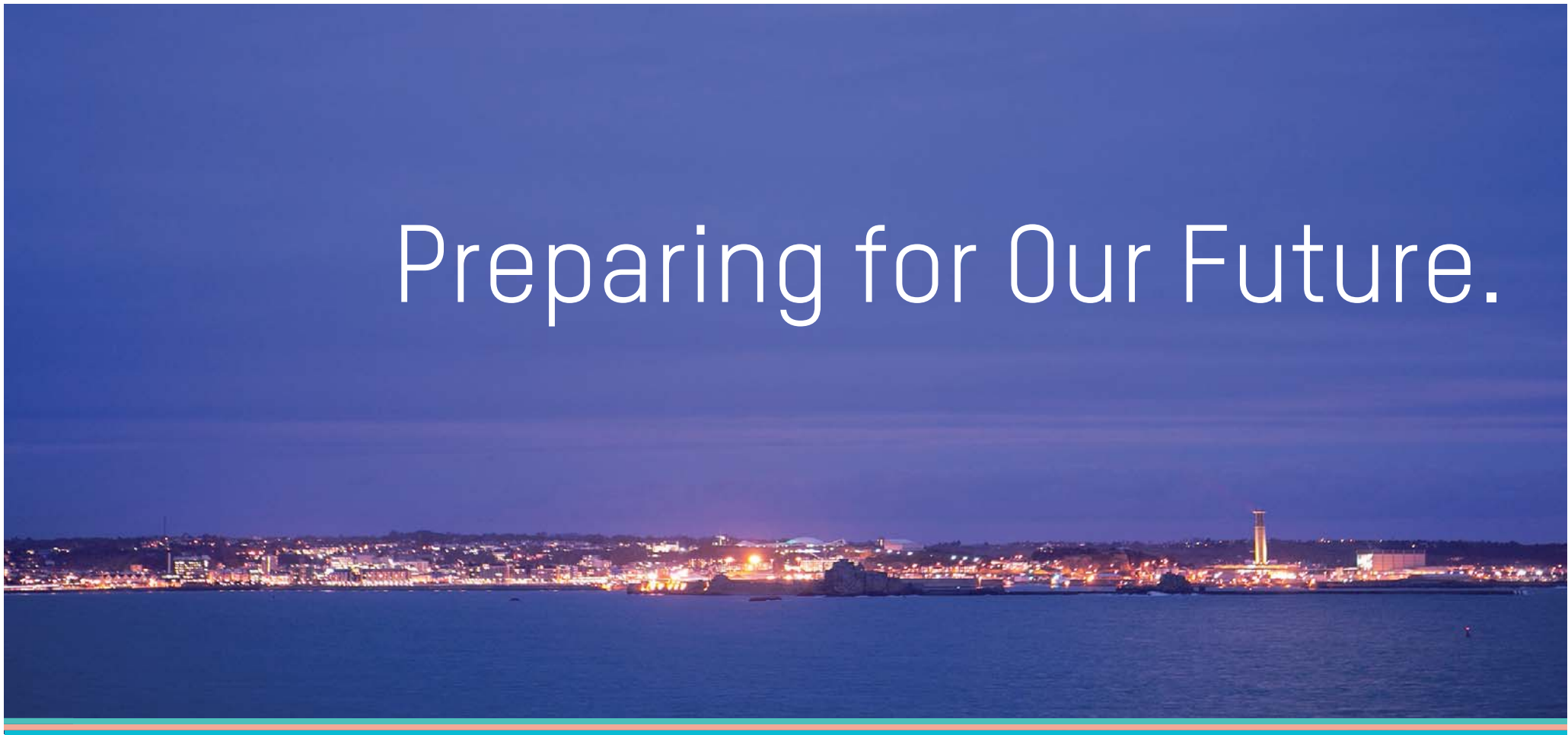


Preparing for Our Future.



A Strategic Planning Framework
for Our Sustainable Future.

We believe Jersey has a bright future

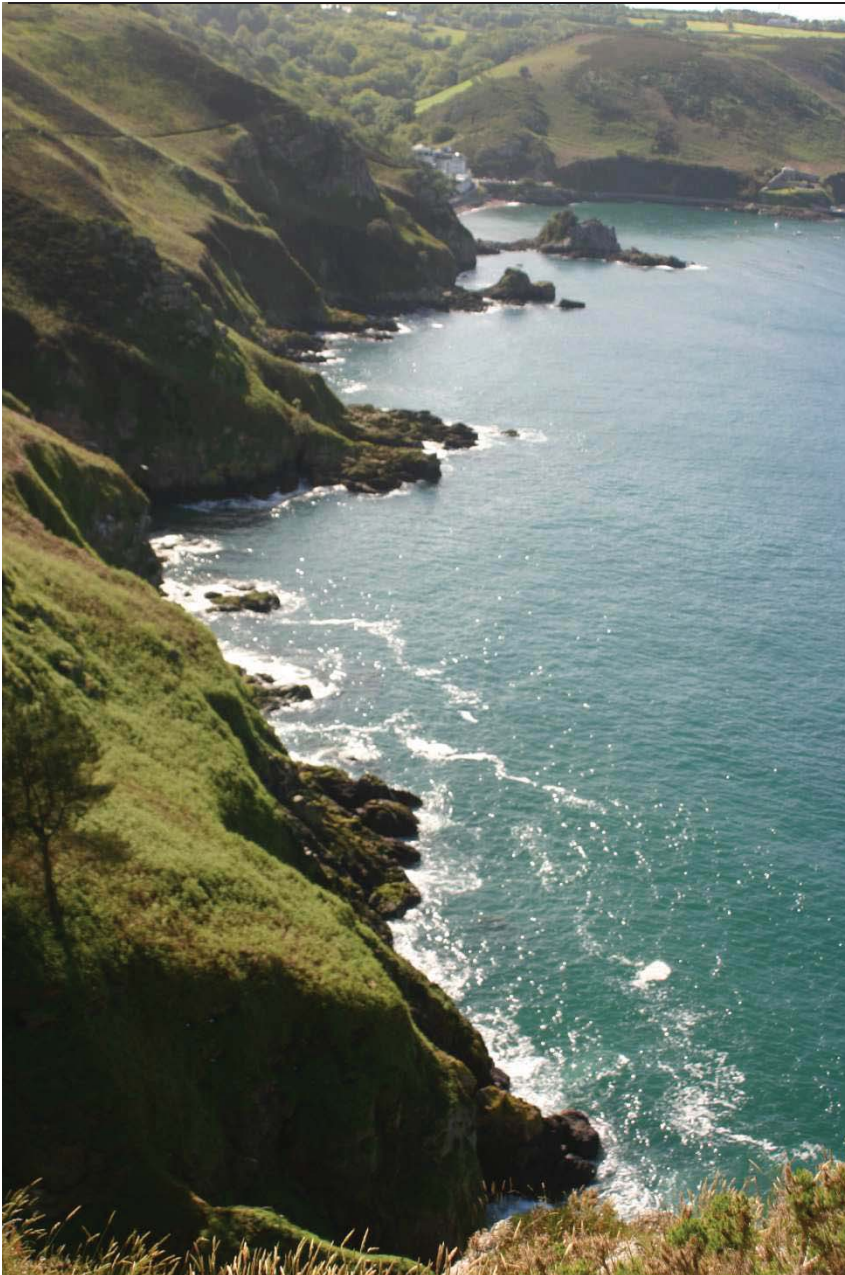
And we are committed to working together

To ensure our Island is one of prosperity and opportunity

To foster a community that is caring, healthy and vibrant

And preserve this beautiful and special place for future generations

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INTRODUCTION: A FUTURE SHAPED BY CHOICE NOT CHANCE

We cannot predict what the next 20 years will bring to our families, our work, our Island, or our world. Nor can we afford to take the future for granted.

As politicians, we are entrusted with preserving and building upon what has already been achieved in making our Island so successful. The next two decades represent a key period in Jersey's history as we face significant changes to the economic, social and environmental conditions to which we have become accustomed.

We must address these challenges in a measured, co-ordinated and sustained way to ensure that Jersey can adapt and stay ahead.

In *Preparing for Our Future*, we have looked at the way we currently set about strategic planning and proposed ways to improve. Above all, our aim is to help position Jersey to make the most of the challenges and opportunities that the future is likely to present.

In particular, we believe that Jersey has yet to realise the benefits that a shared strategic vision with a long term horizon can have in shaping our Island. A Strategic Plan is not simply a repository for projects, priorities and initiatives. First and foremost, it should provide a credible and compelling narrative about us as an Island, our aspirations for the future and our plans to make our goals happen.

This new Planning Framework is intended to assist the development of an *Island Vision* describing our long term ambition for Jersey's future and the outcomes that will define success. This will guide our decisions and help us set direction and align priorities so that we, as a community, can develop more efficient and effective ways in which to live and grow.

The new *Island Vision* will demonstrate to the public, businesses and the outside world that we are committed to delivering a successful future for our Island.

Currently, we are drawing to the end of a strategy planning period. In 2015, the current Strategic Plan will be replaced and a number of current delivery strategies will end or need review. This will enable a fresh start. The *Island Vision* should be developed by the next Council of Ministers and approved by the new Assembly.

In the meantime, there is much to do to put the necessary structures and processes in place. Our aim is to ensure that the next Council of Ministers will seamlessly inherit a functional, integrated planning and performance framework.

We are publishing *Preparing for Our Future* as a platform to test our ideas and invite debate. The final framework will draw on the best ideas coming out of the discussion that begins with the release of this paper.

Together, we can work to shape Jersey's future.

Ian Gorst
Chief Minister

WHY THINK ABOUT JERSEY IN 2035?

Background

In 1991, the States of Jersey first adopted a set of strategic policy objectives for the Island. These were updated and incorporated into the Island's first long term plan - '2000 and Beyond' - in 1995. That document, whilst subject to periodic review, provided an ongoing reference point for strategy and policy development until a new five-year Strategic Plan was adopted by the States in 2005.

The introduction of Ministerial Government later that year led to significant reform of the States' planning process. At the heart of this change was the requirement for each new Council of Ministers to produce 'a statement of their common strategic policy' within four months of their appointment. Under this arrangement, strategic planning was effectively aligned to the political election cycle and three new Strategic Plans were duly produced in the next seven years.

In 2012, however, the States recognized the need to introduce a longer term horizon into the planning process. Long term planning is about working together to build a better Island for future generations. It requires consistency in strategic direction and investment of effort beyond what can be achieved in any single term of office.

The 2012 Strategic Plan therefore prioritised the development of sustainable long term planning, stating:

"A comprehensive long term plan which draws together the longer term social/economic/environmental/financial strategies into a cohesive plan will set the signposts for the future and allow each new States Assembly to make informed decisions on their priorities."

Preparing for Our Future

Preparing for Our Future fulfils this mandate and is intended to help inform government planning for a 20-year planning horizon. It provides a planning framework for Jersey's future that will help us set strategic direction, guide decisions and align priorities. Its purpose is to:

- envision a better future for our Island;
- consider the pressures that might impact on our ambitions over the next twenty years;
- help policy makers, businesses and other stakeholders confront and deal with the resultant complexities;
- promote understanding and consensus around trade-offs between competing priorities;
- ensure coordinated policy direction for the States, businesses and the community to meet these challenges together;
- help align public sector resources and services to the delivery of a shared ambition for Jersey's future;
- agree the desired outcomes by which progress can be assessed.

A true long term vision for Jersey's future cannot be a static written statement. Over the next twenty years, the world and our Island will change in ways we cannot anticipate today. The framework will enable the *Island Vision* to evolve as it is revisited and renewed by future Councils to reflect the reality of changing times.

GLOBAL TRENDS THAT ARE SHAPING OUR WORLD

Before we can effectively plan for the future, we need to acknowledge that the world we live in is changing and think about the big issues and challenges that we are likely to face over the next 21 years.

Strong Foundations

Today, Jersey rates as one of the most successful islands in the world. Our Island has consistently featured as the top rated offshore jurisdiction in the Global Financial Centres Index in recent years and has one of the highest gross national incomes per capita in the world.

The strong sense of community engendered by island life and an impressive community safety record help place Jersey as one of the top performers in the OECD Better Life Index for overall life satisfaction, personal safety and social support networks.

At the same time, we love our Island for its natural beauty, access to countryside, coast and sea and the lifestyle these natural assets afford us. In a 2009 survey, an overwhelming 67% of Islanders felt our natural environment was the most important factor giving Jersey its identity.

Navigating into the Future

Whilst we are in good shape, we cannot afford to take the future for granted and need to be aware of emerging issues and trends that are shaping the world around us. The drivers are complex and interconnected and include increasing world population, ageing demographics, growing urbanisation, concerns about future food, energy and water security and the impact of climate change.

The scale of the challenge posed by these issues may provoke controversy and debate and some may question their relevance to a small, affluent island like Jersey. They matter not only because of their potential direct impact but also because other places are taking these issues into account in drawing up their own plans for the future.

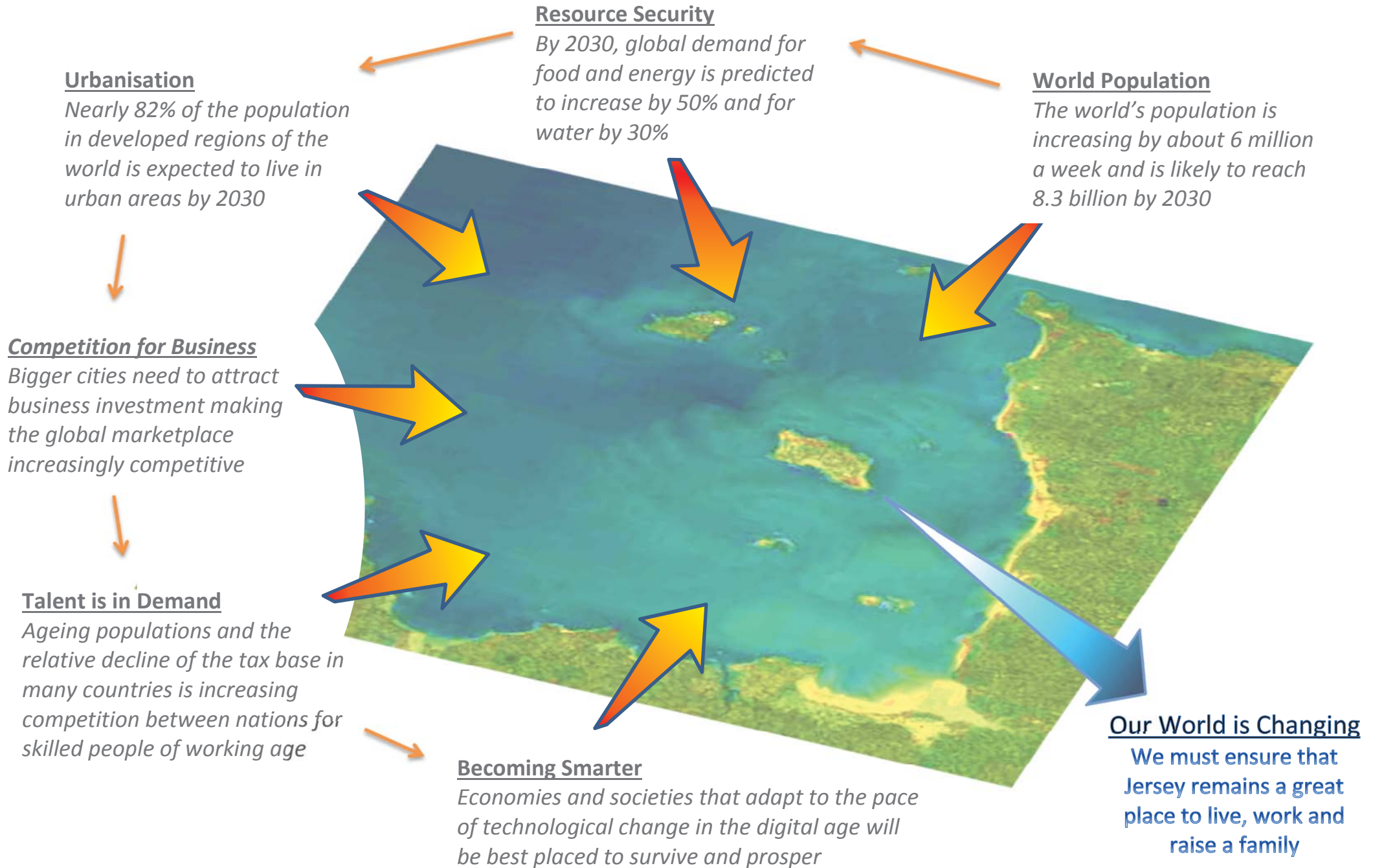
A common goal of these plans is economic competitiveness. Big cities and regions are aggressively competing for the consumers, businesses and talent they need to thrive in a changing world. In a global marketplace where investment and workforces (including our own) are increasingly mobile, past success is no guarantee for the future.

This all means we have some big questions to consider as we plan for the challenges facing us over the next twenty years.

- How do we best use our advantage of being small, contained and agile to adapt, evolve and stay ahead?
- How do we leverage off the success we've worked so hard to achieve to keep Jersey competitive?

Many Islanders are understandably concerned that the answers to these questions could sacrifice what they love and value most about our island. In fact, our future economic success is intimately linked to our ability to nurture and enhance the social and environmental factors that give Jersey its unique identity and make it such a great place to live and work.

Provided we embrace change and make the right choices, we can ensure that Jersey continues to flourish into the future.



WHAT WILL SET JERSEY APART IN THIS CHANGING WORLD?

At the heart of *Preparing for Our Future* is a concept included in many other city and regional strategies around the world - 'liveability'.

'Liveability' represents the unique combination of factors that add up to a community's quality of life - including the built and natural environments, economic prosperity, social stability and equity, educational opportunity, and cultural, entertainment and recreation possibilities.

Many strategies from other places recognise that liveability is key to their future prospects. Globally, competition for a share of the world's consumers, investors and skilled talent is intensifying. As this trend continues, greater awareness of what other places have to offer changes people's expectations and informs choices about where to live and what to expect from their local communities.

The future challenge for policy makers in cities and other places competing in the global marketplace will be to sustain economic vitality, while increasingly competing on the lifestyle 'experience' provided by their community and environmental assets.

Carving a Unique Identity

If we want future generations of Islanders to prosper, Jersey must also adapt and respond to these challenges. We cannot build a prosperous future and provide jobs and opportunities for our children in the absence of economic success.

In a world where economic competitiveness and resilience are inherently bound to quality of life issues, Jersey can continue to carve itself a successful niche and identity.

In order to do this, we must build on our existing economic, social and environmental strengths to secure an outstanding reputation as a thriving business destination where people enjoy a desirable quality of life in a stunning natural environment.

If we are to make the most of this opportunity and secure a future economic advantage, we need to work together to make Jersey an even better place; one that:

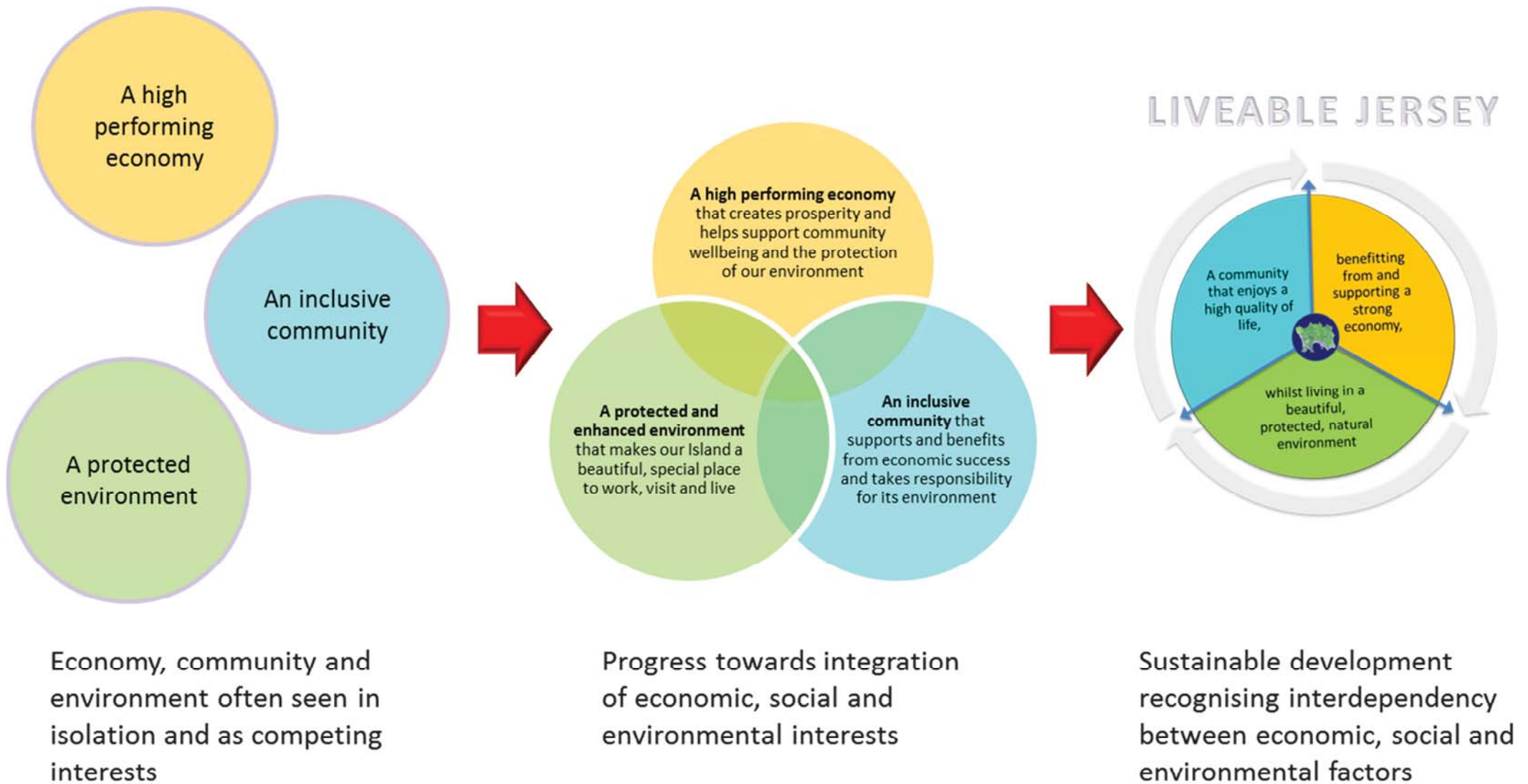
- Islanders are proud of,
- where they want to live and bring up a family, and
- others want to visit, work, or invest in.

Achieving this vision means creating a distinctive and desirable balance between three key themes: economy, community and environment. Currently, they are too often seen in isolation and as competing interests.

Preparing for Our Future is about change – changing what we do now to achieve a shared vision for our future.

We need to set a strategic direction that weaves these disparate threads together to reflect the vital contribution they each make to our future prosperity and wellbeing. We must then pursue adaptive ways of working that help manage growth and change to sustain this balance.

This will require new ways of thinking.



CHALLENGES AND RESPONSES

Preparing for Our Future aims to help position the Island for a future in which our children and their families can enjoy a better life in an ever-changing world. Even by today's standards, Jersey will be tiny compared to the megacities that will dominate the global economy by the 2030s. We need to find ways to use our inherent advantages to compete and survive.

In planning for this future, we need to strengthen Jersey's reputation as a place to work, live and do business and back this up with credible improvements to our economic, social and environmental fabric. Making these changes requires us to take stock of where we are now, decide what success will look like and understand what we must do to close the gap.

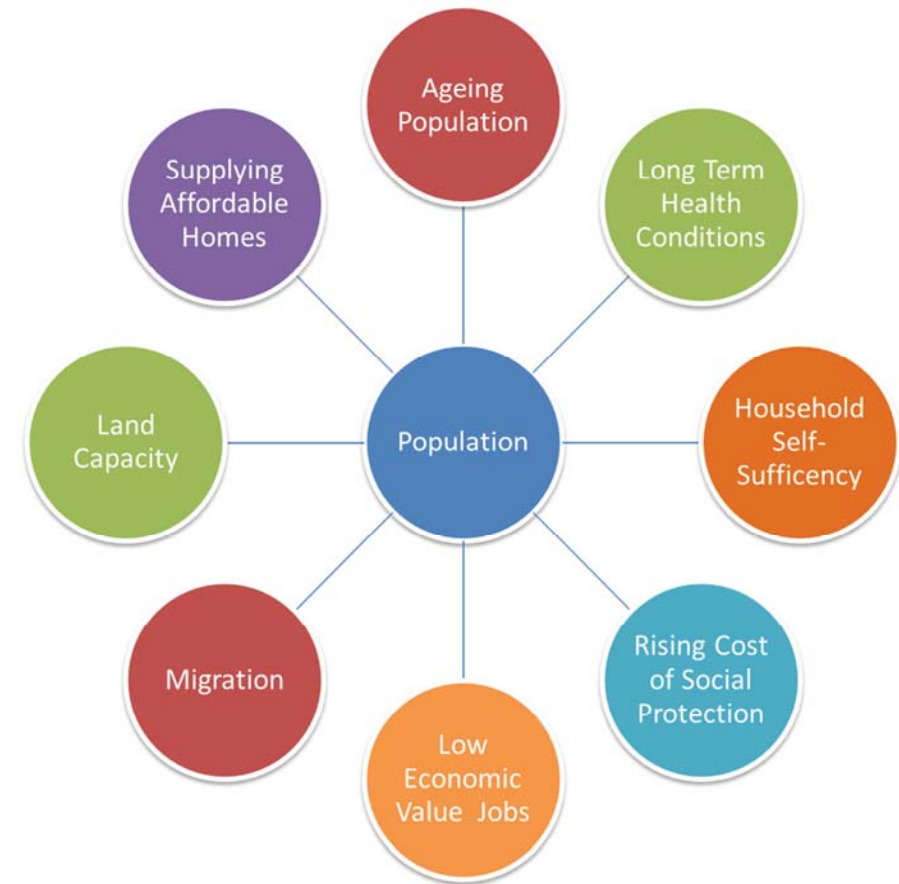
Emerging Challenges


In planning for the future, we also need to address some issues closer to home that could threaten or undermine progress. Some pose profound challenges that will inevitably transform our society and the way we live, testing our efforts to achieve the balance between economic, social and environmental interests to which we aspire. They will quickly be upon us and doing nothing is not an option. We need to take action early, so that we can address these issues in a measured and co-ordinated way.

The Population Conundrum

Many of these challenges are inextricably linked and policy responses in one area inevitably impact elsewhere. Without exception, however, they invariably lead to one question but from different perspectives – what is the size and profile of a sustainable population for Jersey? Whilst many of our economic competitors facing similar issues see population growth as a key part of the solution, the answer locally is not so simple and must form part of a coherent, aligned strategy for our future.

THE KEY CHALLENGES WE MUST ADDRESS





Ageing Population

Many of the challenges we face are linked to the changing age profile of our population as a generation of 20th century Baby Boomers start hitting retirement age.

This is a global phenomenon on an unprecedented scale, with countries across the world at different stages of the process and with different paces of change. In local terms, its impact is illustrated by the fact that the number of Islanders aged over 65 will nearly double over the lifetime of this Plan.

If the only changes to Jersey's population size and structure over the next 20 years were through ageing, births and deaths:

- The proportion of Islanders aged over 65 would nearly double to 30%.
- Increasing life expectancy means that the proportion of older, old people would grow even faster. By 2035, nearly one in 10 Islanders would be aged 80 or more.
- The number of working-age residents would decline by about 17% as the pace at which older Islanders retired outgrew the supply of younger people starting work. As we approached 2030, about 10 people would retire for every six that joined the workforce.
- By 2035, Jersey would have just 1.3 residents of working age for every child or person aged 65 or more.



Long Term Health Conditions

Health and wellbeing are affected by modifiable lifestyle behaviours such as excessive alcohol intake, smoking and inadequate exercise. We are making ground in addressing some of these risk factors but others are a cause for concern. An estimated 38% of adults in Jersey are now overweight and a further 18% (that's over 17,000 people) are obese. Coupled with the ageing of our population, we run the risk of a growing number of people living with long-term medical conditions and disabilities. This would have a significant impact on our economy, society and health services.



Low Economic Value Jobs

Nearly a third of Jersey's workforce is employed in economic sectors that have the lowest average earnings and contribute just over 12% of total GVA. This means that the quality of life for too many Islanders is potentially vulnerable to the rising cost of house prices, essential goods and utilities.



Household Self-Sufficiency

Low paid jobs also make it more difficult for people to plan the resources they will need to support themselves in retirement. Currently, an estimated 35% of Islanders intend to rely on the States to look after them in retirement. Nearly half of all social housing in the Island is occupied by pensioners.



Supplying Affordable Homes

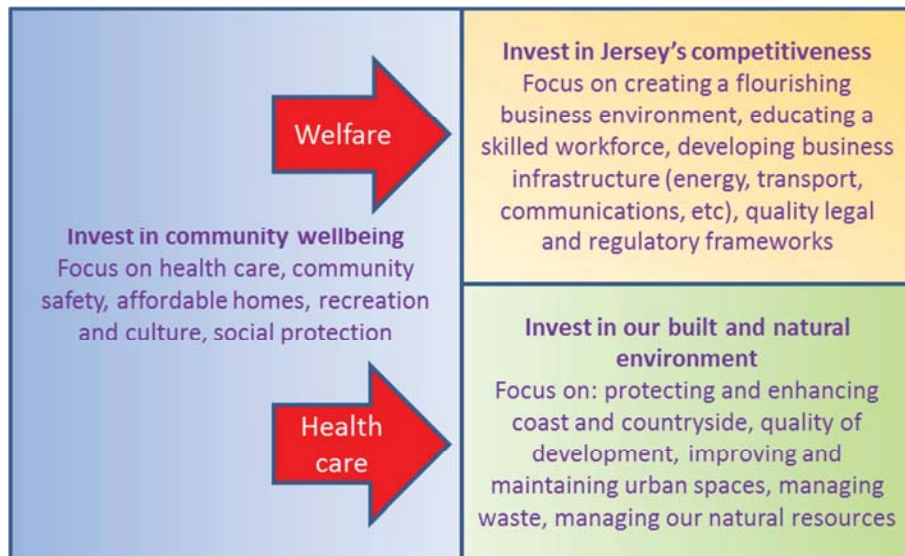
Over the last 15 years, house prices have increased at a greater rate than average earnings. About 16% of households also struggle to meet the cost of their home. The housing issue could worsen if there is increasing demand for housing, including more suited to the needs of the elderly, and a continuing shortfall in supply.



The States of Jersey essentially spends its money in three ways: investing in the Island’s competitiveness, enhancing our environment or supporting community wellbeing.

Ideally, investment in the latter is about proactive efforts to improve the quality of life for society as a whole. In addition, an important element of this spend should, and always will, go towards providing services and support to those in need.

If, however, we do little to address the challenges posed by our ageing population, the rise of long term health conditions and the capacity of households to live independently, the balance of expenditure will inevitably shift. There is a real danger that our ability to invest positively for the future will be progressively squeezed by the rising costs of welfare and avoidable health care. Instead of proactive investment in making Jersey a better place to live and enjoy, our focus would become increasingly introspective.



The risk we face is that an ageing population and rising costs of social protection give rise to increasing taxes and a heavier economic load on a smaller base of working-age Islanders. Our economy would become less competitive; losing its appeal to investors and businesses, and our young people would leave for more exciting opportunities elsewhere. It is a haunting scenario, but one that is being played out in other places.



Population Strategy for the Future

The obstacles we must address in planning for our future are shared by many other communities, including our economic competitors. Many of their plans see inward migration of working age people as key to future success.

In Jersey, the prospect of further inward migration raises concerns about competition for jobs during economic downturns and increasing pressure on land capacity. Unfettered development that eats into the countryside risks compromising the environmental cornerstone of our identity.

Strategic planning is about making choices for the future. We need to understand how a range of different socio-economic strategies and policies can impact on population. This is why the new long term planning framework is essential to Jersey’s future. It will help ensure that the options before us are more explicit and assist in making better decisions. Most importantly, it will provide opportunities to think afresh and conceive different solutions that are better integrated and resilient.

This is why future population strategy should serve and align to the balance we set between economic, social and environmental interests, taking into account where innovative solutions can resolve concerns and differences.

A VISION FOR OUR FUTURE?

In 2035, Jersey enjoys an unmistakable sense of place, rooted in breathtaking natural beauty, a balance of distinct heritage and modern urban spaces, and environmental stewardship that is reflected in the way we live.

The Island is renowned as a first class business environment that attracts and retains high value businesses. Our diverse economy offers opportunity and reward for all and supports improvements to community wellbeing and our environment.

We are a welcoming community that is healthy, contented and fair. Individuals and families from all generations value the combination of lifestyle and opportunity on their doorstep, the safety and amenity of island living and enjoying life in a close knit community. People volunteer their time to help others and participate in creating a vibrant and culturally rich Island.

Jersey is highly prized for its rich and diverse habitats because we live in ways, individually and collectively, that sustain our environment and resources and safeguard our heritage.

A key to our green credentials has been a focus on creative and effective use of technology, architecture and design to transform our urban spaces. St Helier has been re-fashioned to put people at the heart of urban life. Town living represents a lifestyle choice for more people of all generations.

Above all, Jersey has a reputation as a community that acts with innovation and creativity to sustain a quality of life that withstands time and change.

Strategy starts with the end in mind – what does success look like? What is the *Island Vision* that describes how Islanders want Jersey to look and feel 20 years from now? It could resemble the description opposite.

Preparing for Our Future will help us answer the question by ensuring we consider a range of issues that are important to our future. It puts the necessary structure in place by identifying a set of enduring high level Strategic Goals that cover our economy, community and environment.

The development of the *Island Vision* must take into account views from across our community about each of these Goals. Our collective hopes and aspirations will help guide decisions about how to build the sort of future we want. Inevitably, compromises will be required. As government, our role is to reconcile competing views and achieve a balance that can secure a broad consensus of support.

If an agreed *Island Vision* is to be meaningful, it must have real substance. It cannot simply set out a wish list of desirable but unrealistic goals. Rather, it should be a statement of what we believe it is possible for our Island to achieve. The framework will ensure that the *Island Vision* has credibility because each Goal will be developed using a consistent approach -

- Where are we now?
- Where do we want to get to?
- What needs to change?
- How will we monitor progress?

Only when we have considered these questions can a meaningful Vision begin to take shape. An *Island Vision* with carefully laid and strong foundations has lasting value and can inspire the confidence and commitment required to overcome the challenges and obstacles that will inevitably arise along the way.

FROM VISION TO STRATEGY

Translating an Island Vision into strategy will require a new integrated approach to strategic planning and management by the States of Jersey. This will be facilitated by the new planning framework based on three Core Strategies and 18 interconnected Goals, representing the key themes of economy, community and the environment.

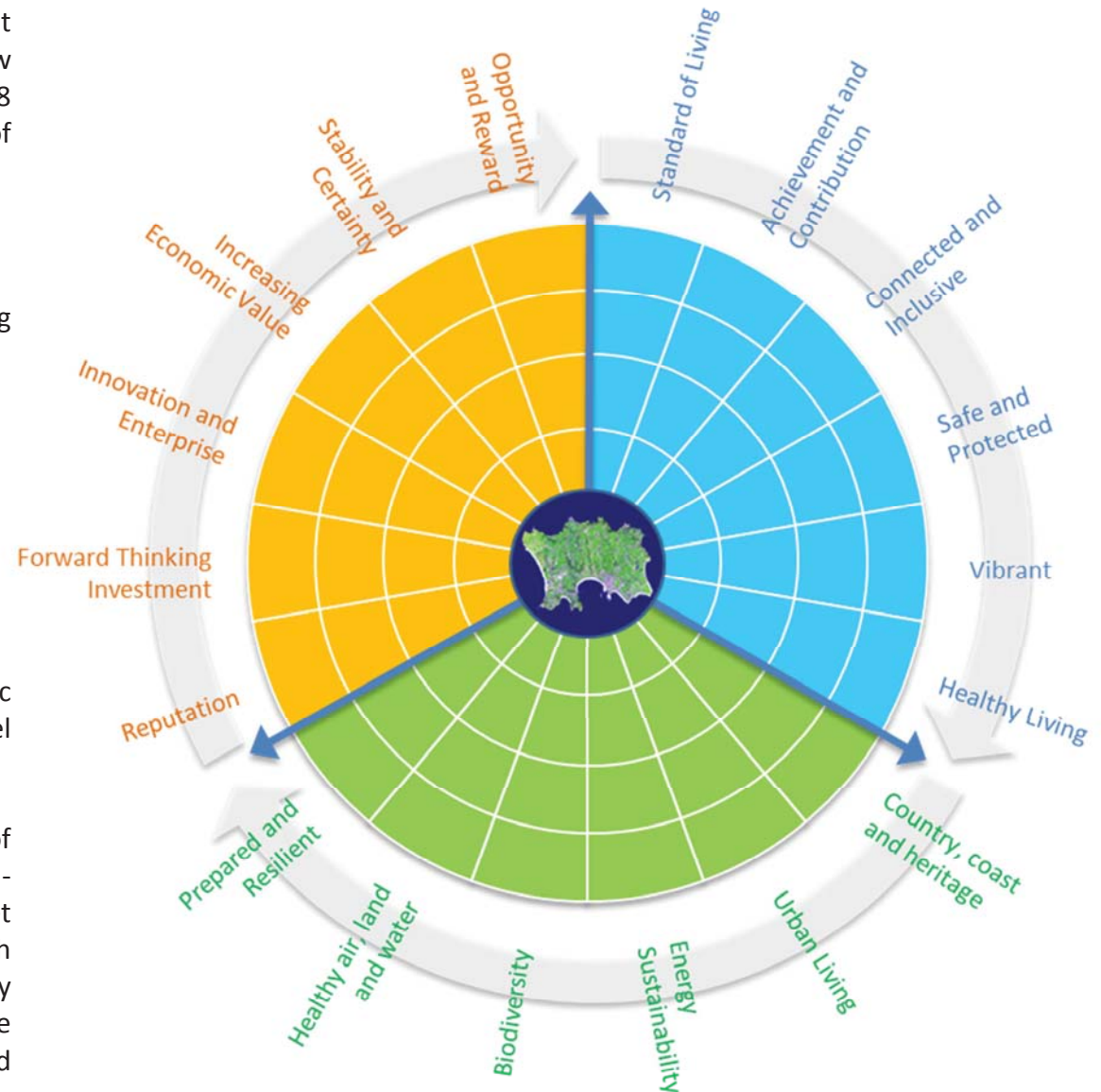
The Core Strategies

Each of the Core Strategies sets out an overall Aim defining what it is intended to achieve. These Aims are:

- **Ensure our Island is one of prosperity and opportunity**
- **Foster a community that is caring, healthy and vibrant**
- **Preserve this beautiful and special place for future generations**

Each of the Core Strategies is based upon six Strategic Goals, which are summarized in the Alignment Model opposite.

The Strategic Goals provide a more specific definition of what we want to achieve but still focus on the end result - what constitutes 'success' - rather than on how to get there. They provide a framework by which the Island's high level aspirations can be broken down into focused delivery strategies. This will also help future policy makers to ensure these strategies are joined up and prioritise service and infrastructure improvements and initiatives.



PROPOSED STRATEGIC GOALS

3 AIMS	ECONOMY	COMMUNITY	ENVIRONMENT
	Ensure our Island is one of prosperity and opportunity	Foster a community that is caring, healthy and vibrant	Preserve this beautiful and special place for future generations
18 STRATEGIC GOALS	We have access to rewarding employment opportunities	We enjoy a decent standard of living	We protect and enhance the landscape and character of our coast and countryside
	We provide a stable and sustainable economic environment	We achieve our potential and lead responsible and rewarding lives	Our urban areas are attractive and inviting places to live and work
	We maximize the value from our key economic sectors	We enjoy a sense of belonging and being part of a welcoming, inclusive community	We have secure, affordable and sustainable energy supplies
	We encourage innovation and enterprise	We feel safe and protected at home, work and in public	We preserve, strengthen and value our Island's biodiversity
	We invest in making Jersey a competitive place to do business	We enjoy life together through a wealth of social, cultural, sporting and recreational opportunities	We enjoy clean air, land and water resources
	We ensure Jersey enjoys a strong international reputation	We live healthy, active lives and age well	We are resilient to the effects of our changing climate

Cross-Cutting Contributions

None of these Goals is about the functional activity of different States departments nor is their delivery the sole prerogative of any individual service. Rather, the framework highlights the vital enabling role played by different departments across a range of goals. Any States department can be placed at the heart of the model and recognise its contribution to one or more of the Strategic Goals and its potential impact and interaction with others

Education, for example, provides a key link from our present to our future. It plays a crucial role in delivering economic success by developing a skilled homegrown workforce and helping promote entrepreneurship and innovation. By enabling individuals to realize their potential, it also helps them secure the best possible employment and achieve self-sufficiency. At the same time, education helps drive social progress, instilling values that contribute to a safe and caring community, whilst unleashing creative and artistic potential. By enriching people’s awareness and understanding of their environment, it also plays a vital role in building a sustainable future for our Island.

Infrastructure

Quality infrastructure provides the backbone of a successful economy, a cohesive society and a healthy natural environment. It does not feature as a Goal in its own right because it sits at the heart of the framework making a pervasive contribution to everything we do. From the seemingly mundane to the life-saving, core infrastructure and utilities help improve the quality of our lives and its provision is a key component of the Public Sector Resource Plan.

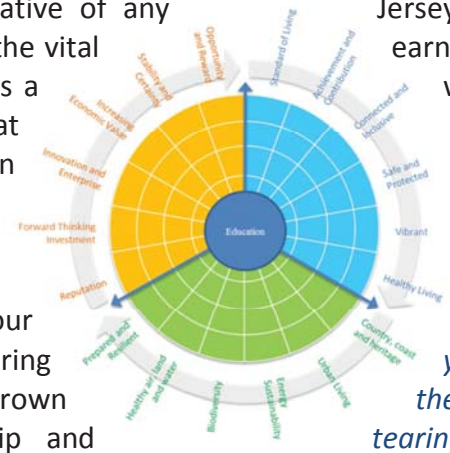
Recognising Interdependencies

Jersey is home to the Durrell Wildlife Conservation Trust, which has earned a worldwide reputation for its pioneering conservation work. Its founder, the late Gerald Durrell, famously said:

“When asked, as I frequently am, why I should concern myself so deeply with the conservation of animal life, I reply that I have been very lucky and that throughout my life the world has given me the most enormous pleasure. But the world is as delicate and as complicated as a spider's web. If you touch one thread you send shudders running through all the other threads. We are not just touching the web, we are tearing great holes in it.”

Looking forward, the analogy described by one of Jersey’s greatest adopted sons also applies to the future stewardship of our Island. If Jersey is to have a bright future, current and future custodians of the Plan must achieve a synergy between the Strategic Goals and sustain this desired balance where it is at risk of being destabilised or ‘torn’. Where decisions in one area will have long-lasting or irreversible impacts in others, we must always consider whether changes in direction, emphasis or intent will achieve a more sustainable balance.

The framework will help facilitate this cross-functional consideration of policies, strategies and initiatives to ensure that their contribution and impact is fully understood. The interdependencies between individual Strategic Goals also means that managing toward them in a traditional departmental (and siloed) fashion will not work. Delivery strategies must be coherent and properly aligned and departments will depend on one another to make collective progress towards successful delivery.



GUIDING PRINCIPLES

There are fundamental ways in which government plans should be delivered no matter what future objectives and strategies are pursued. Rather than listing these underlying assumptions as separate objectives, they are included in *Preparing for Our Future* as proposed Guiding Principles. They will assist in maintaining consistency in decision-making and in ensuring that all actions support one another to achieve the vision for Jersey.

Our proposed guiding principles are:

1. Open and fair government.

Provide, open, responsive, accountable and transparent governance.

2. Ensure Jersey's financial sustainability

Jersey is financially stable with the revenue resources required to support its plans and provide the infrastructure and services that our residents, businesses and environment need.

3. Consider the needs of future generations when making decisions today.

Integrate environmental, social and economic perspectives and future forecasting into our strategic planning.

4. Fair and equal access to high quality, affordable public services.

Understand the needs of individuals and communities, provide accessible and personalised services and ensure fairness in service delivery.

5. Equity and dignity for people of all ages, backgrounds, lifestyles and abilities.

Build a community of integrity, unity and strength

6. Promote independence, support those at risk and protect those in need

Build capacity for independent living, support people to regain control of their lives in times of difficulty, and protect those in need of long term help.

UNLOCKING THE FUTURE

The Strategic Goals provide the enduring framework through which current and future policy makers can seek to deliver sustained progress towards the vision.

At the same time, we need to be bold and commit to some key initiatives that will accelerate progress towards the integration of Jersey's economic, social and environmental interests.

Preparing for Our Future includes three proposed opportunities to create a step change in key areas that will make a positive difference to our way of life.



We need to consider the future role of our town, its potential to accommodate high quality residential and commercial accommodation, and the benefits an ambitious transformation could bring to our economy, community and environment

Transform St Helier

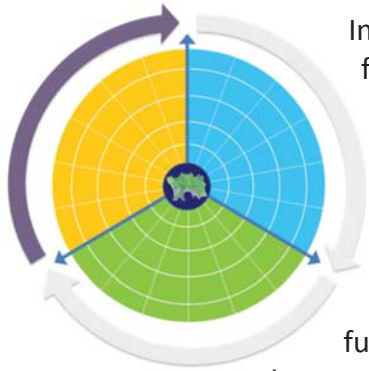


The carefully planned transformation of St Helier's urban form is key to accommodating future economic growth and the changing needs of our population.

Preparing for Our Future has a planning horizon of over twenty years and we must ask ourselves whether many of our streets and buildings will remain viable in their current roles throughout this period. A vibrant and popular town that people want to use, visit and live in is vital to support the needs of local residents and businesses. Regeneration of our town with attractive and well-designed buildings and real emphasis on great public spaces and amenities will deliver a wide range of benefits, including:

- the most efficient use of land and the built environment
- reduced infrastructure costs
- increased protection of rural and coastal areas, biodiversity and heritage
- improved vitality of urban areas by increased social activity and interaction
- a wider range of affordable housing types and choice incorporating high environmental performance.
- greater opportunities to walk and cycle

A Smart, Connected Island



In today's increasingly digital world, success for an economy, a government, a business or an individual requires the adoption and use of new and emerging technologies.

If Jersey is to reap the rewards of the digital age, we need to understand the role that technology can play in our Island's future. Then, we must plan how best to harness the potential for all these different stakeholders. This includes -

- enabling all businesses to benefit from digital infrastructure and services whilst also supporting growth in Jersey's digital sector;
- maintaining a favourable regulatory environment that supports digital business opportunities;
- developing a robust digital infrastructure;
- developing an integrated and strategic approach to the delivery of government services through digital channels;
- ensuring that Jersey's workforce is responsive to the global and technological changes affecting our economy;
- providing access to technology and increasing digital literacy for all Islanders;
- exploring opportunities for Jersey to serve as a test-bed for innovative technologies such as renewable energy systems.

Adapt to our Ageing Society



Our vision is about making Jersey an even better place to live in the years ahead. In a world in which many of the changes we will face are unpredictable, one is already certain. If we are to achieve our ambitions, we must adapt to the unprecedented and permanent demographic shift that is gathering pace in our community – the ageing of our population.

This will not come easily and failure carries significant implications in terms of health care, pensions, social isolation and exclusion. The societies that succeed will realise the benefits for individuals and families and reap potential socio-economic dividends. The way in which Jersey manages this transition will largely be played out over the course of this Plan. Its custodians will have a 'once-in-a-generation' opportunity to deliver systemic change and innovation on many fronts:

- Creating ways for people to help one another so that older people can live well and remain active participants in society for longer.
- Encouraging health behaviours and peer support to improve health outcomes and enable all of us to age better.
- Creating new employment options that enable people to work purposefully and enjoyably in the second half of life.
- Enabling older people to live where they want through new housing models which combine high quality accommodation with friendships and support.

A NEW WAY OF WORKING

Preparing for Our Future lays the foundations for a new and enduring way of working and planning for our future. Whilst future Councils will always retain the right to amend the framework, it is intended to provide long term stability and consistency to Jersey's planning process. This approach will allow policy makers to interpret and respond to changes in operational and economic circumstances while the vision and fundamental goals of the strategy are more constant.

In order to understand how the framework will function, it is important to describe some key elements and the intended process.

➤ Delivery Strategies

Whilst the Core Strategies will define some high level strategic goals to aim for, the reality of how current and future policy makers rise to the challenge of delivery will inevitably evolve. Delivery Strategies will set out how policy makers plan to achieve the Strategic Goals but they will be dynamic and change according to political choices and prioritisation. Such changes will depend on whether strategies are working as intended and the impact of other emerging issues. For this reason, the delivery strategies will be shaped by, but are not contained in the Framework.

➤ Public Sector Resource Plan

A new Public Sector Resource Plan will ensure that the structure and resources of the public sector are aligned to the Strategic Goals and the specific needs and priorities of the delivery strategies.

➤ Strategic Assessment

The Vision provides clarity on where we want Jersey to be in the future.

In order for it to be meaningful and credible, a new performance framework will provide ongoing analysis of how Jersey is faring in relation to key economic, community and environmental outcomes. At its heart will be new Strategic Assessments, produced in line with the political election cycle, so that each new Council of Ministers can review progress towards, and achievability of, the vision.



➤ Four Year Common Strategic Policy

Informed by a Strategic Assessment, each new Council will review the Vision and set their own four year Common Strategic Policy as required by law. This delivery plan will define the priorities and targets for their term of office and the implications for delivery strategies and resource plans. The Medium Term Financial Plan will continue to serve as the means by which the Council then invests or redistributes resources in support of its Delivery Plan.

KEEPING JERSEY ON COURSE

The planning framework will facilitate a dynamic planning process to help government set strategic direction and keep Jersey on course.

Laying Foundations 2014

In 2014, *Preparing for Our Future* will be developed into a fully functional planning framework in consultation with key stakeholders. Work will also be undertaken on the Island's first Strategic Assessment. This will provide a 'state of the nation' review providing insight into -

- Jersey's current position in relation to each Strategic Goal.
- public aspirations and priorities for Jersey's long term future.
- the funding provisionally available and key financial commitments planned through to 2020.

Common Strategic Policy 2015-19

A new Council of Ministers will take office in November 2014. Their first task will be to develop the Island Vision using the Strategic Assessment and the planning framework to inform its development. This will define what future success would look like and the scale of change that would be required, setting realistic targets where these can be legitimately defined through proper analysis and forecasting.

Having set the strategic direction, the new Council will also need to set the priorities and targets for their term of office. Their Four Year Common Strategic Policy will set out new initiatives and projects supporting the Strategic Goals. This may entail refinement or

adjustment to current delivery strategies and realignment of resources through a new Medium Term Financial Plan.

Common Strategic Policy 2019 - 2023

Following the elections in 2018, another new Council will take office and the planning cycle will be repeated. They will consider a new Strategic Assessment, assess progress towards the long term Strategic Goals set in 2015 and review the ongoing achievability of *the Island Vision* based on the issues uncovered. They will decide whether adjustments are needed in light of changing circumstances and opportunities and may choose to reset the strategic direction in consultation with the public.

Using the insight from the Strategic Assessment, the new Council will present its own 4 Year Delivery Plan to the States in 2019. This will again map an explicit path towards the Long Term Vision for their term of office and set out the priorities upon which they will focus.

2023 and Beyond

This process will be repeated in line with the political cycle and the appointment of new Councils at four year intervals. According to the current election schedule and designated planning timescales, new Common Strategic Policies will be published in 2023, 2027 and 2031.

The Island Vision should be dynamic and forward-looking so the planning horizon will need to be updated so that Jersey is continually looking to its future.

ALIGNING THE PUBLIC SECTOR

The Island Vision will describe our ambition for Jersey's future but delivery is not the realm of government alone. Individuals, communities, voluntary organisations, businesses and the parishes all have a stake in our future and a key contribution to make.

Role of the Public Sector

Their work must be underpinned by the high quality basic services and infrastructure that are essential to Jersey's future success. We will not make our Island an even better place to live and enjoy without providing reliable and quality necessities such as safe and affordable health care, a quality education, responsive emergency services and reliable waste disposal.

If we use the advantages of being a small and self-contained island jurisdiction to the full, Jersey has the potential to provide public services that are second to none. Sitting at the heart of our community, the way in which our services can engage with residents and businesses and respond to their changing needs can be an invaluable part of what Jersey has to offer.

An Innovative and Adaptable Public Sector

In addition to managing the needs of today, public services must also develop new ways of preparing for and adapting to the future. An agile and adaptive public sector that identifies emerging issues and actively explores creative ways of responding to them is vital to our success.

In order to remain competitive, we need to focus on increasing the quality and responsiveness of public services whilst reducing the real cost of delivery. This philosophy is driving public sector reform in

Jersey. We are giving our staff the tools and skills to find better ways of working, sharpen customer focus and make access to information and services easier and faster.

Public Sector Resource Plan

Preparing for Our Future provides an opportunity to review how the structure and resources of the public sector are aligned to the strategic direction set by the core strategies and the changing needs and priorities of the delivery plans.

Integral to this approach will be a new Public Sector Resource Plan that draws together long term resource plans and considers how they impact, support and drive each other. The Public Sector Resource Plan will provide an integrated approach to –

- infrastructure development across the Core Strategies (including energy, transport, water, waste and communications).
- long term revenue and capital planning to ensure that there are sufficient funds to meet new and ongoing commitments for the long term.
- workforce planning to identify the staff and skills required in the public sector to deliver the Island Vision.
- technology planning that sets out the technical approach, infrastructure and standards needed to increase operational efficiencies, improve service delivery and control costs.

CASCADING OBJECTIVES

This version of *Preparing for Our Future* has deliberately not gone beyond proposing the highest level Strategic Goals. The next steps are to –

- Agree the draft Strategic Goals and then define the next level of *Primary Objectives* that underpin them (see the Cascade Model in Figures 1 and 2).
- Decide the *Outcome Measures* by which progress towards, and the achievability of each Strategic Goal can be monitored and managed.
- Begin consultation with the public and key stakeholder groups on their long term aspirations for the Island to provide data to inform the new Council as it develops the Island Vision.
- Begin work on the first Strategic Assessment. This will identify trends using the *Outcome Measures* and assess the current position in relation to each Strategic Goal.

FIGURE 1: THE CASCADE MODEL

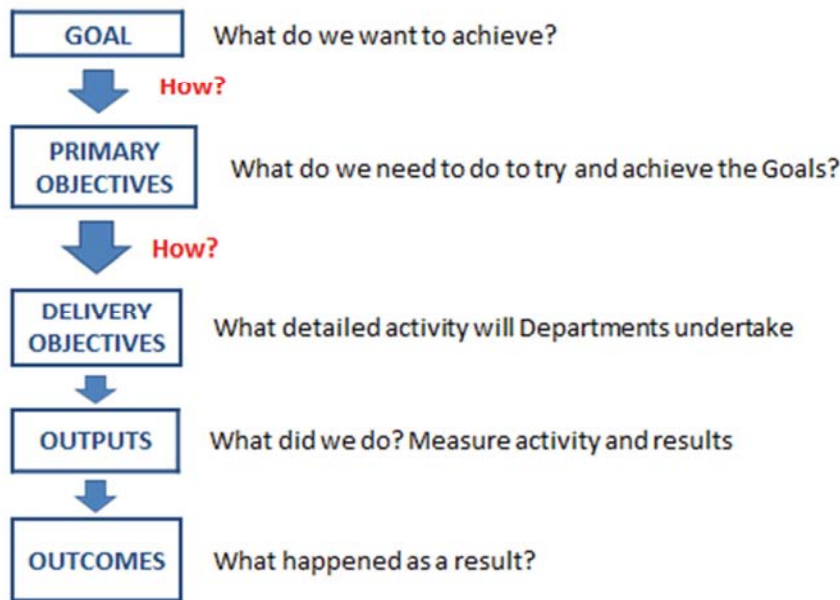
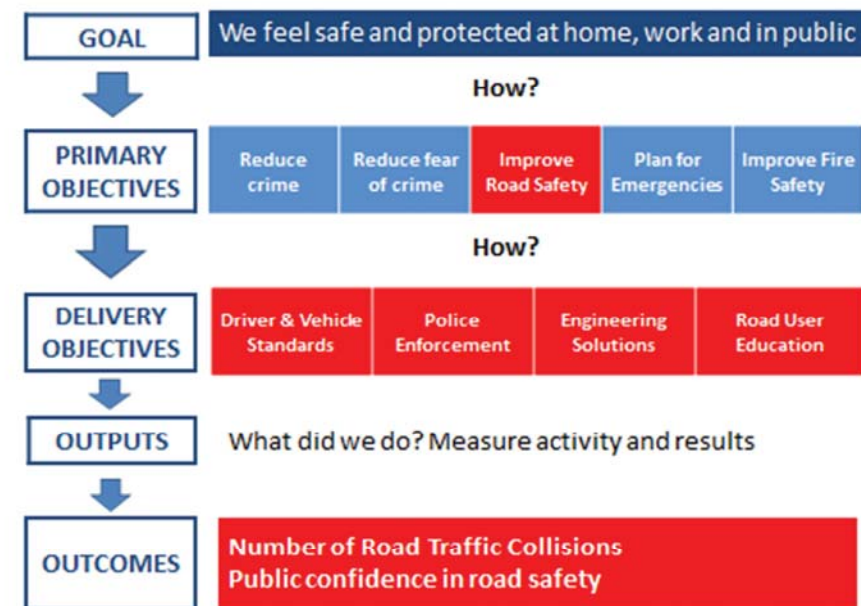


FIGURE 2: PUTTING THEORY INTO PRACTISE²



² The Delivery Objectives in Figure 2 are for illustrative purposes only and show the area of business required rather than fully fledged SMART objectives

SUMMARY OF CHANGES

Preparing for Our Future proposes new ways of working for government in Jersey. In 2014, a new Council of Ministers will seamlessly inherit a leaner, integrated system of strategy management. This will provide a coordinated suite of current strategies at corporate and departmental level, an aligned Public Sector Resource Plan and a Strategic Assessment setting out analysis of actual performance against those strategies and their impact. Over the next few months, the following tools, products and processes will be put in place:

Change	Rationale
Integrated Strategy Hierarchy	A key step in the alignment process is to review and rationalise the array of different strategies and policies currently in place. Many strategies are already due for review, providing the opportunity to establish a hierarchy structure and development process aligned to the three Core Strategies and their 18 Strategic Goals. The framework will provide a coherent overview of our ambitions for the future and the plans to realise this vision
Online Benchmarking	There is currently a wealth of data available about Jersey's economic, social and environmental progress but no 'one stop shop' to present and explain the information. <i>Preparing for Our Future</i> will be supported by a new online tool providing an insight into the current position in relation to each of the Strategic Goals, including measures of progress, trend data and targets.
Strategic Assessment	New Strategic Assessments will collate a variety of major performance reports produced across the public sector to facilitate an extensive review of progress towards, and the achievability of, the vision. Publication will align with the political election cycle so that each new Council can make informed decisions about strategic direction and priorities.
Alignment Tool Kit	The new tool kit is intended to ensure strategy and policy choices can be reviewed against the Island Vision, are properly co-ordinated with each other and that trade-offs between competing priorities are made more explicit and transparent.
Public Sector Resource Plan	The new Public Sector Resource Plan will draw together long term resource plans and consider how they impact, support and drive each other.