

# Jersey Performance Framework

## Project Specification

### Background

Jersey is one of a small number of jurisdictions that have enshrined into law a requirement to consider sustainable well-being in Government decision making.

Under Article 9 (6) of the Public Finances (Jersey) Law 2019 (the 2019 Law), the Council of Ministers is required to take account of the medium-term and long-term sustainability of the States' finances and the outlook for the economy in Jersey in preparing Government Plans.

In addition, under Article 9 (9) of the 2019 Law, the Council of Ministers must take into account the sustainable well-being (including the economic, social, environmental and cultural well-being) of the inhabitants of Jersey over successive generations in preparing the Government Plan. It is also required to set out in the Government Plan how the proposals in the Plan take that sustainable well-being into account.

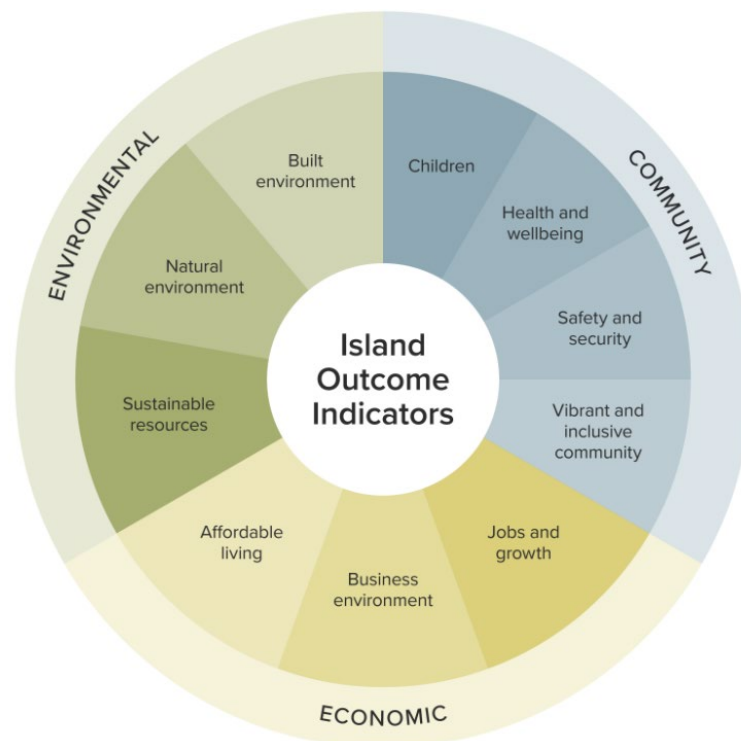
As a consequence of the 2019 Law, sustainable well-being should be central to considerations underpinning the way in which the Government plans, makes decisions and designs public services in Jersey.

In order to measure progress against long-term well-being indicators, the States of Jersey established the Jersey Performance Framework. The Jersey Performance Framework combines:

- a set of Island Outcome Indicators that measure the progress that Jersey is making towards achieving sustainable well-being. These indicators focus on long-term progress rather than short-term intervention; and
- a set of Service Performance Measures that are short-term indicators showing how well the Government is currently performing.

The Island Outcome Indicators are focussed on three main areas as shown in Exhibit 1.

## Exhibit 1: Island Outcome Indicators



Source: Government of Jersey

The Government is currently refreshing and refining the content and presentation of the Island Outcome Indicators. An updated set of Island Outcome Indicators is due to be launched in the summer of 2024.

Service Performance Measures are defined in Government Delivery Plans and are reported on a quarterly basis where quarterly data is available.

## The Functions of the Comptroller and Auditor General (C&AG)

Article 11 of the Comptroller and Auditor General (Jersey) Law 2014 requires the C&AG 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 Public Finances (Jersey) Law 2005
- consider and report to the States on:
  - the effectiveness of internal controls of the States, States funded bodies and funds

- the economy, efficiency and effectiveness in the way the States, States funded bodies and funds use their resources; and
- the general corporate governance arrangements of the States, States funded bodies and funds; and
- make recommendations to bring about improvement where improvement is needed.

## Objectives of this review

The review will evaluate the extent to which sustainable well-being and Island Outcome Indicators feature in frameworks used for providing advice to support effective decision making within the Government of Jersey.

In doing so, the review will describe the progress made to date by the States of Jersey in implementing the relevant Articles of the 2019 Law. It will identify good practices in Jersey, compare practices in Jersey to other jurisdictions and make recommendations to develop practices in the future.

## Scope

The review will compare practices in Jersey to approaches being adopted in other jurisdictions, including New Zealand, Scotland and Wales. The review will take account of proportionality in proposing recommendations for improvement to be adopted in Jersey.

The review will set out the approaches being adopted to integrate sustainable well-being into the Government of Jersey (in other words, Government Departments) in order to identify recommendations for improvement.

The review will also identify how sustainable well-being considerations could be applied to advice and decision making frameworks and structures in other States of Jersey entities.

In carrying out the fieldwork, a sample of activities, programmes and projects across a sample of Government Departments will be reviewed.

The review will also consider the work being undertaken to refresh and refine the content and presentation of the Island Outcome Indicators. The review will not however include an audit of the Island Outcome Indicators or the Service Performance Measures.

## Audit approach

This audit will use a results oriented approach and will review how the States consider sustainable well-being in the development of advice for decision making by Ministers and more generally in decision making structures and processes.

The review will commence with an initial documentation request. The findings of the document review will be followed up by interviews with key officers and potentially with other stakeholders. The review will also include surveys of staff and other stakeholders.

The review will commence in April 2024.

The detailed work will be undertaken by an affiliate engaged by the C&AG.

## Audit criteria

The C&AG has developed initial criteria for the ways of working she would expect to be in place to support advice provided to Ministers and decision making frameworks and structures. These criteria are based on observed practices in other jurisdictions. The C&AG will use these initial criteria in reviewing the approach to sustainable well-being adopted by the Government of Jersey.

The review will seek to develop and recommend a final set of criteria for ways of working in order to embed sustainable well-being into long-term decision making and against which the performance of the Government of Jersey and other States entities can be assessed.

The initial criteria developed by the C&AG are:

- Applying a long-term way of working:
  - there is a clear understanding of what 'long-term' means
  - decision making processes are designed to promote delivery of well-being objective/s and contribute to the long-term vision
  - there are embedded ways of working which balance short or medium-term benefits with the impact over the long-term
  - there is an understanding of current and future need and pressures, including analysis of future trends
  - there is a comprehensive understanding of current and future risks, opportunities and dependencies

- resources are allocated to ensure long-term as well as short-term benefits are delivered
- there is a focus on delivering outcomes, with milestones/progression steps identified where outcomes will be delivered over the long-term
- there is consideration of new ways of doing things which could help deliver benefits over the longer-term; and
- evidence-based approaches are embedded into decision making.
- Applying a preventative way of working:
  - the root causes of problems are investigated and understood so that negative cycles and intergenerational challenges can be tackled
  - challenges are viewed from a system-wide perspective, recognising and valuing the long-term benefits that they can deliver for people and places
  - resources are allocated to preventative action that is likely to contribute to better outcomes and use of resources over the longer-term; and
  - the decision making and accountability arrangements recognise the value of preventative action in the pursuit of anticipated improvements in outcomes and use of resources.
- Applying an integrated and collaborative approach:
  - individuals at all levels within the States understand their contribution to the delivery of the vision and well-being objectives
  - individuals at all levels understand what different parts of the organisation do and proactively seek opportunities to work across organisational boundaries
  - individuals at all levels recognise the cross-organisation dependencies of achieving the ambition and objectives
  - there is a well-developed understanding of how the well-being objectives and steps to meet them impact on other bodies
  - governance, structures and processes support working across organisational boundaries to achieve long-term objectives; and
  - there is a good understanding of partners' objectives and their responsibilities, which helps to drive collaborative activity.

- Involving stakeholders in decision making:
  - the views of stakeholders are seen as a source of information that will help deliver better outcomes
  - the full diversity of stakeholders is represented in engagement activities, and they are able to take part
  - stakeholders understand the impact of their contribution; and
  - feedback from stakeholders is used to help learn and improve.
- Appropriate arrangements for monitoring and review are in place so that progress can be assessed over the short, medium and longer-term.



JERSEY AUDIT OFFICE

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