



JERSEY AUDIT OFFICE

Friday 29 August 2025

Improvements made to the approach to managing critical infrastructure but action needed to enhance the monitoring of critical transport links

Comptroller and Auditor General (C&AG), Lynn Pamment CBE, has today, 29 August 2025, issued her second report on Jersey's critical infrastructure resilience, focussing on transport links

This audit has assessed the resilience of the Island's critical transport infrastructure, covering ferry, air, bus and road networks.

The C&AG found that Jersey has not defined its critical national infrastructure and has no cross-cutting infrastructure policy. This increases the risk that different elements of the resilience response will prioritise transport links inconsistently.

Lynn Pamment CBE has recognised that, since her June 2024 Report, the multi-agency Jersey Resilience Forum has made improvements to its overall effectiveness in co-ordinating the emergency response across the Island. There is though more to do, including in making sure that the Jersey Emergency Risk Register is a practical document that all those in the resilience community can, to the extent they need to, own and use.

The C&AG notes that operational management of both the airport and harbour and the associated infrastructure and systems is heavily regulated and that a record of compliance with independent regulatory review processes contributes to resilience. She found that the Airport Master Plan and Harbour Master Plan both include elements to enhance resilience as well as improving passenger experiences.

Ferry services

This audit assessed Government actions to secure the provision of freight and passenger services between the Island, the UK and France. The C&AG reports that in awarding a 20-year concession agreement, the States are committed to an exclusive provider for a period a third longer than was originally specified. However, she found no formal, documented assessment of the impact, benefits and risks of the decision to award a longer concession.



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The C&AG notes that while it was understood that the agreement with the new ferry service provider would not include an inter-island ferry service, there is no documented impact assessment against risk appetite to underpin this decision. Instead, the significant reduction in inter-Island provision was accepted in the short term without the 'value added' being fully evaluated.

Air links

In terms of air links, the C&AG's audit recognises that Jersey's 'Open Skies' policy and diverse air route network, including hub connections, regional links, tourist routes and charter routes, contribute to resilience. Links to regional airports, provided by Blue Islands and some other airlines, are, among other things, key to the ability of Islanders to attend healthcare appointments in the UK. Blue Islands' small fleet of five aircraft presents an inherent risk to resilience.

The C&AG also looked at the Jersey Emergency Transfer Service (JETS). The audit found that the number of transfer requests has been increasing and the acuity of patients being transferred is generally higher, but that the air ambulance service provided has in some cases not shown resilience, particularly in the recent past. In this context it is crucial that Health and Care Jersey oversight and reporting arrangements are adequate to manage the inherent risks in line with its risk appetite.

Bus services

The C&AG has evaluated that the procurement process for the bus service demonstrated good practice. The Ministerial Decision to implement a contract variation, to pilot an East to West bus service is expected to cost £180,000 for the year, funded by the Climate Emergency Fund. However, Lynn Pamment CBE reports that she has not seen any evaluation criteria which could be used to demonstrate, or at least to monitor, whether using the Climate Emergency Fund for the piloting of this service supports the Fund's aims and represents value for money.

Road Networks

The C&AG notes that investment in highway maintenance in recent years has been below the desirable level to maintain a steady state for road condition.

Lynn Pamment CBE stated that:

"A framework of Standards has been developed to promote and support Island-wide resilience under a proposed new Resilience Law. However, this work has been paused. While a decision is awaited on a potential legislative timetable, there is an opportunity for the Jersey Resilience Forum to work with all stakeholders, including owners and operators of critical transport infrastructure, to refine and then embed standards which will enhance controls, better support management of risk, provide assurance and promote resilience.

"New arrangements have been or are due to be put in place for critical ferry, air, air ambulance and bus services. It is important to monitor provision of these critical services more effectively to ensure transport link resilience."

The Report: *Critical Infrastructure Resilience – Transport Links* can be found at: <https://www.jerseyauditoffice.je>

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