant law.
- Delegates: funds held on behalf of those who cannot manage their own property and affairs and where the Viscount has been appointed as delegate of last resort.
- Enforcement: judgements and compensation monies for onward payment to creditors and beneficiaries.
- Bail: monies held on behalf of bailors.
- Saisies Judiciaires / Civil Asset Recovery: assets seized pending investigation and court cases relating to drug trafficking and proceeds of crime. Following a conviction, property adjudged to represent the benefit of proceeds of crime is liquidated and the proceeds remitted to statutory funds such as the Criminal Offences Confiscations Fund; if a third party is found not guilty or the saisie is discharged, property is returned. (Assets can also be seized pursuant to laws relating to anti- terrorism, forfeiture and civil asset recovery).

Monies held on behalf of third parties are set out below:

Liquid Assets

	2025 £'000	2024 £'000
Viscount's	*376,007*	*376,923*
Judicial Greffe	*3,176*	*25,132*
Health and Community Services	*327*	*482*
Justice and Home Affairs	*49*	*108*
Charitable Funds	*45,857*	*44,309*
Total Liquid Assets held on behalf of third parties	**425,416**	**446,954**

In addition to the liquid assets listed above the Viscount's Department holds investments, property and contents with an approximate total value of £7.2 billion (2024: £6.7 billion).

The Judicial Greffe holds funds that have been paid into court for various legal reasons, such as security for costs to ensure potential legal expenses are covered or disputed payments where one party withholds payment for works alleged to be improperly completed. In such cases, the disputed amount may be deposited with the court until a ruling is made.

In addition to monies listed above the Health and Community Services Department holds equipment on trial and various consignment stocks, valued at £1.5 million (2024: £1.4 million).

In addition to the items listed above the Non-Ministerial Department holds various works of art, valued at £1.2 million (2024: £1.2 million).

The States arrangement to pool funds for investment purposes, is known as the 'Common Investment Fund' (CIF). Included within the CIF are monies held on behalf of entities outside of the States of Jersey group boundary, referred to as Out of Group Funds.

The pension fund investments that fall outside the scope of consolidation for these financial statements are held in the name of the Treasurer of the States on behalf of the Funds. Further detail is provided in section 4.2.a 'Recognition of pension schemes', Recognition of pension schemes.

4.24 Entities within the accounting boundary

These accounts consolidate the results of the bodies that fall within the departmental boundary as defined by the JFReM. This boundary is based on a statistical boundary approach, consolidating entities which are classified as ‘government sector’.

Government Departments	
Children, Young People, Education and Skills Department	*Employment, Social Security and Housing*
Department for the Economy	*External Relations*
Digital Services	*Infrastructure and Environment*
Health and Care Jersey	*Justice and Home Affairs*
The Cabinet Office	*Treasury and Exchequer*
Non-Ministerial Bodies	
Bailiff's Chambers	*Office of the Lieutenant Governor*
Comptroller and Auditor General	*Probation and After-Care Service*
Judicial Greffe	*States Assembly*
Law Officers' Department	*Viscount's Department*
The States Assembly and its Services	
Assemblee Parlementaire de la Francophonie - Jersey Branch	*Commonwealth Parliamentary Association - Jersey Branch*
British-Irish Parliamentary Assembly – Jersey Branch	
Other	
Official Analyst	*Jersey Overseas Aid*
States Funds**	
Dwelling Houses Loan Fund	*Insurance Fund*
Assisted House Purchase Fund	*Jersey Reclaim Fund*
99 Year Leaseholders Fund	*Consolidated Fund*
Agricultural Loans Fund	*Fiscal Stimulus Fund*
Tourism Development Fund	*Climate Emergency Fund*
Channel Islands (Jersey) Lottery Fund	
Jersey Innovation Fund	**Social Security Funds**
Housing Development Fund	*Health Insurance Fund*
Criminal Offences Confiscation Fund	*Social Security Fund*
Civil Asset Recovery Fund	*Social Security (Reserve) Fund*
Technology Accelerator Fund	*Long-Term Care Fund*
Strategic Reserve	*Dental Scheme*
Stabilisation Fund	**Trading Operations**
Currency Fund (comprising Jersey Currency Notes and Jersey Coinage)	*Jersey Car Parking*
	Jersey Fleet Management

Consolidated Fund

States of Jersey

Minor Entities not consolidated but within the accounting boundary

There are a number of smaller entities which fall within the accounting boundary of the States of Jersey but which are not consolidated as they are immaterial to the financial statements as a whole. These are referred to as "Minor Entities" and comprise:

- Government of Jersey London Office
- Digital Jersey Limited
- Jersey Legal Information Board
- Jersey Business Limited
- Bureau des Iles Anglo-Normandes
- Jersey Finance Limited
- Visit Jersey Limited
- Channel Islands Brussels Office

4.25 Social Security Funds

Statements of Comprehensive Net Expenditure[i]

	2025					2024				
	Social Security Fund £'000	Health Insurance Fund £'000	Social Security (Reserve) Fund £'000	Long Term Care Fund £'000	Jersey Dental Scheme £'000	Social Security Fund £'000	Health Insurance Fund £'000	Social Security (Reserve) Fund £'000	Long Term Care Fund £'000	Jersey Dental Scheme £'000
Revenue										
Social Security Contributions	283,843	50,237	-	49,533	-	269,035	50,754	-	47,215	-
States Grants to Social Security Funds	30,368	-	-	39,453	-	77,596	-	-	37,325	-
Sales of goods and services	(252)	417	2,221	374	59	-	-	-	-	38
Investment income	-	5,930	250,579	1,110	-	-	5,362	273,082	898	-
Other revenue	-	-	-	-	-	649	-	-	392	51
Total Revenue	**313,959**	**56,584**	**252,800**	**90,470**	**59**	**347,280**	**56,116**	**273,082**	**85,830**	**89**
Expenditure										
Social Benefit Payments	(341,876)	(54,342)	-	(93,493)	-	(315,198)	(52,434)	-	(82,417)	-
Staff Costs	(41)	(289)	-	(4)	-	(16)	(3)	-	(4)	-
Other Operating expenses	(7,027)	(6,164)	-	(1,638)	(64)	(6,238)	(4,776)	-	(1,716)	(93)
Grants	-	-	-	-	-	-	-	-	-	-
Depreciation and Amortisation	(737)	-	-	-	-	(744)	-	-	-	-
Impairments	(1,476)	352	-	(800)	-	(1,962)	(132)	-	(94)	-
Finance costs	-	-	-	-	(1)	(2)	-	-	-	(1)
Total Expenditure	**(351,157)**	**(60,443)**	**-**	**(95,935)**	**(65)**	**(324,160)**	**(57,345)**	**-**	**(84,231)**	**(94)**
Net Revenue (Expenditure) / Income	**(37,198)**	**(3,859)**	**252,800**	**(5,465)**	**(6)**	**23,120**	**(1,229)**	**273,082**	**1,599**	**(5)**
Other Comprehensive Income										
Revaluation of Property, Plant and Equipment	1,904	-	-	-	-	(47)	-	-	-	-
Total Other Comprehensive Income	**1,904**	**-**	**-**	**-**	**-**	**(47)**	**-**	**-**	**-**	**-**
Total Comprehensive (Expenditure) / Income	**(35,294)**	**(3,859)**	**252,800**	**(5,465)**	**(6)**	**23,073**	**(1,229)**	**273,082**	**1,599**	**(5)**

[i] These are the financial information of Social Security Funds and not the primary statements of States of Jersey.

Statements of Financial Position[i]

	2025					2024				
	Social Security Fund	*Health Insurance Fund*	*Social Security (Reserve) Fund*	*Long Term Care Fund*	*Jersey Dental Scheme*	*Social Security Fund*	*Health Insurance Fund*	*Social Security (Reserve) Fund*	*Long Term Care Fund*	*Jersey Dental Scheme*
	£'000	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*
Non-Current Assets										
Property, Plant and Equipment	9,418	-	-	-	-	6,531	-	-	-	-
Intangible Assets	5,692	-	-	-	-	4,621	-	-	-	-
Investment Property[ii]	-	-	93,449	-	-					
Investments held at Fair Value through Profit or Loss	-	98,169	2,611,153	18,946	-	-	102,240	2,451,801	17,837	-
Trade and Other Receivables	-	-	-	8,529	-	-	-	-	8,325	-
Total Non-Current Assets	**15,110**	**98,169**	**2,704,602**	**27,475**	**-**	**11,152**	**102,240**	**2,451,801**	**26,162**	**-**
Current Assets										
Trade and Other Receivables	49,869	3,808	708	15,021	-	48,306	3,941	-	14,049	-
Amounts due from the Consolidated Fund	6,294	8,169	-	10,989	-	51,214	8,778	19	7,900	-
Cash and Cash Equivalents	3,311	163	-	2,383	44	5,829	-	-	3,896	49
Investments held at Fair Value through Profit or Loss	-	-	-	-	-	-	-	-	4,198	-
Total Current Assets	**59,474**	**12,140**	**708**	**28,393**	**44**	**105,349**	**12,719**	**19**	**30,043**	**49**
Total Assets	**74,584**	**110,309**	**2,705,310**	**55,868**	**44**	**116,501**	**114,959**	**2,451,820**	**56,205**	**49**
Current Liabilities										
Trade and Other Payables	(1,957)	(3,597)	-	(14,652)	(16)	(8,580)	(4,389)	-	(9,525)	(15)
Amounts due to the Consolidated Fund	-	-	(690)	-	-	-	-	-	-	-
Total Current Liabilities	**(1,957)**	**(3,597)**	**(690)**	**(14,652)**	**(16)**	**(8,580)**	**(4,389)**	**-**	**(9,525)**	**(15)**
Assets Less Liabilities	**72,627**	**106,712**	**2,704,620**	**41,216**	**28**	**107,921**	**110,570**	**2,451,820**	**46,680**	**34**
Taxpayers' Equity										
Accumulated Revenue and Other Reserves	64,181	106,712	2,704,620	41,216	28	101,380	110,570	2,451,820	46,680	34
Revaluation Reserve	8,446	-	-	-	-	6,541	-	-	-	-
Total Taxpayers' Equity	**72,627**	**106,712**	**2,704,620**	**41,216**	**28**	**107,921**	**110,570**	**2,451,820**	**46,680**	**34**

[i] These are the financial information of Social Security Funds and not the primary statements of States of Jersey.

[ii] The Social Security Reserve Fund holds the Union Street property as an investment property asset because it is maintained for rental income. However, upon consolidation, the building is classified as property, plant and equipment, as it is occupied and utilised by the States of Jersey.

4.26 Events after the reporting period

Accounting Policy

In accordance with the requirements of IAS 10, events after the reporting period are considered up to the date on which the accounts are authorised for issue. The Minister for Treasury and Resources approved the Annual Report and Accounts to be presented to the States Assembly on the date in the Audit Report in section 2.4.

Non-Adjusting Events

Following the approval of P.24/2026, the Consolidated Fund will be split into two new Funds from 2027:

- General Revenue Fund (GRF) for day-to-day spending
- Jersey Capital Investment Fund (JCIF) for spending on infrastructure and other assets.

This change will ensure that investment in our infrastructure is protected from being diverted to meet short-term, day-to-day pressures, and ensure that we are allocating sufficient funds to capital to maintain our assets in the medium and long-term. This is part of a wider shift to longer-term financial planning and decision making.

We have identified no costs associated with these events that should be recognised by the States of Jersey as at the reporting date. If any costs are incurred during 2025, they will be included in the 2025 financial statements.

4.27 Publication and distribution of the annual report and accounts

In accordance with the Public Finances (Jersey) Law 2019, the Annual Report and Accounts for the year ended 31 December 2025 have been approved by the Minister for Treasury and Resources and were presented to the States for publication and distribution.

States of Jersey

Annex 1

Government Department Annual Reports

Introduction

This Annex to the 2025 States of Jersey Annual Report and Accounts provides a performance analysis for each Government Department.

It is intended to tell the story of each Department's year in a fair and balanced way. The narrative has been written by each Department representing their view on their performance.

Further information on each Department can be found at:

Cabinet Office
Children, Young People, Education and Skills Department
Digital Services
Employment, Social Security and Housing
Department for the Economy
External Relations
Health and Care Jersey
Infrastructure and Environment
Justice and Home Affairs
People Services
Treasury and Exchequer

Information on what Departments planned to deliver, including the service performance measures used, in 2025 can be found in Business Plans for 2025.

Further detail on Departments' Service Performance Measures is published on gov.je at Annual Service Performance Measures for 2025

Cabinet Office

Paul Wylie

Chief Officer

Ministers:

- Chief Minister
- Minister for Housing

Information on the department's purpose, context and structure can be found at The Cabinet Office

Information on the 2025 department finances and resources can be found in the Budget Annex: Budget Government plan 25 Annex.pdf

Information on the 2025 business plan can be found at: Cabinet Office Business Plan 2025.pdf

Delivery of key objectives

The Cabinet Office enabled Ministers and public servants to deliver better services and improve the lives of Islanders. During 2025 and the first quarter of 2026, this was achieved by:

Curbing the growth of the public service

The Budget (Government Plan) 2025 set savings targets for the Cabinet Office's Head of Expenditure. After the adjustment from the transfer of the Public Health and Strategic Health Policy to the Health Care Jersey department, the savings target was £0.771M during 2025 and £1.15M during 2026.

The final financial outturn for 2025 identified that the Cabinet Office delivered its 2025 savings target and underspent by an additional £0.646M. The delivery of the savings target for 2026 is on track.

The delivery of the savings was achieved by:

- Maintaining an external recruitment freeze on all non-essential roles and those above Grade 11;

- Avoiding spend on external consultancy unless it was for essential technical services;
- Prioritising the department's asks of Digital Services, to ensure that all activities would improve the benefits for Islanders and provide value for money
- Prioritising talent development for on-Island staff and applying the principles of diversity, equity and inclusion.

Policy: Advising and supporting Ministers

The Cabinet Office advised and supported Ministers to deliver the Common Strategic Policy, legislation and other public policy during 2025.

The 2025 Business Plan included the Government's Legislative Programme. This Report provides an update on the Legislative Programme delivery in its Annex A.

From those lists, the most significant legislative and policy development activity in 2025 included:

- Delivery of the Residential Tenancy Law 2025 (CSP commitment);
- Lodging of legislation to implement the recommendations of the Violence Against Women and Girls' (VAWG) Taskforce (CSP commitment)
- Improved parents' access to affordable quality childcare with an additional £3M allocated in the 2026 Budget (CSP commitment);
- Supporting the Council of Ministers to reach a policy position on the development of offshore wind in Jersey's territorial waters (States Assembly decision P.82/2023); and
- Lodging of changes to the Planning and Building Law, as part of a wider reform of planning services (CSP commitment).

Statistics and Analytics

The Chief Statistician is a statutory office holder. In February 2025, the Statistics and Census (Jersey) Amendment Law embedded the independence of the profession into law. During 2025, Statistics Jersey and analytic teams across the Government continued to produce high quality information that informed policy development and contributed to the debates within the public sector, the States Assembly, businesses and the community.

The new Statistics Council was established from June 2025 onwards. The work of the Council will be described in its future Annual Reports.

The planned statistical outputs were pre-announced in advance to aid planning and transparency.

In particular, during 2025 Statistics Jersey delivered:

- Retail Prices Index and House Price Index on a quarterly basis
- Labour market data every six months

- Business Tendency Survey – reintroduced quarterly from September 2025 following an Amendment to the Budget 2025-28. User needs from the Fiscal Policy Panel were incorporated in the refreshed survey
- Index of Average Earnings, on an annual basis
- Measuring Jersey's economy in GVA and GDP on an annual basis;
- Population and migration statistics on an annual basis;
- Public Spending, on an annual basis;
- Jersey Opinion and Lifestyle Survey on an annual basis
- Children and Young Persons Survey 2024 published
- Telecommunications survey for the Guernsey Competition and Regulatory Authority and the Jersey Competition Regulatory Authority

In May 2025, Statistics Jersey moved its statistical content from Government of Jersey to a new website Statistics Jersey | The National Statistical Office for Jersey which is optimised for the presentation of statistical data, including tables and charts.

The Statistics Law amendments introduced Tier 1 Statistics (for the most important statistics for Jersey) and formalised the Jersey Statistical System. Statistics Jersey used the launch of the new website to reveal a family of logos that reflect these new concepts alongside a refreshed Statistics Jersey logo.

Under the law, the Chief Statistician is required to produce an annual report. The first such Annual Report (for 2024) was published in July 2025 and can be found at R-Chief-Statistician-Annual-Report-2024-SJ202507.

Ministerial Support

The Ministerial Office provided a wide range of day-to-day support and administrative services to Ministers, including meeting management and correspondence, and aided in the discharge of Ministers' duties to the States Assembly.

During 2025, the team focused on efficiency improvements via increased levels of automation in workflows while supporting Ministers and Departments in the delivery of the Common Strategic Policy, as well as other work programmes such as the legislative programme.

Information Governance

During 2025, the central Information Governance team focused on improving the speed, efficiency, and consistency of processing, including due diligence arrangements and expanded policy and procedural advice. The team also contributed to the review of the Freedom of Information Law commissioned by the Chief Minister, which conducted a public consultation during Quarter 4 of 2025.

Communications

During 2025, the smaller Communications Service had a new vision and purpose: to champion an open, authentic and accessible government whilst guarding against misinformation, disinformation, and reputational harm. New ways of working were implemented, including a rigorous control process for campaign spend across Departments, outsourcing of design and marketing activity to the local creative sector, enhanced reporting on the effectiveness of communications, and a focus on CSP communications throughout 2025.

Arm's Length Bodies

Throughout 2025, the Cabinet Office supported the governance of the Arm's Length Bodies that it is responsible for. It delivered this through oversight meetings each Quarter, with the senior leadership of the Bodies. These meetings covered performance, finances, personnel, digital requirements and issues/risk management.

The bodies are listed below and include links to the most recent Annual Report where appropriate:

- Safeguarding Partnership Jersey Annual Report 2024
- Children's Commissioner for Jersey Annual Report 2024
- Jersey Charity Commissioner and Register of Charities Annual Report 2024
- Jersey Advisory and Conciliation Service (JACS) Annual Report 2024
- Jersey Care Commission Annual Report 2024

Service Performance

Summary of Service Performance Measures

Category	Count	Meaning
Green	3	Met or exceeded target
Amber	0	Within 5% of missed target
Red	1	More than 5% below target

Full details of all of the department's Service Performance Measures for the year can be found at Annual Service Performance Measures for 2025

Green (Met or exceeded target)

Customer feedback
The target was to improve internal customer satisfaction scores, measured through the use of surveys and reported quarterly, working towards the overall Government of Jersey target of 80% by the end of 2025.

The satisfaction score for the Cabinet Office during 2025 was 100%.

Publication of statistics reports
All Statistics Jersey 2025 publications were released on schedule on gov.je, meeting the target of 100 per cent.

Value for money
Delivered the Budget (Government Plan) 2025 savings targets from the Cabinet Office's Head of Expenditure, specifically £0.771M savings during 2025 and an additional £0.646M underspend that was returned to the Treasury.

Red (More than 5% below target)

Freedom of Information
The target was to respond to at least 95 per cent of requests within the timeframe given by the FOI legislation of 20 working days, or within an agreed extension of up to 65 working days. The target percentage was in line with the UK Information Commissioner's Office FOI toolkit which assessed that 90 per cent of responses processed within the statutory timeframe was "adequate" and over 95 per cent was "good".

The delivery rate during 2025 for the Policy team was 91% and for the Ministerial team it was 86%.

Financial Performance

The Department's net underspent of £0.7 million was primarily a result of forward planning in relation to the delivery of 2026 savings targets. This was partly offset by payment of i) additional one-off grants and ii) costs associated with Data Subject Access Request response and litigation. These additional costs appear in the 'Ministerial, FOI and CEO' budget line in the table below.

The year-on-year change in net expenditure of £14.6 million was predominantly due to the First Step Housing Scheme grant (£12 million in 2024, £2 million in 2025) and the transfer of Public Health and Strategic Health Policy team to

Jersey, as well as the grants and DSAR costs mentioned above and the impact of the 2025 pay award.

Additional budget was allocated to Housing, Placemaking and Environment during the year to fund the First Step Housing Scheme (£2 million) and across all Directorates to fund the 2025 pay award (£0.9 million).

Budget was transferred out of the department in relation to the transfer of Public Health and Strategic Health Policy team (within Public Policy) to Health and Care Jersey (£7.4 million).

As a result of Amendment 3 (as amended) in Budget 2026 to 2029, the Public Services Ombudsman has been split out separately in the table below, which was previously included within Public Policy.

Service Analysis

	Cabinet Office	Estimate per Government Plan	Final Approved Budget	2025 Outturn			Difference from Final Approved Budget
Actuals 2024		Net Revenue Expenditure	Net Revenue Expenditure	Income	Expenditure	Net Outturn	
£'000		£'000	£'000	£'000	£'000	£'000	£'000
3,911	Public Policy	4,544	3,760	-	3,012	3,012	748
12,083	Housing, Placemaking & Environment	2,605	4,678	-	4,512	4,512	167
1,328	Governance and Assurance	555	586	-	294	294	292
1,732	Statistics and Analytics	1,994	1,994	(5)	1,899	1,894	100
722	Safeguarding Partnership	783	810	-	821	821	(12)
1,778	Care Commission	1,767	1833	(421)	2,092	1,671	162
975	Children's Commissioner	980	1010	-	926	926	84
-	Charities Commission	-	-	(247)	248	1	(1)
473	Advice & Conciliation Services	473	481	-	498	498	(17)
-	Public Services Ombudsperson	-	398	-	203	203	196
3,487	Ministerial Office, FOI and CEO	3,336	3,777	-	5,429	5,429	(1,653)
2,970	Communications	2,366	2,341	-	1,754	1,754	586
6,157	Public Health[1]	6,785	-	-	-	-	-
35,616	**Total**	**26,188**	**21,668**	**(673)**	**21,689**	**21,016**	**652**

[1]Public Health has been moved into Health and Care Jersey's Departmental Head of Expenditure during 2025.

Statement of Comprehensive Net Expenditure

Actuals	Cabinet Office	Estimate per Government Plan	Final Approved Budget	Outturn	Difference from Final Approved Budget
2024 £'000		**2025** £'000	**2025** £'000	**2025** £'000	**2025** £'000
	Revenue				
-	Levied by the States of Jersey	-	-	-	-
(755)	Earned through operations	(380)	(629)	(673)	44
(755)	**Total Revenue**	**(380)**	**(629)**	**(673)**	**44**
	Expenditure				
-	Social Benefit Payments	-	-	-	-
20,312	Staff Costs	21,316	16,535	14,804	1,732
5,233	Other Operating Expenses	4,832	3,248	3,742	(494)
10,826	Grants and subsidies payments	420	2,514	3,141	(627)
-	Impairments	-	-	2	(2)
-	Finance costs	-	-	-	-
36,371	**Total expenditure**	**26,568**	**22,297**	**21,689**	**608**
35,616	**Net revenue expenditure**	**26,188**	**21,668**	**21,016**	**652**
-	Depreciation and amortisation	-	15	15	-
35,616	**Net revenue expenditure after depreciation**	**26,188**	**21,683**	**21,031**	**652**

Children, Young People, Education and Skills (CYPES)

Keith Posner

Interim Chief Officer

Ministers:

- Minister for Education and Lifelong Learning
- Minister for Children and Families

Information on department purpose, context and structure can be found on gov.je: Children, Young People, Education and Skills Department

Information on the 2025 department finances and resources can be found in the Government Plan Annex: Budget Government plan 25 Annex.pdf

Information on the 2025 business plan can be found at: Business Plans 2025

Delivery of key objectives

Education and Lifelong Learning

CSP - Extend nursery and childcare provision

Children's needs, and the demands placed on families, have become increasingly complex in Jersey, exacerbated by the high cost-of-living and fewer nursery spaces being available. This was reinforced by a survey of parents and carers in summer 2025 where the costs of childcare were cited as the number one issue.

The intention to move towards a universal offer for 2 to 3-year-olds was supported by a States Assembly vote for the proposed budget 2026-2029. This support provides the necessary investment to launch a universal offer in 2026 with applications for childcare funding opening in February 2026 and first payments being issued in April 2026. Unlike other schemes, this will pay parents directly, removing the administrative burden from childcare providers. It also builds on current schemes and is open to registered childminders, providing parents with more choice.

Increasing nursery spaces by piloting ways to access unused spaces in our primary school nurseries has been successful and we will continue to offer places for 2-year-olds with additional needs at Plat Douet and, through the Jersey Childcare Trust (JCCT), at Play and Learn at D’Auvergne.

Recruitment and retention of workforce remain a focus, and we will continue to seek opportunities to improve workforce stability with the sector. This will continue to be underpinned by a training and development offer for this critical profession.

With increased investment from 2026, we have commissioned more support for young children with additional needs and will work with the JCCT to enhance the offer of support to young children.

Additionally, the Nursery Education Fund (NEF) was pegged to RPI over a four year period enabling focus to shift from commercial discussions to quality and workforce development.

CSP - Provide a nutritious school meal for every child in all States primary schools

During 2025 the pilot of the school meals programme continued with all primary schools having access to a hot meal provision, work focussed on increasing uptake and ensuring those eligible for free school meals were able to access the programme. In 2025 448,356 nutritious school meals were served. Regular feedback has been gathered from parents/carers and children to continuously improve the programme. A pilot of free school meals in secondary schools also began with positive effect.

CSP - Increase the provision of lifelong learning and skills development

In 2025, lifelong learning activity included work to identify the skills gaps affecting Jersey’s economy and the types of training needed to address them. The Skills Improvement Plan set out how Skills Jersey uses labour market analysis, employer engagement, collaboration with training providers and input from individuals to understand changing skills needs.

The plan highlighted priority vocational and broader skills gaps for investment, including areas such as low carbon heating system design and installation. The analysis of these priority gaps was then used to inform the allocation of Skills Development Scheme funding to support the development of new training and shaped proposals for short courses, apprenticeships, and bolt on training which extends an existing professional skillset.

Education Reform Programme 2

Following changes in leadership during 2025, plans to establish a new programme were paused. Priority discrete projects, for example the transformation of the Educational Psychology Service, were still initiated and ensured continued strengthening of services over the year. Working with the Comptroller and Auditor General, an audit of the original programme was completed and provides constructive recommendations to further strengthen any future programmes. It is anticipated that opportunities for change, as described in a new programme scope, will be shared with the incoming Minister and Government in 2026.

Review of Education Department

Two experienced Headteachers were seconded to complete this project. They led a consultation on the functions of the Education Department, considering the views of school leaders and staff, Education officers and wider stakeholders, and visited a wide range of Jersey schools and settings.

Following this a period of research and reflection has been undertaken to identify where developments and improvements can be made. This has involved consulting academic research, visiting other jurisdictions in the UK and Guernsey to consider alternative approaches and systems, and engaging with key stakeholders, and in particular school leaders and Education officers.

The work has had an inclusion focus, consulting with and sharing emerging findings with the SEND Review team, which culminated in the SEND Report published in October 2025. Core initial findings and emerging recommendations have been discussed and shared with the Minister for Education and Life-Long Learning, with Education officers and School leaders.

Future state of school provision

During 2025, plans for the school estate were developed using the latest demographic and pupil forecast data to inform decision making. This evidence-led approach ensured that capacity planning was aligned to projected demographic changes. Ongoing review of demographic trends supported timely identification of emerging pressures and opportunities, helping to ensure the school estate remains sustainable, flexible and responsive to future demand.

Apprenticeships and Higher Education Funding

Engagement with employers and training providers was carried out in 2025 to gather views on the current apprenticeship subsidy scheme. This highlighted strengths that should be retained, as well as opportunities for improvement. These included the need for better financial support for higher-cost training not available at Highlands College, a single funding scheme covering all qualification levels, and more proactive communication about the financial support available for higher-level training.

The grant for Level 3 training and below was increased from £1,600 to £1,852 per year.

Additional support was also provided through the Better Business Support Package, which awarded employers £2,000 for each apprentice enrolled on a new training course in 2025 and again in 2026.

In February 2025, the Minister for Education and Lifelong Learning introduced increases to higher education grants to ensure support kept pace with rising costs. Income thresholds used to calculate means-tested support rose by 5.2 percent, increasing eligibility for the maximum maintenance, tuition, clinical component and specialist equipment grants. Maintenance grants were uplifted by 2.5 percent in line with the UK Consumer Price Index for December 2024, and the maximum tuition fee grant increased by 3.1 percent to align with the new higher fee cap in England and Wales.

Grants for distance learning were aligned with financial support available for in-person study at a university campus, creating parity of financial support regardless of the mode of study. This directly benefits those who are unable to leave the Island to undertake study.

Work was started to launch Jersey's Green Skills Academy, this is a partnership between Highlands College and Jersey Electricity. The aim is to ensure the Island has the necessary technical and trade skills available to support the Island's transition to a low carbon future. 36 apprentices will be trained over the next 5 years, supported by a newly developed facility at Highlands College designed to enable future training for generations to come.

Education and Learning 16+

In 2025, a summary report was published following a series of consultation sessions were carried out with students to gather their feedback on what is working well and what improvements would enhance their learning experience and future opportunities post-16. Students consistently raised two main concerns: limited subject availability, which is determined by the school/college attended, and the lack of flexibility to combine vocational and academic pathways. They also requested more opportunities to undertake work experience.

The planned relocation of the Highlands Campus to St Helier will be a key step in responding to this feedback. As part of the design process, consideration will be given to how the new facility can strengthen partnerships between Highlands and other schools and colleges to improve access to vocational training alongside academic study.

Work will also be undertaken to scope expansion of the college's capacity to deliver their 14–16 vocational programmes to more schools. Providing earlier exposure to vocational training in areas such as Construction, Culinary Arts and Hair and Beauty is a crucial part of well-informed post-16 decision-making. It also gives students access to training settings that replicate real-world working environments.

Children, Families and Young People Services

Donna Marriott, Director Children and Young People's Services

Children's Service Improvement Programme

There has been significant progress in developing coherent evidence-based improvement plan for system wide improvement across Children's Services. The plan was endorsed within GoJ in 2025 and supported by the assembly through the budget process. Delivery of the plan is well underway and is focused on the following three key areas:

Supporting Families

There has been significant progress in respect of the development of the Multi-Disciplinary service. The adolescent team has been created and includes a Team Manager and a number of Family Social Workers. Early indications are that families are receiving good quality targeted intervention.

Work also progressed on the design and delivery of the child exploitation and missing pathways to strengthen our practice, by creating multi-agency forums that deepen our understanding of contextual safeguarding and enhance our oversight of our most vulnerable young people.

In 2025, the Supporting Families project team delivered a comprehensive programme to embed the Jersey's Children First Practice Model (JCF). Foundations were established by confirming the model's scope, securing leadership commitment, creating baseline measures, and forming governance and Task and Finish groups. Four workstreams followed: developing effective transfer protocols, designing a learning and development programme, aligning practice templates and Mosaic systems, and creating trauma-informed pathways.

By the end of 2025, the JCF learning and development programme was delivered, with managers now leading implementation in teams. The Transfer Protocol became embedded, and core templates were aligned to JCF. Significant progress has been made in establishing a coherent and effective quality assurance framework across the service. This includes new frameworks for Residential and Fostering and Adoption.

Learning and feedback loops following each audit cycle have been strengthened and focus on outcomes for children. Work to strengthen safer recruitment is well advanced and work to strengthen policies and procedures across residential care, fostering and social work practice has begun, ensuring staff have clear consistent and current guidance to support safe and effective practice.

Creating Loving Homes

Work throughout the year, including a robust sufficiency analysis, supported requests for funding in the 5-year improvement plan to strengthen both workforce capacity and property development and enable the Government to meet its requirement to care for those who come into States care. This resulted in substantial capital and revenue investment being secured in December for the Government Plan 2026-2030.

Throughout 2025 there has been a focus on improving and increasing the residential estate. In addition, one property has been extensively refurbished and a new 4 bedroomed children's home has been opened. Work on a further two homes has also commenced. Both are scheduled for completion by the end of Q1 2026. Feasibility work has been completed for a further residential home and initiated for others. This work has included production of plans and neighbourhood consultations.

Phase 1 of the refurbishment of Greenfields is underway.

Care and Support

During 2025, the Corporate Parenting board governance has been strengthened. A new board structure has been embedded, including operational subgroups now operating which focus on critical issues for Children in Care and Care Leavers. This includes a focus on health and wellbeing, home and housing, education and training and participation. Ministers are now sighted on the progress of the improvement plan and holding officers to account for delivery of key actions.

Participation with Children in Care and Care Leavers has been a priority area of focus during 2025 with a number of engagement events taking place. A significant milestone in respect of improving young people's participation was the shining stars event which saw the attendance of Children in Care and Care Leavers to celebrate their achievements.

The care leavers offer has been reviewed by professionals and care leavers. A guide for all care leavers has been produced and published. The newly developed offer is split across 6 areas. These being employment, health and wellbeing, education and training, finances, housing and relationships.

Further work is required on the offer for children in care and the implementation of the Children in Care Council. This work will be completed during 2026.

Children and Young people's Emotional Wellbeing and Mental Health Strategy 2022- 2025

The Children and Young people's Emotional Wellbeing and Mental Health Strategy 2022-2025 was concluded in 2025. As part of this, a formal review took place led by CYPES commissioning team with a presentation to the Ministerial and Management team. In February 2025 work began on the next all age Mental Health Strategy. This was led by public Health with the new strategy set to launch early 2026.

CAMHS Relocation

During 2025 a new location for CAMHS was found and plans have been developed to enable CAMHS to move to Bermuda House in the late summer of 2026. Detailed building plans were agreed with CAMHS and the tender process commenced for selection of a contractor to undertake the configuration works. Agreement on a new 9-year lease was also agreed with the Landlord, alongside Jersey Property Holdings.

Duty and Assessment Team

In April 2025, the CAMHS Crisis and assessment team moved to operate from 8am-8pm seven days per week. From May 2025 Adult Mental Health employed CAMHS nurses in their crisis team that operates between 8pm and 8am. Together, this ensures that CAMHS nurses are available 24 hours per day at times of potential crisis.

Capital Development of the new Town Youth and Community Centre opening 2028

During 2025 several key milestones were achieved, including the planning application approval, the purchase of site and the contract for the build being agreed. The developers will start on site in January 2026 with a proposed completion date for Belmont House (Youth Enquiry Service) of January 2027 and for the Brew Building (Ann St Youth Centre) of May 2028.

National Youth Agency Quality Assurance Inspection of Youth Service

No inspection or review took place during 2025, as the Youth Service Leadership Team undertook a number of tasks and consultations with staff to update the Youth Service profile this included the following:

- Jersey Youth Service Vision
- Jersey Youth Service Mission
- Jersey Youth Service Approach
- Jersey Youth Service Offer
- Jersey Youth Service Standards
- Jersey Youth Service Curriculum

Now that this work has been undertaken, it will put the service in a strong position when any further inspection is considered.

Early Help – Children and Families Hub Service

Access to courses for parents has been improved with an expanded offer available for parents to book directly on Eventbrite. This is complemented by the Togetherness online learning pathways which can be accessed in different languages.

Recruitment in 2025 achieved full staffing for the service, enabling more families to be supported and currently all families requiring individual support are being allocated a worker within 30 days. A joint transfer panel with Children’s Social Care is ensuring that children and their families who no longer require statutory support have a smooth transition to an early help wellbeing plan in line with the Jersey’s Children First practice model.

Chief Officer Directorate

Capital Investment

La Passerelle Secondary School

Works to the former D’Hautrée House School building commenced in Q3 2025. There were a number of challenges to overcome, including changes to the original scope, asbestos found within the building structure which required specialist removal, and serious structural integrity issues with the main roof. This caused delay to the overall programme whilst the remedial design work was drawn up and added into the overall works package.

Works to D’Hautrée Lodge were completed and the original use for this as a Therapeutic Unit were changed, to replicate the facilities at The Nest.

The overall builders work is scheduled for completion end of February 2026, and the school have decided to relocate after this, with a view to opening and operating from the new facility at the start of the Summer Term.

Mont à l’Abbé New Secondary School

Feasibility work in preparation to build a new Mont à l’Abbé secondary school commenced during the second half of the year. As part of this process, a series of site visits to look at similar facilities in the UK were undertaken and gave the school some clear ideas on how to progress the design. It is intended to agree the design and accommodation schedule during Q1 2026, and then to undertake detailed design and submit the planning application.

School Improvements and Minor Works

A number of small projects were undertaken across the CYPES estate. These works included internal reconfiguration to provide additional space for SEN provision, reconfiguration of reception areas to improve safety, removal of asbestos, creation of an Additional Resource Provision and the relocation of Jersey Music Service to the former Education Office on Highlands campus.

Participation and Engagement

In 2025 we facilitated six School Council Network meetings, engaging with 1,080 primary and secondary school children and their teachers as well as working with nine partners from Government departments and the third sector to ensure their voices are included in Government decision making. This has helped to embed Participation Standards when engaging with children and young people across Government.

The topics included:

- Millennium Town Park Playground upgrade | Environment
- Vaping Prevention Campaign | Public Health

- Hot school meals programme and Healthy and Sustainable Food | CYPES and Public Health
- Creation of their own mission statement and logo | CYPES
- Re-development of Fort Regent | Jersey Development Company
- Cost of living | Jersey Consumer Council
- Housing in Jersey |Strategic Housing and Regeneration Team and Andium homes
- Youth Friendly Budget | Treasury and Exchequer

We delivered participation training to 70 students most saying it was “amazing” or “fun. We launched and published the School Council Network annual report. Engagement and participation reports were prepared and presented to Ministers and officers through the Children’s Outcomes Executive Committee during 2025 helping to raise further awareness of Participation Standards.

A record number of charities and services attended Jersey Children's Day 2025 all providing engaging activities for children and families. 8,000 attended the event, on one of the hottest days of last year, which shows the continued success of Jersey Children’s Day and media coverage and social media posts were positive.

Since taking ownership for the Rights Respecting Programme, we have undertaken a comprehensive review of the Programme, assessed the current position of participating schools, and provided clear next steps, updates, and recommendations to support continued progress. The Programme is now operating smoothly and is supported by UNICEF through CYPES and a small membership fee.

Library Services

During 2025 Jersey Library has strengthened Island-wide access to library services through deeper partnership working and improved outreach. A major milestone was the rollout of the new Mobile Library service in January, which significantly increased visits to schools, residential homes and community centres, ensuring more Islanders could benefit from library resources. Digital inclusion also advanced with the opening of a refurbished Open Learning Centre at the Town Library, providing improved digital skills support for lifelong learners. These developments have been supported by ongoing collaboration with government colleagues, the third sector and community partners.

Cultural activity and user experience have continued to grow across all sites. Highlights included the vibrant Mother Tongue Day celebrations in March, which brought diverse communities together; the RNIB’s visit in May marking 200 years of Braille and engaging families experiencing sight loss; and a wide range of talks and exhibitions delivered as part of the British Library’s *Unearthed: The Power of Gardening* season.

Children’s engagement reached new heights, with over 2,500 young readers participating in the Summer Reading Challenge and the successful Summer Book Buddies pilot supporting pupils from Samarès and Grand Vaux primary schools. The Library team also organised 23 events for the Jersey Festival of Words, attracting more than 500 attendees. Alongside these programmes, ongoing improvements to stock layout, signage and the overall environment in the Town and Communicare libraries have enhanced visitor experience and strengthened the Library's role as an accessible, culturally rich space for all.

Efficient Investment

During 2025, the department delivered improved value for money through a focused programme of service improvement, financial control and leadership development. Continuity of care and support was strengthened through service redesign and closer partnership working, reducing duplication and improving co-ordination of delivery.

Robust budgetary control arrangements were implemented and maintained throughout the year, with regular financial monitoring and challenging the processes that support decision making. This enables the department to manage cost pressures proactively. Savings plans were developed and delivered in line with agreed targets, without adverse impact on front-line provision.

Effective leadership was demonstrated through the development of systems and processes that promote a culture of quality, safety, learning and continuous improvement. Performance management, risk oversight and staff engagement were strengthened during 2025, supporting consistent service delivery and driving ongoing improvement across the department.

Service Performance

Summary of Service Performance Measures

Category	Count
Green	13
Amber	1
Red	7

Full details of all of the department's Service Performance Measures for the year can be found at Annual Service Performance Measures for 2025

Notable measures in 2025 were:

Green (Met or exceeded target)

- Average waiting time for CAMHS assessment (CAMHS generic)
- % care leaver in employment, education or training
- % of pupils achieving an English and mathematics GCSE (or equivalent) – at grades 4 and above
- % of school pupils aged 10-16 using Jersey Youth Service projects

Average waiting time for CAMHS assessment (CAMHS generic), days
All referrals are reviewed by the Children and Families Hub, and children and young people are offered an appointment according to their level of need. For some children with urgent needs, this means they might be seen the same day, but for others it's appropriate to wait for the next available routine appointment. This measure just looks at those referrals that were assessed as needing a "routine" appointment. Routine assessments are now due within 36 days, in line with the NHS target. In 2025, initial assessments were completed and listed on the Care Partner data base on average within a very positive 32 days. The indicator thus remains green and within agreed timescales for routine generic assessments.

% care leaver in education, employment or training
This measures the number of care leavers in education, employment or training. Performance across this indicator has continued to be strong in 2025, ranging from 55 to 66%. Care leavers continue to be supported by a multi-agency response in respect to them receiving education, employment or training, by strengthening and recognising our shared responsibility as corporate parents. Agencies are collaborating more regularly to review individual young people and contribute to their overall plan. Pathway plans will better capture the individual needs of each young person, enabling them to be more aspirational about their own futures.

% of pupils achieving an English and mathematics GCSE (or equivalent) – at grades 4 and above
In line with the Department for Education (DfE) we are not comparing like for like the results from this year to those achieved and impacted by the changing methodologies used during the pandemic. Provisional results for GCSE students who achieved a standard pass (grade 4 and above) in English and mathematics of 73.8%, reflects a positive trajectory for GCSE performance. This compares to the 65% recorded in 2019 (a standard pre covid benchmark figure) and the 69.1% recorded in 2023.

% of school pupils aged 10-16 using Jersey Youth Service projects
The Jersey Youth Service is very pleased to see the continued increase in the proportion of 10–16-year-olds engaging with our projects. This upward trend is a strong indication that young people remain actively involved in the opportunities and support we provide.

Red (More than 5% below target)

- Average waiting time for CAMHS assessment (neurodevelopmental), weeks
- % children who have been looked after for 2.5 years or more and have been in the same placement for 2 years (long term placement stability)
- Average rate of exclusions from schools

Average waiting time for CAMHS assessment (neurodevelopmental), weeks
Neurodevelopmental assessments are assessments for autism and ADHD. This remains a very pressured service, due to the very high number of referrals received over the last 3 years. Waiting times were higher than desired at 71 weeks, as a result of the high level of demand. In positive news, the service completed a record number of diagnostic assessments in 2025, supported by contracts for two additional locum psychiatrists focused entirely on ADHD assessments, and a continued contract with a private company for virtual autism assessments. The service also developed increased internal capacity. In 2026, the

waiting times will begin to reduce given the significant progress with the backlog of assessments completed, and a reduction in referrals in 2025 compared to the previous three years.

% children who have been looked after for 2.5 years or more and have been in the same placement for 2 years (long term placement stability)
This measures the number of children who have been in care for 2.5 years or more and have been in the same placement for 2 years or more. Placement stability is a key factor to support positive outcomes for children. Long term placement stability for children has declined in the past 12 months and falls below that of statistical neighbours. The landscape is further distorted by the relatively low number of children in care in Jersey. The shortfall in foster carers and homes for children in Jersey is a factor impacting upon placement moves for children. An area of improvement is to embed the permanency planning process to strengthen practice and oversight to support children with permanence plans. A key priority is to improve sufficiency with fostering and residential homes for children, to enable better matching to support placement stability from the outset. The substantial improvement plan which is supported with investment allocated in the 2025 Government budget setting process will support this progress.

Average rate of exclusions from schools
The exclusion rate fell in 2024/25 compared with the previous year, but it remains above our red threshold of 6.1%. We are strengthening our approach to behaviour and inclusion across all schools through whole-staff development, targeted training and adapted inclusion support.

Financial Performance

CYPES comprises two Net Revenue Heads of Expenditure which mirror the ministerial portfolios. These are Education and Lifelong Learning (ELL) and Children and Families (C&F). Both finished the year underspent, but ELL required a transfer of £0.6m at the year end to achieve its £0.5 million underspend whereas the C&F ended the year with a £0.7 million underspend without adjustments.

The financial picture for ELL is of underlying pressure in core education budgets (£3,4 million), driven to a large degree by the increasing number and complexity of children with special educational needs and offset by a reduction in the numbers going on to Higher Education (£3.7 million).

Financial performance in C&F shows broadly matching overspends on the purchase of care placements on and off island (£2.6 million) and one-off spend on improving the residential estate (£1.1 million), funded by underspends on staff budgets due to vacancies across the service (£3.5 million), and foster care payments (£0.8 million). This reflects the difficulties in recruiting and retaining staff and sufficient foster carers in this demanding area whilst having to deliver on statutory requirements to provide care for children and families in need.

In both areas, the increase in spending from 2024 mainly reflects pay awards, and the deployment of additional budget voted by the States Assembly to deliver the Common Strategic Priorities as well as responding to increased need in different ways.
Further detail about each area is given in the sections below.

Education and Lifelong Learning

2025 saw significant pressures in schools arising from an increase in the incidence and complexity of Special Educational Needs, as well as rises in input costs over recent years.

The balanced result in 2025 was achieved by offsetting with a significant underspend in Student Finance and minor underspends across the portfolio.

The focus going forward is on developing a strategy for best supporting children with Special Needs across the system and re-aligning budgets over an achievable timeline in the light of a falling demographics.

The reasons for the year end variances against budget in ELL are detailed in the sections below.

Special Schools

£2.8 million cost pressures at the Island's two special schools, driven by the need to address safety issues for both children and staff and to meet individual pupil needs.

- Mont à l'Abbé's overspend of £1.5 million was due to increased complexity and reduction of incidents through growth in staffing FTE to react to increased health and safety risk levels.
- The £1.3 million overspend at La Passerelle (special education alternative provision) was associated with rises in pupil numbers particularly for those unable to be placed in schools due to social, emotional or mental health issues.

Secondary Schools

£0.8 million cost pressures in secondary schools particularly at Grainville (£0.6 million) and Le Rocquier (£0.2 million), driven mainly by unfunded additional teachers in the mainstream school and inclusion (Grainville).

Primary Schools

£1.4 million cost pressures in primary schools, similarly, partially driven by staffing needs for Special Educational Needs requirements.

- The overspend for School meals (£0.6 million) was caused by a drop in uptake compared with the pilot and therefore generated less income than expected. There were also one-off costs of building serveries in the early part of 2025.
- Rouge Bouillon (£0.3 million overspend) was the result of additional unfunded teachers and teaching assistants to support children with inclusion needs. Rouge Bouillon has the highest levels of multi-lingual learners and pupils with low prior attainment.
- Grouville's overspends of £0.14 million was due to an increased number of children with inclusion needs resulting in more teaching assistants being recruited than planned.

Non-schools

£0.3 million cost pressure in non-school services relates to the Jersey Music Service associated with additional unfunded teachers supporting the service.

Central Education Services

The central budgets overspent by a net £0.3 million. This comprises some largely one-off adjustments summing to around £1.0 million which are offset by pressures of £0.6 million relating to parental leave entitlement and cover costs of £0.3 million and £0.3 million on an interim agreement for Head and Deputy Head salaries.

Skills and Student Finance

The number of students in higher education has been uncharacteristically low in 2025, resulting in an underspend of £3.7 million at the end of 2025.

The Skills budget was underspent by £0.5 million relating to take up on various schemes, including the Skills Development Scheme, the unspent balance of £0.2 million of which is carried forward.

Service Analysis (Education and Lifelong Learning)

Education and Lifelong Learning		Estimate per Government Plan	Final Approved Budget	2025 Outturn			Difference from Final Approved Budget
Actuals 2024 £'000		Net Revenue Expenditure £'000	Net Revenue Expenditure £'000	Income £'000	Expenditure £'000	Net Outturn £'000	£'000
151,088	*Education*	*143,035*	*155,029*	*(24,331)*	*182,727*	*158,396*	*(3,367)*
7,581	*Office of the Chief Officer - MELL*	*12,957*	*6,619*	*(32)*	*6,943*	*6,911*	*(292)*
17,744	*Skills and Student Finance*	*19,510*	*20,612*	*(77)*	*16,536*	*16,460*	*4,152*
176,413	**Total**	**175,502**	**182,260**	**(24,440)**	**206,206**	**181,766**	**494**

Statement of Comprehensive Net Expenditure (Education and Lifelong Learning)

Actuals	Education and Lifelong Learning	Estimate per Government Plan	Final Approved Budget	Outturn	Difference from Final Approved Budget
2024 *£'000*		**2025** *£'000*	**2025** *£'000*	**2025** *£'000*	**2025** *£'000*
	Revenue				
-	Levied by the States of Jersey	-	-	-	-
(22,498)	Earned through operations	(23,543)	(24,259)	(24,440)	91
(22,498)	**Total Revenue**	**(23,543)**	**(24,259)**	**(24,440)**	**91**
	Expenditure				
17,209	Social Benefit Payments	15,650	20,434	16,421	4,013
147,434	Staff Costs	147,196	153,474	157,013	(3,449)
28,948	Other Operating Expenses	26,130	27,809	28,039	(230)
5,397	Grants and subsidies payments	10,059	4,795	4,785	10
(79)	Impairments	-	-	(58)	58
2	Finance costs	10	7	5	2
198,911	**Total expenditure**	**199,045**	**206,519**	**206,206**	**403**
176,413	**Net revenue expenditure**	**175,502**	**182,260**	**181,766**	**494**
84	Depreciation and amortisation	117	117	63	54
176,497	**Net revenue expenditure after depreciation**	**175,619**	**182,377**	**181,829**	**548**

Service Analysis (Children and Families)

Actuals 2024 £'000	Children and Families	Estimate per Government Plan: Net Revenue Expenditure £'000	Final Approved Budget: Net Revenue Expenditure £'000	2025 Outturn: Income £'000	2025 Outturn: Expenditure £'000	2025 Outturn: Net Outturn £'000	Difference from Final Approved Budget £'000
30,328	*Children's Social Care & Safeguarding*	*23,348*	*33,662*	*(88)*	*34,244*	*34,156*	*(494)*
9,762	*Integrated Services and Commissioning*	*10,653*	*11,713*	*(93)*	*11,338*	*11,245*	*468*
3,002	*Office of the Chief Officer - MCF*	*11,281*	*1,260*	*-*	*1,487*	*1,487*	*(227)*
4,258	*Young People*	*4,795*	*5,010*	*(1,052)*	*5,123*	*4,071*	*939*
47,350	**Total**	**50,077**	**51,645**	**(1,233)**	**52,192**	**50,959**	**686**

Statement of Comprehensive Net Expenditure (Children and Families)

Actuals 2024 £'000	Children and Families	Estimate per Government Plan 2025 £'000	Final Approved Budget 2025 £'000	Outturn 2025 £'000	Difference from Final Approved Budget 2025 £'000
	Revenue				
-	Levied by the States of Jersey	-	-	(1)	1
(1,015)	Earned through operations	(1,069)	(1,069)	(1,232)	163
(1,015)	**Total Revenue**	**(1,069)**	**(1,069)**	**(1,233)**	**164**
	Expenditure				
1,801	Social Benefit Payments	1,570	2,198	1,417	781
35,128	Staff Costs	39,207	40,836	37,313	3,523
11,203	Other Operating Expenses	10,281	9,648	13,061	(3,413)
290	Grants and subsidies payments	88	32	402	(370)
(57)	Impairments	-	-	-	-
-	Finance costs	-	-	-	-
48,365	**Total expenditure**	**51,146**	**52,714**	**52,192**	**522**
47,350	**Net revenue expenditure**	**50,077**	**51,645**	**50,959**	**686**
12	Depreciation and amortisation	8	8	2	6
47,362	**Net revenue expenditure after depreciation**	**50,085**	**51,653**	**50,961**	**692**

Capital Projects

Children, Education, Young People and Skills		2025			Total Project	
Head of Expenditure	Sponsoring Department	Available Budget £'000	2025 Expenditure £'000	Unspent Project Approvals £'000	Total Project Budget £'000	Total Project Actuals £'000
New School and Educational Developments	CYPES	1,450	1,536	-	1,536	1,536
Upgrades to CYPES Estates	CYPES	7,790	7,790	-	7,790	7,790
Replacement Assets and Minor Capital - CYPES	CYPES	300	297	3	300	297
Feasibility - CYPES	CYPES	500	269	231	500	269
Total		**10,126**	**9,892**	**234**	**10,126**	**9,892**

Employment, Social Security and Housing (ESSH)

Sophie Le Sueur
Chief Officer

Ministers:
- Minister for Social Security
- Minister for Housing
- Minister for Treasury and Resources
- Chief Minister

Information about our purpose, context and structure can be found on gov.je at Employment, Social Security and Housing

Delivery of key objectives

Key Objectives – Minister for Social Security

We delivered a significant number of the Minister for Social Security's key objectives in 2025, aligning with the published 2025-6 business plan:

Customer Service

We made substantial progress on our Transform programme which will deliver a major change and improvement in customer experience using a new IT system to manage benefit claims and payments. We signed contracts with our chosen supplier in April 2025 with first-phase system development work fully designed and well under way at year end.

In early 2025 we focussed on bedding in the customer management systems and processes at our new Union Street customer hub. We made multiple incremental improvements based on customer feedback during our first few months of operation, resulting in numerous positive comments about the new facilities.

Support and Benefits

We continued development of primary care services delivered through GPs and community pharmacies by:

- Further reducing the cost of General Practice services by making a £10 reduction on face-to-face consultations with Health Care Professionals and a new subsidy to reduce the fees charged for telephone consultations
- Expanding practitioner roles enabling pharmacists and paramedics to prescribe in primary care
- Delivering support to Islanders in community pharmacies including help with inhalers and alcohol awareness
- Improved cross governmental working in the delivery of primary care services including vaccination and cervical screening services.

Work on developing an updated benefit system to support workers with ongoing health conditions progressed to plan. First stage legislation was agreed by the States Assembly in November 2025.

We updated the rules for working age benefits, improving eligibility for Parental Allowance where parents look after second or subsequent pre-school age children. We also updated the eligibility for student credits, changing the prior 36-month limit to 60 months.

We obtained budget approval to extend the eligibility for the Pension Plus scheme which covers dental, chiropody and optician's costs for low-income pensioners. The qualifying tax threshold will rise from zero to £1,000 in early 2026, also enabling eligibility for the same group to reduced GP fees under the Health Access Scheme.

We completed embedding a standard, fair, Domiciliary Care hourly rate for those requiring Long-Term Care (LTC) support in their own homes. This important piece for work ensures consistent allocation of LTC benefit funding and helps the growth of a sustainable domiciliary care market.

Work continued across government to make greater use of technology to support LTC services, including a wider telecare offer to support independent living:

- We worked with Health Care Jersey colleagues to jointly design a Discharge to Assess (D2A) pilot which will provide new technology to support people who have recently left hospital. The pilot will be launched in early 2026.
- We formally committed to funding and supporting the Long-Term Care benefit element of the D2A model as well as the cost of telecare equipment for Income Support customers.

Financial support continued to be provided to local households through the Community Costs Bonus scheme to help meet cost of living pressures.

The Minister committed to improve the support we provide for carers and individuals receiving care in Jersey. We engaged directly with carers organisations as well as gathering feedback from carers themselves to understand what support will benefit them the most. A report setting out conclusions and actions will be published in early 2026.

We established a new focus for the International Cultural Centre, offering confidential support and guidance for migrant workers living in Jersey. The ICC is able to support individuals with employment, housing, health and immigration issues and works collaboratively with the charitable sector.

Disability strategy

We progressed our agreed priorities within the disability strategy, based on the recommendations of the Disability and Inclusion Advisory Group, to support Islanders with disabilities across all aspects of their daily lives:

- We reviewed more than 500 applications in the TrafficWorx system, improving accessibility of road works and provide advanced warning of impending changes through our partner orgs, for example Eyecan
- The SignVideo service for partially sighted people was extended. Over 550 calls were made during 2025
- We delivered Hidden Disability training for over 500 GoJ staff
- Blue badge disabled parking mapping was completed, covering over 750 spaces across the Island
- Jersey Community Transport was set up as a ‘not for profit’ organisation with a Board in place and vehicle and drivers secured
- We ran another highly successful annual Embrace our Difference event; 56 organisations were represented, with 92% of survey respondents eager to see it return in 2026.

Employment Rights

Law drafting is well underway to create new Whistleblowing legislation. A draft law will be published in early 2026.

Improved compensation rights are now in place to cover discrimination claims under the Employment and Discrimination Laws, increasing the maximum award to £30,000. Awards for unfair dismissal have also been improved by extending the qualifying lengths of service. Further amendments to employment legislation will be debated in early 2026 relating to the rules governing the Jersey Employment and Discrimination Tribunal and to clarify some areas of the Employment Law itself.

Living Wage

The Minister agreed the updated minimum wage hourly rate which will be £13.59 from 1st April 2026. This change builds on the increase made in 2025 and achieves the target of setting the minimum wage at two-thirds of Jersey’s median wage, in line with the Common Strategic Policy (CSP) commitment to move towards a living wage.

We also continued to provide financial support to low earning workers with less than five years residency via a one-off payment, as part of the transition towards a living wage.

Funds management and sustainability

We commissioned independent actuarial reviews of the Social Security and Long-Term Care funds to provide an up to date, expert assessment of the financial state at 31 December 2025. Additionally, we initiated work on a major strategic review of the Social Security Fund and a review of the operation of the Long-Term Care scheme for the new Council of Ministers to consider as they form their new strategic priorities in mid-2026.

We worked with other GoJ departments to improve and strengthen grant management and have worked with the Association of Jersey Charities to implement agreed recommendations following their review of partnerships with the sector. Annual reviews continue to be in place as well as regular meetings with our key partners. In particular, we worked with the Jersey Employment Trust throughout 2025 to focus on transitioning to a sustainable funding basis.

Key Objectives – Minister for Housing

We delivered the following key objectives for the Minister for Housing in 2025:

Advice and support to Islanders

We agreed with Andium homes that the assisted housing purchase process will move to ourselves. We're preparing for the move to take place in March 2026. Andium published a new Right-Sizing policy in 2025 which provides advice and support for older Islanders; we will actively communicate and promote it in 2026.

Access to Social Housing

We expanded our remit to address acute housing needs by making specifically adapted homes available. Our first customer moved into their new home in 2025.

Homelessness Strategy

We improved our homelessness data reporting capabilities, significantly strengthening our abilities to better understand issues and provide targeted support. Additionally, we made substantial progress in developing structured homelessness referrals procedures. A training and engagement programme and work to increase the service's visibility will follow in 2026.

Key Objectives – Chief Minister

We delivered the following key objectives for the Chief Minister in 2025-6:

Control of Housing and Work

In Autumn 2025, the Chief Minister expanded the eligibility criteria for Licensed permissions to support areas where businesses face staff shortages and to support key services. New business licensing guidance notes were published to support this change.

Service Performance

Summary of Service Performance Measures

Category	Count	Meaning
Green	5	Met or exceeded target
Amber	1	Within 5% of missed target
Red	1	More than 5% below target

Full details of all of the department's Service Performance Measures can be found at Our Service Performance Measures

We performed above target against the majority of our service performance measures, strongly supported by our long-standing priority to ensure that we 'make it easy' for our customers.

Achievement of our permanent job starts target continued to be challenging in the current employment market. We recently incorporated our existing business-focussed recruitment team into our Back to Work service to better support jobseekers and improve outcomes.

Widening of the Affordable Housing Gateway eligibility criteria in 2025, along with increased needs of vulnerable Islanders, affected our ability to respond to new applications within our SLA. A full complement of officers and development of more robust processes will mitigate the impact on performance in 2026.

Measure	Target	Actual
Customer satisfaction rated very satisfied or satisfied (%)	80%	88.6%
Customer effort (scored 1 to 5)	4.0 / 80%	4.47 / 89.4%
Calls answered (%)	95%	96.1%
Permanent Job Starts - sustainability of > 6 months (%)	70%	67.2%
Income Support - new claims set up within SLA (%)	95%	98.8%
Business Licensing – applications turned around within SLA (%)	90%	96.9%
Affordable Housing Gateway - new applications assessed within SLA (%)	90%	58.1%

During 2025 we implemented an enhanced online capability to publish data about the department's performance and services. We'll continue to build on this by widening the number of data sets and how we present them in the future.

We designed a survey to better understand our customers' end-to-end experience of our services, the process of applying for them and the support provided by our people. We will start to undertake this survey in 2026.

During 2025 we also undertook several initiatives to help increase Islanders' trust in the services we provide. Examples include:

- Publishing service performance measures including a new web page on customer feedback data
- Updates on digital screens in our Union Street customer hub showing how satisfied customers were with the help they received and how easy it was for them to get the help they needed
- Campaigns promoting benefits to increase public awareness on how to apply for benefits

Government departments also saw the greatest increase in trust since 2024. The 2025 Jersey Opinions and Lifestyle Survey showed that the average trust rating increased from 5.2 in 2024 to 5.9 in 2025.

From an employee perspective, we were proud to be recognised by Best Companies as a 2-star organisation in 2025, meaning we are officially an "outstanding organisation to work for."

This accreditation reflects who we are:

- an organisation that does things the right way,
- that values and invests in its people, and
- that understands that an engaged, supported workforce is key to our success.

It demonstrates our commitment to creating a workplace where colleagues feel trusted, motivated, and connected.

Summary of service delivery measures

The table below summarises the highest value benefits we provided during the year.

<table>
<tr><th>Benefit</th><th>2025 value £M</th><th>Quantity</th><th>Measure</th><th>Time Period</th></tr>
<tr><td>Old Age Pensions</td><td>270.7</td><td>33,687</td><td rowspan="4">Claims</td><td rowspan="4">Number active at year end</td></tr>
<tr><td>Income Support</td><td>84.9</td><td>5,250</td></tr>
<tr><td>Long-term Care</td><td>91.0</td><td>1,726</td></tr>
<tr><td>Long-term Incapacity Allowance and Invalidity Benefit</td><td>35.4</td><td>5,198</td></tr>
<tr><td>Pharmaceutical Benefit
(cost of drugs and dispensing)</td><td>24.9</td><td>2.1 million</td><td>Items prescribed</td><td rowspan="3">In full year</td></tr>
<tr><td>Short Term Incapacity Allowance</td><td>21.5</td><td>555,000</td><td>Days paid</td></tr>
<tr><td>Main HIF benefits and services provided through GP practices (including medical benefit, contracted and remote payments for GP and HCP consultations, Health Access Scheme, and various contracts with GP practices)</td><td>22.6</td><td>425,000</td><td>Consultations and services</td></tr>
</table>

In 2025, our Local Services team delivered:

- 76 micro-grants to fund Connect Me community projects which have enabled Islanders to access physical activities, art and cultural events, plus an additional 12 for initiatives supporting the International Cultural Centre;
- 6 successful Connect Me events, showcasing charities, community organisations, and government services. These included 3 larger events in primary and secondary schools with activities and information sessions, two events at La Moye Prison to support release and pathways from custody, and one event marking World Cancer Day to raise awareness and contribute to the Jersey Cancer Strategy;
- A new Connect Me social prescribing directory. Training on the directory has been delivered to some GP practices and will be further developed in 2026;
- Support to a number of Islanders through dedicated link workers;
- Support during major incidents and continued humanitarian support for Islanders, including the design of a memorial garden at Haut du Mont and implementation of a Voluntary and Community Sector cell to strengthen partnership work in major incident response.

The delivery of our business plan commitments and our business-as-usual services is underpinned by a discipline of robust governance and risk management. We ensure risks are balanced between regulatory requirements, customer needs and appropriate use of public funds, recognising the key role our services play for a large number of Islanders.

Financial Performance

The financial outturn for the department (excluding funds) is provided below and shows a £4.5m underspend against final budget.

The underspend principally arose from lower than anticipated payments (£4.0m) on tax-funded benefits, which was partially offset by increased provisions for bad debt (£1.5m). As regulated benefits entitlement is determined by law, expenditure follows demand levels and rates rather than budget limits. Therefore, significant variances can be seen when actual demand levels and rates vary from cautious assumptions that underlie the budget limits set.

The remaining underspend (£2.0m) arose from ongoing strong control over departmental expenditure (£1.6m) and tight financial management of departmental income (£0.4m), particularly from Business, High-Net Worth and Lodging House licences.

The final department budget increased from the estimate per Government Plan due to a Pay Award of £745,000 and the following Budget Transfers:

- Budget from:
  - Cabinet Office re International Cultural Centre (+£220,000)
- Budget to:
  - Infrastructure and Environment re Community Crematorium (+£31,000)
  - Treasury and Exchequer re Cashier Function (-£56,000).

Service Analysis

Actuals 2024 £'000	Employment, Social Security and Housing	Estimate per Government Plan: Net Revenue Expenditure £'000	Final Approved Budget: Net Revenue Expenditure £'000	2025 Outturn: Income £'000	2025 Outturn: Expenditure £'000	2025 Outturn: Net Outturn £'000	Difference from Final Approved Budget £'000
94,180	*Customer Operations*	*100,606*	*99,907*	*(10,289)*	*106,536*	*96,247*	*3,660*
5,775	*Customer Services*	*5,361*	*6,679*	*(2,154)*	*8,198*	*6,044*	*635*
3,436	*Local Services*	*3,168*	*3,490*	*(28)*	*3,300*	*3,272*	*218*
103,391	**Total**	**109,135**	**110,075**	**(12,471)**	**118,034**	**105,563**	**4,512**

Statement of Comprehensive Net Expenditure

Actuals 2024 £'000	Employment, Social Security and Housing	Estimate per Government Plan 2025 £'000	Final Approved Budget 2025 £'000	Outturn 2025 £'000	Difference from Final Approved Budget 2025 £'000
	Revenue				
-	Levied by the States of Jersey	-	-	-	-
(12,210)	Earned through operations	(12,530)	(12,025)	(12,471)	446
(12,210)	**Total Revenue**	**(12,530)**	**(12,025)**	**(12,471)**	**446**
	Expenditure				
85,311	Social Benefit Payments	94,091	94,091	90,115	3,976
17,465	Staff Costs	18,632	19,565	18,249	1,316
4,626	Other Operating Expenses	3,948	3,537	3,367	170
6,433	Grants and subsidies payments	4,994	4,907	4,754	153
1,765	Impairments	-	-	1,547	(1,547)
1	Finance costs	-	-	-	-
115,601	**Total expenditure**	**121,665**	**122,100**	**118,034**	**4,066**
103,391	**Net revenue expenditure**	**109,135**	**110,075**	**105,563**	**4,512**
17	Depreciation and amortisation	8	-	-	-
103,408	**Net revenue expenditure after depreciation**	**109,143**	**110,075**	**105,563**	**4,512**

Digital Services

Jason Whitfield

Chief Information Officer

Minister:

- Chief Minister

Information on the department's purpose, context and structure can be found at Digital Services

Information on the 2025 department finances and resources can be found in the Government Plan Annex: Budget Government plan 25 Annex.pdf

Information on the 2025 business plan can be found at: Digital Services Business Plan

Delivery of key objectives

Digital Services continued to play a critical role in enabling government-wide digital systems to improve digital experiences for Islanders and staff. In 2025, the department focused on delivering against its strategic objectives set out in the Business Plan, with an emphasis on resilience, delivery of prioritised projects and simplification of IT systems.

Improving the reliability and availability of front-line digital services

We continued to strengthen IT service resilience and reduce unplanned downtime. Key actions included:

- Implementing enhanced change control processes to minimise outages caused by failed planned changes.
- Allocating resources to address recurring issues identified through post-incident reviews and problem management.

Focus on delivery of prioritised projects and programmes

Digital Services managed its project change portfolio against ELT agreed departmental priorities. Highlights included:

- Introducing a department-led project prioritisation process to align resources with strategic objectives agreed by ELT and COM.
- Strengthening governance around Design Authority with strategic architectural system changes, and delivering over 40 Departmental prioritised projects.
- Facilitation of overall department-led project prioritisation process.

Simplifying IT systems

We have advanced efforts to reduce the level of old and out of date system components and related risk for example:

- Removing and upgrading high-risk legacy applications and databases, including 60 servers, 45 business IT applications and databases that were remediated.
- Enhancing cyber security controls relating to vulnerabilities.
- Moving essential IT systems and applications from outdated infrastructure to modern more secure platforms.

Enhancing Digital Infrastructure and Cybersecurity

In 2025, Digital Services strengthened the government's technology foundations by upgrading core infrastructure and implementing improved cybersecurity measures that included:

- Deploying enhanced security monitoring and threat detection tools to safeguard government data and services.
- Enhanced laptop, desktop, and server security.
- Stronger controls for privileged access management.
- Improved network security.

These improvements have reduced operational risk.

Driving Digital Transformation

Building on the success of previous years, Digital Services delivered digital solutions that improve access and efficiency. This included the new online services portal, simplifying interactions for citizens and businesses. These improvements will contribute to a more integrated and user-friendly digital ecosystem.

The objectives set out above, this being Simplifying IT Systems and Enhancing Digital Infrastructure and Cybersecurity, are directly aligned to addressing key corporate governance risks relating to Information Security, Information Governance and Cyber Security, and underinvestment in technology infrastructure. These objectives are being delivered through the IT Infrastructure Improvement Programme and the Cyber Security 2 Programme, which focus on reducing legacy risk, strengthening security controls and improving the resilience of core digital services.

Service Performance

Summary of Service Performance Measures

Category	Count	Meaning
Green	1	Met or exceeded target
Amber	0	Within 5% of missed target
Red	1	More than 5% below target

Full details of all of the department's Service Performance Measures for the year can be found at Annual Service Performance Measures for 2025

Notable measures in 2025 were:

Green (Met or exceeded target)

Customer feedback: Target 4 out of 5. Actual 4.2

Red (More than 5% below target)

Priority Incidents - Reduction in Number of High Impact Operational Incidents
Digital Services set a target to achieve a reduction in high priority incidents in 2025 compared to the previous year. Why this underperformed:

- The definition of what constituted a Priority 1 was changed to align with industry standards, and hence more incidents were managed under this category.
- Increased change activity introduced additional risk.

Planned actions for 2026 to drive improvements:

- Implement a revised incident escalation framework.
- Allocate dedicated resources to address recurring issues identified through post-incident reviews.
- Enhance monitoring and automation to reduce manual intervention and speed up recovery times.

Financial Performance

In 2025, net departmental expenditure decreased by £3.5 million compared with 2024, resulting in a minor underspend at year-end.

This movement was primarily driven by structural service changes. The transfer of Digital Health back to Health and Community Services (HCS), aligning with the creation of the Integrated Health Service, resulted in a £5.3 million budget transfer out of the department. This was partially offset by the transfer of the TETRA service from Justice and Home Affairs (JHA), which increased the department's budget by £0.3 million.

Income increased compared with 2024 due to recharge income from the newly transferred TETRA service, alongside an uplift in internal recharges arising from the Cost-of-Living increase applied to Digital Services annual internal recharge rates.

Staffing costs increased in line with the annual pay award; however, this was offset by in-year savings generated through vacancy management and the achievement of staff savings targets, aided by the recruitment freeze.

Non-staff expenditure reduced overall due to lower revenue-classified spend on capital projects compared with the prior year, most notably following the closure of the Cyber 1.0 project. This reduction was partially offset by higher departmental operating costs required to support Government, including inflationary pressures on contract renewals and software licence costs.

Depreciation increased by £2.7 million, largely due to the capitalisation of the Connect system, along with depreciation charges on replacement assets acquired during the year.

The underspend of in-year capital allocations is due to a strategic redirection of resource to focus on the highest-impact initiatives, following a review of the evolving IT landscape and heightened global cyber-security risks to ensure value for money. These underspends will be carried forward into future years to continue to support the delivery of the projects.

Service Analysis

	Digital Services	Estimate per Government Plan	Final Approved Budget	2025 Outturn			Difference from Final Approved Budget
Actuals 2024		Net Revenue Expenditure	Net Revenue Expenditure	Income	Expenditure	Net Outturn	
£'000		*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*
38,323	*Digital Services*	*39,790*	*34,899*	*(1,766)*	*36,606*	*34,841*	*58*
38,323	**Total**	**39,790**	**34,899**	**(1,766)**	**36,606**	**34,841**	**58**

Statement of Comprehensive Net Expenditure

Actuals	Digital Services	Estimate per Government Plan	Final Approved Budget	Outturn	Difference from Final Approved Budget
2024 £'000		2025 £'000	2025 £'000	2025 £'000	2025 £'000
	Revenue				
-	Levied by the States of Jersey	-	-	-	-
(1,476)	Earned through operations	(1,778)	(1,410)	(1,766)	356
(1,476)	**Total Revenue**	**(1,778)**	**(1,410)**	**(1,766)**	**356**
	Expenditure				
-	Social Benefit Payments	-	-	-	-
14,674	Staff Costs	19,282	18,180	14,136	4,044
25,125	Other Operating Expenses	22,286	18,129	22,415	(4,030)
-	Grants and subsidies payments	-	-	-	-
-	Impairments	-	-	55	(55)
-	Finance costs	-	-	-	-
39,799	**Total expenditure**	**41,568**	**36,309**	**36,606**	**(41)**
36,323	**Net revenue expenditure**	**39,790**	**34,899**	**34,841**	**58**
3,155	Depreciation and amortisation	8	3,155	5,840	(2,685)
41,478	**Net revenue expenditure after depreciation**	**39,798**	**38,054**	**40,681**	**(2,627)**

Capital Projects

Digital Services		2025			Total Project	
Head of Expenditure	Sponsoring Department	Available Budget £'000	2025 Expenditure £'000	Unspent Project Approvals £'000	Total Project Budget £'000	Total Project Actuals £'000
Cyber Programme 2.-	DS	2,514	1,557	957	2,964	2,007
IT Major Upgrade and Replacement	DS	3,601	1,585	2,016	3,601	1,585
Digital Services Platform	DS	600	600	-	1,605	1,605
Integrated Technology Solution	DS	404	401	3	63,105	63,102
Replacement Assets and Minor Capital - DS	DS	2,500	2,500	-	2,500	2,500
Total		**9,619**	**6,643**	**2,976**	**73,775**	**70,799**

Economy

Richard Corrigan

Chief Officer

Ministers:

- Minister for Sustainable Economic Development
- Minister for External Relations

Information on department purpose, context and structure can be found on gov.je Department for the Economy

Information on the 2025 department finances and resources can be found in the Government Plan Annex: Budget Government plan 25 Annex.pdf

Information on the 2025 business plan can be found at: Department for the Economy Business Plan 2025.pdf

Delivery of key objectives

Our key objective in 2025 was to deliver against the aims and objectives of the Future Economy Programme and the published Strategy for Sustainable Economic Development. We focused on enabling business and promoting productivity within the given contexts of the Living Wage Transition and published sector strategies.

Local Economy

Aligned to the Future Economy Programme, we continued to work with businesses and our arm's length bodies to deliver the following:

- **Capital Projects**: We supported the re-opening of Jersey Opera House and the completion of the Elizabeth Castle refurbishment.
- **Key legislation**: During 2025, we worked on the following items of law and legislative change:
    - Heritage and Antiquities Legislation – lodged
    - Alcohol Licensing Law – lodged
    - Tourism Law – amended
    - Events Legislation – workstream commenced and amendments scope

- **Inward Investment**: Proactive marketing generated leads in retail, hotel investment, and care and med-tech sectors. Results included:
    - 250 enquiries received
    - more than 100 moving into the pipeline
    - 20 inward investment business licences approved across sectors including retail, fintech, investment, cybersecurity, agriculture, and family office and family-led corporate headquarters
- **Sport**: Jersey achieved a UNESCO anti-doping compliance rating of 90%, strengthening our global credibility, partnerships, and funding integrity. Officers supported Jersey Sport's strategic realignment and arranged for new funding for sport travel, enabling lottery funding to be transferred to the organisation, and driving sustainable growth while targeting inactive citizens. A sport event pilot fund empowered local organisers to scale events internationally, enhancing Jersey's profile as a sporting destination and securing the return of the Superleague Triathlon.
- **Sea connectivity**: In order to ensure that Jersey retained resilience across essential lifeline routes during the first quarter, contingency charter arrangements remained in place in the absence of tangible assurance from Condor Ferries' shareholders that the company could survive. Following a competitive Jersey-only tender process, DFDS was appointed at the ferry operator from 28 March 2025 and the new Concession Agreement was published on www.gov.je, as well as delay and cancellation data. The department worked closely with DFDS, Ports of Jersey and other strategic partners throughout 2025 to mobilise and stabilise services leading to strong operational performance in Q4 2025.
- **Air connectivity**: Working with Treasury and Exchequer and Ports of Jersey, officers supported Jersey's air connectivity security during a period of concerns for Blue Islands' financial position. When the airline's liquidation was announced in November 2025, Loganair was able to seamlessly commence follow-on operations and is committed to being a resilient and sustainable partner. This is evidenced through larger scale, stronger punctuality record, the protection of an EU/UK 261 consumer guarantee, and a four-hour aircraft replacement commitment.
- **Retail**: Town Team was established with local business, Government and parish representatives, and has begun work towards its mission of improving the vibrancy and vitality of the high street.

Financial and Professional Services

Under the supervision of the Ministerial Working Group on International Competitiveness, we:

- revised the Island's Sound Business Policy, reducing the red tape surrounding incorporation processes.
- made changes to the Jersey Private Fund Regime by removing the cap on the number of investors and enhancing the authorisation time.
- undertook a strategic review of the legislative and regulatory environment supporting Jersey's financial and professional services sector to promote competitiveness and continued compliance with global standards.

- lodged amendments to the Companies (Jersey) Law 1991 and the Trusts (Jersey) Law 1984 to enhance the ease of doing business in the context of evolving industry practice and within an appropriate and legitimate framework.
- continued to deliver actions arising from the Sustainable Finance Action Plan and continued our work on a consumer credit regime to ensure an adequate and proportionate regime for Jersey, with the primary law being adopted by the Assembly in the summer.
- continued to deliver against the action plan that addressed the findings of the MONEYVAL Fifth Round Mutual Evaluation Report on Jersey.

We continued to fund the work of Jersey Finance Limited and more details of their work can be found in their annual report.

Living Wage Transition and Enabling Business

We supported employers and employees through the transition towards a living wage via the Better Business Support Package which, in its first year, delivered tangible for outputs with:

- 58 local employers receiving approval for more than £1.4 million in support
- 62% of project investments spent locally, and
- private employers investing £190 themselves for every £100 they received in grants

The grants and investment strengthened connectivity and tourism visibility; ensured that rural and marine sectors remained competitive, and enabled commercial negotiations to support new connectivity routes.

The minimum wage for 2026 was set at £13.59 following an informal assessment of the impact. Additionally, the trainee rate was re-established by the Minister for Social Security, with economic input showing the value of cross department working.

Digital Economy

Online Harms: New Jersey legislation drafted to strengthen Islanders' rights when using social media, websites and search engines, including the requirement that online platforms will be required to offer an accessible complaints process and respond to removal requests within 48 hours. The drafting instructions also propose new rules to protect Islanders' online privacy while balancing freedom of expression.

Cyber Security Law:

- Jersey's first cyber security law created a statutory framework to strengthen the Island's cyber resilience and protect critical infrastructure by formally establishing the Jersey Cyber Security Centre (JCSC) and requiring designated Operators of Essential Services (OESs) to implement proportionate cyber security measures and report serious incidents.
- the Cyber Security Policy Framework set out long-term policy ambitions, building on the 2017 Cyber Security Strategy.

Telecoms Security Framework: Progress was made towards in developing a Ministerial Order and Code of Practice that will give Jersey's providers the tools they need to maintain and enhance Jersey's world-class connectivity.

Data Protection: Working with the Jersey Data Protection Authority, the Island's data protection laws were reviewed and refined, and the JDPA was helped to develop a sustainable fee model for independent and sustainable funding of their work.

We continued to fund the work of Digital Jersey and, by extension, the Impact Jersey programme.

Competition and Intellectual Property Laws

Jersey's business environment, and participation in future trade agreements entered into by the United Kingdom and its trade partners, was facilitated by the States Assembly's adoption of all competition and intellectual property laws, and three laws on competition, trademarks and registrar powers passed unanimously.

Economics and Future Economy

Considerable business-as-usual ('BAU') work to support the department and the rest of government included:

- supporting the Fiscal Policy Panel as the secretariat
- providing the information for the Income Forecasting Group to set the government's budget
- completing cost benefit analysis and economic impact analysis for various government polices such as housing and childcare.

The Future Economy Programme also carried out considerable BAU work, adding value from a programmes approach to economic development, as well as leading on various projects such as medicinal cannabis (MedTech) and the economic approach to planning.

Arm's Length Bodies alignment

Through adhering to the public finance manual (PFM) and upholding the annual grant assurance framework, we have worked with the department's Arm's Length Bodies to ensure their alignment with the Future Economy Programme's Strategy for Sustainable Economic Development. Following desk-based research, that complimented an ongoing focus to ensure delivery and value for money, Ministers were presented with options for future organisation.

Service Performance

Summary of Service Performance Measures

Category	Count	Meaning
Green	10	Met or exceeded target
Amber	1	Within 5% of missed target
Red	1	More than 5% below target

Full details of all of the department's Service Performance Measures for the year can be found at Annual Service Performance Measures 2022 to 2025 Department for the Economy.pdf

Notable measures in 2025 were:

Green (Met or exceeded target)

Jersey Business Net Promoter Score (Target 50; Actual 87)
An excellent Net Promoter Score (NPS) score reflects the clients feedback on the hands-on business services Jersey Business deliver via their business information service, 1:1 advisory support, industry support, website and events.

Number of High Value Residency arrivals (Target 15; Actual 29)
Since 2005, the Government's objective has been to oversee the approvals for 15 High Net Worth Individuals to move to Jersey and settle into the community. In previous years, the number of these individuals (known as High Value Residents (HVRs) due to their high personal income tax contributions) leaving Jersey was not consistently tracked and documented. It is now understood that many have been leaving Jersey, achieving their qualifications and moving to the normal tax regime, or dying - resulting in fewer HVR taxpayers than may have been previously estimated by departments other than Revenue Jersey.

For 2025, given the need to rebalance the number of arrivals with previous departures, more business development engagements were undertaken, alongside more dedicated engagements on-Island with those HVRs making high contributions to the economy. These actions, paired with an increasingly uncertain political and economic environment outside of Jersey, resulted in elevated numbers of HVRs moving to the Island.

Amber (Within 5% of missed target)

Increase visitor spend (measured by an exit survey) (Target at least £287,000,000; Actual £284,000,000)
The spend was down 2.1% in comparison to 2024 data and 1% short of the targeted level of spend, driven by reduced visitor numbers.

Red (More than 5% below target)

Optimise/ increase visitor numbers (measured by an exit survey) (Target at least 600,000; Actual 466,000)
In 2025, the Island welcomed 100,000 fewer visitors than in 2024, and 22% under the target. The challenging economic climate will have been a key factor in reducing visitor numbers. Whilst we hoped that Bergerac and additional funding to Visit Jersey Limited as part of Better Business Support Package would help to boost destination marketing activity, the benefits of this investment may not be seen until 2026. Similarly, Ports of Jersey will continue to support the development of new routes, increasing our airline capacity, and DFDS will become more embedded as an option for both our UK and French visitors.

Financial Performance

The Department for the Economy comprises of two Net Revenue Heads of Expenditure which mirror the ministerial portfolios. These are Economic Development, Tourism, Sport and Culture and Financial Services, with both finishing the year underspent.

Economic Development, Tourism, Sport and Culture (Sustainable Economic Development)

Compared with 2024, net expenditure decreased by £2.7m in 2025. This reduction was driven primarily by the nonrecurring ferry contingency costs incurred in 2024, alongside the delivery of £1.0m in savings targets during 2025. These savings were achieved through a combination of role reductions, reductions in funding to Arms-Length Bodies, and the removal of prior year growth.

Other in year expenditure movements reflect corporate decisions relating to the management of Jersey’s air routes following the collapse of Blue Islands, annual RPI(X) indexation applied to agriculture funding, and the 1% uplift for Arts, Culture and Heritage.

Income increased as a result of joint working with Guernsey within the Cyber Security Centre, which began providing services to the States of Guernsey during the year. This additional income was fully offset by directly corresponding increases in expenditure within the service area.

Staff costs rose due to the in-year pay award, despite a lower overall headcount attributable to the delivery of roles related savings targets.

Non-staff expenditure decreased, reflecting limited ferry related contingency needs, which were confined to the first quarter and managed within budget. Grant expenditure increased in support of Loganair mobilisation, agriculture, and Arts, Culture and Heritage commitments, though this was partially offset by the delivery of grant related savings targets.

The department concluded the financial year with a £0.2m underspend. This outcome was primarily driven by lower than anticipated expenditure on minimum income standards growth

(£0.1m) and reduced Jersey Competition Regulatory Authority (JCRA) court and case costs (£0.1m).

A £1.5m letter of comfort was approved to support emergency costs relating to Blue Islands and Loganair. Of this, only £0.8 million was ultimately required, with the remaining £0.6m absorbed through reprioritisation of spend across the department.

Service Analysis (Economic Development, Tourism, Sport and Culture)

Economic Development, Tourism, Sport and Culture		Estimate per Government Plan	Final Approved Budget	2025 Outturn			Difference from Final Approved Budget
Actuals 2024		Net Revenue Expenditure	Net Revenue Expenditure	Income	Expenditure	Net Outturn	
£'000		£'000	£'000	£'000	£'000	£'000	£'000
1,686	Economics	1,897	2,254	-	*1,819*	*1,819*	*435*
373	Future Economy	534	551	-	*306*	*306*	*245*
32,348	Local and Digital Economy	32,465	32,797	*(7)*	*33,142*	*33,135*	*(338)*
5,993	Management & Governance	882	1,210	*(329)*	*1,771*	*1,442*	*(232)*
185	Intellectual Property	240	240	-	*187*	*187*	*53*
1,123	Cyber Security	998	1,028	*(502)*	*1,486*	*984*	*44*
41,708	**Total**	**37,016**	**38,080**	**(838)**	**38,712**	**37,874**	**206**

Statement of Comprehensive Net Expenditure (Economic Development, Tourism, Sport and Culture)

Actuals	Economic Development, Tourism, Sport and Culture	Estimate per Government Plan	Final Approved Budget	Outturn	Difference from Final Approved Budget
2024		2025	2025	2025	2025
£'000		£'000	£'000	£'000	£'000
	Revenue				
-	Levied by the States of Jersey	-	-	-	-
(440)	Earned through operations	-	(932)	(838)	(94)
(440)	**Total Revenue**	**-**	**(932)**	**(838)**	**(94)**
	Expenditure				
38	Social Benefit Payments	-	-	-	-
4,435	Staff Costs	5,109	5,313	4,663	650
7,420	Other Operating Expenses	4,471	3,973	3,223	750
29,106	Grants and subsidies payments	27,436	29,726	30,825	(1,099)
26	Impairments	-	-	-	-
-	Finance costs	-	-	-	-
41,025	**Total expenditure**	**37,016**	**39,012**	**38,712**	**300**
40,585	**Net revenue expenditure**	**37,016**	**38,080**	**37,874**	**206**
-	Depreciation and amortisation	-	-	-	-
40,585	**Net revenue expenditure after depreciation**	**37,016**	**38,080**	**37,874**	**206**

Financial (and Professional) Services

Compared with 2024, net expenditure increased by £0.1 million in 2025. This rise was driven primarily by the implementation of the 2025 pay awards, partly offset by the delivery of allocated savings targets relating to roles and grants.

Income increased during the year, reflecting higher annual return receipts from the Jersey Financial Services Commission (JFSC). This income gain was directly matched by corresponding increases in expenditure within the relevant service area.

The net rise in grant expenditure in 2025 was due to a combination of support the Jersey Finance Limited (JFL) competitiveness programme, this increase being directly funded by the uplift in income received from the JFSC, alongside grants savings targets met through other efficiencies.

Staff costs decreased overall, largely due to the recruitment freeze, unfilled posts within the Financial Intelligence Unit, and headcount reductions. These measures supported the achievement of the roles savings targets for 2025 and contributed towards meeting targets set for 2026.

Service Analysis (Financial Services)

Financial Services		Estimate per Government Plan	Final Approved Budget	2025 Outturn			Difference from Final Approved Budget
Actuals 2024		Net Revenue Expenditure	Net Revenue Expenditure	Income	Expenditure	Net Outturn	
£'000		£'000	£'000	£'000	£'000	£'000	£'000
942	Financial Crime	1,321	-	-	*4*	*4*	*(4)*
7,523	Financial Services	6,999	8,390	(792)	*9,160*	*8,368*	*22*
2,508	Financial Intelligence Unit	2,566	2,667	-	*2,684*	*2,684*	*(17)*
10,973	**Total**	**10,886**	**11,057**	**(792)**	**11,849**	**11,057**	**-**

Statement of Comprehensive Net Expenditure (Financial Services)

Actuals	Financial Services	Estimate per Government Plan	Final Approved Budget	Outturn	Difference from Final Approved Budget
2024 £'000		2025 £'000	2025 £'000	2025 £'000	2025 £'000
	Revenue				
-	Levied by the States of Jersey	-	-	-	-
(57)	Earned through operations	-	(850)	(792)	(58)
(57)	**Total Revenue**	**-**	**(850)**	**(792)**	**(58)**
	Expenditure				
-	Social Benefit Payments	-	-	-	-
3,339	Staff Costs	4,276	4,447	3,262	1,185
1,375	Other Operating Expenses	723	1,323	1,399	(76)
6,316	Grants and subsidies payments	5,887	6,137	7,187	(1,050)
-	Impairments	-	-	-	-
-	Finance costs	-	-	-	-
11,030	**Total expenditure**	**10,886**	**11,907**	**11,849**	**58**
10,973	**Net revenue expenditure**	**10,886**	**11,057**	**11,057**	**-**
-	Depreciation and amortisation	-	-	-	-
10,973	**Net revenue expenditure after depreciation**	**10,886**	**11,057**	**11,057**	**-**

Capital Projects

Economic Development, Tourism, Sport and Culture		2025			Total Project	
Head of Expenditure	Sponsoring Department	Available Budget £'000	2025 Expenditure £'000	Unspent Project Approvals £'000	Total Project Budget £'000	Total Project Actuals £'000
Elizabeth Castle	ECON	221	221	-	4,953	4,953
Total		**221**	**221**	**-**	**4,953**	**4,953**

Significant Grants (£75,000 and over)

Economic Development, Tourism, Sport and Culture

Grantee	2025 £000s	2024 £000s	Reason for Grant
ArtHouse Jersey	1,328	1,268	To support artists in the creation of ambitious work that has a positive impact on our Island community and international audiences
Ballet d'Jèrri Limited	370	340	To provide financial support for the Jersey National Ballet
Digital Jersey Ltd	2,112	2,102	To provide financial support for the operating costs of Digital Jersey Ltd, which promotes the digital sector and provides technical support to Government
Digital Jersey Ltd	-	63	Top-up grant to provide financial support for the operating costs of Digital Jersey Ltd, to support objectives included within the core grant
Digital Jersey Ltd	-	160	Top-up grant to provide financial support for Digital Jersey Ltd elements of the Digital Economy Strategy
Jersey Arts Centre Association	763	885	To promote the arts in the Island, and provide financial support for the operating costs
Jersey Battle of Flowers (Events) Ltd	128	285	To support initiatives to enhance the presentation and atmosphere of the Parades with objective of increasing visitor numbers
Jersey Battle of Flowers (Events) Ltd	120	-	To support repayment of previous creditors
Jersey Business Limited	1,428	1,680	To support delivery of the objectives contained within the JBL's business plan
Jersey Business Limited	-	92	Top-up grant to provide additional financial support for the operating costs.
Jersey Business Limited	75	-	To provide agricultural loan support
Jersey Competition Regulatory Authority	867	897	To cover the cost of administering and enforcing Competition Law
Jersey Consumer Council	137	137	To continue the operation of the JCC
Jersey Finance Ltd	7,187	6,316	To support the operation of the business which promotes the finance sector and provides technical support to Government
Jersey Financial Services Commission	180	-	To ensure compliance with CPTPP
Jersey Heritage	6,567	6,087	To protect and promote Jersey's unique culture and heritage
Jersey Heritage	221	2,088	For the refurbishment of Elizabeth Castle
Jersey International Air Display Ltd	118	-	To provide financial support for the Jersey Air Display

Grantee	2025 £000s	2024 £000s	Reason for Grant
Jersey Island Genetics Ltd	246	230	To support the unique heritage of the Island breed by providing individual animal identification systems, and health and traceability programmes in supporting international product marketing
Jersey National Park Ltd	250	200	To support safeguarding and development of Jersey landscapes
Jersey Office of the Information Commissioner	141	205	To provide financial support for the enforcement of data protection legislation
Jersey Opera House	630	400	To provide financial support for the operating costs
Jersey Products Promotion 2017 Limited - Farm Jersey	470	189	Core grant to support Jersey farming
Jersey Products Promotion 2017 Limited - Farm Jersey	-	56	Additional top-up grant to support Jersey Farming
Jersey Products Promotion 2017 Limited - Farm Jersey	-	70	Additional funding to support the Jersey Royal Marketing Campaign (annual grant)
Jersey Sport Limited	2,000	1,929	To promote the development of sport and physical activity in Jersey
Jersey Sport Limited	300	113	Top-up grant to provide additional financial support for the operating costs
Jersey Sport Limited - Performance Sport	-	120	To provide funding for off-Island travel for high performing athletes
Loganair	1,500	-	To provide funding to secure / ensure continuity of critical air links following the collapse of Blue Islands
Super League International Limited	100	-	To provide financial support for Superleague Triathlon
The Jersey Literary Festival Association	80	80	To support the literary festival, Jersey Festival of Words
Visit Jersey Limited	4,737	4,787	To promote the Island's unique history, culture and community
Visit Jersey Limited	-	184	Top-up grant to provide additional financial support for the operating costs.
Digital Jersey Ltd - Impact Jersey	2,553	1,033	Grant from the Technology Accelerator Fund to accelerate the use of technology which supports economic, environmental and social priorities
Jersey Community Foundation	-	1,000	Grant from the Jersey Reclaim Fund to support distribution of funds transferred under the Dormant Bank Accounts (Jersey) Law 2017 for charitable purposes
Total Significant Grants	**36,632**	**35,020**	

External Relations

Kate Nutt

Chief Officer

Ministers:

- Chief Minister
- Minister for External Relations

Information on the department's purpose, context and structure can be found on gov.je: External Relations

Information on the 2025 department finances and resources can be found in the Government Plan Annex: Budget Government plan 25 Annex.pdf

Information on the 2025 departmental business plan can be found at: 2025 Business Plan – Ministry of External Relations

Delivery of key objectives

Council of Ministers agreement to, and delivery of, the Common Policy for External Relations

The Common Policy for External Relations (CPER) outlines the aims and objectives of each Council of Ministers for their term of office in respect of Jersey's international relations.

UK Engagement

With the commencement of discussions on the UK-EU 'reset', a series of Ministerial meetings took place which helped to strengthen ties with UK departments such as the Cabinet Office and the Department for Environment, Food and Rural Affairs (DEFRA) across key areas in scope of the negotiations. As part of this, the Chief Minister attended No.10 on the day of the UK-EU Summit in May. This engagement has been critical in supporting Jersey present its interests to UK interlocutors during negotiations this year, and into 2026.

This year saw another extensive programme of inbound and outbound visits, hosting of events and attendance at key fora. The Liberation Day Reception held jointly with Guernsey at the Speaker's House within the Palace of Westminster has now become a yearly calendar event for UK Parliamentarians and the London diplomatic community. Furthermore, two UK ministers attended Liberation Day events in Jersey.

Following the UK General Election in 2024, Jersey's cross-party political engagement continued at pace this year. Jersey maintained close engagement with UK Parliamentarians, supporting the renewal of the All-Party Parliamentarian Group (APPG) on the Channel Islands, including taking on a secretariat role for the APPG and building a membership base of 33 with scope to grow further. Jersey's presence and attendance at four party conferences, including Reform UK, demonstrates efforts to engage across the political spectrum, but also with a potentially significant new force in UK politics. A number of Ministerial meetings took place across key policy portfolios, including with the Prime Minister, Deputy Prime Minister, Home Office, FCDO, Cabinet Office, and Ministry of Justice.

France and European Relations

Jersey hosted inbound and outbound visits and engagements which showcased the Island and helped to broaden understanding of our interests with a European audience. This included the Portuguese Ambassador, the Romanian Ambassador and the EU's Ambassador to the UK.

Bilateral links with key partners were deepened. A new partnership was signed with the Franco-British Council, with emphasis on economic, political, and cultural collaboration. The Channel Islands Brussels' office promoted Jersey's profile and interests with key stakeholders, hosting several Ministerial visits, as well as programmes for the financial services and financial crime teams. Excellent links were made across the attaché networks in Brussels, supporting intel gathering on key portfolios, including the UK-EU reset.

The team continued to build engagement in Paris and across the regions. A Liberation Day event at the British Embassy in Paris provided an excellent opportunity to engage with the diplomatic and Parliamentary community, and we welcomed members of the French Channel Islands Parliamentary Study Group early in 2025. Two successful regional Summits took place, including the Normandy Summit hosted in Jersey, and engagement across a range of other portfolios was supported by our joint Channel Islands Caen office, including energy, connectivity links and immigration cooperation.

Global Relations and Multilateral

In 2025, the team strengthened Jersey's diplomatic access and engagement. We supported a successful programme of high-level visits, including an outbound mission to the GCC that deepened relationships with Saudi Arabia, the UAE and Qatar as part of Jersey Finance's Perspectives: *Women in Leadership initiative*, alongside sending a senior delegation to the Doha Forum, which facilitated a series of high-profile Ministerial-level meetings.

We also facilitated the inbound visit of the Qatari Ambassador to the UK, alongside delegations from the Government of Kenya and the Ghanaian High Commission.

Discussions focused on trade and investment, labour mobility, and other areas of mutual interest. Additionally, External Relations officials represented Jersey in Geneva for the UN review of the UK's progress under the International Convention on Economic, Social and Cultural Rights (ICESCR), where the Committee commended Jersey's approach to global tax and transparency.

We delivered meaningful progress in expanding Jersey's formal international treaty network. This included the signing of a new Double Taxation Agreement with Bahrain in September, strengthening Jersey's position as a cooperative and transparent jurisdiction. January also saw the successful ratification and implementation of Jersey's participation in the UK's membership of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), giving Jersey businesses near-complete tariff-free access to nine major Asia-Pacific markets. Together, these agreements reflect our commitment to building long-term, mutually beneficial economic partnerships.

The team played a key role in supporting the development of the Draft Treaties (Jersey) Law, in partnership with the Legislative Advisory Panel, helping to modernise Jersey's treaty-making framework and strengthen the role of the States Assembly.

International Compliance

The team continues to take responsibility for implementing an effective sanctions regime for the Island, as well as oversight of the Office of the Director of Civil Aviation.

The Financial Sanctions Implementation Unit ('FSIU') initiated a senior UK-CDs roundtable in London, supporting cross UK-CD discussions to strengthen cooperation and coordination on ongoing challenges affecting sanctions implementation in line with UK and UN regimes.

The Financial Sanctions Oversight Board, comprising colleagues from across Government, the Regulator and the Financial Intelligence Unit, played a critical role in overseeing the work of the sanctions team and providing challenge and guidance to key areas of policy and legislative development.

The team has continued to play a lead role in implementing the recommendations from Jersey's MONEYVAL report. This has included chairing the Terrorist Financing and Proliferation Financing Strategic Working Group, which forms part of Jersey's National Financial Crime framework. The team has represented Jersey's interests across fora such as the joint FATF/MONEYVAL Plenary which took place in June.

Service Performance

Summary of Service Performance Measures

Category	Count	Meaning
Green	2	Met or exceeded target
Amber	1	Within 5% of missed target
Red	1	More than 5% below target

Full details of all of the department's Service Performance Measures for the year can be found at [Annual Service Performance Measures for 2025]

Notable measures in 2025 were:

Green (Met or exceeded target)

International sanctions notifications (Target 90%; Achieved 98.3%)
Percentage of international sanctions notifications published within one business day.

Interactions with key decision-makers (Target 600; Achieved 609)
Number of meaningful interactions* with key decision-makers**, such as Ministers, Parliamentarians, and senior government officers.

*A 'meaningful' interaction is one that advances the department's objectives as defined in the Common Strategic Policy and Common Policy for External Relations. An 'interaction' must be substantial and detailed enough to discuss tangible matters.

**A 'key decision-maker' includes Ministers, Assistant Ministers, parliamentarians, senior diplomats (Ambassador to First Secretary), government officials (Deputy Director and above), senior business representatives, or anyone regularly making decisions related to Jersey's objectives with that partner.

Amber (Within 5% of missed target)

International Agreements (Target 3; Achieved 2) ***
Number of international agreements (including MoUs, BITs, DTAs and participation in FTAs) which have reached completion of Jersey's domestic procedure for approval.

*** While the percentage achievement is low due to the small denominator, the practical impact of delivering two agreements is significant and broadly aligned with expectations. The difference between achieving two and three agreements is incremental rather than transformational, and the outcome remains directionally in line with the 2025 objective. Therefore, this SPM is assessed as Amber to reflect partial achievement with meaningful progress.

Red (More than 5% below target)

International and local media coverage (Target 200; Achieved 156)
Pieces of neutral and positive international and local media coverage relating to the work of the Department and Minister.

Financial Performance

The department's financial outturn for 2025 is presented below, showing a minor net increase in expenditure compared to 2024.

The increase in spend primarily reflects the impact of the 2025 pay awards. This was partially offset by the successful delivery of the 2025 savings targets, achieved through role-related efficiencies. In addition, reductions in prior year growth were realised by lowering grant funding to Arms Length Bodies.

Service Analysis

	Ministry of External Relations	Estimate per Government Plan	Final Approved Budget	2025 Outturn			Difference from Final Approved Budget
Actuals 2024		Net Revenue Expenditure	Net Revenue Expenditure	Income	Expenditure	Net Outturn	
£'000		£'000	£'000	£'000	£'000	£'000	£'000
3,431	*External Relations*	*3,407*	*3,498*	*(424)*	*3,894*	*3,470*	*28*
3,431	**Total**	**3,407**	**3,498**	**(424)**	**3,894**	**3,470**	**28**

Statement of Comprehensive Net Expenditure

Actuals	Ministry of External Relations	Estimate per Government Plan	Final Approved Budget	Outturn	Difference from Final Approved Budget
2024 £'000		**2025** £'000	**2025** £'000	**2025** £'000	**2025** £'000
	Revenue				
-	Levied by the States of Jersey	-	-	-	-
(328)	Earned through operations	(330)	(430)	(425)	(5)
(328)	**Total Revenue**	**(330)**	**(430)**	**(425)**	**(5)**
	Expenditure				
-	Social Benefit Payments	-	-	-	-
2,017	Staff Costs	1,976	2,067	2,272	(205)
456	Other Operating Expenses	527	627	404	223
1,286	Grants and subsidies payments	1,234	1,234	1,219	15
-	Impairments	-	-	-	-
-	Finance costs	-	-	-	-
3,759	**Total expenditure**	**3,737**	**3,928**	**3,895**	**33**
3,431	**Net revenue expenditure**	**3,407**	**3,498**	**3,470**	**28**
-	Depreciation and amortisation	-	-	-	-
3,431	**Net revenue expenditure after depreciation**	**3,407**	**3,498**	**3,470**	**28**

Health and Care Jersey (HCJ)

Tom Walker

Chief Officer

Minister:

- Minister for Health and Social Services

Information on department purpose, context and structure can be found on gov.je Health and Care Jersey

Information on the 2025 department finances and resources can be found in the Government Plan Annex: Budget Government plan 25 Annex.pdf

Information on the 2025 business plan can be found at Business Plans 2025, with further detail in the Health and Care Jersey Division Annual Plan 2025

Delivery of key objectives

Health and Care Jersey (HCJ) aims to enable Islanders to live longer, healthier, and productive lives by providing safe, sustainable, affordable, and integrated services in partnership with others. **Our people** and **our facilities** help us deliver the care that Islanders need, working with **partners** across health and care, and using **digital systems** wherever possible.

As of 1 January 2025, Health and Community Services became part of the broader Health and Care Jersey (HCJ) and joined with the States of Jersey Ambulance Service, Public Health, Strategic Health Policy, Digital Health and business partnering teams from Finance, Commercial Services and People Services. This brought the main parts of the government health and care system together in one department, working closely together under unified leadership.

In common with other jurisdictions, HCJ continues to face a number of significant challenges in delivering health and care services within a finite budget, with rising demand, costs that increase at a higher rate than normal inflation and new treatments and technologies that are often more expensive. This results in a need to prioritise, whilst also continually improving our services, delivery and value for money.

Objectives were set in the Health and Care Jersey Division Annual Plan 2025; highlights for 2025 include:

Quality and Safety

- Improving quality and safety through **systematic review and learning**, including:
    - Serious Incident Review Panel, where incidents are reviewed quickly, lessons are identified and shared, and reports are available in public at the Advisory Board
    - A new HCJ Duty of Candour Policy, aiming to be more transparent when care hasn't been delivered in a way that we would expect
    - Application of Mortality Learning Review processes - reviewing the quality of care for 1 in 3 inpatient deaths, to identify lessons.
- Improving **Hospital Pharmacy**, with clear ways to review medication safety and new procedures based on learning and best practice. This has led to stronger medicines safety controls and assurance.
- **Keeping our buildings safe,** whilst our new hospital is being built - with more than 16,500 maintenance tasks completed, as well as 15 projects to support Interventional Radiology, medical oxygen resilience, Pathology laboratory upgrades, and additional en-suite rooms at Rosewood House.
- Introducing a **falls response** service, to help avoid a hospital visit for people who fall at home but are not seriously injured – with falls response and ambulance staff visiting to make sure they are safe to stay in their home.

Access to Care

- Developed the Ambulance service to include **Specialist Paramedics,** who provide more advanced care, on scene. These clinicians have enhanced skills that allow them to assess, diagnose, and treat many conditions, meaning fewer unnecessary trips to the hospital and a smoother, more reassuring experience for patients. Their expertise also helps ease pressure on the Emergency Department, especially during busy times.
- Reducing **screening and cancer pathway waiting times** - developing cancer reporting mechanisms as well as those for routine diagnostics. Increased mammography capacity to increase early detection rates and improve cancer outcomes for patients.
- Further improvement of **mental health and social care** services, including introducing a multi-agency safeguarding hub (MASH) as a streamlined front door for mental health, social care and safeguarding; as well as specialist Alcohol and Drug services in the prison, to link closely with the services in the community.
- Implementation of the **End of Life Strategy** - with a Living Well team to help Islanders to make choices and live well with a life limiting condition and an increased end of life training provision.

Experience of Care

- Introduced new **patient and service user feedback mechanisms** - including a patient experience QR code, so that people have an easier way to tell us their views, which helps us improve our services.
- Improved **mental health support**, including a Peer Support and a Recovery Hub which offers a wide range of groups and activities, many of which are co-delivered by people with lived experience of mental illness.
- Improving **Maternity services,** including refurbishment and reopening of a women's ward and outpatients' area, a urogynaecology clinic, endometriosis clinic and improved mental health and wellbeing for patients e.g. a new perinatal mental health midwife and a women's and couples counsellor.
- Developed a **Stroke pathway**, in collaboration with patients and a new Stroke specialist nurse.

Our staff

- Helped to protect and support our staff, by delivering **Zero tolerance and Frontline Worker campaigns.**
- Reducing reliance on agency staff, particularly in nursing, leading to **more stable teams,** and a more resilient place to work.
- Introduced a **healthcare support worker care camp** for training staff and providing opportunities for Islanders.
- Improving services and safety, through **increased participation in appraisals** - with 90% having received an appraisal in 2025 compared to 44% in 2024; which studies have proven to improve care.

Partnership Working

- Improved **integration and joint working,** by bringing HCJ together as one department, so that colleagues are working even more closely together, united by the aim to deliver care and support Islanders.
- Developed the Island wide **Commissioning and Partnership Model**, working with colleagues across Government and with delivery partners to help improve the way we work with partners across health and care.
- Published the **Suicide Prevention Strategy**, which includes a focus on cross-department and multi-agency working to reduce the number of Islanders who take their own lives.

Digital Health

- Implemented **digital health innovations,** with real impacts on care, including Venous Thromboembolism (VTE) Risk Assessment compliance of nearly 80%; eConsent which reduces paperwork and improves patient experience; and WiFi refurbishment, which enhanced connectivity across sites, enabling reliable access to digital health tools.

Public Health

- Launched a new **Food and Nutrition Framework,** to continue nutrition improvements for Primary Schools, along with developing a Healthy Jersey Food Retail Standard and a Diabetes Prevention Service.
- Introduced a range of **new vaccination services,** including new vaccinations for Shingles, and major changes to the child vaccination programme - helping to protect Islanders against avoidable infections.
- Preparing for a **PFAS service**, which will be available in early 2026.

Health Policy

- Lodged a report and proposition on **possession of cannabis** for personal use, outlining options related to the potential decriminalisation or legalisation of cannabis.
- Lodged the draft **Assisted Dying law,** which followed a series of information sessions for the public, health and care professionals and States Members.
- Developed a new **termination of pregnancy law,** which will better reflect changes to medical practice and societal attitudes towards termination.
- Developed legislation to permit **Adrenalin Auto Injectors in schools,** so that "spare" Injectors can be held for emergencies when a child does not have their own (for example, if the child has a serious allergic reaction).

New Healthcare Facilities Programme

- Widely consulted on designs and layouts, and secured **Planning Permission** for the Acute Hospital at Overdale.
- **Appointed a Preferred Tenderer** and continued the site works at Overdale, including site clearance, service diversions, relocation of the Crematorium, refurbishment of project offices and future Facilities Management Hub.
- Reviewed the Strategic Brief for the **Ambulatory Hospital and Health Village** to inform the first phases of work in Phase 1 of the New Healthcare Facilities Programme.

Service Performance

Summary of Service Performance Measures

Category	Count	Meaning
Green	3	Met or exceeded target
Amber	0	Within 5% of missed target
Red	6	More than 5% below target

Full details of all of the department's Service Performance Measures for the year can be found in the HCJ Advisory Board Papers from page 130 of HCJ Advisory Board Part A Meeting Papers February 2026.pdf

Notable measures in 2025 were:

Green (Met or exceeded target)

Emergency Length of Stay
7.89 days vs target <10 days
The length of stay for emergency admissions has stabilised across 2025 and has remained well below the 10-day target. A slight increase from the previous year's average of 7.2 days reflects the higher number of delayed transfers of care experienced.

Referrals to Mental Health Crisis Team assessed within 4 hours
94.4% vs target 85% or more
Despite a significant increase in referrals in 2025, the crisis team have exceeded against this target. This reflects the flexibility and commitment of the team to see people, face to face, when this is needed.

Referrals to Mental Health Assessment Team assessed within 10 working days
94.3% vs target 85% or more
94% of routine referrals are now assessed within 10 days - this exceeds the target and is a dramatic improvement on the position that existed prior to the community redesign in 2022/23.

Red (More than 5% below target)

Patients waiting over 52 weeks for first Outpatient appointment
1,307 vs target fewer than 333
Patients waiting over 52 weeks is attributed, in the main, to 6 specialties where capacity available does not meet the demand required. These specialties are Endocrinology, ENT, Gastroenterology, Neurology, Ophthalmology (cataract referrals), Orthopaedic Spinal. Actions are in place for each of these specialties to support increase in capacity including ongoing efficiency improvements, however some areas have seen an improvement in over 52 week waits.

Did Not Attend rate (Adults only)
9.6% - target less than 8%
DNA rate has further improved in 2025 from 11% in 2024 although this has not yet met the target. The introduction of new digital systems in 2026, is anticipated to lead to a reduction in DNAs, as Islanders should be able to view and change their own appointments, providing more control and choice to patients, which should in turn mean that more people are able to attend their appointment.

Elective theatre Utilisation
76.3% vs target more than 85%
Elective theatre utilisation has significantly improved from the 2024 rate of 63%. This has been achieved through focused efforts by the leadership teams, including theatre scheduling and efficiencies and has improved despite planned and unplanned theatre unavailability due to essential maintenance.

Rate of New (First) Appointments to Follow-Up Appointments (NFU Rate)
2.53 vs target 2.0
As improved processes across outpatient services have been implemented, follow-up waiting lists have been reviewed and patients booked as necessary, which has increased the new to follow-up ratio in 2025. From 2026, patients will start to move to a different system of 'patient initiated follow-up' (PIFU), helping to ensure all follow-up appointments are necessary.

Outpatient Was Not Brought (WNB) Rate (Under 18s Only)
14.6% vs target equal to or less than 10%
The 'Was Not Brought' Rate is the number of patients who are dependent on someone else bringing them to their appointment - usually children or those with special needs. This varies throughout the year and was consistent with the fluctuations seen during holiday periods. Improvements in appointments processes are anticipated to help reduce the number of WNB from 2026. Meanwhile, children who continue to not attend are reviewed through the safeguarding processes, in accordance with our policy.

Readmission with 30 days of a previous inpatient discharge
12.4% - target less than 10%
The readmission rate has remained static across 2025 and in line with 2024 position. Further analysis on understanding the rate will be carried out across 2026. A consultant-led frailty/elderly care service is being established in 2026; this will support improvements in elderly care management and therefore reduce the number of emergency readmissions.

Financial Performance

In common with other jurisdictions, health and care expenditure in Jersey continues to be influenced by a range of factors which present significant challenges to "living within our financial means", in other words, delivering health and care services within the agreed budget. Rising demand driven by an ageing population, higher prevalence of chronic conditions and increasing levels of frailty and complexity are placing ongoing pressures on services.

In 2023, Health and Care Jersey (HCJ) commenced a significant 'Change Programme' to develop and deliver an integrated approach to improving the quality of care, operational performance, and financial recovery. The Financial Recovery Plan (FRP) was established, combining financial discipline with clinical engagement and staff involvement to deliver sustainable improvements. The FRP initiatives cover clinical productivity, demand management, procurement efficiencies, workforce optimisation, as well as income generation. The aim was to deliver £25m of efficiency savings over a 4-year period.

In 2025, HCJ continued to face significant cost pressures related to workforce shortages, inflation in high-cost drugs and clinical consumables, as well as increasing prices for overseas care. Social care inflation, alongside increased demand and acuity for mental health placements further added to this challenge; this was further exacerbated by supply-side cost volatility.

By December, cost improvements of some £11.5m had been delivered, £3.5m above the target of £8m agreed in the Government Plan Budget, although £5m short of the ambitious stretch target set to meet the additional rising costs of service delivery and demand. Over the past 3 years, the Department has delivered cumulative savings of some £19m and is therefore on target to meet the £25m target between 2023-2026.

Service Analysis

Actuals 2024 £'000	Health and Community Services	Estimate per Government Plan: Net Revenue Expenditure £'000	Final Approved Budget: Net Revenue Expenditure £'000	2025 Outturn: Income £'000	2025 Outturn: Expenditure £'000	2025 Outturn: Net Outturn £'000	Difference from Final Approved Budget £'000
5,285	*Chief Nurse*	6,053	6,224	(133)	6,357	6,224	-
11,611	*Medical Director*	10,475	13,697	(3,250)	16,948	13,697	-
20,258	*Improvement & Innovation*	19,961	20,607	(162)	20,769	20,607	-
1,121	*Digital Health*	-	6,676	(481)	7,157	6,676	-
-	*Ambulance Service[1]*	-	7,847	(9)	7,856	7,847	-
295,087	*Health and Community Services*	285,576	-	-	-	-	-
-	*Medical Officer of Health*	-	5,685	(10)	5,696	5,686	-
-	*Health Policy*	-	712	-	712	712	-
-	*Workforce Directorate*	-	4,507	(20)	4,527	4,507	-
-	*Finance Directorate*	-	253	-	250	250	-
-	*Acute Services*	-	210,138	(20,236)	230,374	210,138	-
-	*Office of the Chief Officer*	-	6,255	(2)	6,258	6,255	3
-	*Mental Health, Social Care & Community*	-	85,251	(9,499)	94,750	85,251	-
-	*Strategic Planning & Projects*	-	608	-	608	608	-
333,362	**Total**	**322,065**	**368,461**	**(33,803)**	**402,260**	**368,458**	**3**

Increase in Health and Care Jersey Budget

It should be noted that during the year, a number of functions were transferred into Health and Care Jersey on a recurring basis, resulting in an increase to the budget of some £22.4m. These included the Ambulance Service, Public Health and Health Policy, Digital Health portfolio, as well as some selected teams from Treasury and People Services.

In addition to these transfers, in line with established practice, an allocation for 2025 pay awards of £9.9m was provided to the Department and £14 million from Reserves to deal with in-year pressures.

Statement of Comprehensive Net Expenditure

Actuals 2024 £'000	Health and Community Services	Estimate per Government Plan 2025 £'000	Final Approved Budget 2025 £'000	Outturn 2025 £'000	Difference from Final Approved Budget 2025 £'000
	Revenue				
0	Levied by the States of Jersey	-	-	-	-
(27,433)	Earned through operations	(28,973)	(33,703)	(33,803)	100
(27,433)	**Total Revenue**	**(28,973)**	**(33,703)**	**(33,803)**	**100**
	Expenditure				
26	Social Benefit Payments	57	42	42	-
230,100	Staff Costs	230,034	257,599	257,599	-
130,518	Other Operating Expenses	120,947	143,971	144,069	(98)
0	Grants and subsidies payments	-	-	-	-
151	Impairments	-	551	551	-
0	Finance costs	-	-	-	-
360,795	**Total expenditure**	**351,038**	**402,164**	**402,261**	**(98)**
333,362	**Net revenue expenditure**	**322,065**	**368,461**	**368,458**	**3**
2,568	Depreciation and amortisation	4,066	5,103	15,915	(10,812)
335,930	**Net revenue expenditure after depreciation**	**326,131**	**373,564**	**384,373**	**(10,809)**

Capital Projects

Health and Community Services		2025			Total Project	
Head of Expenditure	Sponsoring Department	Available Budget £'000	2025 Expenditure £'000	Unspent Project Approvals £'000	Total Project Budget £'000	Total Project Actuals £'000
Health Services Improvements Programme	HCJ	5,000	5,000	-	5,000	5,000
Learning Difficulties Specialist Accommodation	HCJ	1,197	1,197	-	4,626	4,626
Digital Care Strategy	HCJ	2,582	2,582	-	16,132	16,132
Digital Systems Improvements	HCJ	1,085	870	215	1,085	870
General Hospital Wi-Fi	HCJ	1,200	1,200	-	1,200	1,200
Replacement Assets and Minor Capital - HCS	HCJ	2,450	2,450	-	2,450	2,450
In-Patient / Support Services	HCJ	-	-	-	2,022	2,022
Jersey Care Model	HCJ	-	-	-	2,457	1,981
New Healthcare Facilities	HCJ	118,012	20,721	97,291	189,670	79,210
Total		**131,526**	**34,019**	**97,507**	**224,642**	**113,490**

Infrastructure and Environment (I&E)

Andy Scate

Chief Officer

Ministers:

- Minister for Infrastructure
- Minister for the Environment

Information on department purpose, context and structure can be found on gov.je: Infrastructure and Environment

Information on the 2025 department finances and resources can be found in the Government Plan Annex: Budget Government plan 25 Annex.pdf

Information on the 2025 business plan can be found at: Business Plans 2025

Delivery of key objectives

Infrastructure and Environment deliver a broad range of services and in 2025 the department's focus was on climate Change and Sustainability, Housing and Planning, Protecting the Islands Natural Environment and ongoing maintenance and development of the Islands critical Infrastructure, and public property assets as well as Community Engagement and feedback to help shape and improve our services for the future.

I&E is recognised as the department that 'keeps the Island running'. Our services are delivered through our Operations, Transport and Sport, Property, Regulation and Environment directorates across the Island by around 750 staff and our services impact every Islander.

The 2025 Business plan contained a number of key objectives for delivery in 2025, some of which are significant programmes that will continue in 2026.

Key Highlights

Oakfield Sports Centre

The Oakfield Sports Centre has undergone a major £8.4 million upgrade, officially opened by the Chief Minister in October 2025. This development is part of the Inspiring Active Places programme and plays a key role in enabling the future refurbishment of Fort Regent by providing alternative facilities for displaced user groups. The expanded centre now offers a wide range of sports amenities, including gymnastics and martial arts spaces, alongside a large three-court multi-use sports hall. It serves both local schools and colleges as well as the wider community through Active membership, promoting active lifestyles and wellbeing. Stakeholder engagement was central to the project, with comprehensive consultation throughout its planning and delivery.

The investment is expected to generate significant social value: using Sport England's 2024 formula, the return on investment is estimated at £4.38 for every £1 spent, meaning the project could deliver almost £37 million in benefits to Islanders through improved health, community engagement, and economic impact.

The main challenge faced was the tight construction schedule, as most of the work had to be completed outside school term times to minimise disruption. Despite this, the project was successfully delivered and is now a cornerstone of Jersey's strategy to enhance community sports facilities and support sustainable development of Town.

Parks and Playgrounds

The new playground at Millennium Town Park was officially opened this year, delivering an inclusive, accessible space shaped through a child-led design process.

Developed in partnership with the School Council Network, the project reflects the needs and aspirations of children of all ages and abilities, supporting Happy and Healthy Children.

The upgraded play area includes sensory features, improved seating, and shaded community spaces, with further enhancements to the wider park now being explored. This investment forms part of the Government’s commitment to revitalising Town and creating welcoming public spaces that benefit the whole community.

Transport – Road Improvement

A series of essential road improvement projects were completed across the Island this year, strengthening the resilience and safety of Jersey’s road network.

Resurfacing works on Victoria Avenue, La Grande Route de la Côte, Route de Noirmont, and throughout St John’s Village were delivered efficiently, with several schemes completed ahead of schedule.

These upgrades formed part of the Investing in Jersey programme, focused on long-term maintenance rather than short-term fixes, ensuring key routes remain safe and fit for the future. Islanders were kept informed of closures, diversions, and utility works through weekly Infrastructure and Environment updates, and we thank both the site teams for their efforts and the public for their patience during these essential improvements.

Transport – Town Parking

The development of the “Public Parking Provision (and Vision) Principles” document is around 60% complete and will inform the next Island Plan in 2027. It is a long-term plan for public car parking in St Helier to support a lively and accessible Town centre. The aim is to balance the needs of drivers with wider goals such as improving public spaces, supporting local businesses, encouraging active travel, and reducing congestion and environmental impact.

A key part of this work is creating a clear vision for future parking provision. This includes deciding how much parking is needed, where it should be located, and what level of service it should provide. Fourteen potential locations for new car parks around St Helier have already been assessed. A comparative business case will eventually bring together all of this information to guide future investment decisions.

Significant progress has also been made in reviewing existing multi-storey car parks. All current sites have undergone structural and fire safety reviews to ensure they meet modern safety standards, with upgrades planned where needed. Further work is underway to examine how long these car parks can remain in use or if rebuilding or replacement would offer better value long-term.

As part of the Government's commitment to revitalising Town, further improvements were made to enhance accessibility and transport provision, including continued work on the Blue Badge holder database and updated communications to Islanders.

A new taxi rank was introduced on the Esplanade to better serve the public and the International Financial Centre, while adjustments at Library Place reduced taxi spaces based on demand data. Accessibility was further strengthened with the addition of three new disabled parking bays at Library Place, offering a two-hour maximum stay to balance ease of access with availability.

This work has been conducted by the department while liaising with the Parish of St Helier Roads Committee, Future St Helier Steering Group and the Council of Ministers to ensure a collaborative approach.

Transport - Bus Contract

After a rigorous tender process, the new bus contract delivers enhanced services that align with the Island's sustainability goals.

A key achievement is the introduction of 22 ultra-low emission, high-capacity buses, arriving from December 2025 and entering service in early 2026. These modern vehicles will significantly reduce air pollution, noise, and carbon emissions, supporting a cleaner, healthier environment for Islanders. In addition, 34 mid-life buses have been refurbished, extending their lifespan and improving passenger comfort.

The new contract also saw the introduction of new Route 10, serving the northern parishes and connecting with St Peter's village, the Airport and terminating at the newly refurbished Enid Quenault Health Centre in St Brelade. There have also been notable enhancements to other bus routes as well increased frequencies of some routes.

Improvements to the Townlink bus network were introduced this year, enhancing accessibility and connectivity for Islanders travelling into St Helier.

Routes now providing more convenient access to the town centre with services running three times an hour. Through-ticketing between mainline and Townlink routes were made available, and updated timetables with maps to support passengers in navigating the improved network.

Liquid Waste strategy

The Liquid Waste Strategy focuses on modernising Jersey's wastewater infrastructure to improve environmental protection and service resilience. Key objectives include constructing three strategic storage tanks to manage peak flows and reduce discharge risks. Significant progress has been achieved through major infrastructure projects: the Bonne Nuit Sewage Treatment Plant has been replaced with a pumping station, and the West Park Surface Water Outfall to St Aubin's Bay is complete.

Upgrades to the St Peter Network are scheduled for completion in Q2 2026, with strategic storage at St Peter targeted for Q2 2027. The Northern Network upgrades will be delivered in three phases, concluding by the end of 2027. The Maufant Strategic Storage Project remains on hold pending alternative reviews.

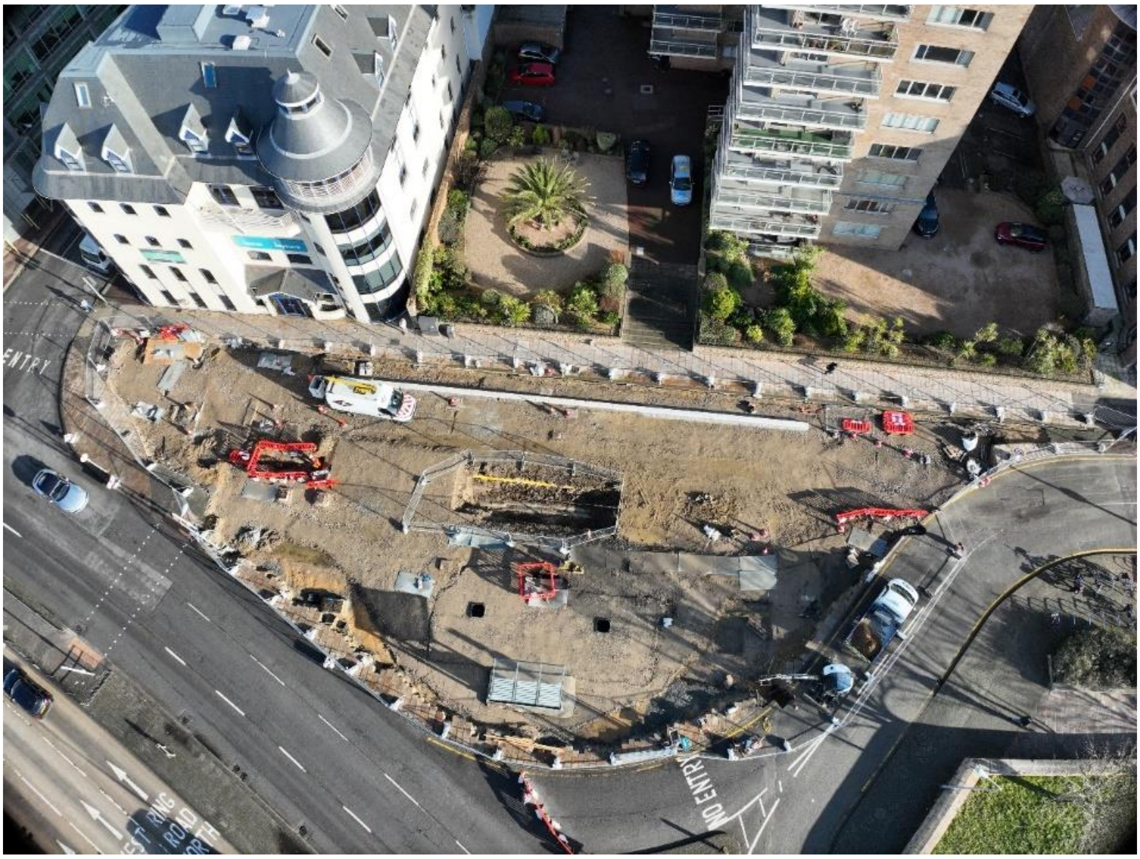
The Capital Delivery Plan was updated in September 2025 to align with the Government Plan for 2026–29, ensuring long-term investment and funding models from 2028 onwards.

Public Realm Improvements

Significant progress has been made in creating a more vibrant, healthy and welcoming Town centre. These improvements aim to make the town a better place to live, work, visit and spend time, while also supporting local businesses and tourism.

Guided by the Public Realm and Movement Strategy and the Plan for Town, investment is transforming key areas into more attractive, people-focused spaces. Two recent successes have been New Cut, now a point of visual interest, and improvements to Halkett Street, delivered in partnership with the Parish of St Helier. Both have encouraged footfall with the latter having a marked positive impact with an immediate, noticeable reduction in empty retail units.

Currently, Broad Street and Western Bus Gate are under construction and will provide high-quality spaces with greenery, seating and improved accessibility. Improvements to pedestrian crossings on the ring road are also being developed to make it safer and easier for residents and visitors to move around Town.



These improvements go beyond cosmetic upgrades. Well-designed public spaces help increase footfall and local spending and create opportunities for outdoor dining and events. By encouraging walking and cycling, reducing vehicle dominance and improving air quality, these initiatives also support more active lifestyles for Islanders. Continued investment in the public realm is essential to prevent urban decline and to ensure the town centre remains attractive, accessible and sustainable for the future.

Solid waste strategy

Jersey’s updated Solid Waste Strategy will guide how waste is managed over the next decade. The strategy, covering the period 2026 to 2036, was presented to Scrutiny in December and will be published in 2026 subject to ministerial approval after the consideration of any panel recommendations. The vision outlined in the strategy highlights the need to treat waste as a valuable resource and where possible minimise its creation. Where waste is produced the strategy aims to move it up the waste hierarchy, promoting reuse and recycling. Recovering the value from the remaining waste wherever possible, in order to benefit Islanders and protect the environment.

The strategy aligns with Jersey’s wider priorities, including the Common Strategic Policy and the Carbon Neutral Roadmap. It will inform how waste is collected, treated and managed across the Island, taking environmental pressures, changing regulations, service capacity and the need to deliver value for money into account.

New Hospital Facilities programme

Planning approval was achieved at the end of Q1 2025 and it is likely in early 2026 the preferred contractor will be identified. Main Works Deliver Partner to be contracted by end of March 2026. Full delivery timescale will be end of 2028 to early 2029 and this will include commissioning. Local work packages have been let to local contractors for site clearance and hoardings, the Samares ward has been relocated and the FM Hub. Ground works will also be let locally in Q1 2026.

Havre des Pas Bathing Pool

Following a competitive Expressions of Interest process, lease terms for the Havre des Pas bathing pool and facilities have been successfully agreed.

This marks the start of a new chapter for the historic landmark with the new operator assuming full responsibility for managing and maintaining the full site. This includes the bathing pool, café/kiosk, public facilities all formerly managed by Jersey Property Holdings. These have all been incorporated into the new arrangements as part of a community-focused vision for the venue.

Jersey Shoreline Management Plan Projects

In 2025, significant progress was made across the three active projects within the Jersey Shoreline Management Plan (SMP), each advancing key technical and stakeholder-focused workstreams.

Havre des Pas Coastal Flood Alleviation Scheme

The project reached an important milestone with the completion of engineering feasibility activities. These included updated coastal inundation modelling, updated economic appraisals, and the development of early scheme visualisations to support a Public Consultation, held between July and September.

Feedback will inform the scheme’s refinement as it progresses into Concept Design in 2026, with these adjustments targeted to deliver the required coastal scheme, yet addressing key concerns. The Strategic Outline Case (SOC) was also updated to reflect the latest project information and to provide the latest expenditure profiles for delivery.

St Aubin’s Bay (First Tower to West Park) Coastal Scheme

Technical feasibility work continued through 2025, focusing on wave overtopping and inundation flood modelling. These studies enable the establishment of the required defence wall heights to protect against major tide and storm events over a 50 year horizon. This provides the basis for the ongoing feasibility activities for the scheme into 2026.

St Aubin’s Harbour Coastal Flood Alleviation Scheme

The scheme moved through its engineering optioneering phase, supported by initial inundation and wave overtopping assessments. These early evaluations lay the groundwork for comprehensive optioneering and feasibility assessments with the scheme comprising the coastline between La Haule Slipway then westwards to and including the St Aubin’s Harbour.

Fire safety in schools

The Fire Mitigation Programme, covering the period 2024 to 2026, incorporates significant upgrades to building fabric and the installation of fire doors across the school estate. These improvements have substantially reduced high residual fire risks and ensured continued compliance with statutory obligations. Overall, the completed works have enhanced the safety of pupils, staff, and visitors.

To date, full fire safety upgrade works have been completed at 17 school sites. An additional 11 sites have received smaller interim packages of work, to resolve the higher fire risks, with the remaining elements scheduled for completion in 2026. The programme has installed 480 new fire-door sets, and £6.7 million has been invested to date, of which approximately £5 million has been directed to construction companies, providing support to the Island’s economy.

Delays affecting approximately 20% of the works planned for 2025 have arisen due to supply-chain failures - most notably a UK supplier’s inability to deliver fire doors - and capacity constraints within the Government’s Facilities Management, Small Works and Maintenance purchasing framework. These challenges have resulted in an underspend of approximately £1 million in 2025. It is essential that this £1 million is carried forward into 2026 to enable the completion of works at the remaining primary schools.

Looking ahead, funding pressures within the proposed 2026 to 2029 Government Plan present a significant risk to programme completion. A rollover of the £1 million underspend is required in 2026 to complete the primary school works. In addition, a further £5.5 million is required to deliver fire mitigation upgrades at the five remaining secondary schools, for which no budget allocation currently exists. Securing these resources is critical to completing the programme and ensuring safe learning environments across the school estate-mitigation upgrades at the five remaining secondary schools, for which no budget allocation currently exists. Securing these resources is critical to completing the programme and ensuring safe learning environments across the school estate

Planned Preventative Maintenance (PPM) Inspections

A PPM inspection programme was introduced, in line with industry best practice standards for building maintenance specifications. The aim of the programme was to group inspection activities, which included a full asset registration exercise to update departmental records.

The outputs from these inspections have been addressing outcomes from the 2023 Condition survey of the 'Government of Jersey Estate', ensuring that capital planning is informed by accurate up to date information. This proactive approach ensures buildings remain safe, compliant, and fit for purpose.

Data insights

- 14,250 Planned Preventative Maintenance Inspections completed to Public Property
- 5,178 Remedial Maintenance Tasks from PPMs on Public Property
- 6,522 Reactive Maintenance Tasks on Public Property

Environment

Regulatory investment in Digital Assets (RIDA)

The RIDA project focused on transforming technology and systems supporting planning, building and compliance services and was successfully implemented in Q3 2025. This built on the successful introduction of the new document management system in 2024 which has streamlined the handling and processing of planning applications, improving efficiency and accessibility. These systems have been integrated into the overall framework for replacing legacy platforms, ensuring that data handling across Planning, Building Standards, Compliance and Listed Sites are both secure and efficient.

Water Quality

The Water Quality and Safety (WQS) Programme is a multi-year response to PFAS contamination and wider water quality risks. The department in 2025 has been supporting the PFAS Scientific Advisory Panel on delivering reports.

Alongside this the department has also strengthened environmental and health monitoring and improved coordination between Public Health, Environmental Regulation and Jersey Water.

The programme extends beyond 2025, and the department will continue to support the completion of the Panel’s reporting and associated projects, such as translating recommendations into regulatory standards, any required legislative changes and move into full implementation and long-term delivery.

Throughout, stakeholder involvement has been central to progressing this priority, particularly engagement with affected Islanders and community representatives.

Food safety Law

Excellent progress has been made in delivering this objective in 2025. The new Food (Jersey) Law 2023 represents a major step forward in modernising Jersey’s food safety framework.

In 2025, the department successfully advanced the key components needed for the implementation of this law, along with a comprehensive public consultation on the subordinate regulations, this attracted strong engagement from food businesses, consumer groups and the wider public. This consultation demonstrated transparency and inclusivity, ensuring that the regulations reflect stakeholder feedback while maintaining high standards of food safety. The draft regulations consolidate outdated provisions into a single, streamlined framework and introduce important improvements such as: Mandatory allergen labelling, enhancing consumer protection. Updated hygiene and safety requirements, aligned with international best practice. A risk-based licensing scheme, ensuring proportionality and supporting compliance. This work positions Jersey to deliver a modern, robust food safety regime that protects public health and supports business confidence.

The department has lodged the regulations with the States Assembly for debate and approval in Spring 2026. Bringing the Food (Jersey) Law 2023 into force, supported by the new regulations. Rolling out guidance and training for food businesses and enforcement officers to ensure smooth implementation. With these final steps, Jersey will achieve a fully modernised food safety system that meets international standards and delivers clear benefits for consumers.

Offshore wind

Over the past three years, the Government has examined the feasibility of developing an offshore wind farm in Jersey’s south-west waters, following the States Assembly’s decision in April 2024.

The work, led by the Ministers for the Environment and Sustainable Economic Development, assessed the technical, commercial, economic and regulatory conditions required for a developer to safely build and operate a wind farm. It also considered economic advice, technical studies, community feedback, and early discussions with neighbouring jurisdictions and potential developers.

The study concluded that offshore wind could deliver significant long-term economic benefits for Jersey, but only if the Island can secure reliable access to UK and French energy markets. Despite ongoing engagement, detailed market access discussions have not yet been possible, making it too early to begin any leasing process.

Legislative and leasing work will only progress once there is clear evidence of net benefit for Islanders. Current global energy uncertainty also suggests that Jersey can take time before deciding whether to proceed.

Next steps include continuing independent engagement with the UK and France to clarify market access, using existing budgets and resources.

Marine Spatial Plan

The Marine Spatial Plan (MSP is a multi-year strategy for managing our sea and coasts. Agreed by the States Assembly in October 2024, the first 6 months focused on developing a delivery framework and establishing workstreams and responsibilities with 21 government and NGO priority owners and working to working to deliver the 91 MSP priorities.

Since spring 2025, work to deliver key elements such as the Marine Protected Area Network has been run as a priority for Natural Environment and the Marine Resources team. With over 400 survey points examined, an MPA map has been created to define the areas that should be closed to dredging and trawling in the interest of protecting fragile marine habitats. This is supported by an economic impact assessment also published in late 2025.

Alongside this, significant work has taken place to reduce interaction between fishers and other sea users and to improve signage and interpretation around the coast.

Educating Islanders as part of reducing Jersey’s Carbon reduction commitments

The Climate Change Engagement team has responsibility for delivery of several policies under the Carbon Neutral Roadmap. These are policies that inform, educate and support Islanders to change their behaviours for us to meet Jersey’s carbon reduction commitments.

In 2025, the team has worked on a number of initiatives including; Our Plate to Planet food emissions projects supporting key sectors such as Construction and the Visitor Economy and is on track with the delivery of its 2025 plan.

Engagement and stakeholder events area a key focus for the team and highlights included over 300 young people attending the 2025 Youth Climate Summits over three different events. A free online waste management training was launched for all Government of Jersey employees to complete and it was also made available for members of the eco active business network to share with their workforces.

The team was responsible for delivering the 2025 Love to Ride cycling initiative that supports the modal shift away from cars to active travel, in particular cycling. The 'Cycle September' programme had 119 workplaces participating, together logging nearly 9,000 transport trips.

Climate Emergency JSY

Blue Tongue Vaccination Programme

In response to the threat of the virus BTV3 to the Island's cattle, sheep and goats an Island wide vaccination programme was initiated and completed in 2025. This robust programme was successfully rolled out to ensure that significant damage was not incurred to the livestock industry, including dairy and to prevent the risk of future outbreaks. Valuable lessons have been learned from this programme, including future surveillance and working in partnership with UK labs, local vets.

Health and Safety

Significant improvements have been achieved across the department's incident investigations, audits, training, and staff engagement, contributing to a stronger safety culture. This progress is reflected in increased proactive safety observations and near-miss reporting. Key priorities for 2026 include a comprehensive analysis of training requirements to ensure colleagues have the necessary knowledge and skills, alongside enhanced auditing to maintain and further improve standards

Customer

In 2025 a key deliverable for the department has been prioritising a lessons-learned approach across our services, reinforcing a culture of customer centricity where feedback is actively listened to, acted upon and subsequently part of day-to-day decision making. This is being achieved through internal communications, using customer performance data and insights from our customers experiences.

Social media has also been an important tool to demonstrate our commitment to improving customer experience, an example has been ‘You said, we did’ social media campaign. More examples in 2026 will be published to illustrate that service and process improvements are affected from customer feedback. Lessons learnt and improvements as a result of customer feedback will also be published on Gov.je from 2026 in response to a recommendation from the Public Accounts Committee.

Ongoing training and development has been successfully implemented across services with focus on improving system know-how, the Customer Feedback Policy, conflict resolution techniques and how to respond to customer complaints and de-escalation techniques).

Customer journey mapping was used to understand and improve experiences of non-standard customers, highlighting gaps in feedback mechanisms, internal hand-offs, and communications. As a result, more meaningful and targeted feedback approaches, and process and communication improvements were identified in services.

Communications

The I&E Communications team has worked with various teams across the directorates, wider Government and States Members to support colleagues in meeting their strategic, operational, and ministerial priorities. Areas of support include media handling, external marketing campaigns, internal colleague-focused campaigns, social media management and supporting with consultations.

These areas, particularly proactive media releases (press releases and notes to media), external marketing campaigns and social media management not only serve to support colleagues across the department but also help raise I&E’s profile. A prime example is the “Keeping the Island Running” campaign which embodies the department’s culture, work-ethic, vast portfolio, and ultimately our brand.

In 2025, the Communications team sent out 333 press releases or notes to media covering a wide range of topics. These include Roadworks, Public Realm Improvements, the Oakfield Sports Centre, Planning decisions, Weather, Animal Health and Welfare and Climate. This past year, the I&E Facebook channel has amassed 3.2 million views and grown in followers by more than 224.6%, demonstrating how socials give the team direct access to an active audience, and so are a key tactic the team employs to not only raise the department’s profile but distribute important operational messaging to Islanders.

Key challenges are funding and resource constraints, namely juggling the desires of both Ministers, the central Government communications directorate, teams across I&E and local media is a very demanding task with only two members in the team.

Service Performance

Summary of Service Performance Measures

Category	Count	Meaning
Green	12	Met or exceeded target
Amber	1	Within 5% of missed target
Red	0	More than 5% below target

SPM 'Mileage completed by Government fleet vehicles using EV or decarbonised fuel (% vs fossil fuel)': the department has not been able to collate data and it has therefore not been included.

Full details of all of the department's Service Performance Measures for the year can be found at Annual Service Performance Measures for 2025

Some of the department's notable measures in 2025 were:

Green (Met or exceeded target)

Increase in the volume of Government fleet using EV or carbon reducing fuel (% of total fleet)
Now that the switch to HVO fuel instead of traditional diesel has been rolled out, the mix of vehicles remains largely static, with a slow shift to EV expected to phase out some of the former "lease" vehicle fleet, which was largely based on small petrol cars for departmental use. The focus is also on appropriate sizing of the fleet, ensuring that vehicles are pooled and shared use wherever possible.

Sport and Leisure facilities are accessible and inspire Islanders to live healthier and more active lives (No. of attendances at Sport facilities – swipes)
In 2025 Active member numbers increased significantly, increasing footfall overall. The department's annual target of 260,000 visits was exceeded, totalling 271,795 a 15% increase on 2024.

Provision/management of effective recycling solutions to increase the Islands recycling rate (%)
Recycling rates across the Solid Waste department during 2025 were strong and consistently above the 29% target with an overall performance of 36.54%. This was due to two factors, firstly a reduction in the base metric "Material received at the ERF" down by 6,740 tonnes over the year. Secondly, strong performance in metals recycling increased overall material recycled across all the waste streams by 4,750 tonnes.

% Planning applications completed within target
Planning performance was strong in 2025, with the overall annual 85% target being met for determining planning applications within eight/thirteen weeks, or within an agreed time limit. This is despite a foreseen dip in Q4 due to the implementation of a new back-office system that resulted in the Planning Portal, Register and back-office systems being offline for a period and the service not being able to issue planning decisions. Improved pre-application service provision and industry engagement contributed to planning permission being granted nine out of 10 times, and the service has been successful in defending appeals against planning decisions in 77% of proceedings, which is an improvement of 23% from 2024.

% of food businesses rated as 3 star or above
Food Safety Inspections rated at 3 star and above remain consistently above target in 2025. This reflects positive engagement with industry and effective resource management.

Annual Carbon Emissions per m^2 - Average energy emissions
There has been a modest overall reduction in carbon emissions across the property portfolio, primarily driven by the replacement of high-carbon heating boilers and heat-generating plant with long-term, low-carbon alternatives. This reduction reflects incremental progress delivered through the planned property maintenance programme, which prioritises the replacement of heating systems based on asset condition, lifecycle requirements and opportunities arising from wider building refurbishment or upgrade projects.

Amber (Within 5% of missed target)

Increase in passenger bus journeys (Actual 5,396,157 vs Target 5,623,655)
The full year figures for 2025 were 0.75% higher than 2024, however figures between April and December were 0.3% lower compared to same period previous year. The summer season demand was lower in relative terms and likely affected by changes in visitor numbers, as well as commuting habits. This reduction was offset to an extent by more leisure travel made by residents, particularly those who benefit from free or discounted travel (senior citizens, disabled persons, young people).

Financial Performance

Infrastructure Department

2025 net revenue expenditure was £3.1 million higher than 2024, mainly due to staff pay award and fall in solid waste income driven by significantly reduced inert waste tipping volumes following the implementation of the new waste disposal contract to encourage recycling.

The £1.7 million increase between Government Plan and Final Approved budgets is mainly attributable to staff pay award 2025 and the transfer in of central office functions from Environment to Infrastructure.

During 2025 the Infrastructure Department continued to face significant cost pressures mainly driven by inflation in energy and materials for key infrastructure and estate maintenance and repair and an increase in the cost of servicing contracts in relation to logistics and outsourced swimming pool facilities. The Minister announced that the contract with SERCO would be terminated in 2026 and the AquaSplash facility would be run by Sport with the aim of providing an overall better experience for customers.

Reductions in Other Operating Expenses were generally offset by corresponding shortfalls in income, particularly in solid waste following implementation of the new waste disposal contract, but also the continued reduction of inert waste volumes driven by lower activity in major construction. User pays fees and charge increases were materially held at 2.5% in line with CSP.

Despite the income and cost pressures, the Department was able to achieve its operational objectives and met targeted savings of £1.4 million in 2025, the majority relating to the first full year of office savings with the successful move to Union Street and decant of Fort Regent. These were mostly achieved through recruitment freeze, reductions in posts and consultancy spend across the Department but also the approved use of Car Park Trading Fund to fund sustainable transport initiatives.

The unbudgeted reversal in impairment of £43 million is due to previously impaired buildings connected to the General Hospital being positively revalued following an extension of their useful life.

Service Analysis (Infrastructure)

Actuals 2024	Infrastructure	Estimate per Government Plan	Final Approved Budget	2025 Outturn			Difference from Final Approved Budget
		Net Revenue Expenditure	Net Revenue Expenditure	Income	Expenditure	Net Outturn	
£'000		*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*
351	*Office of the Director General*	*71*	*1,603*	*(444)*	*2,109*	*1,665*	*(62)*
38,594	*Operations and Transport*	*5,095*	*40,455*	*(12,929)*	*52,774*	*39,845*	*610*
16,517	*Property*	*40,824*	*17,102*	*(8,728)*	*25,850*	*17,122*	*(20)*
5,698	*Sports*	*16,910*	*5,436*	*(4,373)*	*9,959*	*5,586*	*(150)*
61,160	**Total**	**62,900**	**64,595**	**(26,474)**	**90,692**	**64,218**	**377**

Statement of Comprehensive Net Expenditure (Infrastructure)

Actuals	Infrastructure	Estimate per Government Plan	Final Approved Budget	Outturn	Difference from Final Approved Budget
2024 *£'000*		**2025** *£'000*	**2025** *£'000*	**2025** *£'000*	**2025** *£'000*
	Revenue				
(25)	Levied by the States of Jersey	(41)	(41)	(36)	(5)
(27,826)	Earned through operations	(26,707)	(28,219)	(26,438)	(1,781)
(27,851)	**Total Revenue**	**(26,748)**	**(28,260)**	**(26,474)**	**(1,786)**
	Expenditure				
2	Social Benefit Payments	-	2	2	-
31,954	Staff Costs	34,857	36,332	33,802	2,530
54,491	Other Operating Expenses	52,443	54,301	54,962	(660)
1,303	Grants and subsidies payments	717	611	1,107	(496)
440	Impairments	26	25	26	(1)
821	Finance costs	1,605	1,584	793	791
89,011	**Total expenditure**	**89,648**	**92,855**	**90,692**	**2,163**
61,160	**Net revenue expenditure**	**62,900**	**64,595**	**64,218**	**377**
72,006	Depreciation and amortisation	8	47,071	60,630	(13,559)
-	Net impairment reversals for PPE	-	-	(42,892)	42,892
133,166	**Net revenue expenditure after depreciation**	**62,908**	**111,666**	**81,956**	**29,710**

Environment Department

2025 net revenue expenditure was £1.5 million lower than 2024, due to increases in income following introduction of new fees for the Rented Dwelling Licencing Scheme and lower other operating expenses due to the transfer out of central office functions, and 2024 unfunded pressures such as Storm Ciaron and essential weather radar maintenance.

The £0.4 million increase between Government Plan and Final Approved budget is mainly attributable to staff pay award 2025 and a drawdown from Reserve in relation to PFAS work. These increases were offset by the transfer out of central office functions from Environment to Infrastructure.

The main challenge for the Environment Department in 2025 was the shortfall of income against budget in relation to planning and building fees. The shortfall was caused by continued lower activity in major construction projects in the Island and is outside the Department's control. In addition, unfunded activity related to legal and regulation proceedings placed pressure on the Department's expenditure budget.

Despite these pressures, the Department was able to achieve its operational objectives and fulfil savings targets of £0.6 million by significantly reducing staff costs through recruitment freeze and post reductions, delaying certain maintenance projects and a reduction in consultancy spend not associated with ongoing PFAS work.

Service Analysis (Environment)

Actuals 2024	Environment	Estimate per Government Plan	Final Approved Budget	2025 Outturn			Difference from Final Approved Budget
		Net Revenue Expenditure	Net Revenue Expenditure	Income	Expenditure	Net Outturn	
£'000		*£'000*	*£'000*	*£'000*	*£'000*	*£'000*	*£'000*
915	*Office of the Director General[1]*	*529*	*-*	*-*	*-*	*-*	*-*
6,883	*Natural Environment*	*7,045*	*7,275*	*(834)*	*7,860*	*7,027*	*248*
5,849	*Regulation*	*4,189*	*4,913*	*(4,697)*	*9,858*	*5,161*	*(248)*
13,647	**Total**	**11,763**	**12,188**	**(5,530)**	**17,718**	**12,188**	**-**

Statement of Comprehensive Net Expenditure (Environment)

Actuals	Environment	Estimate per Government Plan	Final Approved Budget	Outturn	Difference from Final Approved Budget
2024 *£'000*		**2025** *£'000*	**2025** *£'000*	**2025** *£'000*	**2025** *£'000*
	Revenue				
-	Levied by the States of Jersey	-	-	-	-
(4,771)	Earned through operations	(6,176)	(6,514)	(5,530)	(983)
(4,771)	**Total Revenue**	**(6,176)**	**(6,514)**	**(5,530)**	**(983)**
	Expenditure				
3	Social Benefit Payments	-	-	6	(6)
13,886	Staff Costs	15,016	15,659	14,838	822
4,356	Other Operating Expenses	2,773	3,000	2,808	193
156	Grants and subsidies payments	148	40	47	(7)
17	Impairments	-	-	20	(20)
-	Finance costs	2	2	-	2
18,418	**Total expenditure**	**17,939**	**18,702**	**17,718**	**983**
13,647	**Net revenue expenditure**	**11,763**	**12,188**	**12,188**	**-**
152	Depreciation and amortisation	8	233	1,233	(1,000)
13,799	**Net revenue expenditure after depreciation**	**11,771**	**12,421**	**13,421**	**(1,000)**

Capital Projects (Infrastructure and Environment)

Infrastructure		2025			Total Project	
Head of Expenditure	Sponsoring Department	Available Budget £'000	2025 Expenditure £'000	Unspent Project Approvals £'000	Total Project Budget £'000	Total Project Actuals £'000
Major Refurbishment and Upgrades	I&E	6,449	5,602	847	6,449	5,602
Oakfield and Fort Regent Decant	I&E	7,490	7,330	160	14,942	10,082
Other I&E Estate Projects	I&E	814	814	-	814	814
Office Modernisation	I&E	519	518	1	6,422	6,421
Infrastructure Rolling Vote and Public Realm	I&E	16,850	16,850	-	16,850	16,850
Sewage Treatment Works	I&E	1,703	1,695	8	88,635	88,627
Liquid Waste Key Infrastructure	I&E	5,453	5,453	-	9,025	9,025
Springfield Pitch & Floodlights	I&E	845	845	-	845	845
Other Infrastructure	I&E	2,443	2,441	2	2,443	2,441
Orchard House	I&E	140	140	-	140	140
Road Safety Improvements	I&E	338	338	-	338	338
Regulation Digital Assets	I&E	729	729	-	4,151	4,009
Replacement Assets and Minor Capital - I&E	I&E	4,550	4,521	29	4,550	4,521
Fisheries Protection Vessel & Auxiliary Vessels	I&E	1,603	1,603	-	1,603	1,603
I&E Feasibility	I&E	842	594	248	842	594
Total		**50,768**	**49,472**	**1,296**	**158,049**	**151,911**

Justice and Home Affairs (JHA)

Kate Briden
Chief Officer

Minister:
- Minister for Justice and Home Affairs

Information on department purpose, context and structure can be found on gov.je: Justice and Home Affairs

Information on the 2025 department finances and resources can be found in the Government Plan Annex: Budget Government plan 25 Annex.pdf

Information on the 2025 business plan can be found at: 2025 JHA Business Plan

Delivery of key objectives

The Services and functions which make up the Department for Justice and Home Affairs have continued to focus on delivery of the Minister's priorities, and delivery of key operational objectives, consistent with the vision for Jersey to be a desirable place to live, work and visit, because people are safe and feel safe. Justice and Home Affairs staff do extraordinary things every day to serve the Island, and we are grateful for everything they do. As set out in the 2025 Justice and Home Affairs Business Plan, we have worked to these key objectives and have delivered the following:

Continue to have oversight of activity in relation to the impact of the major incidents in 2022 and 2023, ensuring that our teams are continuing to support the recovery and resilience phase

- Concluded the review and reissue of the previous Community Risk Register, now the Jersey Emergency Risk Register, re-baselining the risk and threat intelligence picture upon which to develop plans and capabilities across the Jersey Resilience Forum.

- Supported Ministers in investing to maintain the capacity of the Emergency Planning Unit, which supports both the Emergencies Council and the Jersey Resilience Forum, on a permanent basis, as part of Budget 2026.
- 12 Jersey Resilience Forum multi-agency plans developed, reviewed and / or validated through exercising.
- 38 lessons identified from major incident reports and reviews both locally and, in the UK, embedded into Jersey Resilience Forum Plans, capabilities, or through training, exercising and learning.
- All Health and Safety Inspectorate recent major incident investigations completed with charges laid; dealing with all complaints within policy; and delivering proactive visits across a range of business sectors.

Ensure the States of Jersey Ambulance Service (SoJAS) is resourced to adequately meet pre-hospital care demand and to comply with modern, professional standards

The States of Jersey Ambulance Service transferred to Health Care Jersey in July 2025. These activities occurred prior to this transfer.

- All Specialist Paramedic posts filled with four Specialist Paramedics recruited and now live in clinical practice.
- One additional Leading Paramedic was recruited to improve operational command and emergency and urgent care service performance.
- The Service continues to support Emergency Medical Technician (EMT) training, with mentored post course support. All eligible EMTs were offered the opportunity to undertake a bridging course to prepare them for degree training. The first two EMT to Paramedics undertaking distance learning qualified in 2025. The service continues to support EMT to Paramedic training in house with further places.

Ensure the States of Jersey Fire and Rescue Service (SJFRS) is resourced to adequately manage risks to public and firefighter safety working with the Cabinet Office (Policy)

- Recruited 5 Wholetime Firefighters, 14 On Call Firefighters and 22 Full Time Equivalent Dual Contract Firefighters during the year, assisting safe systems of work at operational incidents and response capability to further support the safety and security of Islanders.
- 4 Extreme, 2 High and 2 Medium risks identified on the Enterprise Risk Management Register. One new Extreme risk has been added in 2025 - Estate Not Fit for Future Requirements. No significant changes have occurred to the risk scores during the year.
- Formally commenced a programme of work to implement FRS Operational Guidance within a wide-ranging operational policy review.
- Invested strongly in provision of operational equipment to improve stowage across the fleet, support safe systems of work across a range of capabilities, and provide resilience for training and major incidents.

- Took receipt of two new frontline appliances which have been placed into service, extending the frontline fleet from seven to eight to add an additional vehicle for driver training and as a spare for vehicles not available due to accidents or maintenance. Also, a replacement Incident Command Vehicle was introduced which will provide increased provision of Command Support arrangements at larger incidents. A review of JFM lease arrangements and our fleet replacement schedule has identified several savings that will support future required ongoing investment in operational equipment identified through Strategic Gap Analysis and Risk Assessments of existing arrangements vs recognised practice.
- Refreshed the Integrated Risk Management Plan 2021-2024, re-branding as a Community Risk Management Plan (CRMP) and extending its timeline to the end of 2026, to allow the new CRMP to align with the government and election cycle, government policy priorities and budgets.
- Further updates are provided in the SJFRS 2025 Annual Statement of Assurance.

Maintain a Customs and Immigration function which delivers for Jersey

- Continued focus on the illegal trafficking of controlled drugs and, with partners, dismantled several organised crime networks. The total custodial sentencing handed down by the Courts for criminal investigations led by the Customs and Immigration Service was more than 60 years.
- Collaborative work is ongoing with the UK and other Crown Dependencies to ensure our border remains robust and effective. Work has been undertaken to ensure Jersey is ready for the Future Border Immigration System, along with progress on introducing a new passport system and the extension of the French identity card day tripper scheme.
- Legislation to support the introduced of Electronic Travel Authorisations was passed by the States Assembly and the scheme is due to be introduced in Q2 2026.
- Jersey’s Work Permit Policy continued to play a vital role in supporting the Island’s economy while safeguarding the rights and wellbeing of migrant workers. Over 3,000 work permits were issued across temporary and skilled routes in 2025, reflecting sustained demand in sectors including hospitality, health, and agriculture. The Work Permit Policy is subject to ongoing review to ensure it meets Jersey’s population and economic needs while maintaining robust safeguarding standards.
- The Service collected £71.4m in customs and excise duties and import GST and processed 4.6m goods consignments and 246,801 import declarations.

Foster a culture focused on a rehabilitative model to reduce reoffending by providing prisoners with the right interventions, education and environment whilst in prison

- Out of 36 accepted recommendations made following 2024 His Majesty’s Inspectorate of Prisons inspection 18 are fully completed and implemented, 17 are partially completed, and one has not started as we are waiting for legislative change.
- New reducing reoffending and education strategies were developed with 74% of convicted prisoners partaking in education classes or vocational training in 2025.

- 31 prisoners engaged in interventions designed to reduce risk of reoffending and harm; 6 were engaged in the National Organisation for the Treatment of Abuse Individualised Treatment Programme to address sexual offending, 6 were engaged in the Building Healthy Relationships Programme to address intimate partner abuse, and another 6 were engaged in bespoke interventions to address psychological risk factors for reoffending. A further 13 prisoners completed an accredited offending behaviour programme, the Thinking Skills Programme, across two groups.
- Notable progress was made on the development of our Local Security Strategy in high priority areas to further improve the safety and security of staff, prisoners and visitors. Work will continue throughout 2026 with the aim for all objectives to be completed and the strategy fully embedded in 2027.
- Limited progress made in alignment with the island-wide neurodiversity strategy due to restricted resources, financial constraints and the availability of health data to assess need within the prison population. Avenues for further development will be explored throughout 2026 and 2027.
- Further updates are provided in the States of Jersey Prison Service 2025 annual report.

Continue to develop the existing Emergency Services Control Centre, focusing on speed, accuracy, compliance and resilience in Ambulance and Fire and Rescue call handling, mobilising and incident support functions

- Organisational structure review undertaken and additional roles created for 4 controllers, a Team Leader, and a Team Coach, improving resilience and strengthening response capabilities.
- Strong progress made on our People and Culture strategy with leadership areas and development plans established. Work continues in fostering a collaborative culture, creating regular meetings with service contacts, reinstating service member visits into control, and ensuring regular controller familiarisation visits with our emergency services colleagues.
- Accountability improvements delivered through updated Service Level Agreements with both Ambulance and Fire and Rescue Services, including key performance indicators. Performance monitoring and reporting has been aligned to indicators with real-time dashboards created to audit performance.
- Engaged Fire Control Subject Matter Experts to utilise expertise and ensure impartiality. Clear objectives and scope were defined, with key recommendation established and actions underway.

Continue to evolve and implement the Building a Safer Community framework (BASC)

- BASC Education programme rolled out to all schools. In the 2024/25 school year, 11 schools were visited with 1,096 children engaged. 91% of students and 100% of teachers rated the Education Day as ‘Good’ or ‘Excellent’.
- Safe Places initiative launched in October 2025. Over 30 local businesses and organisations across the Island have now registered interest to be listed as locations

where anyone can seek refuge and assistance if they feel vulnerable, scared, or unsafe.

- A Domestic Abuse and Sexual Harms (including Violence Against Women and Girls) Partnership has been brought together to coordinate and lead the ongoing work in this area.
- Work has continued alongside the States of Jersey Police to support the communities in Harve des Pas and St Brelade's Bay to address concerns of anti-social behaviour.
- BASC governance structure now agreed and aligned with the safeguarding structure under the Ministerial Safeguarding and BASC Board with BASC now fully integrated into existing strategic workflows and boards.

Developing and delivering a modern and effective youth justice policy by reviewing the findings of the previous youth justice reviews and the latest available evidence of effective practice, working with CYPES and other agencies

- Youth Justice Roadmap published in June 2025.
- Partnership and terms of reference established with multiple meetings taken place. Reasonable achievements made with limited resource.
- Key indicators defined through multi-agency collaboration across the BASC Data Partnership to support a high-level whole-system overview of youth crime and justice in Jersey.

Responding to the findings and recommendations of the Violence Against Women and Girls (VAWG) Taskforce, initiating work to improve women’s safety and experience of the criminal justice system - supporting the Cabinet Office (Policy)

- Substantial progress made against the recommendations of the VAWG Taskforce; of the 108 VAWG recommendations, 76 are directed at GoJ. Of those recommendations 35 are complete, 2 are no further action, 34 are in progress, and 5 are not started. Many of the completed recommendations relate to creation of new business as usual workstreams. The operationalisation and coordination of some of these workstreams have now been transferred to BASC oversight.
- Continued development of a centralised VAWG dataset.
- A range of training on domestic abuse has been completed for Jersey Customs and Immigration Service, General Practitioners, veterinary staff and government services. Delivery of a comprehensive package of training on technology-facilitated abuse for a range of public and third sector services has been in track since September 2025.
- Public awareness campaigns delivered in response to local evidence / concerns raised within the 2023 VAWG report, addressing street harassment and coercive control.
- The independent review of the criminal justice system in relation to VAWG crimes has been completed. The publication of the findings and recommendations of the review was in February 2026.

- Further updates can be found in the 2025 VAWG annual progress report, scheduled for publication in Q2 2026.

Reforming legislation – working with the Cabinet Office (Policy)

- Legislation has been developed to implement 5 of the VAWG Taskforce recommendations and better address crimes associated with stalking, intimate image abuse, non-fatal strangulation, domestic abuse and threats to perpetrate sexual offences. This includes the Draft Harassment and Stalking (Jersey) Law 202-, the Draft Sexual Offences (Jersey) Amendment Law 202-, the Draft Domestic Abuse (Jersey) Amendment Law 202-, the Draft Crime (Strangulation) (Jersey) Law 202-, and the Draft Crime (Public Order) (Jersey) Amendment Law 202-. This legislation was approved in the States Assembly on 11 March 2026.
- Following the ministerial prioritisation exercise undertaken in 2024, where the proposed resilience policy and law drafting was not prioritised, there has been no change in status. Briefings have taken place on the policy and its underpinning report and evidence base, and officers are carrying forward support to ministers and the Emergencies Council, on this issue, into 2026, considering the opportunity to review the policy and law drafting priorities in a new political term.
- The States of Jersey Fire and Rescue Service working with the Cabinet Office have developed the Draft Fire Safety (Tall Residential Buildings) (Jersey) Regulations 202- which has been debated and agreed in the States Assembly. In addition, the Minister for Justice and Home Affairs has been briefed on the reform of the Fire Precautions Jersey Law 1977, and the proposals are currently with the Law Drafting Office.
- The Office of the Superintendent Registrar working with the Cabinet Office introduced the Children and Civil Status (Jersey) Law 2025, providing equality of legal parenthood status for all parents of Jersey born children (howsoever conceived, by whosever, in whatever circumstances) and the fulfilment of all Jersey born children's UNCRC rights to have the identity of their parents recognised.
- The Health and Safety Inspectorate completed a public consultation on a new Management of Health and Safety at Work: Approved Code of Practice (ACoP) gaining unanimous stakeholder support for its introduction. It has been designed to improve the understanding of the general duties, and extent of the responsibilities, under Jersey's Health and Safety Law. The ACoP came into force on 1 January 2026.

Improving value for money, the performance of services and effectiveness of governance working with the Cabinet Office (People), Treasury and Exchequer (Finance Business Partners) and Employment Social Security and Housing (ESSH)

- Departmental savings targets were achieved in 2025, following careful financial planning and budget management.
- Strategic workforce plans in progress across services to ensure value for money, resilience, business continuity, and a focus on strong culture.
- The Government of Jersey Enterprise Risk Management system has been fully embedded across JHA services. Along with better use of management information,

this has strengthened resilience, improved decision-making, and enhanced governance and risk analysis.

- Multiple new staff members embedded to reach near capacity staffing levels at the Office of the Superintendent Registrar, increasing efficiency and customer experience amidst greater complexity and unprecedented levels of service demand.
- Departmental target performance scores were exceeded in Customer Satisfaction (CSAT), Customer Effort (CES) and complaint handling.

Customer Satisfaction Performance

Measure	Target	Performance 2025
CSAT (Customer Satisfaction)	80%	87.5%
CES (Customer Effort Score)	4	4.59
Complaint handling - complaints responded to within timeframe	85%	94%
Complaints QA	*No target	87%
Number of complaints logged by colleagues	*No target	29

Service Performance

Summary of Service Performance Measures

Category	Count	Meaning
Green	12	Met or exceeded target
Amber	0	Within 5% of missed target
Red	2	More than 5% below target

Full details of all of the department's Service Performance Measures for the year can be found at JHA Service Performance and Delivery Measures

Notable measures in 2025 were:

Green (Met or exceeded target)

Average response time to fire incidents
Emergency Services Control Centre (ESCC) and Jersey Fire and Rescue Service

The target response time to fire incidents is within 10 minutes from the time the call is taken at the ESCC to when the first fire appliance arrives on scene. The 2025 average response time to fire incidents was 9 minutes and 45 seconds.

Percentage of successful prosecutions from illegal activity
Jersey Customs and Immigration Service (JCIS)

JCIS exceeded the 95% target in 2025 with 100% of prosecutions resulting in a criminal conviction. The service continues to combat the illegal trafficking of controlled drugs and immigration offences.

Number of proactive inspections made of high-risk work activities
Health and Safety Inspectorate (HSI)

The HSI undertook 165 proactive inspections of high-risk work activities, exceeding the target of 132. High-risk work activities include those where due to the hazards inherent in the working environment, the nature of the work, the equipment and/or the materials used in the workplace, have been shown to result in a higher risk of death or serious injury to workers or members of the public.

Percentage of eligible convicted prisoners with employment in place when leaving prison
States of Jersey Prison Service

With the support of the reintegration and resettlement team and the bi-annual Connect Me event which brings prisoners together with potential employers, 86% of convicted prisoners who were eligible and fit to work had employment in place on release, improving from 71% in 2024 and exceeding the target of 75%.

Red (More than 5% below target)

Daily prisoner time out of cell
States of Jersey Prison Service

The average daily time spent by prisoners outside their cell in 2025 was 7.7 hours, a 0.4-hour improvement on 2024 but below the target of 10 hours. Time out of cell has been impacted by a reduction in vocational training delivery including accredited qualifications caused by a shortage of vocational training instructors compounded by a lack of resilience in the Education and Activities department and financial constraints. This was further impacted by limited educational and workspace facilities required to meet increasing population demands. The introduction of peer-to-peer learning has significantly reduced the impact of the aforementioned factors. Operational staff shortages in uniform ranks and a reduced daily regime have also impacted time out of cell. Recruitment occurred in early 2025 and full staffing was achieved in Q4. This target is unlikely to be achieved in 2026 due to a restrictive budget and increasing prisoner population.

FOIs responded to within 20 working days
Business Support Unit

93% of Freedom of Information requests (FOIs) were responded to within 20 working days from date of receipt, below the target of 100%. Extensions were required for 6 FOIs in 2025 primarily due to complex requests, multi-service requests and requests for data prior to the availability date.

Financial Performance

The department's net underspend of £0.7 million mainly related to:

- £0.7 million staff underspends across the majority of services due to vacancies and recruitment delays
- £0.6 million underspend within the Field Squadron, mainly attributable to lower costs recharged from the Ministry of Defence due to staff turnover and tighter control on costs
- £0.4 million underspend in relation to the ongoing work of the Haut du Mont incident in 2022. The provision allocated for legal fees was covered by insurance.
- £0.3 million overachievement of income in Customs and Immigration, mainly related to immigration fees
- £0.7 million overspend within the Prison Service operating expenses included pressures within engineering, stores and kitchen services. These areas continue to see high inflationary rises in costs, as well as serving a growing prison population
- £0.5 million overspend within Fire and Rescue Service operating expenses included one off costs for training and equipment
- £0.1 million overspend within the Superintendent Registrar due to higher costs associated with moving to new premises.

The year-on year change in net expenditure of £6.1 million was predominantly due to the transfer of the Ambulance Service to Health and Care Jersey, partially offset by the impact of the 2025 pay award.

Additional budget of £0.6 million was allocated to Fire and Rescue, the Health and Safety Inspectorate and JHA Directorate for the ongoing work in relation to the Haut du Mont explosion in 2022. All services were also allocated their proportion of the 2025 pay award (£1.5 million).

Budget was transferred out of the department in relation to the transfer of the Ambulance Service to Health and Care Jersey (£7.9 million).

Service Analysis

Justice and Home Affairs		Estimate per Government Plan	Final Approved Budget	2025 Outturn			Difference from Final Approved Budget
Actuals 2024		Net Revenue Expenditure	Net Revenue Expenditure	Income	Expenditure	Net Outturn	
£'000		£'000	£'000	£'000	£'000	£'000	£'000
7,040	*Ambulance Service[1]*	*7,464*	*-*	*-*	*-*	*-*	*-*
5,511	*Customs & Immigration*	*5,976*	*6,043*	*(3,756)*	*9,330*	*5,574*	*469*
9,083	*Fire & Rescue*	*9,440*	*9,995*	*(339)*	*10,299*	*9,960*	*35*
782	*Health & Safety Inspectorate*	*657*	*823*	*-*	*668*	*668*	*155*
1,443	*Jersey Field Squadron*	*1,802*	*1,797*	*-*	*1,222*	*1,222*	*576*
5,306	*Justice and Home Affairs Directorate*	*4,723*	*5,147*	*-*	*4,589*	*4,589*	*558*
12,522	*Prison Service*	*12,098*	*12,607*	*(414)*	*13,928*	*13,514*	*(907)*
393	*Superintendent Registrar*	*265*	*292*	*(395)*	*886*	*492*	*(200)*
42,080	**Total**	**42,425**	**36,704**	**(4,904)**	**40,922**	**36,018**	**686**

Statement of Comprehensive Net Expenditure

Actuals	Justice and Home Affairs	Estimate per Government Plan	Final Approved Budget	Outturn	Difference from Final Approved Budget
2024 *£'000*		**2025** *£'000*	**2025** *£'000*	**2025** *£'000*	**2025** *£'000*
	Revenue				
-	Levied by the States of Jersey	-	-	-	-
(5,123)	Earned through operations	(4,528)	(4,612)	(4,904)	292
(5,123)	**Total Revenue**	**(4,528)**	**(4,612)**	**(4,904)**	**292**
	Expenditure				
-	Social Benefit Payments	-	-	-	-
36,824	Staff Costs	38,727	33,799	32,762	1,037
10,192	Other Operating Expenses	7,942	7,401	8,018	(617)
152	Grants and subsidies payments	254	86	119	(34)
14	Impairments	-	-	7	(7)
21	Finance costs	30	30	15	15
47,203	**Total expenditure**	**46,953**	**41,316**	**40,922**	**394**
42,080	**Net revenue expenditure**	**42,425**	**36,704**	**36,018**	**686**
512	Depreciation and amortisation	1,000	927	442	485
42,592	**Net revenue expenditure after depreciation**	**43,425**	**37,631**	**36,460**	**1,171**

Capital Projects

Army and Sea Cadets: site selection and initial feasibility work continued and required minimal funding in the year. Options to accommodate the facility at a school or in existing government premises have been explored. Unspent funds made available in 2026 will be used to further these options for Ministers to make a final decision on the selected solution.

Ambulance, Fire and Rescue Headquarters: 2025 spend has been for professional services to further refine feasibility reports and designs for two separate Headquarters. A revised business case and costs allocation now needs to be developed. This will be taken forward as part of the Investing in Jersey Programme.

Prison Improvement Works: saw the completion of Phase 8 of the Prison Masterplan delivering the demolition and site clearance of the old prison gate house / administration building and additionally, enabling works for future development, which will require new business cases for future phases.

Next passport project: this project is now due to commence in 2026 and is dependent on the UK Home Office being ready to proceed.

Combined Control Room (ESCC): this expenditure committed to a mixture of supplier contractual obligations related to the Fire Service Mobile Data Terminal project, continuation of Integrated Communication Control System project delivery and Subject Matter Expert professional services surrounding ESCC review in relation to Fire Control standards. 2026 will see continuation and subsequent payment of FRS MDT delivery milestones and contribution to system upgrade programmes within ESCC.

Replacement assets and minor capital: regular annual expenditure on smaller local departmental assets that needed to be replaced, including small IT equipment, tools, furniture and low value machinery that were deemed no longer cost effective to maintain or non-compliant with operational / safety standards.

Justice and Home Affairs		2025			Total Project	
Head of Expenditure	Sponsoring Department	Available Budget £'000	2025 Expenditure £'000	Unspent Project Approvals £'000	Total Project Budget £'000	Total Project Actuals £'000
Army and Sea Cadets Headquarters	JHA	200	5	195	1,057	102
Ambulance, Fire and Rescue Headquarters	JHA	66	66	-	813	613
Prison Improvement Works	JHA	1,122	1,093	29	24,356	22,172
Next Passport Project	JHA	351	351	-	351	351
Combined Control Room	JHA	250	130	120	2,064	1,943
Replacement Assets and Minor Capital - JHA	JHA	380	380	-	380	380
Total		**2,369**	**2,025**	**344**	**29,021**	**25,561**

People Services

Lesley Darwin

Chief People Officer

Minister:

- Chief Minister

Information on the department's purpose, context and structure can be found at People Services

Information on the 2025 department finances and resources can be found in the Government Plan Annex: Budget Government plan 25 Annex.pdf

Information on the 2025 business plan can be found at: Business Plans 2025

Delivery of key objectives

The People Services 2025 Business plan outlined the actions planned in our continued development to deliver on Our People Strategy 2025 v4.pdf

Vacancy Management

In 2025, we continued to apply strong financial discipline by reinforcing vacancy management practices to help control overall workforce growth across the Jersey Public Service. As part of this approach, the recruitment freeze was further extended in April 2025 to include Civil Service posts at Grade 9 and above, as well as all non-clinical, non-teaching, and non-social-worker roles within Health and Care Jersey (HCJ) and Children, Young People, Education and Skills (CYPES). This strengthened the restrictions already in place for non-essential, non-frontline, and senior posts at Civil Service Grade 11 and above.

The States Employment Board (SEB) subsequently approved a further extension of the recruitment freeze. To reinforce oversight and ensure consistent governance of workforce-related expenditure, we introduced the Workforce Expenditure Approval Request (WEAR) process. This provides a clearer framework for controls, improves transparency, and supports more effective decision-making regarding staffing and resource allocation.

Our recruitment and vacancy-management processes continue to encourage internal movement. A key requirement is the systematic review of the redeployment register before any vacancy is advertised. This ensures suitable alternative employment opportunities are identified for employees on the redeployment register and enables us to fill roles from within existing headcount wherever possible.

In parallel, we reviewed and published updated HR policies to support our approach to attracting and retaining high-calibre talent. These updated policies contribute to strengthening our organisational reputation, improving the employee experience, and creating a positive and consistent working environment.

This work will continue into 2026, with ongoing refinement to ensure our policies remain effective, relevant, and aligned with organisational priorities, while supporting our strategic focus on financial discipline and responsible workforce management.

Analytics

Developing our people analytics capability remains central to enabling informed decision-making and ensuring the early identification of trends and emerging issues. Throughout 2025, we delivered a series of improvements designed to enhance how absence information is recorded, monitored, and reported, with a specific focus on providing managers with timely, actionable insight.

Enhanced Absence Monitoring and Reporting

We introduced new absence dashboards and widgets within MyView, giving managers immediate and user-friendly access to attendance data. This enables earlier identification of concerns and improves managers' ability to support employees effectively.

Data quality across our systems has also been strengthened. Absence and workforce information from our three core HR platforms now undergoes regular reconciliation, improving accuracy and highlighting issues requiring corrective action. This work is supported by a 2025–2026 action plan, ensuring continued improvements in data integrity and reporting capability.

To further strengthen compliance and assurance, key updates such as DBS-compliance status are automatically routed to the appropriate individuals for timely action.

Strengthened Case Management and Insight

Case management data has been analysed to identify key trends and patterns across the organisation. Monthly reports are produced and shared with the States Employment Board, and insights are reviewed collaboratively with departments to highlight themes, root causes, and areas requiring improvement.

These insights directly inform enhancements to people management practices and operational processes. They have also shaped updates to key HR policies to ensure compliance with legislative requirements, alignment with current best practice, and responsiveness to organisational needs.

Targeted Interventions

Several targeted interventions were implemented in response to the insights generated through people analytics, including:

- The Absence Matters campaign, which supported managers in addressing attendance issues consistently and constructively
- Leadership development activity delivered through the Executive Leadership Programme, focusing on improving capability in people management and organisational culture

Collectively, these developments have strengthened our ability to use people data proactively, ensuring that workforce decisions are grounded in accurate information and aligned with organisational priorities

Talent Management

Talent Attraction and Onboarding

In March 2025, we relaunched the Jersey Public Service Careers (gov.je) portal offering an improved candidate experience and streamlining application management across the organisation. The enhanced site now provides:

- Clear information on employee benefits via the Our offer to you page
- Departmental profiles
- Current vacancies
- Pathways into public service, including apprenticeships and internships
- Highlighted opportunities for executive recruitment

To address hard-to-fill roles, we strengthened our digital resourcing activity, with a particular focus on LinkedIn Recruiter. This targeted approach has supported successful appointments within Health Care Jersey, including Consultants, a broad range of Allied Health Professionals, and the development of a robust nursing talent pool, enabling shorter recruitment lead-in times and improved resourcing resilience.

Employee Development

Building and sustaining a skilled workforce is fundamental to the effective delivery of public services. Throughout 2025, we continued to deliver a comprehensive portfolio of colleague, management, and leadership development programmes.

Key developments included:

- The introduction of statutory training for budget holders to strengthen financial governance
- New DEI-focused development, including a dedicated learning pathway with online modules addressing protected characteristics

- A refreshed manager training programme on recruitment and selection, incorporating enhanced safer-recruitment content to support safeguarding across regulated services

To further embed inclusive working practices, we launched two new modules focused on discrimination and disability inclusion. We also expanded access to statutory training by developing alternative delivery models for employees who are unable to use online learning modules.

Leadership Framework

The development of a Leadership Framework was a key deliverable for 2025. The framework articulates the standards, behaviours, and competencies expected of managers and leaders across the organisation.

Its development included:

- Detailed research into sector and international best practice
- Engagement with colleagues, stakeholders, and the senior leadership team to ensure relevance and robustness

Following formal approval in 2025, the framework was integrated into the performance management process in January 2026. Work will continue throughout 2026 to fully embed the framework across the employee lifecycle, from recruitment and development to performance and succession planning.

Recognising the importance of strong enterprise-level leadership, particularly during the ongoing recruitment freeze, we worked closely with senior leaders during 2025 to design a process for identifying those with the capability and potential to lead across government. This process will support greater internal mobility, broaden organisation-wide knowledge and experience, and strengthen succession planning for critical roles.

Diversity, Equity and Inclusion (DEI)

We remain committed to creating a workplace where all colleagues feel included, respected, and able to be themselves. Throughout 2025, we continued to update and strengthen our people policies to ensure alignment with our organisational values and the relevant Codes of Practice. This work was carried out in close collaboration with unions and colleagues to ensure shared understanding of policy intent and to support consistent, practical application across the organisation.

This programme of activity will continue throughout 2026 to ensure our policies remain legally compliant, up to date, and responsive to evolving organisational needs.

Policy Updates

The following policies were reviewed and updated during 2025:

- Recruitment and Selection

- Safer Recruitment
- Relocation
- Integration of Sexual Harassment provisions into the Dignity and Respect at Work Policy
- Organisational Change
- Compulsory Redundancy
- Redeployment
- Medical Redeployment
- Pay Protection
- Sickness Entitlement Panel Procedures
- Market Supplement Policy
- Domestic Abuse Guidelines
- Over and Under Payments
- Grievance Policy

These updates ensure clarity, compliance, fairness, and consistency across all people-management processes.

DEI Learning and Development

Mandatory training on DEI and sexual harassment was released early in 2025, with 80% of employees completing the modules by year-end. To further embed DEI principles, we also developed and launched a DEI development pathway, releasing new online modules each month to promote continuous learning.

Employee Networks and Engagement

The Women's Health Employee Network was expanded to include support for menstrual health, fertility, and maternity, in addition to menopause. This enhanced remit provides safe spaces for open conversation, peer support, and access to dedicated resources.

New internal webpages were developed to clarify the purpose and role of each network, and promotion continued through events, targeted communications, and the introduction of a monthly internal DEI newsletter distributed to all employees.

Under the leadership of their senior executive sponsors, DEI network membership increased to over 2,000 colleagues in 2025, reflecting strong engagement across the organisation.

Future Developments

A revised DEI Policy has been drafted and will be published in early 2026. In addition, we have developed a new set of DEI data collection questions, which will go live in the HR system to strengthen the quality of our workforce insights and support more informed decision-making.

Wellbeing

Key groups of Wellbeing Colleague Supporters were formally identified, and their roles and responsibilities were defined and agreed. Appropriate training was delivered by competent trainers to ensure that each group is equipped to recognise when individuals may need support and to confidently direct them to suitable wellbeing resources.

In addition to this training, bespoke support materials were created and issued to these groups. We also enhanced signposting to the Employee Assistance Programme (EAP) to ensure colleagues can easily access confidential support when needed.

To further raise awareness, presentations were delivered to departmental leadership teams outlining the scope of the EAP offer, reinforcing its benefits, and encouraging leaders to promote the service within their teams.

EAP Usage Insights (2025)

Data from the EAP for 2025 showed:

- A 55% increase in usage compared to 2024
- The 41 to 50 years age group representing the highest usage
- Anxiety/worry recorded as the most common issue presented for support

These insights help inform our ongoing wellbeing interventions and ensure our support offer reflects workforce need.

Internal Standards for Work-Related Mental Health and Wellbeing

The Government of Jersey has an internal standard for managing Work-Related Mental Health and Wellbeing. This internal standard sets out the baseline requirements for managing mental health risks in the workplace and defines the responsibilities of leaders and managers in creating psychologically safe environments.

Wellbeing Resources and Campaigns

The implementation of the internal standard is supported by a comprehensive suite of wellbeing resources delivered throughout 2025, including:

- Harmony Hub resources
- Stress risk assessment toolkits for both individual and team-based assessments
- A series of 12 Educational Wellbeing Webinars accessible to all colleagues

These resources contributed to the Absence Matters campaign, supporting colleagues and managers in understanding the factors affecting attendance and promoting early and supportive intervention.

Service Performance

Summary of Service Performance Measures

Category	Count	Meaning
Green	7	Met or exceeded target
Amber	0	Within 5% of missed target
Red	0	More than 5% below target

Full details of all of the department's Service Performance Measures for the year can be found at Annual Service Performance Measures for 2025

Notable measures in 2025 were:

Green (Met or exceeded target)

Diversity, Equity and Inclusion – Mandatory training completion
Two DEI mandatory training modules were launched in 2025. Our DEI online training was completed by 80.7% of employees and the module on sexual harassment was completed by 80.4%. High completion rates were achieved through adapting our delivery and targeting hard to reach employees.

Employee Assistance Programme (EAP)
The data on the usage rates of EAP shows that there has been a 55% increase in the use of EAP services in 2025 compared to the usage rates in 2024.

People Analytics
Public Sector Staffing Statistics were published. These included headcount data for each Government and non-ministerial department, with breakdowns by full-time, part-time, fixed term and zero hours contracts, alongside information on departmental vacancies and staff turnover for each Government and non-ministerial department, with breakdowns by full-time, part-time, fixed term and zero hours contracts, alongside information on departmental vacancies and staff turnover.-ministerial department, with breakdowns by full-time, part-time, fixed-term and zero-hours contracts, alongside information on departmental vacancies and staff turnover.

In addition, the following activity was delivered:

- Monthly publication of the people dashboard to departmental leadership teams
- Provision of absence dashboards and reports to managers to support more effective absence management

Financial Performance

Overall expenditure for 2025 was £1.9 million lower than in 2024, driven by a range of offsetting in-year factors.

Contributing to the reduced spend were the allocated Roles and Office Accommodation savings targets, which delivered just under £0.3 million, alongside the transfer of services to HCJ as part of the establishment of the Integrated Health Service (£0.9 million) and the transfer of People Analytics to T&E (£0.2 million).

Income increased by £0.8 million, predominantly due to the recharge of costs relating to Key Worker Accommodation. This accommodation was returned to HCJ in line with the annual agreement, which in turn resulted in a net increase in non-staff expenditure. An additional £0.3 million was recovered through higher utilities recharges from tenants.

Within staffing, expenditure increased due to the in-year pay award. However, this was offset by vacancy management arising from the recruitment freeze, as well as a review and restructure of the staffing model. These actions contributed both to achieving the roles savings target in-year and to supporting delivery of the 2026 savings requirement.

As part of a centrally led debt review, a number of minor aged debts were written off where recovery was considered unlikely due to the age of the debt and uncertainty around its recoverability.

Revenue Service Level Analysis

People Services		Estimate per Government Plan	Final Approved Budget	2025 Outturn			Difference from Final Approved Budget
Actuals 2024		Net Revenue Expenditure	Net Revenue Expenditure	Income	Expenditure	Net Outturn	
£'000		£'000	£'000	£'000	£'000	£'000	£'000
15,497	People and Corporate Services	14,107	13,801	(6,160)	19,790	13,630	171
15,497	**Total**	**14,107**	**13,801**	**(6,160)**	**19,790**	**13,630**	**171**

Revenue Statement of Comprehensive Net Expenditure

Actuals	People Services	Estimate per Government Plan	Final Approved Budget	Outturn	Difference from Final Approved Budget
2024 £'000		2025 £'000	2025 £'000	2025 £'000	2025 £'000
	Revenue				
-	Levied by the States of Jersey	-	-	-	-
(5,134)	Earned through operations	(6,063)	(6,101)	(6,160)	59
(5,134)	**Total Revenue**	**(6,063)**	**(6,101)**	**(6,160)**	**59**
	Expenditure				
-	Social Benefit Payments	-	-	-	-
11,554	Staff Costs	11,520	11,216	10,311	905
8,657	Other Operating Expenses	8,650	8,686	9,019	(333)
-	Grants and subsidies payments	-	-	-	-
420	Impairments	-	-	460	(460)
-	Finance costs	-	-	-	-
20,631	**Total expenditure**	**20,170**	**19,902**	**19,790**	**112**
15,497	**Net revenue expenditure**	**14,107**	**13,801**	**13,630**	**171**
-	Depreciation and amortisation	8	-	-	-
15,497	**Net revenue expenditure after depreciation**	**14,115**	**13,801**	**13,630**	**171**

Treasury and Exchequer (T&E)

Richard Bell

Treasurer of the States

Minister:

- Minister for Treasury and Resources

Information on the department's purpose, context and structure can be found at Treasury and Exchequer

Information on the 2025 department finances and resources can be found in the Government Plan Annex: Budget Government plan 25 Annex.pdf

Information on the 2025 business plan can be found at: T&E Business Plan

Delivery of key objectives

Our key objectives for 2025 were:

Independent Taxation

Revenue Jersey colleagues progressed preparations for the shift to individual taxation for couples beginning in the 2026 tax year. Whilst taxpayers won't be completing tax returns for 2026 until 2027, it was essential that revised ITIS rate notices were amended and active for the start of 2026 to better reflect the changes for individuals within couples who are jointly assessed. These revised effective rate notices were issued in November and accompanied by extensive communications for affected Islanders. In preparation for doing so our team defined system requirements and designed a new joint tax return to accommodate the Assembly's requirement to continue to provide the opportunity for joint filing. These were ready by 31 October 2025.

System changes required for 2025 were delivered safely. Islanders were issued their Bulk Effective rates in mid-November, which for some was their first independent rate which also includes a compensatory allowance where required. Targeted communications were sent ahead of this issue which proved effective in anticipating and managing customer enquiries.

Pillar 2 Implementation

The Pillar Two Implementation team issued technical and administrative guidance in Q4 2025. The Multinational Corporate Income Tax (MCIT) Registrations form was also launched in Q4 2025 allowing entities in scope of MCIT to register and fulfil their first legal requirements in Jersey.

We are currently working on a new Pillar Two portal which will allow entities and their tax agents to register for MCIT, see their payments, file MCIT, Income Inclusion Rule and GloBE Information Return returns and get access to the latest information. In time the Pillar Two portal would expand into a business portal and give a wider range of entities, and their tax agents access to more data. This is on track to have Phase 1 released in May 2026, to allow for the first 50% MCIT payments on account due by 31 May 2026.

Wherever possible, we offered internal opportunities for colleagues to join the new dedicated customer service team supporting businesses affected by Pillar Two and other necessary roles. Throughout the year, we engaged regularly with local and international stakeholders to review policies and explore ways to maintain and enhance Jersey's competitiveness while adhering to global standards.

Debt Collection and Management

We reduced outstanding tax, social security, and invoiced debt to improve the Government's cash flow. This included collecting balances deferred during the pandemic to support businesses. By the end of 2025, we had reduced the overall levels of debt outstanding for more than 90 days by 2% compared to 2024.

Whilst this was short of our target, our actions ensured that total crystallised debt balances outstanding for more than 30 days were down significantly, by 15%.

Over-90-day debt began to reduce following initial increases earlier in the year and was expected to continue declining into 2026, through further targeted interventions.

Funding and Financing Strategies for Island Infrastructure

We continue to monitor market conditions, but at present are continuing the strategy of using the Revolving Credit Facility to finance costs for the New Hospital Facilties.

The Long-term capital plan has been well-developed and is being considered alongside other investment initiatives as part of the "Investing in Jersey" programme.

The programme will also consider funding options for infrastructure at a high level, to be developed more fully before expenditure begins.

Customer Satisfaction

We met or exceeded our three key service performance measures. Notably, our Personal Tax help desk service achieved our highest satisfaction rating at 92%. Our online form services have seen further improvement, reaching target for the first time, along with phone help lines which also achieved target for the first time. Our customer satisfaction (CSAT) statistics have dropped mainly due to a long-running issue with phone system faults, and process issues with a ticket management system.

Financial Action Plan

Savings targets were met in full on a recurring basis. These comprised office accommodation property savings, a 20% reduction of growth allocated in the 2024 Government Plan, and role-related savings targets.

The role savings targets were achieved in full across the T&E directorates through vacancy management optimisation, resulting in the removal of 9.0 roles. This included two Director (Tier 2) roles and a further seven roles in other Tiers.

Deliver the refresh of the Procurement Plan

The Procurement Strategy was completed, implementation has commenced and will continue into 2026. We commenced an ongoing series of supplier events. New corporate contracts have been put in place for Temporary Labour, Fuel, Removals and Relocation and the process for others has already started. We also launched future procurement opportunities on gov.je.

A plan for new procurement thresholds has been developed, and a new requisitioner policy was prepared, for implementation in 2026. Guidance was under review, and collaboration with Treasury colleagues is underway to incorporate mandated rules directly into the Public Finances Manual.

Service Performance

Summary of Service Performance Measures

Category	Count	Meaning
Green	7	Met or exceeded target
Amber	1	Within 5% of missed target
Red	1	More than 5% below target

Full details of all of the department's Service Performance Measures for the year can be found at Annual Service Performance Measures for 2025

Notable measures in 2025 were:

Green (Met or exceeded target)

Personal tax returns
% assessed within 30 days (year to date Target: At least 80% Actual: 82%
This measure has improved from the same period of the previous year going from 75%, showing Revenue Jersey's commitment to improving processes

Rate of return of investment portfolio vs benchmark
Net 3-year rate of return as at 31/12/2025 was 10.7% against a market benchmark of 9.9%
Target: Hit benchmark or above

Amber (5% or less below target)

5 year moving average % increase in shareholding value year on year
This measure relates to four of the Strategic Investments, Jersey Electricity, Jersey Water, Jersey Post and JT. Performance is rated Amber since, whilst the shareholding value has increased from 2024 to 2025, the 5 year moving average is marginally in negative territory.

Red (More than 5% below target)

Reduce debt over 90 days by 20%
The target for 2025 to reduce outstanding tax, social security, and invoiced debt to improve the Government's cash flow. This effort includes collecting Social Security Contributions and GST balances deferred during the pandemic to support businesses. These balances reduced by £4.7m during 2025.

By the end of 2025, we had reduced the overall levels of debt outstanding for more than 90 days by 2% compared to 2024.Total overdue debt balances were down significantly; however, this has not yet fully flowed through to over-90-day debt. Over-90-day debt began to reduce following initial increases earlier in the year and was expected to continue declining into 2026.

Financial Performance

The department's financial outturn for 2025 reflects a net revenue expenditure increase of £3.7 million compared to 2024. The main contributors to this year on year movement are outlined below.

A significant proportion of the additional expenditure relates to higher overdraft interest costs. This financial pressure was proactively mitigated through the allocation of additional resources to the Finance Hub's debt collection team, strengthening debt management activities and supporting the reducing the level of outstanding debt. The remaining pressure was funded through a drawdown of additional centrally provided funding to support a balanced budget position at year end.

Pay awards also contributed to the increase in expenditure for 2025, and the transfer of People Analytics from People Services (£0.2 million), offset by a reduction in staff spend was as a result of a service transfer of both FBP and Commercial resources to HCJ as part of the creation of the Integrated Health Service.

In addition, the department experienced higher renewal premiums for government wide insurance policies, alongside spend associated with the advance implementation of the OECD Pillar 2 framework.

These in year unbudgeted pressures were largely offset by staff related underspends across the wider departmental teams, with these underspends supported by the recruitment freeze and active vacancy management measures, which not only helped mitigate emerging cost pressures in 2025 but also supports the readiness for the delivery of the recurring workforce savings required for 2026.

Service Analysis

	Treas	Estimate per Government Plan	Final Approved Budget	2025 Outturn			Difference from Final Approved Budget
Actuals 2024		Net Revenue Expenditure	Net Revenue Expenditure	Income	Expenditure	Net Outturn	
£'000		£'000	£'000	£'000	£'000	£'000	£'000
4,854	*Finance Business Partners, Analytics & Management Info*	4,614	4,329	(32)	4,293	4,261	68
2,826	*Commercial Services*	3,764	3,001	-	2,260	2,260	741
3,026	*Corporate Costs*	2,203	1,524	(259)	1,427	1,167	357
3,597	*Finance Hub*	3,028	3,342	(2,276)	6,018	3,741	(399)
2,089	*Risk & Assurance*	2,337	1,879	(80)	1,787	1,707	172
13,414	*Revenue Jersey*	13,949	14,479	(173)	13,148	12,975	1,504
3,022	*Strategic Finance*	3,333	3,998	(62)	3,589	3,527	471
12,728	*Treasury and Investment*	13,471	16,715	(1,292)	20,920	19,629	(2,914)
45,556	**Total**	**46,699**	**49,267**	**(4,174)**	**53,441**	**49,267**	**-**

Statement of Comprehensive Net Expenditure

Actuals	Treasury & Exchequer	Estimate per Government Plan	Final Approved Budget	Outturn	Difference from Final Approved Budget
2024 £'000		2025 £'000	2025 £'000	2025 £'000	2025 £'000
	Revenue				
(2)	Levied by the States of Jersey	-	-	-	-
(3,709)	Earned through operations	(4,353)	(5,484)	(4,174)	(1,310)
(3,711)	**Total Revenue**	**(4,353)**	**(5,484)**	**(4,174)**	**(1,310)**
	Expenditure				
-	Social Benefit Payments	-	-	(1)	1
29,047	Staff Costs	31,372	32,287	29,238	3,049
17,501	Other Operating Expenses	17,765	17,936	16,938	998
-	Grants and subsidies payments	-	-	-	-
50	Impairments	5	5	(8)	13
2,669	Finance costs	1,910	4,523	7,274	(2,751)
49,267	**Total expenditure**	**51,052**	**54,751**	**53,441**	**1,310**
45,556	**Net revenue expenditure**	**46,699**	**49,267**	**49,267**	**-**
846	Depreciation and amortisation	8	1,570	1,537	33
46,402	**Net revenue expenditure after depreciation**	**46,707**	**50,837**	**50,804**	**33**

Capital Projects

Treasury & Exchequer		2025			Total Project	
Head of Expenditure	Sponsoring Department	Available Budget £'000	2025 Expenditure £'000	Unspent Project Approvals £'000	Total Project Budget £'000	Total Project Actuals £'000
Revenue Transformation Programme (Phase 3)	T&E	2,003	1,422	581	3,966	3,385
Revenue Transformation Programme (Phase 4)	T&E	2,500	2,038	462	3,777	3,315
Pillar 2 Implementation Costs	T&E	1,760	1,326	434	1,760	1,326
Total		**6,263**	**4,785**	**1,478**	**9,503**	**8,025**

Appendix A
2025 Government Legislative Programme

The 2025 Cabinet Office Departmental Business Plan included the legislation to be lodged during 2025 and the first quarter of 2026 for debate by the States Assembly. It did not include policy development and drafting for legislation to be lodged in later years, or business as usual Orders and Commencement Acts.

Throughout 2025, updates on the legislative programme was shared with the States Greffe on a regular basis, in order to provide transparency and aid planning of Scrutiny and States Assembly business.

The following provides an update on each of the planned legislative items.

Chief Minister

Powers of Attorney (Jersey) Law 1995	De-prioritised to the Development Pool
Comptroller and Auditor General (Jersey Law 2014	Lodged Q1 2026
Control of Housing and Work Law Regulations	Appointed Day Act lodged Q1 2026

Minister for Children and Families

Regulations for independent advocacy	Lodged Q1 2025
Children Amendment Rules and Civil Status Consequential Amendments	Lodged Q1 2025

Minister for Education and Lifelong Learning

Education (Grants and Allowances) (Jersey) Order 2018 Amendments	Lodged Q1 2025

Minister for Environment

Amendments to the Regulation of Care (Jersey) Law 2014	Lodged Q3 2025
Animal Welfare (Jersey) Law 2004	Lodged Q4 2025
Amendments to the Planning and Building (Jersey) Law	Lodged Q1 2026
Legislation to regulate the development of an offshore windfarm	Not required, see link to the Minister’s statement to the States Assembly in Q4 2025

Food (Jersey) Law 202- *(addition from Development Pool)*	Lodged Q4 2025
Water Law (Jersey) Amendment Regulations 202- *(addition)*	Lodged Q1 2026

Minister for External Relations

Consumer Protection Regime (Consumer lending)	Lodged Q2 2025
Historical Tax Agreements	Continuing preparation for the next Government
Intellectual Property Framework Reform (including Trademarks)	Lodged Q4 2025
Companies (Jersey) Law 1991	Lodged Q1 2026
Crypto-Asset Reporting Framework	Lodged Q4 2025
Common Reporting Standard – Version 2	Lodged Q4 2025
Assistance in collection of UK Tax debts	De-prioritised to the Development Pool
Common Reporting Standard and Foreign Account Tax Compliance Act Regulations	Continuing preparation for the next Government
Exchange of Tax Information – Regulations	De-prioritised to the Development Pool
Sanctions and Asset Freezing (Implementations of Existing Sanctions, Director Disqualification) Amendments	Lodged Q1 2026
Economic Crime Confiscation Unit	Continuing preparation for the next Government
Civil Asset Forfeiture Powers	Lodged Q1 2026
Financial Intelligence Unit Legislation	Continuing preparation for the next Government

Minister for Health and Social Services

Capacity and Mental Health	Lodged Q1 2026
Assisted Dying legislation	Lodged Q3 2025
Adult Safeguarding Law – Adult Protection Orders	De-prioritised to the Development Pool
Professional Registration Law for Health and Social Care Professionals	Lodged Q1 2026
Termination of Pregnancy legislation	Lodged Q1 2026
Cultivation Regulations – Medical purposes and Advertising Order	De-prioritised to the Development Pool (Order agreed by Assembly)

Health Funding reform	Legislation not required at this stage
Public Health Law	Continuing preparation for the next Government
Medicines Manufacturing Licensing Regime Regulations	De-prioritised to the Development Pool

Minister for Housing

Residential Tenancy (Jersey) Law	Lodged Q4 2025

Minister for Infrastructure

Highways (Jersey) Law 1956 – Amendment for election matters	Lodged Q1 2025
Road Traffic Law (Drug Limits) (Jersey) Amendment Regulations 202- *(addition from Development Pool)*	Lodged Q1 2026

Minister for Justice and Home Affairs

Draft Criminal Justice (Young Offenders in Secure Accommodation) Jersey Amendment Law	Lodged Q4 2025
Legislation to improve access to information relating to energy resilience	Lodged Q1 2026
Marriage and Civil Partnership (Dissolution and Separation) (Jersey) Law 202-	Lodged Q3 2025
Police (Complaints and Conduct) (Jersey) Regulations	Lodged Q3 2025
Violence against women and girls – Non fatal Strangulation and suffocation	Lodged Q1 2026
Violence against women and girls – Stalking Law	Lodged Q1 2026
Violence against women and girls – Online offences	Lodged Q1 2026
Violence against women and girls – Sexual harassment in public	Lodged Q1 2026
Violence against women and girls – Emergency Barring Orders in the Domestic Abuse (Jersey) Law 2022	Lodged Q1 2026
Fire Precautions – Tall Buildings Regulations *(addition)*	Lodged Q4 2025

Children and Young People (Place of Police Detention (Jersey) Amendment Law *(addition from Development Pool)*	Lodged Q3 2025

Minister for Social Security

Long Term Care (Jersey) Law 2012 – legal framework to establish rates for domiciliary care	Completion by Ministerial Order
Update benefit legislation to support the major IT benefits project (Transform), including replacement of current Long Term Incapacity Allowance rules	Lodged Q2 2025
Employment (Jersey) Law 2003 – improvements to include whistleblowing protection	Draft legislation published in form of report for informal consultation
Social Security (Jersey) Law 1974 – review working age eligibility rules	Completion by Ministerial Order
Social Security (Jersey) Law 1974 and Social Security Bonus (Jersey) Law 2014 – review pensioner benefit eligibility rules	Lodged Q1 2026

Minister for Sustainable Economic Development

Heritage (Jersey) Law	Lodged Q4 2025
Alcohol Licensing (Jersey) Law 202-	Lodged Q4 2025
Competitions (Jersey) Law 2005 Amendments	Lodged Q3 2025
Agriculture (Loans and Guarantees) (Jersey) Law 1974	Lodged Q1 2026
Shipping (IMO Conventions and Codes) (Jersey) Amendment Law 202-	Lodged Q1 2026
Cyber Security (Jersey) Law 202- *(addition from Development Pool)*	Lodged Q4 2025
Harbours Inshore Safety (Jersey) Amendment Regulations *(addition)*	Lodged Q1 2025
Public Records (Jersey) Amendment Law 202-	Lodged Q4 2025

Minister for Treasury and Resources

Public Finances (Jersey) Law 2019 – role of Fiscal Policy Panel	Legislation not required to meet policy intent
Multinational Taxation (Global Anti-base Erosion) (Jersey) Law – Interest	Not required at this stage
Multinational Taxation (Global Anti-base Erosion) (Jersey) Law – De Minimus	Not required at this stage
Finance (2026) (Jersey) Law – the Budget	Lodged Q3 2025
Refundable Tax Credits	Not required at this stage
Capital Investment Fund – Draft Public Finances Law (States Funds) (Jersey) Amendment Regulations 202-	Lodged Q1 2026

Non-Ministerial

Electoral Registration Jersey Regulations (Automatic Registration)	Lodged Q2 2025
Elections (Senators) (Jersey) Amendment Law 202- *(addition)*	Lodged Q3 2025
Amendments to the Criminal Procedure Law *(addition)*	Lodged Q1 2026
Dogs (Jersey) Law Amendments *(addition from Development Pool)*	Lodged Q3 2025
Treaties (Jersey) Law *(addition from Development Pool)*	Lodged Q1 2026
Wills and Succession and Probate Law *(addition from Development Pool)*	Lodged Q1 2026

States of Jersey 2025

Annual Report and Accounts

States of Jersey

Annex 2

Non-Ministerial Department Reports

Introduction

This Annex to the 2025 States of Jersey Annual Report and Accounts provides a report from each Non-Ministerial Department.

It is intended to summarise the key highlights of each Department's year. The narrative has been written by each Non-Ministerial Department.

A number of the Non-Ministerial Departments also publish their own Annual Reports.

Further information on each Non-Ministerial Department can be found using the links below.

Non-executive and legal departments

The States Greffe	Judicial Greffe	Viscount's Department
Law Officers' Department	Bailiff's Chambers	Office of the Lieutenant-Governor
Probation and After-Care Service	States Official Analyst	Comptroller and Auditor General (C&AG)

States Greffe

40 States Assembly meeting days supported 11% up on 36 in 2024	**122** Propositions processed plus **99** Amendments 37% up on 89 Propositions and 4% up on 95 Amendments in 2024	**128** Scrutiny and PAC Public Hearings supported and 9 Reports presented Hearings 38% up on 93 in 2024 Reports 25% down on 12 in 2024
217 Meetings recorded by the Secretariat Team and 964 Ministerial Decisions processed 41% up on 154 in 2024	**146** Members registered with the Jersey Youth Assembly	**201** Enquiries received by Members' Resources and 114 received by Constituency Support

Supported PPC in the delivery of the Automatic Voter Registration (AVR) project, including the communication of the new system to Islanders.

- Draft Elections (Electoral Registers) (Jersey) Amendment Law adopted by the States Assembly.
- AVR system built and subject to ongoing user-testing.
- Data Protection implications considered and addressed, including successful referral to the Jersey Office of the Information Commissioner.

Supported PPC and its Sub-Committees in the implementation of measures to improve the accessibility of the States Assembly.

- Commonwealth Parliamentary Association (CPA) Gender Sensitive Parliament Self-Assessment Jersey report completed.
- Support provided to PPC and the Diversity Forum Sub-Committee for the establishment of a Women's Parliamentary Caucus.
- Ongoing engagement with Jersey Property Holdings regarding the accessibility of the States Building, including improvements to be made.

Provided opportunities for young people to have their voices heard by the Island's decision-makers.

- Programme relaunched, recruited and delivered Jersey's Youth Assembly (formerly the Jersey Youth Parliament)
- Re-brand and re-launch of the Jersey Youth Assembly (JYA).
- First meeting of the JYA during Democracy Week in September.
- First plenary session of the JYA held in the States Chamber on 4 December.

Delivered countdown campaigns for the 2026 Election, targeting both voters and potential candidates.

- 'Plan to Stand' campaign undertaken and completed.
- Vote.je newsletter for potential candidates launched, with more than 600 subscribers.
- Research commissioned and undertaken to understand younger voters in Jersey.

Developed a CPD programme for Island teachers in order to help build confidence in the delivery of political education in schools.

- CPD programme developed and completed, with the first training session delivered to teachers in December 2025 and a second scheduled for January 2026.
- Plans developed for subject-specific guidance to be produced.

Continued investigating and implementing opportunities to integrate advances in technology and software (including Artificial Intelligence) into the work of the department.

- Departmental AI and Technology Working Group established, with representation from all teams.
- Section Working Groups continued to explore options for use of AI in States Greffe work.

The States Greffe

Hosted

- the Conférence des Présidents of the European Region of the Assemblée Parlementaire de la Francophonie (APF) from 18 to 20 May 2025.
- the annual conference of the Parliamentary and Assembly Procedural Officials Network (PAPON); on 18 and 19 September 2025.
- the Commonwealth Parliamentary Association (CPA) BIMR PAC Network Conference. on 7 November 2025.

Supported PPC in a review of the E-petition system.

- Public survey undertaken of the impact of the e-petition system.
- Report provided to PPC on the e-petition system with options given for enhancement and amendment.

Judicial Greffe

330 Occasions on which the Adult Remand Court sat to consider criminal matters 2024 was 365	**159** Cases committed by the Magistrate's Court to the Royal Court 2024 was 128	**368** Acts issued by The Master of the Royal Court 2024 was 343	**119** Mediations held by the Petty Debts Court 2024 was 90
21 Jury Trials 2024 was 20	**61** Youth Court sittings 2024 was 69	**112** applications to the Family Foundation 2024 was 51	**446** Claims/appeals to the Tribunal Service 2024 was 430
117,000 Active users of courts.je New for 2025	**4,409** Online payment Transactions New for 2025	**£1.3+ billion** Value of property transactions registered 2024 was £948M	**10** Sittings of the Tax Tribunal New for 2025

Increased Court service workload

- Notable cases included the L'Ecume II trial which was unprecedented in terms of the technology, time and resource required.
- The trend for increasing numbers of litigants in persons has continued.
- Where appropriate the Judicial Greffe supports and facilitates mediation as a less stressful and more cost-effective alternative to going to court.
- A new Strategic Workforce Plan was developed and implemented.
- The Business Continuity Plan was updated including running a Cyber Security Tabletop Exercise.

Modernisation of Court payments

- Amendments to the Stamp Duties and Fees (Jersey) Law 1998 introduced major changes from April 2025 including abolishing Jurat Stamps and allowing for the introduction of digital payments in place of Treasury Receipts.
- The new online payments system processed over 4,000 payments since its introduction in April 2025 providing greater convenience to staff and court users.
- A new bulk payment form for the Petty Debts Court introduced in mid-2025 has been successfully used 386 times.

New responsibilities

- 2025 was the first full year in which the Tribunal service had responsibility for administration of the Commissioners of Appeal for Taxes.
- Preparations made for the introduction of a new Rent Tribunal from 2026.
- At the same time the complexity of claims and appeals received by the Courts and the Tribunal Service continued to intensify.

Greater accessibility

- Further enhancements were made to the courts.je website launched in 2024. These continued to improve the information available to the public including offering virtual tours of courts.
- c70% of website visits were classified as demonstrating moderate or high engagement meaning that visitors were interacting with courts.je to achieve specific goals.

Judicial Greffe - Courts.je

Viscount's Department

2,815 Jurors summoned 261 empanelled 25% up on the 2,250 in 2024	**15** Saisies Judiciaire enforced Was one in 2024	**100** Inquests were completed 28% up on the 78 in 2024
83 Delegates under administration 9% up on the 76 in 2024	**5,156** Arrest warrants executed 5% up on the 4,925 in 2024	**2** Administration of bankruptcies completed

Increase in number and complexity of inquests

- An additional Coroner, Dr Deryn Evans, was appointed in August 2025 to help address the increase in the volume of inquest work.
- New web content has been created on courts.je to provide better and more accessible information to the public.

Growing workloads across the department

- The workload across the department continued to intensify in 2025. There has been a significant increase in the number of cases where the Viscount is administering property that has been seized on the grounds that it is the proceeds of crime.
- The number of bankruptcy searches increased by 12% to 20,584.
- The total number of persons for whom the Viscount has been appointed as delegate rose to 83, up by 33% over the last two years.

Continued modernisation of systems and processes

- Substantial work has been undertaken to prepare a new Tirage jury selection system.
- New processes have been developed for listing inquests which have substantially reduced waiting times for families.
- Further development has been conducted on a new case management system to replace the existing coronial system.

Operational improvements

- Developed and implemented the department's Strategic Workforce Plan to prepare the organisation for future capability needs.
- Conducted a cyber security tabletop exercise to strengthen organisational preparedness, incident response capability and cross-departmental coordination.
- Reviewed and updated Business Continuity Plans to ensure they remain effective across critical service areas.

Viscount's Department - Courts.je

Law Officers’ Department

1,412 new matters opened 3% down on the 1,455 in 2024	**29** good practice areas identified by Lexcel 26% up on the 23 in 2024	**2 stars** accreditation from Best Companies UK 2024 was 2 stars
60 Royal Court trials / Newton Hearings 46% up on the 41 in 2024	**£7,651,027** funds repatriated to overseas jurisdictions from Asset Recovery Agreements negotiated in 2025 114% up on the £3,133,204 in 2024	**3 days** median response time for the Civil Division between receiving instructions and providing advice (target 20 days) 2024 was 4 days

The Law Officers’ Department (‘LOD’) achieved Lexcel accreditation for the seventh consecutive year in 2025 following an independent assessment of the department in November. The Lexcel assessor noted ‘*high levels of job satisfaction’ and ‘the welcoming and inclusive culture’* as particular areas of good practice within the Department. The LOD was rated by Best Companies in 2025 as *‘officially an outstanding organisation to work for’*.

The **Civil Division** has had another very busy year with continued increases in the number of court cases, advice files and meetings dealt with. There has been an increase in safeguarding applications concerning young people using the inherent jurisdiction of the Royal Court. In the run up to the next election lawyers in the division have worked with policy colleagues and the Law Draftsman’s office on a variety of important new laws which affect Islanders. Landmark property deals included the transfer of the Grève de Lecq site to the National Trust for Jersey. The Department played a key role in the litigation relating to the International Cooperation Law when the Judicial Committee of the Privy Council decided the Law is compatible with the European Convention on Human Rights. The team also successfully defended the States’ Employment Board and others in lengthy proceedings involving claims of misfeasance in public office going back more than 20 years.

The **Criminal Division** has been equally busy with continued increases in the number of court cases, advice files and early engagement meetings dealt with. Notable cases for the Criminal Courts team have included the trial relating to the Condor ferry collision, the charging decisions made in relation to the Haut Du Mont gas explosion, and the conviction of those involved in a large-scale drug trafficking operation involving the exploitation of children. The Economic Crime and Confiscation Unit continues to convict money launderers recovering and confiscating almost £3 million across four cases alone. The Mutual Legal Assistance team has continued its successful work with foreign jurisdictions both securing return of individuals to Jersey to face justice, and in ensuring that assets held by individuals illegally are returned either to the right country or indeed returned to Jersey.

Law Officers' Department
Best Companies | Law Officers' Department Jersey Company Profile

Bailiff's Chambers

The Bailiff's Chambers delivered three public functions in 2025 under the Bailiff as President of the Royal Court, President of the States Assembly and Civic Head of the Island.

In October Mr Robert MacRae KC took office as Jersey's 91st Bailiff, pledging to uphold the Island's laws and historic privileges. His appointment was approved by His Majesty The King after the previous Bailiff, Sir Timothy Le Cocq, announced his retirement.

Royal Court

- Delivered more than 400 court days comprising criminal, civil and children cases.
  2024 was 466
- Swore in two new Jurats of the Royal Court, 22 Advocates and five Ecrivains (Solicitors).
- Delivered the opening of the legal year (the Assise d'Héritage).
- Coordinated and delivered Judicial training for Judges, Jurats and members of the Legal Profession.

Civic and Public Events

- Hosted the Princess Royal who unveiled a portrait of His Majesty the King.
- 69 public events were approved by the Bailiff's Public entertainment panel.
  2024 was 54

States Assembly

- The Bailiff and Deputy Bailiff presided over the States Assembly for 200 hours.
  2024 was 176
- Provided support for the Commonwealth Parliamentary Association events with the States Greffe.
- Hosted the Ambassadors of Portugal, Qatar and Romania; European Union Ambassador to the United Kingdom; as well as visits from Members of the House of Commons and House of Lords.

[Bailiff's Chabers]

Office of the Lieutenant-Governor

The Office of the Lieutenant-Governor led or supported a number of Civic activities; hosted several thousand individuals within Government House and the Grounds; and conducted several hundred engagements with Charities and Organisations.

During a visit HRH The Princess Royal conducted the following engagements:
- Unveiled a portrait of Their Majesties King Charles III and Queen Camilla
- Celebrated the 100th Anniversary of the Royal Air Force Association (Jersey Branch)
- Visited the newly renovated Jersey Opera House
- Celebrated the Durrell Wildlife Conservation Trust 'Rewild our World' Strategy

Other notable activities undertaken during the year:

18
Royal, Ambassadorial and VIP visitors hosted at Government House.

2024 was 11

4
Medal presentation ceremonies
delivered to British Empire Medal recipients, Emergency Services and Honorary Police personnel and involving 150 guests

2024 was 10

213
British Citizenship ceremonies administered and officiated

38% up on the 154 in 2024

8
National Honours
to Jersey residents awarded following recommendation to Buckingham Palace through the Jersey Honours Committee

- One Knight Commander of the Most Excellent Order of the British Empire
- One Officer of the order of the British Empire
- Four Members of the order of the British Empire
- Two British Empire Medals

2024 was 7

Buckingham palace icon created by ultimatearm from flaticon.com

22
Presentations of Their Majesties' 100th Birthday Cards

by the Lieutenant-Governor
to recipients and their family and friends

32
Wedding Anniversary
congratulatory cards from Their Majesties for significant Wedding Anniversaries

with accompanying flowers and a personal message from the Lieutenant-Governor

[Office of the Lieutenant-Governor]

Probation and After-Care Service

In 2025 some of the key work undertaken by the department included:

304 pre-sentence reports prepared for the criminal courts A rise of 3% from 295 in 2024	**101** probation orders issued 2024 was 100	**164** community service orders issued A rise of 22% from 134 in 2024
15,000+ hours community service completed* 2024 was 16,000+ hours	**81%** probation orders completed successfully 2024 was 79.2%	**85%** community service orders completed successfully 3% points lower than 88% in 2024
98% of 47 children on deferred decisions from Parish Hall Enquiries completed their period of supervision successfully 2024 was 100% of 47	**23** prisoners on early release licences were supervised by the Service 2024 was 25	**184** family law cases worked by Jersey Family Court Advisory Service (JFCAS) 16% higher than the 158 in 2024

*Based on minimum wage the community service hours equate to £195,000 worth of work.

Promoting rehabilitation
- Probation officers meet regularly with clients.
- Interventions delivered included advice about healthy relationships, sexual behaviour, safer substance use and dealing with emotional difficulties.
- Clients report that they value the assistance they receive, and compliance is high.

Meeting the needs of children
- JFCAS have introduced well-received advice sessions for parents who are separating.
- The Service has been instrumental in promoting a law change that allows remission for children serving a sentence in secure accommodation.
- Diversion from court schemes has been successful.

Contributing to public protection
- Senior probation staff chair Jersey Multi Agency Public Protection Panel Arrangements (JMAPPA) meetings.
- The prison-based probation officer chairs pre-release risk meetings.
- A forensic clinical psychologist provides regular training about assessment and treatment of clients posing a risk of harm.

Focus on staff development
- Appointment of a new team manager.
- Continuation of successful trainee probation officer scheme and professional qualifications gained by other staff.
- Several individual and team awards in Our Stars initiative.

Probation and After-Care Service

Official Analyst

4,426 Total samples 3% up on the 4,278 in 2024	**139** Forensic samples (non-toxicology) 42 % down on the 241in 2024	**2,842** Environmental samples 4 % down on the 2,944 in 2024
656 Forensic toxicology samples (Police/Customs not included) 106% up on the 319 in 2024	**765** Samples from members of the public 9% up on the 701 in 2024	**24** Miscellaneous samples 67% down on the 73 in 2024

Continued to support government departments in regulatory and monitoring analysis.

- This includes drinking water, sewage/sludge samples, environmental waters wastewaters, swimming pool waters and sea bathing waters.
- We have continued to support both the Police and Customs departments in their forensic requirements.
- We also provide a forensic toxicology service to the Deputy Viscount, Alcohol and Drug Service, Police, Customs and the Hospital.

Continuing the process of documentation for ISO 17025. *

- Developing a complete suite of ISO 17025-aligned quality documents, ensuring that all methods, procedures, and operational controls are properly defined.
- Establishing a robust control system to manage document revisions and produce clear, defensible technical records that support consistent, auditable, ISO 17025-compliant laboratory practice.

The Laboratory is now registered with United Kingdom Accreditation Service for accreditation under ISO 17025. *

- Planning for a pre-assessment visit before the end of 2026.
- All staff members have completed their method validation course and educational programme is ongoing with a view to documenting all training and competencies.
- Gap analysis being performed allowing for delivery of ISO 17025 *.

Laboratory digital transformation.

- We have decided against an off the shelf LIMS (Laboratory Information Management System) in favour of using a Microsoft in-house system.
- Liaising with the Treasury and Exchequer analytical team to provide an in-house digital booking-in system as part of the LIMS development.
- Continuing the process of digitalising reporting and reducing paperwork.
- Liaising with Government departments to provide a more efficient streamlined system of work.

* **ISO 17025** enables laboratories to demonstrate that they operate competently and generate valid results.

States Official Analyst

Financial Performance

The financial outturns are provided below.

In 2025, the **Non-Ministerial Departments** delivered a net revenue expenditure of £36.2 million. This resulted in an underspend of £3.5 million against the Final Approved Budget of £39.7 million, equating to a positive variance of 8.7%. The outcome reflects robust financial control and effective in-year budget management across the departments, despite operational pressures in legal, ceremonial, and court services.

Despite cost pressures in areas such as court activity and legal services, the Non-Ministerial Departments achieved a strong year-end position. The £3.5 million underspend reflects a strong income performance, particularly in Judicial Greffe, Viscount's Department and Office of the Lieutenant Governor. It demonstrates conservative spending in departments like Probation and After-Care Service and Official Analyst; partially offsetting of overspends in court and case costs by operational underspends and higher than forecast income.

The **States Assembly** delivered a net revenue expenditure of £10.5 million. This resulted in an underspend of £0.7 million against the Final Approved Budget of £11.2 million. Through careful management of vacancies and resources, the States Assembly successfully absorbed unplanned pressures and ended the year in a strong financial position, demonstrating effective in-year budget control.

The **Bailiff's Chambers** ended 2025 with a net outturn of £4.4 million, in line with the approved budget. The ceremonial expenditure was £0.4 million this included the delivery of the 80th Anniversary of Jersey's Liberation Day. Court and Case Costs totalled £1.0 million. Effective financial oversight balanced the impact of increased court activity, including specific courts requirements with exceptional duration and/or technical demands, which increased related costs.

The **Judicial Greffe** recorded a net outturn of £7.5 million and achieved a net underspend of £2.6 million largely driven by overachieved income and stringent cost control measures. This included an underspend in Court and Case Costs despite a number of unprecedented pressures demonstrating effective budgetary controls.

The **Viscount's Department** ended 2025 with a net outturn of £2.6 million. There was an overspend of £165k driven by court-ordered activity and primarily due to a complex bankruptcy case. Overall the department ended the year with an underspend of £154k due to income and robust financial management.

The **Law Officers' Department** recorded a net outturn of £16.0 million, resulting in a net underspend of £0.1 million. Income and tight cost control offset operational pressures across core legal services. However, Court and Case Costs ended £1.1 million over budget due to a continuation of the complex economic crime cases and the major incidents of 2022.

The **Office of the Lieutenant Governor** ended 2025 with a net outturn of £0.9 million, delivering an underspend of less than £0.1 million. Higher-than-expected income alleviated rising operational costs on staffing, hospitality and utilities. Total income of £0.3 million, primarily from immigration fees, helped mitigate £1.1 million in expenditure.

The **Official Analyst** ended 2025 with a net underspend of £22,000 against a full-year budget of £0.8 million. Additional income from both internal and external sources helped achieve this position, allowing the department to absorb the increased costs associated with compliance activities, training, and recruitment, with total expenditure reaching £0.9 million. Careful financial planning and prudent forecasting ensured that all departmental objectives were met and contributed to the overall underspend recorded across Other Non-Ministerial Departments.

The **Probation and After-Care Service** recorded a net underspend of £0.4 million. This underspend was due to the Service not recruiting to two extra probation officer posts that have been earmarked in the event that post custodial supervision is introduced. The appointment of a trainee probation officer was moved to 2026 to allow other staff changes to become established. Savings across administration areas, reduced use of outsourced staff, training, and travel helped offset overspends elsewhere, enabling the department to remain within budget. The final position highlights its commitment to sound financial management.

Non-Ministerial States Funded Bodies - Service Analyses

Non-Ministerial States Funded Bodies		Estimate per Government Plan	Final Approved Budget	2025 Outturn			Difference from Final Approved Budget
Actuals 2024		Net Revenue Expenditure	Net Revenue Expenditure	Income	Expenditure	Net Outturn	
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	Bailiff's Chambers						
3,627	Bailiff's Chamber	3,320	3,427	(92)	3,471	3,379	48
579	Court and Case Costs	480	956	-	979	979	(23)
	Law Officers' Department						
11,275	Law Officers General	12,904	13,169	(323)	12,271	11,948	1,221
4,442	Court and Case Costs	1,111	2,908	-	4,032	4,032	(1,123)
	Judicial Greffe						
2,193	Judicial Greffe General	4,017	4,193	(3,066)	5,424	2,358	1,835
4,678	Court and Case Costs	5,951	5,951	(15)	5,180	5,166	785
	Viscount's Department						
1,590	Viscount's Department	2,370	2,421	(983)	3,084	2,101	320
613	Court and Case Costs	246	305	(271)	742	470	(165)
825	**Official Analyst**	784	806	(88)	877	789	17
875	**Office of the Lieutenant Governor**	913	946	(262)	1,144	882	64
	Probation						
2,811	Probation and Aftercare Service	3,199	3,313	(51)	2,958	2,907	406
53	Court and Case Costs	125	128	-	93	93	35
1,108	**Comptroller & Auditor General**	1,196	1,196	(153)	1,297	1,144	52
34,669	**Total**	**36,616**	**39,719**	**(5,304)**	**41,552**	**36,248**	**3,471**

Non-Ministerial States Funded Bodies
Statements of Comprehensive Net Expenditure

Actuals	Non-Ministerial States Funded Bodies	Estimate per Government Plan	Final Approved Budget	Outturn	Difference from Final Approved Budget
2024 £'000		2025 £'000	2025 £'000	2025 £'000	2025 £'000
	Revenue				
(449)	Levied by the States of Jersey	(365)	(432)	(424)	(8)
(4,062)	Earned through operations	(3,165)	(4,049)	(4,879)	831
(4,511)	**Total Revenue**	**(3,530)**	**(4,481)**	**(5,304)**	**823**
	Expenditure				
-	Social Benefit Payments	-	-	-	-
22,138	Staff Costs	26,722	27,845	25,734	2,111
16,534	Other Operating Expenses	13,319	16,250	15,435	815
435	Grants and subsidies payments	90	90	79	11
-	Impairments	-	-	292	(292)
12	Finance costs	15	15	12	3
39,119	**Total expenditure**	**40,146**	**44,200**	**41,552**	**2,648**
34,608	**Net revenue expenditure**	**36,616**	**39,719**	**36,248**	**3,471**
61	Depreciation and amortisation	85	85	-	85
34,669	**Net revenue expenditure after depreciation**	**36,701**	**39,804**	**36,248**	**3,556**

Non-Ministerial States Funded Bodies - Capital Projects

Non-Ministerial States Funded Bodies		2025			Total Project	
Head of Expenditure	Sponsoring Department	Available Budget £'000	2025 Expenditure £'000	Unspent Project Approvals £'000	Total Project Budget £'000	Total Project Actuals £'000
Court Digitisation	JG	1,305	1,216	88	2,362	2,273
Probation/Prison Offender Case Management System	PROB	100	51	49	608	162
Total		**1,405**	**1,267**	**137**	**2,970**	**2,435**

States Assembly - Service Analysis

Actuals 2024	States Assembly	Estimate per Government Plan	Final Approved Budget	2025 Outturn			Difference from Final Approved Budget
		Net Revenue Expenditure	Net Revenue Expenditure	Income	Expenditure	Net Outturn	
£'000		£'000	£'000	£'000	£'000	£'000	£'000
3,630	*States Assembly General*	*3,758*	*3,776*	*-*	*3,836*	*3,836*	*(60)*
784	*Committees and Panels*	*2,301*	*2,380*	*(14)*	*1,910*	*1,896*	*484*
1,658	*Members' Services and Renumeration*	*1,936*	*1,988*	*(1)*	*1,742*	*1,741*	*247*
1,563	*Law Drafting*	*1,907*	*1,976*	*(285)*	*2,240*	*1,956*	*20*
1,862	*Digital and Public Engagement*	*1,030*	*1,064*	*(1)*	*1,070*	*1,069*	*(5)*
9,497	**Total**	**10,932**	**11,184**	**(300)**	**10,799**	**10,499**	**685**

States Assembly - Statements of Comprehensive Net Expenditure

Actuals	States Assembly	Estimate per Government Plan	Final Approved Budget	Outturn	Difference from Final Approved Budget
2024 £'000		2025 £'000	2025 £'000	2025 £'000	2025 £'000
	Revenue				
-	Levied by the States of Jersey	-	-	-	-
(92)	Earned through operations	-	(166)	(300)	134
(92)	**Total Revenue**	**-**	**(166)**	**(300)**	**134**
	Expenditure				
-	Social Benefit Payments	-	-	-	-
8,097	Staff Costs	9,462	9,714	9,413	301
1,492	Other Operating Expenses	1,470	1,636	1,386	250
-	Grants and subsidies payments	-	-	-	-
-	Impairments	-	-	-	-
-	Finance costs	-	-	-	-
9,589	**Total expenditure**	**10,932**	**11,350**	**10,799**	**550**
9,497	**Net revenue expenditure**	**10,932**	**11,184**	**10,499**	**685**
-	Depreciation and amortisation	-	-	**-**	**-**
9,497	**Net revenue expenditure after depreciation**	**10,932**	**11,184**	**10,499**	**685**

States Assembly - Capital Projects

States Assembly		2025			Total Project	
Head of Expenditure	Sponsoring Department	Available Budget £'000	2025 Expenditure £'000	Unspent Project Approvals £'000	Total Project Budget £'000	Total Project Actuals £'000
Automatic Electoral Registration	SA	405	331	74	567	493
Total		**405**	**331**	**74**	**567**	**493**

Annex 3: Grants

To support greater transparency, and in response to stakeholder requests, we have included a detailed breakdown of external grants awarded during the reporting period. The disclosure threshold has been established following a full assessment of all grants, ensuring that the information presented is both meaningful and proportionate.

Please note:

- Grants awarded directly to individuals have been excluded to comply with data privacy regulations.

This breakdown aims to provide clear insight into our external funding activities while maintaining appropriate confidentiality standards.

In addition to the Significant Grants disclosed in the Grants Payments note within the Annual Report and Accounts (ARA), the following additional grants have been provided:

Grants under £75,000

Issuing Department	Grantees	2025 £'000	2024 £'000	Reason for Grant
Grants under £75,000				
ESSH	*Relate Jersey*	*37*	*37*	*Grant provided to continue offering confidential counselling for adults and couples, regardless of sexual orientation. Their qualified team helps people navigate relationship challenges and emotional or sexual difficulties, providing a safe space to feel heard and supported.*
ESSH	*Butterfly Café*	*-*	*30*	*Grant to help establish a non-profit venture that would provide job opportunities, workplace training, and support services for survivors of abuse.*
CYPES - C&F	*National Society for the Prevention of Cruelty to Children (NSPCC)*	*-*	*50*	*Grant to support Jersey's children in care in the UK. Payment to NSPCC for delivery of child protection services, advice, and education for children and families in Jersey affected by sexual abuse.*
CYPES - C&F	*Youth Service - Inclusion Project*	*27*	*-*	*These grants were provided to 7 different parish Youth Service to cover rent costs.*
CYPES - E&LL	*Polish Saturday School*	*19*	*-*	*Grant provide to the Polish Saturday School to help with set up to provide students with opportunities to learn Polish language and get familiar with their Polish history and geography.*
IHE	*EPPO Ltd*	*30*	*28*	*Jersey is a member of the European and Mediterranean Plant Protection Organization. The grant was provided to EPPO it continues the support of its work.*
IHE	*Jersey International Centre of Advanced Studies*	*-*	*5*	*JICAS Educational student bursary for ongoing fisheries research into the Portlet 'No Take Zone' on behalf of Natural Environment's Marine & Fisheries services.*
IHE	*Jersey Trees for Life*	*-*	*2*	*Funding support was provided to Jersey Trees for Life in respect of costs incurred with JLC Woodcraft under the Countryside Enhancement Grants.*
IHE	*Class of Your Own Ltd*	*2*	*-*	*Grant to fund School Provision of Design Engineer Construct learning program.*
ECON	*Jersey International Air Display Ltd*	*-*	*40*	*Grant funding was provided to support the organisation and delivery of the Jersey Air Display.*
ECON	*British Surfing Championships*	*-*	*20*	*Grant funding was provided to support the delivery of the British Surfing Championships for the British Cup at Watersplash.*
ECON	*Pride*	*55*	*16*	*Grant provided to support Pride events on the Island.*

Issuing Department	Grantees	2025 £'000	2024 £'000	Reason for Grant
ECON	Skateboarding Competition	-	10	Grant provided for the Skateboarding Competition at the Bowl Ā Crock Festival to support the athletes of Jersey.
ECON	Alliance Francaise	-	10	Grant provided the support of advancing the education of the public of Jersey in the French language.
ECON	Jersey Markets Residency	-	10	Jersey Markets Residency was a specific grant for a paid opportunity for a Jersey-based artist to use studio space in the markets and create a public artwork.
ECON	Jersey Hospitality Association	-	3	Grant to provide financial support for the hospitality industry.
ECON	Boda Jersey Limited	40	-	To provide financial support for the Lunar New Year events.
ECON	Shoulder Events Strategy	18	-	To provide opportunities to events for events to exist outside of popular tourist months.
ECON	Parish of St Helier	30	-	Grant Funding to fund support of the Corn Riots.
MER	Alliance Francaise de Jersey	15	-	Grant Funding to fund operations overseas of advancing the education of the public of Jersey in the French language.
NM – JG	Family Mediation Jersey	72	72	Grant to assist Family Mediation Jersey in the delivery of their services to Islanders.
OCE	Butterfly Café	-	5	Part of the Pilot Grant for the Butterfly Café aimed to provide job training, employment, and holistic support for survivors of abuse and vulnerable individuals.
JHA Directorate	Jersey Action Against Rape	28	41	Grant to JAAR for its services to the island as a local charity that provides help and support services to Jersey's survivors of sexual assault and their families.
JHA Directorate	Jersey Air Cadets	20	20	
JHA Directorate	Jersey Combined Cadets	20	20	Annual cadets force grant to support operation of cadet force delivering quality training to young people enrolled at Victoria
JHA Directorate	Jersey Sea Cadets	20	20	College and Jersey College Girls. The Grants also support the cadet maintenance of training equipment.
JHA Directorate	Jersey Army Cadets	20	20	
JHA Directorate	The Jersey Community Relations Trust	-	20	Annual grant to cover the general annual running costs to be able to continue providing their services to the public.
JHA Health & Safety Inspectorate	The Jersey Safety Council	11	11	Annual grant to cover the general annual running costs to be able to continue providing their services to the public.
T&E - Ecology	Various Ecology Grants	20	22	All Grants below £5k. All Grants provided to Jersey business, trust or individuals for Ecology within Jersey.
SPP-Cabinet Office	Jersey Community Relation Trust	20	-	Grant to support the eliminate discrimination on any ground by promoting good relations between all members of society and seeking to achieve equality of treatment and opportunity within the community.
NM - V	Various	7	1	Grant for jurors to claims relating to expenses.
Environment	Various	17	-	Ocean Stewardship Fund for the MSc Certification. It was split 50/50 between Marine Resources and the regional committee in France. And Jersey Contribution DEFRA 564AF.
	Accounting Adjustments	(44)	51	Adjustments for Jersey Financial Reporting Manual.

Grant Schemes below £75,000

ECON	Culture Support and Arts Grant	-	69	Additional Arts Grant. A detailed breakdown of all Arts Grants can be found below.
ECON	Productivity Support Scheme	-	67	Grant to provide grants to Jersey businesses to support individual business innovation, efficiency and productivity improvements. A detailed breakdown of all Productivity Support Scheme Grants can be found below.
ESSH	Public Sector Scheme	-	12	To assist people with disabilities or long-term health conditions into employment within the Public sector where the employing department contributed to an appropriate level of the person's salary equating to the person's ability.
ESSH	International Cultural Centre Grant Scheme	53	-	To strengthen community bonds and celebrate Jersey's cultural diversity, the International Cultural Centre (ICC) offered grants of up to £5,000 through its Community Support Grant Scheme.

Issuing Department	Grantees	2025 £'000	2024 £'000	Reason for Grant
	Accounting Adjustments	-	5	*Adjustments for Jersey Financial Reporting Manual.*
	TOTAL Grants adjustment	**537**	**716**	

Rural Initiative Scheme Breakdown (Including Living Wage allocation)

Grantee	2025 £'000	2024 £'000
Individuals (Sum of all payments to individuals – In total 26 in 2025, and 21 in 2024)	*311*	*225*
The Jersey Royal Company Limited	*123*	*107*
Master Farms Limited	*59*	*18*
Lodge Farm Limited	*49*	*19*
Woodlands Farm Limited	*46*	*79*
Jersey Dairy	*45*	*300*
La Ferme Limited	*42*	*40*
Hi Ho Growers Limited)	*40*	*-*
Meleches 2007 Limited	*39*	*36*
Didier Hellio Ltd	*36*	*-*
Somerleigh Farms 1996 Ltd	*31*	*-*
Cowley Farm Limited	*30*	*36*
Woodside Farms Limited	*30*	*25*
Fosse Au Bois Growers Limited	*26*	*24*
Freedom Farms Limited	*25*	*24*
J & S Growers (2009) Limited	*25*	*21*
The Reserve	*25*	*20*
AMW (Jersey) Limited	*22*	*-*
D A Richardson Limited	*21*	*21*
Labey Farms Limited	*21*	*18*
HFP Equestrian Limited	*21*	*16*
La Chasse Produce Limited	*20*	*17*
La Mare Vineyards Limited	*19*	*15*
Le Gresley Farms Limited	*18*	*18*
Happy Hens Limited	*17*	*17*
Le Tacheron Limited	*16*	*16*
Three Oaks Vineries Limited	*16*	*15*
Potage Farm Limited	*15*	*16*
Panigot Farm	*15*	*-*
La Hougue Farms (1975) Limited	*14*	*13*
New Lawns Limited	*14*	*13*
The Farm School Initiative Limited	*13*	*13*
Classic Herd Limited	*13*	*-*
Ville Machon Limited	*12*	*13*
Bayview Livery Limited	*12*	*12*
Equine and Canine Solutions Limited	*12*	*12*
Brooklands Farm Limited	*12*	*10*
Bramble Farm Limited	*12*	*-*
RB Agriculture Limited	*12*	*-*
MBM Services Limited	*12*	*-*
Jersey Fine Tea	*11*	*14*
La Robeline Cider Company Limited	*11*	*13*
Jersey Sea Salt	*11*	*12*
La Barcelone Farm	*11*	*12*
Vergee Limited	*11*	*-*
Field Farm	*8*	*5*
An Gort Limited	*6*	*5*
Jersey Flower Farm	*6*	*4*
Hans van Oordt Garden Design	*5*	*4*
La Hauteur Stables	*4*	*4*
PLCS Limited	*4*	*4*
Sangan Island Conservation	*4*	*-*
Anneville Farm Limited	*3*	*11*
Samares Manor Limited	*3*	*-*
La Source	*1*	*2*

Grantee	2025 £'000	2024 £'000
Hamptonne Farm Limited	-	17
Le Sech Farms Limited	-	14
Grow Jersey	-	2
Vers Les Mont Organic Farm	-	1
Accounting Adjustments	1	(45)

Rural Support Scheme (Including Living Wage allocation)

Grantee	2025 £'000	2024 £'000
Individual (Sum of all payments to individuals – In total 32 in 2025, and 28 in 2024)	892	793
The Jersey Royal Company Limited	704	607
Master Farms Limited	307	290
La Ferme Limited	202	189
Meleches 2007 Limited	181	164
Cowley Farm Limited	169	161
Lodge Farm Limited	162	139
Somerleigh Farms 1996 Limited	129	93
Woodside Farms Limited	126	93
Jersey Dairy	109	-
The Reserve	108	64
Fosse Au Bois Growers Limited	102	86
Hi Ho Growers Limited	99	-
Freedom Farms Limited	93	87
J & S Growers (2009) Limited	93	70
AMW (Jersey) Limited	76	67
D A Richardson Limited	71	68
HFP Equestrian Limited	68	40
Didier Hellio Limited	67	43
La Chasse Produce Limited	60	45
Labey Farms Limited	59	51
La Mare Vineyards Limited	59	34
Le Gresley Farms Limited	48	47
Happy Hens Limited	43	42
Three Oaks Vineries Limited	43	34
Hamptonne Farm Limited	42	41
Jersey Hemp	42	-
Le Tacheron Limited	37	36
Anneville Farm Limited	36	23
Potage Farm Limited	33	34
Woodlands Farm Limited	28	200
Le Sech Farms Limited	28	27
La Robeline Cider Company Limited	26	38
Jersey Fine Tea	25	25
La Hougue Farms (1975) Limited	24	18
Environmental Services (Jersey) Limited	23	-
New Lawns Limited	22	18
Classic Herd Limited	20	-
Vergee Limited	20	-
Person & Freire Limited	19	14
The Farm School Initiative Limited	17	17
La Barcelone Farm	14	15
Equine and Canine Solutions Limited	14	13
Ville Machon Limited	13	21
Brooklands Farm Limited	13	16
Bramble Farm Limited	13	-
Sangan Island Conservation	13	-

Grantee	2025 £'000	2024 £'000
Bayview Livery Limited	*12*	*14*
Field Farm	*12*	*13*
MBM Services Limited	*12*	*-*
Promessa Organic UK Limited	*12*	*-*
RB Agriculture Limited	*12*	*-*
PLCS Limited	*11*	*12*
Grow Jersey	*11*	*8*
RD Equestrian Limited	*11*	*-*
Vers Les Mont Organic Farm	*10*	*9*
La Source	*10*	*8*
Jersey Sea Salt	*9*	*12*
Greencliff Equestrian Centre	*9*	*11*
Hans van Oordt Garden Design	*9*	*11*
Jersey Flower Farm	*9*	*10*
An Gort Limited	*9*	*-*
La Hauteur Stables	*7*	*9*
Jersey Seafood Fishing & Processing	*7*	*-*
Samares Manor Limited	*6*	*-*
Happy Hooves Jersey	*5*	*7*
R Le B Limited	*-*	*184*
Hi Ho Growers Limited	*-*	*29*
Accounting Adjustments	*(6)*	*(1)*

Marine Support Scheme (Including Living Wage allocation)

Grantee	2025 £'000	2024 £'000
Individual (Sum of all payments to individuals – In total 36 in 2025, and 30 in 2024)	*226*	*187*
Jersey Oyster Co Limited	*134*	*87*
Seymour Oyster Company Limited	*38*	*28*
Wheelhouse Limited	*22*	*13*
White Waters Limited	*15*	*16*
Rock Fisheries Limited	*14*	*13*
Jade-S Fisheries	*13*	*11*
Provider Fisheries Limited	*12*	*12*
Samedi Soir	*11*	*10*
PA & C Gay Fisheries Limited	*10*	*9*
Southern Rocks Fisheries Limited	*8*	*8*
Great Catch Seafood	*7*	*7*
Blue Duo Fishing	*6*	*5*
GMA Jersey Shellfish	*5*	*5*
Green Bean Supplies Limited	*4*	*4*
La Rocque Fisheries Limited	*-*	*27*
Other postings	*-*	*(4)*

Culture Support & Arts Grant

Grantee	2025 £'000	2024 £'000
Individual (Sum of all payments to individuals – In total 8 in 2025)	*54*	*-*
Racc'moder Central Market	*35*	*35*
Alliance Francaise	*15*	*-*
Jersey Heritage - Historic feudal system research project	*15*	*-*
Puglia Artist exchange	*14*	*-*
JASTO Community Orchestra	*13*	*5*

Grantee	2025 £'000	2024 £'000
Parish of St Martin - Heritage Grant for Gorey Harbour Design	10	-
Jersey Building Preservation Company	10	-
Jersey Community Relations Trust – Project on Portuguese life in Jersey	10	-
Le French Festival CI	10	-
First Thurs	9	-
65 Wilding Films	6	-
Jersey International Centre of Advanced Studies	6	-
ArtHouse Jersey Limited	5	-
Boda Jersey Limited	5	-
Société Jersiaise	5	-
Tiny Speck Productions Ltd	5	-
The Jersey Symphonies	4	14
Arts Grant Concert	4	-
William the Conqueror's Millennium Events	3	-
Vraiqu'sie She Rose	2	10
Taste of Southern Africa Ltd	2	-
Les Conteurs Singers - Participation in Guernsey Eisteddford	2	-
Tension	1	-
Film Festival	-	25
Africa Awareness Week	-	15
La Saison Francaise 2024	-	10
6 Big Things to Talk About	-	8
The Phantom of the Opera	-	8
10 Chicago Blues Classics	-	5
Cicada - Tranche 2	-	4
Organ Festival	-	4
Summer Show	-	4
Midnight Joanna	-	3
Classical and Jazz Lunch at Grève de Lecq	-	2
Elements of Spaces	-	2
Songwriting camp	-	1
Jersey Tattoo Convention	-	1

Productivity Support Scheme

Grantee	2025 £'000	2024 £'000
Rok Construct (2017) Ltd	-	45
Geomarine Ltd	-	22

Countryside Access programme and Countryside Enhancement scheme

Grantee	2025 £'000	2024 £'000
Parish of St. Saviour	-	52
Parish of St. Martin	-	34
Parish of St. Ouen	-	27

Visitor Economy Strategy

Grantee	2025 £'000	2024 £'000
Jersey Hospitality Association	52	-
Visit Jersey Limited	50	-
ArtHouse Jersey Limited - Warhammer	20	-

Parish of St Helier - Christmas Light Switch-On Festival	*20*	-
Ports of Jersey (Services) Limited	*12*	-
St Helier Yacht Club	*1*	-
Other postings	*4*	-

Annex 4: States Funds

This annex provides an unaudited breakdown of the Statements of Comprehensive Net Expenditure and Statements of Financial Position for the other States Funds.

a. Statements of Comprehensive Net Expenditure

tatements of Comprehensive Net Expenditure £'000	Strategic Reserve Fund		CI Lottery (Jersey) Fund		Criminal Offences Confiscation Fund		Housing Development Fund		Jersey Reclaim Fund		Insurance Fund	
	2025	*2024*	*2025*	*2024*	*2025*	*2024*	*2025*	*2024*	*2025*	*2024*	*2025*	*2024*
Revenue												
Levied by the States of Jersey	-	-	-	-	-	-	-	-	-	-	(10)	-
Earned through Operations	-	-	20,138	20,424	11,247	1,578	9,841	9,841	9,665	54	3,550	3,239
Total Revenue	**-**	**-**	**20,138**	**20,424**	**11,247**	**1,578**	**9,841**	**9,841**	**9,665**	**54**	**3,540**	**3,239**
Expenditure												
Staff Costs	(24)	(29)	(24)	-	(13)	(18)	(13)	(14)	(32)	(23)	(282)	(251)
Other Operating expenses	-	1	(18,368)	(20,129)	(9,864)	(60)	770	(940)	(12,738)	(2,413)	(1,816)	(1,211)
Grants and Subsidies payments	-	-	(857)	(1,098)	(455)	(361)	-	-	(1,747)	(1,261)	-	-
Depreciation and Amortisation	-	-	-	-	-	-	-	-	-	-	-	-
Finance Costs	-	-	-	-	-	-	(9,496)	-	-	-	-	-
Net Foreign-Exchange Gains / (Losses)	-	-	-	-	39	-	-	(9,492)	-	-	-	-
Total Expenditure	**(24)**	**(28)**	**(19,250)**	**(21,227)**	**(10,293)**	**(439)**	**(8,739)**	**(10,446)**	**(14,518)**	**(3,697)**	**(2,098)**	**(1,462)**
Operating Net Revenue (Expenditure) / Income	**(24)**	**(28)**	**888**	**(803)**	**953**	**1,139**	**1,101**	**(605)**	**(4,853)**	**(3,643)**	**1,441**	**1,777**
Other Non-Operating Revenue/Expenditure												
(Gains)/Losses on Other Financial Assets	113,001	116,539	7	8	-	-	-	-	4,853	3,643	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Revenue (Expenditure) / Income	**112,976**	**116,511**	**895**	**(795)**	**953**	**1,139**	**1,101**	**(605)**	**-**	**-**	**1,441**	**1,777**

Statements of Comprehensive Net Expenditure £'000	Climate Emergency Fund		Currency Fund		Technology Accelerator Fund		Civil Asset Recovery Fund		Dwelling Houses Loans Fund		Ecology Fund	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Revenue												
Levied by the States of Jersey	-	-	-	-	-	-	-	-	-	15	-	-
Earned through Operations	-	-	1,780	1,490	-	92	60	183	32	40	1	1
Total Revenue	**-**	**-**	**1,780**	**1,490**	**-**	**92**	**60**	**183**	**32**	**55**	**1**	**1**
Expenditure												
Staff Costs	(595)	(862)	(65)	(60)	-	-	(11)	(5)	-	(17)	(7)	(4)
Other Operating expenses	(1,395)	(1,418)	(284)	(209)	5	(16)	(11)	(12)	(8)	(1)	-	-
Grants and Subsidies payments	(1,746)	(4,805)	-	-	(2,553)	(1,033)	-	-	-	-	(18)	(22)
Depreciation and Amortisation	-	-	-	-	-	-	-	-	-	(2)	-	-
Finance Costs	-	-	-	-	-	-	-	-	-	-	-	-
Net Foreign-Exchange (Gains)/Losses	-	-	-	-	-	-	52	-	-	-	-	-
Total Expenditure	**(3,736)**	**(7,085)**	**(350)**	**(269)**	**(2,548)**	**(1,049)**	**30**	**(17)**	**(8)**	**(20)**	**(25)**	**(26)**
Operating Net Revenue (Expenditure) / Income	**(3,736)**	**(7,085)**	**1,430**	**1,221**	**(2,548)**	**(957)**	**90**	**166**	**24**	**35**	**(24)**	**(25)**
Other Non-Operating Revenue/Expenditure												
(Gains)/Losses on Other Financial Assets	-	-	911	(787)	-	-	1	(4)	14	9	40	53
Other	-	(2)	-	-	-	-	-	-	-	(12)	-	-
Net Revenue Expenditure / (Income)	**(3,736)**	**(7,087)**	**2,341**	**434**	**(2,548)**	**(957)**	**91**	**162**	**38**	**32**	**16**	**28**

Statements of Comprehensive Net Expenditure £'000	Agricultural Loan Fund		Stabilisation Fund		99 Yr Leaseholder Fund		Tourism Dev Fund		Assisted House Purchase Scheme		Hospital Construction Fund	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Revenue												
Levied by the States of Jersey	-	-	-	-	-	-	-	-	-	-	-	-
Earned through Operations	49	5	-	-	4	3	-	-	-	-	-	-
Total Revenue	**49**	**5**	**-**	**-**	**4**	**3**	**-**	**-**	**-**	**-**	**-**	**-**
Expenditure												
Staff Costs	(12)	-	-	(3)	(8)	-	-	-	-	-	-	-
Other Operating expenses	-	-	-	-	-	-	1	-	-	-	-	-
Grants and Subsidies payments	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation and Amortisation	-	-	-	-	-	-	-	-	-	-	-	-
Finance Costs	-	-	-	-	-	-	-	-	-	-	-	-
Net Foreign-Exchange (Gains)/Losses	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure	**(12)**	**-**	**-**	**(3)**	**(8)**	**-**	**1**	**-**	**-**	**-**	**-**	**-**
Operating Net Revenue (Expenditure) / Income	**37**	**5**	**-**	**(3)**	**(5)**	**3**	**1**	**-**	**-**	**-**	**-**	**-**
Other Non-Operating Revenue/Expenditure												
(Gains)/Losses on Other Financial Assets	-	-	30	17	-	(3)	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Revenue Expenditure / (Income)	**37**	**5**	**30**	**14**	**(5)**	**-**	**1**	**-**	**-**	**-**	**-**	**-**

Statements of Comprehensive Net Expenditure £'000	Jersey Innovation Fund	
	2025	*2024*
Revenue		
Levied by the States of Jersey	-	-
Earned through Operations	-	-
Total Revenue	**-**	**-**
Expenditure		
Staff Costs	-	-
Other Operating expenses	-	-
Grants and Subsidies payments	-	-
Depreciation and Amortisation	-	-
Finance Costs	-	-
Net Foreign-Exchange (Gains)/Losses	-	-
Total Expenditure	**-**	**-**
Operating Net Revenue (Expenditure) / Income	-	-
Other Non-Operating Revenue/Expenditure		
(Gains)/Losses on Other Financial Assets	-	-
Other	-	-
Net Revenue Expenditure / (Income)	**-**	**-**

b. Statements of Financial Position

Statements of Financial Position £'000	Strategic Reserve Fund		CI Lottery (Jersey) Fund		Criminal Offences Confiscation Fund		Housing Development Fund		Jersey Reclaim Fund		Insurance Fund	
	2025	*2024*	*2025*	*2024*	*2025*	*2024*	*2025*	*2024*	*2025*	*2024*	*2025*	*2024*
Non-Current Assets												
Trade and Other Receivables > 1 year	*282,514*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
Investments held at Fair Value	*1,287,396*	*1,179,896*	*22*	*165*	*-*	*-*	*228,842*	*228,850*	*70,384*	*44,832*	*-*	*-*
Total Non-Current Assets	**1,569,911**	**1,179,896**	**22**	**165**	**-**	**-**	**228,842**	**228,850**	**70,384**	**44,832**	**-**	**-**
Current Assets												
Inventories			*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
Other Financial Assets < 1 year	*-*	*-*	*-*	*-*	*-*	*-*	*7*	*6*	*300*	*100*	*-*	*-*
Trade and Other Receivables < 1 year	*-*	*-*	*6,094*	*19,326*	*5*	*4*	*13*	*2,488*	*26*	*4*	*2,701*	*2,257*
Cash and Cash Equivalents	*-*	*-*	*-*	*-*	*12,244*	*11,393*	*-*	*-*	*9,969*	*22,607*	*-*	*-*
Intercompany	*9,239*	*3,048*	*3,567*	*-*	*-*	*-*	*-*	*(1,047)*	*-*	*199*	*21,621*	*12,829*
Total Current Assets	**9,239**	**3,048**	**6,094**	**19,326**	**12,249**	**11,397**	**20**	**1,447**	**10,295**	**22,910**	**24,322**	**15,086**
Total Assets	**1,579,149**	**1,182,944**	**6,116**	**19,491**	**12,249**	**11,397**	**228,862**	**230,297**	**80,679**	**67,742**	**24,322**	**15,086**
Current Liabilities												
Trade and Other Payables			*(8,532)*	*(16,585)*	*(7,772)*	*-*	*-*	*-*	*(187)*	*-*	*(206)*	*(18)*
Currency in Circulation	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
Provisions < 1 year	*-*	*-*	*-*	*-*	*-*	*-*	*(657)*	*(1,477)*	*-*	*-*	*-*	*-*
Intercompany	*-*	*-*	*-*	*(2,500)*	*(370)*	*(91)*	*1,837*		*(17)*	*-*	*-*	*-*
Total Current Liabilities	**-**	**-**	**(8,532)**	**(16,585)**	**(8,142)**	**(91)**	**1,180**	**(1,477)**	**(204)**	**-**	**(206)**	**(18)**
Non-Current Liabilities	-	-										
External Borrowing			*-*	*-*	*-*	*-*	*(244,139)*	*(244,018)*	*-*	*-*	*-*	*-*
Provisions	*-*	*-*	*-*	*-*	*(744)*	*(8,901)*	*-*	*-*	*(80,475)*	*(67,742)*	*(7,269)*	*(7,362)*
Non-Current Liabilities	**-**	**-**	**-**	**-**	**(744)**	**(8,901)**	**(244,139)**	**(244,018)**	**(80,475)**	**(67,742)**	**(7,269)**	**(7,362)**
Total Liabilities	**-**	**-**	**(8,532)**	**(16,585)**	**(8,886)**	**(8,992)**	**(242,959)**	**(245,495)**	**(80,679)**	**(67,742)**	**(7,475)**	**(7,380)**
Net Assets	**1,579,150**	**1,182,944**	**1,152**	**406**	**3,363**	**2,405**	**(14,096)**	**(15,198)**	**-**	**-**	**16,847**	**7,706**
Taxpayers' Equity												
Accumulated Revenue and Other Reserves	*(1,579,150)*	*(1,182,944)*	*(1,152)*	*(406)*	*(3,363)*	*(2,405)*	*14,096*	*15,198*	*-*	*-*	*(16,847)*	*(7,706)*
Total Taxpayers' Equity	**(1,579,150)**	**(1,182,944)**	**(1,152)**	**(406)**	**(3,363)**	**(2,405)**	**14,096**	**15,198**	**-**	**-**	**(16,847)**	**(7,706)**

Statements of Financial Position £'000	**Climate Emergency Fund**		**Currency Fund**		**Technology Accelerator Fund**		**Civil Asset Recovery Fund**		**Dwelling Houses Loans Fund**		**Ecology Fund**	
	2025	*2024*	*2025*	*2024*	*2025*	*2024*	*2025*	*2024*	*2025*	*2024*	*2025*	*2024*
Non-Current Assets												
Property, Plant and Equipment	*643*	*98*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
Investments held at Fair Value	*-*	*-*	*78,916*	*89,297*	*-*	*-*	*-*	*-*	*533*	*706*	*545*	*525*
Total Non-Current Assets	**643**	**98**	**78,916**	**89,297**	**-**	**-**	**-**	**-**	**533**	**706**	**545**	**525**
Current Assets					-	-						
Inventories	*-*	*-*	*1,294*	*1,341*			*-*	*-*	*-*	*-*	*-*	*-*
Other Financial Assets < 1 year	*-*	*-*	*4,851*	*6,448*	*-*	*-*	*200*	*200*	*79*	*84*	*-*	*-*
Trade and Other Receivables < 1 year	*-*	*79*	*179*	*241*	*-*	*4*	*28*	*24*	*3*	*(10)*	*0*	*-*
Cash and Cash Equivalents	*-*	*-*	*19,247*	*10,527*	*-*	*-*	*10,695*	*11,169*	*-*	*-*	*8*	*11*
Intercompany	*6,300*	*6,526*	*1,596*	*-*	*12,424*	*15,699*	*-*	*-*	*96*	*968*	*-*	*2*
Total Current Assets	**-**	**79**	**27,167**	**18,557**	**12,424**	**15,703**	**10,923**	**11,393**	**178**	**1,042**	**8**	**13**
Total Assets	**643**	**177**	**106,083**	**107,854**	**12,424**	**15,703**	**10,923**	**11,393**	**711**	**1,748**	**553**	**538**
Current Liabilities												
Trade and Other Payables	*(104)*	*(138)*	*(60)*	*-*	*(620)*	*(61)*	*(241)*	*(458)*	*-*	*-*	*(6)*	*(7)*
Currency in Circulation	*-*	*-*	*(92,684)*	*(96,854)*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
Provisions < 1 year	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
Intercompany	*-*	*-*	*-*	*(2)*	*-*	*-*	*(726)*	*(274)*	*-*	*-*	*(2)*	*-*
Total Current Liabilities	**(104)**	**(138)**	**(92,744)**	**(96,856)**	**(620)**	**(61)**	**(241)**	**(458)**	**-**	**-**	**(8)**	**(7)**
Non-Current Liabilities												
External Borrowing	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*
Provisions	*-*	*-*	*-*	*-*	*-*	*-*	*(9,956)*	*(10,253)*	*-*	*-*	*-*	*-*
Non-Current Liabilities	**-**	**-**	**-**	**-**	**-**	**-**	**(9,956)**	**(10,253)**	**-**	**-**	**-**	**-**
Total Liabilities	**(104)**	**(138)**	**(92,744)**	**(96,856)**	**(620)**	**(61)**	**(10,197)**	**(10,711)**	**-**	**-**	**(8)**	**(7)**
Net Assets	**6,839**	**6,565**	**13,339**	**10,998**	**11,804**	**15,642**	**-**	**408**	**712**	**1,748**	**545**	**531**
Taxpayers' Equity												
Accumulated Revenue and Other Reserves	*(6,839)*	*(6,565)*	*(13,339)*	*(10,998)*	*(11,804)*	*(15,642)*	*-*	*(408)*	*(712)*	*(1,748)*	*(545)*	*(531)*
Total Taxpayers' Equity	**(6,839)**	**(6,565)**	**(13,339)**	**(10,998)**	**(11,804)**	**(15,642)**	**-**	**(408)**	**(712)**	**(1,748)**	**(545)**	**(531)**

Statements of Financial Position £'000	Agricultural Loan Fund		Stabilisation Fund		99 Yr Leaseholder Fund		Tourism Dev Fund		Assisted House Purchase Scheme		Hospital Construction Fund	
	2025	*2024*	*2025*	*2024*	*2025*	*2024*	*2025*	*2024*	*2025*	*2024*	*2025*	*2024*
Non-Current Assets												
Property, Plant and Equipment	-	-	-	-	-	-	-	-	-	-	4,787	4,787
Investments held at Fair Value	2,265	526	630	600	136	147	-	-	-	9	-	-
Total Non-Current Assets	**2,265**	**526**	**630**	**600**	**136**	**147**	**-**	**-**	**-**	**9**	**4,787**	**4,787**
Current Assets												
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Other Financial Assets < 1 year	77	44	-	-	11	10	-	-	9	13	-	-
Trade and Other Receivables < 1 year	16	5	-	-	(1)	(1)	-	-	(1)	(1)	-	-
Cash and Cash Equivalents	-	-	-	-	-	-	-	-	-	-	-	-
Intercompany	3,258	4	-	-	11	681	18	-	44	280	1,011	1,017
Total Current Assets	**93**	**49**	**-**	**-**	**10**	**9**	**18**	**-**	**8**	**12**	**1,011**	**1,017**
Total Assets	**2,358**	**575**	**630**	**600**	**146**	**156**	**18**	**-**	**8**	**21**	**5,798**	**5,804**
Current Liabilities												
Trade and Other Payables	-	-	69	-	-	-	-	-	-	-	-	(5)
Currency in Circulation	-	-	-	-	-	-	-	-	-	-	-	-
Provisions < 1 year	-	-	-	-	-	-	-	-	-	-	-	-
Intercompany	-	-	(154)	(86)	-	-	-	(17)	-	-	-	
Total Current Liabilities	**-**	**-**	**(85)**	**(86)**	**-**	**-**	**-**	**(17)**	**-**	**-**	**-**	**(5)**
Non-Current Liabilities												
External Borrowing	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Non-Current Liabilities	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Liabilities	**-**	**-**	**(85)**	**(86)**	**-**	**-**	**-**	**(17)**	**-**	**-**	**-**	**(5)**
Net Assets	**5,616**	**579**	**545**	**514**	**157**	**837**	**18**	**(17)**	**51**	**301**	**5,798**	**5,799**
Taxpayers' Equity												
Accumulated Revenue and Other Reserves	(5,616)	(579)	(545)	(514)	(157)	(837)	(18)	17	(51)	(301)	(5,798)	(5,799)
Total Taxpayers' Equity	**(5,616)**	**(579)**	**(545)**	**(514)**	**(157)**	**(837)**	**(18)**	**17**	**(51)**	**(301)**	**(5,798)**	**(5,799)**

Statements of Financial Position £'000	Tourism Dev Fund	
	2025	*2024*
Non-Current Assets		
Property, Plant and Equipment	-	-
Investments held at Fair Value	-	-
Total Non-Current Assets	**-**	**-**
Current Assets		
Inventories	-	-
Other Financial Assets < 1 year	-	-
Trade and Other Receivables < 1 year	-	-
Cash and Cash Equivalents	-	-
Intercompany	*868*	*868*
Total Current Assets	**868**	**868**
Total Assets	**868**	**868**
Current Liabilities		
Trade and Other Payables	-	-
Currency in Circulation	-	-
Provisions < 1 year	-	-
Intercompany	-	-
Total Current Liabilities	**-**	**-**
Non-Current Liabilities		
External Borrowing	-	-
Provisions	-	-
Non-Current Liabilities	**-**	**-**
Total Liabilities	**-**	**-**
Net Assets	**868**	**868**
Taxpayers' Equity		
Accumulated Revenue and Other Reserves	*(868)*	*(868)*
Total Taxpayers' Equity	**(868)**	**(868)**