

---

# STATES OF JERSEY



## COMMON STRATEGIC POLICY 2018–22: DRAFT INDICATIVE PROGRAMME FOR GOVERNMENT PLAN 2020–23

---

Presented to the States on 9th October 2018  
by the Council of Ministers

---

STATES GREFFE

## REPORT

### Introduction

As referred to in the Proposed Common Strategic Policy 2018–22 ([P.110/2018](#)), lodged by the Council of Ministers on 3rd October 2018, this Report is published for the benefit of States Members and Islanders, to assist with understanding more about how the Council of Ministers' proposals start to translate into costed deliverable policies and actions for inclusion in the Government Plan 2020–23.

This Report starts to set out a draft indicative programme for the development of this aspect of the Government Plan. This should be read as a work in progress published in the interests of transparency and co-working. As such, this draft programme will develop and evolve over the coming months into a fuller programme of work for the delivery of the Government Plan.

### Common Strategic Policy 2018–22 to Government Plan 2020–23

The Proposed Common Strategic Policy 2018–22 explains that a new Government Plan is intended to replace the existing Medium Term Financial Plan process, if the States Assembly approves a new Public Finances Law. The Government Plan would set out in detail how public money will be used to deliver the day-to-day services provided by government, and more 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 approval by the States Assembly after the summer recess in 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 in order to plan the delivery of their own strategic priorities.

Our shared ambitions for Jersey cannot be achieved by government alone. We will only succeed if we work with partners, including the third sector and volunteers, Parishes, community groups, business and arm's length organisations.

A first step will be to work with partners to develop costed detailed policies and activities relating to the strategic priorities set out in the Common Strategic Policy.

This Report sets out the following –

- Common Strategic Policy Interdependencies – showing the key interdependencies between the Common Strategic Policy priorities and common themes.
- Future Jersey Outcomes – showing the key Future Jersey outcomes that are supported by the Common Strategic Policy priorities.

Strategic Direction – the broad areas of policy work. This includes the key areas on which we will focus, the key deliverables sought, an indicative set of measures of long-term impact so that we can assess whether what we have done has had the right impact, and the key policies that are engaged.

<b>1. CSP Strategic Priority: We will put children first</b>	
<b>CSP Interdependencies</b>	<b>Future Jersey Outcomes supported</b>
<p>Improve Islanders' well-being and mental and physical health.</p> <p>Reduce income inequality and improve the standard of living.</p> <p>Enable Islanders to lead active lives and benefit from the arts, culture and heritage.</p> <p>Protect and value our environment.</p> <p>Promote and protect Jersey's interests, profile and reputation internationally.</p> <p>Work in partnership with Parishes, churches, community groups, the third sector, volunteers, businesses and key stakeholders.</p>	<p>Learn and Grow: Children enjoy the best start in life.</p> <p>Vibrant and Inclusive: Islanders enjoy living in a vibrant and inclusive community.</p> <p>Health and Well-being: Islanders enjoy long, healthy, active lives.</p> <p>Affordable Living: Islanders are able to afford a decent standard of living.</p> <p>Safety and Security: Islanders are safe and protected at home, work and in public.</p>

<b>1(a) Strategic Direction: All children should be safe, able to flourish and fulfil their potential</b>			
<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
<p>Work to ensure that all children in Jersey will –</p> <ul style="list-style-type: none"> <li>➤ Grow up safely; feeling part of a loving family and a community that cares</li> <li>➤ Live healthy lives; enjoying the best health and well-being possible</li> <li>➤ Learn and achieve; having the best start in life and going on to fulfil their potential</li> <li>➤ Be valued and involved in the decisions that affect their everyday lives</li> </ul>	<p>Bring forward and implement a Children's Plan that identifies key priorities and actions that will enable children to be safe, able to flourish and fulfil their potential.</p> <p>Implement a comprehensive assessment of children's needs which will identify future priority areas for children's policy to deliver improved outcomes for children growing up in Jersey.</p> <p>Bring forward plans to incorporate the United Nations Convention on the Rights of the Child (UNCRC).</p> <p>Set out in law the key functions of government relating to its corporate parenting responsibility for children.</p> <p>A renewed focus on housing and outdoor spaces for children.</p> <p>Improve standards in children's social work practice.</p>	<p>Children's self-reported Quality of Life</p> <p>Number of children who feel their school and community would act on their ideas</p> <p>Number of children who are aware of their rights under the UNCRC</p> <p>Number of Looked After Children</p> <p>Percentage of pupils who are recorded as persistently absent from school</p> <p>Percentage of all pupils achieving 5+ good GCSEs</p> <p>Percentage of Jersey children live in households below</p>	<p>Housing Policy</p> <p>Education Policy</p> <p>Children's Plan</p> <p>Mental Health Strategy</p> <p>Primary Care Strategy</p> <p>Children's Services Improvement Plan</p> <p>Social Policy</p> <p>Housing Policy</p> <p>Education Policy</p> <p>Care Inquiry Response</p>

<b>1(a) Strategic Direction: All children should be safe, able to flourish and fulfil their potential</b>			
<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
	<p>Improve standards in all nurseries and schools.</p> <p>Establish the legal powers and functions of the Children's Commissioner and the Care Commission.</p> <p>Build capacity and capability in local Foster Care Services so that more children can be supported on-Island and in a family environment.</p> <p>Improve the types of support offered to for young people when they leave formal care settings.</p> <p>Establish a common approach to Early Help across government so that children and families receive timely services.</p> <p>Develop a new Early Years Strategy to ensure that all children up to the age of five achieve the 'best start' possible.</p>	<p>the relative low income threshold</p> <p>Percentage of Jersey children living in overcrowded households</p> <p>Percentage of young people who are not in employment, education or training (NEET)</p> <p>Number of children who are victims of crime</p> <p>Number of four and five year-olds achieving the expected level in the Early Learning Goals</p>	

<b>2. CSP Strategic Priority: We will improve Islanders' well-being, mental and physical health</b>	
<b>CSP Interdependencies</b>	<b>Future Jersey Outcomes supported</b>
<p>Put children first.</p> <p>Create a sustainable, vibrant economy and skilled local workforce for the future.</p> <p>Reduce income inequality and improve the standard of living.</p> <p>Enable Islanders to lead active lives and benefit from the arts, culture and heritage.</p> <p>Protect and value our environment.</p> <p>Make St. Helier a more desirable place to live, work, do business and visit.</p> <p>Improve transport infrastructure and links.</p>	<p>Health and Well-being: Islanders enjoy long, healthy, active lives.</p> <p>Learn and Grow: Children enjoy the best start in life.</p> <p>Natural Environment: Jersey's unique natural environment is protected for future generations.</p> <p>Vibrant and Inclusive: Islanders enjoy living in a vibrant and inclusive community.</p> <p>Attractive Business Environment: Jersey is an attractive place to do business.</p> <p>Safety and Security: Islanders are safe and protected at home, work and in public.</p>

<b>2. CSP Strategic Priority: We will improve Islanders' well-being, mental and physical health</b>	
<b>CSP Interdependencies</b>	<b>Future Jersey Outcomes supported</b>
<p>Work in partnership with Parishes, churches, community groups, the third sector, volunteers, businesses and key stakeholders.</p> <p>Prepare for more Islanders living longer.</p>	

<b>2(a) Strategic Direction: Health and Well-being</b>			
<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
<p>Increase focus on prevention</p> <p>Join-up prevention policy and strategies</p> <p>Consider health implications in all government policy</p> <p>Ensure parity between mental and physical health</p> <p>Improve health opportunities for all</p>	<p>Increase prevention activity, intervening earlier to reduce future costs.</p> <p>Assess health and well-being implications routinely across all new governmental policy as a start towards creating the conditions for Islanders to live healthier, active, longer lives.</p> <p>Integrate prevention efforts on physical inactivity, diet, alcohol and tobacco in an overarching health and well-being framework with an improved understanding of local population needs to help close the gap in health inequality between groups.</p> <p>Increase understanding of mental and emotional health and well-being, with less stigma.</p>	<p>Smoking uptake</p> <p>Smoking prevalence</p> <p>Alcohol consumption</p> <p>Obesity</p> <p>Physical activity</p> <p>Incidence of: Cardiovascular disease; Cancer; Diabetes; Anxiety and Depression</p> <p>Healthy life expectancy</p> <p>Population Mental Well-being</p>	<p>Children's Plan</p> <p>'Caring for ourselves, caring for each other'</p> <p>A new way forward for Health and social care</p> <p>Food and Nutrition Strategy</p> <p>Tobacco Strategy</p> <p>Liquor Licensing Law</p> <p>Alcohol Strategy</p>

<b>2(b) Strategic Direction: Infrastructure</b>			
<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
<p>Improve active travel infrastructure</p> <p>Ensure fit-for-purpose leisure and recreation facilities</p>	<p>Expand safe cycle and multi-use active travel routes, with more Islanders walking and cycling.</p> <p>Develop Island leisure and recreation facilities and plan to meet future need, and support all Islanders' health and well-being.</p>	<p>Active travel</p> <p>Physical activity</p> <p>Participation in sport</p> <p>Satisfaction with sport facilities</p>	<p>Transport Plan</p> <p>Active Jersey</p>

<b>2(b) Strategic Direction: Health care</b>			
<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
<p>Deliver fit-for-purpose new hospital and modern mental health facilities</p> <p>Improve access and manage continuity of care pathways</p> <p>Increase person-centred care supported by digital technology</p> <p>Join up delivery of quality safe care across the primary and secondary care system</p>	<p>Start the building of a new Hospital alongside development of mental health facilities.</p> <p>Improve access to primary and dental care and preventive services for children and vulnerable groups for whom cost is a barrier.</p> <p>Deliver more modern, integrated, multi-disciplinary and cross-service care where and when it is needed, based on what is best for people and informed by customer voice.</p> <p>Develop and test new models of delivering primary health care e.g. G.P., Dental and Pharmacy services.</p> <p>Increase focus on prevention so people stay well longer, have access to a diverse skilled workforce based close to home with more services provided in primary care, including dental services, and in the community.</p>	<p>Waiting times</p> <p>Use of community and voluntary services</p> <p>Use of preventive services offered</p> <p>Use of health care by vulnerable groups</p> <p>Use of technology to support independence</p> <p>Self-reported well-being in those with long-term conditions</p>	<p>Mental Health Strategy</p> <p>Income Support Policy</p> <p>Well-being Framework</p> <p>Primary Care Strategy</p>

<b>3. CSP Strategic Priority: We will create a sustainable, vibrant economy and skilled local workforce for the future</b>	
<b>CSP Interdependencies</b>	<b>Future Jersey Outcomes supported</b>
<p>Reduce income inequality and improve the standard of living.</p> <p>Enable Islanders to lead active lives and benefit from the arts, culture and heritage.</p> <p>Make St. Helier a more desirable place to live, work, do business and visit.</p> <p>Promote and protect Jersey's interests, profile and reputation internationally.</p> <p>Improve transport infrastructure and links.</p>	<p>Jobs and Growth: Islanders benefit from a strong economy and rewarding job opportunities.</p> <p>Attractive Business Environment: Jersey is an attractive place to do business.</p> <p>Affordable Living: Islanders are able to afford a decent standard of living.</p> <p>Learn and Grow: Children enjoy the best start in life.</p>

<b>3. CSP Strategic Priority: We will create a sustainable, vibrant economy and skilled local workforce for the future</b>	
<b>CSP Interdependencies</b>	<b>Future Jersey Outcomes supported</b>
<p>Work in partnership with Parishes, churches, community groups, the third sector, volunteers, businesses and key stakeholders.</p> <p>Prepare for more Islanders living longer.</p>	Built and historic Environment: Jersey's built and historic environment is valued and enjoyed.

<b>3(a) Strategic Direction: Economic Framework</b>			
<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
<p>Improve Jersey's economic performance</p> <p>Ensure that Jersey's infrastructure is fit for the future</p> <p>Ensure that our assets are used effectively</p>	<p>Deliver a comprehensive Economic Framework that establishes the strategic principles and priorities we will apply to the economic development work we carry out across the government.</p> <p>Develop financial mechanism(s) and potentially an investment fund to enable the States to take a proactive approach to delivery of the economic framework and associated infrastructure.</p> <p>Set up clearer mechanisms in place for determining economic policy needs.</p> <p>Provide the necessary infrastructure, housing, planning, regeneration and regulation to support all sectors, from small businesses to global financial services companies, to build and grow a prosperous, sustainable, internationally competitive economy.</p> <p>Create an increasingly productive, vibrant and diversified economy.</p> <p>Increase market diversification and grow adjacent sectoral and employment opportunities, for example, attracting charitable foundations, NGOs, social investment funds and philanthropic capital.</p>	<p>GVA and % value (by sector)</p> <p>Productivity (by sector)</p> <p>Average earnings (by sector)</p> <p>Employment (by sector)</p> <p>Tax revenue</p> <p>GVA and productivity statistics</p> <p>Evidence of innovation – market diversification and growth of adjacent opportunities</p> <p>Minimum wage comparative to inflation and average earnings</p>	<p>Skills Strategy</p> <p>Innovation Review</p> <p>Digital Policy Framework</p> <p>Telecoms Strategy</p> <p>Competition Review</p> <p>Rural Economy Strategy</p> <p>Retail Strategy</p> <p>Island Plan</p> <p>St. Helier and Ports Masterplans</p> <p>Common Policy on External Relations</p>

<b>3(b) Strategic Direction: Financial services sector</b>			
<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
<p>Support and strengthen our financial services sector</p> <p>Diversify markets</p> <p>Maintain tax neutrality</p>	<p>Jersey continues to hit the highest international standards as measured by assessment from international bodies.</p> <p>Policy decisions resolved on sector challenges, including fintech, cryptocurrencies and regtech.</p> <p>Financial services sector positively engaged with digitisation and automation, turning threats into opportunities.</p> <p>International promotion of the financial services sector helps promote a positive brand Jersey.</p> <p>Continue to be an early adopter of international standards on matters related to tax transparency and AML/CFT.</p> <p>Enhance recognition of Jersey in key global markets through enhanced visit programme.</p> <p>Deliver programme of work and legislation to support and strengthen our financial services sector.</p>	<p>Assessment from international bodies (for example, OECD, IMF and MONEYVAL) and ratings</p> <p>Stakeholder feedback on global markets</p> <p>Employment in financial services sector</p> <p>Real terms average earnings in financial services sector</p> <p>GVA of financial services sector</p> <p>Productivity of financial services sector</p> <p>% value of financial services sector</p>	<p>Financial Strategy Framework</p> <p>Digital Policy Framework</p> <p>Common Policy on External Relations</p>

<b>3(c) Strategic Direction: Jersey on the international stage and Brexit</b>			
<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
<p>Manage the Island's engagement in, and response to, Brexit opportunities and risks</p> <p>Maintain and strengthen relations with the UK and EU</p>	<p>Maximise the positive outcomes from Brexit and control the risks, including –</p> <ul style="list-style-type: none"> <li>maintain free movement of goods between Jersey and the UK in formalised customs agreement;</li> </ul>	<p>See Economic Framework and Financial Services sector</p>	<p>Brexit Information Reports to States Assembly</p> <p>Global Markets Strategy</p>



<b>3(c) Strategic Direction: Jersey on the international stage and Brexit</b>			
<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
<p>Engage internationally, promoting Jersey's unique profile and strengthening its reputation</p> <p>Deliver Global Markets Strategy</p>	<ul style="list-style-type: none"> <li>maintain free movement of people between Jersey and the UK without formal border controls in a Common Travel Area;</li> <li>UK Free Trade Agreements to Jersey where beneficial;</li> <li>subject to ongoing assessment, WTO territorial application extended to Jersey.</li> </ul> <p>Increase levels of access and frequency of engagement with key UK and EU stakeholders, leading to improved understanding of Jersey's constitutional position, our economy, identity and opportunities for growing our relationships across a range of policy areas.</p> <p>Improve inter-Channel Island co-operation.</p> <p>Establish a Policy Development Board to co-ordinate and promote our Island identity beyond financial services.</p> <p>Ensure that Jersey will be recognised on the international stage as a responsible global citizen, including through its overseas aid and development programmes.</p> <p>Develop Jersey Overseas Aid Commission 5-Year Strategic Plan.</p> <p>Increase business flows and jobs created as a result of engagement with priority markets, including –</p> <ul style="list-style-type: none"> <li>improve visibility and access to business and political decision-makers in target growth markets;</li> <li>negotiate and sign suite of agreements (e.g. Double</li> </ul>		<p>Common Policy on External Relations</p> <p>International Framework Agreement with the UK</p> <p>Jersey Overseas Aid Strategic Plan</p>

### 3(c) Strategic Direction: Jersey on the international stage and Brexit

Focus	Deliverables	Measures of long-term impact	Policies engaged
	<p>Taxation, Bilateral Investment Treaties, Memoranda of Understanding, Asset Sharing Agreements) with priority growth markets;</p> <ul style="list-style-type: none"> <li>increase physical presence in priority markets.</li> </ul> <p>Effective external promotion of positive assessment from international bodies.</p>		

### 3(d) Strategic Direction: Education and skills

Focus	Deliverables	Measures of long-term impact	Policies engaged
Increase the skills of Jersey's workforce	<p>Implement Skills Strategy.</p> <p>Develop and implement a Higher Education Strategy.</p> <p>Improve access to vocational courses and apprenticeship schemes.</p> <p>Consider assistance to enable retraining/lifelong learning.</p> <p>Deliver policies to reduce education attainment gaps.</p> <p>Deliver appropriate education and training to meet the future needs of learners and is responsive to changing skills' and market needs (digital, AI and creative).</p> <p>Consider and develop proposals for a higher education centre of excellence and student campus and accommodation fit to deliver both the academic and vocational skills' needs of the Island.</p> <p>Design courses to encourage international students to Jersey, building both international reputation and economic benefit.</p>	<p>Education attainment gaps</p> <p>Year-on-year variance in % of school-leavers with upper secondary academic or vocational qualifications</p> <p>Proportion of the Jersey working population with no qualifications</p> <p>Year-on-year variance in % of new migrants without an upper secondary qualification</p> <p>Number and % of working-age people in education, employment or training</p> <p>% of local graduates working in the Jersey economy</p>	<p>Digital Policy Framework</p> <p>Skills Strategy</p> <p>Economic Framework</p>

<b>3(d) Strategic Direction: Education and skills</b>			
<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
		% of Islanders with educational, vocational and professional qualifications  % of working-age population in education, employment, or training  % of 50–65 year-olds in work  % of ageing population that has access to retraining and second/third careers	

<b>3(e) Strategic Direction: Migration</b>			
<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
Improve productivity to reduce population pressures	Develop and implement a migration policy which enables: migration to be targeted and deliver the greatest economic and social gain; economic growth that is productivity-led rather than population-led, reducing population pressures; and employment opportunities which encourage our young people to stay in Jersey and return to the Island.	Productivity Migration by sector % of private sector migrants who are licensed Net migration statistics being within policy guidelines	Island Plan Economic Framework Skills Policy Housing Policy Employment Policy

<b>4. CSP Strategic Priority: We will reduce income inequality and improve the standard of living</b>	
<b>CSP Interdependencies</b>	<b>Future Jersey Outcomes supported</b>
Put children first. Improve Islanders' well-being and mental and physical health.	Vibrant and Inclusive: Islanders enjoy living in a vibrant and inclusive community.

#### 4. CSP Strategic Priority: We will reduce income inequality and improve the standard of living

CSP Interdependencies	Future Jersey Outcomes supported
<p>Create a sustainable, vibrant economy and skilled local workforce for the future.</p> <p>Make St. Helier a more desirable place to live, work, do business and visit.</p> <p>Work in partnership with Parishes, churches, community groups, the third sector, volunteers, businesses and key stakeholders.</p> <p>Prepare for more Islanders living longer.</p>	<p>Affordable Living: Islanders are able to afford a decent standard of living.</p> <p>Jobs and Growth: Islanders benefit from a strong economy and rewarding job opportunities.</p> <p>Health and Well-being: Islanders enjoy long, healthy, active lives.</p> <p>Learn and Grow: Children enjoy the best start in life.</p>

#### 4(a) Strategic Direction: Income inequality

Focus	Deliverables	Measures of long-term impact	Policies engaged
Work towards a fair balance between wages, taxes and benefits, rents and living costs	<p>Complete Social Security review.</p> <p>Complete Personal tax review.</p> <p>Undertake and complete a review of the interaction between personal taxes and Social Security benefits.</p> <p>Develop and implement a strategy to support financial independence in old age.</p>	<p>Median weekly household income after the application of the tax and benefit system.</p> <p>% of Islanders who live in households with a 'relative low income'.</p> <p>% of households who report finding it 'quite' or 'very difficult' to cope financially.</p>	<p>Jersey Regulatory and Competition Framework Review</p> <p>Social Security Fund Review</p> <p>Energy Plan: Pathway 2050</p> <p>Primary Care Strategy</p> <p>Telecoms Strategy</p>
Support a labour market that provides good quality jobs, removing barriers to and at work and improving employee rights	<p>Develop a more skilled local workforce through implementation of the Skills Strategy.</p> <p>Develop and implement a new approach to supporting workers with a long-term health condition as part of the Social Security review.</p> <p>Deliver improved legal rights to employees.</p>	<p>% of Jersey's workforce who hold a post-secondary educational qualification</p> <p>Real term average earnings</p> <p>Gap between median wage and average wage in the lowest income quintile</p> <p>% of workers in minimum wage jobs</p>	

<b>4(a) Strategic Direction: Income inequality</b>			
<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
		Productivity in sectors with high proportion of workers earning around minimum wage  % of people aged 50+ remaining in part-time or full-time work  % of working-age people with a long-term health condition in part-time or full-time work  Employment in sectors with high proportion of workers earning around minimum wage  % of workers who say they spend too much time working (FJ)	

<b>4(b) Strategic Direction: Housing</b>			
<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
Deliver affordable and good quality housing	Improve legal protection for social and private sector tenants.  Establish a Housing Policy Development Board.  Develop a long-term plan in place to support the housing needs of the next generation.  Improve access to affordable good quality housing for tenants and homeowners.  Provide a key worker accommodation scheme to support	% of lower-income households living in qualified private rental accommodation that are in rental stress  % of non-qualified households living in rental stress  Private sector rental index	Island Plan  Housing Transformation Programme  Housing Strategy  Public Health and Safety (Rented Dwellings) Law

**4(b) Strategic Direction: Housing**

<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
	health and education professionals moving to Jersey.	Home ownership rate by age Net additions to the housing supply % of supply of new homes that are affordable % of Islanders who are 'very satisfied' with their housing	

**4(c) Strategic Direction: Social inclusion**

<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
Work towards a society where everyone has opportunities, helping people to participate	Provide clear rights to new residents as part of an agreed migration policy. Working with businesses and community groups, deliver many of the actions included in the disability strategy. Working with Parishes and community groups, deliver improved services to vulnerable groups and individuals. Deliver improved citizenship education to our children. Improve access to services and support for residents with English as a second language.	Average life satisfaction score of Islanders living with a disability or long-term condition % of Islanders who score their life satisfaction as seven or more out of ten % of adults who rarely or never socialise with people outside their household by age and migrant status % of children who report that they are aware of their rights as Jersey citizens	Disability Strategy Caring for Ourselves Caring for Each Other

<b>4(d) Strategic Direction: Minimum wage</b>			
<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
Facilitate meaningful increases in minimum wage rates	<p>Achieve a meaningful increase in minimum wage levels.</p> <p>Deliver policies to support productivity improvements in low-wage sectors.</p> <p>Encourage employers to be living-wage employers.</p>	<p>% of workers in minimum wage jobs</p> <p>% of employees who receive at least a living wage</p> <p>Productivity in sectors with high proportion of workers earning around minimum wage</p> <p>% of working-age households living in relative low income</p>	Skills Jersey Back to Work

<b>5. CSP Strategic Priority: We will protect and value our environment</b>	
<b>CSP Interdependencies</b>	<b>Future Jersey Outcomes supported</b>
<p>Improve Islanders' well-being and mental and physical health.</p> <p>Enable Islanders to lead active lives and benefit from the arts, culture and heritage.</p> <p>Make St. Helier a more desirable place to live, work, do business and visit.</p> <p>Promote and protect Jersey's interests, profile and reputation internationally.</p> <p>Improve transport infrastructure and links.</p> <p>Work in partnership with Parishes, churches, community groups, the third sector, volunteers, businesses and key stakeholders.</p> <p>Prepare for more Islanders living longer.</p>	<p>Built and historic Environment: Jersey's built and historic environment is valued and enjoyed.</p> <p>Vibrant and Inclusive: Islanders enjoy living in a vibrant and inclusive community.</p> <p>Affordable Living: Islanders are able to afford a decent standard of living.</p> <p>Attractive Business Environment: Jersey is an attractive place to do business.</p> <p>Health and Well-being: Islanders enjoy long, healthy, active lives.</p> <p>Sustainable Resources: Jersey's natural resources are managed and used responsibly.</p> <p>Natural Environment: Jersey's unique natural environment is protected for future generations.</p> <p>Health and Well-being: Islanders enjoy long, healthy, active lives.</p> <p>Sustainable Resources: Jersey's natural resources are managed and used responsibly.</p>

<b>5(a) Strategic Direction: Improve the built environment to retain the sense of place, culture and distinctive Island identity</b>			
<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
<p>Work with the community to develop a new approach to spatial and strategic planning based on innovation and regeneration</p> <p>Review and consider public infrastructure carrying capacity and lifespan using population scenarios</p>	<p>Produce a new long-term strategic planning process to deliver the Island outcomes which balances growth and the environment and delivers great liveable communities for all Islanders.</p> <p>Complete the Island Plan review to support delivery of the strategic Island Vision for the benefit of future generations.</p> <p>Produce an updated countryside character appraisal taking account of the Coastal National Park.</p> <p>Improve standards for the built environment through updated Planning and Building (Jersey) Law, general development Order and supplementary guidance notes.</p> <p>Produce an asset management plan that considers the use of public asset/land portfolio and ensures appropriate investment in critical infrastructure like coastal defences, highways and our sewerage system.</p> <p>Engage Islanders in designing and delivering great liveable communities which value heritage and sense of place, including the town area.</p>	<p>Satisfaction with St. Helier as a place to live</p> <p>Satisfaction with neighbourhoods</p> <p>Protection of listed buildings and places</p> <p>% of Island that is green space</p>	<p>Island Plan</p> <p>Drainage (Jersey) Law</p> <p>Sea Defence Strategy</p> <p>Migration Policy</p> <p>Public Realm Strategy</p>

<b>5(b) Strategic Direction: Embrace environmental innovation and ambition</b>			
<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
<p>Define policy position on renewable energy – utility level on- and off-shore and micro-level</p>	<p>Agree policy position, legal framework, marine spatial plan and export markets for generating renewable energy.</p> <p>Review vehicle emissions duty.</p>	<p>Use of low-carbon transport, active travel, e.g. walking and cycling</p> <p>Traffic congestion</p>	<p>Energy Plan and Tariff Review</p> <p>Island Plan</p>



<b>5(b) Strategic Direction: Embrace environmental innovation and ambition</b>			
<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
<p>Produce an ambitious sustainable transport plan including external links</p> <p>Transition to a sustainable rural economy model which delivers crop and land use diversification</p> <p>Encourage government and business to lead by example</p>	<p>Test options for crop and land use diversification, knowledge transfer and improved agricultural standards to support eco-system services (e.g. healthy soils).</p> <p>Eco-active programme in the public and private sector to benchmark and raise environmental performance and standards.</p> <p>A plan in place to increase our use of low-carbon transport and active travel to support more active lives e.g. walking and cycling, and improved vehicle regulatory standards.</p>	<p>Energy use per capita</p> <p>GHG emissions</p> <p>Air quality</p> <p>Water quality</p> <p>Soil quality</p>	<p>Rural Economy Strategy</p> <p>Transport Plan</p>

<b>5(c) Strategic Direction: Protect the natural environment through conservation, protection, sustainable resource use and demand management</b>			
<b>Focus</b>	<b>Deliverables</b>	<b>Measures of long-term impact</b>	<b>Policies engaged</b>
<p>Improve water quality through delivery of Water Plan</p> <p>Produce a Waste Management Strategy with a focus on minimising waste generation</p> <p>Produce an updated biodiversity strategy to address eco-systems services, climate change, and species and habitat protection</p>	<p>Implement fit-for-purpose regulatory regime to improve water quality and minimise waste generation, and to protect species and habitats.</p> <p>Achieve plastic-free Jersey status and investigate options for a levy on single-use plastics and plastic bags.</p> <p>Review options for a co-ordinated and consistent recycling programme, including a fiscal review.</p> <p>Increase access to open and green space by implementing the access strategy.</p> <p>Provide better regulation and enforcement of species and habitat protection.</p>	<p>Non-inert waste produced</p> <p>Recycling rate</p> <p>Countryside access (also see Equality measure)</p> <p>Abundance of key indicator species</p> <p>Habitat quality of SSIs</p> <p>Green space</p> <p>Biodiversity</p>	<p>Water Plan and Waste Strategy</p> <p>Rural Economy Strategy</p> <p>Island Plan</p> <p>Migration Policy</p> <p>Climate resilience</p> <p>Infrastructure Plan</p> <p>Conservation of Wildlife (Jersey) Law</p>