

Delivery Plan

Minister for Justice and Home Affairs

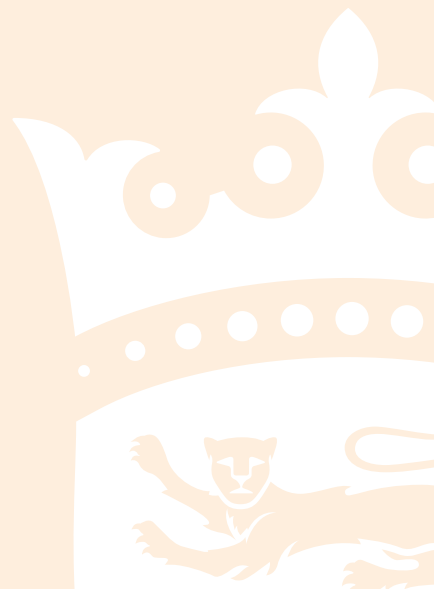
Deputy

Helen Miles

Assistant Ministers

Deputy Louise Doublet;

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Introduction

The Minister for Justice and Home Affairs' priorities for 2023 were published in her [Ministerial Plan](#), in October 2022.

This Delivery Plan now sets out the activities that government departments will undertake in 2023 to deliver on the Minister for Justice and Home Affairs' priorities. The plan is structured in four parts:

- 1) Detailed actions to deliver on Ministerial Priorities
- 2) Projects and Programmes
- 3) Legislative Programme
- 4) Service Performance Measures

The plan focusses on delivery of the Minister for Justice and Home Affairs' priorities and therefore does not detail all 'business as usual' undertaken by ministers or departments. The full list of functions discharged by the Minister and Assistant Ministers can be found at [Article 30A – Ministerial Responsibilities](#).

The Minister for Justice and Home Affairs is politically accountable for the [Justice and Home Affairs Department](#). The [Cabinet Office](#) also delivers services, projects or programmes on behalf of the Minister for Justice and Home Affairs. Further information on these departments can be found using the links.

Full budget information for 2023 can be found in the approved [Government Plan 2023-26](#).

A guide on how to use the Delivery Plan tables can be found at Appendix 1.

Ministerial Priorities

This section details the actions that will be taken during 2023 to deliver the commitments made in the Minister for Justice and Home Affairs' published Ministerial Plan:

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MJHA P1	Ensure Justice and Home Affairs (JHA) frontline services are appropriately funded to operate effectively, efficiently and perform their statutory functions and addressing significant pressures and key risks affecting JHA Services by:							
MJHA P1.1	Invest in the Ambulance Service to address pressing issues in relation to demand and capacity, risk and compliance with modern professional standards.	<ul style="list-style-type: none"> - Create additional capacity by employing additional staff to meet the increased emergency ambulance demand and cover current rostering shortfalls - Create capacity in the management support team for the development of specific ambulance service policies and procedures improve governance, and safeguard staff and service users. - Development of risk assessments for ambulance activity to meet health and safety legislation, safeguarding staff and service users. - Development of safe systems of work for all ambulance activity to meet health and safety legislation, safeguarding staff and service users. - Set up a mentoring programme and provide the necessary training and development of staff and partner agencies to improve safe working practices and reduce reliance on emergency ambulances. 	Community	Justice and Home Affairs	States of Jersey Ambulance Service	Business as usual		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MJHA P1.1	Invest in the Fire and Rescue service to address pressing issues in relation to demand and capacity, risk and compliance with modern professional standards.	On board 10 SJFRS staff, a mix of vacancies and additional staff - this will create the capacity required across whole time and on call systems by increasing head count by a net of 5 staff.	Community	Justice and Home Affairs	States of Jersey Fire & Rescue Service	Business as usual		2024
MJHA P1.2	Establish the demand on, and capacity of, the Ambulance Service, and determining what the future resourcing model should be, addressing the findings of the Association of Ambulance Chief Executives Review Report 2021.	Initiate a delivery and implementation plan to manage and drive forward the actions required from the review.	Health and Wellbeing	Justice and Home Affairs	States of Jersey Ambulance Service	Business as usual		2024
MJHA P1.3	Invest in public and firefighter safety to address significant risks to due to inadequate resources, concerns about the service's succession planning and the inability to attract specialist or senior talent from outside Jersey, as highlighted in the National Fire Chiefs Council/ Local Government Association Peer Review Report 2022.	Use the additional capacity created through recruitment to enable the roll out of training to new and existing staff to fill skills gaps and increase operational knowledge and skills.	Community	Justice and Home Affairs	States of Jersey Fire & Rescue Service	Business as usual		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MJHA P1.4	Reform fire safety, including development of new fire precautions legislation, fireworks, and responding to Grenfell Tower Inquiry recommendations and UK Building Safety Programme.	Continue to work with policy colleagues and law drafting colleagues to take draft legislation to the Minister. Put the capacity in place / and continue to role out the NFCC competency framework for Fire Safety regulators (key recommendation following Grenfell)	Community	Justice and Home Affairs	States of Jersey Fire & Rescue Service	Business as usual		2024
MJHA P1.5	Continue developing the existing Emergency Services Control Centre, focusing on resilience. Work with each JHA service to establish a governance structure and plan to increase compliance with national standards.	<ul style="list-style-type: none"> - Implement a fit-for-purpose telephony platform for Ambulance & Fire, and upgrade SoJP platform to same - Implement a fully functioning Integrated Control Communication System - Create a fully-civilianised ESCC team that is independent of the 3 Services it supports; cross train staff to support all 3 Services; create a robust team structure - Work with M&D to deliver technology that enables us to support all 3 Services and update existing technology - Measure our performance against standards set by each Service and improve where necessary - Develop and implement appropriate governance structure - Develop and implement appropriate change structure - Optimising 999 call routing 	How we will deliver	Justice and Home Affairs	Emergency Services Control Centre	Programme	PRO29032	2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MJHA P1.6	Support officers to take forward the departmental People and Culture, Wellbeing and Diversity, and Equality and Inclusion plans.	<ul style="list-style-type: none"> - Commence the implementation phase of JHA's Strategic Workforce Plan - Role out JHA's Wellbeing Strategy - Implement 'Shoulder to Shoulder', JHA's EDI plan 	How we will deliver	Justice and Home Affairs	JHA Directorate	Business as usual		2024
MJHA P2	Refresh our community safety and substance use approach:							
MJHA P2.1	As part of the Building a Safer Community Strategy development, focus on early intervention and prevention, considering substance use, and other harms such as gambling.	<ul style="list-style-type: none"> - Agree the action plan for year 1 of the Strategy and work on implementing quick wins 	Health and Wellbeing	Justice and Home Affairs	JHA Directorate	Business as usual		2024
MJHA P2.2	Create a new building a safer community strategy to replace the previous Building a Safer Society Strategy (BaSS), which lapsed in 2019.	<ul style="list-style-type: none"> - Commission the BASC Strategy Development - Appoint the Building a Safer Community Support Officer 	Community	Justice and Home Affairs	JHA Directorate	Business as usual		2024
MJHA P2.3	As part of the Building a Safer Community Strategy development, ensure focus on diversity, equality and inclusion.	<ul style="list-style-type: none"> - Ensure that the BASC Strategy Development compliments existing GOJ 'EDI' initiatives 	Community	Justice and Home Affairs	JHA Directorate	Business as usual		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MJHA P2.4	As part of the Building a Safer Community Strategy (BASC), develop and deliver a programme for schools as part of an overarching strategic focus on early intervention, filling the gap left after Prison! Me! No! Way! (PMNW) that was discontinued.	<ul style="list-style-type: none"> - Pilot the programme within schools early 2023, initially to year 7 age groups - Ensure the programme maintains a focus on educative and preventative sessions for Children and Young People - Engage with and include children and young people within stakeholder steering group to provide input on content as programme evolves - Provide ad-hoc early warning interventions where required - The creation of a role within JHA to ensure robust coordination across JHA services as well as CYPES for the delivery of a JHA Schools Engagement Programme - Ensure outcomes and learning following pilot sessions / delivery of programmes are measured - Ensure the programme aligns to the BASC strategy and can adapt to current trends 	Children and Families	Justice and Home Affairs	JHA Directorate	Programme	PRO29168	2024
MJHA P3	Develop and deliver a modern and effective youth justice policy:							
MJHA P3	Review the findings of the previous youth justice reviews and the latest available evidence of effective practice, working with the Minister for Children and Education.	<ul style="list-style-type: none"> - A consultation draft of the strategy will be prepared for review in Q1 2023. - The strategy will be supported by input from leading academics - The strategy will be finalised and published before end 2023 precise date dependant on the responses from stakeholders. 	Children and Families	Cabinet Office	Criminal Justice - SPPP	Business as usual		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MJHA P4	Increase understanding of violence against women and girls through the taskforce established to undertake public engagement and research:							
MJHA P4	Develop and implement an action plan based on the public engagement and response.	<ul style="list-style-type: none"> - Undertake research to better understand the nature, extent, attitudes to, and experiences of violence against women and girls in Jersey - Examine the existing legal framework, service, and support provision in relation to violence against women and girls - Make recommendations on how legislation, services and support could be improved and made more effective in order to reduce violence against women and girls in Jersey 	Children and Families	Cabinet Office	Criminal Justice - SPPP	Business as usual		2024
MJHA P5	Build and enhance relationships across Government and the justice system, as well as with the third sector and other key partners, to enable truly joined up and strategic working including preparatory work for a new Criminal Justice Policy:							
MJHA P5	Ensure that important stakeholders are consulted, and their specialist expertise used to shape, developing workstreams.	<p>The Criminal Justice Working Group (CJWG) is a body that brings together the Law Officers Department, the Probation Service, the Judiciary, the Judicial Greffe and the States and Honorary Police. That group will be asked to consider new legislation to:</p> <ul style="list-style-type: none"> - Support the supervision of prisoners after release - Codify the rules for managing the detention of children <p>The Ministers has directed officers to pass relevant legislation through this group in future.</p>	How we will deliver	Cabinet Office	Criminal Justice - SPPP	Business as usual		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MJHA P6	Legislative reform - Justice & Home Affairs:							
MJHA P6.1	Developing a new civil contingencies law with a focus on resilience.	Complete a full set of policy proposals as part of the work commencing the transition from an Emergency Planning model to a Civil Contingencies model. See below legislative programme.	How we will deliver	Justice and Home Affairs	States of Jersey Fire & Rescue Service	Business as usual		2024
MJHA P6.2	Continuing work on reform of the Law of Divorce by developing legislation post-2023 to introduce the concept of 'no fault' divorce in Jersey Law.	See below legislative programme	Children and Families	Cabinet Office	Criminal Justice - SPPP	Business as usual		2024
MJHA P6.3	Reviewing of firearms legislation	See below legislative programme	Community	Cabinet Office	Criminal Justice - SPPP	Business as usual		2024
MJHA P7	Service-specific:							
MJHA P7.1	Ensure an appropriate balance between providing an effective border control / being responsive to the Island's bespoke needs and workforce requirements. Ensure the Future Border Immigration System provides an effective border control as part of the Common Travel Area but accounts for the Island's needs.	<ul style="list-style-type: none"> - Monitor and review the Island's Work Permit Policy to meet industry needs, ensure compliance and security requirements. - Work with the other Crown Dependencies and Gibraltar to develop and maintain the Jersey Variant passport in line with UK process changes. - Introduce new Immigration legislation, taking into account the Nationality and Borders Act 2022. - Pursue the possibility of introducing ID cards in place of existing passport requirements for inward arrival of short-term visiting French Nationals. 	Economy and Skills	Justice and Home Affairs	Jersey Customs and Immigration	Business as usual		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MJHA P7.2	Ensure the Island's borders are safe and secure whilst allowing an efficient flow of genuine trade and passenger traffic. Continue responding to the ongoing development of the UK/Crown Dependencies Union post-Brexit, and the Future Border Immigration System, as part of the Common Travel Area, and work closely with the UK and other Crown Dependencies to develop and implement new processes and legislation.	<ul style="list-style-type: none"> - Ensure the Island's border regime can comply with existing/new Free Trade Agreements. - Introduce the operational framework at the border for a reduced de-minimis in July 2023 	Economy and Skills	Justice and Home Affairs	Jersey Customs and Immigration	Business as usual		2024
MJHA P7.3	Ensure the efficient collection of revenue with minimal disruption. Remain responsive to the impact of changes to import taxes (including GST) on the service and Islanders, by investing in systems that enable the necessary functional and technical improvements to be made.	<ul style="list-style-type: none"> - CAESAR upgrade to public interface is being developed and tested. - The functionality required to administrate the decrease in the de-minimis to £60 will be developed, tested and implemented. 	Economy and Skills	Justice and Home Affairs	Jersey Customs and Immigration	Business as usual		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MJHA P8.1	Reduce reoffending in Jersey - Embed a new culture focussed on a rehabilitative model to reduce reoffending, by providing prisoners with the right interventions and environment whilst in prison. This will give them the best possible opportunity to reintegrate with the community upon release, releasing better neighbours.	<ul style="list-style-type: none"> - Build on the 7 pathways structure and monthly reducing reoffending by establishing a data capture that informs intervention needs - An external team from HMPPS to undertake a reprofiling exercise of prison officer resources, with clear terms of reference, exploring opportunities on the children and family pathway, for example increasing family visits and other opportunities for improving family ties - From 1st January 2023 designate a Senior Officer to lead and be accountable for quality and outcomes of personal officer work - Identify two prison officers and train a total of four staff in the thinking skills program and commence delivery - Awareness training, delivered by the Probation Service for all staff grades regarding risk, need and responsivity of interventions - Create a high end coffee shop to provide real life training opportunity for low risk offenders, and to attract potential employers to engage with the prison and employing ex-offenders 	Community	Justice and Home Affairs	States of Jersey Prison Service	Business as usual		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MJHA P8.2	<p>Embed the new operating model at the States of Jersey Prison- Embed the new operating model for the States of Jersey Prison Service including a new and affordable model for staffing that provides opportunities for staff, including an aspiration to professionalize the role of the prison officer and offer qualifications, up to and including degree level, in leadership and rehabilitation.</p>	<ul style="list-style-type: none"> - Complete an independent review of the Prison healthcare model with HCS - Align the 2023 budget with new senior management structure and hold individual managers to account for budget, outcomes and efficiencies - Embed plans for change in responsibilities for middle managers and holding them to account for specific outcomes - Work with Skills Jersey and Organisational Development / HR to create a competency framework for all grades of staff with view to opening up opportunity for degree level accreditation - Provide opportunity for Deputy Governor accreditation for existing high potential leaders - Review officer 1 and 2 model (independent of progress on USR) with a view to moving to a competency based pay arrangement - Complete Admin review and ensure that admin is being done at the right grade with the right skill set and reducing risk in existing model of pulling operational people away from operational work - Work with Skills Jersey and OD to create a competency framework for all grades of staff with view to opening up opportunity for degree level accreditation - Provide opportunity for Deputy Governor accreditation for existing high potential leaders 	Economy and Skills	Justice and Home Affairs	States of Jersey Prison Service	Programme	PRO28813	2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MJHA P8.3	Efficient and effective service delivery models within the Prison -Review service delivery models within the Prison for Education, Healthcare, Secure Custody of Young People and Rehabilitation by working with HCS, CYPES and the Probation and After-Care Service.	<ul style="list-style-type: none"> - The new leadership team to work with Highlands in achieving tangible employment pathways into with opportunities for experience and accreditation while in prison (e.g. hospitality engineering, catering) - Working with department of health to ensure much better overlap, embed Governance framework and review model of prison officer nurses - Await outcome and direction regarding young people and stand ready to operationalise any ministerial decision - Continue to collaborate extensively with probation colleagues on all areas crossing this space, and commence joint training once both services are up to full complement (anticipated March 2023) - Work through procurement of IT options with view to establishing a common platform for Offender Management work 	How we will deliver	Justice and Home Affairs	States of Jersey Prison Service	Business as usual		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MJHA P9.1	Community policing partnership working - Build effective, cohesive, inclusive and effective partnerships as a cornerstone of the community policing approach.	<ul style="list-style-type: none"> - Together with partners further develop a multi-agency problem solving approach in accordance with the future “Building a Safer Community Strategy” - Further develop the effectiveness of the SOJP Community Policing Team through enhanced visibility, accessibility and engagement - Use data driven policing to inform decision making and problem solving, encourage information sharing between agencies - Support youth partnership opportunities – In particular the Integrated Youth Support Team & Safer Schools Partnership - Missing Young people – With partners, implement a multi-agency framework to reduce the number of young people who are reported missing from care 	How we will deliver	Justice and Home Affairs	States of Jersey Police	Business as usual		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MJHA P9.2	<p>MONEYVAL Compliance: Continue preparing for the MONEYVAL inspection at the end of 2023 as overseen by a Political Steering Group chaired by the Minister for Treasury and Resources.</p>	<ul style="list-style-type: none"> - Continue to prepare for the onsite Moneyval inspection in September 2023 - Submit JFCU Ops and FIU Jersey draft Mutual Evaluation Questionnaires (MEQ) and Technical Compliance Questionnaires (TCQ) in preparation - Work with the GOJ Political Steering Group to ensure that data is collected and submitted in support of the MEQ and TCQ's. - FIU Jersey – Continue resourcing programme, recruiting into the growth positions (plan to be at 95% capacity by the end of March 2023). Once the Director has been appointed and is in position, then the new FIU Jersey structure will be embedded, and the law enacted. 	Economy and Skills	Justice and Home Affairs	States of Jersey Police	Business as usual		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
MJHA P9.3	<p>SOJP Demand management, with a focus on mental health: Continue to assess, adapt and respond to the changing demands on the SOJP including demand related to mental health, children and young people. Mental health incidents have increased by 20% in 2022 so far and, as corporate parents, SOJP have a statutory duty within the Children's Law for the wellbeing of young people.</p>	<ul style="list-style-type: none"> - Strategic lead identified - Attend the Mental Health and Capacity Legislation Oversight Group which is chaired by Executive Director of Mental Health - brings strategic partners together every month to assess the effectiveness of the mental health law and identify better working practices. - Joint agency training to better understand the legislation around mental health. - Continue discussions about the age restrictions on use of the community Mental Health triage. - A service level agreement between the States of Jersey Police and Mental Health Services and Adult Social Care is currently being drawn up, led by the police. This will ensure clear pathways and protocols are agreed, further reducing the current tendency to needlessly engage the police with mental health incidents at an early stage. This will also address the patient AWOL incidents with greater responsibility being placed on the mental health service and a risk assessment procedure to follow before engagement with the police. <p><i>Continues onto next page...</i></p>	Health and Wellbeing	Justice and Home Affairs	States of Jersey Police	Business as usual		2024

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
		<p><i>Continued...</i></p> <ul style="list-style-type: none"> - The creation of joint protocols for the following:- <ul style="list-style-type: none"> - Article 36 including conveyance - Investigations concerning mentally vulnerable people (suspects, victims and witnesses) - AWOL from MH facility - Welfare checks with/on behalf of MH team - Using data to identify the source of the calls into PHQ so that we can ascertain whether our service is being used appropriately. It is likely this data will show that those suffering MH are calling the police as a last resort. - A review of training for police and other agencies. 						
Departmental		Integrate the Superintendent Registrar within JHA (from CLS)		Justice and Home Affairs	JHA Directorate	Business as usual		Q1 2023
Departmental		Combined Fire & Ambulance Station - on hold		Justice and Home Affairs	JHA Directorate	Project	PRO11682	
Departmental		Electronic Patient Records		Justice and Home Affairs	Ambulance	Project	GP20-IT-11-N	Q2 2023

ID	MINISTERIAL ACTION	WHAT WILL WE DO IN 2023?	CSP 2023	LEAD DEPT	LEAD SERVICE	TYPE	REF#	BY WHEN
Departmental		Real Fire Facility		Justice and Home Affairs	States of Jersey Fire & Rescue Service	Pipeline Project to be established	NA	2024
Departmental		CAESER contract extension and tendering process		Justice and Home Affairs	JHA Directorate	Pipeline Project to be established	NA	2024
Departmental		Army and Sea Cadet Head quarters		Justice and Home Affairs	JHA Directorate	Pipeline Project to be established	NA	2025
Departmental		Dewbury House SARC		Justice and Home Affairs	JHA Directorate	Project	GP21-CSP1-1-08	2024
Departmental		Prison Phase 8		Justice and Home Affairs	States of Jersey Prison Service	Project		Q4 2023

Projects and Programmes

The Minister for Justice and Home Affairs is politically responsible for the following projects and programmes that had already commenced before 2023:

REF #	PROJECT NAME	LEAD DEPARTMENT	LEAD SERVICE	TYPE	SIZE	CURRENT STAGE	NEXT STAGE	NEXT STAGE DATE	END DATE
PRO29168	JHA Schools Engagement Programme	Justice and Home Affairs	JHA - Public Protection and Law Enforcement	Project (Stand-Alone)	Local Initiative	Planning & Design	Delivery	31/01/2023	08/03/2023
GP20-IT-11-N	Electronic Patient Records	Justice and Home Affairs	JHA - Ambulance	Project (Stand-Alone)	Key	Planning & Design	Delivery	31/01/2023	30/04/2023
PRO11702	Prison Phase 6 (Gatehouse)	Justice and Home Affairs	IHE - Capital Projects	Capital	Key	Handover & Closure	Closed	31/12/2023	31/07/2023
GP21-CSP1-1-08	Dewberry House SARC	Justice and Home Affairs	IHE - Capital Projects	Capital	Strategic	1d Procurement and OBC	Concept Design	31/01/2023	30/08/2024
GP20-EST-11-N	Prison Phase 6b (Cell block demolition)	Justice and Home Affairs	IHE - Capital Projects	Capital	Key	Technical Design	Building & Construction	28/02/2023	31/12/2024
PRO29038	ESCC - Telephony (ICCS/Mitel)	Justice and Home Affairs	JHA - Police, Ambulance, Fire & Rescue	Project (in Programme)	Key	Delivery	Closure	28/02/2023	31/12/2024
PRO29040	ESCC - Technology	Justice and Home Affairs	JHA - Police, Ambulance, Fire & Rescue	Project (in Programme)	Key	Planning & Design	Delivery	31/01/2023	31/12/2024
PRO29042	ESCC - People & Process	Justice and Home Affairs	JHA - Police, Ambulance, Fire & Rescue	Project (in Programme)	Key	Planning & Design	Delivery	31/01/2023	31/12/2024

REF #	PROJECT NAME	LEAD DEPARTMENT	LEAD SERVICE	TYPE	SIZE	CURRENT STAGE	NEXT STAGE	NEXT STAGE DATE	END DATE
PRO29032	Emergency Services Control Centre	Justice and Home Affairs	JHA - Police, Ambulance, Fire & Rescue	Programme	Strategic	Define the Programme	Implementation	31/01/2023	30/06/2026
PRO11682	Combined Fire and Ambulance Station	Justice and Home Affairs	JHA - Police, Ambulance, Fire & Rescue	Capital	Major	On Hold			
PRO26353	OSR legislative changes	Customer and Local Services	CLS - Local Services	Project (Stand-Alone)	Local Initiative	On Hold			

Legislative Programme

The Minister for Justice and Home Affairs is directly responsible for the following legislative programme during 2023:

MINISTER	LEGISLATION	BRIEF DESCRIPTION	ESTIMATED LODGING PERIOD
Minister for Justice and Home Affairs	Crime (International Co-operation) (Amendment No. 3) law	Enable backing of warrants or arrest issued in Guernsey and Isle of Man	Q1 2023
Minister for Justice and Home Affairs	Revised remand arrangements for children	Expand ways in which children who are not granted bail can be accommodated	Q1 2023
Minister for Justice and Home Affairs	Draft Police (Complaints and Conduct) (Jersey) Regulations 202-	Regulations to provide for detailed process for police complaints further to overarching primary legislation in 2022	Q2 2023
Minister for Justice and Home Affairs	Marriage and Civil Partnership (Amendments) (Jersey) Law 202-	Short modification that rectifies a drafting matter	Q4 2022
Minister for Justice and Home Affairs	Children and Civil Status Law 202-	To be lodged by Minister for Children and Education but with significant consequential amendments to Civil Status legislation	Q1 2023
Minister for Justice and Home Affairs	Draft Crime (Prejudice and Public Disorder) (Jersey) 202-	Describe and address crimes motivated or aggravated by prejudice	Q4 2023
Minister for Justice and Home Affairs	Criminal Justice (Young Offenders in Secure Accommodation) (Miscellaneous amendments) (Jersey) Law 202-	Modernise and improve rules for youth detention	Q4 2023
Minister for Justice and Home Affairs	Prison (Amendment No. 8) (Jersey) Law 202-	Create a system of post-custodial supervision of people leaving prison	Q4 2023
Minister for Justice and Home Affairs	Export Control Order	Drafting the Order(s) to control the export of 'strategic' goods	Q2 2023

MINISTER	LEGISLATION	BRIEF DESCRIPTION	ESTIMATED LODGING PERIOD
Minister for Justice and Home Affairs	Matrimonial Causes (Jersey) Law 1949	Various legislative amendments are needed to secure reform to Jersey's divorce processes in 2023. The proposed changes include removing the need for three years of marriage before divorce; moving to a system of "no fault divorce"; introducing joint filing for divorce; removing the ability to contest divorce; extending the minimum timeframe for divorce; enabling pension sharing; and ensuring that processes for mediation are carefully considered. It is also proposed that civil partnership legislation is brought into line with these proposals.	Q4 2023

Service Performance Measures

The performance measures listed below indicate how key services are performing. They will be published in [Jersey's Performance Framework](#), updated regularly, and will be used to identify where we need to improve so that appropriate action can be taken.

Please note that **Island Outcomes and Indicators** are published separately and updated regularly as part of the Jersey Performance Framework; of these, key indicators important to the delivery of the Common Strategic Policy 2023-26 (CSP) are also shown in the CSP annex.

LEAD SERVICE	PERFORMANCE MEASURES DESCRIPTION	DATA AVAILABILITY	REPORTING FREQUENCY	BASELINE	WHAT WE WANT TO ACHIEVE	INTERNATIONAL BENCHMARKING POSSIBLE
JHA - Prison	Prisoners engaged in learning / employment programmes.	Baseline established in 2021	Annual	70247 hrs 1:54 hrs /prisoner / day	Increase	No
JHA - Prison	Average amount of hours that prisoners spend out of the cell during a day.	Baseline established in 2021	Annual	201952 hrs 05:30 hrs / prisoner /day	Increase	No
JHA - Prison	% of convicted prisoners with a discharge plan in place	Baseline established 2019	Quarterly	100%	Maintain	No
JHA - Prison	Convicted prisoners with employment in place when leaving prison	None – measurement start in mid 2022	Quarterly	New measurement for 2023	100%	Yes
JHA - Prison	Convicted prisoners with accommodation in place when leaving prison	None – measurement start in mid 2022	Quarterly	New measurement for 2023	75%	Yes
JHA - Prison	Prisoners remanded by the court with accommodation in place when leaving prison	None – measurement start in mid 2022	Quarterly	New measurement for 2023	75%	No

LEAD SERVICE	PERFORMANCE MEASURES DESCRIPTION	DATA AVAILABILITY	REPORTING FREQUENCY	BASELINE	WHAT WE WANT TO ACHIEVE	INTERNATIONAL BENCHMARKING POSSIBLE
JHA - Prison	Prisoners remanded by the court with employment in place when leaving prison	None – measurement start in mid 2022	Quarterly	New measurement for 2023	Increase	No
JHA - Prison	Rate of prisoners that are drug tested as part of the Random Testing Program	2021 – 20%	Quarterly	20%	Maintain	Yes
JHA - Prison	Rate of positive drug tests from the Random Testing Program	New measure from 2022	Quarterly	New measure from 2022	Decrease	Yes
JHA – Fire & Rescue	No. of emergencies	2017	Quarterly	907 (2020)	Decrease	Yes
JHA – Fire & Rescue	% of emergency response within target	2017	Quarterly	50.97% (2020)	Increase	Yes
JHA – Fire & Rescue	No. Of fatal fire injuries	2017	Quarterly	0 (2020)	Maintain	Yes
JHA – Fire & Rescue	No. Of non-fatal fire injuries	2017	Quarterly	2 (2020)	Decrease	Yes
JHA – Fire & Rescue	No. Of Safe and Well Visits	2017	Quarterly	99 (2020)	Increase	Yes
JHA – Fire & Rescue	% of Safe and Well visits for target risk groups	2017	Quarterly	95.96% (2020)	Maintain	Yes
JHA – Fire & Rescue	% of high-risk premises inspected	2017	Quarterly	18.18% (2020)	Increase	Yes
JHA – Fire & Rescue	No. of reportable injuries to firefighters	2017	Quarterly	0 (2020)	Maintain	Yes

LEAD SERVICE	PERFORMANCE MEASURES DESCRIPTION	DATA AVAILABILITY	REPORTING FREQUENCY	BASELINE	WHAT WE WANT TO ACHIEVE	INTERNATIONAL BENCHMARKING POSSIBLE
JHA - Customs & Immigrations	Value of drug seizures	2010	Quarterly	£0.5m (2020)	Maintain	Yes
JHA - Customs & Immigrations	Value of goods consignments processed	2015	Quarterly	2.9m (2020)	Increase	No
JHA - Customs & Immigrations	Value of goods declarations processed	2015	Quarterly	136k (2020)	Increase	No
JHA - Customs & Immigrations	Value of duties collected (excise, import GST and CCT)	2015	Quarterly	£78.5m (2020)	Increase	No
JHA - Customs & Immigrations	% of non-express passports processed within 6 weeks	2010	Quarterly	100% (2020)	Maintain	No
JHA - Ambulance	Number of 999 calls attended	2007	Quarterly	9,957 (2020)	Maintain	Yes
JHA - Ambulance	Cat 1 Mean Average response time	2023	Quarterly	7 mins standard	Maintain	Yes
JHA - Ambulance	Cat 2 Mean average response time	2023	Quarterly	18 mins standard	Maintain	Yes
JHA – Health & Safety Inspectorate	Number of proactive inspections made to high-risk workplaces	Baseline established 2021	Annually	268 (Q4 2021)	Increase	No
JHA – Health & Safety Inspectorate	Response time to complaints about working activities (in accordance with HIS complaints policy) CAT 1	Baseline established 2011	Monthly	Cat 1: 100% within one working day	Maintain	No
JHA – Health & Safety Inspectorate	Response time to complaints about working activities (in accordance with HIS complaints policy) CAT 2	Baseline established 2011	Monthly	Cat 2: 95% within 5 working days	Maintain	No

Appendix 1

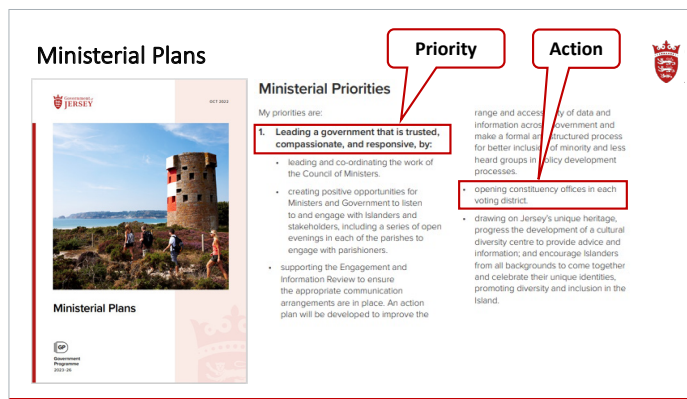
How to use the Delivery Plan tables

The Delivery Plan tables set out detailed information on what Ministers and Departments will do in 2023.

This guide is provided to help you to use and understand the information provided.

Ministerial Priorities

This table sets out the specific activity which will take place in 2023 to deliver the Priorities and Actions set out in the [Ministerial Plans](#).



A description of the information provided in the table is set out below:

COLUMN TITLE	EXPLANATION
ID	An identification number referring to the: Minister (i.e., CM for Chief Minister), Priority (i.e., CM P1) and Action (i.e. CM P1.1)
PRIORITY	The Priorities, as set out in the Ministerial Plans, are set out in a grey box under which the Actions are set out
ACTION	Describes the Action as set out in the Ministerial Plans
WHAT WE WILL DO IN 2023?	Describes the activity that will be completed in 2023 to deliver the Action.
CSP 2023	The Priority for Change set out in the Common Strategic Policy 23-26 that the Action contributes towards
LEAD DEPT	The Department responsible for delivering the activity

COLUMN TITLE	EXPLANATION
LEAD SERVICE	The Service or Directorate responsible for delivering the activity
TYPE	<ul style="list-style-type: none"> • Business as Usual - the activity will take place as part of the ordinary business of the Department • Pipeline to be established - the activity will take place by way of a new Project or Programme to be started in 2023 • Programme - the activity will take place as part of an existing Programme that started before 2023 (see REF # for link to the Programme on the Projects and Programmes Table) • Project - the activity will take place as part of an existing Project that started before 2023 (see REF # for link to the Project on the Projects and Programmes Table)
REF#	The reference number for existing Projects and Programmes that started before 2023. This reference can be used to link to the Project or Programme on the Projects and Programmes Table.
BY WHEN	<ul style="list-style-type: none"> • Date by which the Ministerial Action will be completed. • 'Ongoing' refers to Ministerial Actions which will continue to be delivered on an ongoing basis.

Projects and Programmes

This table contains information on Projects and Programmes that had already commenced prior to 2023.

The table sets out information on the stage the Project or Programme is currently at, the next stage it is expected to reach, when it is expected to reach that next stage and when the Project or Programme is expected to end.

During the year the table can be used to track whether Projects or Programmes are being delivered on time.

A description of the information provided in the table is set out below:

COLUMN TITLE	EXPLANATION
REF#	Reference Number assigned to the Project or Programme
PROJECT NAME	Name of the Project or Programme
LEAD DEPT	Department responsible for delivery of the Project or Programme
LEAD SERVICE	Service or Directorate responsible for delivery of the Project or Programme

COLUMN TITLE	EXPLANATION
TYPE	<p>The type of Project or Programme:</p> <ul style="list-style-type: none"> • Project - A project is defined as “a temporary organization that is created for the purpose of delivering one or more business products according to an agreed Business Case. Each Project will have agreed and unique objectives as well as its own project plan, budget, timescale, deliverables and tasks. Projects have an end and aren’t designed to last very long. The project manager ensures the project delivers the intended goal, within a defined timeframe and budget. • Programme - A Programme is a temporary arrangement, defined as a group of related projects managed in a coordinated way, to obtain outcomes and benefits and control not available from managing them individually. Programmes are usually long term, sometimes spanning years, and don’t have a fixed deadline. A programme is a framework of related projects aligned in a specific sequence. They have predictable and repeatable elements to minimise or even eliminate risks. Programmes deal with outcomes; projects deal with outputs. Programme management and project management are complementary approaches. During a programme lifecycle, projects are initiated, run and closed. Programmes provide an umbrella under which such projects can be coordinated. • Capital (Buildings) - The Capital (Building) Projects Delivery Framework is a continuation of the Project and Programme Delivery Frameworks and applies to all new builds, refurbishments and extensions to existing structures, external works as well as demolitions. • Capital (Infrastructure) – The Capital (Infrastructure) Project Delivery Framework is a standardised process for delivering successful engineering projects such as sewer & drainage repairs, road maintenance, supplying water, electricity & telecommunications etc. • Policy - The Policy Projects Delivery Framework provides a structured process covering how policy projects are started, managed, controlled, and delivered. It’s designed to improve policy delivery by helping project and/or policy managers address each element of the project at the right time and to the right level of detail for the size and complexity of their particular policy project.
SIZE	<p>The size of the Project or Programme:</p> <ul style="list-style-type: none"> • Key: A total estimated expenditure in excess of £250K OR in or involvement of other departments. Significant change to business as usual (BAU). • Local: A total estimated expenditure between £25K and £250K. No contributions from other departments. Minor change to business as usual (BAU). • Mini: The smallest of the project types it has a total estimated expenditure of less than £25K. No contributions from other departments. • Major: The largest of the project types is identified as a Major Project in the Government Plan. Total estimated expenditure of over £5 Million. Has a duration of more than 12 months. • Strategic: Projects which meet more than 2 of the below criteria will be considered strategic: <ul style="list-style-type: none"> • Strategic objective alignment is very high or high • Budget is in excess of £2 Million • High Complexity and • Community or Corporate level risk

COLUMN TITLE	EXPLANATION
CURRENT STAGE	<p>The stage the Project and Programme is currently at:</p> <ul style="list-style-type: none"> • Stage 0 – Pipeline: In this stage, the idea for a project is being formalised including the case for change, what will be delivered, who will be involved and how the project will realise its objectives. This stage produces the Strategic Outline Case which is the initial business case which will seek funding for either the full project or the next stage of the project. • Stage 1 – Business justification: In this stage, the project will be conducting discovery works, current state and feasibility assessments to understand what the various options are available to the project to deliver on its objectives. The project will conclude this stage by producing an Outline Business Case, which will set out the options considered along with the recommended option to take forward to the next stage. • Stage 2 – Planning and design: In this stage, the project will be carrying out detailed planning and design. This will include specifying the end product of the project, how will it look, work and what are the steps required to implement it, given constraints identified to date. The detailed planning in this stage will include task orientated schedule planning as well as the creation of other relevant plans such as communications plans and training plans, for example. At the end of this stage, the project will have a clear future state, detailed requirements and designs and a plan to execute the delivery. • Stage 3 – Delivery: In this stage, the project executes the designs and plans specified in the previous stage against the approved project plan. This stage will involve testing new processes and/or systems to ensure the end product of the project is fit for purpose. This stage concludes when the product produced as part of the project has been successfully implemented. • Stage 4 – Closure: When the project has been executed, the closure process begins. Before the project can be closed, a review is conducted to confirm it has delivered on its objectives and to identify lessons learned.
NEXT STAGE	The next stage the Project or Programme will reach (see above for Stage definitions)
NEXT STAGE DATE	The date that the Project or Programme is expected to reach the next stage
END DATE	The date on which the Project or Programme is expected to be completed

Legislative Programme

This table sets out the legislation that is expected to be lodged with the States Assembly during 2023. During the year it can be used to track whether legislation is being delivered on time.

A description of the information provided in the table is set out below:

COLUMN TITLE	EXPLANATION
MINISTER	The lead Minister for the legislation
LEGISLATION	The name or subject matter of the legislation
BRIEF DESCRIPTION	A brief description of the policy intent behind the legislation
ESTMATED LODGING DATE	The estimated date by which the legislation will be lodged with the States Assembly

Service Performance Measures

This table sets out the service performance measures for 2023 that will be used by services to monitor how key services are performing.

A description of the information provided in the table is set out below:

COLUMN TITLE	EXPLANATION
LEAD SERVICE	The public service that will use the service performance measure
PERFORMANCE MEASURES DESCRIPTION	A brief description of the service performance measure
DATA AVAILABILITY	Sets out whether the data is currently being collected, and if not, from when it will be collected
REPORTING FREQUENCY	How frequently the service performance measure data is available
BASELINE	What is the baseline for the service performance measure data
WHAT WE WANT TO ACHIEVE	The target for the service performance measure
INTERNATIONAL BENCHMARKING POSSIBLE	Whether it is possible to benchmark the service performance measure against other international comparators

