

STATES OF JERSEY



PROPOSED COMMON STRATEGIC POLICY 2018–22

Lodged au Greffe on 3rd October 2018
by the Council of Ministers

STATES GREFFE

PROPOSITION

THE STATES are asked to decide whether they are of opinion –

in accordance with Article 18(2)(e) of the States of Jersey Law 2005, to approve the statement of the Common Strategic Policy of the Council of Ministers as set out in the Appendix to this Proposition.

COUNCIL OF MINISTERS

Note: The Appendix containing the full proposed Common Strategic Policy is printed separately in hard copy, but is added to this document to create a single PDF file for the electronic version.

REPORT

Introduction by the Chief Minister

In electing the new States Assembly and Council of Ministers, Jersey has signalled that it wants to see positive change for our Island, building on the best of our past achievements and proud heritage and embracing the opportunities of the future, while protecting us against the risks and threats of our uncertain times.

My Council of Ministers has listened to the views of Islanders expressed during the elections and in the Future Jersey vision. This Common Strategic Policy reflects the issues that matter most to you. It is not a manifesto, nor a detailed plan of activities – that will follow in the Government Plan next year. But this is a statement of our shared ambitions to make the positive difference for Jersey that the electorate has demanded and which lay the foundations for future.

This Council of Ministers is a coalition that reaches across the political spectrum and therefore represents our whole Island. Our Common Strategic Policy brings to life the collective interests that bind us as a government: the desire to make a positive difference during our term of office, leaving Jersey stronger, safer, healthier and more self-confident than when we were elected by our colleagues in June.

It will guide the decisions we make in how we fulfil our obligations to Islanders to make just laws, provide modern essential public services, and leave a legacy that will benefit the generations who will follow us. At its heart are 5 priorities, which Ministers have developed and unanimously agreed should be a beacon for our government. These are –

- We will put children first.
- We will improve Islanders' well-being and mental and physical health.
- We will create a sustainable, vibrant economy and skilled local workforce for the future.
- We will reduce income inequality and improve the standard of living.
- We will protect and value our environment.

This is a statement of strategic priorities for our whole Island and for our Island's future. It is a statement that will ensure that we cherish what is most precious – our children and our environment; that we improve the inclusivity, health and well-being of our Island; and that we build a sustainable platform for our economic future in these uncertain times.

The Council of Ministers is proud that, notwithstanding the political differences that may exist between us as individuals, as a collective we have come together to create a Common Strategic Policy for the common good. We look forward to working in partnership with States Members and Scrutiny to give effect to this ambition, and to partnering with the Parishes, churches, community groups, the third sector, volunteers, businesses and key stakeholders in delivering it.

Summary

This Common Strategic Policy has 5 strategic priorities for the new government –

- **We will put children first** by protecting and supporting children, by improving their educational outcomes and by involving and engaging children in decisions that affect their everyday lives.
- **We will improve Islanders' well-being and mental and physical health** by supporting Islanders to live healthier, active, longer lives, improving the quality of and access to mental health services, and by putting patients, families and carers at the heart of Jersey's health and care system.
- **We will create a sustainable, vibrant economy and skilled local workforce for the future** by delivering an economic framework to improve productivity, by nurturing and strengthening our financial services industry, by enhancing our international profile and promoting our Island identity, by delivering the best outcomes from Brexit, and by improving skills in the local workforce to reduce Jersey's reliance on inward migration.
- **We will reduce income inequality and improve the standard of living** by improving the quality and affordability of housing, improving social inclusion, and by removing barriers to and at work.
- **We will protect and value our environment** by embracing environmental innovation and ambition, by protecting the natural environment through conservation, protection, sustainable resource use and demand management, and by improving the built environment, to retain the sense of place, culture and distinctive local identity.

These 5 strategic priorities determine where we will focus our efforts to deliver significant improvements that will benefit all Islanders, of all ages, backgrounds and circumstances, wherever they live, work and enjoy our unique Island.

But while these priorities provide our government with a clear agenda for progress over our term of office we will, like our predecessors, continue to discharge our responsibility to deliver the extensive range of day-to-day services across the whole of the public sector on which Islanders depend.

In so doing, however, this government will ensure that those services are appropriate to the needs of the Island, meet standards that Islanders have a right to expect, and that they are affordable, efficient and cost-effective.

And as we pursue our 5 strategic policies, and deliver our essential public services, we will bear in mind 6 common themes that have emerged from our work –

- We will enable Islanders to lead active lives and benefit from the arts, culture and heritage.
- We will make St. Helier a more desirable place to live, work, do business and visit.

- We will promote and protect Jersey's interests, profile and reputation internationally.
- We will improve transport infrastructure and links.
- We will work in partnership with Parishes, churches, community groups, the third sector, volunteers, businesses and key stakeholders.
- We will prepare for more Islanders living longer.

The following 4 ongoing initiatives will also underpin our delivery of the strategic priorities –

- A new, long-term strategic framework that extends beyond the term of a Council of Ministers.
- A States Assembly and Council of Ministers that work together for the common good.
- A modern, innovative public sector that meets the needs of Islanders effectively and efficiently.
- A sustainable long-term fiscal framework and public finances that make better use of our public assets.

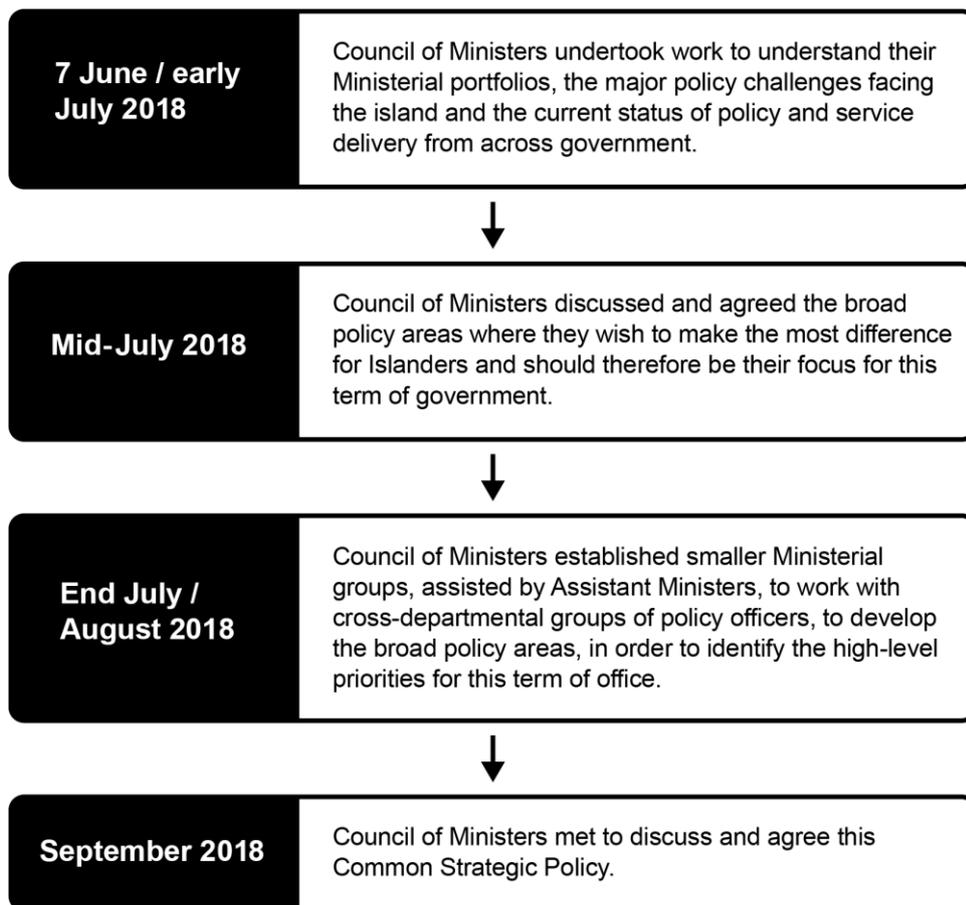
The 2018–22 Common Strategic Policy

In proposing this Common Strategic Policy, we are fulfilling our obligation to lodge a statement of our common strategic policy, for referral to Scrutiny and approval by the States Assembly, within 4 months of our appointment.

This Common Strategic Policy sets out our common vision for our term of government, and the priority areas on which we will focus to make Jersey a better place to live, work, play, do business and visit.

How we have developed this Common Strategic Policy

Since taking office on 7 June 2018, Ministers have developed this Common Strategic Policy together in a series of workshops, policy groups and 'challenge-and-review' sessions. In doing so, we have focused on the challenges that our Island faces, the concerns that Islanders expressed during the elections, and our shared political ambitions.



Jersey's long-term strategic framework

The Common Strategic Policy is not a statement of everything that government does or will do. Nor is it a detailed plan for how the public service will deliver the work of government. It sets the priorities for the current government term, and is an important part of a new, long-term strategic framework for Jersey, which will ensure a sustainable society, underpinned by a sustainable economy and delivered by a strong partnership between a modern government, responsible business and Islanders.

The detailed actions that flow from the strategic priorities will be outlined in other documents, which, alongside the Common Strategic Policy, make up the strategic framework. These are –

- Government Plan (Medium-Term Plan) 2020–23
- Island Plan 2021–30
- Future Jersey – the Island's 20-year community vision.

Transitional arrangements 2019

The Medium Term Financial Plan 2016–2019 ([P.72/2015](#)), agreed by the last States Assembly, set out the financial limits for Government expenditure for 2019. While the Government Plan 2020–23 is being prepared, the government will present a Report in December 2018 to the States Assembly that outlines the transitional programme for 2019 as it continues to make significant changes to the structure of the public service, before the Government Plan comes into effect.

The Government Plan 2020–23

The Government Plan will replace the existing Medium-Term Financial Plan process if the States Assembly approves a new Public Finances Law. It will set out in detail how public money will be spent to deliver the day-to-day business of government, and specifically the strategic priorities and areas for improvement set out in the Common Strategic Policy.

It will be completed in draft by early spring 2019, for lodging in summer 2019 and debate and approval by the States Assembly after the summer recess 2019.

The intention is to produce a detailed delivery plan for the following year, with outline priorities for the subsequent 3 years, and updated annually on a rolling basis. This will not only provide greater clarity and detail over the activities planned for the year ahead, but it will also provide a mechanism for incoming governments to use to plan the delivery of their own strategic priorities.

Our shared ambitions for Jersey for improved services and outcomes cannot be achieved by government alone. We will only succeed if we work with partners who help to co-produce the detailed plan. This includes the third sector and volunteers, Parishes, community groups, business and arm's-length organisations.

The development of the Government Plan will provide real opportunities for the voice of Islanders to be heard.

A first step in this co-production will be to work with partners and Islanders to develop costed detailed policies and activities relating to the strategic priorities set out in the Common Strategic Policy. In the interests of transparency and co-working, we will be publishing a draft indicative programme for the development of the Government Plan for the benefit of Islanders and States Members. This should be read as an initial and preliminary programme of activity, which will develop and evolve over the coming months into a full programme of work for the delivery of the Government Plan following the agreement of the Common Strategic Policy by the States Assembly.

This is important as, firstly, it will show how we will translate the strategic priorities set out in this Common Strategic Policy into detailed and deliverable outputs, within the public resources available, for inclusion in the Government Plan.

Secondly, some of the issues are particularly controversial, complex and difficult, and will require significant co-ordinated effort to develop deliverable, evidence-based solutions – for example, through the use of Policy Development Boards. This is particularly the case for migration and immigration policy, and housing, which were important to the electorate during the elections and which this Council of Ministers is committed to tackling.

Thirdly, this ensures that the Common Strategic Policy sets our direction for this term of government as part of the long-term strategic framework.

Island Plan 2021–30

The new Island Plan 2021–30 will replace the current Island Plan, which is predominantly a spatial land-use plan, which guides planning decisions. The new Island Plan will set out an agreed single, integrated, strategic and spatial approach to the longer-term challenges and opportunities faced by the Island, which will be dealt with beyond a single term of government.

Future Jersey

The Future Jersey vision, which was published in March 2018, reflects Islanders' ambitions for our Island for the next 20 years and the improved outcomes that they would like to see, across 10 social, environment and economic areas. The vision, which was developed following extensive consultation in 2016 and 2017, is aspirational, and these outcomes serve as a reminder of where Jersey wants to be.

It also provides the means to measure our Island's progress towards the outcomes, with facts and figures to indicate which areas are doing well and where more needs to be done. It provides an aspirational framework for a generation, and it will both inform and measure the outcomes of each successive government's priorities, plans and resource choices during its term of office.

Financial and manpower implications

The government will ensure that the policies and actions that arise from the Common Strategic Policy are appropriate, affordable, efficient and cost-effective. The government aims to operate within the financial envelope of MTFP2 for 2019, and within the new financial framework established by the Government Plan 2020–23.

Any additional financial and staffing implications over the next year will be brought forward in specific policy proposals during 2019, and any beyond this will be incorporated in the Government Plan 2020–23.

Proposed Common Strategic Policy 2018-22



Contents

Foreword	3
Summary	4
5 Strategic Priorities	7
We will put children first	8
We will improve Islanders' wellbeing and mental and physical health	10
We will create a sustainable, vibrant economy and skilled local workforce for the future	12
We will reduce income inequality and improve the standard of living	15
We will protect and value our environment	17
6 Common Themes	19
4 Ongoing Initiatives	22

Council of Ministers



Senator John Le Fondré
Chief Minister



Senator Tracey Vallois
Minister for Education,
Deputy Chief Minister



Senator Lyndon Farnham
Minister for Economic Development, Tourism, Sport and Culture



Senator Ian Gorst
Minister for External Relations



Deputy Carolyn Labey
Minister for International Development,
Assistant Chief Minister



Deputy Kevin Lewis
Minister for Infrastructure



Deputy Judy Martin
Minister for Social Security



Senator Sam Mézec
Minister for Children and Housing,
Assistant Minister for Education



Connétable Len Norman
Minister for Home Affairs



Deputy Susie Pinel
Minister for Treasury and Resources



Deputy Richard Renouf
Minister for Health and Social Services



Deputy John Young
Minister for the Environment

Assistant Ministers



Connétable Christopher Taylor
Assistant Chief Minister



Connétable Richard Buchanan
Assistant Chief Minister, Assistant Minister for External Relations



Senator Steve Pallett
Assistant Minister for Economic Development, Tourism, Sport & Culture
Assistant Minister for Health & Social Services



Deputy Jeremy Maçon
Assistant Minister for Education, Assistant Minister for Health and Social Services,
Assistant Minister for Social Security



Deputy Montfort Tadier
Assistant Minister for Economic Development, Tourism, Sport and Culture



Deputy Gregory Guida
Assistant Minister for the Environment,
Assistant Minister for Home Affairs



Deputy Hugh Raymond
Assistant Minister for Health and Social Services,
Assistant Minister for Infrastructure



Deputy Geoff Southern
Assistant Minister for Social Security



Deputy Lindsay Ash
Assistant Minister for Treasury and Resources

Foreword



In electing the new States Assembly and Council of Ministers, Jersey has signalled that it wants to see positive change for our Island, building on the best of our past achievements and proud heritage and embracing the opportunities of the future, while protecting us against the risks and threats of our uncertain times.

My Council of Ministers have listened to the views of Islanders during the elections and expressed in the Future Jersey vision. This Common Strategic Policy reflects the issues that matter most to you. It is not a manifesto, nor a detailed plan of activities – that will follow in the Government Plan next year. But this is a statement of our shared ambitions to make the positive difference for Jersey that the electorate has demanded.

This Council of Ministers is a coalition that reaches across the political spectrum and therefore represents our whole Island. Our Common Strategic Policy brings to life the collective interests that bind us as a government: the desire to make a positive difference during our term of office, leaving Jersey stronger, safer, healthier and more self-confident than when we were elected by our colleagues in June.

It will guide the decisions we make in how we fulfil our obligations to Islanders to make just laws, provide modern essential public services and leave a legacy that will benefit the generations who will follow us. At its heart are five priorities, which Ministers have developed and unanimously agreed should be a beacon for our government. These are:

- We will put children first
- We will improve Islanders' wellbeing and mental and physical health
- We will create a sustainable, vibrant economy and skilled local workforce for the future
- We will reduce income inequality and improve the standard of living
- We will protect and value our environment.

This is a statement of strategic priorities for our whole Island and for our Island's future. It is a statement that will ensure that we cherish what is most precious – our children and our environment; that we improve the inclusivity, health and wellbeing of our Island; and that we build a sustainable platform for our economic future in these uncertain times.

The Council of Ministers are proud that, notwithstanding the political differences that may exist between us as individuals, as a collective we have come together to create a Common Strategic Policy for the common good. We look forward to working in partnership with States Members and Scrutiny to give effect to this ambition, and to partnering with the Parishes, churches, community groups, the third sector, volunteers, businesses and key stakeholders in delivering it.

A handwritten signature in black ink, appearing to be 'John Le Fondré', written in a cursive style.

Senator John Le Fondré
Chief Minister

Summary

Following an extensive series of workshops, policy groups and challenge-and-review sessions, the Council of Ministers have agreed the following five strategic priorities for our term of office:

- **We will put children first** by protecting and supporting children, by improving their educational outcomes and by involving and engaging children in decisions that affect their everyday lives.
- **We will improve Islanders' wellbeing and mental and physical health** by supporting Islanders to live healthier, active, longer lives, improving the quality of and access to mental health services, and by putting patients, families and carers at the heart of Jersey's health and care system.
- **We will create a sustainable, vibrant economy and skilled local workforce for the future** by delivering an economic framework to improve productivity, by nurturing and strengthening our financial services industry, by enhancing our international profile and promoting our Island identity, by delivering the best outcomes from Brexit, and by improving skills in the local workforce to reduce Jersey's reliance on inward migration.
- **We will reduce income inequality and improve the standard of living** by improving the quality and affordability of housing, improving social inclusion, and by removing barriers to and at work.
- **We will protect and value our environment** by embracing environmental innovation and ambition, by protecting the natural environment through conservation, protection, sustainable resource use and demand management, and by improving the built environment, to retain the sense of place, culture and distinctive local identity.

These five strategic priorities are interdependent and mutually supportive. They determine where this Council of Ministers will focus our efforts to deliver significant improvements that will benefit all Islanders, of all ages, backgrounds and circumstances, wherever they live, work and enjoy our unique Island.

But while these priorities provide our government with a clear agenda for progress over our term of office, we will, like our predecessors, continue to discharge our responsibility to deliver the extensive range of day-to-day services across the whole of the public sector on which Islanders depend.

In so doing, however, this government will ensure that those services are appropriate to the needs of our Island, meet standards that Islanders have a right to expect, and that they are affordable, efficient and cost effective.

And as we pursue our five strategic policies, and deliver our essential public services, we will bear in mind **six common themes** that have emerged from our work:

- We will enable Islanders to lead active lives and benefit from the arts, culture and heritage
- We will make St Helier a more desirable place to live, work, do business and visit
- We will promote and protect Jersey's interests, profile and reputation internationally
- We will improve transport infrastructure and links
- We will work in partnership with Parishes, churches, community groups, the third sector volunteers, businesses and key stakeholders
- We will prepare for more Islanders living longer.

The following **four ongoing initiatives** will also underpin our delivery of the strategic priorities:

- A new, long-term strategic framework that extends beyond the term of a Council of Ministers
- A States Assembly and Council of Ministers that work together for the common good
- A modern, innovative public sector that meets the needs of Islanders effectively and efficiently
- A sustainable long-term fiscal framework and public finances that make better use of our public assets.

The graphic below shows how the five priorities, six common themes and four ongoing initiatives fit together.

1 Government

5 Strategic Priorities



We will put children first

by protecting and supporting children, by improving their educational outcomes and by involving and engaging children in decisions that affect their everyday lives



We will improve Islanders' wellbeing and mental and physical health

by supporting Islanders to live healthier, active, longer lives, improving the quality of and access to mental health services, and by putting patients, families and carers at the heart of Jersey's health and care system



We will create a sustainable, vibrant economy and skilled local workforce for the future

by delivering an economic framework to improve productivity, by nurturing and strengthening our financial services industry, by enhancing our international profile and promoting our Island identity, by delivering the best outcomes from Brexit, and by improving skills in the local workforce to reduce Jersey's reliance on inward migration



We will reduce income inequality and improve the standard of living

by improving the quality and affordability of housing, improving social inclusion, and by removing barriers to and at work



We will protect and value our environment

by embracing environmental innovation and ambition, by protecting the natural environment through conservation, protection, sustainable resource use and demand management, and by improving the built environment, to retain the sense of place, culture and distinctive local identity

6 Common Themes

We will enable Islanders to lead active lives and benefit from the arts, culture and heritage

We will make St Helier a more desirable place to live, work, do business and visit

We will promote and protect Jersey's interests, profile and reputation internationally

We will improve transport infrastructure and links

We will work in partnership with Parishes, churches, community groups, the third sector volunteers, businesses and key stakeholders

We will prepare for more Islanders living longer

4 Ongoing Initiatives

A States Assembly and Council of Ministers that work together for the common good

A new, long-term strategic framework that extends beyond the term of a Council of Ministers

A modern, innovative public sector that meets the needs of Islanders effectively and efficiently

A sustainable long-term fiscal framework and public finances that make better use of our public assets.

5 Strategic Priorities

In this section we set out each of the five priorities. We explain why they are important and what we will achieve on each of them during our term of office.





We will put children first

We will do this by protecting and supporting children, by improving their educational outcomes and by involving and engaging children in decisions that affect their everyday lives.

Why this is a shared priority

Jersey should become the very best place for children to grow up, and this ambition will inform everything we do as a government.

All children should have an equal opportunity to be safe, flourish and fulfil their potential: they are our Island's future. But at present, children in Jersey do not all enjoy equal life chances and our Children's Services have been inadequate. We must address the key factors that can give rise to children's immediate and lifelong experiences of inequality. These include the home learning environment, health and wellbeing, housing, household income, and education.

We do not accept these limits on children and young people's opportunities and are committed to a progressive approach to achieving equity and fairness through inclusion and equal life chances.

We must also embed our learning from the Care Inquiry, by improving our services for children, and especially by providing early help, so that problems experienced by children and families do not escalate to crisis. This not only helps to ensure that children are growing up in a secure and loving space, but also helps to prevent costly and more intrusive later interventions. We recognise the critical importance of children's experiences in the first few years of their lives; this lays the foundation for their future development and can be predictive of future outcomes.

As a government, we should establish a legislative and policy framework, based on children's rights, to create the foundation for a more child-orientated Island. We must also change the culture in the public sector, to ensure that genuine value is placed on children's experiences and that we truly listen, give feedback and, as appropriate, act upon what they tell us. Our commitment is embodied in the Pledge to Children and Young People that all Ministers have signed.

Where we need to focus our efforts

We will work to ensure that services for children are improved so that children are listened to, are safe, protected and flourish.

We will work to address the underlying causes that contribute to the known gaps in health, wellbeing, and learning and development throughout childhood and adolescence. We will use the latest policy evidence to bring forward approaches that address the barriers that hold some children back throughout their childhood; for example, living in overcrowded or poor quality housing, living in families with

low incomes and limited access to primary care services, such as GPs and dentists.

To help us, we will publish a Joint Strategic Needs Assessment, which identifies priority areas for policy and service development. This will enable us to understand the effectiveness of current and future approaches to achieving our aspiration of equity and fairness for the most vulnerable children.

We will also bring forward plans to incorporate the United Nations Convention on the Rights of the Child (UNCRC). This is likely to include a scheme that introduces a Children's Rights Impact Assessment and a comprehensive assessment of the potential impact and benefits associated with direct incorporation of children's rights into Jersey law, as well as training and guidance on the Convention for practitioners working with children and families. As key elements of a wide legislative programme, we will also set out in law the key functions of government relating to its corporate parenting responsibility, the development and delivery of a shared Children's Plan, and the obligation to provide services where a child is 'in need'.

We will extend the legal powers and functions of the Children's Commissioner, the Care Commission and the safeguarding arrangements to maintain a focus on children's rights, quality of services for children, standards and performance. As part of the Children Service Improvement Plan, we have begun and will continue to improve the overall quality of care for our most vulnerable children, while building capacity and capability in foster care services and robust support for young people leaving care.

We will develop and work to a common approach to early help across government. This ethos will inform the delivery of all services for children and families including children's social services, child health and learning. Where challenges and difficulties continue, we will ensure that there is timely access and referrals to specialist support.

We will also work collaboratively with voluntary organisations to meet the needs of children and young people and ensure seamless transitions through a focus on their outcomes, and not be constrained by our organisational boundaries.

We will start with a focus on children's mental health and wellbeing. Following on from the 1001 Days Taskforce, we have established a Policy Development Board for Early Years to ensure that all children up to the age of five achieve the best start possible, with the known benefits of high-quality early learning and childcare.

We will work to narrow education attainment gaps providing a strong base for children to achieve their aspirations as they grow.

What we will achieve

As a result of our actions during our term of office, we want all children to:

- Grow up safely, feeling part of a loving family and a community that cares
- Live healthy lives, enjoying the best health and wellbeing possible
- Learn and achieve, by having the best start in life and going on to fulfil their potential
- Be valued and involved in the decisions that affect their everyday lives.



We will improve Islanders' wellbeing and mental and physical health

We will do this by supporting Islanders to live healthier, active, longer lives, improving the quality of and access to mental health services, and by putting patients, families and carers at the heart of Jersey's health and care system.

Why this is a shared priority

An increased focus on preventing ill health is vital to ensure that everyone has the best life chances, achieving good mental and physical wellbeing, and enabling them to live well and age well. This will have benefits for our health and care system, our local economy and for our overall quality of life.

The conditions in which we are born, grow, live, learn and work are crucial in shaping our health outcomes throughout our lives, which means that health must become everyone's business. We must work together across government and within our Island community to build the conditions for improved wellbeing and mental and physical health, and to ensure that this informs our decision making.

Where we need to focus our efforts

We need to support the best start in life for all children. We must build on this foundation to ensure equal access to good health for Islanders at every stage of life, supporting independent living and adding 'life to years' into older age.

This Council of Ministers will embed health and wellbeing considerations at the heart of all government policy, acknowledging that government action can either narrow or widen the gap in health outcomes between different groups in our population. With investment in sport, culture and the environment and with health as a shared priority, we will strive to create the conditions that enable all Islanders to lead active, healthy lifestyles to support their physical and mental wellbeing.

While prevention is key, mental and physical health and care services must be fit for purpose, support equitable access and be more integrated around the needs of Islanders. Care must be provided when and where it is needed most, and closer to people's homes. To do this, we must evolve our health and care system to meet patients' needs, particularly as more Islanders live longer. This will include testing new approaches to the delivery of primary health care, with more support within the community and Parishes, through multidisciplinary teams, community hubs, and excellent acute care within a new hospital.

Care must be coordinated with strong communication and information sharing for improved continuity across services, centred on what is best for the person, and informed by engagement and customer voice. Growing demand needs to be met

through a joined-up, smart, and modern health and care system, based on clinical priorities.

What we will achieve

As a result of our actions during our term of office, we will:

- Have started and have clear direction for improving the experience of acute mental and physical health care through a new hospital and modern mental health facilities
- Have actively engaged GPs and other health professionals in developing and testing new models of health care delivery
- Improve access for vulnerable people, including children and an aging population, to all primary care services, including dentistry, and make it easier and more affordable to use
- Support Islanders in taking part in active travel and lifestyles through improved infrastructure, for example, the cycle network
- Create the conditions which, over the long term, will reduce the most common diseases and preventable death, supporting Islanders to live healthier, active, longer lives.



We will create a sustainable, vibrant economy and skilled local workforce for the future

We will do this by delivering an economic framework to improve productivity, by nurturing and strengthening our financial services industry, by enhancing our international profile and promoting our Island identity, by delivering the best outcomes from Brexit, and by improving skills in the local workforce to reduce Jersey's reliance on inward migration.

Why this is a shared priority

The prosperity of our Island, and the funding of the services on which we rely, depends on a sustainable, vibrant and inclusive economy, underpinned by a skilled local workforce to serve it.

Jersey has a rich economic history, based on fisheries, agriculture, tourism and the now-dominant financial sector. We have successfully maintained all of these sectors within our economy and must recognise their importance in our shared history, culture and prosperity.

The financial and professional services sector has been the bedrock of our economy over recent decades. It is vital that we continue to protect and invest in this sector, while embracing new opportunities in both long-standing and contemporary economic sectors.

Our economy must be supported if it is to grow, innovate and diversify. We also must stabilise and reverse the recent declines in productivity, because low productivity impacts our economic competitiveness, earnings and Islanders' quality of life.

The uncertain impact of Brexit remains the biggest immediate challenge for our Island's economy, but it also provides an opportunity to refocus internationally by promoting Jersey on the international stage, as a safe, stable and secure business centre, with a supportive regulatory environment, a beautiful Island to live in and visit, with an advanced digital infrastructure and the flexibility to adapt and innovate, and as a source of investment, expertise and philanthropy for other parts of the world.

Whatever the outcome of Brexit, the UK is and will remain our most important economic partner. It is vital that we maintain and build upon our close and longstanding relationship with the UK, as well as exploring opportunities to work together to seize new opportunities, for the benefit of us both.

At the same time, while the UK may be leaving the EU, our geographical proximity and varied economic links mean that maintaining positive relations with the EU institutions and nations, including our nearest neighbour, France, will continue to be crucial.

Skills and education remain core to both driving productivity and developing a workforce fit for the Island's future needs. With the onset of the fourth industrial revolution, the pace of change will quicken and timely access to skills training will improve the quality of Islanders' lives and their local employment opportunities. It will also help the government to control migration and manage the pressures that this brings on housing, infrastructure and services. As the population ages, economic enablers such as skills training and lifelong learning will also be ever more important.

Where we need to focus our efforts

We will urgently develop a comprehensive economic framework that will deliver the economic evidence to assess and prioritise how and when we act. We will work with all sectors of the economy to understand their long-term policy, legislative and resource needs, and we will collaborate with partners to design and implement economic development policies. This will support government in pursuing inclusive opportunities that create the most benefit for people and the Island as a whole.

We will ensure that Jersey's infrastructure is fit for our future needs – including public buildings, public estate that supports sporting and cultural facilities, utilities and the digital environment. This will include investing in St Helier to make it a more desirable place to live, work, do business and visit. To enable this, we will align the economic framework to an investment framework. We will also consider creating an investment fund to support the delivery of the economic and investment framework.

We will continue to protect and build on our financial services industry, ensuring that it positively adapts to change and remains at the centre of our economy. We will evolve the Financial Services Policy Framework and Digital Policy Framework to ensure that our policy capabilities and industry engagement support the continued growth of these sectors and our aspirations for a more digital society.

We will maximise the positive outcomes from Brexit and anticipate the risks.

We will expand Jersey's positive international reputation and promote our Island identity beyond financial services. Our international reputation should reflect the richness and diversity of our Island's talents and the many ways that we act as a responsible global citizen, such as through the work of Jersey Overseas Aid, as well as facilitating international commerce and investment. We will strengthen international relationships by delivering on our global markets strategy and by promoting the international ties established by Jersey Overseas Aid.

We will continue to invest in maintaining a close and productive relationship with the UK, our most important economic partner, as well as with the EU nations and institutions.

We will establish a Policy Development Board to develop an agreed population and migration policy that balances population pressures against economic and environmental needs.

We will improve education and skills in the Island, to deliver a skilled local workforce for the future. We will reduce education attainment gaps and recognise the value of and expand vocational qualifications.



This will be supported by proposals for a higher education centre of excellence and student campus fit to deliver both the academic and vocational skills' needs of the Island – including digital, finance, innovation, tourism and hospitality, marine and renewable energy technology, and creative industries.

This will also allow us to develop and promote Jersey internationally as a centre of higher education excellence, and a safe and beautiful place where local and international students will wish to study, increasing the contribution that the higher education sector makes to the economy. This will also partly address the diaspora of young Jersey people leaving the Island to meet their educational aspirations and not returning until later in their careers to contribute to the Island economy.

What we will achieve

As a result of our actions during our term of office, we will:

- Improve Jersey's economic performance
- Support and strengthen our financial services sector
- Maintain tax neutrality
- Deliver our Global Markets Strategy
- Continue to diversify our economy, including ongoing support for our digital sector and the development of our philanthropic sector
- Be outward facing and promote Jersey on the international stage
- Engage internationally and strengthen our reputation
- Continue to develop positive relations with the UK Government, Parliamentarians and other UK stakeholders
- Build on our existing engagement programme with EU institutions and nations, including our nearest neighbour, France
- Develop and negotiate a suite of international agreements to underpin opportunities in new international markets, as well as to maintain existing business flows
- Ensure that Jersey's public estate infrastructure is fit for the future and that St Helier is a more desirable place to live, work, do business and visit
- Increase the skills of our workforce
- Improve productivity to reduce population pressures
- Develop and implement a comprehensive migration and population policy.



We will reduce income inequality and improve the standard of living

We will do this by improving the quality and affordability of housing, improving social inclusion, and by removing barriers to and at work.

Why this is a shared priority

Our average income per person is high, but this hides large gaps between the highest and lowest earners. There is concern about growing levels of income inequality and the negative effect this will have on our community and economy.

Poor housing can have a negative impact on health and education outcomes. Many migrant families live in overcrowded conditions, while home ownership is increasingly out of reach of local families with average incomes. The high cost of housing can make it difficult to attract health and education professionals to move to Jersey.

Jersey offers great opportunities for getting involved in cultural, social and sporting activities and for having a say in the community through joining local groups and taking part in elections. But we know that not everyone can take part fully in Jersey life and make the most of those opportunities. Older people and disabled people are especially vulnerable to loneliness and social exclusion, while others are isolated through language or culture.

Having a job and reliable income is important for people's wellbeing and contributes to our Island economy, but not everyone can get a suitable job and some workers find the wages from their full-time job are not enough to meet their living costs. Others don't have the security of a permanent contract or fixed hours every week.

Where we need to focus our efforts

We will work towards a fair balance between wages, taxes and benefits, rents and living costs, enabling Islanders to achieve a decent standard of living and have secure incomes into older age; for example, through meaningful increases on minimum wage, together with supporting mechanisms to increase productivity in specific affected sectors.

We will consider whether the Fiscal Strategy and Fiscal Framework need refreshing. In particular, we will consult on the future of the personal tax system and conclude the current review of the Social Security scheme, which is examining contribution rates, old age pensions and working age contributory benefits. We will also consider the interaction between personal income tax and social security benefits.



We need to secure a consistent supply of good-quality homes that are affordable to local families, improve the quality of rented homes and strengthen the rights of tenants. We will establish a Policy Development Board that will take a long-term view of how we can create sustainable and affordable housing provision for the next generation to meet the aspirations of our young people.

We need to create a society where everyone has opportunities, helping people to participate to meet their potential and to improve their quality of life. We will implement the Disability Strategy, clarify rights for newly-arrived residents within a new population and migration policy, and improve citizenship education. We will work with Parishes and local community groups to reduce social isolation and loneliness.

We will help people to gain the skills they need to secure jobs that pay enough to thrive, and support a labour market that provides good quality jobs, removing the barriers to and at work and improving employee rights.

What we will achieve

As a result of our actions during our term of office, we will:

- Reduce levels of people living in relative low income
- Deliver affordable and good quality housing
- Work towards a society where everyone has opportunities, helping people to participate
- Achieve a fair balance between wages, taxes and benefits, rents and living costs
- Achieve a labour market that provides good-quality jobs, removing barriers to and at work.



We will protect and value our environment

We will do this by embracing environmental innovation and ambition, by protecting the natural environment through conservation, protection, sustainable resource use and demand management, and by improving the built environment, to retain the sense of place, culture and distinctive local identity.

Why this is a shared priority

Clean air and water, protecting the Island's natural resources and managing its waste are vital to our physical and mental health, to our quality of life and to active living into old age. Local biodiversity, heritage and landscape character are internationally recognised and a reason why talented people choose to live and do business in Jersey. Secure and affordable energy supplies underpin our economy and social equity. The public clearly recognises and values the environment, as evidenced by the Future Jersey responses. We must also demonstrate to global partners that we take our global environmental responsibilities seriously.

Without interventions to manage and protect the environment in the face of these challenges, at best our Island would look and feel very different. At worst, we could suffer negative physical and mental health impacts and lose one of Jersey's biggest selling points.

The interactions and interrelationships within our environment are complex and play out over long periods, and they do not necessarily respond quickly to positive interventions, so we will need to make policy interventions that will have benefits over generations, and not just for the short term.

Where we need to focus our efforts

The challenge is to achieve our ambition in the context of 'good growth' that is socially responsible and balances the challenges of an increasing population, which puts pressure on resources, including more severe competition for the use of a limited amount of land, generates more travel, and reduces the life span of critical infrastructure.

We need to design and deliver 'great liveable communities' where everyone has access to high-quality and affordable accommodation, open and play space, and active travel and transport networks, in order to achieve a vibrant, inclusive and healthy Island.

We must also account for significant potential negative external factors. Global climate change is a direct threat to Jersey, because our most populated residential and business areas are at sea level. Changing global energy markets are another threat, because Jersey imports 97% of our energy, which has implications for our long-term energy security. We will explore the role that renewable energy can play



in Jersey's future with the intention of creating a more sustainable energy supply.

We must meet increasing global standards and best environmental practices in order to maintain export markets in agriculture and aquaculture, particularly in the light of the UK exiting the EU.

We must transition to a sustainable rural economy model, which delivers crop and land-use diversification.

What we will achieve

As a result of our actions during our term of office, we will:

- Agree a new and ambitious Island Plan for the benefit of future generations
- Establish our policy on renewable energy at the utility and domestic scale, with the intention of creating a more sustainable energy supply
- Produce an ambitious sustainable transport plan including external links
- Begin to transition to a sustainable rural economy model, which delivers crop and land use diversification
- Continue to improve water quality
- Decrease the amount of waste we produce, especially plastics
- Review options for a coordinated and consistent Island-wide recycling programme
- Protect special areas of coast and countryside and improve our stewardship of these areas, improving abundance of key indicator species
- Protect and increase biodiversity
- Improve access to open and green space for a variety of users, which will improve health and mental wellbeing, and benefit early years development and educational achievement and attainment
- Produce an asset management plan that considers the use of our public asset/land portfolio and ensures appropriate investment in critical infrastructure, like coastal defences, highways and our sewerage system.

6 Common Themes

As we pursue our five strategic policies, and deliver our essential public services, we will bear in mind six common themes that have emerged from our work.

Delivering improvements in respect of each of these themes has an important role to play in the delivery of the strategic priorities.

We will enable Islanders to lead active lives and benefit from the arts, culture and heritage

Islanders have expressed the importance to them of active lives, through sport or other active pastimes, the arts, culture and heritage. Enabling Islanders to lead active lives and benefit from the arts, culture and heritage will support us in:

- Putting children first
- Creating a sustainable, vibrant economy and skilled local workforce for the future
- Protecting and valuing our environment
- Improving Islanders' wellbeing and mental and physical health.

We will make St Helier a more desirable place to live, work, do business and visit

St Helier is the powerhouse of our economy. It houses nearly a third of our population and it is the focus of the day for many Islanders and visitors alike. It is vital that St Helier is redeveloped and revitalised in order to make it a more desirable place to live, work, do business and visit. Doing so will support us in:

- Creating a sustainable, vibrant economy and skilled local workforce for the future
- Reducing income inequality and improving the standard of living
- Protecting and valuing our environment
- Improving Islanders' wellbeing and mental and physical health.

We will promote and protect Jersey's interests, profile and reputation internationally

In these uncertain times it is more important than ever that our interests are understood and proactively protected, not just in the UK, but also in the EU and internationally.

A growing international profile brings with it increased interest in our standards and values as a jurisdiction and as a modern democracy. Protecting our reputation requires that we are able to demonstrate that we meet international standards.

Promoting and protecting Jersey's interests, profile and reputation primarily engages the following strategic priorities:

- Putting children first
- Creating a sustainable, vibrant economy and skilled local workforce for the future
- Reducing income inequality and improving the standard of living
- Protecting and valuing our environment.

We will improve transport infrastructure and links

Our roads, cycle, foot and bridle paths enable Islanders and visitors to get around our beautiful Island, to exercise and to get to and from work. Our transport links with the outside world allow us to trade, to travel and for visitors to have easy access to our attractions and economy.

Keeping the Island moving by improving the Island's transport infrastructure and links will assist with:

- Creating a sustainable, vibrant economy and skilled local workforce for the future
- Protecting and valuing our environment
- Improving Islanders' wellbeing and mental and physical health.

We will work in partnership with Parishes, churches, community groups, the third sector, volunteers, businesses and key stakeholders

Jersey has a proud history of volunteering, both within the Parishes and the third sector and also through churches and other community groups. Many Islanders, from all backgrounds, provide freely of their time to serve our community.

We must work in close partnership with the Parishes, churches, community groups, the third sector, volunteers, businesses and key stakeholders in developing and implementing actions if we are to deliver better outcomes for Islanders, particularly in respect of:

- Putting children first
- Reducing income inequality and improving the standard of living
- Protecting and valuing our environment
- Improving Islanders' wellbeing and mental and physical health.

We will prepare for more Islanders living longer

As more Islanders live longer and the balance between working age and the non-working age population changes, the Island will face both challenges and opportunities. These challenges and opportunities must be a key consideration when designing and delivering the following strategic priorities:

- Creating a sustainable, vibrant economy and skilled local workforce for the future
- Reducing income inequality and improving the standard of living
- Protecting and valuing our environment

4 Ongoing Initiatives

A new long-term strategic framework that extends beyond the term of a Council of Ministers

The Common Strategic Policy is not a statement of everything that government does or will do. Nor is it a detailed plan for how the public service will deliver the work of government. This Common Strategic Policy sets the priorities for the current government term, and it is an important part of a new, long-term strategic framework for Jersey, which will ensure a sustainable society, underpinned by a sustainable economy and delivered by a strong partnership between a modern government, responsible business and Islanders.

The detailed actions that flow from the strategic priorities will be outlined in other documents, which, alongside the Common Strategic Policy, make up the new, long-term strategic framework. These are:

- Common Strategic Policy 2018-22
- Government Plan (Medium-Term Plan) 2020-23
- Island Plan 2021-30
- Future Jersey – the Island's 20-year community vision.

A States Assembly and Council of Ministers that works together for the common good

This Council of Ministers is committed to working more effectively with the States Assembly to deliver better outcomes for Islanders. How we achieve this will be developed by working with the States Assembly over the coming months, but we envisage that this will include improving: the way in which we work with Scrutiny; the way in which we develop policy, such as through the new Policy Development Boards; how we secure improved resources for non-executive States Members; and better communication and consultation with the States Assembly.

A modern, innovative public sector that meets the needs of Islanders effectively and efficiently

The ambitious and systemic restructuring of the public sector as set out in the 'Team Jersey: One Island, One Community, One Government, One Future' strategy is well underway, with the restructuring element to be delivered by March 2019.

This strategy has at its heart the responsibility of the administrative arm of government to organise itself and its activities so that it can discharge its duties efficiently, affordably and effectively and in an open, transparent and accountable way – to Ministers, to the States Assembly and to the public it serves. A modern public sector is essential if the government's and Islanders' ambitions are to be fulfilled.

In addition, the establishment of a Channel Island Public Services Board gives a real opportunity to work with Guernsey, to make the most of areas in which we can be stronger and better together.

A sustainable long-term fiscal framework and public finances to make better use of our public assets

As part of the modernised public sector, a far-reaching programme is also in progress to strengthen the long-term management of public finances and assets, including an improvement plan for the States' finance function.

A review of the finance function commissioned by the Chief Executive, which was supplemented by an external review of the maturity of financial management, has resulted in proposals to restructure the finance function into a single department, to improve processes and to deliver a new Public Finances Law, which is expected to be lodged in early 2019.

We will consider whether the Fiscal Strategy and Fiscal Framework need refreshing as part of the changes being introduced. In particular, we will consult on the future of the personal tax system and conclude the current review of the Social Security schemes. We will also implement important changes over the next two years into how we collect and process taxes, with new online services for the public and businesses, and a new digital revenue management system.

Taken together, these changes will ensure a long-term strategic approach to managing the Island's finances. We will focus on managing the 'balance sheet' for public money and assets, building upon the strength of that balance sheet. We will make sure that all new spending is subject to robust business case approval and that we are able to demonstrate the value for money achieved from existing spending, including driving best value from our contracts with suppliers.

For more information about the Common Strategic Policy,
please visit gov.je/proposedstrategicpolicy

Council of Ministers

Cyril Le Marquand House

PO Box 140

St Helier

JE4 8QT